



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

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

November 2021



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# Executive Summary

The Board of State and Community Corrections (BSCC) is the state administering agency for the federally funded Edward Byrne Memorial Justice Assistance Grant (JAG) Program. JAG funding is primarily available to states and local governments to help support additional personnel, equipment, supplies, contractual support, training, technical assistance, and information systems *for criminal justice*. Funding may be used in support of any one or more of the following eight Program Purpose Areas (PPAs):

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

As the state administrating agency, the BSCC is required to provide a comprehensive statewide plan that describes how JAG funding will be used to improve the administration of the criminal justice system. The most recent Multi-Year JAG State Strategy was developed in 2013 and implemented in subsequent rounds of JAG grant funding. This strategy represented a major change in the administration of the JAG Program by prioritizing funding for PPA 3, Prevention and education programs; PPA 1, Law enforcement programs; and PPA 2, Prosecution, courts and defense programs. Emphasis was also given to the development of programs with innovative and/or promising strategies to reduce recidivism and violence.

In September 2020, the BSCC began the process of gathering information and data to inform an update to the Multi-Year JAG State Strategy. In partnership with the National Criminal Justice Association, the BSCC gathered input from interested parties through a year-long public input process consisting of two virtual listening sessions, a written comment period, and a web-based survey. This report documents the methodology for the information and data gathering process and provides the findings. Like the prior strategic planning process, these findings can be used by a JAG Executive Steering Committee (ESC) to inform an update to the Multi-Year JAG State Strategy to be implemented in upcoming rounds of JAG funding; currently an October 2022 through September 2025 grant cycle is planned.

### Important Caution for Interpreting these Findings

Despite broad and repeated advertisement of the listening sessions, written comment period, and survey, low response rates were achieved. It is unlikely that the 26 comments and 85 survey respondents represent the diversity and interests of the adult and juvenile legal system partners and interested parties. Despite the low generalizability of the findings, thorough analyses of the comments and survey responses honored the input provided and may provide useful information to inform the update of the Multi-Year JAG State Strategy.

### Findings from the Listening Sessions and Written Comments

Commenters for both the listening session and written comments were asked about the most pressing justice issues and to suggest innovative ways to plan the next round of funding. A total of 26 comments (written and/or verbal) were received from unique individuals and/or agencies who represented Community-based Organization (CBO) Service Providers (23 percent); Courts and Legal Services (19.2 percent); Corrections (11.5 percent) and Law Enforcement (11.5 percent). The following key findings informed, in part, the development of the web-based survey:

- ✓ Twenty-seven (27) percent of the commenters thought the JAG grant funding should prioritize partnerships with community-based organizations.
- ✓ Twenty-three (23) percent of the commenters advocated for JAG funding to be allocated toward non-law enforcement related programs.
- ✓ Within PPA 3, Prevention and education, 23 percent of commenters expressed a need for youth development and violence intervention and prevention programs.
- ✓ Within PPA 4, Corrections and community corrections programs, 38 percent of commenters expressed a need for reentry services.
- ✓ Within PPA 8, Mental health programs and related law enforcement and corrections programs, 23 percent of commenters supported the use of funding for general mental health care and services.

### Findings from the Web-Based Survey

A total of 85 individuals completed the survey designed to solicit information about JAG funding priorities, where to invest available funding, and barriers for accessing data and implementing evidence-based approaches. The 85 individuals generally represented Law Enforcement (16.5 percent)<sup>1</sup>, Corrections and Community Corrections (27.1 percent)<sup>2</sup>,

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<sup>1</sup> Fourteen (14) respondents identified their role as Law Enforcement (e.g., county sheriff, city police, California Highway Patrol, university police, and federal law enforcement).

<sup>2</sup> The category of Corrections and Community Correction, 23 respondents total, included respondents who identified their role as Parole/Probation ( $n = 18$ ), Correctional Facility ( $n = 3$ ; state prison, federal prison, or private facility), and Local Detention Facility/Facilities ( $n = 2$ ; county juvenile detention facility, county jail, or city jail).

Service Providers (35.3 percent)<sup>3</sup>, and Courts and Legal Services (11.8 percent).<sup>4</sup> The key findings from the survey were:

#### Funding Priorities and Where to Invest Funding

- ✓ In addition to evidence-based principles, reducing recidivism was selected as a requirement or guiding principle for all JAG funded projects across all role categories (Law Enforcement, Corrections and Community Corrections, Service Providers, Courts and Legal Services).
- ✓ The following three PPAs were generally in the top three ranks, in terms of importance, across all role categories:
  - PPA 3, Prevention and education programs,
  - PPA 8, Mental health programs and related law enforcement and corrections programs, and
  - PPA 5, Drug treatment and enforcement programs.
- ✓ For the allocation of JAG funding to PPAs, the highest percent allocation was assigned to PPA 3, Prevention and education programs (22.6 percent) and PPA 8, Mental health programs and related law enforcement and corrections programs (20.4 percent).
- ✓ Most respondents **do not** believe there should be one PPA that all applicants are required to address. This response was consistent among the role categories.
- ✓ Within the individual PPAs, respondents tended to choose areas of need that focused on mental health (when mental-health related options were available).
- ✓ Within the individual PPAs, respondents tended to prioritize areas that helped people avoid system involvement (e.g., working with at-risk youth, pre-arrest diversion, community-based treatment for substance use, etc.).

#### Accessing Data and Evidence-based Approaches

- ✓ Sixty-five percent of respondents indicated their agencies have access to electronic data to help plan, evaluate, and/or determine the outcomes of their programs. However, 37 percent of respondents indicated the information is difficult to access.
- ✓ The use of evidence-based practices and the measurement of the effectiveness of services varied by respondent role. The majority of those who identified with Corrections and Community Corrections, Service Provider, or Court and Legal Services indicated their agencies use evidence-based practices and measure the effectiveness of their services.
- ✓ For the evidence-based practices that agencies are currently implementing, the most common were risk and needs assessment, case management, tracking outcomes/improving record tracking, community mentoring/support services, and trauma informed care/behavioral health/CBT.

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<sup>3</sup> The category Service Providers, 30 respondents total, included respondents who identified their role as a CBO Service Provider ( $n = 17$ ), a Government Agency Service Provider ( $n = 6$ ), Advocacy Group ( $n = 5$ ), Hospital Clinic ( $n = 1$ ; county, state, or federal), and Education ( $n = 1$ ).

<sup>4</sup> Ten (10) respondents identified their role as Courts and Legal Services (e.g., staff, judge, district attorney, public defender, county counsel, attorney general, appointed counsel, private attorney, federal judge, federal prosecutor).

## **Moving Forward**

This findings from the information and data gathering process are not meant to be a strategic plan or the Multi-Year State Strategy. Strategic planning considers the knowledge held within the field, the decision making of an appointed ESC, and a thorough review of available data to develop a strategy that addresses identified needs, gaps, or emerging trends. Like the prior strategic planning process, the JAG ESC will use these findings to inform an update to the Multi-Year JAG State Strategy that can be implemented in upcoming rounds of JAG funding.

# Background

## About the JAG Program

The Edward Byrne Memorial Justice Assistance Grant (JAG) Program, authorized under 34 U.S.C Sections 10151 – 10158, provides federal funding by way of grants to states and units of local government to support additional personnel, equipment, supplies, contractual support, training, technical assistance, and information systems *for criminal justice*. Funding may be used in support of any one or more of the following eight Program Purpose Areas (PPAs):<sup>5</sup>

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

Since 2013, each State Administrating Agency (SAA) responsible for oversight of JAG funding in California is required to provide a comprehensive Statewide plan that describes how grants will be used to improve the administration of the criminal justice system. The Statewide plan shall:<sup>6</sup>

- be developed in consultation with local governments and representatives of all segments of the criminal justice system.
- include a description of how the state will allocate funding within and among each of the PPAs.
- describe the process used by the state for gathering data and developing and using evidence-based and evidence-gathering approaches in support of funding decisions.
- describe the barriers at the state and local levels for accessing data and implementing evidence-based approaches to prevent and reduce crime and recidivism.
- be updated every 5 years, with annual progress reports.

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<sup>5</sup> Program Purpose Areas (PPAs) are specific areas or fields of focus for which programs are developed to address. PPA 8 - Mental health programs and related law enforcement and corrections programs was added in 2017.

<sup>6</sup> 34 U.S.C. Code Section 10153 (a)(6).



## **The 2013 Multi-Year State Strategy**

Prior to July of 2012, the JAG Program in California was administered by the California Emergency Management Agency (Cal-EMA; now the California Office of Emergency Services) as a non-competitive, formula-based allocation directly to all 58 counties. Most funds were passed through to local law enforcement agencies to fund multi-jurisdictional task forces related to narcotics suppression. In 2012, 98 percent of JAG funds were allocated to PPA 1, Law enforcement programs.

On July 1, 2012, California state law transferred the administration of the JAG Program to the Board of State and Community Corrections (BSCC). With this transfer, BSCC became the State Administering Agency (SAA) responsible for oversight of JAG funding in California with its mission to provide statewide leadership, coordination, and technical assistance to promote effective state and local efforts and partnership in California's adult and juvenile criminal justice system. At that time, the Board expressed a desire to explore other available options for the use of JAG funding within the state. Simultaneously, the Board continued the JAG funding under the old Cal-EMA model for one more year, thereby minimizing the disruption to the existing JAG grantees and allow BSCC staff to establish new systems and processes for the infrastructure of the administration of the JAG program.

On March 14, 2013, the Board directed BSCC staff to develop and implement a planning process to gathering information and data that would guide the Board in determining the structure for the next multi-year state strategy, including funding priorities, for the JAG program. BSCC staff requested technical assistance from the National Criminal Justice Association (NCJA) to determine the process used in other states to develop the multi-year JAG strategy. Based on the technical assistance provided by NCJA and consistent with the requirement from the Board to seek advice from a balanced range of stakeholders, BSCC staff determined that a statewide stakeholder survey, listening sessions, and a series of executive steering committee meeting would be the best way to assist the Board in determining the multi-year state strategy for the JAG program, including the funding priorities.

In April of 2013, the BSCC, working with NCJA, conducted a comprehensive strategic planning process and gathered input from criminal justice stakeholders to develop a more comprehensive Multi-Year State Strategy for the JAG Program. As part of the strategic planning process, three public comment sessions<sup>7</sup> were conducted throughout the state, a web-based survey of stakeholders was developed,<sup>8</sup> discussions with other criminal

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<sup>7</sup> The listening sessions were used to gather input from traditional and non-traditional criminal justice partners across the state on 1) past investments; 2) priority project types and initiatives within the seven JAG purpose areas; and 3) priority purpose areas for funding. Themes from the sessions were used by NCJA and BSCC staff to inform the construction of the survey, which was designed to solicit feedback regarding spending priorities and unmet system needs within seven federal JAG PPAs (PPA 8 was added in 2017).

<sup>8</sup> Results of the 2013 JAG Stakeholder Survey are available at [https://www.bscc.ca.gov/wp-content/uploads/JAG\\_Survey\\_Results\\_2013.pdf](https://www.bscc.ca.gov/wp-content/uploads/JAG_Survey_Results_2013.pdf).

justice stakeholders were conducted, and other criminal justice financial resources designed to address public safety and victim assistance concerns were examined.

The BSCC Board formed an Executive Steering Committee (ESC), comprised of high-level executives from small, medium, and large counties, representing the public, private and non-profit sectors. At the Board's direction, the JAG ESC used the information gathered through the process described above to develop the Multi-Year State Strategy in July of 2013. This Multi-Year State Strategy is provided in the table below.<sup>9</sup>

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### **Multi-Year State Strategy for the Byrne JAG Program (2013)**

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- (1) Will honor responses from California stakeholders in the 2013 Byrne JAG Stakeholder Survey, with priority given to the survey supported PPAs of:
  - Prevention and Education (PPA 3)
  - Law Enforcement (PPA 1)
  - Prosecution, Courts and Defense (PPA 2)
- (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 the community engagement model that involves multiple stakeholders in the project or problem addressed.
- (5) Some emphasis will be given to the development of innovative and/or promising strategies to reduce recidivism.

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This new Multi-Year State Strategy was implemented in subsequent rounds of JAG funding representing a major change in the administration of the JAG Program. Beginning with the March 2015 through December 2017 grant cycle, the JAG Program began prioritizing funding for PPA 3, Prevention and education programs; PPA 1, Law enforcement programs; and PPA 2, Prosecution, courts and defense programs. These priorities were maintained for the October 2019 through September 2022 grant cycle. Emphasis was also given to the development of programs with innovative and/or promising strategies to reduce recidivism and violence. Among the programs funded during the two grant cycles were drug suppression; trauma-informed response; gang diversion; and substance use treatment, to name a few.

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<sup>9</sup> The Multi-Year State Strategy was documented in the JAG Program Fiscal Year 2014 Request for Proposal that was released on September 15, 2014. It is available at [http://www.bscc.ca.gov/wp-content/uploads/JAG-RFP-FY14\\_FINAL.pdf](http://www.bscc.ca.gov/wp-content/uploads/JAG-RFP-FY14_FINAL.pdf).

## **Update of the Multi-Year State Strategy**

The BSCC began the process gathering information and data that would inform an update to the Multi-Year State Strategy for the JAG Program in September 2020. The BSCC, in partnership with NCJA, gathered input from interested parties through a year-long public input process consisting of two virtual listening sessions, a written comment period, and a web-based survey. Information gathered through the listening sessions and written comments were used once again to inform the construction of the web-based survey. This report documents the methodology used to solicit public input, the analyses, and the findings. The findings will be shared with the BSCC Board.

Similar to the previous strategic planning process, BSCC staff will ask the Board to form an ESC to update the Multi-Year State Strategy and to direct the ESC to use the findings from this information and data gathering process when updating the strategy. Accordingly, the updated Multi-Year State Strategy would be implemented in subsequent rounds of JAG funding; currently an October 2022 through September 2025 grant cycle is planned.

## Listening Sessions and Written Comments

On September 21, 2020, the BSCC launched the public comment process. Two virtual listening sessions<sup>10</sup> and the opportunity for written public comment were advertised through a press release, a BSCC webpage<sup>11</sup>, and through email distributions to an existing listserv and known relevant contacts. Stakeholders were asked about the most pressing justice issues currently facing the State, and to suggest innovative ways within the allowed parameters of the JAG Program to plan the next round of funding. Stakeholders were asked to respond by one of two means (or both):

- (1) offer public comment during the virtual listening session(s), or,
- (2) submit public comment to a designated email address between September 21, 2020 and October 30, 2020.

The press release was distributed by email using the BSCC's general listserv<sup>12</sup> consisting of approximately 1,500 people. The press release was also distributed to representatives of California's police departments, probation departments, county behavioral departments, public defenders, district attorneys, non-profit organizations, and former JAG grantees, among others.

The virtual listening sessions were held on October 6<sup>th</sup> and 8<sup>th</sup>, 2020. Prior to and during the listening sessions, participants were encouraged to send public comments to a designated email address for subsequent review. During the two three-hour sessions, participants had the opportunity to make verbal comments through the online meeting platform, which were recorded and saved to a secure location.

After the listening sessions, an additional press release was distributed on October 20, 2020 to remind individuals about the opportunity for written public comment by email.<sup>13</sup> This press release was also posted to the BSCC website and distributed via email through the existing general listserv and to relevant contacts. Given the broad advertisement, criminal justice stakeholders, traditional, and non-traditional partners of the BSCC were invited to participate in the virtual listening sessions and to submit written public comment via email.

