

Board of State and Community Corrections  
**Edward Byrne Memorial Justice Assistance Grant Program** (CFDA #16.738)

**Section I: Applicant Information Form**

**1.1. COUNTY AGENCY APPLICANT**

COUNTY AGENCY County of Kings		NAME AND TITLE OF DEPARTMENT/AGENCY HEAD County Administrative Office		
FEDERAL EMPLOYER ID 94-6000814		DATA UNIVERSAL NUMBERS SYSTEM (DUNS) 074675075		
NAME AND TITLE OF PROJECT DIRECTOR Kyria Martinez		TELEPHONE NUMBER 559-852-2377		
STREET ADDRESS 1400 W. Lacey Blvd.	CITY Hanford	STATE CA	ZIP CODE 93230	FAX NUMBER 559-585-8047
MAILING ADDRESS (if different) Same as Above	CITY	STATE	ZIP CODE	E-MAIL ADDRESS Kyria.martinez@co.kings.ca.us

<b>1.2. PROJECT TITLE</b>	<b>1.3. JAG PROGRAM PURPOSE AREA(S)</b>	<b>1.4. AMOUNT OF FUNDS REQUESTED</b>
Bridge to Opportunity-Kings	Prevention, Education, Law Enforcement	\$ 660,000 (total all three years)

**1.5. SUMMARY OF PROPOSAL**

The Bridge to Opportunity-Kings Project goals align with the JAG overall goals of addressing gang initiatives, juvenile delinquency, and reducing gang and violent crimes. The project will be a multi-jurisdictional project to strengthen enforcement and prosecution efforts targeted in our communities. This will be accomplished through increased enforcement activities with the Kings County Major Crime Task Force, including law enforcement presence and availability, in all areas of the County, including schools, in cooperation with other government agencies, outreach public awareness, rehabilitation, and educational components.

**1.6. DAY-TO-DAY CONTACT PERSON**

NAME AND TITLE Kyria Martinez, Administrative Analyst		TELEPHONE NUMBER 559-852-2377		
STREET ADDRESS 1400 W. Lacey Blvd.		FAX NUMBER 559-585-8047		
CITY Hanford	STATE CA	ZIP CODE 93230	E-MAIL ADDRESS Kyria.Martinez@co.kings.ca.us	

**1.7. DESIGNATED FINANCIAL OFFICER**

NAME AND TITLE Cassandra Bakker, Fiscal Analyst III		TELEPHONE NUMBER 559-852-2820		
STREET ADDRESS 1444 W. Lacey Blvd	CITY Hanford	STATE CA	ZIP CODE 93230	FAX NUMBER
PAYMENT MAILING ADDRESS (if different) Same as above	CITY	STATE	ZIP CODE	E-MAIL ADDRESS Cassandra.Bakker@co.kings.ca.us

**1.8. APPLICANT AGREEMENT**

By signing this application, I certify that I am vested by the Applicant agency with the authority to enter into contract with the BSCC. I certify that all funds received pursuant to this Grant Agreement will be spent exclusively on the purposes specified in this Application. I further assure that the Applicant will administer the grant program in accordance with the Grant Agreement as well as any and all applicable state and federal laws, audit requirements, and state and/or federal program guidelines.

NAME AND TITLE OF AUTHORIZED OFFICER (PERSON WITH LEGAL AUTHORITY TO SIGN) Rebecca Campbell, County Administrative Officer	
APPLICANT'S SIGNATURE (blue ink only) <i>Rebecca Campbell</i>	DATE 4/25/19

## Section II: Project Need

**2.1:** Kings County is comprised of urban and rural communities, with a significant divide between ethnicities and socioeconomic statuses, and disproportionately high levels of poverty, violence, crime, gang participation, mental illness, and substance use. Although Kings County is a small county with a population of 150,000, it is home to three California Department of Correction and Rehabilitation facilities, Avenal State Prison, California State Prison – Corcoran, and California Substance Abuse Treatment Facility and State Prison – Corcoran and one county jail, which impacts the culture of the county. Kings County has one of the highest incarceration rates in California with 333 versus the 189 State average of jail incarcerations per 100,000 people (BSCC Criminal Justice Statistics Jail Incarceration Rate, 2015). From 2011 through 2015 Kings County had a 72.5% recidivism rate according to Kings County District Attorney’s Integrated Justice System. Kings County also has a higher rate of violent crime when compared to the State average. The table below shows the Kings County estimated violent crime rate per 100,000 people.

<b>Location</b>	<b>2017 Violent Crime Incident Rate*</b>	<b>2016 Violent Crime Incident Rate*</b>	<b>2015 Violent Crime Incident Rate*</b>
United States	394.0	397.5	373.7
California	449.3	444.8	428.0
Kings County	535.1	487.1	511.80

\*Violent Crime Incident Rate per 100,000 people. Data from the FBI’s Uniform Crime Reporting Program.

Although there are some programs around the county to help reduce juvenile delinquency and help our youth avoid going down the wrong path, Kings County significantly lacks juvenile education and prevention programming and law enforcement programs aimed at gang and violent crime reduction initiatives. The Juvenile Felony

Arrest Rate in Kings County is 11.7 per 1,000 (2015). This is much higher than surrounding counties and the state as a whole – as seen in the table below.

LOCATION	2013 (rate per 1,000)	2014 (rate per 1,000)	2015 (rate per 1,000)
California	7.6	6.8	5.3
Fresno County	9.0	8.7	5.4
Kern County	8.9	7.6	5.4
Kings County	17.7	13.9	11.7
Tulare County	10.2	8.6	6.4

\*Data from kidsdata.org

While the Juvenile Felony Arrest Rate is trending downward, it is still significantly higher than surrounding areas.

**2.2:** The proposed project Bridge for Opportunity - Kings combines two components focused on prevention/education programming with a law enforcement program approach. We firmly believe enhancing existing programming can and will contribute to the overall success to reduce juvenile delinquency violent crime and recidivism within our County. Kings County is a rural county made up of mostly agricultural lands, there are minimal programs and activities available to deter juveniles from participating in criminal activity or programming to reduce gang and violent crime.

**2.3:** The grant, if awarded, would fund efforts to enhance existing after school programs for juveniles, the Police Activities League in the four incorporated cities of the County. It would also allocate funds to the Kings County Major Crimes Task Force (KCMCTF) the overall goal of reducing gang violence and violent crimes using Prevention and Education Programming (Gang initiatives, juvenile delinquency, substance abuse, and school violence) and Law Enforcement Programming.

**2.4:** The KCMCTF has been very successful in their efforts. Their collaborative investigative efforts have led to more than 60 gang-related prosecutions in 2018 alone.

These prosecutions resulted in combined sentences (for all cases) of 430 years to life plus 515 years 8 months in state prison.

The task force makes a consistent collaborative effort to maintain a fully staffed task force. However, because we are a small county and some agencies receive minimal overtime funding, it is hard for them to contribute full time officers with overtime hours for investigation and suppression. There is consistent enforcement activity across the county but the need exists for proactive measures. The County and cities lack the education/prevention efforts across all jurisdictions in their overall goal of reducing recidivism.

**2.5** There are limited capacity and gaps in the system to provide for prevention efforts in the adult and juvenile efforts. Especially vulnerable are the juvenile and adult justice-involved co-occurring individuals and their system-impacted families, which are the identified target population for Bridge to Opportunity-Kings. Programs available to address the volume of need and rural accesses to services are nearly non-existent. Consistent funding resources are non-existent for task forces as these functions are discretionary and are not mandated. Task forces capability is limited due to lack of resources and low staffing levels at respective agencies.

### Section III: Project Description, Goals and Objectives

**3.1** All project activities will be designed and implemented to achieve the project goals and associated objectives, outlined in the Three- Year JAG Strategy, **Appendix D**.

**3.2** A host of process and outcome measures will be collected to ensure that the project is meeting its goals and objectives and in line with the intent of the JAG Grant. Over the project's three-year span, the proposed project Bridge to Opportunity - Kings will prioritize suppression, prevention, and intervention efforts to address the county's areas

of need in gang initiatives, juvenile delinquency, gang violence reduction, and violent crime reduction. This project seeks to significantly diminish juvenile gang-related crimes, violence and offenses, and high juvenile delinquency recidivism (re-offending as juveniles and as adults) of moderate and high risk youth. The project also targets adults currently affiliated and/or influenced by gang activities. We will use a balance of proven traditional strategies and innovative non-traditional solutions available to youth and adults within the targeted population to address our objectives.

The grant is proposed to fund two program initiatives as follows:

1.) **Police Activities League (PAL) programming-** Identified in our County as an available avenue for our youth after normal school hours is the Police Activity League Programs (PAL). PAL is a prevention program that provides outreach to local youth to build positive relationships between youth, law enforcement and the communities. PAL also provides youth an opportunity to grow under the sustained guidance of dedicated adults, instills youth with respect and understanding for law enforcement officers and the laws in which they uphold, assists youth in developing self-esteem and provides them with skills to stay in school. The established groups are within the incorporated jurisdictions however; their funding is limited and unreliable due to most of their resources coming from private donations. There are currently four PAL programs in the incorporated cities that are in need of additional resources to be able to provide participation in programs like the Avenal's PAL Boxing Club. Officers who run the Boxing club put a spotlight on the sport to draw kids away from gangs and into the boxing ring. This gives youth something to focus and look forward to and is a way to prevent crime in the future. Students who participate in the Boxing club must maintain a minimum GPA in order to participate essentially encouraging more participation in school and avoiding juvenile delinquency. Because of the youth's economic status many

of the students cannot afford the registration fees or the travel costs related to attending competitions across the state. Additionally, these clubs are in dire need of equipment. A piece of funding for these programs is proposed which aligns with the overall goals Prevention and Education Programs. Over the last few years, these programs have flourished and have had increased participation numbers, which may be a contributing factor to the decline in the Juvenile Felony Arrest Rate within Kings County.

2.) **Major Crimes Task Force programming-** The second part to the program proposal, Bridge to Opportunity - Kings, the major component of the project is enhancing efforts of the KCMCTF. This element of the project is a law enforcement program with priority areas to reduce gang violence, gun violence and other violent crime. The KCMCTF is a multi-jurisdictional task force with seven participating County and City law enforcement agencies (Avenal Police Department (PD), Corcoran Police Department (PD), Hanford Police Department (PD), Lemoore Police Department (PD), the Probation Department, the District Attorney's Office and the Sheriff's Office). The KCMCTF was previously known as the Kings County Narcotic Task Force and the Kings County Gang Task Force. These two task forces were consolidated into one unit in February 2017. Since then, they have been working as a collaborative task force on their cases. Their name was changed to the Kings County Major Crimes Task Force to allow them to expand the types of cases that they investigate. In addition to major gang and drug crimes, the KCMCTF may also work on homicides, attempted homicides, human trafficking, and other violent crimes. While each respective agency pays for the salary and benefits of their task force investigators, the area of need would be additional funding for overtime hours, outreach supplies and task force training. Additional funding for overtime would allow participating agencies to keep the task force full strength and allow additional hours to be spent on investigation, suppression, operations, community

outreach and other task force activity that would benefit the public safety of Kings County. The task force members come from various law enforcement agencies and do not receive the same unified training. The investigators may be at different points in their career and may not have much investigative experience when they are assigned to the task force. It will benefit KCMCTF to have funding to send investigators to specialized trainings such as Gang Foundation, Interview & Interrogation, Informant Development, Wire Tap Certification, Drug Abuse Recognition, Basic Narcotic Investigations, and other training sessions when they are assigned to the task force so that when a major case arises they have the training to respond effectively. These trainings would increase task force efficiency and their coordinated response with their operations and investigations. The three eligible areas of need for the JAG grant proposal encompass the priorities of the KCMCTF. Their goals include, but are not limited to, reducing gun violence, gang reduction, drug enforcement, and a reduction in violent crime countywide. In addition, the funds will be used to provide outreach in the community and at schools with high gang activity to suppress, prevent and intervene on gang related crimes in the targeted communities. Currently the task force lacks proper community outreach materials (canopies for community events, presentation supplies, tables, chairs, incentives). KCMCTF's gang violence reduction strategies will grow over the three years of the program with increasing visibility within the community and at schools. This will be part of a cohesive partnership with the current School Resource Officers by actively participating in school sponsored events such as Back to School Nights as well as community events that are open to the public. These events allow KCMCTF an opportunity to reach out to the high risk youth, family members and educators in a group environment where the contact with this population was previously unavailable and unwelcomed. The KCMCTF will also provide training to school

representatives who come into daily contact with the targeted youth population. This portion of the project will address the Education program to reduce gang initiatives and school violence all priority area needs of the JAG grant.

