



NCJA INNOVATION LABS

Strategies for Diversifying Your Funding and Subawards Innovation Lab Final Report



Summary

NCJA's Innovation Labs bring together state administering agency (SAA) staff and stakeholders from across the country to brainstorm solutions to common challenges, discuss promising practices and develop recommendations.

The purpose of the **Strategies for Diversifying Your Funding and Subawards Innovation Lab** (Diversifying Funding Lab) was to provide working sessions for discussing resource development, best and promising practices, and program implementation to identify ways for SAAs to diversify where they allocated their spending and strategies for working with subawardees to ensure all sectors of the criminal justice system are represented.

Through five monthly collaborative sessions, Diversifying Funding Lab participants identified the following **challenges and areas of interest**:

- The challenges of not wanting to disrupt current funding allocations and the desire of advisory boards and commissions to stick with previous funding priorities and allocation
- A common interest in how braided funding can support diversification of funding
- Peer-to-peer sharing of innovative strategies for currently funded programs

The **main approaches** that emerged from the lab experience were:

- Put an emphasis on the process and provide both theoretical and tangible to help make changes in an organized and proactive way
- Strengthen the importance of the strategic planning process as the tool for having a robust strategic planning process. Consider bringing in champions that can help drive this process for diversification.
- Use Byrne JAG funding as a method to encourage innovation through time-limited funding. Consider using a step-down approach to funding and assist with sustainability planning for subrecipients.
- Start small and practice patience when attempting to diversifying funding. Change takes time.



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Key strategies being pursued by Diversifying Funding Lab participants include:

- Encourage innovation within purpose areas.
- Invite a third party to Byrne JAG board meetings to discuss BJA Priorities and the different ways that Byrne JAG is used across the country
- Expand your network to include non-traditional or new stakeholders throughout your process.
- Use unspent Byrne JAG money to create programs that encourage innovation.



Introduction

Creative processes like brainstorming can drive the creation of new ideas and the development of new innovations. NCJA's Innovation Labs bring together state administering agency (SAA) staff and stakeholders from across the country to brainstorm solutions to common challenges, discuss promising practices and develop recommendations. Each lab will cover different topics, but the following goals apply to the Innovation Lab approach in general:

- Peer-to-peer learning among participants
- Identification of best/promising practices on trending and innovative programming in a specific area of focus
- Tangible ideas and implementation planning
- Resource development for innovative implementation
- Development of recommendations for other state administering agencies
- Action planning for future implementation

Purpose

The purpose of the "Strategies for Diversifying Your Funding and Subawards" Innovation Lab was to **identify ways for SAAs to diversify** where they allocated their spending and strategies for working with subawardees to ensure all sectors of the criminal justice system are represented.



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Process

Through NCJA's Innovation Labs, SAAs engage in peer-to-peer learning in small cohorts focused around an identified area of need. Labs include four to six SAAs, as well as NCJA staff and contracted subject matter experts (when needed), who engage monthly on a topic of mutual interest over roughly six months. Each topic addressed is relevant to the job of the SAA and important for ensuring Byrne JAG funding is used strategically. Given the time commitment of this lab, it is important that members are not only committed, but enthused to be involved. NCJA's recruitment approach reflected this need.

NCJA disseminated a flyer (Appendix A) to its membership announcing the Innovation Lab concept and requesting voluntary participation. The new program was also presented at the Advisory Council meeting through which NCJA has diverse state representation and exposure. From these outreach efforts, NCJA was able to recruit members for both inaugural innovation labs.

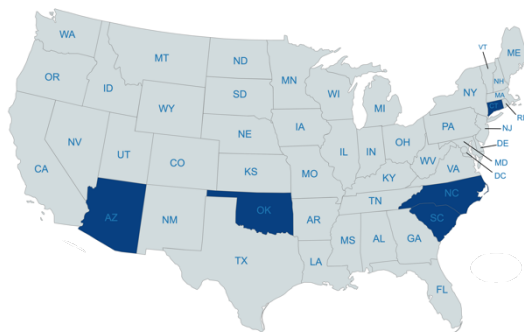
After announcing the lab concept, NCJA sent out an online survey to identify lab members and identify priority topic areas for the two pilot labs. Although many topics of need were identified through this process, the first two topics with the most interest were the following:

- Data Sharing and Meeting Reporting Requirements
- Strategies for Diversifying Your Funding and Subawards

Specific goals and objectives for the *Diversifying Your Funding and Subawards lab* were determined through a questionnaire prior to the introductory session through which lab members discussed what they deemed to be the most pressing needs in this topic area.