### Comments Received

Nineteen (19) comments were submitted via email and ten (10) comments were provided during the two listening sessions. Of the ten (10) listening session comments, three (3) of the authors were individuals who also provided written comments via email. For analysis

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<sup>10</sup> Due to the coronavirus pandemic and restrictions to gathering in adherence with COVID-19 social distancing guidelines, listening sessions were held virtually via Zoom.

<sup>11</sup> The JAG Listening Session Landing Page ([http://www.bscc.ca.gov/s\\_jag2022/](http://www.bscc.ca.gov/s_jag2022/)) provided details about the listening sessions and request for public comment.

<sup>12</sup> A listserv for individuals who are interested in the work of the BSCC subscribe to in order to receive BSCC general mailing and press releases.

<sup>13</sup> Press release is available at <https://www.bscc.ca.gov/news/help-the-bscc-determine-spending-priorities-for-federal-grant-program/>.

purposes, their verbal and written comments were combined so that their comments would represent those of a single individual. Therefore, the analyses were based on 26 comments (written and/or verbal) received from unique individuals and/or agencies.

Among the individuals and agencies who provided comments:

- 30.7 percent ( $n = 8$ ) represented community-based organization (CBO) service providers.
- 23 percent ( $n = 6$ ) represented courts and legal services.
- 19.2 percent ( $n = 5$ ) represented policy advocacy groups.
- 11.5 percent ( $n = 3$ ) represented corrections.
- 11.5 percent ( $n = 3$ ) represented law enforcement.
- less than 1 percent ( $n = 2$ ) represented government agency service providers.
- less than 1 percent ( $n = 1$ ) did not provide information to identify their affiliation.

Commenters may have identified themselves as both a service provider and as part of a policy advocate group which is why the number of comment authors reported across the groups (28) is greater than the total number of unique individuals (26).

## Content Analysis Method

The transcripts and written comments were analyzed using a thematic content analysis approach<sup>14</sup>. The following iterative process was used to develop the codebook:<sup>15</sup>

- First, the researchers developed initial codes based on the comments provided during the listening session.
- Second, all transcripts and written comments were read thoroughly and then the initial codes were revised.
- Third, a set of 5 comments (a mix of transcribed comments of speakers and written comments) were independently read by each researcher and coded. The group met to discuss the initial coding decisions, addressed questions that emerged, made necessary revisions to the set of codes, and agreed on code definitions and themes.
- Fourth, the codes applied to the 5 comments were revised to reflect the new set of codes and definitions. Then, a set of 5 comments were read by each researcher and coded.
- Fifth, the team met again to discuss the coding decisions, rectify any coding differences, and updated the set of codes and definitions as needed. The revised codes were then applied to the remaining comments, which were then reviewed and discussed between both researchers.
- Sixth, code report documents were generated that contained all text assigned to each code. The reports were reviewed by the researchers and any inconsistencies were resolved and coding rules and definitions were revised as necessary.

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<sup>14</sup> Braun, V., & Clarke, V. (2006). Using thematic analysis in psychology. *Qualitative Research in Psychology*, 3, 77–101.

<sup>15</sup> All coding and analyses were done using Atlas.ti software. Atlas.ti 8 Scientific Software Development GmbH, version 8 for Windows.

The comments were grouped into the following ten (10) categories:

- A. About the JAG Grant
- B. General Funding Priorities
- C. PPA 1 – Law Enforcement Programs
- D. PPA 2 – Prosecution and Court Programs
- E. PPA 3 – Prevention and Education Programs
- F. PPA 4 – Corrections and Community Corrections Programs
- G. PPA 5 – Drug Treatment and Enforcement Programs
- H. PPA 6 – Planning, Evaluation, and Technology Improvement
- I. PPA 7 – Crime Victims and Witness Programs
- J. PPA 8 – Mental Health Programs and Related Law Enforcement and Corrections Programs

In all, 10 categories and a total of 25 groups of comments (codes) were developed. Table 1 provides an overview of the codebook without definitions. Appendix A provides the full codebook with definitions for each code (group of comments).

Appendix B provides the quotations assigned to each code and are organized by the ten (10) categories of the codebook, respectively (e.g., About the JAG Grant, PPA 1 – Law Enforcement Programs). When direct quotes are provided within the body of this report, they are referenced with an identification number corresponding to their document identification number and quotation number within the project file (e.g., 11:18).<sup>16</sup>

Table 1. *Codebook Overview.*

Category	Codes
<b>A. About the JAG Grant</b>	1. JAG fund process 2. Outreach
<b>B. General Funding Priorities</b>	3. Non-law enforcement related 4. Prioritize partnerships with CBOs
<b>C. PPA 1 – Law Enforcement Programs</b>	5. Building trust in law enforcement 6. Firearm monitoring and recovery 7. First degree burglaries 8. Fraud investigations 9. Quality of life crimes
<b>D. PPA 2 – Prosecution and Court Programs</b>	10. Alternative sentencing 11. Drug court 12. Indigent defense 13. Mental health courts 14. Pre-trial programs

<sup>16</sup> This identification number enables the direct quote to be identified within the Atlas.ti project file (the content analysis software used for this project). The example provided (11:18) refers to document 11, quotation 18.

Table 1 (continued). Codebook Overview.

Category	Codes
E. PPA 3 – Prevention and Education	15. Domestic violence programs 16. Violence intervention and prevention 17. Youth development
F. PPA 4 – Corrections and Community Corrections Programs	18. Reentry services
G. PPA 5 – Drug Treatment and Enforcement Programs	19. Substance use treatment
H. PPA 6 – Planning, Evaluation, and Technology Improvement Programs	20. Technology and system improvement
I. PPA 7 – Crime Victims and Witness Programs	21. General crime victim and witness programs
J. PPA 8 – Mental Health Programs and Related Law Enforcement and Correction Programs	22. Crisis intervention 23. Gang reduction from a health and wellness perspective 24. General mental health services 25. Trauma-focused behavioral programs

## Content Analysis Results

### About the JAG Grant

The About the JAG Grant category consisted of two (2) unique codes to describe comments. For each code, Table 2 provides the number of commenters (comment authors) that addressed each and their percent representation across the comment authors ( $N = 26$ ). Of the 26 unique comment authors, two (2) inquired about the JAG fund process representing approximately 8 percent of the individuals who provided comments. Specifically, one commenter asked whether JAG funds could be used for fraud identification (31:2) and another asked if funds could be awarded on a retroactive basis (45:3). One (1) comment author inquired about outreach efforts to encourage the use of the JAG grant funds for mental health training providers (47:1) and represented approximately four (4) percent of the individuals who provided comment.

Table 2. Comments on About the JAG Grant.

About the JAG Grant Codes	Comment Authors	
	Count	Percent of Total
JAG fund process	2	7.7%
Outreach	1	3.8%



### General Funding Priorities

Two (2) codes were assigned to the General Funding Priorities category. For each code, Table 3 provides the number of commenters (comment authors) that addressed each and their percent representation across the comment authors ( $N = 26$ ). For example, of the 26 unique comment authors, 7 said JAG funding should prioritize partnerships with CBOs, representing approximately 27 percent of the individuals who provided comments.

Table 3. *Comments Regarding General Funding Priorities.*

General Funding Priority Codes	Comment Authors	
	Count	Percent of Total
Non-law enforcement related	6	23%
Prioritize partnerships with CBOs	7	27%

Of the comments that addressed general funding priorities, the most common comment was that the JAG grant should prioritize partnerships with community-based organizations (CBOs) ( $n = 7$ ). As one comment author noted, “We recommend that the BSCC incentivize partnerships with nonprofit, community-based organizations (CBOs) that are uniquely positioned to provide effective prevention and intervention services” (12:34). Comments that advocated for JAG funding to be allocated toward non-law enforcement related programs were almost as common as the former category ( $n = 6$ ). In fact, many of the comments recommending the prioritization of partnerships with CBOs also recommended funding be allocated toward non-law enforcement related programs. For example, three comment authors stated, “Given the needs of some of our most vulnerable Californians, we ask the BSCC to prioritize community-based organizations (CBOs) for relevant funding opportunities and make an explicit commitment to allocating the majority of JAG funds to supporting CBOs. Further, we recommend that the BSCC make clear that CBOs can and should receive JAG funding without a requirement that they collaborate with law enforcement - as independence from law enforcement is often necessary to reduce barriers to service access.” (19:20, 21:30, and 24:35)

### PPA 1 - Law Enforcement Programs

There were five (5) codes assigned to PPA 1 – Law Enforcement Programs. For each code, Table 4 provides the number of commenters (comment authors) that addressed each and their percent representation across the comment authors ( $N = 26$ ).

Table 4. *Comments Regarding Program Purpose Area 1 Law Enforcement Programs.*

PPA 1 Law Enforcement Programs Codes	Comment Authors	
	Count	Percent of Total
Building trust in law enforcement	2	7.7%
Firearm monitoring and recovery	1	3.8%
First degree burglaries	1	3.8%
Fraud investigations	1	3.8%
Quality of life crimes	1	3.8%



The most common comment addressed the need for programs focused on building public trust in law enforcement ( $n = 2$ ). One comment author wrote, "...the commission on 21st Century Policing report that came out many years ago pointed out that for agencies to achieve -- police agencies to achieve legitimacy in their communities, they have to be understood to be part of that community. And there's an obvious disconnect in many areas around the work that police departments do, and sheriff's departments do, and that -- and how that connects to the community. So one of the -- one of the -- one of the pillars -- or one of the ideas that came out of that 21st Century report was that police agencies need to create relationships with the community in areas that may lay outside of strict enforcement" (32:3). Single commenters suggested that funding should be used in PPA 1 to support programs that address firearm monitoring, first degree burglary, fraud investigations, and quality of life crimes.

### PPA 2 - Prosecution and Court Programs

The PPA 2 – Prosecution and Court Programs category consisted of five (5) unique codes. For each code, Table 5 provides the number of commenters (comment authors) that addressed each and their percent representation across the comment authors ( $N = 26$ ).

Table 5. *Comments Regarding Program Purpose Area 2 Prosecution and Court Programs.*

PPA 2 Prosecution and Court Programs Codes	Comment Authors	
	Count	Percent of Total
Alternative sentencing	1	3.8%
Drug court	1	3.8%
Indigent defense	3	11.5%
Mental health courts	2	7.7%
Pre-trial programs	1	3.8%

Of the comments that addressed prosecution and court programs, the most common comment recommended funding support for indigent defense programs ( $n = 3$ ). One comment author noted, "I am writing to encourage more prominent inclusion of funding for indigent defense for the upcoming round of JAG grants. The need to fund indigent defense services is all the more urgent given the many recent legislative reforms that have increased the need for public defender services for an array of ancillary services not typically funded at the local County level" (23:2). The second most common comments addressed the need for mental health courts. One comment author pointed out, "Funding for community-based treatment for mental health diversion. I represent quite a few individuals who, theoretically, should qualify for mental health diversion pursuant to Penal Code 1001.35, et seq. Unfortunately, they have to find mental health treatment on their own and come up with a treatment provider who will supervise their treatment and submit progress reports to the court. County Behavioral Health is stretched too thin and sometimes refuses to do this. There are very few alternatives in a rural community like Nevada County. Persons who otherwise qualify for this diversion should not be denied simply because they can't find a treatment provider to work with them" (7:14). Other

comments recommended funding priority for pre-trial programs ( $n = 1$ ), drug court ( $n = 1$ ), and alternative sentencing ( $n = 1$ ).

### PPA 3 - Prevention and Education Programs

Three (3) codes were assigned to the PPA 3 – Prevention and Education Programs category. For each code, Table 6 provides the number of commenters (comment authors) that addressed each and their percent representation across the comment authors ( $N = 26$ ).

Table 6. *Comments Regarding Program Purpose Area 3 Prevention and Education Programs.*

PPA 3 Prevention and Education Codes	Comment Authors	
	Count	Percent of Total
Domestic violence programs	1	3.8%
Violence intervention and prevention	6	23%
Youth development	6	23%

Of the comments that recommended funding for prevention and education programs, the two most common comments addressed the need for violence intervention and prevention ( $n = 6$ ) and youth development ( $n = 6$ ). Several comment authors echoed a similar sentiment stating, “We are writing to urge the BSCC to prioritize supporting community-based organizations (CBOs) in its 2022-2025 Edward Byrne Memorial Justice Assistance Grant (JAG) planning. These include organizations that provide victim services, community-based violence intervention and prevention, reentry services, mental healthcare, substance abuse treatment, and youth development programs” (give citations) One comment author specifically recommended funded be dedicated to domestic violence programs.

### PPA 4 – Corrections and Community Corrections Programs

One (1) unique code was assigned to the category PPA 4 – Corrections and Community Corrections. Table 7 provides the number of commenters (comment authors) that made comments assigned to the code and their percent representation across the comment authors ( $N = 26$ ). The ten (10) commenters who recommended the use of JAG funds for corrections and community corrections programs addressed the need for reentry services. For example, one comment author states, “... specifically, I think funding towards re-entry type programs -- not necessarily corrections, but re-entry type programs work with offenders not only while they're in custody but as they transition back into the community; and some of those areas would be job readiness programs, in custody vocational training, educational training, and treatment programs, and then obviously post-release career training, as well as job placement” (41:3).

Table 7. *Comments Regarding PPA 4 – Corrections and Community Corrections Programs.*

PPA 4 Corrections and Community Corrections Codes	Comment Authors	
	Count	Percent of Total
Reentry Services	10	38.4%

#### PPA 5 - Drug Treatment and Enforcement Programs

One (1) unique code was assigned to the PPA 5 – Drug Treatment and Enforcement category. Table 8 provides the number of commenters (comment authors) who made comments assigned to the code and their percent representation across the comment authors ( $N = 26$ ). Five (5) commenters recommended JAG funds be allocated to programs that support substance use treatment. For example, one comment author suggests, “Some funding that could promote some systemic integration around re-entry with some focus, additionally, on substance abuse treatment. And I guess, specifically methamphetamine addiction, and some -- something that promotes some greater understanding of how to effectively accomplish that, that would be one area” (32:2).

Table 8. *Comments Regarding PPA 5 – Drug Treatment and Enforcement Programs.*

PPA 5 Drug Treatment and Enforcement Programs Codes	Comment Authors	
	Count	Percent of Total
Substance Use Treatment	5	19.2%

#### PPA 6 – Planning, Evaluation, and Technology Improvement Programs

PPA 6 – Planning, Evaluation, and Technology Improvement Programs category consisted of one (1) unique code. Table 9 provides the number of commenters (comment authors) who made comments assigned to the code and their percent representation across the comment authors ( $N = 26$ ). Each of the three comments recommended technology and system improvement, with one comment author explaining, “More funding for Public Defenders’ offices to purchase and accommodate new technology and software. A lot more audio and video discovery is provided to the defense than ever before due to dash and body cameras. In order to view and use this data, our office requires sophisticated, expensive software and up to date computers. My computer is pretty new, but it still struggles with those big files. Our office is paperless, so case management software and computers that are easy to bring to court and the jail are a must. Apps that text our clients before court cut down on failures to appear AND save the court time and money” (7:15).

Table 9. *Comments Regarding PPA 6 – Planning, Evaluation, and Technology Improvement Programs.*

PPA 6 Planning, Evaluation, and Technology Improvement Programs Codes	Comment Authors	
	Count	Percent of Total
Technology and system improvement	3	11.5%

### PPA 7- Crime Victims and Witness Programs

Three (3) codes were assigned to the PPA 7 – Crime Victims and Witness Programs category. For each code, Table 10 provides the number of commenters (comment authors) that addressed each and their percent representation across the comment authors ( $N = 26$ ).