**3.3** The funding for the PAL programs specifically aligns overall goals under the Prevention and Education Program Purpose Area since the funding will be used to enhance education programming for the youth with the Priority Area of Need being juvenile delinquency. The funding for the KCMCTF will fall under the Law Enforcement Program Purpose Area under all four priority areas of need; Gang Violence Reduction, Violent Crime Reduction Initiatives, Drug Enforcement, and Gun Violence Reduction. The KCMCTF was created for these four exact areas of need that local law enforcement were not capable of addressing on their own due to lack of resources. The KCMCTF allows for a multi-jurisdictional approach to implementing Law Enforcement Programs across the county.

**3.4.** The project partners include but are not limited to: Kings County Sheriff's Office, the District Attorney's Office, the Probation Department, Hanford PD, Avenal PD, Corcoran PD and Lemoore PD. We intend to contract with California State University Fresno (Fresno State) as an external evaluator and researcher, to manage and analyze data and complete the evaluation plan and final evaluation report. A Fresno State professor who possesses a Doctoral Degree and teaches, *Juvenile Delinquency and Community Based Corrections* will conduct the research and data collection. A Local Evaluation Plan and Final Evaluation Report from a Criminology school like Fresno State would create an unprecedented research plan and document in Kings County never done before. This framework would be able to align future projects for Kings County while evaluating existing programs and their success.



**3.5** Bridge to Opportunity - Kings Project Goals: Enhanced community and law enforcement outreach (trainings, school/community presentations, etc.) with a minimum of 100 hours per year, increase in weapon and illegal narcotics seizures (year to year comparison), and decrease in violent crimes (year to year), increased hours of training for the KCMCTF, and interviews to evaluate the impact of the PAL program with participants of the PAL program (pre- participation and post) with an annual evaluation. KCMCTF's goal is for gang violence reduction over the three years of the program with increased visibility within the schools as a cohesive partnership by actively participating in school sponsored events such as Back to School Nights, increased training for community members and school representatives, as well as attending community sponsored events to increase outreach to targeted communities.

**3.6** Staff allocation and assignments will come from each of the following agencies that comprise the KCMCTF as follows: Kings County Sheriff's Office, Kings County District Attorney's Office, Kings County Probation Department, City of Avenal Police Department, City of Hanford Police Department, City of Lemoore Police Department, City of Corcoran Police Department. Each agency will provide at least once full time investigator. The agencies will be responsible for the regular salary, while the grant would fund the overtime hours that would allow them to go above their normal assigned duties. Staff allocation for the local PAL Programs consist of voluntarily assigned officers and community volunteers from the following jurisdictions: City of Avenal Police Department, City of Hanford Police Department, City of Lemoore Police Department, City of Corcoran Police Department.

**3.7** The primary target populations for the Prevention and Education portion of the project for the PAL programming are youth and young adults between the ages of 8-20 residing in the identified lower socioeconomic areas of the county, youth attending

schools within the county identified to have the tendency of higher gang related crimes and activities. The KCMCTF will also continue to identify the targeted population at risk of gang involvement based on proven tactics currently utilized to recognize the warning signs of behavior that warrant concern of gang affiliation and refer these youth to the partners of the project.

**3.9** Major project activities for the project period will be conducted after school hours. For example, the outreach component by the KCMCTF will take place during schools busiest times for example Back to School Nights and community events after normal working hours. The PAL programming will occur best after school hours and on weekends. All projects will continue actively throughout the entire 32 months of the project.

**3.10** The Project Director will quarterly meet with the KCMCTF to ensure the project objectives are being met. Project Director will also meet with the cities and their PAL representatives to ensure the proper support from the director in respect to the end goal of educating the youth and leading them down the right path. All findings will be discussed with the Local JAG Steering Committee for guidance on any decisions in regards to the project.

**3.11** To measure and monitor project progress, process measures will be analyzed quarterly by the Local evaluator and the Project Director to monitor and ensure fidelity to the program model. This data- which will be presented in comparison to project goals and objectives-will be shared quarterly with the Kings Local JAG Steering Committee, County Administration, and the KCMCTF. If the goals are not being met, the Project Director will work closely with the external evaluator to ensure the proper identification of goals are met and documented.

**3.12** The letters from each city jurisdiction and county department (**Appendix F**) serve as documentation of each organizations readiness to start the project on October 1, 2019.

## Section IV: Collaboration

**4.1** Attached **Appendix C** with Letters of agreement from each member **Appendix F**, is attached.

**4.2-4.3** The Kings Local JAG Steering Committee was established shortly after the Request for Proposals (RFP) was released for the JAG grant in February 2019. Initially, the members were identified and recruited based on knowledge of the criminal justice system.

**4.4** The County departments like the District Attorneys Office, Sheriffs Office, Probation, were all internal County departments who would form the traditional stakeholders. For them, recruitment was easier as we sent an email internally to the Department Heads asking if anyone would be interested in our local JAG efforts, emphasizing the goals of the grant and projects that could be successful with this program. The JAG project director then established an internal meeting to discuss the grant in further detail and asked of knowledge of agency membership, and any persons they interacted that would be fit for our Local JAG Committee. Because of many traditional proposed members of the JAG committee, much had prior interactions with the community and their need to address recidivism. For example, the law enforcement agencies had many interactions with members of the community and were able to discuss some areas they felt needed change or enhancement to the overall success of less recidivism rates. Members of the traditional stakeholders of the local JAG Committee were identified and are as followed:

- Kings County Behavioral Health (Director)
- Kings County Human Services Agency (Program Manager)

- Law Enforcement Agency- Kings County Sheriff's Office
- Law Enforcement Agency- Kings County Probation Department (Chief)
- Law Enforcement Agency- City of Avenal Police Department (Chief)
- Law Enforcement Agency- Kings County District Attorney (District Attorney)
- Courts- Public Defender
- Administration- Kings County Administrative Office

In addition, the Kings County JAG Project Director sat and identified an agency or person from each sub group that was listed in the RFP as a non-traditional stakeholder.

A massive email detailing the RFP, the goals of the grants, the time commitment and the need for participation on a committee was included. We asked if the person receiving the email was not interested but knew of someone else, to pass the information along. A kick off date was also included to initiate conversations with the group. Shortly after the Project Director received numerous members who wanted to be part of the committee. The following groups responded from each sub group:

- Community Based Organization -**Kings United Way**- a non profit who volunteer their time to support local charities in Kings County, their mission is to increase organized capacity of people to care for one another.
- Community Based Organization- **Kings Partnership for Prevention**- a non profit coalition in Kings County who work to create an environment of wellness throughout the community.
- Community Based/Homelessness Organization- **Kings/Tulare Homelessness Alliance**- a non profit whose mission is to coordinate and leverage policy and resources that empower community partners to address homelessness in Kings County
- Faith Based Organization- **Koinonia Church**- faith based member who has family involved in the criminal justice system.
- Job Developers- **Kings County Job Training Office**- this office understands the importance of jobs and the correlation with a job
- Educators- **Fresno State University**- the Criminology department has numerous publications and research on triggers of recidivism rates and why and how people come to make the decisions they do in real life
- Educators- **Superintendent of Lemoore High School** – the Superintendent has day to day interactions with students and at risk youth who slip between the cracks due to lack of programming
- Citizen of Family Member incarcerated

In addition to the Kings Local JAG Committee it was imperative to have a research perspective on our committee. Since we have a large local university about 45 minutes

away from Kings County, California State University Fresno (Fresno State) we sent a email to the Chair of the of Criminology Department to ask if there was an interest to join our collaboration effort. We explained the goals of the grant, areas of need in our County, and requirement of such time this would encompass.

**4.5** Most members of the committee interact within each department in one way or another to transition a subject/client to the next step; i.e. someone entering the criminal justice system from an arrest (Sheriff) to prosecution (District Attorneys & Public Defenders) to rehabilitative services (Behavioral Health) and then may need Job Training Office Services to get back into the workforce.

**4.6-4.7** At the initial kick off meeting, participants were asked to share their needs in the community. Members were able to share their own personal experiences as to areas in Kings County where areas needed to be address members were asked to prioritize their needs that aligned with the overall goals being address in the JAG proposal. A second meeting was held with the committee at that time we all sat together and went around the room asking every member for their own input and ways they could address the three JAG Purpose Areas.

**4.8.** Kings County is a small county that is used to working collaboratively across Departments as well as with outside agencies in order to get things done. We work with the schools, special districts, rehabilitative services, other law enforcement agencies (including Federal & State), community service districts, etc. Our County prides itself on teamwork and working hand-in-hand to make Kings County a better place.

**4.9** A mailing list of the entire committee member was established and is the way of communication for the Project Director and the Committee. Should an issue arise where information or advice is requested and collaboration is needed the committee will be notified via email to reconvene and discusses as needed.

**4.10** Future LAC Meetings will be scheduled in a rotating fashion, with at least one meeting per quarter scheduled in an outlying community. Meeting announcements will be posted and physical agenda packets will be made available at the meeting location at least 72 hours prior to the scheduled meeting.

## Section V: Evidence-Based, Promising and Innovative Strategies

**5.1** The interventions being proposed are the evidence based (actual data) intervention and innovative intervention. If you look into the backgrounds of youth involved in the American juvenile justice system, chances are you will find histories of exposure to violence or gangs. Research has repeatedly shown that childhood maltreatment increases the later risk for juvenile delinquency and violence.<sup>1</sup> The child moving into a juvenile justice system and then into an adult criminal system is all too familiar. Increasingly, experts who work with this population like the members of the KCMCTF are finding that acknowledging and understanding their histories is an important step for these youth in redirecting their lives. Prior literature has long hailed the impact of social attachment and social bonds in relation to juvenile delinquency. Those more attached to the community and conventional societies often have better outcomes. This grant and supplemental research study aims to analyze the impact of increased social attachment on decreasing violence and delinquency. This program is innovative in that it is mixed methods. Data gathering will occur on multiple levels such as interviews with adolescents in these programs, analysis of school level reductions in violence, and community violence and educational success rates.

**5.2** Involvement and attachment are two key theories in criminology that prevent adult criminality and create socially attached individuals. Increased positive interactions with

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<sup>1</sup> Institute of Medicine and National Research Council (2013) *New Directions in Child Abuse and Neglect Research*. Washington, DC: The National Academies Press. Accessed April 5, 2019: [www.nap.edu](http://www.nap.edu)

law enforcement (school presence) and providing juveniles positive outlets (Police Activity Leagues) are keys to intergenerational success. This study utilizes a macro and micro approach to understand the impact of policy on multiple levels.

More than 50 years of experimenting with and evaluating interventions for juvenile offenders has taught us several critical lessons<sup>2</sup>:

- Formal system processing is no longer effective in reducing recidivism but far more costly than diversionary program for offenders<sup>3</sup>
- The most effective interventions are those that directly address the individuals challenges
- Incarceration without intervention can be counter productive. Lacking initiatives incarcerated youth are more likely to reoffend. <sup>4</sup>

The proposed Bridge to Opportunity-Kings project has the educational and intervention component to help the youth and overall community to decrease juvenile delinquency which also leads to the decrease in gang and major crime violence. It is an overall snowball effect. The youths will be addressed directly through the PAL programming and on the larger scale overall violence and gang reduction can be addressed with the availability and presence of the KCMCTF. The PAL programming allows students to participate in after school programming giving them something productive to do and something to look forward to on a daily basis. The KCMCTF provides the presence and support to schools and out in the community. The KCMCTF also serves as a bridge from the community members they come in contact to other services available for them throughout the county. Community policing and providing juveniles pro-social skills can have positive aggregate impact. Reductions in violence and delinquency among

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<sup>2</sup> A.E. Cuellar and A.M. Piehl. *Interactions Between Schools and Juvenile Justice*. John D. and Catherine T. Macarthur Foundation, Models for Change. <http://www.modelsforchange.net/about/research/cuellar-piehl.html>

<sup>3</sup> M.W. Lipsey, J.C. Howell, M.R. Kelly, G. Chapman, and D. Carver (2010). *Improving the Effectiveness of Juvenile Justice Programs*. Washington, DC: Center for Juvenile Justice Reform

<sup>4</sup> M.W. Lipsey, (2009). The primary factors that characterize effective interventions with juvenile offenders: A meta-analytic overview. *Victims and Offenders*, 4, pp. 124–147.

surrounding regions will be analyzed. As crime rates may be reducing, this will be controlled for in any supplementary analysis.

