

**Edward Byrne Memorial  
Justice Assistance Grant (JAG) Program**

**JAG**

**FISCAL YEAR 2016  
CALIFORNIA STATE APPLICATION**

**California Board of State and Community Corrections  
Edward Byrne Memorial Justice Assistance Grant Program  
Fiscal Year 2016 Application**

**TABLE OF CONTENTS**

|                                                                                                  |           |
|--------------------------------------------------------------------------------------------------|-----------|
| <b>1. INFORMATION TO COMPLETE THE APPLICATION FOR FEDERAL ASSISTANCE<br/>(Form SF-424) .....</b> | <b>1</b>  |
| <b>2. PROJECT ABSTRACT .....</b>                                                                 | <b>2</b>  |
| <b>3. PROGRAM NARRATIVE.....</b>                                                                 | <b>4</b>  |
| I. INTRODUCTION AND BACKGROUND .....                                                             | 4         |
| A. Introduction                                                                                  |           |
| B. Public Safety Realignment                                                                     |           |
| C. Board of State and Community Corrections                                                      |           |
| D. State Administrative Agency (SAA) Designation                                                 |           |
| E. JAG Funding – FY 2012, 2013, 2014 and 2015                                                    |           |
| II. STATE STRATEGY .....                                                                         | 7         |
| A. Funding Priorities                                                                            |           |
| B. Sub-Grant Award Process                                                                       |           |
| C. Key Elements of the BSCC's Grant Management Process                                           |           |
| D. Key Elements of the County Grantee Project Process                                            |           |
| E. JAG Timeline                                                                                  |           |
| F. Description of the Programs to be Funded                                                      |           |
| III. STRATEGIC PLANNING PROCESS .....                                                            | 19        |
| A. JAG Executive Steering Committee                                                              |           |
| B. 2013 JAG Stakeholder Survey                                                                   |           |
| C. BSCC Review and Approval                                                                      |           |
| D. Gaps in State's Needed Resources                                                              |           |
| E. Coordination with State and Other Justice Funds                                               |           |
| IV. ADDITIONAL STRATEGIC PLANNING/COORDINATING EFFORTS .....                                     | 24        |
| V. PERFORMANCE MEASUREMENT DATA .....                                                            | 25        |
| <b>4. BUDGET WORKSHEET AND NARRATIVE.....</b>                                                    | <b>26</b> |
| <b>5. INDIRECT COST RATE AGREEMENT (N/A).....</b>                                                | <b>27</b> |
| <b>6. TRIBAL AUTHORIZING RESOLUTION (N/A).....</b>                                               | <b>27</b> |
| <b>7. APPLICANT DISCLOSURE OF HIGH RISK STATUS .....</b>                                         | <b>27</b> |
| <b>8. ADDITIONAL ATTACHMENTS .....</b>                                                           | <b>28</b> |
| 8a. Review Narrative                                                                             |           |
| 8b. Strategic Plan                                                                               |           |
| 8c. Applicant Disclosure of Pending Applications                                                 |           |
| 8d. Research and Evaluation Independence and Integrity                                           |           |

**Edward Byrne Memorial Justice Assistance Grant Program  
Fiscal Year 2016 Application**

**INFORMATION TO COMPLETE THE APPLICATION FOR FEDERAL  
ASSISTANCE**

**Form SF-424**

***(Submitted electronically via Grants Management System)***

# Edward Byrne Memorial Justice Assistance Grant Program Fiscal Year 2016 Application

## PROJECT ABSTRACT

**Applicant Name:** California Board of State and Community Corrections

**Project Title:** Public Safety Programs

In 2015, the Board of State and Community Corrections (BSCC) implemented a new three-year State Strategy that focuses on three of the seven JAG Program Purpose Areas. The strategy is based on the results of a comprehensive strategic planning process that included a stakeholder survey, several public comment sessions and months of deliberation by an Executive Steering Committee, comprised of subject matter experts from the criminal justice stakeholder community and representing diverse geographical areas within the state.

On January 16, 2014, the BSCC Board approved the following principles for California's three-year JAG State Strategy:

1. The strategy will honor responses from the 2013 California Stakeholder Survey with priority given to the survey supported areas of:
  - Education and Prevention
  - Law Enforcement
  - Prosecution, Courts and Defense
2. The needs of small, medium, and large counties will be taken into account.
3. Funding will be based on local flexibility, on the needs of the juvenile and adult criminal justice communities and on input from a balanced array of stakeholders.
4. Applicants must demonstrate a collaborative strategy based on a *Community Engagement Model* that involves multiple stakeholders in the project or problem addressed.
5. Some emphasis in the strategy will be given to the development of innovative and/or promising strategies to reduce crime and recidivism.

California will set aside eight percent of JAG funds for administrative costs, and plans to pass through the remaining 92 percent to local and/or state entities, with a primary focus on gang intervention and violent crime reduction. The following ten project identifiers will be associated with proposed project activities in California:

- |                            |                            |
|----------------------------|----------------------------|
| • Community Policing       | • Firearms                 |
| • Gangs                    | • Crime Prevention         |
| • Evidence-Based           | • Education                |
| • Problem Solving Courts   | • Violence – Violent Crime |
| • Prevention – Delinquency | • Strategic Planning       |

- Partnerships

In 2014, BSCC administered a competitive Request for Proposal process, led by the JAG Executive Steering Committee (ESC). From 51 proposals, the JAG ESC recommend 32 projects to be funded. On February 12, 2015 the BSCC Board approved the funding recommendations of the JAG ESC and on March 1, 2015, 32 new JAG projects involving the new state strategy were initiated throughout the state.

# **Edward Byrne Memorial Justice Assistance Grant Program Fiscal Year 2016 Application**

## **PROGRAM NARRATIVE**

### **I. INTRODUCTION AND BACKGROUND**

#### **A. Introduction**

On March 1, 2015, California implemented 32 new JAG projects throughout the state, based on a new JAG State Strategy. This change was the culmination of a statewide strategic planning process and a focus on data-driven practices implemented through traditional and non-traditional stakeholder participation at the local level. The projects were developed through a competitive process that illustrated the counties' commitments to the new JAG priorities in California in the areas of education and prevention; law enforcement; and courts, prosecution and defense.

Historically, California has used JAG funds to support Program Purpose Area (PPA) 1: Law Enforcement, with a strong emphasis on specialized task forces to address drug sales and supply. In fact, in 2012, 98 percent of JAG funds were allocated to the Law Enforcement PPA. While maintaining some focus on law enforcement efforts, California's new strategy places greater emphasis on prevention and education programs, as well as on court, prosecution and defense strategies. Within these areas, the emphasis will shift from drug enforcement to gang prevention and intervention and efforts to reduce gun violence and other violent crime.

The Bureau of Justice Assistance (BJA) places a strong emphasis on the role of comprehensive strategic planning by the states. In response, states are reinvigorating their strategic planning processes, coordinating resources, and reemphasizing their commitment to science and evidence-based approaches to prevent and fight crime. California embraced this change, recognizing that a reassessment of funding priorities was long overdue. With that critical mission as a goal, California conducted a comprehensive strategic planning process and gathered data to determine how best to use the federal JAG Program funding to address California's criminal justice system needs and priorities throughout the next three years. The process included distributing a web-based survey of stakeholders, conducting three public comment sessions throughout the state, consulting with criminal justice stakeholders in a systematic and deliberate way, and examining the array and availability of other criminal justice financial resources designed to address public safety and victim assistance concerns.

In order to better understand the context within which the changes to the JAG Program come, it is important to note several other major changes that have affected California's criminal justice system over the past several years. These changes are outlined in the following sections.

#### **B. Public Safety Realignment**

In 2011, Governor Jerry Brown signed into law Assembly Bill (AB) 109 and AB 117, referred to as "Public Safety Realignment," which made "fundamental changes to California's correctional system to stop the costly, ineffective and unsafe 'revolving door' of lower-level

offenders and parole violators through our state prisons” (excerpt from Governor’s Press Release, April 5, 2011). Realignment legislation:

- Shifted responsibility for all sentenced non-violent, non-serious, non-sex offenders from state to local jurisdictions;
- Established Post-Release Community Supervision (PRCS);
- Changed the parole revocation process;
- Tasked Community Corrections Partnerships (CCPs) in every county with planning for the change and implementing the local plans; and
- Gave local law enforcement the right and the ability to manage offenders in smarter and cost-effective ways.

