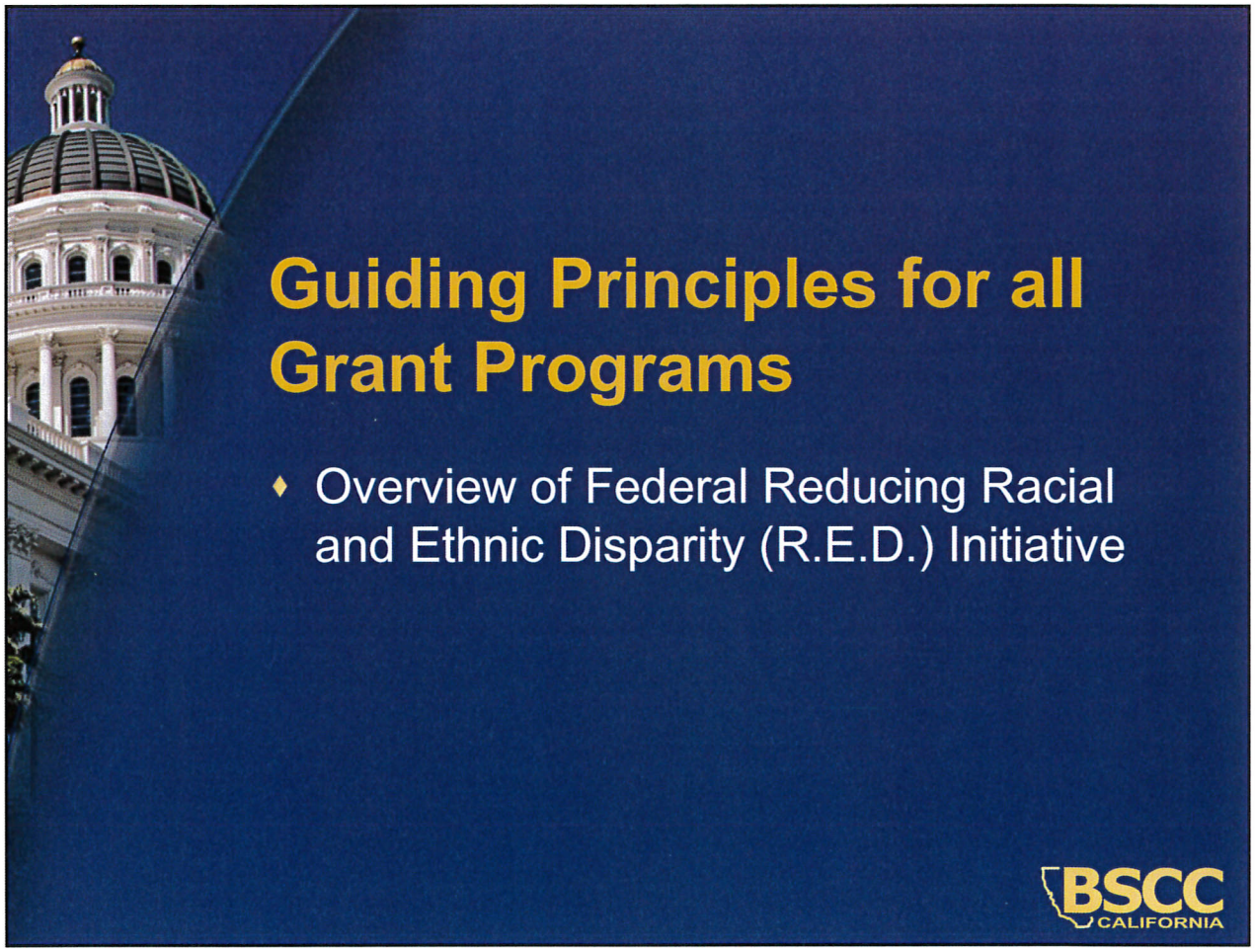
Guiding Principles for all Grant Programs
Overview of Federal Reducing Racial and Ethnic Disparity (R.E.D.) Initiative
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What do we mean by Reducing Ethnic Disparity (R.E.D.) ?