**5.3** The presence of the KCMCTF can help reduce violent crimes and gang initiatives a recent study at the University of California Berkeley Police Department. The campus saw a 12% decrease in violent crimes and a 24% decrease in property crimes in 2015, despite both of those statistics rising both nationally and locally. When asked to what she attributed this success, UCPD Chief Margo Bennett replied, *“a new beat-rotation system to enhance our community policing efforts and directed patrols to address community concerns and problem areas based on crime analysis.”* The MCTF seeks to have a presence in the community and schools where the presence is limited. With hopes to get in contact and connect to adults and juveniles in the community and have them interact in a positive setting.

**5.4** PAL leagues and positive views of law enforcement are essential in the Central Valley. Since 1980 California has built 23 prisons and 1 university (Gilmore 2007). Many of these prisons are located in close proximity of local youth. The school-prison pipeline has taught young children that they are potential “captives”, and minor infractions result in permanent labeling. This study seeks a more pro-social approach. Law enforcement should not be seen as an enemy but should be viewed as a resource. Through community partnerships outlined in this project, young children can interpret and value the implementation of practices that provide resources that are not found elsewhere.

**5.5** The central valley of California is a disadvantaged population. Dropout rates exceed the national average. Most of our college students tend to be first generation. A pro-social and positive law enforcement relationship would be of the utmost value in this social setting.



## Section VI: Data Collection and Evaluation

**6.1-6.4** The lead researcher, Dr. Marcus Shaw, will closely document and analyze all necessary data. This research design is multi-dimensional analysis utilizing quantitative and qualitative data on multiple levels. The research agenda can be summarized in three aspects.

- 1.) Police Activity Leagues** Police activity leagues provide an essential resource for at-risk youth. There is a deep and extensive literature in regards to pro-social involvement and refraining from delinquency. These social locations provide resources to youth you cannot afford a structured lifestyle. Funding these programs and following the kids/students will be a powerful narrative. There will be four programs and approximately 100 youth followed over this three year period. There will be an in-depth qualitative and longitudinal analysis of these youth over time.
- 2.) School Presence and pro-social interaction** Increased Law-Enforcement presence at local schools will be implemented per year. This will be co-aligned with guest speakers and local college mentors in a method of prevention. This aspect of funding will focus increased pro-social interactions between at-risk youth and role models. This will vary across spectrums of in-school visits, after school programs, and scheduled talks. The lead researcher will work closely with agencies to collaborate on these school events.
- 3.) Gang Intervention & Violent Crime Reductions** Extensive literature also documents issues of pocketed crime and social disorganization. When criminal activity is allowed to thrive it produces areas of disorganization. Increased presence and tracking in these areas can result in reduced episodes of opportunistic violence. Increased intervention seeks to prevent violence and gang membership. This aspect of the grant will be macro in nature and focus on overall safety of individuals within this region.

**6.5** The funding of this research project will encompass the following:

- 1. Four Pal's** The average PAL supports 26 local at risk youth. The funding of this project will expand this to four local cities. Juveniles in these cities will be tracked over time. Dr. Shaw will confidentially store data on participants and analyze success rates in multiple realms, including schooling, refraining from delinquent activities, and family/community ties. A random sample of juveniles from each location will be tracked longitudinally over the three year period.
- 2. 100+ hours of school presence and guest speakers** Local law enforcement agencies will conduct 100+ hours per year at schools. These hours will be focused on "Prevention and Intervention" and not "Suppression". Positive interactions with law enforcement are a key to conformity. An increased presence of law enforcement that is not perceived as negative factor. Additionally, guest speakers such

as students and students/Professors from Fresno State will visit targeted schools and provide additional mentoring and talks.

### **3. Increased intervention in problematic areas (Gang & Violent Crime Reduction)**

Social disorganization theory argues that crime becomes pocketed in certain regions and in these areas local individuals may be subject to victimization. An additional aspect of this grant is to fund the gang task force unit for additional presence and reduce violence and victimization of local Kings County Residents. Combined with the two prior programs, this form of intervention is necessary. Working with crime mapping, informants, and additional practices, this aspect of the grant will fund safety and violence reduction. The lead researcher will gather statistics across multiple spectrums, including but not limited to: City wide crime statistics; County wide crime statistics; Gang card fluctuations; pocketing and crime dispersion; and reduction in harm.

**6.6** As described above tracking will occur on the individual, school, and city/county level. As this grant will fund multiple aspects a diverse tracking approach.

This can be best summarized as follows:

- 1) The funded Police Activity Leagues (quantitative and qualitative): To understand narratives of at risk youth their stories will be presented. Over three years the lead researcher will interview and track the growth of juveniles in these programs. This has massive potential. TO hear from their perspective what it is about these programs that supports success will be vital. These interviews will provide the voice to the numbers.
- 2) Increased school presence: (Qualitative and Quantitative): The increased pro-social presence of law-enforcement and college students/professors at local schools will be gathered over time. This can be achieved through interviews of school officials on school climate as well as statistics on delinquency/violence rates
- 3) Intervention and Prevention: The tracking of increased presence in problematic areas can be gathered through mapping, violent data collection, and officer anecdotes; all will be gathered by the lead researcher.

**6.7** A multi-dimensional qualitative and quantitative plan will be utilized to provide a thorough and clarifying analysis. Enrollment in funded PALs will be documented as well as crime statistics provided through partnerships.

**6.8** The lead researcher will be involved throughout and with gain information through observation, gathering of statistics, and interviews. Over the three year period the implemented programs will be neutrally analyzed by the lead researcher both qualitatively and quantitatively.

**6.9** To ensure the valley of Evidenced Based Practices the implementations will be compared to statistics of surrounding counties. Local crime statistics will be compared to ensure the programs are having the effect they seek to. This will supplement the qualitative evidence.

**6.10** As the lead researcher is versed in quantitative and qualitative analysis this research agenda will focus on macro (county) level impacts and micro (individual level) success stories. Due to the design of the programs both are necessary. For example, interviewing students/juveniles in the PAL activities that are at risk yet avoiding delinquency is key. Why are they achieving? What is it about these programs that makes them feel attached to society? How does giving someone something to lose make them a more pro-social individual? On the structural level how does increased school and community presence reduce violence and delinquency? The lead research will work closely with principals, schools, and community statisticians, to assure data collection is sufficient. This will be compared to surrounding counties.

**6.11** Quantitative Outcomes: Reduced delinquency (expulsion, violence, etc.), reduction of crime and violence in pocketed areas, reduction of gang cards. Qualitative Outcomes: Understanding the stories of at risk youth; the effects of social attachment; the findings of interview with law enforcement, school officials, and youth, on the impact of these implementations.

**6.12** Failure would most be embodied by increased crime or recidivism rates. Success will be measured in the achievements of disadvantaged youth, a positive school impact, reduction of gang and pocketed crime; all cheaper and potentially more effective than simple incarceration.

## Section VII: Capability and Qualification to Provide Services

**7.1** The proposed project is a multi-jurisdictional collaborative effort. The County and all the incorporated cities have joined to achieve an end result with this proposed project. All jurisdictions are law enforcement agencies with a goal to rehabilitate and reduce recidivism. The Lead agency, the Kings County Administrative Office, facilitates collaboration among the County staff and other stakeholders by providing an organizational environment that recognizes, respects, and involves our all of the community. Having the administrative office as the lead agency who already works collaboratively with all departments and jurisdictional ensures objective and impartial programming since the main function of an administrative office is to provide administrative, technical, and operational solutions.

**7.2** The goals and objectives of this project are supported by programs, services and strategies of prevention, invention and suppression. The project encompasses a strong alliance of partners (Cities and County) with proven ability to administer services and programs to moderate and high risk youth and communities within the County of Kings. The collaboration between the KCMCTF and partners offer the targeted population long-term solutions through programs and services that are evidence-based, innovative, and promising. The KCMCTF are well established agencies and organizations that specialize in the development of prevention, intervention and suppression in moderate to high risk individuals. The administrators of the PAL programs are Officers and volunteers of the public who all have an end goal of providing a safe environment for all their participants.

**7.3** The lead participants of this project are qualified contributors, they include: the KCMCTF Sergeant who is also a Kings County Sheriff Deputy, a Chief of Police for the

PAL programming, a project financial officer (Sheriff Fiscal Analyst) and the project director an Analyst of the Administration office. The Kings County Sheriff Sergeant who will oversee the operations and efforts of the KCMCTF has been with the department for over 12 years and has served as a District Attorney Investigator. He has had extensive training and participated in hundreds of major arrests across the county. He currently completes widespread outreach in our communities and hopes to continue to carry out his primary functions and additional objectives with the proposed program. The Chief of Police currently oversees the PAL programs and sits on as the President of the Board of the PAL program in Avenal. He attends various competitions of the program and knows hands on what are the needed resources for the youth. His expertise as a police officer and as a mentor in the Program encompasses the desire to see the PAL program grow and expand to further youth. The Fiscal Analyst who will serve as the financial officer of the project has many years of experience with financial reporting, budgeting and auditing. This person has overseen many successful grants and ensures projects stay on or under budget. Her expertise will contribute tremendously with reporting and annual audits if necessary. The Administrative Analyst who serves as the Project director has many years of experience in grant administration. In her current role, she oversees administration of various programs and department functions. Having an administrative officer in the grant provides the project with an unbiased collaboration to ensure the end goal is completed. Their combined expertise will spearhead the direction of this project towards successfully accomplishing the goals and objectives over the three-year span.

**Section VIII: Project Budget and Budget Narrative**

2018 JAG Program      Applicant County: County of Kings

**Year 1: Project Budget**

Budget Line Item	Grant Funds
1. Salaries and Benefits	\$141,984
2. Services and Supplies	\$11,500
3. Professional Services	\$0
4. Non-Governmental Organization (NGO) Subcontracts	\$40,000
5. Equipment/Fixed Assets	\$0
6. Data Collection, Reporting and Evaluation <i>Must be at least 5 percent (or \$25,000, whichever is greater) of the total grant award</i>	\$13,200
7. Other (Travel, Training, etc.)	\$13,316
<b>TOTAL</b>	<b>\$220,000</b>

**1. Salaries and Benefits**

Name and Title	(% FTE or Hourly Rate) & Benefits	Grant Funds
<i>Example</i> (Hourly): Bob Smith, Fiscal Manager	\$60/hour x 10 hours/month x 3 years = \$21,600 @ 22% = \$4,752	\$4,752
<i>Example</i> (FTE): Jane Doe, Counselor	.25 FTE @ \$60,000 x 3 years = \$45,000 @ 22% = \$9,900	\$9,900
Taylor Lopes, Task Force Sergeant	\$63/hour x 400 hours/year = \$25,200 (Overtime Hours)	\$25,200
Cory Dobbins, Task Force Investigator	\$52/hour x 300 hours/year = \$15,600 (Overtime Hours)	\$15,600
Elizabeth Cisneros, Task Force Investigator	\$52/hour x 285 hours/year = \$14,820 (Overtime Hours)	\$14,820
Jeremy Ricks, Task Force DA Investigator	\$57/hour x 200 hours/year = \$11,400 (Overtime Hours)	\$11,400
Francisco Amador, Task Force Investigator	\$54/hour x 240 hours/year = \$12,960 (Overtime Hours)	\$12,960
Lemoore PD Officer	\$54/hour x 240 hours/year = \$12,960 (Overtime Hours)	\$12,960
Corcoran PD Officer	\$54/hour x 240 hours/year = \$12,960 (Overtime Hours)	\$12,960
Avenal PD Officer	\$54/hour x 240 hours/year = \$12,960 (Overtime Hours)	\$12,960
Renee Rendon, Task Force Probation Officer	\$49/hour x 300 hours/year = \$14,700 (Overtime Hours)	\$14,700
Kyria Martinez, Administrative Analyst	\$41/hour x 80 hours/year = \$3,280 + 30% benefits (\$984) = \$4,264	\$4,264
Cassandra Bakker, Fiscal Analyst	\$40/hour x 80 hours/year = \$3,200 + 30% benefits (\$960) = \$4,160	\$4,160
<b>TOTAL</b>		<b>\$141,984</b>