C. Proposition 47

On November 4, 2014 California voters passed Proposition 47, which declassified certain felonies to misdemeanors. Incarcerated inmates who have committed non-serious and non-violent property and drug crimes are eligible to have their felony convictions reduced to a misdemeanor. This declassification has caused a reduction among the incarcerated populations in both local jails and state prison. Further, it created a grant program whereby 65% of the state’s saving is to be administered by the BSCC in awards to the public agencies aimed at supporting mental health treatment, substance abuse treatment and diversion programs for people in the criminal justice system. Subsequent state legislation added focus on community-based solutions for reducing recidivism and prioritizes, projects that combine mental health services, substance use treatment services, housing, job skills and other community supportive services. (Assembly Bill 1056, Chapter 438, Stats.2015)

D. Board of State and Community Corrections

The Board of State and Community Corrections (BSCC) was established in California statute effective July 1, 2012 to serve as an independent body providing leadership and technical assistance to the adult and juvenile criminal justice systems. The BSCC was created with a designated mission, in part, to promote a justice investment strategy that fits each county and is consistent with the integrated statewide goal of improved public safety through cost-effective, promising, and evidence-based strategies for managing criminal justice populations and juvenile justice populations. A central part of its mission is to oversee public safety realignment goals that keep non-violent, non-serious, non-sexual offenders in local control where support services can help them successfully re-integrate into their communities.

The Board meets regularly to discuss, review and approve important policy and program decisions that affect local jurisdictions. The composition of the Board is important within the context of developing a statewide strategy for JAG because it includes a broad sample of California’s high-level criminal justice stakeholders, all of whom have input on policy and funding decisions proposed by BSCC staff. The 13 members of the BSCC are designated by statute, pursuant to California Penal Code Section 6025. The following table shows the designated membership per statute, along with the individual currently serving in that position.

## Membership of the Board of State and Community Corrections

|    | Designation per Statute                                                                                                                                                             | Board Member (as of June 16, 2016)                                                             |
|----|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------|
| 1  | The Chair of the Board (a full-time paid position), appointed by the Governor.                                                                                                      | <b>Linda Penner, Chair</b><br>(former Chief Probation Officer, Fresno County)                  |
| 2  | The Secretary of the California Department of Corrections and Rehabilitation (CDCR).                                                                                                | <b>Scott Kernan</b><br>Secretary, CDCR                                                         |
| 3  | The Director of the Division of Adult Parole Operations for CDCR.                                                                                                                   | <b>Guillermo Viera Rosa</b><br>Director, CDCR Division of Adult Parole Operations              |
| 4  | A county sheriff in charge of a local detention facility which has a BSCC rated capacity of 200 or less inmates, appointed by the Governor.                                         | <b>Dean Growdon</b><br>Sheriff, Lassen County                                                  |
| 5  | A county sheriff in charge of a local detention facility which has a BSCC rated capacity of over 200 inmates, appointed by the Governor.                                            | <b>Geoff Dean</b><br>Sheriff, Ventura County                                                   |
| 6  | A county supervisor or county administrative officer. This member shall be appointed by the Governor.                                                                               | <b>Leticia Perez</b><br>County Supervisor of Kern County                                       |
| 7  | A chief probation officer from a county with a population over 200,000, appointed by the Governor.                                                                                  | <b>Michelle Brown</b><br>Chief Probation Officer<br>San Bernardino County                      |
| 8  | A chief probation officer from a county with a population under 200,000, appointed by the Governor.                                                                                 | <b>Michael Ertola</b><br>Chief Probation Officer<br>Nevada County                              |
| 9  | A judge appointed by the Judicial Council of California.                                                                                                                            | <b>Ramona Garrett</b><br>Retired Judge, Solano County                                          |
| 10 | A chief of police, appointed by the Governor.                                                                                                                                       | <b>David Bejarano</b><br>Chief of Police, City of Chula Vista                                  |
| 11 | A community provider of rehabilitative treatment or services for adult offenders, appointed by the Speaker of the Assembly.                                                         | <b>Scott Budnick</b><br>Founder, Anti-Recidivism Coalition                                     |
| 12 | A community provider or advocate with expertise in effective programs, policies, and treatment of at-risk youth and juvenile offenders, appointed by the Senate Committee on Rules. | <b>David Steinhart</b><br>Director, Commonweal<br>Juvenile Justice Program                     |
| 13 | A public member, appointed by the Governor.                                                                                                                                         | <b>Mimi H. Silbert</b><br>Chief Executive Officer and President,<br>Delancey Street Foundation |

The BSCC is further comprised of four divisions, each of which plays an important role in monitoring and supporting the state's local corrections systems:

### (1) Corrections Planning and Programs (CPP)

The CPP Division promotes effective criminal and juvenile justice programming by facilitating grant compliance, and administering local adult and juvenile facility financing (including JAG) to help our state and local partners achieve desired outcomes. Among its responsibilities, the CPP Division promotes the use of evidence-based practices, engages in collaborative planning, ongoing research and information-sharing, and provides training and other technical assistance to facilitate grant compliance.



(2) Facilities Standards and Operations (FSO)

The FSO Division collaborates with local law enforcement agencies to maintain and enhance the safety and security of local adult and juvenile detention facilities. Chief among its responsibilities, the FSO Division establishes minimum standards for local adult and juvenile detention facilities, and conducts biennial inspections of local adult and juvenile detention facilities.

(3) Standards and Training for Corrections (STC)

The STC Division works in collaboration with local corrections systems to improve the professional competence of local corrections staff in California. The STC Division establishes minimum selection and training standards for probation and local corrections, monitors counties for compliance with standards, develops and provides core training curricula for entry-level corrections staff, and provides support and technical assistance to local corrections systems.

(4) County Facilities Construction (CFC)

The County Facilities Construction works in collaboration with State and local government agencies in administering financing for local adult jail/criminal justice facility and juvenile detention facility construction projects, for the purpose of enhancing public safety and conditions of confinement.

E. State Administrative Agency (SAA) Designation

On July 1, 2012, California state law transferred the administration of the Edward Byrne Memorial JAG Program from the California Emergency Management Agency (Cal EMA) to the new BSCC. With this transfer, BSCC became the State Administrative Agency (SAA) responsible for oversight of funds for the JAG program.

F. JAG Funding – FYs 2012, 2013, 2014 and 2015

It is important to note that the JAG program was transferred to BSCC in the last year of its prior four-year cycle (2010 through 2013). During its July 2012 Board meeting, the Board agreed for the final year to continue the funding approach used by the California Emergency Management Agency (Cal EMA), the agency that had administered JAG prior to the transition. This minimized disruptions for the existing JAG grantees and allowed the BSCC to begin establishing systems and processes to undertake the administration of a new program. The Cal EMA funded programs were:

- Anti-Drug Abuse Enforcement Team
- Drug Endangered Children (DEC)
- CrackDown Multi-Community Task Force
- Marijuana Suppression Program
- Campaign Against Marijuana Planting Program

At its March 14, 2013 Board meeting, BSCC staff presented a planning process to develop a new multi-year strategy and advised the Board of the release of the 2013 JAG State Solicitation, which would be due to the BJA before the new strategy was completed. The Board authorized BSCC staff to survey stakeholders and collect public comments on the best use of JAG funds in California. The BJA approved BSCC's subsequent request to continue the existing programs for an additional year while the BSCC completed a new multi-year strategy.

On September 30, 2014 the following JAG projects below ended their four (4) year JAG cycle. These projects were not renewed under the new state strategy and guidelines for the JAG program. The projects shut down were:

- Anti-Drug Abuse Enforcement Team
- CrackDown Multi-Community Task Force
- Marijuana Suppression Program
- Campaign Against Marijuana Planting Program

It should be noted the Drug Endangered Children (DEC) 2014 project was extended by the Board until December 31, 2014. On December 2014 all JAG programs were shut down in the State of California.

On March 1, 2015 the California initiated 32 new JAG projects throughout the state. All projects reflected the new state priorities within the Program Purpose Areas of (1) Education and Prevention, (2) Law Enforcement and (3) Prosecution, Courts and Defense.

## II. STATE STRATEGY

### A. Funding Priorities

March of 2013 BSCC commenced development of a new multi-year plan for the Byrne Memorial JAG Program. In January 2014, the Board approved a three-year strategy, developed by the JAG Executive Steering Committee (see “JAG Executive Steering Committee,” below).

