

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 Santa Cruz		NAME AND TITLE OF DEPARTMENT/AGENCY HEAD Jim Hart, Sheriff-Coroner			
FEDERAL EMPLOYER ID CA0440000		DATA UNIVERSAL NUMBERS SYSTEM (DUNS) 02912666			
NAME AND TITLE OF PROJECT DIRECTOR Craig Wilson, Undersheriff				TELEPHONE NUMBER 831-454-7612	
STREET ADDRESS 5200 Soquel Avenue	CITY Santa Cruz	STATE CA	ZIP CODE 95062	FAX NUMBER 831-454-3034	
MAILING ADDRESS (if different)	CITY	STATE	ZIP CODE	E-MAIL ADDRESS	

<b>1.2. PROJECT TITLE</b>	<b>1.3. JAG PROGRAM PURPOSE AREA(S)</b>	<b>1.4. AMOUNT OF FUNDS REQUESTED</b>
Santa Cruz County Comprehensive School Safety Program	Prevention and Education Programs	\$ 668,367 per year

**1.5. SUMMARY OF PROPOSAL**

Develop, implement and monitor a comprehensive, multi-agency school safety program that features school threat assessment, bullying prevention and juvenile delinquency intervention.

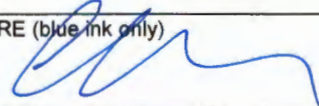
**1.6. DAY-TO-DAY CONTACT PERSON**

NAME AND TITLE Joshua Pastor, Departmental Admin. Analyst		TELEPHONE NUMBER 831-454-7701	
STREET ADDRESS 5200 Soquel Avenue		FAX NUMBER 831-454-2353	
CITY Santa Cruz	STATE CA	ZIP CODE 95060	E-MAIL ADDRESS joshua.pastor@santacruzcounty.us

**1.7. DESIGNATED FINANCIAL OFFICER**

NAME AND TITLE Kathy Samms		TELEPHONE NUMBER 831-454-2992	
STREET ADDRESS 5200 Soquel Avenue	CITY Santa Cruz	STATE CA	ZIP CODE 95060
PAYMENT MAILING ADDRESS (if different)	CITY	STATE	ZIP CODE
		E-MAIL ADDRESS	

**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) Craig Wilson, Undersheriff	
APPLICANT'S SIGNATURE (blue ink only) 	DATE 4-22-19

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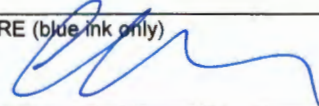
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## **SECTION II: PROJECT NEED**

**2.1** In 2016 and 2017 a Civil Grand Jury investigated the readiness of our public schools and law enforcement agencies to respond to threats of targeted school violence. The investigation found that, although all local school districts have the comprehensive school safety plans mandated by law, there is a lack of consistency in those plans and that improvements must be made in several key areas:

- better communication between school districts and parents
- better collaboration between school districts and law enforcement
- training in threat assessment both for school districts and law enforcement

The Grand Jury report further recommended that the Santa Cruz County Office of Education and the Santa Cruz County Sheriff's Office collaborate to develop a plan in which all school districts are prepared and capable of assessing a threat of targeted school violence.

While embracing a comprehensive threat assessment model is an important priority for Santa Cruz County policymakers, addressing the root causes of school threats and violence using evidence-based interventions is also highly desirable. A 2017 study found that victims of bullying “were overall twice as likely to carry a weapon such as a gun or knife to school (Holt & Gini, 2017).” Local statistics appear to echo these findings: a recent report from the Santa Cruz County Youth Violence Prevention Task Force found that thirty-eight percent of seventh-graders reported being harassed or bullied over the past twelve months, and fifteen percent of students overall reported seeing someone bring a gun, knife, or other weapon on campus.

The role of the Probation Department is likewise critical in reducing juvenile delinquency and youth violence. In 2017, the Santa Cruz County Probation Department launched a pilot program that focuses on Social Emotional Learning (SEL), parental engagement and restorative practices in order to increase academic achievement, graduation rates, and successful completions of probation. A 2011 meta-analysis of similar SEL programs found that students in schools that implemented such programs reported less aggression and delinquent acts, showing a direct link between SEL and safer schools (Durlak, 2011). It is important to note that the Student Success project has been focusing on the southern area of the county where the disparities for youth of color are more prevalent.

## 2.2

JAG PPAs and Priority Areas of Need	
<b>Prevention and Education Programs</b>	• <i>School Violence</i>
	• <i>Juvenile Delinquency</i>

**School violence** and **juvenile delinquency** are community issues, not just a law enforcement issues. Many law enforcement agencies fail to recognize that solutions to these difficult issues cannot be found in single-focus approaches, but instead should focus on multi-agency and community collaborations of prevention, treatment and education policies that are mindful of structural inequality. The end goal of prevention programs is not merely criminological, but an improved quality of life for the community.

This request seeks to fund a **Comprehensive School Safety Program**, managed by a steering committee of educators, community members, probation officials and law

enforcement officers. Funding will provide a Sergeant-level school resource officer that will oversee three existing sheriff's resource officer deputy positions. It will also fund a quarter-time Assistant Division Director assigned to the Probation Department and a Safety Coordinator and two Project Specialists at the County Office of Education. Lastly, the project sponsor will contract with the Community Action Board (CAB), a non-profit community-based organization that operates a comprehensive employment and training program for probation youth, primary in economically disadvantaged areas of the county. These positions will work together to initiate, coordinate and expand several evidence-based programs aimed at reducing juvenile delinquency, increasing credit accruals and improving collaboration between school districts and law enforcement with respect to threat situations and threat preparation in Santa Cruz County Schools.

**2.3** Following an incident of threatened violence in a local school district at the end of the 2015-2016 school year, a local Civil Grand Jury was convened to investigate the readiness of public schools and law enforcement agencies to respond to threats of targeted school violence. The investigation found a lack of consistency in threat assessment procedures and little focus on the type of comprehensive and sophisticated mechanisms required to effectively mitigate such threats.

**Response to the Civil Grand Jury:**

In 2018, the Santa Cruz County Office of Education and the Sheriff's Office formed the **School Safety Partnership Team**, which committed to implementing an assessment plan based on the "The Virginia Model for Student Threat Assessment." This request seeks to fund a Sergeant-level school resource officer and a Safety Coordinator to

implement, support and evaluate this evidence-based threat assessment model, in addition to other programs discussed hereafter.

In January 2019, the bilateral partnership formed a steering committee to oversee the **Comprehensive School Safety Program**. Joined by the award-winning Santa Cruz County Probation Department, the program goes further than the threat assessment model by seeking to address the underlying causes of violence through a county-wide evidenced-based bullying prevention program and the expansion of a social-emotional learning (SEL) intervention pilot program for probation youth. This request also seeks to fund an Assistant Division Director position at twenty-five percent and two full-time Project Specialists to support the expansion of this pilot program.

**2.4** The California Healthy Kids Survey (CHKS) is the largest, most comprehensive effort in the nation to regularly assess students, staff, and parents at the local level and to provide key data on school climate and safety. In the 2016-2017 Santa Cruz County Office of Education report on the CHKS found that in the past twelve months, fifteen percent of respondents reported that they had seen someone carrying a gun, knife or other weapon on school property. The Comprehensive School Safety Program will seek to directly mitigate the threat of weapons on school property through evidence-based interventions described in **Section IV**.

CHKS also surveyed local students about their exposure to bullying and harassment, including cyberbullying. The survey found that twenty percent of respondents had experienced cyberbullying over the past twelve months.

Although CHKS did not provide multi-year trends on bullying and harassment broken down by grade, the 2015 Santa Cruz COE report did show comparative data. It revealed that some grades indicated progress, while 11<sup>th</sup> grade respondents remained static over the seven-year period and even saw an uptick in bullying and harassment in the final interval.

There is also compelling local data to support the expansion of a local juvenile delinquency prevention program. From the second academic quarter of the 2017-2018 school year to the second academic quarter of the 2018-2019 school year, the group of participants increased credit accruals to an average of 10.4, a 130% increase.

**2.5** The current Santa Cruz County budget has an ongoing challenge of expenditures exceeding revenues by approximately three million dollars. The five-year forecasted county budget anticipates large budget deficits based on rising costs and declining revenues. In addition, California ranks 45<sup>th</sup> nationally in the percentage of taxable income spent on education, 41<sup>st</sup> in per-pupil funding, 45<sup>th</sup> in pupil-teacher ratios and 48<sup>th</sup> in pupil-staff ratios. State funding for schools has recently returned to levels predating the Great Recession of 2007-2008 and whatever modest gains have been are eroded by rising health care and pension costs, in addition to the costs of transportation and utilities.

The County of Santa Cruz and the County Office of Education does not currently have the resources to implement a comprehensive threat assessment program, bullying prevention program, or to expand the Probation Department's promising Partnership for Student Success to county scale.

### **SECTION III: PROJECT DESCRIPTION, GOALS, AND OBJECTIVES**

**3.1** The Santa Cruz County Comprehensive School Safety Program (CSSP) will be a multi-agency partnership led by a sergeant-level school resource officer (SRO). With a team of three existing line-level SROs, an Assistant Division Director at twenty-five percent assigned to the Probation Department as well as a Safety Coordinator and two Project Specialists housed at the County Office of Education, the team will work together to initiate, coordinate and expand several evidence-based programs aimed at reducing juvenile delinquency, increasing credit accruals, reducing bullying and harassment, and improving collaboration between school districts and law enforcement with respect to threat situations and threat preparation in Santa Cruz County Schools.

**3.2** The CSSP seeks to address the needs described in Section II by creating and implementing a countywide threats assessment program that will bring together the Santa Cruz County Sheriff's Office, the County office of Education and the Probation Department. The program will also launch a countywide bullying prevention program that will emphasize parental engagement, bystander intervention, and cyberbullying elements. Lastly, the program will expand a promising evidence-based juvenile delinquency prevention program already active in the Pajaro Valley Unified School District and bring it to countywide scale, while adding a contract relationship with the Community Action Board, a local non-profit that specializes in job readiness skills development and job placement assistance for disadvantaged youth with barriers to employment.

**3.3** The threat assessment and anti-bullying components of the CSSP will address the **school violence** priority area of need. The expansion of the Partnership for Student



Success program to countywide scale and contract with the Community Action Board will address the **juvenile delinquency** priority area of need.

**3.4** The **Santa Cruz County Sheriff-Coroner** is an elected official and the county's chief law enforcement officer. To serve our growing population, the Sheriff's Office now employs 160 sworn deputies, covering 420 square land miles. A recognized leader in 21st Century policing, our agency is the recipient of the 2018 James Q. Wilson Award for Excellence in Community Policing.

Santa Cruz County's award-winning **Probation Department** operates as an arm of the Court and is responsible for services required by the Adult and Juvenile Courts, including pretrial assessments, probation, post-trial alternative custody and juvenile detention. In 1999, we became a model site for the Annie E. Casey Foundation Juvenile Detention Alternatives Initiative, which has since been replicated nationwide, saving millions and resulting in dramatic reductions to unnecessary youth incarceration.

The Student Support Services Department of the **County Office of Education** has been working hard to bring quality programs to the students of Santa Cruz County since 1995. Each year they provide a variety of academic and other supportive services to over 5,000 students throughout the county.

### **3.5**

1. To harmonize school safety training and threat assessments throughout the county, CSSP will implement a comprehensive countywide threat assessment program based on the Virginia Model that will engage a diversity of stakeholders, such as parents, students and teachers. Specific topics will include comprehensive multi-hazard

emergencies, school relationships with first responders and community organizations, communicating effectively with parents and the media during a crisis and student involvement in emergency planning, among others.