Lab participants were reflective of five states who represented diversity in size, demographic, political priorities, and region.

- Arizona
- Connecticut
- North Carolina
- Oklahoma
- South Carolina



Innovation labs are participant-driven and NCJA staff-supported, which means they rely on peer-to-peer engagement and participation. The lab structure consists of five unique sessions that culminate in a lab convening, during which participants discuss their findings (to include challenges and solutions) identified and explored during the sessions. The



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sessions are intended to build on one another and help provide a roadmap from obstacle to solution to action:

- *Session 1: Kickoff*
Session 1 provided a general overview of the lab topic and concept. During this session, lab members learned more about their fellow participants through introductions and peer-to-peer discussions, while collectively determining goals and objectives for the remaining lab sessions.
- *Session 2: Best and Promising Practices*
In Session 2, lab members heard from three additional State Administering Agencies, and fellow group members, about the successes and strategies they have used to diversify their Byrne JAG funding. Representatives from Tennessee, Delaware and Iowa joined the session to share their experiences, strategies, and insights, as well as answer questions from lab members. This discussion was used as the starting point for developing group recommendations in future working sessions.
- *Session 3: Overcoming Challenges*
Session 3 focused on challenges that may arise when diversifying funding. During this session, lab members shared obstacles they have experienced when diversifying funding and spent time sharing and brainstorming potential solutions. To guide in the development of solutions, participants walked through an example of how to complete NCJA's Overcoming Challenges worksheet. These potential solutions from the session and the worksheet laid the foundation for the formation of the working group recommendations.
- *Session 4: Developing a Future Plan for Diversifying Funding*
Session 4 allowed lab members to delve into implementation for diversifying funding. Lab members used the promising practices, identified obstacles, and potential solutions from the previous labs, the Overcoming Challenges Worksheet, as well as their own experiences, to discuss specific steps to take when creating a plan for diversifying funding. To guide in the creation of an action plan, participants walked through an example of how to complete NCJA's Action Plan template.
- *Session 5: Next Steps and Moving Forward*
In Session 5, lab members closed out this Innovation Lab by recapping the previous sessions, discussing lessons learned, and creating final recommendations to share with other states during the Lab Convening.



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Observations and Overview of Sessions

Session 1: Kickoff

In the first session, lab members came together to learn more about each other and discuss the goals and objectives of the lab. Before the session, lab members were sent a short, six-question survey to gauge participant comfort and experience with the topic area, identify state challenges with diversifying funding and highlight what they were hoping to learn from participating in the lab. During the lab, members discussed the following questions:

- What does Byrne JAG spending in your state look like?
- Does your state currently diversify funding? If so, how?
- What challenges arise when diversifying funding?

Lab members highlighted the Byrne JAG spending landscapes of their states. This includes the funding of personnel and equipment, drug task forces, gun violence reduction, diversion efforts and drug treatment as well as the funding of basic system infrastructure due to Byrne JAG's spending flexibility. States shared **similar challenges** in **not wanting to disrupt current funding allocations and a desire of advisory boards and commissions to stick with previous funding priorities and allocations.**

Session 1 Takeaways:

- States share similar challenges when trying to diversify Byrne JAG spending.
- States would like to learn how other states are tackling this challenge with the goal of replicating and/or modifying these promising practices in their state.
- State agencies represented are responsible for multiple funding streams and are interested in how braided funding can support diversification.

Session 2: Best and Promising Practices

In session 2, NCJA invited representatives from Tennessee, Iowa, and Delaware to join the session and share strategies used in their states to diversify funding. All three states use different but effective strategies.