As a result of this planning process, the State of California assigned priority to **three of the seven JAG Program Purpose Areas (PPAs)**. California arrived at these priorities through the use of a stakeholder survey (see “2013 JAG Stakeholder Survey,” below), which reflects input from 890 respondents from around the state and across all elements of the justice system, including law enforcement, parole/probation, prosecution, defense, mental health, education, social services, public health, and substance abuse treatment. Respondents were asked to rank the PPAs in order of priority. Within each of the seven PPAs, the survey further asked the respondents to rank areas of need. The following table shows the top three PPAs and top two areas of need reflected from among survey respondents.

### Summary of 2013 JAG Stakeholder Survey Results

| Top Three (3) JAG Program Purpose Areas | Top Three (3) Areas of Need within each PPA                                                                                                                              |
|-----------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Prevention and Education</b>         | <ul style="list-style-type: none"> <li>• Gang Initiatives</li> <li>• Juvenile Delinquency</li> <li>• Substance Abuse</li> </ul>                                          |
| <b>Law Enforcement</b>                  | <ul style="list-style-type: none"> <li>• Gang Violence</li> <li>• Violent Crime Reduction</li> <li>• Drug Enforcement</li> </ul>                                         |
| <b>Prosecution, Courts and Defense</b>  | <ul style="list-style-type: none"> <li>• Problem Solving Courts</li> <li>• Gun/Gang Prosecution and Violent Crime Prosecution</li> <li>• Indigent and Defense</li> </ul> |

Building from the survey results, the JAG Executive Steering Committee (see “JAG Executive Steering Committee,” below) then developed a multi-year strategy to guide the future

administration of JAG funds in California. This strategy was reviewed and adopted by the Board. As mentioned in the introduction, this new strategy represents a major modification in the way that California will direct use of its JAG funds going forward, with a shift away from an emphasis on drug enforcement toward an emphasis on gang-related and other violent crime.

All JAG applicants were required to build a strategic plan for three-year implementation, addressing one or more of the three PPAs listed above. Within each of those PPAs, applicants were required to further demonstrate how they planned to address one or more of the priority need areas listed above. The applicant had the latitude to choose how it would allocate funds between or among these PPAs based on the needs and priorities designated by the county collaborative that prepared and submitted the application.

The following table lays out California's Multi-Year Strategy for the Byrne JAG Program:

| <b><u>California Multi-Year Strategy for the Byrne JAG Program</u></b>                                                                                                                                                                                                                                                   |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>(1) The strategy will honor responses from the California stakeholders in the survey with priority given to the survey supported areas of:</b> <ul style="list-style-type: none"><li><b>a. Education and Prevention</b></li><li><b>b. Law Enforcement</b></li><li><b>c. Prosecution, Courts and Defense</b></li></ul> |
| <b>(2) The needs of small, medium and large counties will be taken into account.</b>                                                                                                                                                                                                                                     |
| <b>(3) Funding will be based on local flexibility and on the needs of the juvenile and adult criminal justice communities and on input from a balanced array of stakeholders.</b>                                                                                                                                        |
| <b>(4) Applicants must demonstrate a collaborative strategy based on the Community Engagement Model that involves multiple stakeholders in the project or problem addressed.</b>                                                                                                                                         |
| <b>(5) Some emphasis in the strategy will be given to the development of innovative and/or promising strategies to reduce recidivism.</b>                                                                                                                                                                                |

C. Sub-Grant Award Process

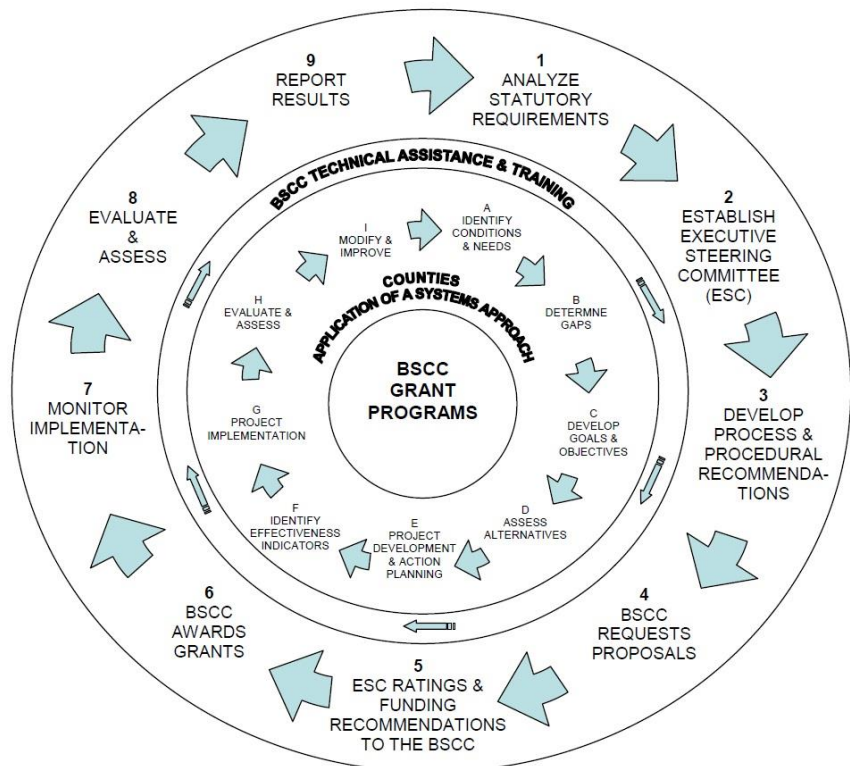
When the Legislature places the administration of a grant program with the BSCC, three key elements generally guide the BSCC's efforts:

- (1) Policy-Focused:* The legislative intent and the "big picture" public policy impact are the primary focus.
- (2) Constituency-Driven Process:* The BSCC involves those people with the most specific knowledge and expertise to serve on an Executive Steering Committee (ESC) to provide recommendations to guide each grant program's efforts (see below). Counties

(or other designated grant recipient agencies) are responsible for design and development of grant-funded projects to meet local needs.

- (3) *Timely Implementation:* The grants are awarded, and the specific grant projects in each county are developed and implemented, in an expeditious and timely fashion.

The BSCC's grant management process was developed in collaboration with state and local policymakers. It is an ongoing "systems" approach as illustrated in the diagram displayed below. There are two major bands that work concurrently in implementing various grant programs. One band shows the BSCC's grant management process; the other shows the county's application of a systems approach to project development and implementation. From the beginning of the processes until project closeout, the BSCC provides ongoing technical assistance and training to counties (or other designated grant recipient agencies) to help ensure a successful effort.



From the beginning of the processes until project closeout, the BSCC provides ongoing technical assistance and training to counties (or other designated grant recipient agencies) to help ensure a successful effort.

An applied "systems model" is a simple, yet powerful, philosophical approach that has been historically used by the BSCC in working with its constituents during the planning, development, implementation, and assessment of various public policies, programs and projects. It is designed to convert concepts into appropriate action, in an overall system of continuous improvement. The model draws from fundamental principles of public administration and program development/improvement. As can be seen from the diagram above, the initial steps are used to determine what conditions are to be addressed with a public policy, program or project, what is to be accomplished, and various alternative ways to address the conditions. The remaining steps focus on the actual development, implementation, and evaluation or assessment of the selected public policy, program, or projects. Information provided in evaluation or assessment of results is designed to be used by policymakers to reassess the conditions and needs identified in the first step, thereby forming a feedback loop of continuous improvement.

#### D. Key Elements of the BSCC's Grant Management Process

**Step 1. Analyze Statutory Requirements:** The BSCC begins each grant program by analyzing law/statutory requirements and related legislative intent. This forms the basis of future steps and actions taken by the BSCC.

**Steps 2-3. Establish an ESC to Develop Process/Procedural Recommendations:** The BSCC appoints an Executive Steering Committee (see “JAG Executive Steering Committee,” below) to guide the grant process and provide recommendations on specific implementation procedures. This may include recommendations on criteria and elements of an RFP, rating factors to be used to evaluate and determine which counties (or other designated grant recipient agencies) receive grant awards, and effectiveness indicators to be used to determine project success. This process typically includes draft material developed by the Executive Steering Committee (ESC) that is circulated to constituents and potential grantees for feedback before finalizing recommendations to the BSCC. Constituent feedback on draft material often provides critical information that is used by the ESC to develop recommendations to the BSCC.

**Step 4. BSCC Request for Proposals (RFP):** ESC recommendations are provided to the BSCC for its consideration/action at a regularly scheduled meeting and public comment, if any, can be provided. In determining what action to take, the BSCC may accept, change, or modify any ESC recommendations. The BSCC issues the RFP, which is distributed to constituents and posted on the BSCC’s website.