**Salaries and Benefits Narrative:**

The Kings County Major Crimes Task Force is a multi-jurisdictional task force with eight participating law enforcement agencies (CHP, Avenal PD, Corcoran PD, Hanford PD, Lemoore PD, Kings County Probation, Kings County District Attorney's Office & the Kings County Sheriff's Office). While each respective agency pays for the salary and benefits of their task force investigators, the area of need would be additional funding for overtime hours. Additional overtime hours would allow participating agencies to keep the task force full strength and allow additional hours to be spent on investigation, suppression, operations, and other task force activity that would benefit the public safety of Kings County. Due to promotions/retention issues/employees out on leave, and low staffing levels the participating agencies are not always able to assign an officer/investigator to the task force full time. In these situations, a different participating agency may provide an additional investigator to the task force but it often results in overspending their own budgets. If funding were available for task force overtime, it would only allow the task force to be even more successful in eliminating violent crimes, reducing gun violence, and increasing their gang initiatives, as well as participating in community outreach events and trainings with youth and those that work with youth daily. In addition to task force overtime hours funding, we are requesting salary and benefits to cover the Administration of the project by the Project Director and Financial Officer. **8.1:** The factors considered when preparing the budget were the largest areas of need across the county. The KCMCTF is very active in our community and conducts operations from one end of the county to the other, across all jurisdictions. While the PAL program affords youth within incorporated cities the opportunities to participate in afterschool programming, the KCMCTF does not have the same boundary limitations. They have more opportunities to collaborate with agencies across the entire county in incorporated areas and the outlying areas of the county as well. The KCMCTF has the most widespread reach of any local law enforcement agency to be able to put forth the objectives of the project.

2. Services and Supplies		
Description of Services or Supplies	Calculation for Expenditure	Grant Funds
<b>Example:</b> Supportive Services (bus passes, gas cards, office supplies, uniforms)	\$350 x 50 Participants	\$17,500
Task Force Pop Up Canopies	(2) - Pop up Canopies for Community outreach/School Events est. @\$3,500	\$3,500
Tables & Chairs	Tables and chairs for community outreach events/trainings Est. \$1,500	\$1,500
Presentation & Office Supplies	Estimated at \$2,000	\$2,000
Program Incentives/School Supplies	School/Community Outreach Program Incentives - Est. \$4,500	\$4,500
		\$0
		\$0
		\$0
<b>TOTAL</b>		<b>\$11,500</b>

**Services and Supplies Narrative:**

Kings County Major Crime Task Force (KCMCTF) provides a variety of age-appropriate presentations to students at schools. KCMCTF is in need of some presentation supplies (brochures, incentives such as backpacks/pencils/tumblers/lanyards, etc.) to handout to participants. The KCMCTF also attends many community events to increase outreach/awareness and would like to increase their efforts in this area. Supplies needed would be pop-up canopies marked with task force logos and tables/chairs where they could set-up some booths at community events to give them a more inviting presence to the public. It is not uncommon for the task force to conduct a large gang/gun/drug bust where there are children present. The children are often anxious, overwhelmed and full of fear. The task force would request to have some program supplies/incentives/toys on hand where they can engage with the child until Child Protective Services is able to arrive. Through their gang initiatives, they often meet gang members who are wanting to drop out of gangs and start careers, but they don't have the means for the interview clothes/shoes, etc. They would like to utilize a portion of the grant funds on an as needed basis to be able to fund program supplies/clothing/school supplies, etc. to give these individuals a head start into success. **8.2:** The cost of law enforcement increases annually and so do the challenges within our community. This project aims to be as cost effective as possible. The PAL programs are primarily funded by donations, but the annual funding over the next three years would allow them to continue to offer the program to the community members who would normally not be able to afford to participate. It also helps replace equipment and/or add additional program supplies and incentives that increase their success. The KCMCTF functions as a shared cost model to all the various agencies who participate – yet it offers the capability for the entire task force to be centralized in one specific jurisdiction as needed for operations and/or community outreach.

3. Professional Services		
Description of Professional Service(s)	Calculation for Expenditure	Grant Funds
<b>Example:</b> Public Defender	Statewide Program Rate	\$15,000
		\$0
		\$0
		\$0
		\$0
		\$0
		\$0
		\$0
<b>TOTAL</b>		<b>\$0</b>

**Professional Services Narrative:**

4. Non-Governmental Organizations (NGO) Subcontracts		
Description of Subcontract	Calculation for Expenditure	Grant Funds
<b>Example:</b> Private Industrial Council	Training Class \$450 x 25 participants	\$11,250
City of Hanford - P.A.L./Explorer Program	Program Supplies & Incentives	\$10,000
City of Corcoran - P.A.L./Explorer Program	Program Supplies & Incentives	\$10,000
City of Avenal - P.A.L./Explorer Program	Program Supplies & Incentives	\$10,000
City of Lemoore - P.A.L./Explorer Program	Program Supplies & Incentives	\$10,000
		\$0
		\$0
		\$0
<b>TOTALS</b>		<b>\$40,000</b>

**Non-Governmental Organizations (NGO) Subcontracts Narrative:**

5. Equipment/Fixed Assets		
Description of Equipment/Fixed Asset	Calculation for Expense	Grant Funds
<b>Example:</b> Purchase of Vehicle	Toyota Prius @ Market Value	\$24,000
		\$0
		\$0
		\$0
		\$0
		\$0
		\$0
		\$0
<b>TOTALS</b>		<b>\$0</b>

**Equipment/Fixed Assets Narrative:**



6. Data Collection, Reporting and Evaluation Efforts	
<i>Must be at least 5 percent (or \$25,000, whichever is greater) of the total grant award</i>	
Description	Grant Funds
<b>Example:</b> Data Collection & Reporting Efforts @ 7%	\$10,329
Data Collection & Reporting Efforts @ 6% in year one	\$13,200
	\$0
	\$0
	\$0
<b>TOTAL</b>	<b>\$13,200</b>

**Data Collection, Reporting and Evaluation Efforts**

Data collection, Reporting and Evaluation Efforts will be conducted on an annual basis and will be allotted with the anticipated workload for the grant project. We anticipate an increased workload in year one for the Local Evaluation Plan design and year three of the project for the Final Evaluation. Due to this, we have proposed to spend a total of \$33,400 for this portion of the project. Year one with \$13,200, year two with \$7,000, and year three with \$13,200 for a total of \$33,400. We will work with Dr. Marcus Shaw from Fresno State University for our data collection and evaluation efforts.

For example, instead of Hanford PD sending two officers to a community training, they can send their assigned task force officers and all the other KCMCTF members as well. The multi-jurisdictional approach is also cost effective in noticing trends and sharing information that reduce liability and increase public safety. If the KCMCTF comes across Fentanyl while conducting a search, the investigators from each of the participating agencies can disseminate the information to their agency to be used in training a lot quicker than your normal press release. It can be as quick as a text message to the watch commander of their respective agency. It minimizes duplication of effort across the county.

7. Other (Travel, Training, etc.)		
Description	Calculation for Expense	Grant Funds
<b>Example:</b> Training Classes	\$500/partipant x 30 participants	\$15,000
JAG Grant Orientation/Training	\$600/participant x 5 attendees	\$3,000
Law Enforcement Training	Specialized Trainings for task force members (varies by course)	\$10,316
		\$0
		\$0
		\$0
		\$0
		\$0
		\$0
<b>TOTAL</b>		<b>\$13,316</b>

**Other (Travel, Training, etc.) Narrative:**

In year one of the project, we anticipate sending 5 participants to the JAG Grant Orientation in Sacramento in November 2019. It would benefit the KCMCTF and the surrounding communities if there were some additional funding for investigator training. The task force members come from various law enforcement agencies and do not receive the same unified training. The investigators may be at different points in their career and may not have much investigative experience when they are assigned to the task force. It would benefit the task force and community to have funding to send officers/deputies to specialized trainings such as Gang Foundation, Interview & Interrogation, Informant Development, Wire Tap Certification, Search Warrant, Drug Abuse Recognition, Basic Narcotic Investigations, and other training sessions when they are assigned to the task force. These trainings would increase task force efficiency and their coordinated response with their incidents and investigations. Training costs would vary by course and participants able to attend. We would request \$10,316 in year one for this purpose.

**8.3 – 8.8:** The total cost of the project is estimated at \$660,000; \$120,000 under the Prevention and Education Programs Purpose Area and \$540,000 under the Law Enforcement Programs section. Please see the Budget Attachment for the cost breakout of each component of the project.

**Section VIII: Project Budget and Budget Narrative**

2018 JAG Program      Applicant County: County of Kings

**Year 2: Project Budget**

Budget Line Item	Grant Funds
1. Salaries and Benefits	\$155,484
2. Services and Supplies	\$7,500
3. Professional Services	\$0
4. Non-Governmental Organization (NGO) Subcontracts	\$40,000
5. Equipment/Fixed Assets	\$0
6. Data Collection, Reporting and Evaluation <i>Must be at least 5 percent (or \$25,000, whichever is greater) of the total grant award</i>	\$7,000
7. Other (Travel, Training, etc.)	\$10,016
<b>TOTAL</b>	<b>\$220,000</b>

1. Salaries and Benefits		
Name and Title	(% FTE <u>or</u> Hourly Rate) & Benefits	Grant Funds
Taylor Lopes, Task Force Sergeant	\$63/hour x 320 hours/year = \$20,160 (Overtime Hours)	\$20,160
Cory Dobbins, Task Force Investigator	\$52/hour x 300 hours/year = \$15,600 (Overtime Hours)	\$15,600
Elizabeth Cisneros, Task Force Investigator	\$52/hour x 300 hours/year = \$15,600 (Overtime Hours)	\$15,600
Kody Holt, Task Force Investigator	\$52/hour x 250 hours/year = \$13,000 (Overtime Hours)	\$16,200
Hanford PD Officer	\$54/hour x 300 hours/year = \$16,200 (Overtime Hours)	\$16,200
Lemoore PD Officer	\$54/hour x 300 hours/year = \$16,200 (Overtime Hours)	\$16,200
Corcoran PD Officer	\$54/hour x 300 hours/year = \$16,200 (Overtime Hours)	\$16,200
Avenal PD Officer	\$54/hour x 300 hours/year = \$16,200 (Overtime Hours)	\$16,200
Renee Rendon, Task Force Probation Officer	\$49/hour x 300 hours/year = \$14,700 (Overtime Hours)	\$14,700
Kyria Martinez, Administrative Analyst	\$41/hour x 80 hours/year = \$3,280 + 30% benefits (\$984) = \$4,264	\$4,264
Cassandra Bakker, Fiscal Analyst	\$40/hour x 80 hours/year = \$3,200 + 30% benefits (\$960) = \$4,160	\$4,160
<b>TOTAL</b>		<b>\$155,484</b>

**Salaries and Benefits Narrative:**

The Kings County Major Crimes Task Force is a multi-jurisdictional task force with eight participating law enforcement agencies (CHP, Avenal PD, Corcoran PD, Hanford PD, Lemoore PD, Kings County Probation, Kings County District Attorney's Office & the Kings County Sheriff's Office). While each respective agency pays for the salary and benefits of their task force investigators, the area of need would be additional funding for overtime hours. Additional overtime hours would allow participating agencies to keep the task force full strength and allow additional hours to be spent on investigation, suppression, operations, and other task force activity that would benefit the public safety of Kings County. Due to promotions/retention issues/employees out on leave, and low staffing levels the participating agencies are not always able to assign an officer/investigator to the task force full time. In these situations, a different participating agency may provide an additional investigator to the task force but it often results in overspending their own budgets. If funding were available for task force overtime, it would only allow the task force to be even more successful in eliminating violent crimes, reducing gun violence, and increasing their gang initiatives, as well as participating in community outreach events and trainings with youth and those that work with youth daily. In addition to task force overtime hours funding, we are requesting salary and benefits to cover the Administration of the project by the Project Director and Financial Officer.