Table 10. *Comments Regarding PPA 7 – Crime Victims and Witness Programs.*

PPA 7 Crime Victims and Witness Programs Codes	Comment Authors	
	Count	Percent of Total
General crime victim and witness programs	3	11.5%

Each comment recommended “victim services” and “crime and witness programs” generally, without further specification or explanation. For example, each comment author stated, “We are writing to urge the BSCC to prioritize supporting community-based organizations (CBOs) in its 2022-2025 Edward Byrne Memorial Justice Assistance Grant (JAG) planning. These include organizations that provide victim services, community-based violence intervention and prevention, reentry services, mental healthcare, substance abuse treatment, and youth development programs.” (19:28, 21:28, and 24:33); and, “We recommend accomplishing these commitments within the following three federal priority categories:

- Prevention and education programs
- Crime victim and witness programs
- Mental health programs.” (19:32, 21:31, and 24:34)

### PPA 8 – Mental Health Programs and Related Law Enforcement and Corrections Programs

Four (4) unique codes were assigned PPA 8 – Mental Health Programs and Related Law Enforcement and Corrections Programs. For each code, Table 11 provides the number of commenters (comment authors) that addressed each and their percent representation across the comment authors ( $N = 26$ ).

Table 11. *Comments Regarding PPA 8 – Mental Health Programs and Related Law Enforcement and Corrections Programs.*

PPA 8 Mental Health Programs and Related Law Enforcement and Corrections Programs Codes	Comment Authors	
	Count	Percent of Total
Crisis intervention	1	3.8%
Gang reduction from a health and wellness perspective	1	3.8%
General mental health services	6	23%
Trauma-focused behavioral programs	1	3.8%

Of the comments that recommended funding toward mental health programs, the most common comment was in support of mental health care and services in general ( $n = 6$ ); these comments were general and non-specific. Other comments were more specific, including recommendations for crisis intervention, gang reduction from a health and wellness perspective, and trauma-focused behavioral programs. For example, one comment author wrote: “On behalf of criminal and juvenile justice advocates, community organizers, directly impacted individuals—many of whom have been incarcerated in local jails and juvenile facilities—and families of individuals currently incarcerated, we recommend that the BSCC prioritize programs offered by private nonprofit and community-based organizations and non-law enforcement agencies in the following PPAs:

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

# 2021 Strategic Plan Development Survey

In March 2020, the BSCC began developing the 2021 JAG Strategic Plan Development Survey in line with the requirements of the Multi-year State Strategy. Once again BSCC partnered with NCJA who as subject matter experts provided resources to reflect recent changes and trends across the country particularly for the new PPA 8 – Mental health and related law enforcement and correction programs. BSCC developed the 2021 Strategic Plan Development Survey to reflect the input received from the listening sessions and written public comment period, and the resources provided by NCJA. As the subject matter expert, NCJA reviewed the survey prior to its distribution.

## Methodology

### Survey Development

BSCC Research developed an initial draft version of the 2021 Strategic Plan Development Survey. The following provides a summary of the development process.

- Members of the BSCC met with NCJA to coordinate survey development. NCJA representatives indicated the intent of the survey is to identify funding priorities and perceptions of where to invest available funding. For survey development, NCJA provided the following resources for review and consideration:
  - NCJA’s Question Bank – represents NCJA’s expertise as it relates to the development of a stakeholder survey to gather information that will inform the state strategy. Described by NCJA as a starting point for survey development as it reflects the types of programs that have been funded, areas identified as priorities, and areas in which technical assistance has been provided.
  - Behavioral and Mental Health Trends<sup>17</sup> – Summary of states that used funding for behavioral and mental health priorities in 2018, states that planned to spend on behavioral and mental health priorities in 2019, and the areas in which funds will be spent (e.g., mental health assessments, crisis intervention team, co-occurring disorders).
  - Behavioral and Mental Health Programming Trends Nationwide<sup>18</sup> – examples of promising behavioral and mental health programming practices across the country that includes detailed information about the specific programs.
- Additional resources utilized by BSCC Research staff for the development of the 2021 survey included:
  - Input received from the listening sessions and written public comment period.

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<sup>17</sup> Specific technical assistance was requested from NCJA related to PPA 8 , mental health programs and related law enforcement and corrections program, specifically trends that are occurring across the nation as it relates to this new PPA. This item was developed specifically for BSCC to provide the requested technical assistance.

<sup>18</sup> Ibid.

- A review of recent trends in criminal justice in relation to each of the eight PPAs.
- The 2013 Strategic Plan Development Survey (Appendix C).
- BSCC Field Representatives, who are knowledgeable about developments, changes, and trends in criminal justice, were provided with initial drafts of the 2021 Strategic Plan Development Survey. Field Representatives provided feedback and made edit recommendations.

After developing the *draft* 2021 survey, it was provided to BSCC Executive Management and subject-matter experts from NCJA for review and input. Their input was incorporated to produce the *final* 2021 Strategic Plan Development Survey (Appendix D). NCJA then converted the 2021 Strategic Plan Development Survey into an online format for distribution.

### Survey Description

The survey was conducted using an online survey tool. The survey questions were organized within six sections:

- A. *Respondent Information* – questions collected information about the respondent or agency completing the survey, including their county, area in which the respondent lives or the agency serves (rural, urban, suburban, mix), primary role within the juvenile or adult system (e.g., advocacy, courts, detention facility, law enforcement), and the level of government served (i.e., federal, local, state, tribal).
- B. *General Funding Priorities* – the two questions within this section focused on general funding priorities that should apply across all funded projects (i.e., requirements for all funded projects and the prioritization of specific types of service providers).
- C. *PPA Funding Priorities* – the four questions within this section focused on identifying which PPAs are a priority for JAG funding. Specifically:
  1. Do you agree that the current use of JAG funding is the best use of the funding (agree, disagree scale)?
  2. Rank the eight (8) JAG PPAs in order of importance (1 being most important).
  3. What percentage of funding should be assigned to each PPA (may select more than one PPA, percentage must total to 100%)?
  4. Is there one PPA that all projects should be required to address? If so, which?
- D. *Areas of Need within each PPA* – the eight (8) questions, one for each PPA, collect information regarding the greatest areas of need within each PPA. Each question presents a list of the areas of need (e.g., equipment, training, security, tutoring programs) and asks respondents to select the top three (3) areas of need for the PPA. In addition to the provided list, respondents may select other and identify an area of need not included in the list.
- E. *Accessing Data and Implementing Evidence-based Approaches* – the six (6) questions collect information about the barriers for accessing data and



implementing evidence-based approaches to prevent and reduce crime and recidivism.

- F. *Grant History and Technical Assistance Needs* – the four (4) questions collect historical information about whether the respondents previously applied for and received JAG funding and the type of BSCC technical assistance needed related to JAG funding and programs.

### Survey Distribution

On August 5, 2021, the BSCC distributed the online survey using the link provided by NCJA. The survey was advertised through a press release<sup>19</sup>, a BSCC webpage<sup>20</sup>, and through email distributions using the BSCC's general listserv<sup>21</sup> consisting of approximately 1,500 people. The press release was also distributed to representatives of California's police departments, probation departments, county behavioral departments, public defenders, district attorneys, non-profit organizations, and former JAG grantees, among others. Recipients of the advertisement were asked to complete the survey by August 30, 2021. Due to a low response rate, an additional press release was distributed and the date for completion was extended to September 24, 2021.<sup>22</sup> Additionally, the BSCC's Executive Director mentioned the survey, its fast-approaching closure date, and encouraged survey participation during the Executive Director's Update for the September 16, 2021 Board meeting. Given the broad advertisement, criminal justice stakeholders, traditional, and non-traditional partners of the BSCC were invited to complete the survey.

### Survey Respondents

Between August 5, 2021 and September 24, 2021, 109 individuals, or respondents, opened and started the survey. Data quality checks were performed to identify any respondents showing clear patterns of response behavior including very high rates of leaving questions blank, as well as always selecting the first or last option available. As a result of these data quality checks, 24 respondents were removed from the survey data set prior to analyses.<sup>23</sup> A total of 85 respondents completed the survey.

Table 12 provides information about the 85 respondents who completed the survey including their region in the state (Bay Area, Southern, Greater Sacramento Area, Central Valley, Northern), area in which they live or serve (urban, suburban, rural), and the level of government served (state, local, tribal). The 85 respondents represented 32 counties across California with 32.9 percent ( $n = 28$ ) from counties in the Bay Area, 24.7 percent

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<sup>19</sup> The press release is available at <https://www.bscc.ca.gov/news/bscc-seeks-survey-input-on-federal-jag-spending/>.

<sup>20</sup> The JAG Landing Page ([http://www.bscc.ca.gov/s\\_bsccjag/](http://www.bscc.ca.gov/s_bsccjag/)) provided details about the survey and the survey link.

<sup>21</sup> A listserv for individuals who are interested in the work of the BSCC subscribe to in order to receive BSCC general mailing and press releases.

<sup>22</sup> Press release is available at <https://www.bscc.ca.gov/news/help-the-bscc-decide-federal-jag-spending-priorities-second-request/>.

<sup>23</sup> None of the 24 respondents answered questions beyond Section A, Respondent Information, and Section B, General Funding Priorities. Appendix E provides the demographic information (county, area live or serve, level of government, agency role category) for the 24 respondents who were removed from the analyses.



( $n = 21$ ) from counties in Southern California, 17.6 percent ( $n = 15$ ) from counties in the Greater Sacramento Area, 14.1 percent ( $n = 12$ ) from counties in the Central Valley, and 8.2 percent ( $n = 7$ ) from counties in Northern California.<sup>24</sup> For the area in which the respondents indicated they either lived or was served by their agency, 45.9 percent ( $n = 39$ ) of respondents lived in or served a mixture of urban, suburban, and rural areas, 21.2 percent ( $n = 18$ ) of respondents lived in or served primarily rural areas, 20 percent ( $n = 17$ ) live in or served primarily urban areas, and 12.9 percent ( $n = 11$ ) lived in or served primarily suburban areas. Most respondents (68.2%,  $n = 58$ ) indicated they serve or work in local government (county or city) while 7.1 percent ( $n = 6$ ) serve or work in state government and 1.2 percent ( $n = 1$ ) serve or work in tribal government. About 24 percent ( $n = 20$ ) of respondents did not serve any level of government. See Appendix E, *Technical Tables from the 2021 Survey Results*, for detailed information about the respondents' counties.

Table 12. *Respondent Information: County, Area Live or Serve, and Level of Government (n = 85).*

<b>Respondent Information</b>	<b>Count</b>	<b>Percent</b>
<b>Region</b>		
Bay Area	28	32.9
Southern California	21	24.7
Greater Sacramento Area	15	17.6
Central Valley	12	14.1
Northern California	7	8.2
Not Identified	2	2.4
<b>Area</b>		
Mix of Urban, Suburban, and Rural	39	45.9
Rural	18	21.2
Urban	17	20.0
Suburban	11	12.9
<b>Level of Government</b>		
Local (County or City)	58	68.2
State	6	7.1
Tribal	1	1.2
Not Applicable	20	23.5

For the 85 respondents who completed the survey, Table 13 provides their primary role within the juvenile or adult system. Fourteen (14) distinct roles were selected with 21.2 percent ( $n = 18$ ) indicating their primary role is parole/probation, 20 percent ( $n = 17$ ) indicating their primary role is a service provider for a community-based organization (CBO), 16.5 percent ( $n = 14$ ) indicating their role is law enforcement, 11.8 percent ( $n = 18$ ) indicating their role is within the courts and legal system, 7.1 percent ( $n = 6$ ) indicated

<sup>24</sup> County regions based those available at <https://www.sfgate.com/bayarea/article/regional-stay-at-home-order-California-map-five-15775775.php>.

their role is a service provider for a government agency, and 5.9 percent ( $n = 5$ ) indicated their role is within an advocacy group. Almost 5 percent ( $n = 4$ ) selected “Other” describing their roles as “system designer”, “local government”, “fund”, and “adult correctional and juvenile justice planning and coordination”, respectively.

Table 13. *Respondent Information: Primary Role in the Juvenile or Adult System.*

<b>Role</b>	<b>Count</b>	<b>Percent</b>
Parole/Probation	18	21.2
Service Provider, CBO	17	20.0
Law Enforcement	14	16.5
Courts and Legal Services	10	11.8
Service Provider, Government Agency	6	7.1
Advocacy Group	5	5.9
Correctional Facility; State, Federal, or Private	3	3.5
Local Detention Facility/Facilities	2	2.4
Interested Member of the Public	2	2.4
Education	1	1.2
Elected Official	1	1.2
Hospital Clinic; County, State, or Federal	1	1.2
Other	4	4.7
No Response	1	1.2
<b>Total</b>	<b>85</b>	<b>100.0</b>

To facilitate analyses by respondents’ roles, roles were combined to create five (5) role categories: Law Enforcement, Corrections and Community Corrections, Service Providers, Courts and Legal Services, and Other. Table 14 lists these five collapsed role categories including the number and percent of survey respondents assigned to each and the original role categories included. For example, the new “Corrections and Community Corrections” role consists of the original role classifications of “parole/probation”, “correctional facility; state, federal, or private”, and “local detention facility/facilities”.

Table 14. Respondent Count and Percent by the Collapsed Role Categories.

<b>Role</b>	<b>Count</b>	<b>Percent</b>
<b>Law Enforcement</b>	14	16.5
<b>Corrections and Community Corrections</b>	23	27.1
Parole/Probation		
Correctional Facility; State, Federal, or Private		
Local Detention Facility/Facilities		
<b>Service Providers</b>	30	35.3
Service Provider, CBO		
Service Provider, Government Agency		
Advocacy Group		
Hospital Clinic; County, State, or Federal		
Education		
<b>Courts and Legal Services</b>	10	11.8
<b>Other</b>	8	9.4
Interested Member of the Public		
Elected Official		
Other		
No Response		
<b>Total</b>	<b>85</b>	<b>100</b>

## Results

Analyses of the survey responses are organized by the remaining sections of the survey (i.e., Section B: General Funding Priorities, Section C: PPA Funding Priorities, and so on). To the extent possible, analyses for each question included the 85 respondents who completed the survey. When the full set of respondents was not used, the sample of respondents is identified. Additionally, when trends in question responses by the five collapsed role categories (Law Enforcement, Corrections and Community Corrections, Service Providers, Courts and Legal Services, and Other) were identified, figures breaking down the responses by role are provided. Appendix E, *Technical Tables from the 2021 Survey Results*, provides detailed tables for select analyses.

### Important Caution for Interpreting these Results

Despite broad and repeated advertisement of the survey opportunity, a low response rate was achieved. It is unlikely that the 85 respondents represent the diversity and interests of the adult and juvenile legal system partners and interested parties. Despite the low generalizability of the survey results, this report presents a thorough analysis of the survey responses to honor the input provided by survey respondents and in hopes of providing some useful information that may inform the update of the Multi-Year State Strategy.

## Section B: General Funding Priorities

This section consisted of two questions focused on general funding priorities that should apply across all funded projects (i.e., requirements for all funded projects and the prioritization of specific types of service providers). A summary of the findings is provided in the following box. Detailed information about the results is presented in the subsections that follow.

### Key Findings of Section B: General Funding Priorities

- ✓ In addition to evidence-based principles, reducing recidivism was selected as a requirement or guiding principle for all JAG funded projects by the role categories of Law Enforcement, Corrections and Community Corrections, Service Providers, and Courts and Legal Services.
- ✓ Respondents for each role category prioritized the distribution of funds to the types of service agency to which they are connected.
  - Law enforcement agencies were prioritized by the role categories of Law Enforcement and Corrections and Community Corrections.
  - CBOs were prioritized by the role category of Service Providers.