Address juvenile delinquency prevention efforts and system improvement efforts designed to reduce, without establishing or requiring numerical standards or quotas, the disproportionate number of juvenile members of minority groups, who come into contact with the juvenile justice system;

JJDPA, 42 USC 566, Sect. 223, (a)22

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What is the R.E.D. Initiative?

The Racial and Ethnic Disparity (R.E.D.) Initiative refers to reducing the overrepresentation of youth of color who come into contact (at all decision points along the continuum) with the juvenile justice system relative to their numbers in the general population.

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Reducing R.E.D. is not…

- A research project alone
- Solving the problems of racism and poverty
- The blame game
- Playing 'Gotcha'
- The abuse excuse
- Holding youth of color less accountable

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Attorney General Announces OpenJustice, 9/2/15

- "There are large racial/ethnic disparities in arrest rates that hold across men and women. African Americans are the most likely to be arrested at any age, most notably between 18 and 40. Asians have the lowest arrest rates."
- https://openjustice.doj.ca.gov

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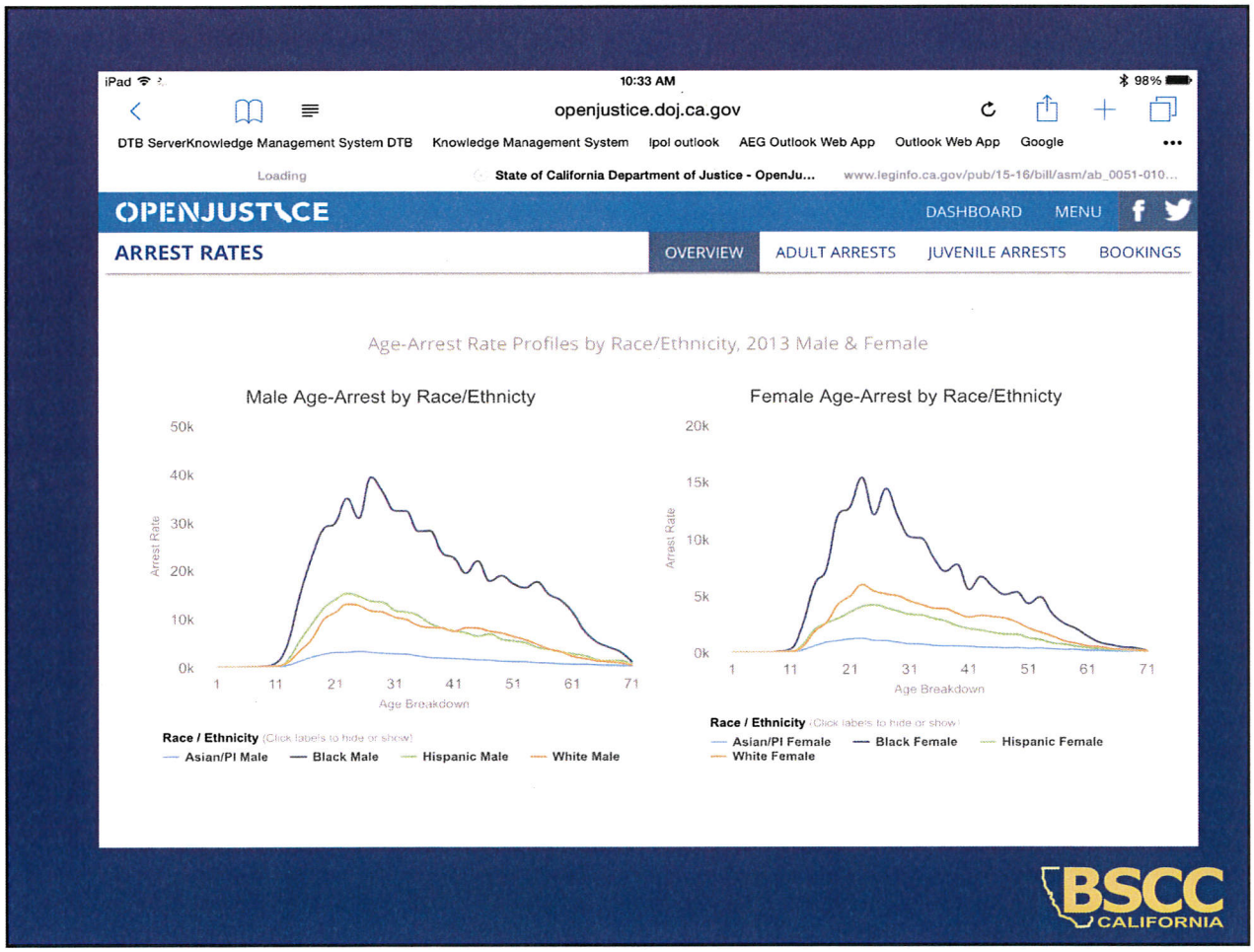
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DTB ServerKnowledge Management System DTB
Knowledge Management System
Ipol outlook
AEG Outlook Web App
Outlook Web App
Google
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State of California Department of Justice - OpenJu...
www.leginfo.ca.gov/pub/15-16/bill/asm/ab_0051-010...
OPENJUSTICE
DASHBOARD
MENU
ARREST RATES
OVERVIEW
ADULT ARRESTS
JUVENILE ARRESTS
BOOKINGS
Age-Arrest Rate Profiles by Race/Ethnicity, 2013 Male & Female
Male Age-Arrest by Race/Ethnicty
Arrest Rate
50k
40k
30k
20k
10k
0k
1
11
21
31
41
51
61
71
Age Breakdown
Race / Ethnicity (Click labels to hide or show)
Asian/PI Male
Black Male
Hispanic Male
White Male
Female Age-Arrest by Race/Ethnicty
Arrest Rate
20k
15k
10k
5k
0k
1
11
21
31
41
51
61
71
Age Breakdown
Race / Ethnicity (Click labels to hide or show)
Asian/PI Female
Black Female
Hispanic Female
White Female
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BSCC Supports Local Communities in R.E.D. Efforts