2. Services and Supplies		
Description of Services or Supplies	Calculation for Expenditure	Grant Funds
Presentation & Office Supplies	Estimated at \$2,500	\$2,500
Program Incentives/School Supplies	School/Community Outreach Program Incentives - Est. \$5,000	\$5,000
		\$0
		\$0
		\$0
		\$0
		\$0
<b>TOTAL</b>		<b>\$7,500</b>

**Services and Supplies Narrative:**

Kings County Major Crime Task Force (KCMCTF) would like funds to replenish program supplies and incentives for their community outreach efforts, school events, and training events.

3. Professional Services		
Description of Professional Service(s)	Calculation for Expenditure	Grant Funds
		\$0
		\$0
		\$0
		\$0
		\$0
		\$0
		\$0
<b>TOTAL</b>		<b>\$0</b>

**Professional Services Narrative:**

4. Non-Governmental Organizations (NGO) Subcontracts		
Description of Subcontract	Calculation for Expenditure	Grant Funds
City of Hanford - P.A.L./Explorer Program	Program Supplies & Incentives	\$10,000
City of Corcoran - P.A.L./Explorer Program	Program Supplies & Incentives	\$10,000
City of Avenal - P.A.L./Explorer Program	Program Supplies & Incentives	\$10,000
City of Lemoore - P.A.L./Explorer Program	Program Supplies & Incentives	\$10,000
		\$0
		\$0
		\$0
<b>TOTALS</b>		<b>\$40,000</b>

**Non-Governmental Organizations (NGO) Subcontracts Narrative:**

5. Equipment/Fixed Assets		
Description of Equipment/Fixed Asset	Calculation for Expense	Grant Funds
		\$0
		\$0
		\$0
		\$0
		\$0
		\$0
		\$0
<b>TOTALS</b>		<b>\$0</b>

**Equipment/Fixed Assets Narrative:**

<b>6. Data Collection, Reporting and Evaluation Efforts</b>	
<i>Must be at least 5 percent (or \$25,000, whichever is greater) of the total grant award</i>	
Description	Grant Funds
Data Collection & Reporting @3% in year two	\$7,000
	\$0
	\$0
	\$0
<b>TOTAL</b>	<b>\$7,000</b>

**Data Collection, Reporting and Evaluation Efforts**

Data collection, Reporting and Evaluation Efforts will be conducted on an annual basis and will be allotted with the anticipated workload for the grant project. We anticipate an increased workload in year one for the Local Evaluation Plan design and year three of the project for the Final Evaluation. Due to this, we have proposed to spend a total of \$33,400 for this portion of the project. Year one with \$13,200, year two with \$7,000, and year three with \$13,200 for a total of \$33,400. We will work with Dr. Marcus Shaw from Fresno State University for our data collection and evaluation efforts.

<b>7. Other (Travel, Training, etc.)</b>		
Description	Calculation for Expense	Grant Funds
Law Enforcement Training	Specialized Trainings for task force members (varies by course)	\$10,016
		\$0
		\$0
		\$0
		\$0
		\$0
		\$0
		\$0
<b>TOTAL</b>		<b>\$10,016</b>

**Other (Travel, Training, etc.) Narrative:**

It would benefit the KCMCTF and the surrounding communities if there were some additional funding for investigator training. The task force members come from various law enforcement agencies and do not receive the same unified training. The investigators may be at different points in their career and may not have much investigative experience when they are assigned to the task force. It would benefit the task force and community to have funding to send officers/deputies to specialized trainings such as Gang Foundation, Interview & Interrogation, Informant Development, Wire Tap Certification, Search Warrant, Drug Abuse Recognition, Basic Narcotic Investigations, and other training sessions when they are assigned to the task force. These trainings would increase task force efficiency and their coordinated response with their incidents and investigations. Training costs would vary by course and participants able to attend. We would request \$10,016 in year two for this purpose.

**Section VIII: Project Budget and Budget Narrative**

**2018 JAG Program      Applicant County: County of Kings**

**Year 3: Project Budget**

Budget Line Item	Grant Funds
1. Salaries and Benefits	\$151,870
2. Services and Supplies	\$7,000
3. Professional Services	\$0
4. Non-Governmental Organization (NGO) Subcontracts	\$40,000
5. Equipment/Fixed Assets	\$0
6. Data Collection, Reporting and Evaluation <i>Must be at least 5 percent (or \$25,000, whichever is greater) of the total grant award</i>	\$13,200
7. Other (Travel, Training, etc.)	\$7,930
<b>TOTAL</b>	<b>\$220,000</b>

1. Salaries and Benefits		
Name and Title	(% FTE <u>or</u> Hourly Rate) & Benefits	Grant Funds
Taylor Lopes, Task Force Sergeant	\$63/hour x 300 hours/year = \$18,900 (Overtime Hours)	\$18,900
Cory Dobbins, Task Force Investigator	\$52/hour x 300 hours/year = \$15,600 (Overtime Hours)	\$15,600
Elizabeth Cisneros, Task Force Investigator	\$52/hour x 280 hours/year = \$14,560 (Overtime Hours)	\$14,560
Jeremy Ricks, Task Force DA Investigator	\$57/hour x 300 hours/year = \$17,100 (Overtime Hours)	\$17,100
Francisco Amador, Task Force Investigator	\$54/hour x 280 hours/year = \$15,120 (Overtime Hours)	\$15,120
Lemoore PD Officer	\$54/hour x 280 hours/year = \$15,120 (Overtime Hours)	\$15,120
Corcoran PD Officer	\$54/hour x 280 hours/year = \$15,120 (Overtime Hours)	\$15,120
Avenal PD Officer	\$54/hour x 280 hours/year = \$15,120 (Overtime Hours)	\$15,120
Renee Rendon, Task Force Probation Officer	\$49/hour x 300 hours/year = \$14,700 (Overtime Hours)	\$14,700
Kyria Martinez, Administrative Analyst	\$41/hour x 100 hours/year = \$4,100 + 30% benefits (\$1,230) = \$5,330	\$5,330
Cassandra Bakker, Fiscal Analyst	\$40/hour x 100 hours/year = \$4,000 + 30% benefits (\$1,200) = \$5,200	\$5,200
<b>TOTAL</b>		<b>\$151,870</b>

**Salaries and Benefits Narrative:**

The Kings County Major Crimes Task Force is a multi-jurisdictional task force with eight participating law enforcement agencies (CHP, Avenal PD, Corcoran PD, Hanford PD, Lemoore PD, Kings County Probation, Kings County District Attorney's Office & the Kings County Sheriff's Office). While each respective agency pays for the salary and benefits of their task force investigators, the area of need would be additional funding for overtime hours. Additional overtime hours would allow participating agencies to keep the task force full strength and allow additional hours to be spent on investigation, suppression, operations, and other task force activity that would benefit the public safety of Kings County. Due to promotions/retention issues/employees out on leave, and low staffing levels the participating agencies are not always able to assign an officer/investigator to the task force full time. In these situations, a different participating agency may provide an additional investigator to the task force but it often results in overspending their own budgets. If funding were available for task force overtime, it would only allow the task force to be even more successful in eliminating violent crimes, reducing gun violence, and increasing their gang initiatives, as well as participating in community outreach events and trainings with youth and those that work with youth daily. In addition to task force overtime hours funding, we are requesting salary and benefits to cover the Administration of the project by the Project Director and Financial Officer.

2. Services and Supplies		
Description of Services or Supplies	Calculation for Expenditure	Grant Funds
Presentation & Office Supplies	Estimated at \$2,000	\$2,000
Program Incentives/School Supplies	School/Community Outreach Program Incentives - Est. \$5,000	\$5,000
		\$0
		\$0
		\$0
		\$0
		\$0
<b>TOTAL</b>		<b>\$7,000</b>

**Services and Supplies Narrative:**

Kings County Major Crime Task Force (KCMCTF) would like funds to replenish program supplies and incentives for their community outreach efforts, school events, and training events.

3. Professional Services		
Description of Professional Service(s)	Calculation for Expenditure	Grant Funds
		\$0
		\$0
		\$0
		\$0
		\$0
		\$0
		\$0
<b>TOTAL</b>		<b>\$0</b>

**Professional Services Narrative:**

4. Non-Governmental Organizations (NGO) Subcontracts		
Description of Subcontract	Calculation for Expenditure	Grant Funds
City of Hanford - P.A.L./Explorer Program	Program Supplies & Incentives	\$10,000
City of Corcoran - P.A.L./Explorer Program	Program Supplies & Incentives	\$10,000
City of Avenal - P.A.L./Explorer Program	Program Supplies & Incentives	\$10,000
City of Lemoore - P.A.L./Explorer Program	Program Supplies & Incentives	\$10,000
		\$0
		\$0
		\$0
<b>TOTALS</b>		<b>\$40,000</b>

**Non-Governmental Organizations (NGO) Subcontracts Narrative:**

5. Equipment/Fixed Assets		
Description of Equipment/Fixed Asset	Calculation for Expense	Grant Funds
<b>TOTALS</b>		<b>\$0</b>

**Equipment/Fixed Assets Narrative:**



<b>6. Data Collection, Reporting and Evaluation Efforts</b>	
<i>Must be at least 5 percent (or \$25,000, whichever is greater) of the total grant award</i>	
Description	Grant Funds
Data Collection & Reporting Efforts @ 6% in year three	\$13,200
	\$0
	\$0
	\$0
<b>TOTAL</b>	<b>\$13,200</b>

**Data Collection, Reporting and Evaluation Efforts**

Data collection, Reporting and Evaluation Efforts will be conducted on an annual basis and will be allotted with the anticipated workload for the grant project. We anticipate an increased workload in year one for the Local Evaluation Plan design and year three of the project for the Final Evaluation. Due to this, we have proposed to spend a total of \$33,400 for this portion of the project. Year one with \$13,200, year two with \$7,000, and year three with \$13,200 for a total of \$33,400. We will work with Dr. Marcus Shaw from Fresno State University for our data collection and evaluation efforts.

<b>7. Other (Travel, Training, etc.)</b>		
Description	Calculation for Expense	Grant Funds
Law Enforcement Training	Specialized Trainings for task force members (varies by course)	\$7,930
		\$0
		\$0
		\$0
		\$0
		\$0
		\$0
		\$0
<b>TOTAL</b>		<b>\$7,930</b>

**Other (Travel, Training, etc.) Narrative:**

It would benefit the KCMCTF and the surrounding communities if there were some additional funding for investigator training. The task force members come from various law enforcement agencies and do not receive the same unified training. The investigators may be at different points in their career and may not have much investigative experience when they are assigned to the task force. It would benefit the task force and community to have funding to send officers/deputies to specialized trainings such as Gang Foundation, Interview & Interrogation, Informant Development, Wire Tap Certification, Search Warrant, Drug Abuse Recognition, Basic Narcotic Investigations, and other training sessions when they are assigned to the task force. These trainings would increase task force efficiency and their coordinated response with their incidents and investigations. Training costs would vary by course and participants able to attend. We would request \$7,930 in year three for this purpose.

**Section VIII: Project Budget and Budget Narrative**

**2018 JAG Program**      **Applicant County:** County of Kings

**Program Purpose Area Allocations**

Applicants must allocate all JAG grants funds to one or more of the Program Purpose Areas (PPA) as described in the Request for Proposal. No JAG funds may be expended outside of the JAG priority PPAs. For the purposes of proposal scoring, no PPA shall carry more weight than another. The totals for each year in the Program Purpose Area (PPA) Funding Table must equal the total grant funds requested for that year.