2. Drawing on extensive research linking bullying, school violence and juvenile delinquency, CSSP will coordinate and implement a county-wide bullying prevention program. The program will go beyond the scope of the school environment and target additional areas such as family members and school staff.

3. Further addressing the root problems of school violence, CSSP will expand a successful Probation Department program, the Partnership for Student Success and bring it to countywide scale. The program is a four-step, tiered response to juvenile delinquency focused on social-emotional learning and seeks to increase credit accruals with a priority for social equity. The program will also refer juvenile clients through a contract relationship with the Community Action Board, a local non-profit that specializes in job readiness skills development and job placement assistance for primarily minority and disadvantaged youth with barriers to employment.

**3.6** The grant-funded SRO Sergeant will oversee the **threat assessment and bullying prevention program** components of CSSP with administrative and technical assistance from the grant-funded Safety Coordinator role. The three existing Sheriff's Office SROs will also coordinate and implement training modules related to these components. The twenty-five percent grant-funded Assistant Division Director will oversee the expansion of the juvenile delinquency module, the Education Partnership for Student Success, along with the two Project Specialist housed at the COE – with

one such position dedicated to primarily minority and economically disadvantaged areas of the county.

**3.7 CSSP Threat Assessment:** the target population will be broad, to include law enforcement officials, school staff, parents of students and the students themselves. All **students** need training on the threat assessment process, where to report concerns, and what information they should bring forward. All **parents** will benefit from training that helps them recognize when children and teenagers may be in emotional trouble or feeling socially isolated. All **teachers and school administrators** must know who should be notified when concerning or threatening information is discovered, what information should be brought forward, how school staff might learn about information, and the steps school staff can take to safely intervene with concerning or threatening situations.

**CSSP Bullying Prevention:** the target population for the bullying prevention program will likewise target all stakeholders, including parents, student and school staff. However, modules will differ greatly between the groups. While there is clear evidence that bullying prevention policies that train teachers and parents are highly effective, research involving student-based bullying prevention policies has been mixed. The best student-oriented bullying prevention programs emphasize bystander intervention.

**CSSP Juvenile Delinquency:** the target population for the Partnership for Student Success will include all probation youth in Santa Cruz County and youth with chronic truancy. Because seventy-five percent of Santa Cruz County probation youth are Latinx, more focus will be given to this demographic, as well as economically disadvantaged

communities. CSSP partner agencies recognize that youth of color are overrepresented in the juvenile justice system.

**3.8** While the outreach for the **Bullying Prevention and Threat Assessment** components will be near-universal, the process for determining which services students receive services under the **Juvenile Delinquency** component will be based on specific criteria. Students will receive additional services depending on how they progress on a matrix of continued behavioral concerns and absences.

**3.9** The **CSSP Threat Assessment** interdisciplinary team will convene in the last quarter of 2019, and every final quarter thereafter. A principal duty of the team will be to review and approve content to training modules for parents, teachers and students regarding school safety.

The **CSSP Bullying Prevention** team will also convene in the last quarter of 2019, and every final quarter thereafter. A principal duty of the team will be to review and approve content to training modules for parents, teachers and students regarding the bullying prevention training and awareness modules.

**3.10** A designated program manager will lead each CSSP module and will preside over a three-member oversight committee. The purpose of the committee will be to review training schedules, approve additions to the training modules, approve notifications to stakeholders, and to ensure module is successfully hitting milestones. Program managers will report to the Steering Committee on all relevant progress and challenges within their respective modules.

**3.11** Program managers will maintain quarterly statistical reports detailing training attendance figures, number of trainings performed, stakeholder outreach efforts, internal hours spent on programmatic development, and issues of concern to their respective program committees.

## SECTION IV: COLLABORATION

**4.1** Please see APPENDIX C for local JAG Steering Committee Member Roster.

**4.2** In seeking exceptional and competent steering committee members, the project sponsor reviewed internal and external candidates who were:

1. Able to demonstrate a strong commitment and deep knowledge of school safety policies and juvenile delinquency interventions
2. Able to function as an opinion leader among their peers
3. Willing to work with other team members
4. Able to demonstrate a vested interest in making the project a success

**4.3** The **Santa Cruz County Sheriff-Coroner** is an elected official and the county's chief law enforcement officer. A recognized leader in 21st Century policing, our agency is the recipient of the 2018 James Q. Wilson Award for Excellence in Community Policing. Santa Cruz County's award-winning **Probation Department** operates as an arm of the Court and is responsible for services required by the Adult and Juvenile Courts, including pretrial assessments, probation, post-trial alternative custody and juvenile detention. In 1999, the department became a model site for the Annie E. Casey Foundation Juvenile Detention Alternatives Initiative. The Student Support Services Department at the **Santa Cruz County Office of Education** provides a conduit between school districts, community resources and governmental institutions. Each year they provide a variety of academic and other supportive services to over 5,000 students throughout the county.

**4.4** The CSSP Steering Committee will consist of both traditional and non-traditional

stakeholders, including law enforcement officials, probation officers, county school administrators and school district employees. Please see APPENDIX C for local JAG Steering Committee Member Roster.

**4.5** The Sheriff's Office and the County Office of Education have a long history of collaboration. There are currently three School Resources Officers active across Santa Cruz County school districts, each collaborating daily with COE staff. In 2018, the COE and the Sheriff's Office formed the **School Safety Partnership Team**, which committed to implementing an assessment plan based on the "The Virginia Model for Student Threat Assessment." The Probation Department likewise collaborates with the Sheriff's Office on a variety of projects through the Santa Cruz County Law Enforcement Chief's Association and the Community Action Board has open Memorandum of Understanding papers with both the Sheriff's Office and the Probation Department.

**4.6** On January 8, 2019 the CSSP steering committee held its inaugural "kick-off" meeting to discuss project objectives, the nature of the collaborative effort, and how best to achieve stated objectives. Representatives from the Sheriff's Office, Probation Department and the County Office of Education identified core priorities related to school safety and juvenile delinquency such as:

- Provide a course of training for various stakeholders in handling crisis situations
- Ensure Teachers, Parents and students Are Committed to Addressing Bullying
- Utilize the practices of restorative justice and addressing the socio-emotional needs of probation youth.

**4.7** The CSSP steering committee has agreed to reach its recommendations through either consensus or voting. The Committee decided that consensus will be their preferred method of decision making. However, if consensus cannot be reached on a given issue, then voting will be used to reach a ruling. In either case, minority dissent will be recorded in the meeting summaries and the Committee chose to note such opinions in their final recommendations.

**4.8** In 2014, the Santa Cruz County Sheriff's Office successfully applied for JAG funds to launch a sobering and recovery center, which acted as an alternative to incarceration for alcohol-related infractions. The program required extensive collaboration with community organizations such as Encompass Community Services and Janus of Santa Cruz. The program and the ongoing collaboration is a success, diverting 2,150 alcohol-related bookings to the center in 2018.

**4.9 - 4.10** The CSSP Steering Committee will convene quarterly throughout the three-year term of the program. Its central role will be to provide input and oversight regarding strategies, timetables and implementation of services as they relate to CSSP. Committee members will work collectively to monitor risks to the project and to ensure program quality through monthly reviews of quantitative and qualitative program data.

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

### **CSSP Threat Assessment**

**The applicant proposes to implement a school threat assessment model based on "The Virginia Model for Student Threat Assessment."**

In 2008, the Virginia General Assembly passed legislation requiring public institutions of higher education to establish threat assessment teams with the goal of preventing violence on campus by assessing behaviors and intervening with individuals who may pose a threat to campus safety. The legislation has understandably led to an increase in such programs, providing an opportunity to perform rigorous program research. The findings of seven such studies show that the approach is evidence-based.

### **CSSP Bullying Prevention**

**The applicant proposes to implement a bullying prevention program that targets all stakeholders, including parents, teachers, and students.**

School-based anti-bullying programs have shown to be highly effective. A recent meta-analysis of 53 different evaluations found an overall decrease in bullying incidents of 20–23% and a decrease in victimization by 17–20% after implementation (Ttofi & Farrington, 2010). While bullying prevention training targeting parents and teachers is effective, student-based programs have shown mixed results. The exception has been programs that emphasize bystander intervention, which includes role-playing exercises to increase the empathy of bystanders and computer simulations that encourage students to think about how they would intervene to reduce bullying. Because there is rigorous scientific research supporting this intervention, it is considered evidence-based.

### **CSSP Juvenile Delinquency**



**The applicant proposes the expansion of a promising juvenile delinquency Probation Department program based on restorative justice and social-emotional learning.**

Built on social emotional learning (SEL) and restorative practices, the Partnership for Student Success has demonstrated promising local results, including a 130 percent increase in credit accruals among program participants. National analyses of SEL interventions demonstrate a positive impact on school-related attitudes, behavior, and performance. Because there is rigorous scientific research supporting this intervention, it is considered evidence-based.

**5.2 - 5.3**

**CSSP Threat Assessment**

There are at least seven known studies on The Virginia Model. In one major study of 35 public schools encompassing an enrollment of 16,000 students in K-12, school-based teams evaluated 188 student threats that involved threats to hit, stab, shoot, or harm someone in some other way. Using this problem-solving approach, “the school principals found no cases in which the threats were carried out (Cornell et al., 2004).” Another study compared 166 middle schools using the Virginia Student Threat Assessment Guidelines with 119 schools not using threat assessment and 47 schools using an alternative model of threat assessment. The study found that “schools using the Virginia Guidelines had fairer discipline and lower levels of student aggressive behaviors, as reported by students (Cornell & Sheras, 2006).” Because the model has

been successful in various school districts throughout the country, we believe the program will be successful in Santa Cruz County.

### **CSSP Bullying Prevention**

A recent meta-analysis of 53 bullying prevention programs worldwide found the bystander intervention trainings are of the most effective. The odds that a given student experienced bullying were 1.5 to nearly 2 times higher in control schools than those with such training nine months after implementation. Another recent study conducted at UCLA found that the bystander intervention training such as the KiVa model greatly benefited the mental health of students who experienced the most bullying. It significantly improved their self-esteem and reduced their depression (Juvonen, 2016).

### **CSSP Juvenile Delinquency**

A recent study highlighted the link between social-emotional development and a reduction in aggression. According to the report, students who received intervention in one middle-school program were 42 percent less likely to report physical aggression than students in control schools (Espelage, 2013). One of the most extensive studies of the long-term impacts of SEL was completed by researchers from the Collaborative for Academic, Social, and Emotional Learning (CASEL); Loyola University, the University of Illinois at Chicago, and the University of British Columbia. Their work reviewed over 213 studies on the impacts of SEL and found that students who were part of SEL programs showed 11 percentile-point gains in academic achievement over those who were not a part of such programs (Durlak, 2011). The Santa Cruz Probation Department's SEL

intervention program has likewise demonstrated positive results among a culturally diverse population that merits an expansion to county-wide scale.

**5.5** CSSP steering committee has assembled a highly experienced team of educators, community leaders, law enforcement professionals and probation officers that will bring a balance of hands-on experience and change agents to the program oversight. With support from the Sheriff's Office, the County Office of Education, the County Probation Department, and the Pajaro Valley Unified School District our comprehensive program will have a breadth of support from a diversity of stakeholders.