- Training and technical assistance
  - $1M in four probation departments 2014/15
- Grant funding opportunities
  - Title II
- Access to, and support of, structured decision making tools
  - BI, NCCD
- Georgetown University Collaboration
  - Capstone Project: overlay of R.E.D. over juvenile AND adult programs/policies and practices throughout BSCC.

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R.E.D. and the PFS Grant Project

- Although R.E.D. is not factored into the rating criteria for the PFS Grant project, it is a good practice to ask questions during proposal development and throughout program:
  - How do local departments measure effectiveness with underserved communities?
  - How does the agency deal with issues of linguistic diversity?
  - Do you explore relationships with the community relative to the PFS project?
  - Does your project reflect specific needs of diverse communities?

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Key Tools/Strategies to Reduce R.E.D.

- Development of structured decision-making instruments (e.g., booking protocols, risk assessment tools, etc.).
- "Competency" scan of policies and practices to reduce individual and structural bias against communities of color (e.g., bed assignments, race neutral policies that produce differential outcomes by race/ethnicity, etc.).
- Evaluation of "systems" to prevent structural bias in communities of color (e.g. handling processes, reconciling differential paradigms of justice, etc.).
- Procedural Justice: transparency, consistency, community buy-in.

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For more information about R.E.D.:

- Contact: Shalinee Hunter, Field Representative and R.E.D. Lead
- 916/322-8081
- shalinee.hunter@bscc.ca.gov