Program Purpose Area Funding Table	Year 1	Year 2	Year 3	Total Grant Award
Total Grant Funds Requested	\$220,000	\$220,000	\$220,000	\$660,000
1. Prevention and Education Programs	\$40,000	\$40,000	\$40,000	\$120,000
2. Law Enforcement Programs	\$180,000	\$180,000	\$180,000	\$540,000
3. Courts, Prosecution, Defense and Indigent Defense	\$0	\$0	\$0	\$0
<i>PPA allocations must equal the total grant funds requested*: Totals</i>	<b>\$220,000</b>	<b>\$220,000</b>	<b>\$220,000</b>	<b>\$660,000</b>

*\* If PPA allocation totals show as red font, they do not equal the amount of grant funds requested as required.*

<b>Year 1: Project Budget Table</b>	
Budget Line Item	Grant Funds
1. Salaries and Benefits	\$141,984
2. Services and Supplies	\$11,500
3. Professional Services	\$0
4. Non-Governmental Organization (NGO) Subcontracts	\$40,000
5. Equipment/Fixed Assets	\$0
6. Data Collection, Reporting and Evaluation <i>Must be at least 5 percent (or \$25,000, whichever is greater) of the total grant award</i>	\$13,200
7. Other (Travel, Training, etc.)	\$13,316
<b>TOTAL</b>	<b>\$220,000</b>

<b>Year 2: Project Budget Table</b>	
Budget Line Item	Grant Funds
1. Salaries and Benefits	\$155,484
2. Services and Supplies	\$7,500
3. Professional Services	\$0
4. Non-Governmental Organization (NGO) Subcontracts	\$40,000
5. Equipment/Fixed Assets	\$0
6. Data Collection, Reporting and Evaluation <i>Must be at least 5 percent (or \$25,000, whichever is greater) of the total grant award</i>	\$7,000
7. Other (Travel, Training, etc.)	\$10,016
<b>TOTAL</b>	<b>\$220,000</b>

<b>Year 3: Project Budget Table</b>	
Budget Line Item	Grant Funds
1. Salaries and Benefits	\$151,870
2. Services and Supplies	\$7,000
3. Professional Services	\$0
4. Non-Governmental Organization (NGO) Subcontracts	\$40,000
5. Equipment/Fixed Assets	\$0
6. Data Collection, Reporting and Evaluation <i>Must be at least 5 percent (or \$25,000, whichever is greater) of the total grant award</i>	\$13,200
7. Other (Travel, Training, etc.)	\$7,930
<b>TOTAL</b>	<b>\$220,000</b>

## Appendix C: Local JAG Steering Committee Member Roster

### Local JAG Steering Committee – County of Kings

Name	Title	Agency/Organization	Phone Number	Email Address
Lucia Orozco	Director of Community Impact	Kings United Way	559-584-1536	luciao@kingsunitedway.org
Machael Smith	Executive Director	Kings Homeless Alliance	559-738-8733	msmith@kthomelessalliance.org
Lance Lippincott	Director	Job Training Office	559-852-4976	Lance.lippincott@co.kings.ca.us
Keith Fagundes	District Attorney	Kings Co District Attorneys Office	559-582-0326	Keith.Fagundes@co.kings.ca.us
Robert Thayer	Assistant Sheriff	Kings Co. Sheriff's Office	559-584-1431	Robert.thayer@co.kings.ca.us
Sanja Bungay	Director	Kings Human Services Agency	559-582-3241	Sanja.Bugay@co.kings.ca.us
Lisa Lewis	Director	Kings Behavioral Health	559-852-2444	Katie.Arnst@co.kings.ca.us
Kelly Zuniga	Chief Probation Officer	Kings Probation Department	559-852-2850	Kelly.Zuniga@co.kings.ca.us
Debbie Muro	Superintendent	Lemoore Union High School District	559-924-6610	dmuro@luhsd.k12.ca.us
Daisy Rodriguez	Citizen	Family Member Impacted by the Criminal Justice System	559-852-4112	N/A
Kyria Martinez	Administrative Analyst	Kings Co. Administrative Office	559-852-2377	Kyria.martinez@co.kings.ca.us
Carlos Garcia	Citizen	Faith-Based Member	559-572-3831	carlos.garcia@westcare.com
Dr. Marcus Shaw	Professor	Fresno State University	209-658-8458	marcusshaw@mail.fresnostate.edu
Rusty Stivers	Chief	Avenal Police Department	559-386-4444	rstivers@avenalPD.com

## Appendix D: Three-Year JAG Strategy Template

**Instructions:** This form is a required attachment to the JAG Proposal. It is intended to serve as a supplement to the Proposal Narrative, providing an at-a-glance summary of the overall program strategy. BSCC staff will use this form when conducting site visits and in compiling information for reports. The grantee may be asked to use it as a part of the quarterly progress report. To complete the form: Select a JAG Program Purpose Area (PPA) from the drop-down box. For each PPA selected, select a corresponding Priority Need Area from the drop-down box. In the table, list each unique project component or activity planned to address that Priority Need Area. Also list the agency responsible for implementation, the expected outcome(s), how progress will be tracked (i.e. methodology for data collection), and timeline information (e.g., expected date of implementation, benchmarks for data collection, etc.).

### County of Kings: JAG Strategy - Year One

**JAG Program Purpose Area:** (1) Prevention and Intervention Programs

**Priority Need Area:** (1) Juvenile Delinquency

Project Component / Activity	Agency / Organization Responsible	Expected Outcome (Measurable)	How Progress will be Tracked (e.g. data collection)	Timeline / Benchmarks
PAL Program	City of Lemoore Police	Decrease juvenile delinquency	Surveys-Interviews-pre/post participation	December 1, 2019-December 1, 2020
PAL Program	City of Corcoran Police	Decrease juvenile delinquency	Surveys-Interviews-pre/post participation	December 1, 2019-December 1, 2020
PAL Program	City of Avenal Police	Decrease juvenile delinquency	Surveys-Interviews-pre/post participation	December 1, 2019-December 1, 2020
PAL Program	City of Hanford	Decrease juvenile delinquency	Surveys-Interviews-pre/post participation	December 1, 2019-December 1, 2020

**JAG Program Purpose Area:** (1) Prevention and Intervention Programs

**Priority Need Area:** (2) Gang Violence Reduction

Project Component / Activity	Agency / Organization Responsible	Expected Outcome (Measurable)	How Progress will be Tracked (e.g. data collection)	Timeline / Benchmarks
KCMCTF School Outreach	Kings County Major Crime Task Force	Decrease gang initiatives targeted at communities and school	Crime Statistics/ Local Statistics/ Gang Reporting Database	December 1, 2019-December 1, 2020
PAL Program	All Cities	Consistent youth participation with L.E.	Surveys-Interviews-pre/post participation	December 1, 2019-December 1, 2020
KCMCTF School Outreach	Kings County Major Crime Task Force	Increase gang awareness	Amount of hours at events by the MCTF	December 1, 2019-December 1, 2020
KCMCTF School Outreach	Kings County Major Crime Task Force	Increased Law enforcement presence with youth	Interviews with School Resource Officers	December 1, 2019-December 1, 2020

**JAG Program Purpose Area:** (2) Law Enforcement Programs

**Priority Need Area:** (2) Violent Crime Reduction Initiatives

<b>Project Component / Activity</b>	<b>Agency / Organization Responsible</b>	<b>Expected Outcome (Measurable)</b>	<b>How Progress will be Tracked (e.g. data collection)</b>	<b>Timeline / Benchmarks</b>
KCMCTF Increased presence to deter	Kings County Major Crimes Task Force	Increased Law enforcement presence	Amount of overtime hours spent by the task force	December 1, 2019-December 1, 2020
Increased specialized training	Kings County Major Crimes Task Force	Increased specialized training	Amount of hours completed	December 1, 2019-December 1, 2020
Suppression and Intervention	Kings County Major Crimes Task Force	Decrease violent crime in communities	Crime data	December 1, 2019-December 1, 2020

**County of Kings: JAG Strategy - Year Two**

**JAG Program Purpose Area:** (1) Prevention and Intervention Programs

Priority Need Area: (1) Juvenile Delinquency

<b>Project Component / Activity</b>	<b>Agency / Organization Responsible</b>	<b>Expected Outcome (Measurable)</b>	<b>How Progress will be Tracked (e.g. data collection)</b>	<b>Timeline / Benchmarks</b>
PAL Program	City of Lemoore Police	Decrease juvenile delinquency.	Surveys-Interviews-pre/post participation	December 1, 2020-December 1, 2021
PAL Program	City of Corcoran Police	Decrease juvenile delinquency.	Surveys-Interviews-pre/post participation	December 1, 2020-December 1, 2021
PAL Program	City of Avenal Police	Decrease juvenile delinquency.	Surveys-Interviews-pre/post participation	December 1, 2020-December 1, 2021
PAL Program	City of Hanford	Decrease juvenile delinquency.	Surveys-Interviews-pre/post participation	December 1, 2020-December 1, 2021

**JAG Program Purpose Area:** (1) Prevention and Intervention Programs

Priority Need Area: (1) Gang Initiatives

<b>Project Component / Activity</b>	<b>Agency / Organization Responsible</b>	<b>Expected Outcome (Measurable)</b>	<b>How Progress will be Tracked (e.g. data collection)</b>	<b>Timeline / Benchmarks</b>
KCMCTF School Outreach	Kings County Major Crime Task Force	Decrease gang initiatives targeted at communities and school	Crime Statistics/ Local Statistics/ Gang Reporting Database	December 1, 2020-December 1, 2021
PAL Program	All Cities	Consistent youth participation with L.E.	Surveys-Interviews-pre/post participation	December 1, 2020-December 1, 2021
KCMCTF School Outreach	Kings County Major Crime Task Force	Increase gang awareness	Amount of hours at events by the MCTF	December 1, 2020-December 1, 2021
KCMCTF School Outreach	Kings County Major Crime Task Force	Increased Law enforcement presence with youth	Interviews with School Resource Officers	December 1, 2020-December 1, 2021

**JAG Program Purpose Area:** (2) Law Enforcement Programs

Priority Need Area: (2) Violent Crime Reduction Initiatives

<b>Project Component / Activity</b>	<b>Agency / Organization Responsible</b>	<b>Expected Outcome (Measurable)</b>	<b>How Progress will be Tracked (e.g. data collection)</b>	<b>Timeline / Benchmarks</b>
KCMCTF Increased presence to deter	Kings County Major Crimes Task Force	Increased Law enforcement presence	Amount of overtime hours spent by the task force	December 1, 2020-December 1, 2021
Increased specialized training	Kings County Major Crimes Task Force	Increased specialized training	Amount of hours completed	December 1, 2020-December 1, 2021
Suppression and Intervention	Kings County Major Crimes Task Force	Decrease violent crime in communities	Crime data	December 1, 2020-December 1, 2021

**County of Kings: JAG Strategy - Year Three**

**JAG Program Purpose Area: (1) Prevention and Intervention Programs**

Priority Need Area: (1) Juvenile Delinquency

<b>Project Component / Activity</b>	<b>Agency / Organization Responsible</b>	<b>Expected Outcome (Measurable)</b>	<b>How Progress will be Tracked (e.g. data collection)</b>	<b>Timeline / Benchmarks</b>
PAL Program	City of Lemoore Police	Decrease juvenile delinquency.	Surveys-Interviews-pre/post participation	December 1, 2021-December 1, 2022
PAL Program	City of Corcoran Police	Decrease juvenile delinquency.	Surveys-Interviews-pre/post participation	December 1, 2021-December 1, 2022
PAL Program	City of Avenal Police	Decrease juvenile delinquency.	Surveys-Interviews-pre/post participation	December 1, 2021-December 1, 2022
PAL Program	City of Hanford	Decrease juvenile delinquency.	Surveys-Interviews-pre/post participation	December 1, 2021-December 1, 2022