## **SECTION VI: Data Collection and Evaluation**

**6.1 & 6.2** Program Goals (G) and Objectives (O) are: G1: To improve and standardize school safety training and threat assessment country-wide. O1: By the end of the program, diverse community and school stakeholders in each school district will report increased understanding of and competency to assess, respond, and communicate about threats to school safety and emergencies on school grounds. G2: To improve school environment and increase student safety. O2: By the end of the program, parents, students, and school staff will report increased willingness and ability to intervene to prevent or stop bullying when it is occurring. G3: To reduce juvenile delinquency among youth in economically disadvantaged communities. O3: By the end of the program, probation-involved youth and chronically truant youth will have a reduction in recidivism.

**6.3** To qualitatively assess the effectiveness of the Threat Assessment component, training participants will be surveyed at the completion of the trainings. In addition, a

yearly Threat Assessment Drill will be conducted at each site to test retention of the threat assessment training material. At the end of the program, the external evaluator will hold key informant interviews with school officials, and a focus group with each target group to determine component effectiveness. To qualitatively assess the effectiveness of the Bullying Prevention component, training participants will be surveyed at the completion of the trainings. At the end of the program, the external evaluator will hold key informant interviews with school officials, and a focus group with each target group to determine component effectiveness. To qualitatively assess the effectiveness of the Partnership for Student Success component focus groups will be held with youth and families. Quantitative data will be analyzed according to the table below.

**6.4** Applied Survey Research will confirm key outcomes and develop tools to measure outcomes in accordance with best practices. The proposed evaluation will employ a mixed-methods design, employing quantitative and qualitative data to assess the various overall program components progress toward accomplishing outputs and outcomes associated with implementation.

**Process & Outcome Evaluation**

	<b>Goal 1 Threat Assessment</b>	<b>Goal 2 Bullying prevention</b>	<b>Goal 3 Partnership for student success</b>
<b>PROCESS Evaluation</b>			
<b>6.5</b> Estimated number of participants	Four trainings per year per stakeholder type <ul style="list-style-type: none"> <li>• 50 participants per staff training</li> <li>• 100 participants per student training</li> </ul>	Two trainings per year per stakeholder type <ul style="list-style-type: none"> <li>• 25 participants per staff training</li> <li>• 50 participants per student training</li> </ul>	50 youth per quarter Estimated total: 200 participants

	<ul style="list-style-type: none"> <li>• 20 participants per parent training</li> </ul> Yearly technical assistance for 12 Estimated total: 712 participants	<ul style="list-style-type: none"> <li>• 15 participants per parent training</li> </ul> Estimated total: 230 participants	
<b>6.6</b> Plan for tracking participants	Attendance logs	Attendance logs	Records management system Grades and attendance will be tracked
<b>6.7</b> Plan to document services to each participant	Summary reports & agendas	Summary reports & agendas	Records management system
<b>6.8</b> Plan to document activities performed by staff	Retention of training presentation materials	Retention of training presentation materials	Records management system The number of service referrals and parent engagements will be tracked
<b>OUTCOME Evaluation</b>			
<b>6.9</b> Identify method of determining if the program achieved the program goals.	Applied Survey Research will review and analyze all qualitative and quantitative data collected and determine if each program component has achieved the set goals and objectives.		
<b>6.10</b> Outcome Variables	% of staff reporting preparedness to identify warning signs of a threat to school or emergency % of staff reporting preparedness to process and evaluate reports of threats % of students reporting preparedness to identify and report warning signs of a threat to school or emergency from peers in person	% of staff reporting increased understanding of harassment and victimization % of staff reporting willingness to intervene when witnessing bullying % of parents reporting willingness to intervene when witnessing bullying % of students reporting feeling safe at school	% graduating from high school % attaining driver's license % attaining work required documents % of youth reporting maintaining consistent employment % of parents involved with youth case planning and implementation # of days in school
<b>6.11</b> Outcomes	Coordinated and effective response to school threats and emergencies: <ul style="list-style-type: none"> <li>• School staff process and evaluate threat reports in a standardized and unified manner</li> <li>• School staff escalate threat reports in a standardized and unified manner</li> </ul>	Safe and supportive schools Decreased harassment Decreased victimization Increased bystander intervention by staff, parents and students	Decreased truancy Improved employment outcomes for vulnerable and at-risk youth Improved educational outcomes for vulnerable and at-risk youth Improved social-emotional well-being for vulnerable and at-risk youth Increased parental engagement

	<ul style="list-style-type: none"> <li>• School staff, students and parents can identify threat warning signs in person and online</li> </ul>		
<b>6.12</b> Criteria for determining participant success/failure	<p>Results of training participant surveys (staff, students and parents):</p> <ul style="list-style-type: none"> <li>• Level of understanding by staff, parents and students of threat warning signs, in person and online</li> <li>• Preparedness of staff to process, evaluate and escalate threat reports</li> </ul> <p># of trainings completed # of staff trained # of parents trained # of students trained # of technical assistance sessions completed</p>	<p>Results of training participant surveys (staff, students and parents):</p> <ul style="list-style-type: none"> <li>• Level of understanding by staff, parents and students of the definition of harassment and victimization</li> <li>• Level of willingness by staff, parents and students to intervene to stop bullying</li> </ul> <p># of trainings completed # of staff trained</p>	<p># of sessions completed # of parent engagements completed # of credits accrued # of days in school Graduation from high school Probation completed</p>

## **SECTION VII: Capability and Qualifications to Provide Services**

**7.1 - 7.3** The Santa Cruz County Sheriff’s Office is a recognized leader in 21st Century policing and a recipient of the 2018 James Q. Wilson Award for Excellence in Community Policing. In 2015, the Sheriff’s Office launched a successful JAG-funded sobering center to address public intoxication and reduce alcohol-related jail bookings. The project continues to divert over 2,000 alcohol-related bookings per year. CSSP steering committee has assembled a highly experienced team of educators, community leaders, law enforcement professionals, and probation officers that will bring a balance of hands-on experience and change agents to the program oversight.







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
Community Action Board	Education and Support Services for Probation Youth	\$70,000
		\$0
		\$0
		\$0
		\$0
		\$0
		\$0
<b>TOTALS</b>		<b>\$70,000</b>

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

The Community Action Board (CAB) will play an integral role in providing employment readiness services to CSSP student participants. Youth will learn job readiness skills including resume writing, job search, interview preparation and work ethic. Services will be augmented to include pre-employment navigation support (defined as the ability to access work required documents such as acquiring of birth certificates, California IDs and Social Security Cards, school records, and work authorization paperwork) that will help in the job attainment process. Youth need extra support to access the necessary requirements for employment due to their parents' barriers (language, transportation, or work schedules). Case Managers will serve as Employment Support Specialists who will prepare youth and then refer and place them into possible employment opportunities. It is important to note that CAB has been focusing on the southern area of the county where the disparities for youth of color are more prevalent.

**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:**

n/a

<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
<b>Example:</b> Data Collection & Reporting Efforts @ 7%	\$10,329
Data Collection & Reporting Efforts (Applied Survey Research) @ 5%	\$31,827
	\$0
	\$0
	\$0
<b>TOTAL</b>	<b>\$31,827</b>

**Data Collection, Reporting and Evaluation Efforts**

Applied Survey Research (ASR) will confirm key outcomes and develop tools to measure outcomes in accordance with best practices. The proposed evaluation will employ a mixed-methods design, employing quantitative and qualitative data to assess the various overall program components progress toward accomplishing outputs and outcomes associated with implementation. Process and outcome components of the evaluation will utilize data from multiple sources and perspectives (focus groups, key informant interviews and surveys). ASR will provide technical assistance to ensure consistency in data collection.

<b>7. Other (Travel, Training, etc.)</b>		
Description	Calculation for Expense	Grant Funds
<b>Example:</b> Training Classes	\$500/partipant x 30 participants	\$15,000
		\$0
		\$0
		\$0
		\$0
		\$0
		\$0
		\$0
		\$0
		\$0
<b>TOTAL</b>		<b>\$0</b>

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

n/a

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

2018 JAG Program      Applicant County: Santa Cruz County

**Year 2: Project Budget**

Budget Line Item	Grant Funds
1. Salaries and Benefits	\$250,940
2. Services and Supplies	\$14,000
3. Professional Services	\$301,600
4. Non-Governmental Organization (NGO) Subcontracts	\$70,000
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>	\$31,827
7. Other (Travel, Training, etc.)	\$0
<b>TOTAL</b>	<b>\$668,367</b>

**1. Salaries and Benefits**

Name and Title	(% FTE <u>or</u> Hourly Rate) & Benefits	Grant Funds
SRO Sergeant	\$55.63/hour x 40 hours/week + Benefits = \$200,342	\$200,342
Assistant Division Director	.25 FTE @ \$155,685 = \$38921 + Benefits = \$50,598	\$50,598
<b>TOTAL</b>		<b>\$250,940</b>

**Salaries and Benefits Narrative:**

The SRO Sergeant is a supervisory position that will oversee the THREAT ASSESSMENT and BULLYING PREVENTION components of the Comprehensive School Safety Program (CSSP). The SRO Sergeant's role will be to formulate, organize and monitor program initiatives as they relate to threat assessment and bullying prevention. This role will report directly to the CSSP Steering Committee and will be accountable for providing timely reports describing the progress and efficacy of related projects throughout their lifecycle. The SRO Sergeant will oversee three School Resource Officers, as well as activities of the Safety Coordinator in conjunction with the County Office of Education. +++ The Assistant Division Director is a supervisory role housed at the Santa Cruz County Probation Department that will ensure achievement of project goals related to the JUVENILE DELINQUENCY module of the CSSP, and will also report to the CSSP Steering Committee on a quarterly basis. This role will oversee activities of both Project Specialists described below in conjunction with the County Office of Education. The Assistant Division Director will ensure effective coordination between the Project Specialists and the contracted CBO, the Community Action Board.

<b>2. Services and Supplies</b>		
Description of Services or Supplies	Calculation for Expenditure	Grant Funds
Training Materials	\$10 x 1,400 Participants	\$14,000
		\$0
		\$0
		\$0
		\$0
		\$0
		\$0
		\$0
<b>TOTAL</b>		<b>\$14,000</b>

**Services and Supplies Narrative:**

Because the CSSP will involve many training events over the project lifecycle, it is crucial that program managers have funding to provide quality training materials such as pamphlets, workbooks, pens and paper. Between the training modules associated with THREAT ASSESSMENT and BULLYING PREVENTION, it is estimated that the CSSP will interact with approximately 1,400 participants across different stakeholder types. At an estimated \$10 per participant, the annual expense is projected to be \$1,400.

<b>3. Professional Services</b>		
Description of Professional Service(s)	Calculation for Expenditure	Grant Funds
Safety Coordinator	$\$46.39/\text{hour} \times 40 \text{ hours/week} = \$96,500 + \text{Benefits} = \$125,450$	\$125,450
Project Specialist	$\$32.57/\text{hour} \times 40 \text{ hours/week} = \$67,750 + \text{Benefits} = \$88,075$	\$88,075
Project Specialist	$\$32.57/\text{hour} \times 40 \text{ hours/week} = \$67,750 + \text{Benefits} = \$88,075$	\$88,075
		\$0
		\$0
		\$0
		\$0
<b>TOTAL</b>		<b>\$301,600</b>

**Professional Services Narrative:**

The role of the Safety Coordinator, housed at the County Office of Education, will be to coordinate all activities related to the THREAT ASSESSMENT module of the CSSP. Such activities will include designing and developing training programs for a diverse set of stakeholders regarding threat assessment procedures throughout Santa Cruz County secondary schools, gathering feedback from trainers and trainees after each educational session, partnering with internal stakeholders regarding instructional design. +++ The two Project Specialists included in the budget will be ensure daily duties are met regarding the JUVENILE DELINQUENCY module of the CSSP. One of the positions will focus exclusively on economically disadvantaged areas of the county to ensure project activities are targeting disadvantaged youth and minorities in accordance with CSSP's goal of addressing racial equity. The second Project Specialist will focus on expanding the Partnership for Student Success to other school districts throughout the county.