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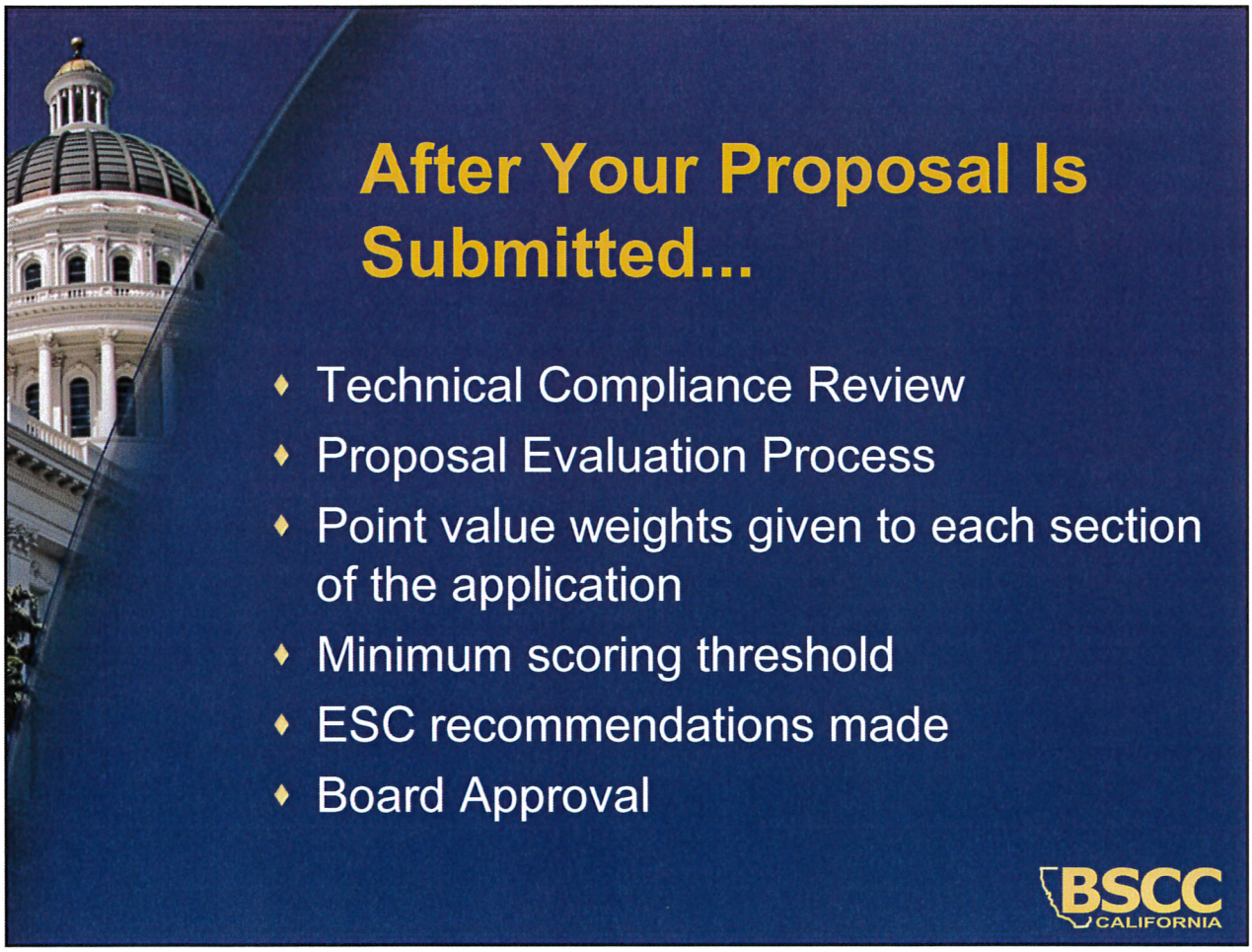
After Your Proposal Is Submitted...
Technical Compliance Review
Proposal Evaluation Process
Point value weights given to each section of the application
Minimum scoring threshold
ESC recommendations made
Board Approval
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Review of Key Dates

TENTATIVE TIMELINE	ACTIVITY
February 1, 2016	Proposals due to BSCC
February 2 - 18, 2016	Technical compliance review
February 4, 2016	Rater training
February 19 – March 8, 2016	Proposal reading and rating process
March 16, 2016	Funding recommendation based on reading/rating process, and review/approval by ESC
April 14, 2016	Present funding recommendations to the Board
May 1, 2016	Contract start date
TBD May/June 2016	Grantee orientation