*Question B.1.* For JAG funding in general, evidence-based principles and programs are a requirement for all funded projects. Survey respondents were given a list of *other* possible requirements or guiding principles and asked if any should be required for funded projects. Respondents selected all options that applied. Of the 84 individuals who responded to the item:

- 76.2 percent ( $n = 64$ ) selected reducing recidivism,
- 59.5 percent ( $n = 50$ ) selected trauma-informed care,
- 57.1 percent ( $n = 48$ ) selected reducing racial and ethnic disparities,
- 56 percent ( $n = 47$ ) selected reducing violence,
- 52.4 percent ( $n = 44$ ) selected culturally informed, competent, and responsive,
- 42.9 percent ( $n = 36$ ) selected reducing gun violence, and
- 15.5 percent ( $n = 13$ ) selected “Other”.<sup>25</sup>

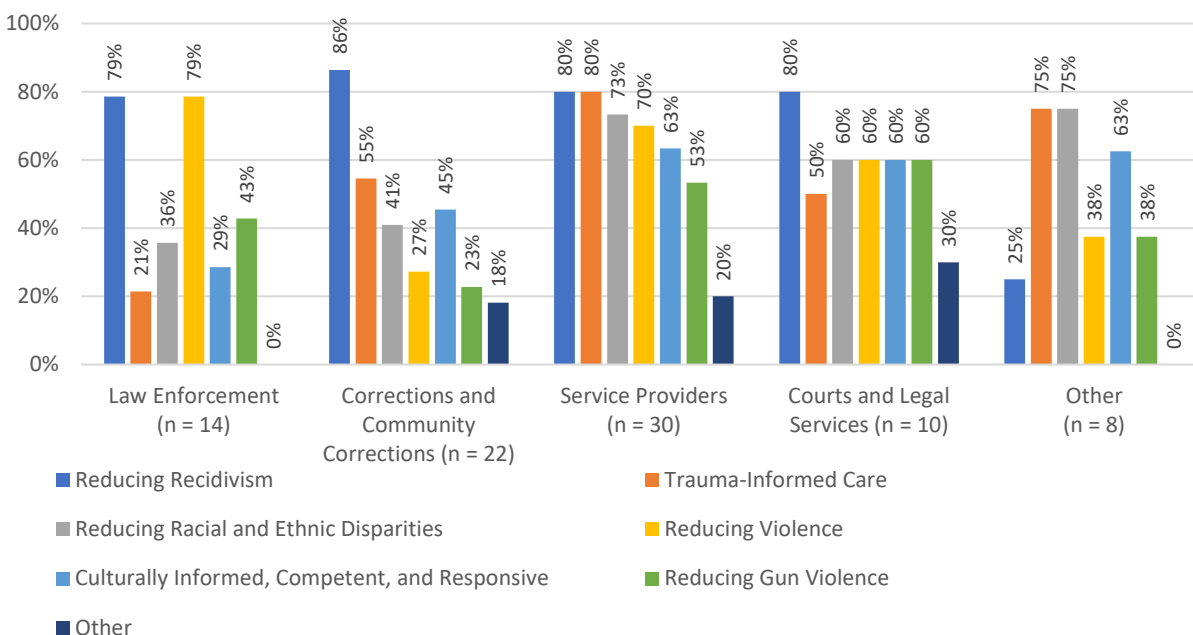
Figure 1 provides the percent of respondents that selected the other possible requirements or guiding principles for projects by the collapsed role categories (Law Enforcement, Corrections and Community Corrections, Service Providers, Courts and Legal Services, and Other). As an example, respondents who identified themselves as having a law enforcement role, 79 percent ( $n = 11$ ) selected reducing recidivism and 79 percent ( $n = 11$ ) selected reducing violence as requirements or guiding principles for all

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<sup>25</sup> Nine of the 13 respondents who selected “other” specified the following: increasing self-sufficiency, supporting mental health, mandatory behavioral health case work for every juvenile delinquency case to assess mental health needs, assuring fairness in court proceedings, enhancing safety, focus on whole families/two-generation approaches, jail rehabilitative services, and none.

JAG funded projects. Each of the collapsed role categories, except Other, selected reducing recidivism as a requirement or guiding principle for all JAG funded projects.

Figure 1. Requirements or Guiding Principles for all Funded Projects by Role Category.



**Question B.2.** Survey respondents were given a list of types of service providers (community-based organizations (CBOs); law enforcement agencies; local government agencies other than law enforcement; or other, please specify) and asked if JAG funding should be distributed to prioritize any of these types of service providers. Respondents were able to check all options that applied. Of the 84 individuals who responded to the item:

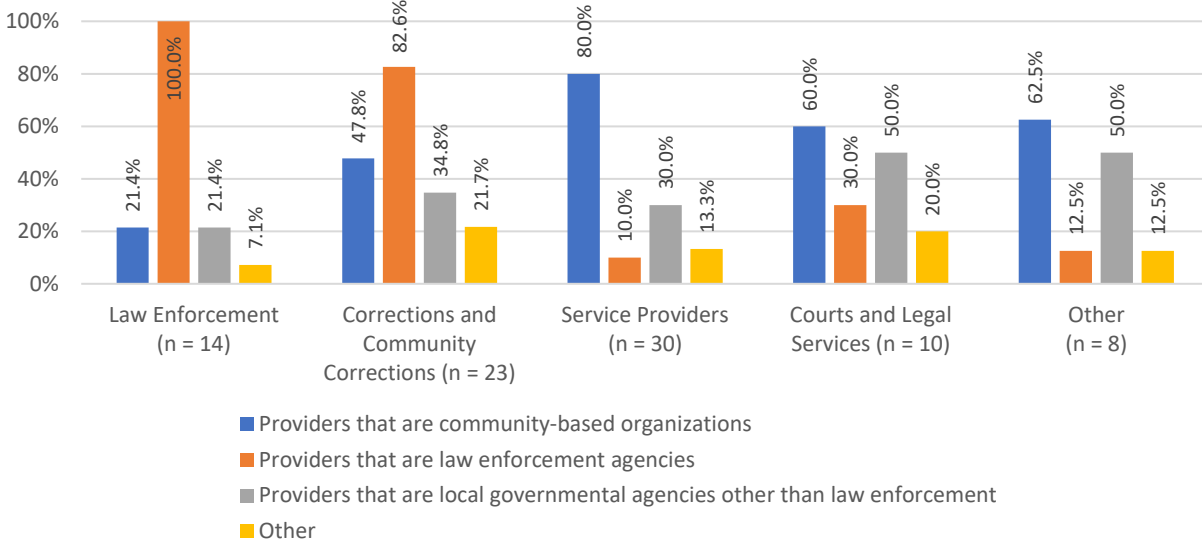
- 58.3 percent ( $n = 49$ ) selected CBOs,
- 47.6 percent ( $n = 40$ ) selected law enforcement agencies,
- 34.5 percent ( $n = 29$ ) selected local government agencies other than law enforcement, and
- 15.5 percent ( $n = 13$ ) selected “Other”.<sup>26</sup>

Figure 2 provides the percent of respondents that selected each type of service provider by the collapsed role categories. Respondents who identified themselves as Law

<sup>26</sup> The 13 respondents who selected “other” specified the following: Depends on focus of funding; there needs to be flexibility in determining which type of organization is best suited for addressing their local need; Every county is different and the best agency positioned to do the work should be chosen based on the community that they serve and not the politics of who has the loudest voice; alternative residential facilities; any recipient that supports the objective of the grant; Boys and Girls Club; CBO's, HHSA, and Probation; CBOs should be equally considered but may be less available in rural areas; Law enforcement and CBOs; probation has applied for these grants and then contracts with CBOs with the identified services; providers in education, occupational training and employment; providers specializing in languages spoken in the local area; and tribal courts and social services.

Enforcement or Corrections and Community Corrections selected the prioritization of law enforcement agencies, 100 percent ( $n = 14$ ) and 82.6 percent ( $n = 23$ ), respectively. Similarly, 80 percent ( $n = 30$ ) of Service Providers selected the prioritization of CBOs.

Figure 2. *Prioritization of Types of Service Providers by Role Category.*



### Section C: PPA Funding Priorities

The four questions within this section focused on identifying which PPAs are a priority for JAG funding. The specific questions were:

1. Do you agree that the current use of JAG funding is the best use of the funding?
2. Rank the eight (8) JAG PPAs in order of importance.
3. What percentage of funding should be assigned to each PPA?
4. Is there one PPA that all projects should be required to address? If so, which?

A summary of the findings is provided in the box below. Detailed information about the results is presented in the subsections that follow.

### Key Findings of Section C: PPA Funding Priorities

- ✓ Level of agreement with the current use of JAG funding varied by respondent role. Generally, those who identified with Law Enforcement or Corrections and Community Corrections roles agreed with the current use of JAG funding while those who identified as Service Providers disagreed with the current use of JAG funding.
- ✓ The following three PPAs were generally in the top three ranks, in terms of importance, across all role categories:
  - PPA 3, Prevention and education programs,
  - PPA 8, Mental health programs and related law enforcement and corrections programs, and
  - PPA 5, Drug treatment and enforcement programs.
- ✓ For the allocation of JAG funding to PPAs, the highest percent allocation was assigned to PPA 3, Prevention and education programs (22.6 percent) and PPA 8, Mental health programs and related law enforcement and corrections programs (20.4 percent). While most respondents within each role category provided the largest percentage to the PPA for which their agency would likely receive funding:
  - PPA3, Prevention and education programs, was among the top two highest average percentages across all roles categories.
  - PPA 8, Mental health programs and related law enforcement and corrections programs, was within the top three average percentages awarded across all role categories.
- ✓ Most respondents **do not** believe there should be one PPA that all applicants are required to address. This response was consistent among the role categories.

*Question C.1.* California's JAG funding is currently used to support PPA1, Law Enforcement Programs; PPA2, Prosecution and Court Programs; and PPA3, Prevention and Education Programs. Survey respondents were asked the extent to which they agreed whether this is the best use of grant money (strongly disagree, disagree, neither agree nor disagree, agree, and strongly agree). For the 85 individuals who responded to the survey:

- Agreement was at 45.9 percent ( $n = 39$ ) with 16.5 percent ( $n = 14$ ) indicating strong agreement and 29.4 percent ( $n = 25$ ) indicating agreement.
- Disagreement was at 35.2 percent ( $n = 30$ ) with 17.6 percent ( $n = 15$ ) indicating disagreement and 17.6 percent ( $n = 15$ ) indicating strong disagreement.
- 18.8 percent ( $n = 16$ ) neither agreed nor disagreed.

Table 15 provides the percent of agreement with the current use of JAG funding by the collapsed role categories. Respondents who identified themselves as having a Law



Enforcement role or a Corrections and Community Corrections role agreed with the current use of JAG funding, 85.7 percent ( $n = 12$ ) and 69.6 percent ( $n = 16$ ), respectively. However, 53.3 percent ( $n = 16$ ) of Service Providers disagreed with the current use of JAG funding.

Table 15. *Percent Agreement with Current Use of JAG funding by Role Category.*

Role	Disagree		Neither		Agree	
	Count	%	Count	%	Count	%
Overall	30	35.3	16	18.8	39	45.9
Law Enforcement	2	14.3	0	0.0	12	85.7
Corrections and Community Corrections	3	13.0	4	17.4	16	69.6
Service Providers	16	53.3	8	26.7	6	20.0
Courts and Legal Services	3	30.0	3	30.0	4	40.0
Other	6	75.0	1	12.5	1	12.5

*Question C.2.* JAG funding can be used to support programs within the eight PPAs. Survey Respondents were asked to rank all eight PPAs in order of importance to best reflect the use of JAG funding for their community or for the state (with one being the most important and eight the least important). Eighty-three (83) respondents answered the item by selecting a rank for at least one of the PPAs. Table 16 provides the top four ranked PPAs overall and for each role category. While most respondents prioritized the PPA for which their role is most likely to receive funding, the following three PPAs, in terms of importance, were generally in the top three ranks across all role categories:

- PPA 3, Prevention and education programs,
- PPA 8, Mental health programs and related law enforcement and corrections programs, and
- PPA 5, Drug treatment and enforcement programs.



Table 16. JAG PPAs Based on Average Rank Overall and by Role Category.

Role	Rank 1	Rank 2	Rank 3	Rank 4
<b>Overall</b>	Prevention & Education (m = 2.8, n = 82)	Mental Health (m = 2.9, n = 83)	Drug Treatment & Enforcement (m = 4.2, n = 81)	Corrections & Community Corrections (m = 4.4, n = 81)
<b>Law Enforcement</b>	Law Enforcement (m = 1.1, n = 13)	Prevention & Education (m = 3.2, n = 13)	Mental Health (m = 4.0, n = 13)	Drug Treatment & Enforcement (m = 4.5, n = 13)
<b>Corrections &amp; Community Corrections</b>	Mental Health (m = 2.67, n = 22)	Corrections & Community Corrections (m = 2.85, n = 20)	Prevention & Education (m = 3.0, n = 21)	Drug Treatment & Enforcement (m = 4.6, n = 21)
<b>Service Providers</b>	Prevention & Education (m = 2.3, n = 30)	Mental Health (m = 2.8, n = 30)	Drug Treatment & Enforcement (m = 3.9, n = 29)	Corrections & Community Corrections (m = 4.7, n = 30)
<b>Courts and Legal Services</b>	Mental Health (m = 3.1, n = 10)	Prevention & Education (m = 3.6, n = 10)	Drug Treatment & Enforcement (m = 3.7, n = 10)	Prosecution and Court (m = 4.3, n = 10)
<b>Other</b>	Prevention & Education (m = 2.3, n = 8)	Mental Health (m = 2.8, n = 8)	Drug Treatment & Enforcement (m = 3.9, n = 8)	Planning, Evaluation, & Technology Improvement (m = 4.3, n = 8)

*Question C.3.* Survey respondents were asked what percentage of JAG funding they would assign to each PPA. They could assign percentages of funding to one or more PPAs and were instructed that the total of the assigned percentages must equal 100 percent. Of the 85 survey respondents, 77 provided a response to this item, however ten (10) of those individuals provided sets of percentages that did not sum to 100 percent. Therefore, the following analyses for this item are based on the 67 respondents who provided sets of percentages that summed to 100 percent. If a respondent provided a percentage for at least one PPA and did not enter anything for the remaining PPAs, the non-responses were considered a zero percent allocation.

Figure 3 provides the mean percent assigned to each PPA across all 67 respondents regardless of their role. Figures 4 through 8 provide the mean percent assigned to each PPA by the collapsed role categories. Across the 74 respondents to the item, the highest average hypothetical percent allocation for the PPAs was 22.6 percent to PPA 3, Prevention and education programs and 20.4 percent to PPA 8, Mental health programs and related law enforcement and corrections programs. For the hypothetical allocation by role categories, while most respondents within each role category provided the largest percentage to the PPA for which their agency would likely receive funding, a few common themes were identified. First, PPA3, Prevention and education programs, was among the top two highest average percentages across all roles categories. Second, PPA 8, Mental health programs and related law enforcement and corrections programs, was within the top three average percentages awarded across role categories.

Figure 3. Mean Percent Hypothetical Allocation of JAG Funds across all Item Respondents (n = 67).