4. Non-Governmental Organizations (NGO) Subcontracts		
Description of Subcontract	Calculation for Expenditure	Grant Funds
Community Action Board	Education and Support Services for Probation Youth	\$70,000
		\$0
		\$0
		\$0
		\$0
		\$0
		\$0
<b>TOTALS</b>		<b>\$70,000</b>

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

The Community Action Board (CAB) will play an integral role in providing employment readiness services to CSSP student participants. Youth will learn job readiness skills including resume writing, job search, interview preparation and work ethic. Services will be augmented to include pre-employment navigation support (defined as the ability to access work required documents such as acquiring of birth certificates, California IDs and Social Security Cards, school records, and work authorization paperwork) that will help in the job attainment process. Youth need extra support to access the necessary requirements for employment due to their parents' barriers (language, transportation, or work schedules). Case Managers will serve as Employment Support Specialists who will prepare youth and then refer and place them into possible employment opportunities. It is important to note that CAB has been focusing on the southern area of the county where the disparities for youth of color are more prevalent.

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:**

n/a

<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 @ 5%	\$31,827
	\$0
	\$0
	\$0
<b>TOTAL</b>	<b>\$31,827</b>

**Data Collection, Reporting and Evaluation Efforts**

Applied Survey Research (ASR) will confirm key outcomes and develop tools to measure outcomes in accordance with best practices. The proposed evaluation will employ a mixed-methods design, employing quantitative and qualitative data to assess the various overall program components progress toward accomplishing outputs and outcomes associated with implementation. Process and outcome components of the evaluation will utilize data from multiple sources and perspectives (focus groups, key informant interviews and surveys). ASR will provide technical assistance to ensure consistency in data collection.

<b>7. Other (Travel, Training, etc.)</b>		
Description	Calculation for Expense	Grant Funds
		\$0
		\$0
		\$0
		\$0
		\$0
		\$0
		\$0
		\$0
		\$0
<b>TOTAL</b>		<b>\$0</b>

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

n/a



2. Services and Supplies		
Description of Services or Supplies	Calculation for Expenditure	Grant Funds
Training Materials	\$10 x 1,400 Participants	\$14,000
		\$0
		\$0
		\$0
		\$0
		\$0
		\$0
<b>TOTAL</b>		<b>\$14,000</b>

**Services and Supplies Narrative:**

Because the CSSP will involve many training events over the project lifecycle, it is crucial that program managers have funding to provide quality training materials such as pamphlets, workbooks, pens and paper. Between the training modules associated with THREAT ASSESSMENT and BULLYING PREVENTION, it is estimated that the CSSP will interact with approximately 1,400 participants across different stakeholder types. At an estimated \$10 per participant, the annual expense is projected to be \$1,400.

3. Professional Services		
Description of Professional Service(s)	Calculation for Expenditure	Grant Funds
Safety Coordinator	\$46.39/hour x 40 hours/week = \$96,500 + Benefits = \$125,450	\$125,450
Project Specialist	\$32.57/hour x 40 hours/week = \$67,750 + Benefits = \$88,075	\$88,075
Project Specialist	\$32.57/hour x 40 hours/week = \$67,750 + Benefits = \$88,075	\$88,075
		\$0
		\$0
		\$0
		\$0
<b>TOTAL</b>		<b>\$301,600</b>

**Professional Services Narrative:**

The role of the Safety Coordinator, housed at the County Office of Education, will be to coordinate all activities related to the THREAT ASSESSMENT module of the CSSP. Such activities will include designing and developing training programs for a diverse set of stakeholders regarding threat assessment procedures throughout Santa Cruz County secondary schools, gathering feedback from trainers and trainees after each educational session, partnering with internal stakeholders regarding instructional design. +++ The two Project Specialists included in the budget will be ensure daily duties are met regarding the JUVENILE DELINQUENCY module of the CSSP. One of the positions will focus exclusively on economically disadvantaged areas of the county to ensure project activities are targeting disadvantaged youth and minorities in accordance with CSSP's goal of addressing racial equity. The second Project Specialist will focus on expanding the Partnership for Student Success to other school districts throughout the county.



4. Non-Governmental Organizations (NGO) Subcontracts		
Description of Subcontract	Calculation for Expenditure	Grant Funds
Community Action Board	Education and Support Services for Probation Youth	\$70,000
		\$0
		\$0
		\$0
		\$0
		\$0
		\$0
<b>TOTALS</b>		<b>\$70,000</b>

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

The Community Action Board (CAB) will play an integral role in providing employment readiness services to CSSP student participants. Youth will learn job readiness skills including resume writing, job search, interview preparation and work ethic. Services will be augmented to include pre-employment navigation support (defined as the ability to access work required documents such as acquiring of birth certificates, California IDs and Social Security Cards, school records, and work authorization paperwork) that will help in the job attainment process. Youth need extra support to access the necessary requirements for employment due to their parents' barriers (language, transportation, or work schedules). Case Managers will serve as Employment Support Specialists who will prepare youth and then refer and place them into possible employment opportunities. It is important to note that CAB has been focusing on the southern area of the county where the disparities for youth of color are more prevalent.

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

**Equipment/Fixed Assets Narrative:**

n/a

<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 @ 5%	\$31,827
	\$0
	\$0
	\$0
<b>TOTAL</b>	<b>\$31,827</b>

**Data Collection, Reporting and Evaluation Efforts**

Applied Survey Research (ASR) will confirm key outcomes and develop tools to measure outcomes in accordance with best practices. The proposed evaluation will employ a mixed-methods design, employing quantitative and qualitative data to assess the various overall program components progress toward accomplishing outputs and outcomes associated with implementation. Process and outcome components of the evaluation will utilize data from multiple sources and perspectives (focus groups, key informant interviews and surveys). ASR will provide technical assistance to ensure consistency in data collection.

<b>7. Other (Travel, Training, etc.)</b>		
Description	Calculation for Expense	Grant Funds
		\$0
		\$0
		\$0
		\$0
		\$0
		\$0
		\$0
		\$0
		\$0
<b>TOTAL</b>		<b>\$0</b>

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

n/a

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

**2018 JAG Program      Applicant County:** Santa Cruz County

**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	\$668,367	\$668,367	\$668,367	\$2,005,101
1. Prevention and Education Programs	\$668,367	\$668,367	\$668,367	\$2,005,101
2. Law Enforcement Programs				\$0
3. Courts, Prosecution, Defense and Indigent Defense				\$0
<i>PPA allocations must equal the total grant funds requested*: Totals</i>	<b>\$668,367</b>	<b>\$668,367</b>	<b>\$668,367</b>	<b>\$2,005,101</b>

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

Year 1: Project Budget Table	
Budget Line Item	Grant Funds
1. Salaries and Benefits	\$250,940
2. Services and Supplies	\$14,000
3. Professional Services	\$301,600
4. Non-Governmental Organization (NGO) Subcontracts	\$70,000
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>	\$31,827
7. Other (Travel, Training, etc.)	\$0
<b>TOTAL</b>	<b>\$668,367</b>

Year 2: Project Budget Table	
Budget Line Item	Grant Funds
1. Salaries and Benefits	\$250,940
2. Services and Supplies	\$14,000
3. Professional Services	\$301,600
4. Non-Governmental Organization (NGO) Subcontracts	\$70,000
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>	\$31,827
7. Other (Travel, Training, etc.)	\$0
<b>TOTAL</b>	<b>\$668,367</b>

Year 3: Project Budget Table	
Budget Line Item	Grant Funds
1. Salaries and Benefits	\$250,940
2. Services and Supplies	\$14,000
3. Professional Services	\$301,600
4. Non-Governmental Organization (NGO) Subcontracts	\$70,000
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>	\$31,827
7. Other (Travel, Training, etc.)	\$0
<b>TOTAL</b>	<b>\$668,367</b>

## Appendix C: Local JAG Steering Committee Member Roster

### Local JAG Steering Committee – County of Santa Cruz

Name	Title	Agency/Organization	Phone Number	Email Address
Craig Wilson	Undersheriff	Santa Cruz County Sheriff's Office	831-454-7612	Craig.Wilson@santacruzcounty.us
Mitch Medina	Chief Deputy	Santa Cruz County Sheriff's Office	831-454-7632	Mitchell.Medina@santacruzcounty.us
Fernando Giraldo	Chief Probation Officer	Santa Cruz County Probation	831-454-3207	Fernando.Giraldo@santacruzcounty.us
Valerie Thompson	Assistant Chief Probation Officer	Santa Cruz County Probation	831-454-3835	Valerie.Thompson@santacruzcounty.us
Michael Paynter	Director of Student Services	Santa Cruz Office of Education	831-466-5729	mpaynter@santacruzcoe.org
Bryan Wall	Executive Director/ BASTA	Santa Cruz Office of Education	831-466-5905	bwall@santacruzcoe.org
Ruth Gonzalez	Manager, Risk and Safety	Pajaro Valley Unified School District	831-786-2100	ruth_gonzalez@pvusd.net

## 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 Santa Cruz: JAG Strategy - Year One

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

**Priority Need Area:** (1) School Violence

Project Component / Activity	Agency / Organization Responsible	Expected Outcome (Measurable)	How Progress will be Tracked (e.g. data collection)	Timeline / Benchmarks
School Threat Assessment	County Office of Education	Evaluate threat reports in a standardized and unified manner	Threat Assessment Drill	Q4 2020
School Threat Assessment	County Office of Education	Student participants can identify threat warning signs in person and online	Participant Survey	Q4 2020
School Threat Assessment	County Office of Education	Parent participants can identify threat warning signs in person and online	Participant Survey	Q4 2020

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

**Priority Need Area:** (1) School Violence

Project Component / Activity	Agency / Organization Responsible	Expected Outcome (Measurable)	How Progress will be Tracked (e.g. data collection)	Timeline / Benchmarks
Bullying Prevention	Santa Cruz Sheriff's Office	Decreased harassment	Focus Group	Q4 2020
Bullying Prevention	Santa Cruz Sheriff's Office	Decreased victimization	Focus Group	Q4 2020
Bullying Prevention	Santa Cruz Sheriff's Office	Increased bystander intervention by staff, parents and students	Key informant interviews	Q4 2020

**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
Partnership for Student Success	Santa Cruz Probation	Decreased truancy	School Records Management	Q4 2020

Partnership for Student Success	Community Action Board	Improved employment outcomes for vulnerable and at-risk youth	Focus Group	Q4 2020
Partnership for Student Success	Santa Cruz Probation	Decreased number of youth entering the justice system	Records Management	Q4 2020
Partnership for Student Success	Santa Cruz Probation	Decreased recidivism for justice-involved youth	Records Management	Q4 2020

**County of Santa Cruz: JAG Strategy - Year Two**

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

Priority Need Area: (1) School Violence

<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>
School Threat Assessment	County Office of Education	Evaluate threat reports in a standardized and unified manner	Threat Assessment Drill	Q4 2021
School Threat Assessment	County Office of Education	Student participants can identify threat warning signs in person and online	Participant Survey	Q4 2021
School Threat Assessment	County Office of Education	Parent participants can identify threat warning signs in person and online	Participant Survey	Q4 2021

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

Priority Need Area: (1) School Violence

<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>
Bullying Prevention	Santa Cruz Sheriff's Office	Decreased harassment	Focus Group	Q4 2021
Bullying Prevention	Santa Cruz Sheriff's Office	Decreased victimization	Focus Group	Q4 2021
Bullying Prevention	Santa Cruz Sheriff's Office	Increased bystander intervention by staff, parents and students	Key informant interviews	Q4 2021

**JAG Program Purpose Area:** Choose an item.

Priority Need Area: Choose an item.