**Step 5. ESC Rates Proposals and Develops Funding Recommendations:** If the law (or BSCC policy) has prescribed a competitive grant process, members of the ESC will independently review each applicant’s written proposal, and apply the BSCC-approved rating factors. Raters may also hear county testimony about each proposal if required by the RFP. For each proposal, the cumulative scores on all rating factors, by all ESC members, determine the applicant’s rank in relationship to other projects.

**Step 6. Award Grants:** The ESC provides the BSCC with a rank-ordered list of proposed projects for funding consideration/action at a regularly scheduled meeting and public comment, if any, can be provided. In determining what action to take, the BSCC may accept, change, or modify any ESC funding recommendations. The BSCC awards grants and counties are formally notified. Each county project description and funding level is posted on the BSCC’s website.

**Step 7. Monitor Program Implementation:** BSCC staff monitors each county’s project and provides training and technical assistance throughout development and implementation. The goal of BSCC monitoring, training, and technical assistance is to provide for early identification and resolution of any issues and enable mid-course corrections to be made if necessary. Monitoring also helps ensure that the project is meeting its goals and objectives and that it can be reasonably assumed that desired outcomes can be achieved.

**Step 8. Program Evaluation/Assessment:** Each grant program is subject to some level of evaluation and assessment. Depending on legislative requirements, this can be as extensive as formal research designs using experimental and control groups or much less formal methodologies (Information Gathering, Research and Evaluation Overview). For every grant program, regardless of the research and evaluation methodologies used, the BSCC seeks information to enable two fundamental public policy questions to be answered: 1) Did the program work as intended? 2) Were the program goals, objectives, and desired outcomes achieved?

**Step 9. Report Results:** If required by law (or BSCC policy), a written report of program results is prepared for use by state and local policymakers. This enables findings and best practices to be identified, as well as the ability to aggregate data and lessons learned across

projects statewide. It provides a valuable feedback loop to enable necessary modifications or improvements to be made to projects or related public policy.

E. Key Elements of the State and County Grantee Project Process

**Steps A-B. Identify Conditions/Needs and Determine Gaps:** When requests for grant proposals are announced by the BSCC, the first step taken by counties is an assessment of current conditions and needs relative to the BSCC's grant program. Counties determine if the grant program can improve public safety or community conditions and address local public policy needs. If so, counties identify specific gaps that may be met by the grant program.

**Steps C-D. Develop Goals/Objectives and Assess Alternatives:** If the assessments in Steps A-B indicate that the grant program may be a good fit, counties move into the initial phase of project planning involving the development of goals and objectives. Goals are broad level statements of desired public policy, and objectives are specific statements of what the project seeks to achieve. At this point, counties generate and assess alternatives and typically make a decision whether or not to apply for a grant.

**Steps E-F. Project Development/Action Planning and Effectiveness Indicators:** Although all steps up to this point can be considered in the broad context of initial project development, at steps EF counties typically develop a formal, written proposal for submission to the BSCC. Counties planning and development teams engage in intensive system wide collaboration among key parties. Roles and responsibilities are identified, action plans and timelines are developed, lines of authority are established, policies and project procedures are drafted, and project effectiveness indicators (or desired outcome measures) and evaluation protocols are developed.

**Steps G-H. Project Implementation and Evaluation/Assessment:** Counties start project implementation, which typically involves operationalizing all policies and procedures (e.g., taking clients, delivering services, starting construction, etc.). At this point, necessary evaluation data collection begins.

**Step I. Project Modification/Improvement:** Lessons learned in implementation, and evaluation results, are used by counties to make project modifications and improvements. This occurs throughout the life of the project as part of an ongoing process of program assessment and continuous improvement.

F. JAG Timeline

The following timeline for the 2014/15/16 JAG Program identifies all of the activities described in the sections above.

**2014/15/16 JAG Timeline**

| DATE               | ACTIVITY                                                                                                      |
|--------------------|---------------------------------------------------------------------------------------------------------------|
| November 4, 2013   | Executive Steering Committee (ESC) Meeting: Review results of 2013 Stakeholder Survey                         |
| April 23, 2014     | ESC Meeting: Finalize JAG Multi-Year Strategy                                                                 |
| July 22, 2014      | ESC Meeting: Finalize RFP concepts, funding allocation formula, develop rating criteria and finalize RFP etc. |
| September 11, 2014 | BSCC Board approval of RFP for release to field                                                               |

| DATE                     | ACTIVITY                                                                |
|--------------------------|-------------------------------------------------------------------------|
| November 21, 2014        | Proposals due                                                           |
| January 7, 2015          | Proposal reading and rating process                                     |
| January 30, 2015         | Development of funding recommendations (ESC)                            |
| February 12, 2015        | BSCC Board approval of proposals recommended for funding                |
| <b>March 1, 2015</b>     | <b>Contract start date for the new JAG projects</b>                     |
| <b>September 1, 2015</b> | <b>Start the reapplication process</b>                                  |
| <b>December 1, 2015</b>  | <b>End of the reapplication process. New contracts sent to grantees</b> |
| <b>January 1, 2016</b>   | <b>Start of the third year of the JAG cycle</b>                         |
| <b>September 1, 2016</b> | <b>Start of the reapplication process</b>                               |
| <b>January 1, 2017</b>   | <b>Start of the last year of the four (4) JAG cycle</b>                 |
| <b>January 1, 2018</b>   | <b>Start of the new four (4) year JAG cycle</b>                         |

G. Description of the Programs to be Funded

As stated above, only programs that fall into the three priority Program Purpose Areas (PPAs) were funded. The BSCC did not require applicants to utilize any specific program(s), but required the programs to use principles of evidence-based practice. Counties funded by the JAG Program in the State of California are listed below (separated by large, medium and small, based on population), with brief project descriptions:

**Large Counties** (population greater than 700,000)

**1. San Diego County**

- **JAG Program Purpose Area:** Prevention and Education
- **Lead Agency:** San Diego County Probation Department

San Diego County will provide a continuum of detention alternatives to juvenile offenders who do not require secure detention, which will include assessment, referral, case advocacy, home detention, reporting centers, non-secure shelter, intensive case management and wraparound family support services.

**2. Contra Costa County**

- **JAG Program Purpose Areas:** Prevention and Education / Courts, Prosecution, Defense and Indigent Defense
- **Lead Agency:** Contra Costa County Employment and Human Services Department

Contra Costa County will implement the Youth Justice Initiative (YJI), a project devoted to advancing optimal outcomes for at-risk youth and youth involved in the juvenile justice system. The School Success Team (SST) will advance school-wide prevention and intervention initiatives for some of the County's highest-risk students, beginning with a pilot middle-school in the Antioch School District (AUSD). The Reentry Success Team (RST) will provide comprehensive post-dispositional advocacy and reentry services to improve outcomes and reduce recidivism for juvenile probationers throughout the county.

### 3. Kern County

- **JAG Program Purpose Area:** Prevention and Education
- **Lead Agency:** Kern County Probation Department

The goal of the Kern County JAG Project is to reduce school violence and juvenile delinquency. The approach will include collaboration among school districts, the Probation Department, the Sheriff's Department, and community based organizations. The plan outlines a multi-pronged support system that first provides universal programs to address school climate, identifies at-risk youth who need higher levels of support, and provides evidence-based practices to address specific needs.

### 4. San Francisco County

- **JAG Program Purpose Areas:** Prevention and Education / Courts, Prosecution, Defense and Indigent Defense
- **Lead Agency:** San Francisco County Department of Children, Youth and their Families

The Three-Year Prevention and Intervention Strategy project will focus on reducing recidivism for disconnected Transitional Age Youth (TAY). This project will provide a framework for preventing the school-to-prison pipeline led by San Francisco's law enforcement, criminal justice, and substance abuse treatment agencies.

### 5. Ventura County

- **JAG Program Purpose Areas:** Prevention and Education / Law Enforcement
- **Lead Agency:** Ventura County Sheriff's Office

The project Transformation Works Ventura County will utilize a countywide, two-pronged approach, through law enforcement initiatives and intensive case management services, led by a multi-agency taskforce. These services provide youth and adult gang members with comprehensive education, employment and support services designed to reduce involvement in gangs and gang activities.

### 6. San Mateo County

- **JAG Program Purpose Area:** Prevention and Education
- **Lead Agency:** San Mateo County Manager's Office

San Mateo County will implement Students With Amazing Goals (SWAG), a multi-disciplinary program aimed at increasing high school graduation rates and reducing truancy in East Palo Alto. The SWAG program strategy relies on a robust referral network led by high schools and middle schools, Probation, the courts, local non-profit and CBOs, and local law enforcement, to make certain the right children are being referred for the right reason.