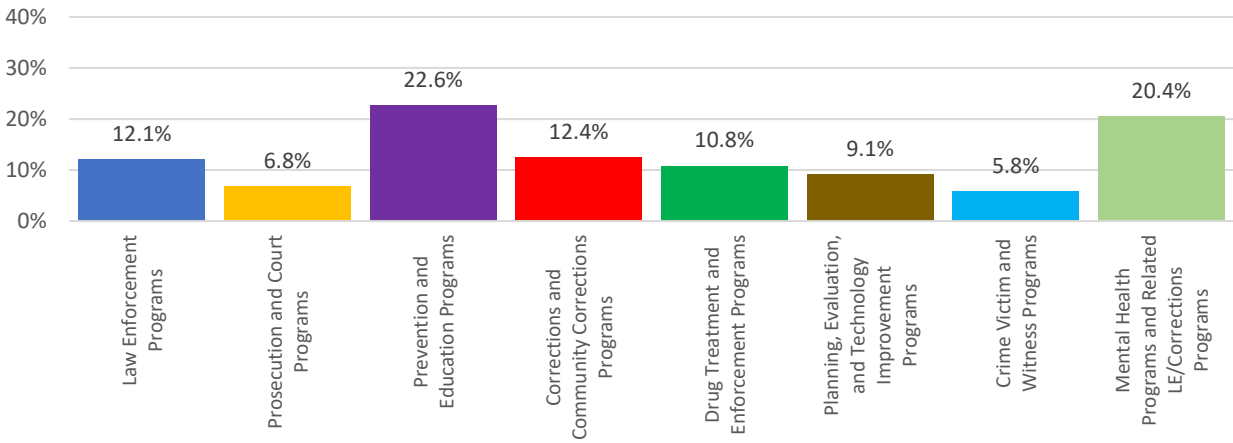


Figure 4. Law Enforcement: Mean Percent Hypothetical Allocation of JAG Funds (n = 11).

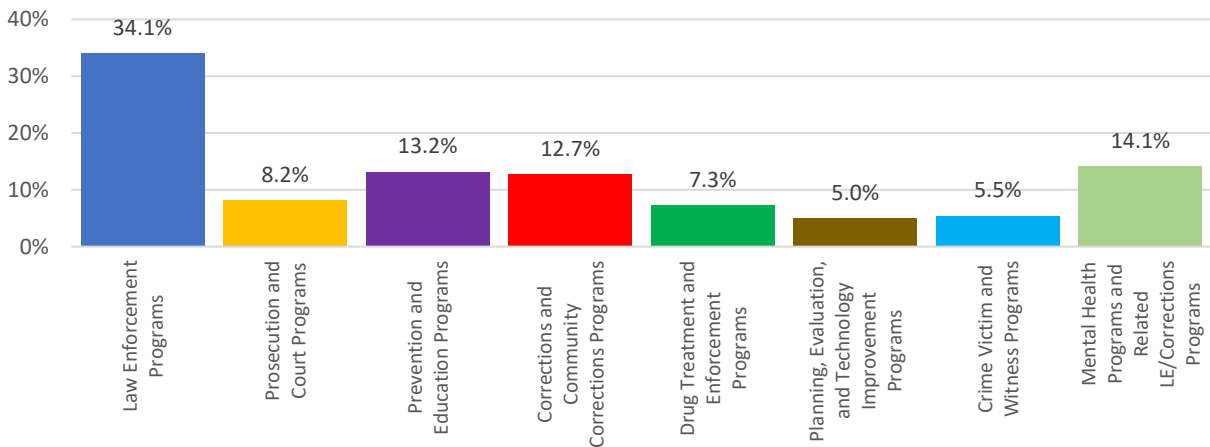


Figure 5. Corrections and Community Corrections: Mean Percent Hypothetical Allocation of JAG Funds (n = 18).

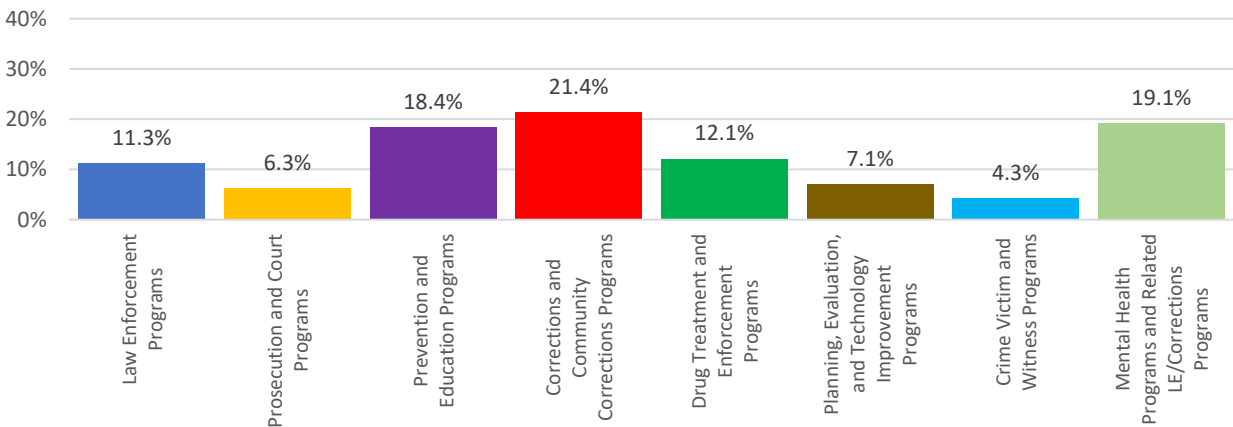


Figure 6. Service Providers: Mean Percent Hypothetical Allocation of JAG Funds (n = 22).

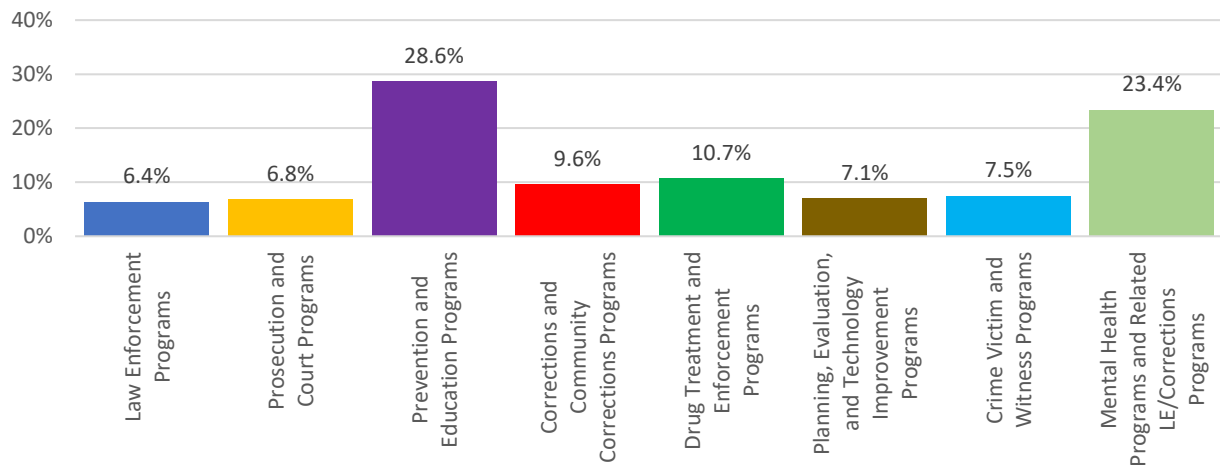


Figure 7. Courts and Legal Services: Mean Percent Hypothetical Allocation of JAG Funds (n = 8).

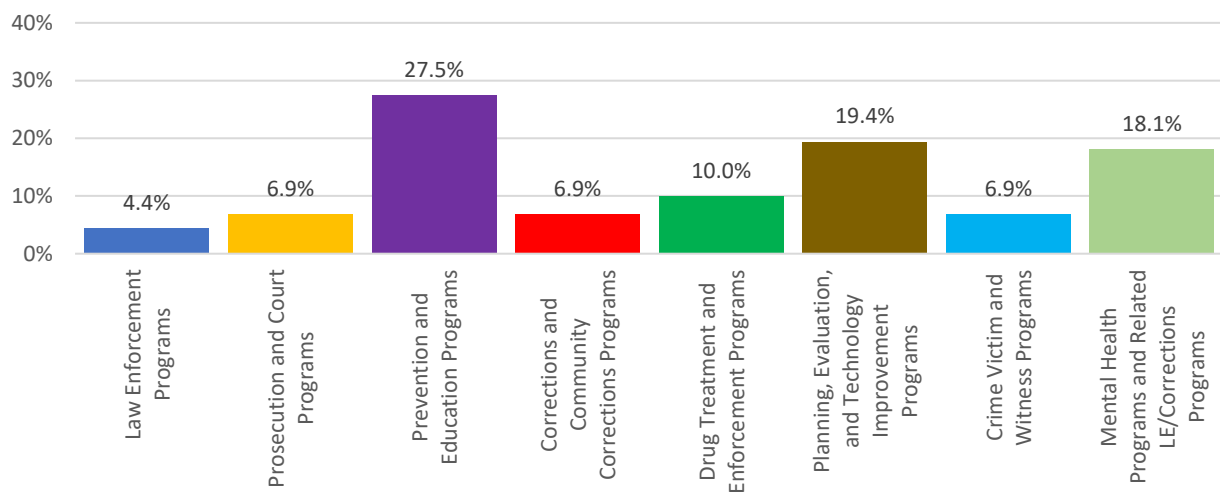
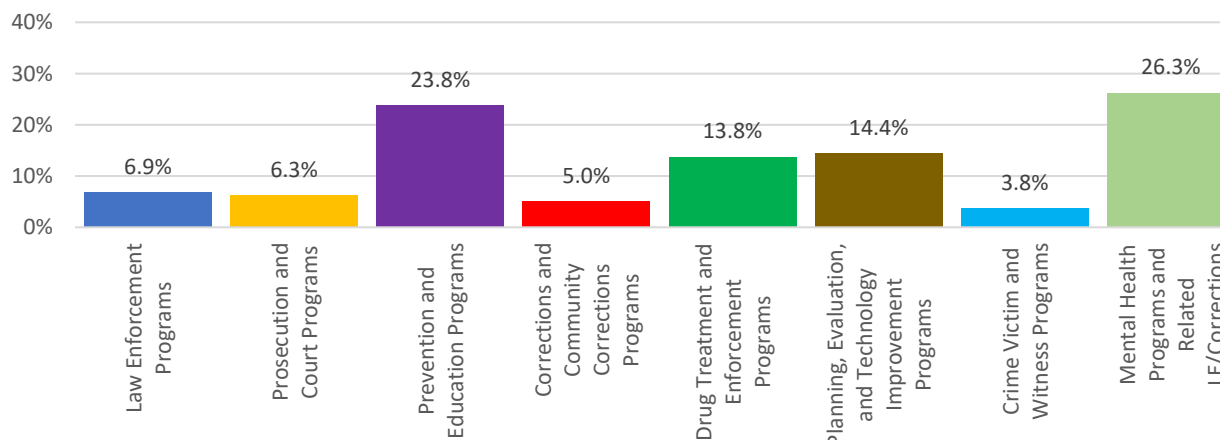


Figure 8. Other: Mean Percent Hypothetical Allocation of JAG Funds (n = 8).



**Question C.4.** Survey Respondents were asked whether they believed there should be one PPA that all applicants are required to address. Of the 85 respondents, 54.1 percent ( $n = 46$ ) selected “No”, 44.7 percent ( $n = 38$ ) selected “Yes”, and 1.2 percent ( $n = 1$ ) did not provide a response. This response split remained consistent among the role categories; 50 to 65 percent of the respondents within each role category selected “No”. Respondents who selected “Yes” were provided with a follow-up question that asked which PPA should be addressed by all applicants. For these 38 individuals:<sup>27</sup>

- 42.1 percent ( $n = 16$ ) selected PPA 8, Mental Health Programs and Related Law Enforcement and Corrections Programs,
- 18.4 percent ( $n = 7$ ) selected PPA 3, Prevention and Education Programs,
- 15.8 percent ( $n = 6$ ) selected PPA 1, Law Enforcement Programs,
- 13.2 percent ( $n = 5$ ) selected PPA 6, Planning, Evaluation, and Technology Improvement Programs,
- 5.3 percent ( $n = 2$ ) selected PPA 5, Drug Treatment and Enforcement Programs, and
- 5.3 percent ( $n = 2$ ) did not provide a response.

#### Section D: Areas of Need within Each PPA

The eight questions within this section focused on identifying the greatest areas of need within each PPA. For each PPA, a comprehensive list of the areas of need was provided and respondents were asked to select the top three (3) areas of need within each PPA. A summary of the findings is provided in the box below. Detailed information about the results is presented in the subsections that follow.

#### Key Findings of Section D: Areas of Need within each PPA

- ✓ Respondents tended to choose areas of need that focused on mental health within the PPAs when mental-health related options were available.
- ✓ Respondents tended to prioritize areas that helped people avoid system involvement (e.g., working with at-risk youth, pre-arrest diversion, community-based treatment for substance use, etc.).

Seventy-nine (79) respondents answered at least one question in Section D, however six (6) individuals chose more than the maximum three areas of need within one or more PPAs and were not included in the analyses<sup>28</sup>. Unless noted, the results provided include the 73 respondents across all role categories. Appendix E provides the analyses by role category and any trends identified are included in the narrative of this section.

<sup>27</sup> Due to the low frequency count for each PPA, there was no analysis by role category.

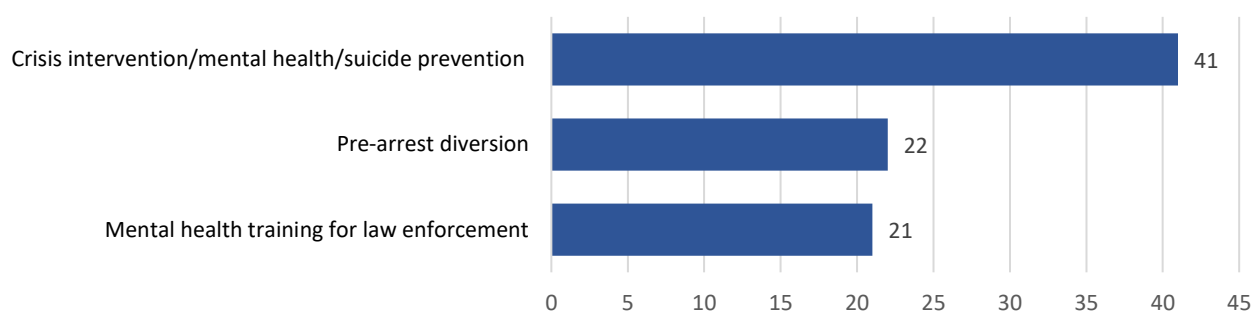
<sup>28</sup> Appendix E provides the demographic information (region, area live or serve, level of government, agency role category) for the 73 respondents included in the analyses for Section D.

*PPA1, Law Enforcement Programs.* Figure 9 provides the top three greatest areas of need selected within PPA1, Law Enforcement. For the 73 respondents, the areas of need selected most frequently were:

- Crisis intervention/mental health/suicide prevention (56.2 percent,  $n = 41$ ),
- Pre-arrest diversion (30.1 percent,  $n = 22$ ), and
- Mental health training for law enforcement (28.8 percent,  $n = 21$ ).

These areas of need were among the top four areas of need (in terms of rank order) selected across all role categories **except** law enforcement (Appendix E, Table E4). Those with a law enforcement role selected Law Enforcement Training as the top area of need within PPA 1.