<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>
Partnership for Student Success	Santa Cruz Probation	Decreased truancy	School Records Management	Q4 2021
Partnership for Student Success	Community Action Board	Improved employment outcomes for vulnerable and at-risk youth	Focus Group	Q4 2021
Partnership for Student Success	Santa Cruz Probation	Decreased number of youth entering the justice system	Records Management	Q4 2021
Partnership for Student Success	Santa Cruz Probation	Decreased recidivism for justice-involved youth	Records Management	Q4 2021

**County of Santa Cruz: JAG Strategy - Year Three**

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

Priority Need Area: (1) School Violence

<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>
School Threat Assessment	County Office of Education	Evaluate threat reports in a standardized and unified manner	Threat Assessment Drill	Q4 2022
School Threat Assessment	County Office of Education	Student participants can identify threat warning signs in person and online	Participant Survey	Q4 2022
School Threat Assessment	County Office of Education	Parent participants can identify threat warning signs in person and online	Participant Survey	Q4 2022

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

Priority Need Area: (1) School Violence

<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>
Bullying Prevention	Santa Cruz Sheriff's Office	Decreased harassment	Focus Group	Q4 2022
Bullying Prevention	Santa Cruz Sheriff's Office	Decreased victimization	Focus Group	Q4 2022
Bullying Prevention	Santa Cruz Sheriff's Office	Increased bystander intervention by staff, parents and students	Key informant interviews	Q4 2022

**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>
Partnership for Student Success	Santa Cruz Probation	Decreased truancy	School Records Management	Q4 2022
Partnership for Student Success	Community Action Board	Improved employment outcomes for vulnerable and at-risk youth	Focus Group	Q4 2022
Partnership for Student Success	Santa Cruz Probation	Decreased number of youth entering the justice system	Records Management	Q4 2022
Partnership for Student Success	Santa Cruz Probation	Decreased recidivism for justice-involved youth	Records Management	Q4 2022





**BOARD OF EDUCATION**

Ms. Jane Royer Barr  
Ms. Rose Filicetti  
Ms. Sandra Nichols  
Ms. Sue Roth  
Mr. Dana M. Sales  
Mr. Abel Sanchez  
Mr. Bruce Van Allen

Dr. Faris Sabbah, Superintendent • 400 Encinal Street, Santa Cruz, CA 95060 • Tel (831) 466-5600 • Fax (831) 466-5607 • [www.santacruzcoe.org](http://www.santacruzcoe.org)

March 25, 2019

Santa Cruz County Sheriff's Office  
5200 Soquel Avenue  
Santa Cruz, CA 95062

Sheriff Jim Hart:

This letter represents an agreement between The Santa Cruz County Office of Education and the Santa Cruz County Sheriff's Office explaining the support and services provided for the proposed Santa Cruz County Comprehensive School Safety Program (CSSP), a JAG project, including membership and participation on the CSSP Steering Committee.

CSSP is a multi-agency, countywide program that seeks to address issues related to school safety and juvenile delinquency by:

Representatives from the Sheriff's Office, Probation Department and the County Office of Education pursuing identified core priorities related to school safety and juvenile delinquency such as:

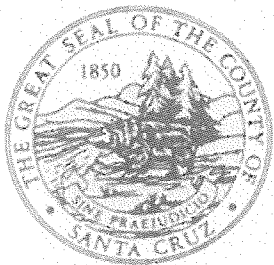
- Developing a standardized school threat response in cooperation with local emergency responders.
- Ensuring Teachers, Parents and students Are Committed to Addressing Bullying.
- Utilizing the practices of restorative justice and addressing the socio-emotional needs of probation youth.

The CSSP Steering Committee is comprised of stakeholders representing diverse disciplines who have experience and expertise in issues related to school safety and juvenile delinquency. The Steering Committee will convene quarterly throughout the three-year term of the program. Its central role will be to provide input and oversight regarding strategies, timetables and implementation of services as they relate to CSSP. Committee members will work collectively to monitor risks to the project and to ensure program quality through monthly reviews of quantitative and qualitative program data.

Sincerely,

A handwritten signature in blue ink, appearing to read 'Faris Sabbah'.

Dr. Faris Sabbah  
Santa Cruz County Superintendent of Schools  
Santa Cruz County Office of Education



# County of Santa Cruz

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## PROBATION DEPARTMENT

P.O. Box 1812, Santa Cruz, CA 95061-1812  
(831) 454-2150 FAX: (831) 454-3327

**FERNANDO GIRALDO**  
CHIEF PROBATION OFFICER

April 16, 2019

Santa Cruz County Sheriff's Office  
5200 Soquel Avenue  
Santa Cruz, CA 95062

Dear Sheriff Jim Hart:

This letter is a letter of agreement between The Santa Cruz Probation Department and the Santa Cruz County Sheriff's Office that explains the support and services provided for the proposed Santa Cruz County Comprehensive School Safety Program (CSSP), a JAG project, including membership and participation on the CSSP Steering Committee.

CSSP is a multi-agency, countywide program that seeks to address issues related to school safety and juvenile delinquency by:

Representatives from the Sheriff's Office, Probation Department and the County Office of Education identified core priorities related to school safety and juvenile delinquency such as:

- Developing a standardized school threat response in cooperation with local emergency responders.
- Ensuring Teachers, Parents and students Are Committed to Addressing Bullying
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Regards,

---

Fernando Giraldo, Chief Probation Officer

March 25, 2019

Santa Cruz County Sheriff's Office  
5200 Soquel Avenue  
Santa Cruz, CA 95062

Dear Sheriff Jim Hart:

This letter is a letter of agreement, support, and acknowledgement of membership to the Comprehensive School Safety Program (CSSP) Local Steering Committee, which will meet quarterly beginning in the fourth quarter of 2019 if the associated Justice Assistance Grant proposal is successfully funded.

CSSP is a multi-agency, countywide program that seeks to address issues related to school safety and juvenile delinquency by:

Representatives from the Sheriff's Office, Probation Department and the County Office of Education identified core priorities related to school safety and juvenile delinquency such as:

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- Ensuring Teachers, Parents and students Are Committed to Addressing Bullying
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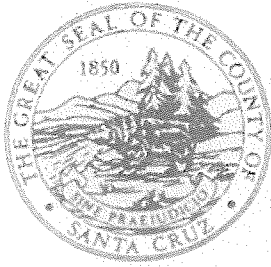
Regards,

*Craig Wilson, Undersheriff*

(NAME, TITLE)

*4-19-19*

(DATE)



# County of Santa Cruz

---

## PROBATION DEPARTMENT

P.O. Box 1812, Santa Cruz, CA 95061-1812  
(831) 763-8070 FAX: (831) 763-8180

**FERNANDO GIRALDO**  
CHIEF PROBATION OFFICER

March 25, 2019

Santa Cruz County Sheriff's Office  
5200 Soquel Avenue  
Santa Cruz, CA 95062

Dear Sheriff Jim Hart:

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Regards,

*Fernando Giraldo, Chief Probation Officer*

4-19-2019



**BOARD OF EDUCATION**

Ms. Jane Royer Barr  
Ms. Rose Filicetti  
Ms. Sandra Nichols  
Ms. Sue Roth  
Mr. Dana M. Sales  
Mr. Abel Sanchez  
Mr. Bruce Van Allen

Dr. Faris Sabbah, Superintendent • 400 Encinal Street, Santa Cruz, CA 95060 • Tel (831) 466-5600 • Fax (831) 466-5607 • [www.santacruzcoe.org](http://www.santacruzcoe.org)

March 25, 2019

Santa Cruz County Sheriff's Office  
5200 Soquel Avenue  
Santa Cruz, CA 95062

Dear Sheriff Jim Hart:

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Regards,

A handwritten signature in blue ink, appearing to read 'M. Paynter', is written over a light blue horizontal line.

Michael Paynter Ed.D., LMFT  
*Director, Student Support Services Department*  
*Alternative Education Programs Administrator*  
Santa Cruz County Office Of Education  
(831) 466-5729 Voice  
(831) 466-5730 Fax

March 25, 2019

Santa Cruz County Sheriff's Office  
5200 Soquel Avenue  
Santa Cruz, CA 95062

Dear Sheriff Jim Hart:

This letter is a letter of agreement, support, and acknowledgement of membership to the Comprehensive School Safety Program (CSSP) Local Steering Committee, which will meet quarterly beginning in the fourth quarter of 2019 if the associated Justice Assistance Grant proposal is successfully funded.

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Regards,

MITCH MEDINA, CHIEF DEPUTY

(NAME, TITLE)

4/22/19

(DATE)

March 25, 2019

Santa Cruz County Sheriff's Office  
5200 Soquel Avenue  
Santa Cruz, CA 95062

Dear Sheriff Jim Hart:

This letter is a letter of agreement, support, and acknowledgement of membership to the Comprehensive School Safety Program (CSSP) Local Steering Committee, which will meet quarterly beginning in the fourth quarter of 2019 if the associated Justice Assistance Grant proposal is successfully funded.

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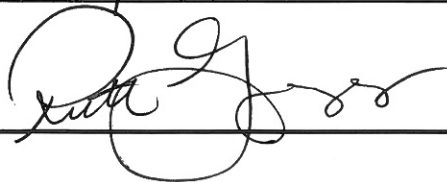
Regards,

Ruth Gonzalez, Risk and Safety Manager for PVUSD

(NAME, TITLE)

4/22/19

(DATE)



# County of Santa Cruz

---

## PROBATION DEPARTMENT

P.O. Box 1812, Santa Cruz, CA 95061-1812  
(831) 454-3800 FAX: (831) 454-3827

**FERNANDO GIRALDO**  
CHIEF PROBATION OFFICER



March 25, 2019

Santa Cruz County Sheriff's Office  
5200 Soquel Avenue  
Santa Cruz, CA 95062

Dear Sheriff Jim Hart:

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Regards,

 March 25, 2019  
Valerie M. Thompson  
Assistant Chief Probation Officer  
County of Santa Cruz Probation Department



March 25, 2019

Santa Cruz County Sheriff's Office  
5200 Soquel Avenue  
Santa Cruz, CA 95062

Dear Sheriff Jim Hart:

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Regards,

BRYAN WALL, EXECUTIVE DIRECTOR, COUNTY OFFICE OF EDUCATION

UNABLE TO SIGN BY SUBMISSION DEADLINE

---

(NAME, TITLE)

Operational Agreement

This operational agreement stands as evidence that the Santa Cruz County Sheriff's Office and the Community Action Board (CAB) intend to work together toward the goal of reducing school violence and juvenile delinquency in Santa Cruz County as outlined in the Comprehensive School Safety Program's (CSSP) three-year JAG proposal. Both organizations believe that implementation of the CSSP, as described within this application, will further this goal. Each organization agrees to participate in the JAG program, if selected for funding, as outlined within.

The Santa Cruz County Sheriff's Office will coordinate JAG services and activities with CAB through:

- Project staff being readily available to CAB for service provision through email, phone calls, and personal meetings.
- Regularly scheduled quarterly Steering Committee meetings to discuss strategies, timetables and implementation of services.