### 7. San Joaquin County

- **JAG Program Purpose Areas:** Prevention and Education / Law Enforcement / Courts, Prosecution, Defense and Indigent Defense



- **Lead Agency:** San Joaquin County Sheriff's Office

The prevalent gangs, drugs and violence problems in San Joaquin County will be addressed by implementing Project Navigate Constructive Change, a program that will focus on prevention, education and alternatives to incarceration.

## 8. Los Angeles County

- **JAG Program Purpose Areas:** Prevention and Education / Law Enforcement / Courts, Prosecution, Defense and Indigent Defense
- **Lead Agency:** Los Angeles County Sheriff's Department

The Los Angeles County Comprehensive Plan is a multi-faceted approach, led by the Los Angeles County Sheriff's Department Narcotics Bureau, designed to positively impact the criminal justice system throughout multiple neighborhoods within the county. A cooperative, countywide plan centered on enforcement, prosecution and treatment best deals with those individuals and groups that spread social malaise through illicit drug abuse and narcotics-related crime and gang culture.

## Medium Counties (population between 200,000 and 700,000)

### 1. Sonoma County

- **JAG Program Purpose Area:** Prevention and Education
- **Lead Agency:** Sonoma County Probation Department

Sonoma County will implement the Keeping Kids in School Initiative, which will seek to reduce school absence and truancy among students in Sonoma County school districts by providing case management and comprehensive support for young people and their families who are at greatest risk for disengagement from school.

### 2. Yolo County

- **JAG Program Purpose Area:** Courts, Prosecution, Defense and Indigent Defense
- **Lead Agency:** Yolo County District Attorney's Office

Yolo County will implement a Neighborhood Court, an adult criminal diversion program based on restorative justice that addresses criminal violations that impact the quality of life in the community. Restorative justice is accomplished in Neighborhood Court by involving the victim, the offender and community members. The Yolo County Program will expand to the jurisdictions of West County, Woodland and a new target population of homeless offenders in the county.

### 3. Butte County

- **JAG Program Purpose Area:** Prevention and Education
- **Lead Agency:** Butte County Sheriff's Office

Butte County will identify young adult offenders, 16-24 years of ages, scheduled to re-enter communities – whether released on parole, probation, upon completion of a terminal sentence or alternative custody supervision. Services will be provided to prevent gang involvement, reduce substance abuse, juvenile delinquency and reduce recidivism.

Participants will be placed into community supervision coupled with other evidence-based and age-appropriate treatment services, along with an educational and vocational training program.

#### **4. Santa Cruz County**

- **JAG Program Purpose Area:** Prevention and Education
- **Lead Agency:** Santa Cruz County Sheriff's Office

In collaboration with the County Health Services Agency, local hospitals and the four municipal law enforcement agencies, Santa Cruz County will develop, implement and monitor a Sobering Center as an alternative to jail incarceration for individuals detained for public intoxication.

#### **5. Stanislaus County**

- **JAG Program Purpose Areas:** Prevention and Education / Law Enforcement
- **Lead Agency:** Stanislaus County Sheriff's Department

Through a partnership among law enforcement agencies, the Boys and Girls Club, Applied Performance Sciences, the Stanislaus Family Justice Center, the Stanislaus Drug Enforcement Agency, the Probation Department and the District Attorney's Office, Stanislaus County will work to expand services, implement new prevention/education programs, mentoring and therapy for at-risk youth, and engage the community and parent involvement.

#### **6. Tulare County**

- **JAG Program Purpose Area:** Prevention and Education
- **Lead Agency:** Tulare County Sheriff's Department

Tulare County will implement the Closing the Circle program, an education-based strategy, that will provide evidence-based instruction to at-risk students at selected middle schools and court and community schools to reduce gang affiliation, low academic achievement, drug abuse, and other problem behavior associated with delinquency and crime. The suppression component will focus on juvenile and young adult offenders, and refer appropriate youth to the educational component for relevant programs.

#### **7. Placer County**

- **JAG Program Purpose Areas:** Prevention and Education / Law Enforcement
- **Lead Agency:** Placer County Sheriff's Office

The Placer County Sheriff's Office and partners propose a transformational Trauma-Informed Response (TIR) project that unites first responders with multi-agency collaborative systems (System of Care). TIR incorporates five major initiatives to close the gaps in the current system and address the growing epidemic of substance abuse, mental health and trauma that lead children down a path to prison.

## 8. Merced County

- **JAG Program Purpose Areas:** Prevention and Education / Law Enforcement / Prosecution, Courts, Defense, Indigent Defense
- **Lead Agency:** Merced County Probation Department

Merced County will develop a multi-disciplinary team to provide prevention and intervention services to youth on probation with gang affiliation. There will be a balance of justice agencies and treatment providers who will work together to reduce recidivism, increase awareness and facilitate change.

### Small Counties (population less than 200,000)

#### 1. Tehama County

- **JAG Program Purpose Areas:** Prevention and Education / Law Enforcement / Courts, Prosecution, Defense and Indigent Defense
- **Lead Agency:** Tehama County Sheriff's Office

Tehama County will implement a Hot Spot Policing Team utilizing the SARA (Scanning, Analysis, Response and Assessment) crime analysis model to target substance abuse and violent crime. The project will include the expansion of a highly effective, evidence-based program to 5,000 students in eight high-need middle and high schools. In addition, the county will implement an Adolescent Diversion Project for first-time juvenile offenders.

#### 2. Shasta County

- **JAG Program Purpose Areas:** Prevention and Education / Law Enforcement
- **Lead Agency:** Shasta County Sheriff's Office

Shasta County's JAG project will attempt to reduce the youth criminal justice system reentry rate, remove as many youth and children as possible from environments where drugs are present, and eliminate as many drugs and drug suppliers as possible from children's and youth's environments.

#### 3. Mendocino County

- **JAG Program Purpose Area:** Courts, Prosecution, Defense and Indigent Defense
- **Lead Agency:** Mendocino County Office of the Sheriff/Coroner

Mendocino County seeks to develop a Behavioral Health Court (BHC) for adults in the criminal justice system. Implementation of a BHC will reduce arrests, incarceration and recidivism by identifying, stabilizing, and addressing the underlying needs of those for whom serious mental illness is a substantial factor in their conduct.

#### 4. Lake County

- **JAG Program Purpose Areas:** Prevention and Education / Law Enforcement
- **Lead Agency:** Lake County Sheriff's Office

The Lake County Sheriff's Department will establish a Day Reporting Center (DRC) with co-located services to maximize access to technology upgrades for education, job training,

employment counseling and other comprehensive services for adults and juveniles currently in the criminal justice system.

## **5. Plumas County**

- **JAG Program Purpose Areas:** Education and Prevention / Law Enforcement / Courts, Prosecution, Defense and Indigent Defense
- **Lead Agency:** Plumas County District Attorney's Office

Plumas County's Helping Offenders Pursue Excellence (HOPE) program is designed to provide a holistic approach to assist rural Plumas County's criminal justice partners in their efforts to enhance public safety, foster collaboration and improve the outcomes of individuals and their families under the supervision of community corrections.

## **6. Imperial County**

The Imperial County LEAD (Local Enrichment and Decision-Making) Program will coordinate a law-related teaching program and implement a Truancy Mediation Program to address juvenile delinquency, substance abuse and school violence. Imperial County District Attorney's Office is collaborating with the Imperial County Office of Education to coordinate two separate teaching programs for students in Imperial County.

## **7. Lassen County**

- **JAG Program Purpose Area:** Prevention and Education
- **Lead Agency:** Lassen County Sheriff's Office

Lassen County will establish a multi-agency, county-wide youth crime reduction program. The target population will be youth ages 12-25, and delivery will be through coordination with area schools and other youth organizations. Services will include a diversionary program which will last three years with evaluations/modifications taking place during years two and three.

## **8. Mono County**

- **JAG Program Purpose Areas:** Prevention and Education / Law Enforcement
- **Lead Agency:** Mono County District Attorney's Office

Mono County will implement a project called the Comprehensive Approach to Addressing Narcotics and Substance Abuse in Mono County. Services will be provided to deliver a more comprehensive approach to drug issues in the county.