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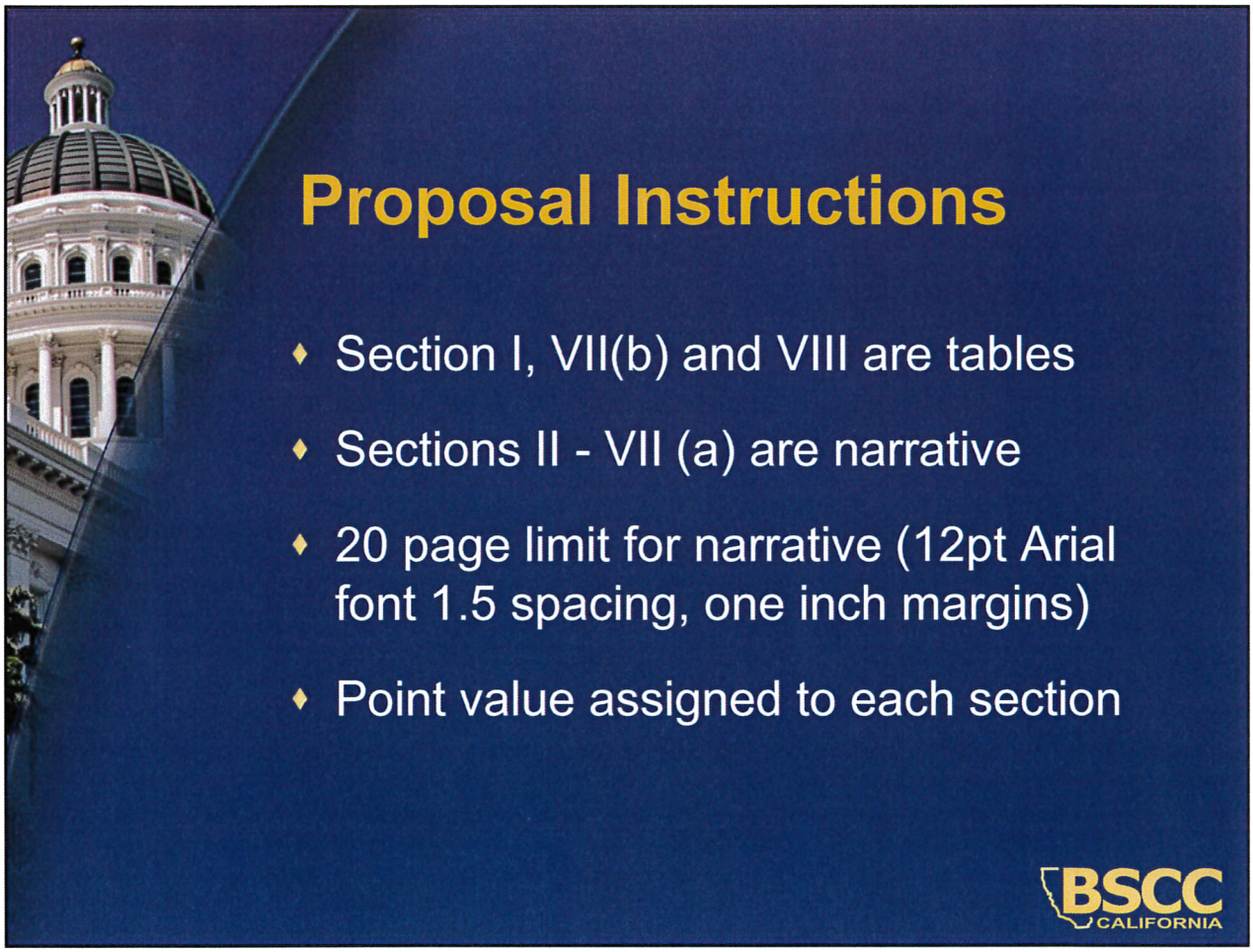
Proposal Instructions
Section I, VII(b) and VIII are tables
Sections II - VII (a) are narrative
20 page limit for narrative (12pt Arial font 1.5 spacing, one inch margins)
Point value assigned to each section
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Proposal Instructions
Project Abstract
Sections I through VIII