Roles and responsibilities of the Santa Cruz County Sheriff's Office:

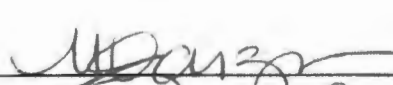
- Chair and coordinate the JAG Steering Committee
- Develop, execute and monitor a subcontract with CAB
- Monitor Collection and analysis of data and reports
- Provide ongoing assistance and support to program partners

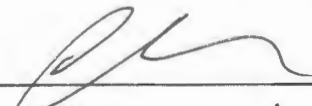
Roles and Responsibilities of Community Action Board

- Participate in quarterly JAG Steering Committee meetings
- Cooperate with program partners to collect and share data and other information
- Receive referrals from CSSP partners and provide workplace readiness skills as outlined within

The Santa Cruz County Sheriff's Office anticipates providing a total of \$210,000 to the Community Action Board, if funding is received for the program, for the period of October 1 2019 to September 30, 2022, dependent on California's JAG Allocations.

We the undersigned, as authorized representatives of the Santa Cruz County Sheriff's Office and the Community Action Board do hereby approve this document.

Signature  Date 4/19/19  
Name and Title Maria Elena De La Garza  
Organization Community Action Board of Santa Cruz County Inc.

Signature  Date 4/22/19  
Name and Title Craig Wilson - Undersheriff  
Organization Santa Cruz Co. Sheriff's Office

## Operational Agreement

This operational agreement stands as evidence that the Santa Cruz County Sheriff's Office and Applied Survey Research (ASR) intend to work together toward the goal of reducing school violence and juvenile delinquency in Santa Cruz County as outlined in the Comprehensive School Safety Program's (CSSP) three-year JAG proposal. Both organizations believe that implementation of the CSSP, as described within this application, will further this goal. Each organization agrees to participate in the JAG program, if selected for funding, as outlined within.

The Santa Cruz County Sheriff's Office will coordinate JAG services and activities with ASR through:

- Project staff being readily available to ASR for service provision through email, phone calls, and personal meetings.
- Regularly scheduled quarterly Steering Committee meetings to discuss strategies, timetables and implementation of services.

Roles and responsibilities of the Santa Cruz County Sheriff's Office:

- Chair and coordinate the JAG Steering Committee
- Develop, execute and monitor a subcontract with ASR
- Review and accept data analysis and reports generated by ASR
- Provide direction to ASR in the development of data points and reports
- Provide ongoing assistance and support to program partners

Roles and Responsibilities of Applied Survey Research

- Develop a local evaluation plan as described in the JAG
- Develop instruments for the implementation of data
- Develop protocol for data collection and management
- Accept data from program partners, conduct data entry, cleaning and analysis on a quarterly basis
- Provide quarterly progress reports as described in the JAG
- Provide a final local evaluation report as described in the JAG
- Submit financial reports quarterly to the JAG steering committee chair
- Coordinate with program partners on data collection procedures and quality control as well as share summary reports and other information

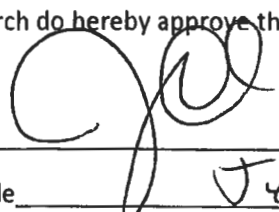
The Santa Cruz County Sheriff's Office anticipates providing a total of \$95,481 to Applied Survey Research, if funding is received for the program, for the period of October 1 2019 to September 30, 2022, dependent on California's JAG Allocations.

We the undersigned, as authorized representatives of the Santa Cruz County Sheriff's Office and Applied Survey Research do hereby approve this document.

Signature \_\_\_\_\_


Date \_\_\_\_\_

Name and Title \_\_\_\_\_

  
Jennifer Anderson-Ochoa  
Senior Research Analyst III

8/19/19

Organization Applied Survey Research

Signature  Date 4/22/19

Name and Title Craig Wilson - Undersheriff

Organization Santa Cruz Co. Sheriff's Office

Section VIII: Project Budget and Budget Narrative

2018 JAG Program     Applicant County: Santa Cruz County

Year 1: Project Budget

Budget Line Item	Grant Funds
1. Salaries and Benefits	\$250,940
2. Services and Supplies	\$14,000
3. Professional Services	\$301,600
4. Non-Governmental Organization (NGO) Subcontracts	\$70,000
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>	\$31,827
7. Other (Travel, Training, etc.)	\$0
<b>TOTAL</b>	<b>\$668,367</b>

**1. Salaries and Benefits**

Name and Title	(% FTE <u>or</u> 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
SRO Sergeant	\$55.63/hour x 40 hours/week + Benefits = \$200,342	\$200,342
Assistant Division Director	.25 FTE @ \$155,685 = \$38921 + Benefits = \$50,598	\$50,598
		\$0
		\$0
		\$0
		\$0
		\$0
		\$0
		\$0
		\$0
		\$0
		\$0
		\$0
<b>TOTAL</b>		<b>\$250,940</b>

**Salaries and Benefits Narrative:**

The SRO Sergeant is a supervisory position that will oversee the THREAT ASSESSMENT and BULLYING PREVENTION components of the Comprehensive School Safety Program (CSSP). The SRO Sergeant's role will be to formulate, organize and monitor program initiatives as they relate to threat assessment and bullying prevention. This role will report directly to the CSSP Steering Committee and will be accountable for providing timely reports describing the progress and efficacy of related projects throughout their lifecycle. The SRO Sergeant will oversee three School Resource Officers, as well as activities of the Safety Coordinator in conjunction with the County Office of Education. +++ The Assistant Division Director is a supervisory role housed at the Santa Cruz County Probation Department that will ensure achievement of project goals related to the JUVENILE DELINQUENCY module of the CSSP, and will also report to the CSSP Steering Committee on a quarterly basis. This role will oversee activities of both Project Specialists described below in conjunction with the County Office of Education. The Assistant Division Director will ensure effective coordination between the Project Specialists and the contracted CBO, the Community Action Board.



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
Community Action Board	Education and Support Services for Probation Youth	\$70,000
		\$0
		\$0
		\$0
		\$0
		\$0
		\$0
		\$0
<b>TOTALS</b>		<b>\$70,000</b>

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

The Community Action Board (CAB) will play an integral role in providing employment readiness services to CSSP student participants. Youth will learn job readiness skills including resume writing, job search, interview preparation and work ethic. Services will be augmented to include pre-employment navigation support (defined as the ability to access work required documents such as acquiring of birth certificates, California IDs and Social Security Cards, school records, and work authorization paperwork) that will help in the job attainment process. Youth need extra support to access the necessary requirements for employment due to their parents' barriers (language, transportation, or work schedules). Case Managers will serve as Employment Support Specialists who will prepare youth and then refer and place them into possible employment opportunities. It is important to note that CAB has been focusing on the southern area of the county where the disparities for youth of color are more prevalent.

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:**

n/a

<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
<b>Example:</b> Data Collection & Reporting Efforts @ 7%	\$10,329
Data Collection & Reporting Efforts (Applied Survey Research) @ 5%	\$31,827
	\$0
	\$0
	\$0
<b>TOTAL</b>	<b>\$31,827</b>

**Data Collection, Reporting and Evaluation Efforts**

Applied Survey Research (ASR) will confirm key outcomes and develop tools to measure outcomes in accordance with best practices. The proposed evaluation will employ a mixed-methods design, employing quantitative and qualitative data to assess the various overall program components progress toward accomplishing outputs and outcomes associated with implementation. Process and outcome components of the evaluation will utilize data from multiple sources and perspectives (focus groups, key informant interviews and surveys). ASR will provide technical assistance to ensure consistency in data collection.

<b>7. Other (Travel, Training, etc.)</b>		
Description	Calculation for Expense	Grant Funds
<b>Example:</b> Training Classes	\$500/partipant x 30 participants	\$15,000
		\$0
		\$0
		\$0
		\$0
		\$0
		\$0
		\$0
		\$0
		\$0
<b>TOTAL</b>		<b>\$0</b>

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

n/a



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

2018 JAG Program      Applicant County: Santa Cruz County

**Year 2: Project Budget**

Budget Line Item	Grant Funds
1. Salaries and Benefits	\$250,940
2. Services and Supplies	\$14,000
3. Professional Services	\$301,600
4. Non-Governmental Organization (NGO) Subcontracts	\$70,000
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>	\$31,827
7. Other (Travel, Training, etc.)	\$0
<b>TOTAL</b>	<b>\$668,367</b>

1. Salaries and Benefits		
Name and Title	(% FTE <u>or</u> Hourly Rate) & Benefits	Grant Funds
SRO Sergeant	\$55.63/hour x 40 hours/week + Benefits = \$200,342	\$200,342
Assistant Division Director	.25 FTE @ \$155,685 = \$38921 + Benefits = \$50,598	\$50,598
<b>TOTAL</b>		<b>\$250,940</b>

**Salaries and Benefits Narrative:**

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4. Non-Governmental Organizations (NGO) Subcontracts		
Description of Subcontract	Calculation for Expenditure	Grant Funds
Community Action Board	Education and Support Services for Probation Youth	\$70,000
		\$0
		\$0
		\$0
		\$0
		\$0
		\$0
<b>TOTALS</b>		<b>\$70,000</b>

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

The Community Action Board (CAB) will play an integral role in providing employment readiness services to CSSP student participants. Youth will learn job readiness skills including resume writing, job search, interview preparation and work ethic. Services will be augmented to include pre-employment navigation support (defined as the ability to access work required documents such as acquiring of birth certificates, California IDs and Social Security Cards, school records, and work authorization paperwork) that will help in the job attainment process. Youth need extra support to access the necessary requirements for employment due to their parents' barriers (language, transportation, or work schedules). Case Managers will serve as Employment Support Specialists who will prepare youth and then refer and place them into possible employment opportunities. It is important to note that CAB has been focusing on the southern area of the county where the disparities for youth of color are more prevalent.

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:**

n/a

<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 @ 5%	\$31,827
	\$0
	\$0
	\$0
<b>TOTAL</b>	<b>\$31,827</b>

**Data Collection, Reporting and Evaluation Efforts**

Applied Survey Research (ASR) will confirm key outcomes and develop tools to measure outcomes in accordance with best practices. The proposed evaluation will employ a mixed-methods design, employing quantitative and qualitative data to assess the various overall program components progress toward accomplishing outputs and outcomes associated with implementation. Process and outcome components of the evaluation will utilize data from multiple sources and perspectives (focus groups, key informant interviews and surveys). ASR will provide technical assistance to ensure consistency in data collection.

<b>7. Other (Travel, Training, etc.)</b>		
Description	Calculation for Expense	Grant Funds
		\$0
		\$0
		\$0
		\$0
		\$0
		\$0
		\$0
		\$0
		\$0
<b>TOTAL</b>		<b>\$0</b>

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

n/a



**2. Services and Supplies**

Description of Services or Supplies	Calculation for Expenditure	Grant Funds
Training Materials	\$10 x 1,400 Participants	\$14,000
		\$0
		\$0
		\$0
		\$0
		\$0
		\$0
<b>TOTAL</b>		<b>\$14,000</b>

**Services and Supplies Narrative:**

Because the CSSP will involve many training events over the project lifecycle, it is crucial that program managers have funding to provide quality training materials such as pamphlets, workbooks, pens and paper. Between the training modules associated with THREAT ASSESSMENT and BULLYING PREVENTION, it is estimated that the CSSP will interact with approximately 1,400 participants across different stakeholder types. At an estimated \$10 per participant, the annual expense is projected to be \$1,400.