## **9. Madera County**

- **JAG Program Purpose Area:** Law Enforcement
- **Lead Agency:** Madera County Sheriff's Office

Madera County will implement a multi-disciplinary project in drug suppression through active community education, diversion of users and enforcement. The region will integrate a variety of new and existing efforts for this project focus.

#### 10. Yuba County

- **JAG Program Purpose Area:** Prevention and Education
- **Lead Agency:** Yuba County Probation Department

Yuba County, the school district and probation department will identify at-risk elementary age children and provide targeted education and family-based services directed toward prevention of truancy, future delinquency, gang involvement, substance abuse and violent behaviors.

#### 11. Kings County

- **JAG Program Purpose Areas:** Prevention and Education / Law Enforcement / Courts, Prosecution, Defense and Indigent Defense
- **Lead Agency:** Kings County Sheriff's Office

The Kings County Gang Task Force (KCGTF) and partners will implement a project to reduce juvenile and young adult gang-related crimes, high rates of juvenile delinquency, and recidivism of moderate- and high-risk young adults through a balance of prevention, intervention, and suppression programs and strategies.

#### 12. Calaveras County

- **JAG Program Purpose Areas:** Prevention and Education / Law Enforcement
- **Lead Agency:** Calaveras County Sheriff's Office

Calaveras County will implement Life Skills Training, DEA Take Back events, the High Point Drug Market Intervention, enhanced assistance to drug-endangered children, and a Community-Oriented Controlled Substances Law Enforcement program toward the end goal of meeting the community's substance and drug enforcement needs.

#### 13. San Benito County

- **JAG Program Purpose Areas:** Prevention and Education / Law Enforcement
- **Lead Agency:** San Benito County Sheriff's Office

San Benito County will enhance its task force model for enforcement while implementing the evidence-based "Strengthening Families" program in order to make an impact on the illegal and illicit drug trade that is often carried out by local criminal street gangs. The goal is to interrupt the drug and arms trafficking which will in turn make the community safer.

#### 14. Mariposa County

- **JAG Program Purpose Areas:** Prevention and Education / Law Enforcement
- **Lead Agency:** Mariposa County Probation Department

Mariposa County will implement Project School Climate, which will focus on prevention and education to reduce behavioral misconduct in schools. The county's drug task force will continue to combat street and mid-level drug related crimes involving adults and juveniles who are suspected of selling, manufacturing and/or distributing illegal drugs.

## **15. Humboldt County**

- **JAG Program Purpose Area:** Law Enforcement
- **Lead Agency:** Humboldt County Sheriff's Office

Humboldt County will fund the Sheriff's Marijuana Enforcement Team, whose primary function is the eradication and investigation of mid- to major-level illegal marijuana grows. The unit not only focuses on eradication, but on the development of cases for successful prosecution, seizing illegally gained assets, and assisting natural resource agencies with identifying environmental damages caused by this illegal activity.

## **16. Glenn County**

- **JAG Program Purpose Area:** Law Enforcement and Education and Prevention
- **Lead Agency:** Glenn County Sheriff's Office

Glenn County will fund law enforcement staff to participate in the System Wide Mental Health Assessment Response Treatment (SMART) team, which will respond to school based crisis situation, conduct threat assessments and provide oversight, monitoring and ongoing treatment to high risk youth. SMART will also provide prevention and early intervention education to schools, courts and work closely with the school attendance review board. Law enforcement staff will also participate in the Glen County Interagency Narcotics Task Force to enforce drug laws and work collaboratively with our local attending courts.

### **\$10,000 and under JAG Funding**

The funding set aside for local units of government that would receive \$10,000 and under through the Local JAG Program was instead assigned to the California Department of Justice (Cal DOJ) as a state law enforcement agency with statewide jurisdiction.

### **California Department of Justice**

- **JAG Program Purpose Area:** Law Enforcement/Education and Prevention

The California Department of Justice will provide (7) seven Law Enforcement Task Force Supervisors to (7) Task Forces operating throughout the state. These Task Force Supervisors will have command and control of their assigned Task Force with over-site by local JAG Steering Committees and Executive Boards. The Task Forces operate within the three identified priorities of the 2013 JAG stakeholder survey.

## **III. STRATEGIC PLANNING PROCESS**

Through a collaborative strategic planning process in collaboration with the National Crime Justice Association and utilizing the priorities identified by the Board, the BSCC has developed the following four goals:

1. Collect, analyze, and report corrections data in a manner that meets mandates and informs effective policy and practice at the state and local level;
2. Support the implementation of best practices and policies to produce better outcomes for the criminal justice system and provide comprehensive training and technical assistance;

3. Promote the effective utilization of local corrections facilities and quality alternatives to incarceration to maximize public safety and resource efficiency; and,
4. Serve as a primary information source on managing criminal and juvenile populations.

California's strategic planning process for the JAG Program was comprised of three key components, designed to elicit input from both local communities and criminal justice experts.

- JAG Executive Steering Committee
- 2013 JAG Stakeholder Survey and Public Comment Sessions
- BSCC Review and Approval

A. JAG Executive Steering Committee

The BSCC employs a number of approaches and processes to enhance organizational performance. One key process is the *Executive Steering Committee* (ESC) Approach. The ESC Approach is a model for making better decisions. Anytime the BSCC is involved in an activity, project or program that will be implemented and managed by others, the BSCC's policy is to establish an ESC to oversee that process. ESCs are special committees appointed by the BSCC, as the need arises, to carry out specified tasks and to submit findings and recommendations from that effort to the BSCC. All ESCs are made up of professionals who are knowledgeable in the areas of activity, project or program impact. These local subject matter experts:

- Advise the BSCC in its evaluation of technical requirements for any planning or revision effort;
- Assist the BSCC in the design of criteria and approaches to be used in completing Administrative or Legislative assigned tasks;
- Help the BSCC determine the appropriateness of any formal review or rating process it plans to use;
- Coordinate any necessary workgroup efforts;
- Hold hearings; and
- Submit findings and recommendations.

On September 12, 2013, the Board approved the formation of an ESC to develop the subsequent three years of the JAG four-year strategy and RFP from FY2012/13, 2014/15 and 2016/17. This ESC is comprised of criminal justice stakeholders representing law enforcement, academia, drug and alcohol professionals, research and advocacy groups, and the court. In a state as large as California, it is imperative that members also represent the varying geographies that make up the state, all of which have different needs and concerns. To that end, members of the JAG ESC represent large and small counties; rural, urban and suburban communities; and coastal, valley, northern and southern regions. The following table lists the current membership of the JAG Executive Steering Committee:

**JAG Executive Steering Committee**

| Co-Chairs                                       |                                                                   |
|-------------------------------------------------|-------------------------------------------------------------------|
| *Dean Growden<br>Sheriff-Coroner, Lassen County | *David Steinhart, Director<br>Commonweal Juvenile Justice Program |
| Members                                         |                                                                   |

|                                                                        |                                                                                                   |
|------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------|
| <b>Joseph P. Beeson</b> , Special Agent<br>Special Services Unit, CDCR | <b>*Scott Budnick</b> , Founder<br>Anti-Recidivism Coalition                                      |
| <b>Ken Corney</b> , Chief of Police<br>Ventura Police Department       | <b>Dr. James Hernandez</b> , Emeritus Professor<br>California State University, Sacramento        |
| <b>Mack Jenkins</b> , Chief Probation Officer<br>San Diego County      | <b>Dennis Koch</b> , President<br>County Alcohol and Drug Program Administrators of<br>California |
| <b>Robin Lipetzky</b> , Public Defender<br>Contra Costa County         | <b>Nancy O'Malley</b> , District Attorney<br>Alameda County                                       |
| <b>Diane Ortiz</b> , Executive Director<br>Youth Alliance              | <b>Pamela Patterson</b> , Victim Witness Assistance<br>Program Manager<br>Monterey County         |
| <b>Jennifer Rodriguez</b><br>Executive Director, The Youth Law Center  | <b>Rick Roney</b> , Board Member<br>Direct Relief International                                   |
| <b>The Honorable Robert Tafoya</b><br>Superior Court of Kern County    |                                                                                                   |

*\* Also a BSCC Board Member*

The JAG ESC convened on November 4, 2013 to review the results of a stakeholder survey (see next section) and to develop California's three-year JAG State Strategy. On January 16, 2014 the Board approved the JAG State multi-year strategy. The JAG ESC convened on April 23, 2014 and July 22, 2014 to develop the JAG Request for Proposals (RFP) for Fiscal Year 2014. On September 11, 2014 the RFP was released to the field with a proposal return date of November 21, 2014. On January 7, 2015 and January 30, 2015 the ESC met to read, rate, and develop the funding recommendation to be presented to the Board. On February 12, 2015 the Board approved the ESC funding recommendation for the new JAG award. On March 1, 2015 the new JAG projects started with an ending date of December 31, 2017. The 2016 JAG funding will be a continuance of the new JAG strategy and priorities under the three (3) program purpose areas of education and prevention, law enforcement and prosecution, defense and indigent defense.