Figure 9. *Top three areas of need within PPA 1, Law Enforcement Programs (n = 73).*

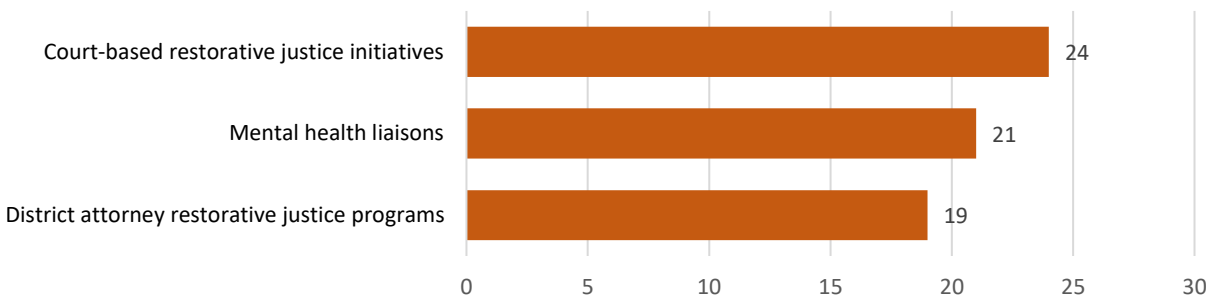


*PPA2, Prosecution and Court Programs.* Three (3) individuals did not select an area of need for PPA 2 therefore the information provided is based on 70 respondents. Figure 10 provides the top three greatest areas of need selected within PPA 2, Prosecution and Court Programs. The areas of need selected most frequently were:

- Court-based restorative justice initiatives (34.2 percent,  $n = 24$ ),
- Mental health liaisons (30.0 percent,  $n = 21$ ), and
- District attorney restorative justice programs (27.1 percent,  $n = 19$ ).

These areas of need were among the top three areas of need (in terms of rank order) across all role categories (Appendix E, Table E5). However, for those with a law enforcement role, there was tie among the top ranked areas of need of violent crime prosecution, gun prosecution, and court security. For those with a courts and legal services role there was a tie among the top ranked areas of need of court-based restorative justice initiatives (listed above), problem solving courts – mental health court, and forensic social workers. For those with a courts and legal services role, court security was ranked seventh.

Figure 10. *Top Three Areas of Need within PPA 2, Prosecution and Court Programs (n = 70).*

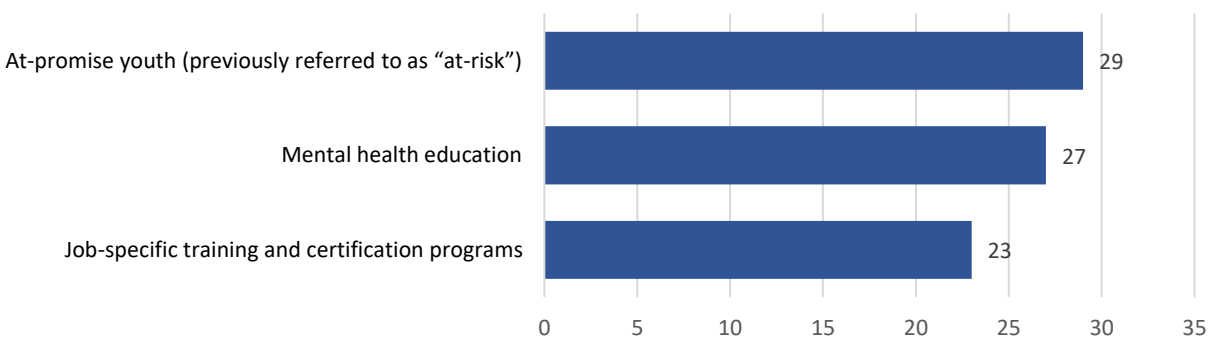


*PPA3, Prevention and Education Programs.* Two (2) individuals did not select an area of need for PPA 3 therefore the information is based on 71 respondents. Figure 11 provides the top three greatest areas of need selected within PPA 3, Prevention and Education Programs. The areas of need selected most frequently were:

- At-promise youth (previously referred to as at-risk; 40.8 percent,  $n = 29$ ),
- Mental health education (38.0 percent,  $n = 27$ ), and
- Job-specific training and certification programs (32.4 percent,  $n = 23$ ).

These areas of need were among the top three areas of need (in terms of rank order) selected across all role categories for PPA 3 (Appendix E, Table E6). However, for those with a law enforcement role there was a tie for the top ranked area of need between at-promise youth and human trafficking. For those with a courts and legal services role, the top ranked area of need was substance use.

Figure 11. *Top Three Areas of Need within PPA 3: Prevention and Education Programs (n = 71).*

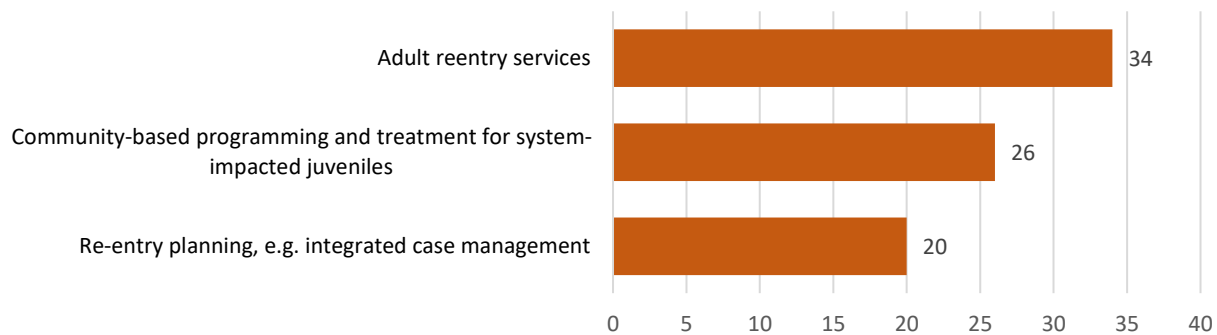


*PPA4, Corrections and Community Corrections Programs.* One (1) individual did not select an area of need for PPA 4 therefore the information is based on 72 respondents. Figure 12 provides the top three greatest areas of need selected within PPA 4, Corrections and Community Corrections Programs. The areas of need selected most frequently were:

- Adult reentry services (47.2 percent,  $n = 34$ ),
- Community-based programming and treatment (36.1 percent,  $n = 26$ ), and
- Re-entry planning, e.g., integrated case management (27.8 percent,  $n = 20$ ).

However, there was disagreement across the role categories on the top areas of need for PPA 4 (Appendix E, Table E7). Those with a law enforcement, service provider, or corrections and community corrections role ranked adult reentry services as the top area of need. However, for those with a courts and legal services role, the top area of need was alternatives to incarceration (residential and non-residential). Additionally, for those with a law enforcement role the second ranked areas of need were workforce hire and train qualified staff and jail-based education and training services.

Figure 12. *Top Three Areas of Need within PPA 4: Corrections and Community Corrections Programs (n = 72).*

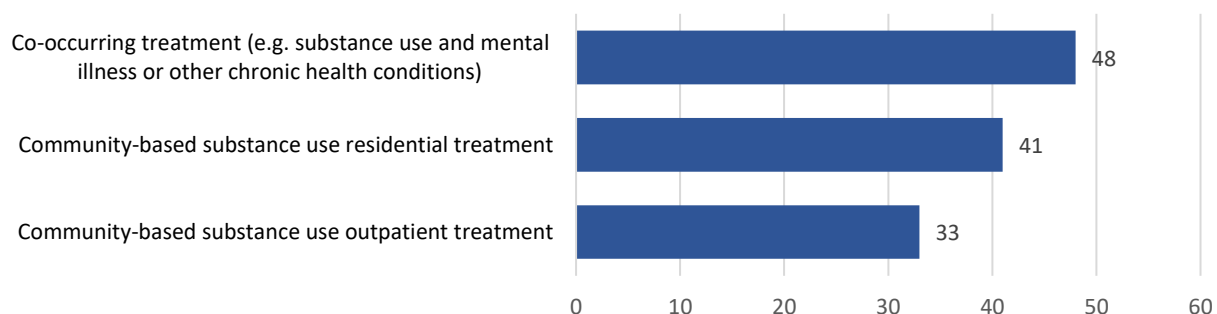


*PPA5, Drug Treatment and Enforcement Programs.* Three (3) individuals did not select an area of need for PPA 5 therefore the information is based on 70 respondents. Figure 13 provides the top three greatest areas of need selected within PPA 5, Drug Treatment and Enforcement Programs. The areas of need selected most frequently were:

- Co-occurring treatment (e.g., substance use and mental illness or other chronic health conditions) (68.6 percent,  $n = 48$ ),
- Community-based substance use residential treatment (58.6 percent,  $n = 41$ ), and
- Community-based substance use outpatient treatment (47.1 percent,  $n = 33$ ).

These areas of need were among the top four areas of need (in terms of rank order) selected across all role categories for PPA 5 (Appendix E, Table E8).

Figure 13. *Top Three Areas of Need within PPA 5: Drug Treatment and Enforcement Programs (n = 70).*

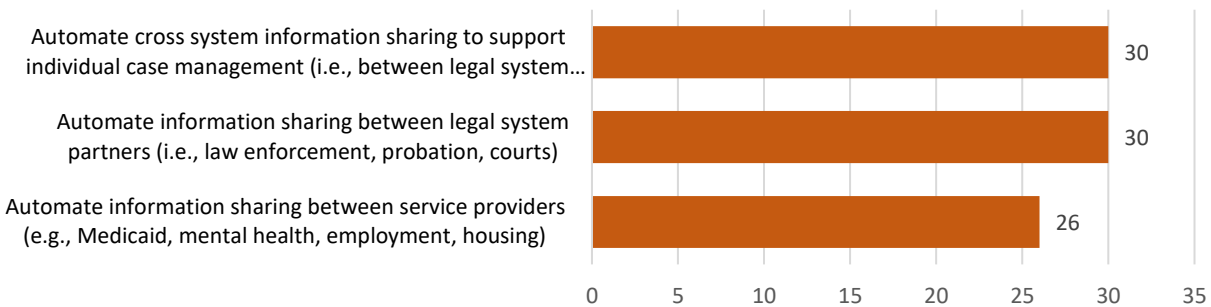


*PPA6, Planning, Evaluation, and Technology Improvement Programs.* Two (2) individuals did not select an area of need for PPA 6 therefore the information is based on 71 respondents. Figure 14 provides the top three greatest areas of need selected within PPA 6, Planning, Evaluation, and Technology Improvement Programs. The areas of need selected most frequently were:

- Automate cross system information sharing to support individual case management (i.e., between legal system partners and service providers; 42.3 percent,  $n = 30$ ),
- Automate information sharing between legal system partners (i.e., law enforcement, probation, courts; 42.3 percent,  $n = 30$ ), and
- Automate information sharing between service providers (e.g., Medicaid, mental health, employment, housing; 36.6 percent,  $n = 26$ ).

These areas of need were among the top four areas of need (in terms of rank order) selected across all role categories **except** service providers and courts and legal services (Appendix E, Table E9). For these roles public defender systems improvement was a top area of need, tied for rank one for those with a courts and legal services role and tied for rank two for those with a service provider role.

Figure 14. *Top Three Areas of Need within PPA 6: Planning, Evaluation, and Technology Improvement Programs (n = 71).*



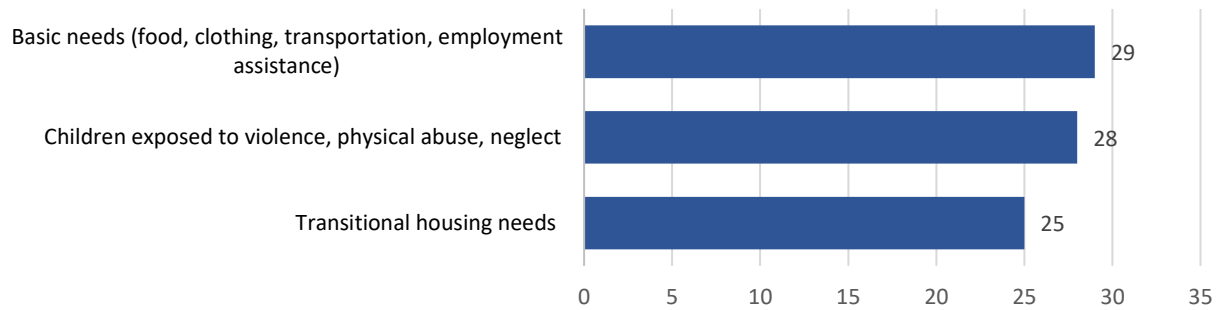
*PPA7, Crime Victim and Witness Programs.* Two (2) individuals did not select any areas of need for PPA 7 therefore the information is based on 71 respondents. Figure 15 provides the top three greatest areas of need selected within PPA 7, Crime Victim and Witness Programs (other than compensation). The areas of need selected most frequently were:

- Basic needs (food, clothing, transportation, employment assistance) (40.8 percent,  $n = 29$ ),
- Children exposed to violence, physical abuse, neglect (39.4 percent,  $n = 28$ ), and
- Transitional housing needs (35.2 percent,  $n = 25$ ).

These areas of need were among the top three areas of need (in terms of rank order) selected across all role categories for PPA 7 (Appendix E, Table E10). For those with a courts and legal services role there was tie in the top ranked area of need. In addition to transitional housing needs, restorative justice initiatives and family centers were tied for the top ranked area of need.



Figure 15. *Top Three Areas of Need within PPA 7: Crime, Victim, and Witness Programs (n = 71).*

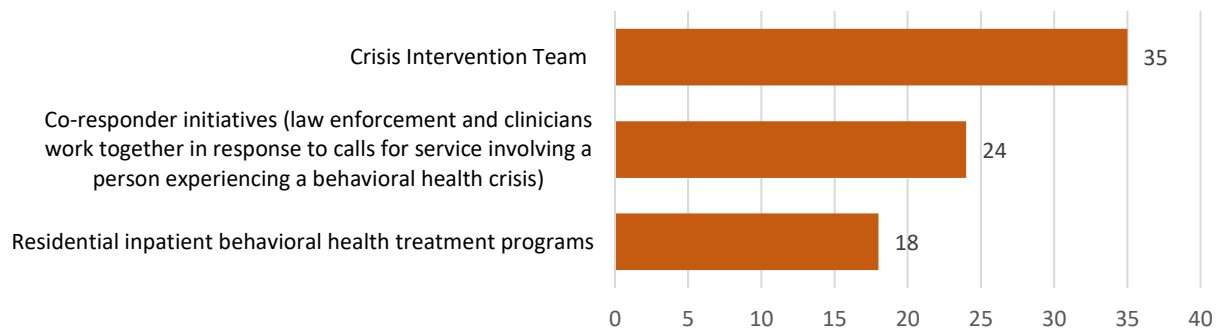


*PPA8, Mental Health Programs and Related Law Enforcement and Corrections Programs.* One (1) individual did not select an area of need for PPA 8 therefore the information is based on 72 respondents. Figure 16 provides the top three greatest areas of need selected within PPA 8, Mental Health Programs and Related Law Enforcement and Correction Programs, including behavioral programs and crisis intervention teams. The areas of need selected most frequently were:

- Crisis intervention team (48.6 percent,  $n = 35$ ),
- Co-responder initiatives (law enforcement and clinicians work together in response to calls for service involving a person experiencing a behavioral health crisis) (33.3 percent,  $n = 24$ ), and
- Residential inpatient behavioral health treatment programs (25 percent,  $n = 18$ ).

These areas of need were among the top four areas of need (in terms of rank order) selected across all role categories **except** service providers. Those with a service provider role selected outpatient/community-based behavioral health programs as a top area of need (rank 2) within PPA 8 (Appendix E, Table E11). For those with a courts and legal services role there was tie in the top ranked area of need. In addition to crisis intervention teams, outpatient/community-based behavioral health programs and pre-arrest mental health diversion were tied for the top ranked area of need.