Letters of intent/commitment
BOS Resolution if available prior to proposal submission
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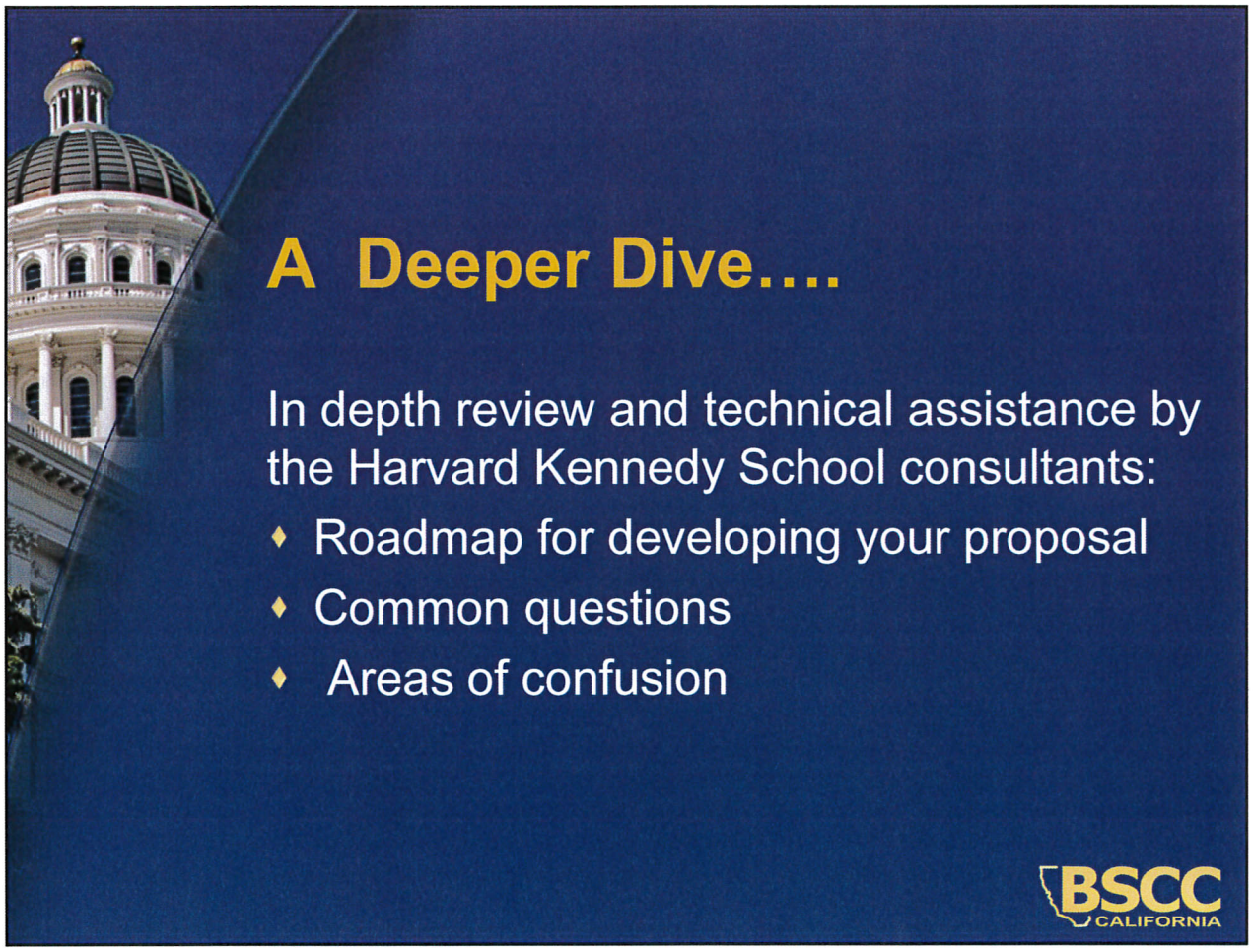
A Deeper Dive….
In depth review and technical assistance by the Harvard Kennedy School consultants:
Roadmap for developing your proposal
Common questions
Areas of confusion
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Roadmap