**B. 2013 JAG Stakeholder Survey and Public Comment Sessions**

The Board also approved a proposal to initiate a stakeholder survey to gather input for the best uses of JAG funding in California. BSCC worked with both the National Center for Justice Planning and the National Criminal Justice Association (NCJA) (which receives funding from BJA to assist State Administrative Agencies (SAAs) with strategies to engage criminal justice stakeholders in a community-based planning process). BSCC and NCJA staff developed the survey questions and format.

The 2013 Stakeholder Survey was available online at the BSCC website throughout April 2013. BSCC staff also emailed the survey to 400 individuals and organizations representing 30 types of stakeholders and members of the public. The NCJA managed the survey, and analyzed and prepared the results of the 890 responses. The survey asked respondents to prioritize their public safety priorities. As stated above, the results identified three priority Program Purpose Areas (PPAs):

- *Prevention and Education*
- *Law Enforcement*
- *Prosecution, Courts and Defense*



Also during April 2013, BSCC staff and a member of the Board held three public comment sessions across California. Fifty-five speakers commented at sessions attended by more than 150 representatives of 33 local and state law enforcement agencies and two youth services agencies. The law enforcement representatives requested continued funding of existing multi-jurisdictional drug and human trafficking enforcement task forces. Two youth programs – the California Youthful Offender Reentry (Cal-YOR) Program and Homeboy Industries – sought funding for re-entry programs. Six victim services agencies requested additional funding for direct victim services and to address the issue of human trafficking. The results of these public comment sessions were incorporated into the 2013 Stakeholder Survey report.

C. Gaps in State's Needed Resources

As mentioned above, the 2013 JAG Stakeholder Survey asked respondents to prioritize Program Purpose Areas within the JAG Program Guidelines. The survey results clearly demonstrate that the field perceives a need for increased resources to address the gang and gun violence problem that permeates almost every municipality in California and that drives most violent crime. There was consensus among all respondents in placing this need within their top three identified needs.

D. Coordination with State and Other Justice Funds

As stated above, within the BSCC grant management activities fall under the Corrections Planning and Programs (CPP) Division. The CPP Division develops, administers, and evaluates state and federally funded programs and plans designed to improve the effectiveness of state and local correctional systems, reduce costs, maximize resources, and enhance public safety. As part of BSCC's responsibilities, the CPP also serves as a resource for evidence-based, effective, and promising programs, practices, and strategies; and provides technical assistance, consultation, and training to state and local justice system policy makers. As such, it is important that BSCC foster coordination and collaboration among its many grant programs and recipient agencies. Many of these programs are directed to the same local entities and have very similar program purposes.

The BSCC will ensure that JAG funds are coordinated with other state and federal funds by continuing to solicit feedback through the Executive Steering Committee process, by sharing best practices between recipient agencies serving similar populations and by implementing standard definitions of terms and concepts. The BSCC administers the following grant programs, most of which have some overlap or crossover with the JAG Program:

*State-Funded Programs*

- California Gang Reduction, Intervention, and Prevention Program (CalGRIP): Through a competitive process, provides funding to cities using a local collaborative approach for gang prevention, intervention, education, and/or suppression activities.
- Juvenile Justice Crime Prevention Act (JJCPA) Program: Supports probation departments by funding programs that have proven effective in reducing crime and delinquency.
- Mentally Ill Offender Crime Reduction (MIOCR) Program: Supports appropriate prevention, intervention, supervision, services and strategies aimed at reducing recidivism in California's mentally ill offender population and to improve outcomes for these offenders while continuing to protect public safety.
- Pay for Success: The Pay for Success projects are made possible by Assembly Bill 1837 (Chapter 802, Stats. 2014). The program, which also is known as Social Innovation Financing, requires investors, local government agencies and service

providers to agree on outcome goals for programs that reduce recidivism. Repayment on the private investment is based on reaching those targets.

- Proud Parenting Program: Supports community-based parenting services to young parents between the ages of 14 and 25 who have been involved in the justice system and/or welfare system, to break the inter-generational cycle of violence and delinquency.
- Public Safety Realignment Act of 2011: The BSCC distributes funding allocated in the California State Budget Acts of 2011 and 2012 to assist county Community Corrections Partnerships (CCPs) with the continued development of implementation plans for realignment. In 2013-14, counties were eligible to receive these funds only if they submitted to the BSCC a report on actual implementation of their CCP plans. 57 out of 58 counties received funding.
- Strengthening Law Enforcement and Community Relations: This funding provides grants to local law enforcement for projects and initiatives intended to strengthen the relationship between law enforcement and the communities they serve.
- Youth Center/Youth Shelter (YC/YS) Program: Provided state funds for the acquisition, renovation, and construction of afterschool youth centers and overnight youth shelters throughout California.
- Youthful Offender Block Grant (YOBG): Utilizes funding for counties to provide custody and care to youthful offenders who previously would have been committed to the CDCR's DJJ.

#### *Federally-Funded Programs*

- Juvenile Accountability Block Grant (JABG): Provides funds to units of local government to enhance their efforts to combat serious and violent juvenile crime through accountability-based reforms.
  - Best Practices Approach Initiative (BPAI): Supports training and technical assistance to juvenile justice agencies statewide in the implementation of evidence-based practices, programs, strategies, and principles over the course of a three-year project period.
  - Evidence-Based Practices Project: Provided a comprehensive and flexible funding source to probation departments to support a systems change approach in implementing evidence-based practices known to be effective in delinquency prevention with the outcome of reducing recidivism rates for youthful offenders.
  - Evidence-Based Practices To Improve Public Safety (EBP-TIPS): Supports probation departments that are prepared to participate in a two-year systems change approach in implementing or expanding the use of EBP within their local juvenile justice communities.
- Title II Formula Block Grant: Program supports local efforts to plan, establish, operate, coordinate, and evaluate projects directly or through grants and contracts with public and private agencies for the development of more effective education, training, research, prevention, diversion, treatment, and rehabilitation programs in the area of juvenile delinquency and programs to improve the juvenile justice system, including the Juvenile Detention Alternative Initiative (JDAI) core strategies.
  - Reducing Racial and Ethnic Disparity (RED): Programs support a statewide systems change initiative utilizing a multi-faceted approach of direct service, education, and support to reduce the overrepresentation of youth of color coming into contact with the juvenile justice system.

- Tribal Youth Grant (TYG): Supports programs operated by federally recognized tribal governments that serve at-risk youth using the beliefs and values as defined by the Gathering of Native Americans (GONA) principle.
- Residential Substance Abuse Treatment (RSAT): Assists states and local governments in developing and implementing substance abuse treatment programs in state, local, and tribal correctional detention facilities.

#### **IV. ADDITIONAL STRATEGIC PLANNING/COORDINATION EFFORTS**

The CPP works closely with federal, state, and local government agencies, as well as the private sector and nonprofit service providers, to foster collaborative approaches to address crime and delinquency in California. There are several other standing committees overseen by the BSCC, each of which is comprised of members from California's criminal justice stakeholder communities. The BSCC works to ensure communication and sharing of information between and among these committees. These committees include:

##### State Advisory Group on Juvenile Justice and Delinquency Prevention

Pursuant to the federal Juvenile Justice and Delinquency Prevention (JJDP) Act, each state must establish a State Advisory Group (SAG) on Juvenile Justice to receive Title II Formula Block Grant funds. California's SAG, or State Advisory Committee on Juvenile Justice and Delinquency Prevention (SACJJDP), is made up of Governor-appointed subject matter experts who are committed to enhancing the quality of life for all youth in California. Guiding principles include:

- Strategy – a coalition of knowledgeable stakeholders and communities, current or former wards, and local elected officials
- Advocacy – a plan to prevent juvenile crime while providing treatment and rehabilitation for juvenile offenders
- Compliance – a means of monitoring program compliance and ensuring adherence with the core protections of federal law

##### Juvenile Justice Standing Committee

The Juvenile Justice Standing Committee was formed to assist in fulfilling the statutory requirements in relation to a wide range of juvenile justice issues that fall within the purview of the BSCC. Key responsibilities include:

- Data and performance outcomes
- Juvenile Justice Realignment
- Juvenile facility regulations (California Code of Regulations, Title 15)
- Juvenile justice grants monitoring and reporting tasks

The committee membership provides diversity, expertise and geographic representation; each member represents an important discipline related to the mission of advising the Board on juvenile justice mandates and issues.