Figure 16. *Top Three Areas of Need within PPA 8: Mental Health Programs and Related Law Enforcement and Corrections Programs (n = 72).*



## Section E: Accessing Data and Implementing Evidence-Based Approaches

The six (6) questions within this section focused on identifying the barriers for accessing data and implementing evidence-based approaches to prevent and reduce crime and recidivism. The specific questions for *accessing data* were:

1. Accurate data is essential to data driven decision making. Do you feel your agency has adequate resources for information sharing and technology?
2. Does your agency have access to electronic data to help you plan, evaluate, and/or determine outcomes of your program?
3. If your agency does not have adequate technology or access to the data you need, what is your most pressing technology or information sharing need?
4. Please select all the system partners that exchange data electronically with your agency.

The specific questions for *evidence-based practices* were:

5. Please indicate whether your agency uses evidence-based practices and measures the effectiveness of services.
6. Please describe the evidence-based practices your agency is currently implementing.

A summary of the findings is provided in the boxes below. Detailed information about the results is presented in the subsections that follow.

### Key Findings of Section E: Accessing Data and Implementing Evidence-Based Approaches

#### Accessing Data

- ✓ The availability of adequate resources varied by respondent role. Generally, those who identified with Law Enforcement or Courts and Legal Services indicated they **do not have** adequate resources while those who identified with Service Providers and Corrections and Community Corrections **do have** adequate resources.
- ✓ Sixty-five percent of respondents indicated their agencies have access to electronic data to help plan, evaluate, and/or determine the outcomes of their programs. However, 37 percent of respondents indicated the information is difficult to access.
- ✓ The technology and information sharing needs reported included improved data sharing; improved case managements systems, databases, or other software; and improved data quality and/or data collection/analysis.
- ✓ The exchange of data electronically with system partners varied by respondent roll. However, the most common system partners for which data was exchanged electronically included Law Enforcement. Courts. Corrections. and Detention.

## Key Findings of Section E: Accessing Data and Implementing Evidence-based Practices

### Evidence-based Practices

- ✓ The use of evidence-based practices and the measurement of effectiveness varied by respondent role. Those majority of those who identified with Corrections and Community Corrections, Service Provider, or Court and Legal Services indicate their agencies use evidence-based practices and measure effectiveness while the majority of those who identified with Law Enforcement indicated either their agency does not, they do not know whether their agency does, or they did not provide a response.
- ✓ For the evidence-based practices that agencies are currently implementing, the most common were risk and needs assessment, case management, tracking outcomes/improving record tracking, community mentoring/support services, and trauma informed care/behavioral health/CBT.

*Accessing Data – Question E.1.* Survey respondents were asked whether their agency has adequate resources for information sharing and technology. Table 17 provides the responses across all 85 respondents. For the 85 respondents:

- 37.6 percent ( $n = 32$ ) selected “No”,
- 36.5 percent ( $n = 31$ ) selected “Yes”,
- 8.2 percent ( $n = 7$ ) selected “Does not apply”,
- 7.1 percent ( $n = 6$ ) chose “Do not know”, and
- 10.6 percent ( $n = 9$ ) did not provide a response.

Table 17. *Agency Access to Resources for Information Sharing and Technology across all Respondents (n = 85).*

Response	Overall Count (%)
Yes	31 (36.5)
No	32 (37.6)
Do not Know	6 (7.1)
Does not Apply	7 (8.2)
No Response	9 (10.6)

Table 18 provides the responses across all 85 respondents by the collapsed role categories. Respondents who identified themselves as having a Law Enforcement or Courts and Legal Services role generally indicated they *do not* have adequate resources for information sharing and technology, 50 percent and 60 percent, respectively. However, respondents who identified themselves as Service Providers or a Corrections and Community Corrections role generally indicate they *do* have adequate resources, 40 percent and 65.2 percent, respectively.

Table 18. *Agency Access to Resources for Information Sharing and Technology by Role Category (n = 85).*

Response	Law Enforcement (n = 14)	Corrections and Community Corrections (n = 23)	Service Providers (n = 30)	Courts and Legal Services (n = 10)	Other (n = 8)
	Count (%)	Count (%)	Count (%)	Count (%)	Count (%)
Yes	1 (7.1)	15 (65.2)	12 (40.0)	1 (10.0)	2 (25.0)
No	7 (50.0)	6 (26.1)	8 (26.7)	6 (60.0)	5 (62.5)
Do not Know	2 (14.3)	1 (4.3)	1 (3.3)	2 (20.0)	0 (0.0)
Does not Apply	0 (0.0)	0 (0.0)	6 (20.0)	0 (0.0)	1 (12.5)
No Response	4 (28.6)	1 (4.3)	3 (10.0)	1 (10.0)	0 (0.0)

*Accessing Data – Question E.2.* Survey respondents were asked if their agency has access to electronic data to help plan, evaluate, and/or determine outcomes of their program. Table 19 provides the responses across all 85 respondents. For all 85 respondents:

- 37.6 percent (n = 32) selected “Yes, we have an electronic data system, but it is difficult to access information”,
- 28.2 percent (n = 24) selected “Yes, we have an electronic data system and it is easy to access information”,
- 10.6 percent (n = 9) selected “Does not apply”,
- 8.2 percent (n = 7) chose “No, our data is not electronic”,
- 4.7 percent (n = 4) selected “Do not know”, and
- 10.6 percent (n = 9) did not provide a response.

Table 19. *Agency Access to Resources for Electronic Data (n = 85).*

Response	Overall Count (%)
Yes, easy to access	24 (28.2)
Yes, difficult to access	32 (37.6)
No	7 (8.2)
Do not Know	4 (4.7)
Does not Apply	9 (10.6)
No Response	9 (10.6)

Table 20 provides the responses across all 85 respondents by role category. Most role categories have an electronic data system, ranging between 50 and 87.5 percent within each role. Generally, between 30 and 40 percent of respondents within each role category had an electronic data system that was difficult to access information from, though that figure increased to 62.5 percent (n = 5) for respondents in the Other role category.

Table 20. Agency Access to Resources for Electronic Data by Role Category (n = 85).

Response	Law Enforcement (n = 14)	Corrections and Community Corrections (n = 23)	Service Providers (n = 30)	Courts and Legal Services (n = 10)	Other (n = 8)
	Count (%)	Count (%)	Count (%)	Count (%)	Count (%)
Yes, easy to access	2 (14.3)	10 (43.5)	8 (26.7)	2 (20.0)	2 (25.0)
Yes, difficult to access	5 (35.7)	9 (39.1)	10 (33.3)	3 (30.0)	5 (62.5)
No	2 (14.3)	1 (4.3)	2 (6.7)	2 (20.0)	0 (0.0)
Do not Know	1 (7.1)	2 (8.7)	0 (0.0)	1 (10.0)	0 (0.0)
Does not Apply	0 (0.0)	0 (0.0)	7 (23.3)	1 (10.0)	1 (12.5)
No Response	4 (28.6)	1 (4.3)	3 (10.0)	1 (10.0)	0 (0.0)

*Accessing Data – Question E.3.* Respondents were then asked if their agency did **not** have adequate technology or access to the data they need, to describe their most pressing technology or information sharing need. Twenty-six (26) respondents provided a short response for this item. One short response indicated they did not require technical assistance, so it was not included in the analysis of this item. The remaining 25 responses were reviewed by BSCC staff and organized into categories for analysis. Table 21 summarizes the responses across the 25 respondents while Table 22 provides the summary by role category. For the 25 respondents:

- 44 percent (n = 11) indicated they needed improved data sharing.
- 36 percent (n = 9) indicated they needed a better case management system, database, or other software.
- 16 percent (n = 4) stated they needed an improvement in the quality of available data and/or their own data collection/analysis.
- 4 percent (n = 1) indicated a reliance on outside program evaluators.

Table 21. Categorized Technology/Information Sharing Needs of Respondents (n = 26).

Response	Overall Count (%)
Improve Data Sharing	11 (44.0)
Case Management System/Improve Databases/Improve Software	9 (36.0)
Improve Quality of Data/Data Collection/ Data Analysis	4 (16.0)
Reliance on Outside Program Evaluators	1 (4.0)

Table 22. *Categorized Technology/Information Sharing Needs of Respondents by Role Category (n = 26).*

Response	Law Enforcement (n = 4)	Corrections and Community Corrections (n = 5)	Service Providers (n = 7)	Courts and Legal Services (n = 5)	Other (n = 4)
	Count (%)	Count (%)	Count (%)	Count (%)	Count (%)
Improve Data Sharing	3 (75.0)	2 (40.0)	2 (28.6)	3 (60.0)	1 (25.0)
Case Management System/Improve Databases/Improve Software	1 (25.0)	2 (40.0)	2 (28.6)	2 (40.0)	2 (50.0)
Improve Quality of Data/Data Collection/ Data Analysis	0 (0.0)	0 (0.0)	3 (42.9)	0 (0.0)	1 (25.0)
Reliance on Outside Program Evaluators	0 (0.0)	1 (20.0)	0 (0.0)	0 (0.0)	0 (0.0)

*Accessing Data – Question E.4.* Respondents were asked to identify all system partners that exchange data electronically with their agency from a list of options. Seventy-three (73) individuals provided an answer to this item. Table 23 provides the responses across all 73 respondents and Table 24 provides the responses by role category. Of the 73 who responded:

- 43.8 percent (n = 32) selected Law Enforcement,
- 31.5 percent (n = 23) selected Courts,
- 28.8 percent (n = 21) selected Corrections,
- 27.4 percent (n = 20) selected Detention,
- 20.5 percent (n = 15) selected Dispatch,
- 20.5 percent (n = 15) selected Prosecution,
- 17.8 percent (n = 13) selected Community Services,
- 12.3 percent (n = 9) selected Defense,
- 6.8 percent (n = 5) selected Other,
- 16.4 percent (n = 12) said they do not have electronic information exchange with partners, and
- 16.4 percent (n = 12) chose Does not apply.

Table 23. Sources of Exchanged Electronic Data (n = 73).

<b>Response</b>	<b>Overall Count (%)</b>
Law enforcement	32 (43.8)
Courts	23 (31.5)
Corrections	21 (28.8)
Detention	20 (27.4)
Dispatch	15 (20.5)
Prosecution	15 (20.5)
Community Services	13 (17.8)
Defense	9 (12.3)
Other	5 (6.8)
No electronic information exchange with partners	12 (16.4)
Does not apply	12 (16.4)

Table 24. Sources of Exchanged Electronic Data by Role Category (n = 73).

<b>Response</b>	<b>Law Enforcement (n = 10)</b>	<b>Corrections and Community Corrections (n = 21)</b>	<b>Service Providers (n = 26)</b>	<b>Courts and Legal Services (n = 9)</b>	<b>Other (n = 7)</b>
	<b>Count (%)</b>	<b>Count (%)</b>	<b>Count (%)</b>	<b>Count (%)</b>	<b>Count (%)</b>
Law enforcement	8 (80.0)	11 (52.4)	7 (26.9)	3 (33.3)	3 (42.9)
Courts	0 (0.0)	11 (52.4)	7 (26.9)	5 (55.6)	0 (0.0)
Corrections	4 (40.0)	9 (42.9)	4 (15.4)	4 (44.4)	0 (0.0)
Detention	4 (40.0)	8 (38.1)	2 (7.7)	4 (44.4)	2 (28.6)
Dispatch	7 (70.0)	6 (28.6)	0 (0.0)	1 (11.1)	1 (14.3)
Prosecution	2 (20.0)	7 (33.3)	4 (15.4)	2 (22.2)	0 (0.0)
Community Services	0 (0.0)	3 (14.3)	6 (23.1)	1 (11.1)	3 (42.9)
Defense	2 (20.0)	2 (9.5)	3 (11.5)	2 (22.2)	0 (0.0)
Other	0 (0.0)	2 (9.5)	1 (3.8)	0 (0.0)	2 (28.6)
No electronic information exchange with partners	2 (20.0)	3 (14.3)	4 (15.4)	3 (33.3)	0 (0.0)
Does not apply	0 (0.0)	1 (4.8)	9 (34.6)	1 (11.1)	1 (14.3)



*Evidence-based Practices – Question E.5.* Respondents were asked to indicate whether their agency uses evidence-based practices *and* measures the effectiveness of the services provided. Table 25 provides the responses across all 85 respondents. For all 85 respondents:

- 57.6 percent ( $n = 49$ ) selected Yes,
- 12.9 percent ( $n = 11$ ) selected Does not apply,
- 9.4 percent ( $n = 8$ ) selected Do not know,
- 8.2 percent ( $n = 7$ ) said No, and
- 11.8 percent ( $n = 10$ ) did not provide a response.

*Table 25. Use of Evidence-Based Practices and Measurements of Effectiveness (n = 85).*

<b>Response</b>	<b>Overall Count (%)</b>
Yes	49 (57.6)
No	7 (8.2)
Do not Know	8 (9.4)
Does not Apply	11 (12.9)
No Response	10 (11.8)

Table 26 provides the responses across all 85 respondents by role category. Respondents who identified themselves as having a Corrections and Community Corrections, Service Provider, or Court and Legal Services role generally indicated that they both used evidence-based practices and measured effectiveness (73.9 percent, 56.7 percent, and 80 percent, respectively).

*Table 26. Use of Evidence-Based Practices and Measurements of Effectiveness by Role Category (n = 85).*

<b>Response</b>	<b>Law Enforcement (n = 14)</b>	<b>Corrections and Community Corrections (n = 23)</b>	<b>Service Providers (n = 30)</b>	<b>Courts and Legal Services (n = 10)</b>	<b>Other (n = 8)</b>
	<b>Count (%)</b>	<b>Count (%)</b>	<b>Count (%)</b>	<b>Count (%)</b>	<b>Count (%)</b>
Yes	4 (28.6)	17 (73.9)	17 (56.7)	8 (80.0)	3 (37.5)
No	3 (21.4)	4 (17.4)	0 (0.0)	0 (0.0)	0 (0.0)
Do not Know	3 (21.4)	1 (4.3)	2 (6.7)	0 (0.0)	2 (25.0)
Does not Apply	0 (0.0)	0 (0.0)	7 (23.3)	1 (10.0)	3 (37.5)
No Response	4 (28.6)	1 (4.3)	4 (13.3)	1 (10.0)	0 (0.0)

*Evidence-based Practices – Question E.6.* Respondents were then asked to describe the evidence-based practices their agency was currently implementing. Thirty-eight (38) respondents provided a short response for this item. Responses were reviewed by BSCC staff and organized into one or more categories. Table 27 summarizes the categories of responses and Table 28 provides the summary by role category. For the 38 respondents:

- 31.6 percent ( $n = 12$ ) conduct risk/needs assessments and/or case management.
- 23.7 percent ( $n = 9$ ) track outcomes and work on improving record tracking methods.
- 21.1 percent ( $n = 8$ ) provide community mentorship and/or community support services.
- 21.1 percent ( $n = 8$ ) provide trauma informed care, behavioral health services, and/or cognitive behavioral therapy.
- 15.8 percent ( $n = 6$ ) provide restorative justice services.
- 15.8 percent ( $n = 6$ ) provide motivational interviewing services.
- 13.2 percent ( $n = 5$ ) provide staff training and employment services.
- 7.9 percent ( $n = 3$ ) provide reentry and/or diversion services.
- 5.3 percent ( $n = 2$ ) provide pretrial services.
- 5.3 percent ( $n = 2$ ) provide substance use support services.
- 5.3 percent ( $n = 2$ ) rely on evaluators and contracts for measurement and training.
- 5.3 percent ( $n = 2$ ) indicated their agency does not use evidence-based practices.