To-Dos:

- ❑ Engage Relevant Partners in Contract
- ❑ Commit 100% County Match
- ❑ Select Target Population
- ❑ Determine Outcomes
- ❑ Calculate Savings
- ❑ Payment Schedule
- ❑ Select Service Provider
- ❑ Define Evaluation Plan

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Engage Relevant Partners in Contract

Questions to Consider:

- Which partners should we engage and when?

Action Steps (for each partner, in order of priority)

- **County Board of Supervisors:** Submit Board Resolution
- **Agency Staff:** Sketch out high-level project profile; hold briefing for key leadership
- **Service Providers/Intermediary:** Consider issuing procurement; give head's up to key partners
- **Evaluator**: Consider issuing procurement
- **Investor:** Consider contracting for intermediary (unless already have existing investor relationships or leads)

Commit 100% County Match

Questions to Consider

- What does 100% match mean?
- What constitutes a match?

Action Steps

- **Consider type of match:** In-kind, cash, or combination
- **Analyze budget and potential partners** to decide source of match (county, federal, private, and/or philanthropic funds)
- **Consider purpose of match:** Match can go towards
  - Upfront operational costs (county at financial risk but fewer investor dollars required)

    OR
  - Downstream outcome payments (county not at financial risk but more investor dollars required)

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Select Target Population

Questions to Consider:

- Which populations have potential for high-impact/high cost savings?
- Are there "frequent flyer" populations with recurrent, cyclical, and expensive social services?
- Which populations have strong/accessible data sources?

Action Steps

- **Collaborate with research teams** to learn more about underserved populations (historic baselines, risk, volumes)
- **Estimate baseline outcomes** ("counterfactual")
- **Talk with frontline staff** to understand how to identify, refer, and serve population
- **Assess feasibility** of ongoing data collection

Determine Outcomes

Questions to Consider:

- What are we looking to improve through intervention?
- How do outcomes relate to and address needs of target population?
- What is the relationship between outcomes and potential savings?
- When do expected benefits materialize?
- How easy (or difficult) is it to track and measure outcomes?

Action Steps:

- **Consider ultimate policy goals** and whether outcomes relate
- **Talk to relevant agencies** to determine how to track outcome data
- **Brainstorm list of potential outcome** metrics related to target population, recidivism, and other objectives

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Calculate Savings

Questions to Consider:

- To which government jurisdiction does each potential benefit accrue?
- To what extent are potential benefits monetizeable to taxpayers?
- What is an appropriate amount to pay for each outcome?

Action Steps

- **Assess current costs** associated with serving population (i.e. what long term costs accrue without intervention?)
- **Meet with budget team** to learn what share of costs accrues to county (versus to other jurisdictions)
- **Consider social value** associated with outcomes (i.e. what is societal value of reduced victimization?)

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Payment Schedule

Questions to Consider:

- How much should we pay for each desired outcome?
- When should we pay for successful outcomes?

Action Steps

- **Assess relationship between savings and outcomes** (focus only on direct marginal costs to start)
- **Determine additional costs** you may want to include (indirect costs, social costs)
- **Decide when to pay on outcomes**, ensuring enough time to observe impacts

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Select Service Provider

Questions to Consider:

- What promising interventions currently address chosen target population?
- Do potential service providers have strong leadership and ability to scale?
- Can potential service providers accurately track data?
- Are costs of intervention justified by projected savings?

Action Steps

- **Investigate existing providers** to gauge ability to successfully serve target population
- **Select method for procurement:** Can leverage existing relationships, procure for sole source contract, or issue a rapid RFP

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Define Evaluation Plan

Questions to Consider:

- How do we determine if intervention has a real impact?
- How to select an evaluator?