**3. Professional Services**

Description of Professional Service(s)	Calculation for Expenditure	Grant Funds
Safety Coordinator	\$46.39/hour x 40 hours/week = \$96,500 + Benefits = \$125,450	\$125,450
Project Specialist	\$32.57/hour x 40 hours/week = \$67,750 + Benefits = \$88,075	\$88,075
Project Specialist	\$32.57/hour x 40 hours/week = \$67,750 + Benefits = \$88,075	\$88,075
		\$0
		\$0
		\$0
		\$0
<b>TOTAL</b>		<b>\$301,600</b>

**Professional Services Narrative:**

The role of the Safety Coordinator, housed at the County Office of Education, will be to coordinate all activities related to the THREAT ASSESSMENT module of the CSSP. Such activities will include designing and developing training programs for a diverse set of stakeholders regarding threat assessment procedures throughout Santa Cruz County secondary schools, gathering feedback from trainers and trainees after each educational session, partnering with internal stakeholders regarding instructional design. +++ The two Project Specialists included in the budget will be ensure daily duties are met regarding the JUVENILE DELINQUENCY module of the CSSP. One of the positions will focus exclusively on economically disadvantaged areas of the county to ensure project activities are targeting disadvantaged youth and minorities in accordance with CSSP's goal of addressing racial equity. The second Project Specialist will focus on expanding the Partnership for Student Success to other school districts throughout the county.

4. Non-Governmental Organizations (NGO) Subcontracts		
Description of Subcontract	Calculation for Expenditure	Grant Funds
Community Action Board	Education and Support Services for Probation Youth	\$70,000
		\$0
		\$0
		\$0
		\$0
		\$0
		\$0
<b>TOTALS</b>		<b>\$70,000</b>

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

The Community Action Board (CAB) will play an integral role in providing employment readiness services to CSSP student participants. Youth will learn job readiness skills including resume writing, job search, interview preparation and work ethic. Services will be augmented to include pre-employment navigation support (defined as the ability to access work required documents such as acquiring of birth certificates, California IDs and Social Security Cards, school records, and work authorization paperwork) that will help in the job attainment process. Youth need extra support to access the necessary requirements for employment due to their parents' barriers (language, transportation, or work schedules). Case Managers will serve as Employment Support Specialists who will prepare youth and then refer and place them into possible employment opportunities. It is important to note that CAB has been focusing on the southern area of the county where the disparities for youth of color are more prevalent.

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

**Equipment/Fixed Assets Narrative:**

n/a

**6. Data Collection, Reporting and Evaluation Efforts***Must be at least 5 percent (or \$25,000, whichever is greater) of the total grant award*

Description	Grant Funds
Data Collection & Reporting Efforts @ 5%	\$31,827
	\$0
	\$0
	\$0
<b>TOTAL</b>	<b>\$31,827</b>

**Data Collection, Reporting and Evaluation Efforts**

Applied Survey Research (ASR) will confirm key outcomes and develop tools to measure outcomes in accordance with best practices. The proposed evaluation will employ a mixed-methods design, employing quantitative and qualitative data to assess the various overall program components progress toward accomplishing outputs and outcomes associated with implementation. Process and outcome components of the evaluation will utilize data from multiple sources and perspectives (focus groups, key informant interviews and surveys). ASR will provide technical assistance to ensure consistency in data collection.

**7. Other (Travel, Training, etc.)**

Description	Calculation for Expense	Grant Funds
		\$0
		\$0
		\$0
		\$0
		\$0
		\$0
		\$0
		\$0
<b>TOTAL</b>		<b>\$0</b>

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

n/a



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

**2018 JAG Program      Applicant County:** Santa Cruz County

**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	\$668,367	\$668,367	\$668,367	\$2,005,101
1. Prevention and Education Programs	\$668,367	\$668,367	\$668,367	\$2,005,101
2. Law Enforcement Programs				\$0
3. Courts, Prosecution, Defense and Indigent Defense				\$0
<i>PPA allocations must equal the total grant funds requested*: Totals</i>	<b>\$668,367</b>	<b>\$668,367</b>	<b>\$668,367</b>	<b>\$2,005,101</b>

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

Year 1: Project Budget Table	
Budget Line Item	Grant Funds
1. Salaries and Benefits	\$250,940
2. Services and Supplies	\$14,000
3. Professional Services	\$301,600
4. Non-Governmental Organization (NGO) Subcontracts	\$70,000
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>	\$31,827
7. Other (Travel, Training, etc.)	\$0
<b>TOTAL</b>	<b>\$668,367</b>

Year 2: Project Budget Table	
Budget Line Item	Grant Funds
1. Salaries and Benefits	\$250,940
2. Services and Supplies	\$14,000
3. Professional Services	\$301,600
4. Non-Governmental Organization (NGO) Subcontracts	\$70,000
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>	\$31,827
7. Other (Travel, Training, etc.)	\$0
<b>TOTAL</b>	<b>\$668,367</b>

Year 3: Project Budget Table	
Budget Line Item	Grant Funds
1. Salaries and Benefits	\$250,940
2. Services and Supplies	\$14,000
3. Professional Services	\$301,600
4. Non-Governmental Organization (NGO) Subcontracts	\$70,000
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>	\$31,827
7. Other (Travel, Training, etc.)	\$0
<b>TOTAL</b>	<b>\$668,367</b>

## Appendix C: Local JAG Steering Committee Member Roster

### Local JAG Steering Committee – County of Santa Cruz

Name	Title	Agency/Organization	Phone Number	Email Address
Craig Wilson	Undersheriff	Santa Cruz County Sheriff's Office	831-454-7612	Craig.Wilson@santacruzcounty.us
Mitch Medina	Chief Deputy	Santa Cruz County Sheriff's Office	831-454-7632	Mitchell.Medina@santacruzcounty.us
Fernando Giraldo	Chief Probation Officer	Santa Cruz County Probation	831-454-3207	Fernando.Giraldo@santacruzcounty.us
Valerie Thompson	Assistant Chief Probation Officer	Santa Cruz County Probation	831-454-3835	Valerie.Thompson@santacruzcounty.us
Michael Paynter	Director of Student Services	Santa Cruz Office of Education	831-466-5729	mpaynter@santacruzcoe.org
Bryan Wall	Executive Director/ BASTA	Santa Cruz Office of Education	831-466-5905	bwall@santacruzcoe.org
Ruth Gonzalez	Manager, Risk and Safety	Pajaro Valley Unified School District	831-786-2100	ruth_gonzalez@pvusd.net

## 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 Santa Cruz: JAG Strategy - Year One

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

**Priority Need Area:** (1) School Violence

Project Component / Activity	Agency / Organization Responsible	Expected Outcome (Measurable)	How Progress will be Tracked (e.g. data collection)	Timeline / Benchmarks
School Threat Assessment	County Office of Education	Evaluate threat reports in a standardized and unified manner	Threat Assessment Drill	Q4 2020
School Threat Assessment	County Office of Education	Student participants can identify threat warning signs in person and online	Participant Survey	Q4 2020
School Threat Assessment	County Office of Education	Parent participants can identify threat warning signs in person and online	Participant Survey	Q4 2020

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

**Priority Need Area:** (1) School Violence

Project Component / Activity	Agency / Organization Responsible	Expected Outcome (Measurable)	How Progress will be Tracked (e.g. data collection)	Timeline / Benchmarks
Bullying Prevention	Santa Cruz Sheriff's Office	Decreased harassment	Focus Group	Q4 2020
Bullying Prevention	Santa Cruz Sheriff's Office	Decreased victimization	Focus Group	Q4 2020
Bullying Prevention	Santa Cruz Sheriff's Office	Increased bystander intervention by staff, parents and students	Key informant interviews	Q4 2020

**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
Partnership for Student Success	Santa Cruz Probation	Decreased truancy	School Records Management	Q4 2020

Partnership for Student Success	Community Action Board	Improved employment outcomes for vulnerable and at-risk youth	Focus Group	Q4 2020
Partnership for Student Success	Santa Cruz Probation	Decreased number of youth entering the justice system	Records Management	Q4 2020
Partnership for Student Success	Santa Cruz Probation	Decreased recidivism for justice-involved youth	Records Management	Q4 2020

**County of Santa Cruz: JAG Strategy - Year Two**

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

Priority Need Area: (1) School Violence

<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>
School Threat Assessment	County Office of Education	Evaluate threat reports in a standardized and unified manner	Threat Assessment Drill	Q4 2021
School Threat Assessment	County Office of Education	Student participants can identify threat warning signs in person and online	Participant Survey	Q4 2021
School Threat Assessment	County Office of Education	Parent participants can identify threat warning signs in person and online	Participant Survey	Q4 2021

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

Priority Need Area: (1) School Violence

<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>
Bullying Prevention	Santa Cruz Sheriff's Office	Decreased harassment	Focus Group	Q4 2021
Bullying Prevention	Santa Cruz Sheriff's Office	Decreased victimization	Focus Group	Q4 2021
Bullying Prevention	Santa Cruz Sheriff's Office	Increased bystander intervention by staff, parents and students	Key informant interviews	Q4 2021

**JAG Program Purpose Area:** Choose an item.

Priority Need Area: Choose an item.

<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>
Partnership for Student Success	Santa Cruz Probation	Decreased truancy	School Records Management	Q4 2021
Partnership for Student Success	Community Action Board	Improved employment outcomes for vulnerable and at-risk youth	Focus Group	Q4 2021
Partnership for Student Success	Santa Cruz Probation	Decreased number of youth entering the justice system	Records Management	Q4 2021
Partnership for Student Success	Santa Cruz Probation	Decreased recidivism for justice-involved youth	Records Management	Q4 2021

**County of Santa Cruz: JAG Strategy - Year Three**

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

Priority Need Area: (1) School Violence

<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>
School Threat Assessment	County Office of Education	Evaluate threat reports in a standardized and unified manner	Threat Assessment Drill	Q4 2022
School Threat Assessment	County Office of Education	Student participants can identify threat warning signs in person and online	Participant Survey	Q4 2022
School Threat Assessment	County Office of Education	Parent participants can identify threat warning signs in person and online	Participant Survey	Q4 2022

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

Priority Need Area: (1) School Violence

<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>
Bullying Prevention	Santa Cruz Sheriff's Office	Decreased harassment	Focus Group	Q4 2022
Bullying Prevention	Santa Cruz Sheriff's Office	Decreased victimization	Focus Group	Q4 2022
Bullying Prevention	Santa Cruz Sheriff's Office	Increased bystander intervention by staff, parents and students	Key informant interviews	Q4 2022

**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>
Partnership for Student Success	Santa Cruz Probation	Decreased truancy	School Records Management	Q4 2022
Partnership for Student Success	Community Action Board	Improved employment outcomes for vulnerable and at-risk youth	Focus Group	Q4 2022
Partnership for Student Success	Santa Cruz Probation	Decreased number of youth entering the justice system	Records Management	Q4 2022
Partnership for Student Success	Santa Cruz Probation	Decreased recidivism for justice-involved youth	Records Management	Q4 2022



**BOARD OF EDUCATION**

Ms. Jane Royer Barr  
Ms. Rose Filicetti  
Ms. Sandra Nichols  
Ms. Sue Roth  
Mr. Dana M. Sales  
Mr. Abel Sanchez  
Mr. Bruce Van Allen

Dr. Faris Sabbah, Superintendent • 400 Encinal Street, Santa Cruz, CA 95060 • Tel (831) 466-5600 • Fax (831) 466-5607 • [www.santacruzcoe.org](http://www.santacruzcoe.org)

March 25, 2019

Santa Cruz County Sheriff's Office  
5200 Soquel Avenue  
Santa Cruz, CA 95062

Sheriff Jim Hart:

This letter represents an agreement between The Santa Cruz County Office of Education and the Santa Cruz County Sheriff's Office explaining the support and services provided for the proposed Santa Cruz County Comprehensive School Safety Program (CSSP), a JAG project, including membership and participation on the CSSP Steering Committee.