*Table 27. Categorized Evidence-Based Practices used ( $n = 38$ ).*

Response	Overall Count (%)
Risk/Needs Assessment/Case Management	12 (31.6)
Tracking Outcomes/ Improving Record Tracking	9 (23.7)
Community Mentoring/Support Services	8 (21.1)
Trauma Informed Care/Behavioral Health/CBT	8 (21.1)
Restorative Justice	6 (15.8)
Motivational Interviewing	6 (15.8)
Staff Training/ Employment	5 (13.2)
Reentry/Diversion Services	3 (7.9)
Pretrial Services	2 (5.3)
Substance Use Support	2 (5.3)
Evaluators/Contracts	2 (5.3)
Don't Use EBT	2 (5.3)

Table 28. *Categorized Evidence-Based Practices used by Role Category (n = 38).*

<b>Response</b>	<b>Law Enforcement</b>	<b>Corrections and Community Corrections</b>	<b>Service Providers</b>	<b>Courts and Legal Services</b>	<b>Other</b>
	<b>(n = 4)</b>	<b>(n = 13)</b>	<b>(n = 11)</b>	<b>(n = 7)</b>	<b>(n = 3)</b>
	<b>Count (%)</b>	<b>Count (%)</b>	<b>Count (%)</b>	<b>Count (%)</b>	<b>Count (%)</b>
Risk/Needs Assessment/Case Management	1 (25.0)	7 (53.8)	2 (18.2)	2 (28.6)	0 (0.0)
Tracking Outcomes/Improving Record Tracking	3 (75.0)	0 (0.0)	3 (27.3)	3 (42.9)	0 (0.0)
Community Mentoring/Support Services	1 (25.0)	3 (23.1)	2 (18.2)	1 (14.3)	1 (33.3)
Trauma Informed Care/Behavioral Health/CBT	0 (0.0)	2 (15.4)	3 (27.3)	3 (42.9)	0 (0.0)
Restorative Justice	0 (0.0)	0 (0.0)	5 (45.5)	1 (14.3)	0 (0.0)
Motivational Interviewing	1 (25.0)	2 (15.4)	2 (18.2)	1 (14.3)	0 (0.0)
Staff Training/ Employment	0 (0.0)	3 (23.1)	1 (9.1)	0 (0.0)	1 (33.3)
Reentry/Diversion Services	0 (0.0)	1 (7.7)	1 (9.1)	0 (0.0)	1 (33.3)
Pretrial Services	0 (0.0)	1 (7.7)	0 (0.0)	1 (14.3)	0 (0.0)
Substance Use Support	0 (0.0)	1 (7.7)	0 (0.0)	1 (14.3)	0 (0.0)
Evaluators/Contracts	0 (0.0)	1 (7.7)	0 (0.0)	0 (0.0)	1 (33.3)
Don't Use EBT	0 (0.0)	1 (7.7)	1 (9.1)	0 (0.0)	0 (0.0)

## Section F: Grant History and Technical Assistance Needs

The four (4) questions within this section collected historical information about whether respondents previously applied for and received JAG funding and the type of BSCC technical assistance needed related to JAG funding and programs. The specific questions for this section were:

1. In the past three years, has your agency applied for JAG funding?
  - 1a. If Yes, was your agency awarded JAG funding?
  - 1b. If No, please indicate the reason.
2. If your agency were to apply for JAG funding, what type of technical assistance from BSCC is needed?

A summary of the findings is provided in the box below. Detailed information about the results is presented in the subsections that follow.

### Key Findings of Section F: Grant History and Technical Assistance Needs

- ✓ Thirty-three percent of the survey respondents indicated that their agency **applied** for JAG funding in the last three years. Most of these respondents, across all role categories, indicated that their agency was awarded JAG funding.
- ✓ Thirty-five percent of the survey respondents indicated that their agency **had not applied** for JAG funding in the last three years. There was no clear trend or common reason for which a majority of these individuals did not apply.
- ✓ Respondents desired a variety of technical assistance options from the BSCC. Across all role categories, the technical assistance needs included:
  - Training on rules, regulations, and requirements of grant recipients.
  - Understanding the federal grant process.
  - Program coordination/steering committee support.
  - Grant proposal writing skills.
  - Understanding the BSCC proposal submission process.

*Question F.1.* Respondents were asked if their agency had applied for JAG funding in the past three years. Table 29 provides the responses across all 85 respondents and by role category. For all 85 respondents:

- 35.3 percent ( $n = 30$ ) selected No,
- 32.9 percent ( $n = 28$ ) selected Yes,
- 17.6 percent ( $n = 15$ ) chose Do not know, and
- 14.1 percent ( $n = 12$ ) did not provide a response.

Although eligible applicants for JAG funding are limited to local county agencies, a few Service Providers ( $n = 3$ , 10 percent) identified as having applied for JAG funding within the last three years (50 percent). Recall the collapsed role category of Service Provider included the original roles of service provider, CBO; service provider, government agency; advocacy group; hospital clinic (county, state, or federal); and education. Some of these roles could represent county departments.

Table 29. JAG Application in the Last Three Years based on Agency Role Category (N = 85).

Response	Overall	Law	Corrections and	Service	Courts	Other
		Enforcement	Community	Providers	and	
		(n = 14)	Corrections	(n = 30)	Legal	(n = 8)
	Count (%)	Count (%)	(n = 23)	Count (%)	Services	Count (%)
			Count (%)		(n = 10)	Count (%)
Yes	28 (32.9)	6 (42.9)	11 (47.8)	3 (10.0)	4 (40.0)	4 (50.0)
No	30 (35.3)	3 (21.4)	8 (34.8)	15 (50.0)	3 (30.0)	1 (12.5)
Do not Know	15 (17.6)	0 (0.0)	3 (13.0)	8 (26.7)	2 (20.0)	2 (25.0)
No Response	12 (14.1)	5 (35.7)	1 (4.3)	4 (13.3)	1 (10.0)	1 (12.5)

**Question F.1a.** Respondents who answered “Yes” to question F.1 were asked whether their agency was awarded JAG funding after applying. Of the 46 individuals who responded to this item, 18 respondents previously answered “No” or “Do not know” to question F.1 – did your agency apply for funding in the last three years. These 18 respondents were not included in the analysis of this item. Table 30 provides the responses across the 28 respondents whose agency had applied for JAG funding in the past three years by role category. For these 28 respondents:

- 71.4 percent (n = 20) said their agency received the full funding request,
- 17.9 percent (n = 5) did not know if their agency received funding,
- 7.1 percent (n = 2) said their agency received partial funding, and
- 3.6 percent (n = 1) said their agency was not funded.

Across the five role categories, the majority of those who indicated their agency had applied for funding in the last three years received JAG funding.

Table 30. JAG Funding Received in the Last Three Years by Role Category (n = 28).

Response	Overall	Law	Corrections and	Service	Courts	Other
		Enforcement	Community	Providers	and	
		(n = 6)	Corrections	(n = 3)	Legal	(n = 4)
	Count (%)	Count (%)	(n = 11)	Count (%)	Services	Count (%)
			Count (%)		(n = 4)	Count (%)
Yes; full request	20 (71.4)	4 (66.7)	7 (63.6)	3 (100.0)	3 (75.0)	3 (75.0)
Yes; partial request	2 (7.1)	0 (0.0)	1 (9.1)	0 (0.0)	1 (25.0)	0 (0.0)
Not funded	1 (3.6)	1 (16.7)	0 (0.0)	0 (0.0)	0 (0)	0 (0.0)
Proposal was not considered (incomplete, late)	0 (0.0)	0 (0.0)	0 (0.0)	0 (0.0)	0 (0.0)	0 (0.0)
Do not Know	5 (17.9)	1 (16.7)	3 (27.3)	0 (0.0)	0 (0.0)	1 (25.0)

**Question F.1b.** Respondents who answered “No” to question F.1—did your agency apply for funding in the last three years—were asked to indicate from a list the reason why their agency did not apply for JAG funding in the past three years. Of the 37 individuals who responded to this item, seven (7) respondents answered this item despite having answered “Yes” or “Do not know” to question F.1. These seven (7) respondents were

not included in the analysis of this item. Table 31 provides the responses across the 30 respondents whose agency had **not** applied for JAG funding in the past three years. For the 30 respondents:

- 30 percent ( $n = 9$ ) selected Other and provided their reason.,
- 26.7 percent ( $n = 8$ ) selected Do not know.
- 10 percent ( $n = 3$ ) indicated a specific need for JAG funding was not identified.
- 10 percent ( $n = 3$ ) indicated staff were not available to complete the proposal.
- 6.7 percent ( $n = 2$ ) selected the agency was not aware of the availability of funding.
- 6.7 percent ( $n = 2$ ) selected the proposal process was difficult to navigate.
- 10 percent ( $n = 3$ ) did not provide a response.

**Table 31. Reasons for Non-Funded JAG Applications in the Last Three Years ( $n = 28$ ).**

<b>Response</b>	<b>Overall Count (%)</b>
Specific need for JAG funding not identified	3 (10.0)
Staff unavailable to complete proposal	3 (10.0)
Agency unaware of availability of funding	2 (6.7)
Proposal process was difficult to navigate	2 (6.7)
Agency staff didn't know how/ have the skills to develop a proposal	0 (0.0)
Agency couldn't meet submission deadline	0 (0.0)
Do not know	8 (26.7)
Other	9 (30.0)
No Response	3 (10.0)

No meaningful trends across the role categories were identified possibly due to the small cell sizes for each response option. For the nine (9) respondents who selected “Other”, the reasons provided were:

- JAG funding has too many ties to it and is not flexible.
- Lack of staffing required to complete the RFP.
- Our Health & Social Services applied for JAG Grant funding to support diversion programs.
- Our office does not have the funding to hire a grant writer and must rely on other larger agencies to submit evidence-based non-law-enforcement/prosecution driven grants.
- The proposal process was valuing quantity over quality outcomes.
- We do advocacy work and not implementation.
- We have assumed that only government agencies can apply for the funding.
- We were a subcontractor for a JAG program funded thru our Sheriff's office.

**Question F.2.** Respondents were asked if their agency **were to apply** for JAG funding, to select from a list provided the type of technical assistance they would need from the BSCC. Sixty-four (64) individuals provided an answer to this item. Table 32 provides the responses across all 64 respondents and by role category. For the 64 respondents:

- 56.3 percent ( $n = 36$ ) selected training on rules, regulations, and requirements of grant recipients.

- 48.4 percent ( $n = 31$ ) selected understanding the federal grant process.
- 43.8 percent ( $n = 28$ ) selected program coordination/steering committee support.
- 40.6 percent ( $n = 26$ ) selected grant proposal writing skills.
- 39.1 percent ( $n = 25$ ) selected understanding the BSCC proposal submission process.
- 12.5 percent ( $n = 8$ ) selected other and provided a description of their needs.

In general, these technical assistance needs remained consistent across the role categories (minimum of 30.4 percent across all item options and role categories with the exception of the “Other” role category).

Table 32. *Desired Technical Assistance from BSCC for JAG Applicants by Role Category* ( $n = 64$ ).

<b>Response</b>	<b>Overall</b>	<b>Law Enforcement</b>	<b>Corrections and Community Corrections</b>	<b>Service Providers</b>	<b>Courts and Legal Services</b>	<b>Other</b>
	<b>(<math>n = 64</math>)</b>	<b>(<math>n = 8</math>)</b>	<b>(<math>n = 20</math>)</b>	<b>(<math>n = 23</math>)</b>	<b>(<math>n = 7</math>)</b>	<b>(<math>n = 6</math>)</b>
	<b>Count (%)</b>	<b>Count (%)</b>	<b>Count (%)</b>	<b>Count (%)</b>	<b>Count (%)</b>	<b>Count (%)</b>
Understanding federal grant process	31 (48.4)	4 (50.0)	12 (60.0)	11 (47.8)	3 (42.9)	1 (16.7)
Understanding BSCC proposal submission process	25 (39.1)	3 (37.5)	9 (45.0)	9 (39.1)	3 (42.9)	1 (16.7)
Grant proposal writing skills	26 (40.6)	4 (50.0)	9 (45.0)	7 (30.4)	4 (57.1)	2 (33.3)
Training on rules, regulations, requirements of grant recipients	36 (56.3)	5 (62.5)	14 (70.0)	12 (52.2)	3 (42.9)	2 (33.3)
Program coordination - steering committee support	28 (43.8)	4 (50.0)	9 (45.0)	8 (34.8)	4 (57.1)	3 (50.0)
Other	8 (12.5)	0 (0.0)	1 (5.0)	5 (21.7)	0 (0.0)	2 (33.3)

For the eight (8) respondents who selected “Other”, the technical assistance needs described were:

- We have historically received great support from the BSCC representative. During this last cycle, the BSCC representative was not able to be on site due to COVID. We appreciate the support of the BSCC representative both over the phone and onsite.
- A change to the priority outcome structure – not a competition of the lowest price per service.
- Awareness of the opportunities.
- Understanding if and how a non-profit group can apply for the funding.
- We would be prepared to apply if the opportunity was in line with agency focus.



- Working with HR to create new classifications of employees who could work in both community corrections and employment services.
- Depends on the funding available.
- None.

## Discussion

Despite broad and repeated advertisement of the survey opportunity, a low response rate was achieved. It is unlikely that the 85 respondents represent the diversity and interests of the adult and juvenile legal system partners and interested parties. In contrast, 890 responses were received in response to the 2013 survey. BSCC and NCJA speculation as to the reasons for the low response rate included:

- Those who are interested in the JAG funding may be content with the current administration of the grant funds and JAG funding priorities. Prior to 2013, 98 percent of JAG funds were passed through to local law enforcement to support PPA 1, law enforcement programs, and funded multi-jurisdictional task forces related to narcotics suppression. The 2013 Multi-Year JAG State Strategy represented a major change in the administration of the JAG Program. Grants were awarded on a competitive basis and funding was prioritized to three PPAs: PPA 3, Prevention and education programs; PPA 1, Law enforcement programs; and PPA 2, Prosecution, courts and defense programs.
- The expansion of available grant funding through the BSCC may have shifted interest from the JAG Program to any one of the many other funding opportunities now available through the BSCC. Since 2013 the number of grants administered by the BSCC has increased and the amount of funding available for many of these grants is considerably greater than the amount available through JAG Funding. Additionally, CBOs can apply directly for many of these grant opportunities.
- Those traditionally interested in the funding priorities of the JAG Program may be focused on the pressing issues of the United States and California at the time of this survey, particularly the coronavirus pandemic and its impact throughout the adult and juvenile legal system.

Despite the low generalizability of the survey results, the thorough analysis of the survey responses honored the input provided by survey respondents and may provide useful information for the update of the Multi-Year State Strategy.

Survey analyses focused on finding consensus around the JAG PPAs in greatest need of limited funds and determining which projects in each purpose area were viewed as most critical to California's adult and juvenile legal system. Based on the findings, the following should be considered when updating the Multi-Year JAG State Strategy:

- ✓ In addition to evidence-based principles, reducing recidivism was selected as a requirement or guiding principle for all JAG funded projects.
- ✓ The top three ranked PPAs, in terms of importance, across all role categories were:
  - PPA 3, Prevention and education programs,
  - PPA 8, Mental health programs and related law enforcement and corrections programs, and

- PPA 5, Drug treatment and enforcement programs.
- ✓ For the highest hypothetical allocations of JAG funding to PPAs, 22.6 percent assigned to PPA 3, Prevention and education programs and 20.4 percent to PPA 8, Mental health programs and related law enforcement and corrections programs.
- ✓ There **should not be** one PPA that all applicants are required to address.
- ✓ Areas of need within the individual PPAs should focus on mental health and helping people avoid system involvement.