Tennessee views its agency as a Strategic Planning Office. They create an integrated strategic plan for their BJA funding and make decisions with a coordinated community response in mind. They also use a steering committee and community meetings to guide the actions and funding decisions of the agency. The agency uses Byrne JAG as “seed money” and encourages programs to use Byrne JAG funds to start a program but then eventually move to a different funding source. Additionally, the agency leverages other



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funding streams, such as VOCA to encourage this. For instance, Family Justice Centers in the state are funded with Byrne JAG but eventually move to VOCA funding.

Delaware shared their use of a planning board and stakeholder engagement to encourage diversifying funding. The state also sets aside money for specific entities such as law enforcement and community-based organizations as well as incorporated opportunities for statewide law enforcement training for smaller agencies that may not otherwise have the opportunity. Delaware has a three-year funding rule to spread out Byrne JAG resources and encourage program sustainability. This model allows for new and alternative organizations and resources to apply for funding instead of only funding the same organizations and agencies year to year. Additionally, it encourages innovation and creativity as organizations develop new ways to address priority areas.

Iowa shared a strategy of diversifying and encouraging innovation within purpose areas, specifically within their drug task forces. Through changes to their application process, Iowa is incentivizing innovation, the use of evidence-based practices and partnership. Iowa also engages in ongoing conversations with current subawards to prepare them for application changes, conducts a preapplication workshop and engages with nontraditional stakeholders to encourage new programs to apply for funding.

Innovation lab members also shared strategies they use for diversification. For instance, **Arizona** discussed their new innovation grant program that uses unspent funds to create a pilot project to fund more innovative projects. The program has shown to be a great way to slowly approach diversifying funds while not eliminating funding other stakeholders historically rely on.

Session 2 Takeaways:

- Encourage innovation within current programs.
- Use unspent funds to create pilot programs.
- Fund projects for a specific timeframe.
- Innovate through enhanced stakeholder engagement.
- If applicable, encourage and suggest other funding streams administered by the agency, for instance, VOCA or VAWA.
- Plan for a slow and methodical approach to diversifying funds.

Session 3: Overcoming Challenges

Session 3 began with a recap of the previous session on Best and Promising Practices. Lab members discussed some of the solutions that could be implemented in their respective states. Lab members reviewed challenges mentioned in previous sessions. These included continuation projects and institutionalization of funding, the need for new voices on boards and commissions, and competing priorities.



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During Session 3, lab members discussed the following questions:

- How do you make existing programming (like drug task forces) more innovative or in line with best practices?
- How do you reach out to new organizations or those that have not received Byrne JAG before to encourage them to apply?
- How do you broach the subject of diversifying funding?
- How can you use multiple streams of funding to promote innovative programs?

NCJA created an Overcoming Challenges worksheet (Appendix B) to allow participants to think through their goals, challenges and solutions. The worksheet breaks solutions down into **four pathways of success: relationship building, low-hanging fruit, resources and enticements**. Participants were given the assignment of completing the worksheet before the next session.

Session 3 Takeaways:

- Use a phased approach to diversifying funding and practice patience.
- Consider using a braided funding approach.
- Curate the narrative of Byrne JAG funding.
- Be intentional about the strategic planning process, who is involved and how it is implemented.
- Consider a third-party facilitator such as NCJA to educate stakeholders on Byrne JAG and its ability to fund across the spectrum of the criminal justice system.

Session 4: Developing a Future Plan for Diversifying Funding

In preparation for Session 4, NCJA combined responses from the Overcoming Challenges worksheet into a summary (Appendix C) and shared it with lab members. There were many themes highlighted in the goals and challenges of the participants. For instance, many lab members shared the **goals of using a diverse approach to reduce drug crime, identify state criminal justice needs, spend across all Byrne JAG purpose areas, increase applicants for funding and improve the application process**. As discussed in previous lab sessions, lab members shared many challenges which include continuation projects, pressure to maintain funding streams and lack of data.

Participants discussed what the process was like completing the Overcoming Challenges worksheet. Some of the responses included:

- *It's easy to be reactive, this exercise made me think about being more proactive.*
- *It was helpful to take big ideas and break them into smaller pieces.*
- *It was a good exercise to be honest about our challenges.*
- *It was enjoyable to talk about goals and identify solutions.*

Each state selected a goal from their Overcoming Challenges worksheet and shared challenges and pathways to success with the lab. NCJA created an Action Plan Template



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(Appendix D) to help lab members to outline steps to take to implement their solutions. After walking through an example, lab members were given the assignment to complete the Action Plan Template before Session 5.