CSSP is a multi-agency, countywide program that seeks to address issues related to school safety and juvenile delinquency by:

Representatives from the Sheriff's Office, Probation Department and the County Office of Education pursuing identified core priorities related to school safety and juvenile delinquency such as:

- Developing a standardized school threat response in cooperation with local emergency responders.
- Ensuring Teachers, Parents and students Are Committed to Addressing Bullying.
- Utilizing the practices of restorative justice and addressing the socio-emotional needs of probation youth.

The CSSP Steering Committee is comprised of stakeholders representing diverse disciplines who have experience and expertise in issues related to school safety and juvenile delinquency. The Steering Committee will convene quarterly throughout the three-year term of the program. Its central role will be to provide input and oversight regarding strategies, timetables and implementation of services as they relate to CSSP. Committee members will work collectively to monitor risks to the project and to ensure program quality through monthly reviews of quantitative and qualitative program data.

Sincerely,

A handwritten signature in blue ink, appearing to read 'Faris Sabbah', is written over a faint, larger version of the signature.

Dr. Faris Sabbah  
Santa Cruz County Superintendent of Schools  
Santa Cruz County Office of Education



# County of Santa Cruz

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## PROBATION DEPARTMENT

P.O. Box 1812, Santa Cruz, CA 95061-1812  
(831) 454-2150 FAX: (831) 454-3327

**FERNANDO GIRALDO**  
CHIEF PROBATION OFFICER

April 16, 2019

Santa Cruz County Sheriff's Office  
5200 Soquel Avenue  
Santa Cruz, CA 95062

Dear Sheriff Jim Hart:

This letter is a letter of agreement between The Santa Cruz Probation Department and the Santa Cruz County Sheriff's Office that explains the support and services provided for the proposed Santa Cruz County Comprehensive School Safety Program (CSSP), a JAG project, including membership and participation on the CSSP Steering Committee.

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Regards,

---

Fernando Giraldo, Chief Probation Officer



March 25, 2019

Santa Cruz County Sheriff's Office  
5200 Soquel Avenue  
Santa Cruz, CA 95062

Dear Sheriff Jim Hart:

This letter is a letter of agreement, support, and acknowledgement of membership to the Comprehensive School Safety Program (CSSP) Local Steering Committee, which will meet quarterly beginning in the fourth quarter of 2019 if the associated Justice Assistance Grant proposal is successfully funded.

CSSP is a multi-agency, countywide program that seeks to address issues related to school safety and juvenile delinquency by:

Representatives from the Sheriff's Office, Probation Department and the County Office of Education identified core priorities related to school safety and juvenile delinquency such as:

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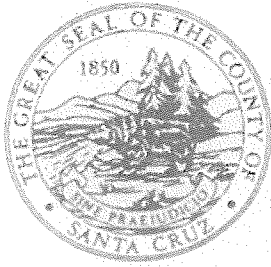
Regards,

*Craig Wilson, Undersheriff*

(NAME, TITLE)

*4-19-19*

(DATE)



# County of Santa Cruz

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## PROBATION DEPARTMENT

P.O. Box 1812, Santa Cruz, CA 95061-1812  
(831) 763-8070 FAX: (831) 763-8180

**FERNANDO GIRALDO**  
CHIEF PROBATION OFFICER

March 25, 2019

Santa Cruz County Sheriff's Office  
5200 Soquel Avenue  
Santa Cruz, CA 95062

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Regards,

*Fernando Giraldo, Chief Probation Officer*

4-19-2019



**BOARD OF EDUCATION**

Ms. Jane Royer Barr  
Ms. Rose Filicetti  
Ms. Sandra Nichols  
Ms. Sue Roth  
Mr. Dana M. Sales  
Mr. Abel Sanchez  
Mr. Bruce Van Allen

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March 25, 2019

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Regards,

A handwritten signature in blue ink, appearing to read 'M. Paynter', is written over a light blue horizontal line.

Michael Paynter Ed.D., LMFT  
*Director, Student Support Services Department*  
*Alternative Education Programs Administrator*  
Santa Cruz County Office Of Education  
(831) 466-5729 Voice  
(831) 466-5730 Fax

March 25, 2019

Santa Cruz County Sheriff's Office  
5200 Soquel Avenue  
Santa Cruz, CA 95062

Dear Sheriff Jim Hart:

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Regards,

MITCH MEDINA, CHIEF DEPUTY

(NAME, TITLE)

4/22/19

(DATE)

March 25, 2019

Santa Cruz County Sheriff's Office  
5200 Soquel Avenue  
Santa Cruz, CA 95062

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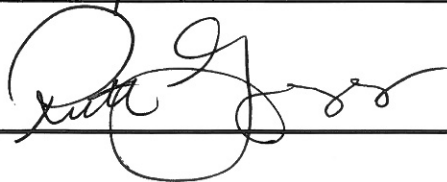
Regards,

Ruth Gonzalez, Risk and Safety Manager for PVUSD

(NAME, TITLE)

4/22/19

(DATE)



# County of Santa Cruz

---

## PROBATION DEPARTMENT

P.O. Box 1812, Santa Cruz, CA 95061-1812  
(831) 454-3800 FAX: (831) 454-3827

**FERNANDO GIRALDO**  
CHIEF PROBATION OFFICER



March 25, 2019

Santa Cruz County Sheriff's Office  
5200 Soquel Avenue  
Santa Cruz, CA 95062

Dear Sheriff Jim Hart:

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Regards,

 March 25, 2019  
Valerie M. Thompson  
Assistant Chief Probation Officer  
County of Santa Cruz Probation Department

March 25, 2019

Santa Cruz County Sheriff's Office  
5200 Soquel Avenue  
Santa Cruz, CA 95062

Dear Sheriff Jim Hart:

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- Ensuring Teachers, Parents and students Are Committed to Addressing Bullying
- Utilizing the practices of restorative justice and addressing the socio-emotional needs of probation youth.

The CSSP Steering Committee is comprised of stakeholders representing diverse disciplines who have experience and expertise in issues related to school safety and juvenile delinquency. The Steering Committee will convene quarterly throughout the three-year term of the program. Its central role will be to provide input and oversight regarding strategies, timetables and implementation of services as they relate to CSSP. Committee members will work collectively to monitor risks to the project and to ensure program quality through monthly reviews of quantitative and qualitative program data.

Regards,

BRYAN WALL, EXECUTIVE DIRECTOR, COUNTY OFFICE OF EDUCATION

UNABLE TO SIGN BY SUBMISSION DEADLINE

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(NAME, TITLE)

Operational Agreement

This operational agreement stands as evidence that the Santa Cruz County Sheriff's Office and the Community Action Board (CAB) intend to work together toward the goal of reducing school violence and juvenile delinquency in Santa Cruz County as outlined in the Comprehensive School Safety Program's (CSSP) three-year JAG proposal. Both organizations believe that implementation of the CSSP, as described within this application, will further this goal. Each organization agrees to participate in the JAG program, if selected for funding, as outlined within.

The Santa Cruz County Sheriff's Office will coordinate JAG services and activities with CAB through:

- Project staff being readily available to CAB for service provision through email, phone calls, and personal meetings.
- Regularly scheduled quarterly Steering Committee meetings to discuss strategies, timetables and implementation of services.

Roles and responsibilities of the Santa Cruz County Sheriff's Office:

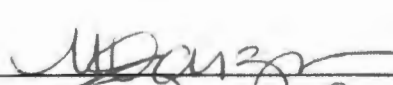
- Chair and coordinate the JAG Steering Committee
- Develop, execute and monitor a subcontract with CAB
- Monitor Collection and analysis of data and reports
- Provide ongoing assistance and support to program partners

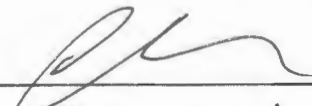
Roles and Responsibilities of Community Action Board

- Participate in quarterly JAG Steering Committee meetings
- Cooperate with program partners to collect and share data and other information
- Receive referrals from CSSP partners and provide workplace readiness skills as outlined within

The Santa Cruz County Sheriff's Office anticipates providing a total of \$210,000 to the Community Action Board, if funding is received for the program, for the period of October 1 2019 to September 30, 2022, dependent on California's JAG Allocations.

We the undersigned, as authorized representatives of the Santa Cruz County Sheriff's Office and the Community Action Board do hereby approve this document.

Signature  Date 4/19/19  
Name and Title Maria Elena De La Garza  
Organization Community Action Board of Santa Cruz County Inc.

Signature  Date 4/22/19  
Name and Title Craig Wilson - Undersheriff  
Organization Santa Cruz Co. Sheriff's Office



## Operational Agreement

This operational agreement stands as evidence that the Santa Cruz County Sheriff's Office and Applied Survey Research (ASR) intend to work together toward the goal of reducing school violence and juvenile delinquency in Santa Cruz County as outlined in the Comprehensive School Safety Program's (CSSP) three-year JAG proposal. Both organizations believe that implementation of the CSSP, as described within this application, will further this goal. Each organization agrees to participate in the JAG program, if selected for funding, as outlined within.

The Santa Cruz County Sheriff's Office will coordinate JAG services and activities with ASR through:

- Project staff being readily available to ASR for service provision through email, phone calls, and personal meetings.
- Regularly scheduled quarterly Steering Committee meetings to discuss strategies, timetables and implementation of services.

Roles and responsibilities of the Santa Cruz County Sheriff's Office:

- Chair and coordinate the JAG Steering Committee
- Develop, execute and monitor a subcontract with ASR
- Review and accept data analysis and reports generated by ASR
- Provide direction to ASR in the development of data points and reports
- Provide ongoing assistance and support to program partners

Roles and Responsibilities of Applied Survey Research

- Develop a local evaluation plan as described in the JAG
- Develop instruments for the implementation of data
- Develop protocol for data collection and management
- Accept data from program partners, conduct data entry, cleaning and analysis on a quarterly basis
- Provide quarterly progress reports as described in the JAG
- Provide a final local evaluation report as described in the JAG
- Submit financial reports quarterly to the JAG steering committee chair
- Coordinate with program partners on data collection procedures and quality control as well as share summary reports and other information

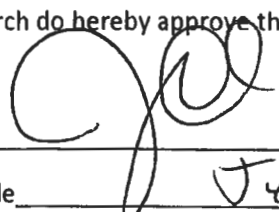
The Santa Cruz County Sheriff's Office anticipates providing a total of \$95,481 to Applied Survey Research, if funding is received for the program, for the period of October 1 2019 to September 30, 2022, dependent on California's JAG Allocations.

We the undersigned, as authorized representatives of the Santa Cruz County Sheriff's Office and Applied Survey Research do hereby approve this document.

Signature \_\_\_\_\_


Date \_\_\_\_\_

Name and Title \_\_\_\_\_

  
Jennifer Anderson-Ochoa  
Senior Research Analyst III

8/19/19

Organization Applied Survey Research

Signature  Date 4/22/19

Name and Title Craig Wilson - Undersheriff

Organization Santa Cruz Co. Sheriff's Office