**JAG Program Purpose Area: (1) Prevention and Intervention Programs**

Priority Need Area: (1) Gang Initiatives

<b>Project Component / Activity</b>	<b>Agency / Organization Responsible</b>	<b>Expected Outcome (Measurable)</b>	<b>How Progress will be Tracked (e.g. data collection)</b>	<b>Timeline / Benchmarks</b>
KCMCTF School Outreach	Kings County Major Crime Task Force	Decrease gang initiatives targeted at communities and school	Crime Statistics/ Local Statistics/ Gang Reporting Database	December 1, 2021-December 1, 2022
PAL Program	All Cities	Consistent youth participation with L.E.	Surveys-Interviews-pre/post participation	December 1, 2021-December 1, 2022
KCMCTF School Outreach	Kings County Major Crime Task Force	Increase gang awareness	Amount of hours at events by the MCTF	December 1, 2021-December 1, 2022
KCMCTF School Outreach	Kings County Major Crime Task Force	Increased Law enforcement presence with youth	Interviews with School Resource Officers	December 1, 2021-December 1, 2022

**JAG Program Purpose Area: (2) Law Enforcement Programs**

Priority Need Area: (2) Violent Crime Reduction Initiatives

<b>Project Component / Activity</b>	<b>Agency / Organization Responsible</b>	<b>Expected Outcome (Measurable)</b>	<b>How Progress will be Tracked (e.g. data collection)</b>	<b>Timeline / Benchmarks</b>
KCMCTF Increased presence to deter	Kings County Major Crimes Task Force	Increased Law enforcement presence	Amount of overtime hours spent by the task force	December 1, 2021-December 1, 2022
Increased specialized training	Kings County Major Crimes Task Force	Increased specialized training	Amount of hours completed	December 1, 2021-December 1, 2022

Suppression and Intervention	Kings County Major Crimes Task Force	Decrease violent crime in communities	Crime data	December 1, 2021- December 1, 2022
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## Appendix F: Sample Letter of Agreement

### Letter of Agreement are attached as followed:

Kings County Behavioral Health  
Kings County Human Services Agency  
Kings County Sheriffs Office  
Kings County Probation Department  
Kings County District Attorney's Office  
Kings County Job-Training Office  
Kings United Way  
Kings Homeless Alliance  
Lemoore Union High School District  
Family Member Impacted by the Criminal Justice System  
Faith Based Member  
California State University Fresno

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Mental Health • Prevention and Early Intervention • Substance Use Disorders Prevention and Treatment

Lisa D. Lewis, PhD | Director of Behavioral Health | (559) 852-2444

April 23, 2019

Board of State and Community Corrections Board  
2590 Venture Oaks Way, Suite 200  
Sacramento, CA 95833

**Re: Partnership for the Kings County Local JAG Committee**

Dear Board of State and Community Corrections Board:

This letter serves as an agreement between Kings County Behavioral Health and the Kings County Local JAG Committee that explains support for the JAG Proposal Kings County- project "Bridge to Opportunity-Kings" and membership on the Local JAG Steering Committee.

This grant seeks to significantly diminish juvenile gang-related crimes; violence and offenses; high delinquency and truancy rates; and juvenile recidivism of moderate to high risks juveniles between the ages of 8-17 currently affiliated and/or influenced by gang activities through a balance of suppression, prevention, and intervention programs.

We value the relationship and partner efforts that we have with law enforcement and our County. We remain available and dedicated to continue our work together in building protective factors for our community in Kings County. Thank you for the opportunity.

Sincerely,

Lisa D. Lewis, PhD  
Director





Sanja K. Bugay  
Director

# Human Services Agency

*County of Kings - State of California*

*Child Welfare & Adult Services  
Benefits & Employment Training Services  
Adoption & Foster Home Licensing Services*

April 22, 2019

Board of State and Community Corrections Board  
2590 Venture Oaks Way, Suite 200  
Sacramento, CA 95833

**SUBJECT: PARTNERSHIP FOR THE KINGS COUNTY LOCAL JAG COMMITTEE**

Dear Board of State and Community Corrections Board:

This letter serves as an agreement between the Human Services Agency and the Kings County Local JAG Committee that explains the support for the JAG Proposal Kings County - project "Bridges to Opportunity-Kings" and membership on the Local JAG Steering Committee.

This grant seeks to significantly diminish juvenile gang-related crimes; violence and offenses; high delinquency and truancy rates; and juvenile recidivism (of moderate to high risks juveniles between the ages of 8-17 currently affiliated and/or influenced by gang activities through a balance of suppression, prevention, and intervention programs.

We value the relationship and partner efforts that we have with law enforcement and our County. We remain available and dedicated to continue our work together in building protective factors for our community in Kings County. Thank you for the opportunity.

Sincerely,

Sanja K. Bugay, Director  
Kings County Human Services Agency



**OFFICE OF  
SHERIFF  
COUNTY OF KINGS**  
P.O. BOX 986  
1444 W. LACEY BLVD.  
HANFORD, CA 93232-0986  
PHONE 559-584-1431  
FAX 559-584-4738

DAVID ROBINSON  
SHERIFF-CORONER  
PUBLIC ADMINISTRATOR

April 12, 2019

**Re: Partnership for the Kings County Local JAG Committee & Member of the Major Crime Task Force**

Dear Board of State and Community Corrections Board:

This is a letter is to express our support and agreement in the application from the Board of State and Community Correction, Edward Byrne Memorial Justice Assistance Grant (JAG) program. We met as a Local Kings County JAG Committee and identified needs in Kings County that fall under the Prevention and Education JAG priorities, such as the PAL and Explorer Programs, which highly address the at risk juveniles in our communities.

In addition, the Local Committee also identified areas of need in Law Enforcement programming needed in Kings County. Our Major Crime Task force (MCTF) goals align with the JAG overall goals of reducing gang violence and reducing violent crimes. The primary goal of MCTF is to act as a multi-jurisdictional task force to strengthen enforcement and prosecution efforts targeted in our communities. This will be accomplished through enhanced enforcement activities, including law enforcement presence and availability, in all areas of the County and City, including schools, in cooperation with other government agencies, outreach public awareness, rehabilitation, and educational components.

With the submitted proposal we are confident we can take the steps towards addressing the needs in the community. We believe this is an excellent opportunity to enhance the quality of life in our community and we look forward to working with our partners to make this endeavor as successful as possible.

Sincerely,

Dave Robinson, Sheriff of Kings County

By,

Robert Thayer, Assistant Sheriff

OFFICE LOCATION  
1424 Forum Drive

Kelly M. Zuniga  
Chief Probation Officer



MAILING ADDRESS  
Kings County Government Center

April 12, 2019

**Re: Partnership for the Kings County Local JAG Committee & Member of the Major Crime Task Force**

Dear Board of State and Community Corrections Board:

This is a letter is to express Kings County Probation's support and agreement to the County of Kings in their application from the Board of State and Community Correction, Edward Byrne Memorial Justice Assistance Grant (JAG) program. We met as a Local Kings County JAG Committee and identified needs in Kings County that fall under the Prevention and Education JAG priorities, such as the PAL and Explorer Programs, which highly address the at risk juveniles in our communities.

In addition, the Local Committee also identified areas of need in Law Enforcement programming needed in Kings County. Our Major Crime Task force (MCTF) goals align with the JAG overall goals of reducing gang violence and reducing violent crimes. The primary goal of MCTF is to act as a multi-jurisdictional task force to strengthen enforcement and prosecution efforts targeted in our communities. This will be accomplished through enhanced enforcement activities, including law enforcement presence and availability, in all areas of the County and City, including schools, in cooperation with other government agencies, outreach public awareness, rehabilitation, and educational components.

With the submitted proposal we are confident we can take the steps towards addressing the needs in the community. We believe this is an excellent opportunity to enhance the quality of life in our community and we look forward to working with our partners to make this endeavor as successful as possible.

Sincerely,

  
Kelly M. Zuniga, Chief Probation Officer



1400 West Lacey Blvd.  
Hanford, CA 93230

Office of the District Attorney  
County of Kings

KEITH L. FAGUNDES  
District Attorney



(559) 582-0326  
FAX (559) 583-9650

April 3, 2019

Board of State and Community Corrections Board  
2590 Venture Oaks Way, Suite 200  
Sacramento, CA 95833

**Re: Partnership for the Edward Bryan Memorial Justice Assistance Grant (JAG) Program**

Dear Board of State and Community Corrections Board:

This letter serves as an agreement and letter of support between the Kings County District Attorney's Office and the Kings County Local JAG Committee that explains the support for the JAG Proposal Kings County-project "Bridge to Opportunity-Kings" and membership on the Local JAG Steering Committee.

The Local Committee has identified areas of need in Law Enforcement programming needed in Kings County. Our Major Crime Task force (MCTF) goals align with the JAG overall goals of reducing gang violence and reducing violent crimes. The primary goal of MCTF is to act as a multi-jurisdictional task force to strengthen enforcement and prosecution efforts targeted in our communities. This will be accomplished through enhanced enforcement activities, including law enforcement presence and availability, in all areas of the County and City, including schools, in cooperation with other government agencies, outreach public awareness, rehabilitation, and educational components.

With the submitted proposal we are confident we can take the steps towards addressing the needs in the community. We believe this is an excellent opportunity to enhance the quality of life in our community and we look forward to working with our partners to make this endeavor as successful as possible.

Sincerely,

Keith L. Fagundes  
District Attorney  
County of Kings



## KINGS COUNTY JOB TRAINING OFFICE

124 North Irwin Street • Hanford, California 93230  
Phone (559) 852-4932 • Fax (559) 585-7395 • TDY Relay Number 1-800-735-2922  
[www.kingsworkforce.org](http://www.kingsworkforce.org)

April 12, 2019

Board of State and Community Corrections  
2590 Venture Oaks Way, Suite 200  
Sacramento, CA 95833

### Re: Partnership for the Kings County Local JAG Committee

Dear Board of State and Community Corrections:

This letter serves as an agreement between the *Kings County Job Training Office* and the Kings County Local JAG Committee that explains the support for the JAG Proposal Kings County-project "Bridge to Opportunity-Kings" and membership on the Local JAG Steering Committee.

We value the relationship and partner efforts that we have with law enforcement and our County. We remain available and dedicated to continue our work together in building protective factors for our community in Kings County. Thank you for the opportunity.

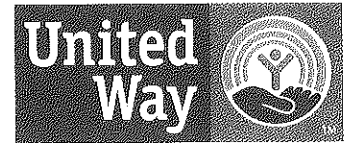
Sincerely,

Lance Lippincott  
Kings County Economic and Workforce Development Director



# Kings United Way

125 West 7th Street  
Hanford, CA 93230



April 12, 2019

Board of State and Community Corrections Board  
2590 Venture Oaks Way, Suite 200  
Sacramento, CA 95833

**Re: Partnership for the Kings County Local JAG Committee**

Dear Board of State and Community Corrections Board:

This letter serves as an agreement between **Kings United Way** and the Kings County Local JAG Committee that explains the support for the JAG Proposal Kings County- project "Bridge to Opportunity-Kings" and membership on the Local JAG Steering Committee.

We value the relationship and partner efforts that we have with law enforcement and our County. We remain available and dedicated to continue our work together in building protective factors for our community in Kings County. Thank you for the opportunity.

Sincerely,

A handwritten signature in cursive script that reads "Lucia Orozco".

Lucia Orozco  
Director of Community Impact and Operations





April 23, 2019

Board of State and Community Corrections Board  
2590 Venture Oaks Way, Suite 200  
Sacramento, CA 95833

**Re: Partnership for the Kings County Local JAG Committee**

Dear Board of State and Community Corrections Board:

This letter serves as an agreement between ***Kings/ Tulare Homeless Alliance*** and the Kings County Local JAG Committee that explains the support for the JAG Proposal Kings County- project “Bridge to Opportunity-Kings” and membership on the Local JAG Steering Committee.

We value the relationship and partner efforts that we have with law enforcement and our County. We remain available and dedicated to continue our work together in building protective factors for our community in Kings County. Thank you for the opportunity.