Reducing Racial and Ethnic Disparity (R.E.D.) Standing Committee (Previously Disproportionate Minority Contact – DMC)

The State R.E.D. subcommittee uses intentional, collaborative and multi-faceted approaches to eliminate bias and reduce the overrepresentation of youth of color coming into contact with the juvenile justice system. Key responsibilities include:

- Address the overrepresentation of youth of color involved in the Justice System
- Provide a leadership approach for reducing racial/ethnic disparities in a state with a highly diverse youth population
- Serve as a key example of how to invest funds to make R.E.D. efforts attainable both locally and at the state level

## **V. STATE PLAN FOR PERFORMANCE MEASUREMENT DATA**

The BSCC will continue to utilize the BJA Performance Measurement Tool (PMT) for submission of quarterly accountability metrics reports to BJA. To complete this process, JAG sub-grantees will be required to submit their data to the BSCC at the end of each quarter. The BSCC's Research Team will review and analyze the data and will work with the Field Representatives to solicit clarifying information, prior to final submission to BJA. Each applicant will have latitude within each of the three priority PPAs as to the types of project(s) it will implement. As a part of its application, each sub-grantee will be required to identify process and outcome measures, along with a plan for how they will collect the data necessary to gauge progress against those measures.

As a part of its proposal, each applicant tentatively will be required to set aside 10 percent of its JAG award for the development and completion of a local project evaluation, to include data collection. (This project evaluation is intended to generate internal improvements to their project or to meet requirements for reporting on process and outcome measures and will not be classified as a research evaluation.) Applicants will be required to submit an evaluation plan shortly after the grant is awarded. Within this plan, applicants must identify both process and outcome measures, including the type of data to be collected and the methods by which they will collect data. The BSCC will require that sub-grantees submit quarterly updates on their progress against the process outcomes, as laid out in its evaluation plan. At the end of the three-year project term, sub-grantees will be required to submit a final evaluation, reporting on both the process and outcome measures, as laid out in its evaluation plan, and making a determination as to whether the project was effective in achieving those outcomes.

The BSCC will analyze the performance metrics contained in the PMT and may determine that additional performance metrics are necessary, depending on the types of projects to be implemented. Throughout this process, the BSCC will make every effort to reduce duplication of efforts in data collection and reporting and the consequent burden on sub-grantees.

**Edward Byrne Memorial Justice Assistance Grant Program  
Fiscal Year 2016 Application**

**BUDGET WORKSHEET AND NARRATIVE**

| Program Component                                      | Estimated Number of Projects | Recipient of Funds                                                                                  | Program Purpose Areas (PPAs)                  | Federal Funds Allocated <sup>1</sup> |
|--------------------------------------------------------|------------------------------|-----------------------------------------------------------------------------------------------------|-----------------------------------------------|--------------------------------------|
| Administration <sup>2</sup>                            | 1                            | BSCC                                                                                                | N/A                                           | \$1,459,530                          |
|                                                        |                              |                                                                                                     |                                               |                                      |
| “Less than \$10,000” Allocation to State Police Agency | 7                            | California Department of Justice                                                                    | 18 - Law Enforcement Programs                 | \$1,141,661                          |
|                                                        |                              |                                                                                                     |                                               |                                      |
| Local Assistance                                       | 32                           | Counties administering 64 projects distributed among the top three (3) priority PPAs <sup>3</sup> : | 28 - Prevention and Education Programs        | \$15,642,935                         |
|                                                        |                              |                                                                                                     | 18 - Law Enforcement Programs                 |                                      |
|                                                        |                              |                                                                                                     | 18 - Prosecution, Courts and Defense Programs |                                      |
|                                                        |                              |                                                                                                     |                                               | \$18,244,126                         |

California's allocation for the Edward Byrne Memorial Justice Assistance Grant (JAG) Program funding for Fiscal Year 2016 is \$18,244,126. This allocation reflects non-compliance penalty assessments under both the Sex Offender Registration and Notification Act (SORNA) and the Prison Rape Elimination Act (PREA).

BSCC will retain eight percent of its total JAG allocation to support administrative costs. The funding set aside for local units of government that would receive \$10,000 and under through the Local JAG Program was instead assigned to the California Department of Justice (Cal DOJ) as a state law enforcement agency with statewide jurisdiction. As shown in the table, in 2016 Cal DOJ will receive \$1,141,661.

Per BJA instructions, a minimum of 64.90 percent of the funds must be passed on to local units of government. The Board authorized more than 85 percent of California's award to be passed on to local units of government. This is reflected on the budget worksheet above.

<sup>1</sup> Reflects both SORNA and PREA reductions and PREA Reallocation Bonus Amount.

<sup>2</sup> BSCC has set eight (8) percent of total funding as the maximum allowable administrative costs, less than the maximum allowable of ten (10) percent..

<sup>3</sup> Multiple counties selected more than one PPA, so total does not add to 32.

**Edward Byrne Memorial Justice Assistance Grant Program  
Fiscal Year 2016 Application**

**INDIRECT COST RATE AGREEMENT**

Not applicable

**TRIBAL AUTHORIZING RESOLUTION**

Not applicable

**APPLICANT DISCLOSURE OF HIGH RISK STATUS**

The Board of State and Community Corrections is not currently designated high risk by another Federal grant making agency.

**Edward Byrne Memorial Justice Assistance Grant Program  
Fiscal Year 2016 Application**

**ADDITIONAL ATTACHMENTS**

**Attachment 8a  
REVIEW NARRATIVE**

The State of California made its Fiscal Year 2014 JAG State Strategy available to the Board of State and Community Corrections (BSCC) for its review and comment on January 16, 2014. The State Strategy was posted to the BSCC's public website as an attachment to the agenda ten (10) business days prior to the January 16th Board meeting and there was time for public comment at said Board meeting.

On May 8, 2014, the Board approved submission of a Fiscal Year 2014 JAG State Application based on the approved State Strategy. The State Strategy has remained on the BSCC website for public comment since it was first published prior to the May 8, 2014 Board meeting. It should be also noted the State Strategy was also published by Bureau of Justice Assistance (BJA) on their website.

For Fiscal Year 2016 the JAG State Application will be provided to the Board at its next meeting on July 14, 2016.

**Edward Byrne Memorial Justice Assistance Grant Program  
Fiscal Year 2016 Application**

**ADDITIONAL ATTACHMENTS**

**Attachment 8b  
STRATEGIC PLAN**

**California Multi-Year Strategy for the Byrne JAG Program**

- (1) The strategy will honor responses from the California stakeholders in the survey with priority given to the survey supported areas of:
  - A. Education and Prevention
  - B. Law Enforcement
  - C. Prosecution, Courts and Defense
- (2) The needs of small, medium and large counties will be taken into account.
- (3) Funding will be based on local flexibility and on the needs of the juvenile and adult criminal justice communities and on input from a balanced array of stakeholders.
- (4) Applicants must demonstrate a collaborative strategy based on the Community Engagement Model that involves multiple stakeholders in the project or problem addressed.
- (5) Some emphasis in the strategy will be given to the development of innovative and/or promising strategies to reduce recidivism.



**Edward Byrne Memorial Justice Assistance Grant Program  
Fiscal Year 2016 Application**

**ADDITIONAL ATTACHMENTS**

**Attachment 8c  
APPLICANT DISCLOSURE OF PENDING APPLICATIONS**

The Board of State and Community Corrections (BSCC), as the State Administering Agency for the JAG Program, has no pending applications for federally funded assistance that include requests for funding to support the same project being proposed under the 2016 JAG Solicitation.

**Edward Byrne Memorial Justice Assistance Grant Program  
Fiscal Year 2016 Application**

**ADDITIONAL ATTACHMENTS**

**Attachment 8d  
RESEARCH AND EVALUATION INDEPENDENCE AND INTEGRITY**

As previously laid out in this Application, the Board of State and Community Corrections (BSCC) intends to pass-through more than 85 percent of its JAG allocation to local entities. It is also the intent of the BSCC to require sub-grantees awarded JAG funds to complete a project evaluation at the end of this three-year cycle. The BSCC included language in the JAG RFP to ensure that applicants demonstrate research/evaluation independence, including appropriate safeguards to ensure research/evaluation objectivity and integrity.