Action Steps

- **Set up data sharing** agreements (where necessary)
- **Talk to program staff** to ensure adequate referral and tracking mechanisms are in place
- **Collaborate with research staff** to identify baseline or comparison group to determine impact
- **Decide how to procure evaluator** (through RFP, sole source contract, existing relationship)

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Review
&
Wrap-up
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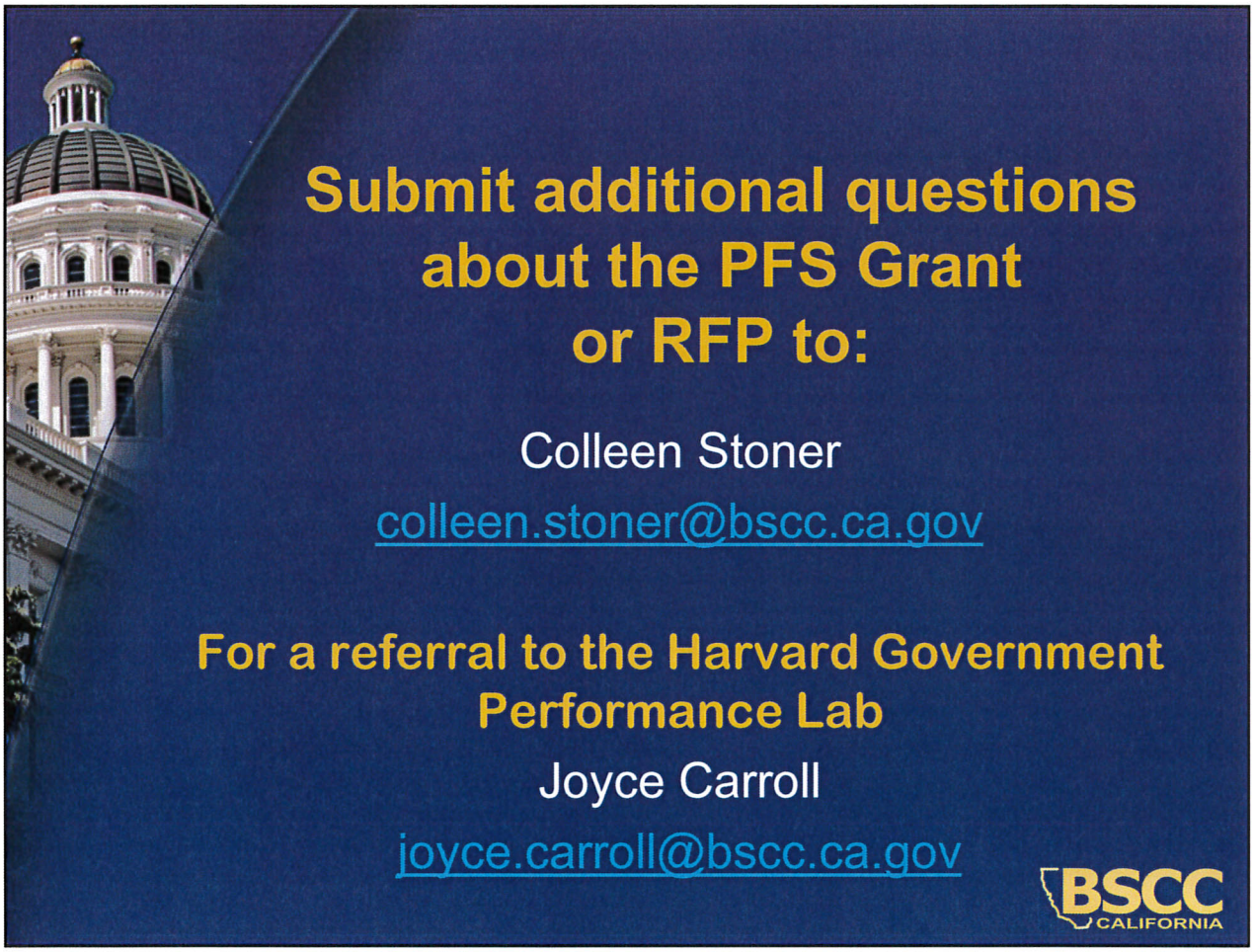
Submit additional questions about the PFS Grant or RFP to:
Colleen Stoner
colleen.stoner@bscc.ca.gov
For a referral to the Harvard Government Performance Lab
Joyce Carroll
joyce.carroll@bscc.ca.gov
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