Sincerely,

Michael Smith  
Executive Director

# LEMOORE UNION HIGH SCHOOL DISTRICT

DEBBIE MURO  
District Superintendent

5 Powell Avenue, Lemoore, CA 93245  
(559) 924-6610 ~ FAX (559) 924-9212 ~ [www.luhisd.k12.ca.us](http://www.luhisd.k12.ca.us)

VICTOR ROSA, Ed. D.  
Assistant Superintendent  
Curriculum & Instruction

April 15, 2019

Board of State and Community Corrections Board  
2590 Venture Oaks Way, Suite 200  
Sacramento, CA 95833

**Re: Partnership for the Kings County Local JAG Committee**

Dear Board of State and Community Corrections Board:

This letter serves as an agreement between myself, Debbie Muro, Superintendent of the Lemoore Union High School District, and the Kings County Local JAG Committee that explains the support for the JAG Proposal Kings County- project "Bridge to Opportunity-Kings" and membership on the Local JAG Steering Committee.

I value the relationship and partner efforts that we have with law enforcement and our schools. We remain available and dedicated to continue our work together in building protective factors for our community in Kings County. Thank you for the opportunity.

Sincerely,



Debbie Muro, Superintendent

TRUSTEES

Jeanne Castadio • John Droogh • Lois Hubanks • Jason Orton • Guadalupe Solis Ed. D.

April 12, 2019

Board of State and Community Corrections Board  
2590 Venture Oaks Way, Suite 200  
Sacramento, CA 95833

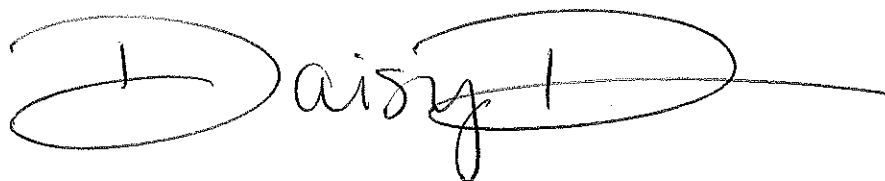
**Re: Partnership for the Kings County Local JAG Committee**

Dear Board of State and Community Corrections Board:

This letter serves as an agreement between myself, Daisy Rodriguez, identified as a person who has a family member impacted by the criminal justice system, and the Kings County Local JAG Committee that explains the support for the JAG Proposal Kings County- project "Bridge to Opportunity-Kings" and membership on the Local JAG Steering Committee.

I value the relationship and partner efforts that we have with law enforcement and our schools. We remain available and dedicated to continue our work together in building protective factors for our community in Kings County. Thank you for the opportunity.

Sincerely,

A handwritten signature in black ink that reads "Daisy Rodriguez". The signature is written in a cursive style with a large, looped "D" at the beginning and a long horizontal line extending to the right from the end of the name.

April 12, 2019

Board of State and Community Corrections Board  
2590 Venture Oaks Way, Suite 200  
Sacramento, CA 95833

**Re: Partnership for the Kings County Local JAG Committee**

Dear Board of State and Community Corrections Board:

This letter serves as an agreement between myself, Carlos Garcia, an identified faith based member of the Koinonia Church and the Kings County Local JAG Committee that explains the support for the JAG Proposal Kings County- project "Bridge to Opportunity-Kings" and membership on the Local JAG Steering Committee.

I value the relationship and partner efforts that we have with law enforcement and our schools. We remain available and dedicated to continue our work together in building protective factors for our community in Kings County. Thank you for the opportunity.

Sincerely,

A handwritten signature in black ink, appearing to read "Carlos Garcia". The signature is fluid and cursive, with a large initial "C" and "G".

April 2, 2019

Marcus Shaw, Ph.D.  
2576 E. San Ramon, MS/ST104  
Fresno, CA 93740

Board of State and Community Corrections Board  
2590 Venture Oaks Way, Suite 200  
Sacramento, CA 95833

Dear Board of State and Community Corrections Board:

This letter is letter of agreement between Marcus Shaw, Ph. D. and the County of Kings that explains the support and services provided for the proposed JAG project, including membership on the Local JAG Steering Committee and a partnership in the Local Evaluation Plan and Final Local Evaluation Plan.

The funding of this grant is of the utmost importance for the community. I am in full support of this grant due to its multi-dimensional nature and potential impact. This grant will employ a mixed methods approach. As a researcher versed in micro and macro level studies, I hope to offer an extensive and impactful report. As a Central Valley native born in Merced, California I dedicate my expertise in social science and criminology to understand what works in our local communities. In my personal opinion this Jag grant would found an innovative program. This project has multiple elements. At risk youth can be impacted on the micro-level, schools can be impacted on the mezo-level, and communities can be impacted on the macro level.

I hope the overview of the project provides enough information. Please contact me with further inquiries. I recently received the community partnership award for Fresno Unified School District. Serving the community is a passion of mine. I also have recently published academic articles in Wiley and Springer Press. These articles have gained national recognition. I will invest scientifically, academically, and passionately in this project and in submitting a comprehensive final report.

[marcusshaw@csufresno.edu](mailto:marcusshaw@csufresno.edu)  
209-658-8458

Sincerely,

Marcus Shaw, Ph.D

### **Criminology Department**

California State University, Fresno • Science 2 159  
2576 E. San Ramon M/S ST104 • Fresno, California 93740

**P** 559.278.2305    **F** 559.278.7265    [www.FresnoState.edu/criminology/](http://www.FresnoState.edu/criminology/)

## Appendix G: Sample Operational Agreement

This Operational Agreement stands as evidence that the **County of Kings** and Fresno State intend to work together toward the goals outlined in the Three-Year JAG Strategy. Both agencies believe that implementation of the **Bridge to Opportunity-Kings** as described within this proposal, will further these goals. Each agency agrees to participate in the JAG Program, if selected for funding, as outlined herein.

The **County of Kings** project will closely coordinate JAG services and activities with the **Fresno State** through:

- Project staff being readily available to *County of Kings* for service provision in the areas of Reporting, particularly in the Local Evaluation Plan and Final Local Evaluation Plan. Staff will provide the County of Kings quarterly reports throughout the term of the project to ensure the goals described in the proposal are met.
- Regularly scheduled meetings of monthly/bi monthly calls between Dr. Marcus Shaw and the County will be arranged to discuss strategies, timetables and implementation of mandated services. Specifically:
  - Tracking operations to assess whether an intervention is being carried out as intended often referred to as Process Evaluation,
  - Assessing what happened as a result of the intervention and wheater it produced its intended benefits
  -
- Effective grant performance period dates.

We the undersigned, as authorized representatives of **Fresno State** and **the County of Kings** do hereby approve this document.

\_\_\_\_\_  
*Name and Title*  
*Agency Name*

\_\_\_\_\_  
Date

\_\_\_\_\_  
*Name and Title*  
*Partner Name*

\_\_\_\_\_  
Date

**Letters of Agreement from the following City Police Departments are attached:**

City of Hanford Police Department  
City of Avenal Police Department  
City of Corcoran Police Department  
City of Lemoore Police Department





PARKER SEVER, CHIEF OF POLICE

425 N Irwin Street  
Hanford, CA 93230  
(559)585-2540

City of **H A N F O R D**  
**HANFORD POLICE DEPARTMENT**

April 3, 2019

Kyria Martinez  
Administrative Analyst  
County of Kings Administration  
1400 W. Lacey Blvd.  
Hanford, CA 93230

Dear Board of State and Community Corrections Board:

This is a letter is to express our support and agreement to the County of Kings in their application from the Board of State and Community Correction, Edward Bryne Memorial Justice Assistance Grant (JAG) program. We understand the Local Kings County JAG Committee met and identified needs in Kings County that fall under the Prevention and Education JAG priorities, such as the PAL and Explorer Programs, which highly address the at risk juveniles in Hanford and surrounding communities. After school programming boosts academic performance, reduced risky behaviors, and provides a safe structured environment for children and juveniles.

In addition, the Local Committee also identified areas of need in Law Enforcement programming needed in Kings County. Our Major Crime Task force (MCTF) goals align with the JAG overall goals of reducing gang violence and reducing violent crimes. The primary goal of MCTF is to act as a multi-jurisdictional task force to strengthen enforcement and prosecution efforts targeted in our communities. This will be accomplished through enhanced enforcement activities, including law enforcement presence and availability, in all areas of the County and City, including schools, in cooperation with other government agencies, outreach public awareness, rehabilitation, and educational components.

With the submitted proposal we are confident we can take the steps towards addressing the needs in the community. We believe this is an excellent opportunity to enhance the quality of life in our community and we look forward to working with our partners to make this endeavor as successful as possible.

Sincerely,

Parker Sever, Chief of Police  
Hanford Police Department  
425 N. Irwin Street  
Hanford, CA93230







# *AVENAL POLICE DEPARTMENT*

---

Russell Stivers, Chief of Police  
317 Alpine St., Avenal, CA 93204  
Bus. 559-386-4444 Fax 559-386-4447

Dear JAG Executive Steering Committee,

We are pleased to express our support to the County of Kings in their application for the Board of State and Community Corrections, Edward Bryne Memorial Justice Assistance Grant (JAG) program. We are aware a Local Kings County JAG Committee was formed and the group identified needs in Kings County that fall under the Prevention and Education JAG priorities, such as the Police Activities League programs, which address the at risk juveniles in Avenal and law enforcement programming needed in Kings County.

In addition, we have formed a Major Crime Task force (MCTF) whose goals align with the JAG goals of reducing gang violence and reducing violent crimes. The primary goal of MCTF is to act as a multi-jurisdictional task force to strengthen enforcement and prosecution efforts targeted in our communities.

We look forward to another successful relationship with all the members in our task force and we look forward to another successful partnership that will benefit all of the residents of Kings County.

Sincerely,

Russell Stivers  
Police Chief  
Avenal Police Department

City of

# CORCORAN

Police Department

FOUNDED 1914

March 29, 2019

Reuben Shortnacy, Chief of Police  
Corcoran Police Department  
1031 Chittenden Ave.  
Corcoran, CA 93212

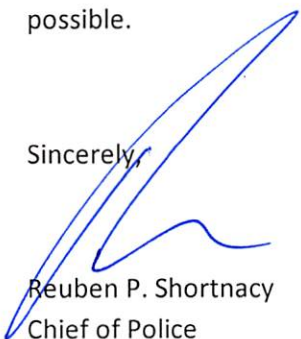
Dear JAG Executive Steering Committee,

We are pleased to express our support to the County of Kings in their application from the Board of State and Community Correction, Edward Byrne Memorial Justice Assistance Grant (JAG) program. We are aware a Local Kings County JAG Committee was formed and the group identified needs in Kings County that fall under the Prevention and Education JAG priorities, such as the PAL program, which highly address the at risk juveniles in Corcoran and Law Enforcement programming needed in Kings County.

We have formed a Major Crime Task force (MCTF) which goals align with the JAG overall goals of reducing gang violence and reducing violent crimes. The primary goal of MCTF is to act as a multi-jurisdictional task force to strengthen enforcement and prosecution efforts targeted in our communities.

With the submitted proposal we are confident we can take the steps towards addressing the needs in the community. We believe this is an excellent opportunity to enhance the quality of life in our community and we look forward to working with our partners to make this endeavor as successful as possible.

Sincerely,



Reuben P. Shortnacy  
Chief of Police



657 Fox Street • Lemoore, California 93245 • (559) 924-9574 • Fax (559) 924-3116  
Police Department

April 12, 2019

Darrell Smith, Chief of Police  
Lemoore Police Department  
657 Fox Dr.  
Lemoore, CA 93245

Dear JAG Executive Steering Committee,

We are pleased to express our support to the County of Kings in their application from the Board of State and Community Correction, Edward Bryne Memorial Justice Assistance Grant (JAG) program. We are aware a Local Kings County JAG Committee was formed and the group identified needs in Kings County that fall under the Prevention and Education JAG priorities, such as the PAL program, which highly address the at risk juveniles in Corcoran and Law Enforcement programming needed in Kings County.

We have formed a Major Crime Task force (MCTF) which goals align with the JAG overall goals of reducing gang violence and reducing violent crimes. The primary goal of MCTF is to act as a multi-jurisdictional task force to strengthen enforcement and prosecution efforts targeted in our communities.

We look forward to another successful relationship with all the members in our task force and we look forward to another successful partnership that will benefit all of the residents of Kings County.

Sincerely,

A handwritten signature in blue ink, consisting of a stylized, cursive 'D' followed by a horizontal line that tapers off to the right.

Chief Darrell Smith