Session 4 Takeaways:

- Lift up the work of existing subgrantees through awards and recognition.
- Consider changing who reviews applicants, for instance, include criminal justice coordinating councils and other stakeholders.
- Bring in third-party presenters to talk to advisory board about Byrne JAG and best practices.

Session 5: Next Steps and Moving Forward

In preparation for Session 5, lab members completed the Action Plan Template. This worksheet prompted members to look at individual goals comprehensively to develop solutions and actions steps, identify a lead and additional participants for implementation, determine a start date and completion date and recognize any additional considerations. Lab members began the session by reflecting on the process of completing the Action Plan worksheet. Some of the responses included:

- *The activity was not rocket science, but it is also not something people really sit down and think about, so the template helped in being more concerted and deliberate in planning.*
- *It was good to think through where there may be obstacles or trouble so that we can focus more effort in these areas.*
- *It provides an opportunity to take a step back and think proactively.*
- *When you write it all down, you realize you cannot do all the things at once, so it helped with focusing on a few things and taking a deeper dive into those.*
- *Writing down the goals and steps helped us realize many of the steps were redundant, so this helps us streamline to make the steps to the goal more efficient.*
- *It helped create a roadmap on who needs to be involved, especially identifying what needs to go through a supervisor and helped us to develop a game plan for when approaching a supervisor.*
- *Action planning should be a cyclical process that is regularly reviewed to identify when to pivot.*

Additionally, lab members shared an example from their Action Plan template. Given that states had many similar goals (see Overcoming Challenges Worksheet), lab members identified comparable action steps as well as lead and additional participants. For example, many lab **members discussed communication strategies including involving community members and prioritizing the feedback loop** process to ensure sustained participation from stakeholders. Members also discussed ways to **engage community members and organizations not traditionally included through developing a strategic**



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planning committee and providing feedback and support to previously rejected applications.

During the session, lab members reflected on discussions from all lab sessions and were asked to provide feedback on the process. Sentiment from participants was extremely positive and three overarching themes were identified as benefits from participation in the lab:

- *The lab puts an emphasis on the process and provides both theoretical and tangible tools (like the worksheets) to help make changes in an organized and proactive way.*
- *The convening of very different states was the best part – despite being different states with different politics, programs and decision-making processes, we all learned from each other.*
- *The process provided an organized and methodical way to implement concrete steps.*

Finally, during this session, lab members planned for the Lab Convening and identified members to serve as presenters.

Session 5 Takeaways:

- Bring in more agency staff into the planning process to discuss “what is innovation” as well as determine who is responsible for what steps of the process.
- To entice new applicants, add innovation criteria and language to the application.
- Improve communication with rejected applicants. Identify who was denied, why they were denied and reach out to support them in re-applying.
- Create a master list of stakeholders who should be engaged to determine who is missing and create a strategic planning committee of those stakeholders identified.

Lab Convening

After the conclusion of the labs, NCJA will host a lab convening which will allow the “Strategies for Diversifying Your Funding and Subawards” Innovation Lab to join with other lab groups to present findings and recommendations to the larger SAA community.



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Conclusion

The “Diversifying Your Funding and Subawards” Innovation Lab brought together five states over the course of five sessions to discuss best and promising practices, challenges and solutions and program implementation for diversifying funding and working with subawardees. Each session built upon the other with lab members moving from sharing experiences to developing an action plan. States differed in terms of geographic location, size and planning process; however, they all shared the desire to diversify their state’s Byrne JAG spending. States shared challenges that include the funding of continuation programs, political and stakeholder pressure to maintain funding of continuation projects and limited engagement from new potential applicants.

Lab members heard from three other states about some of the strategies they use to diversify Byrne JAG funding which include limiting the amount of time a program can be funded by Byrne JAG, using the strategic planning process to guide funding priorities through its implementation, using a competitive application process and encouraging innovation within Byrne JAG funding areas.

As the lab progressed, lab members created specific goals such as using a diverse, multi-pronged approach to reduce drug crimes, funding programs across all purpose areas and increasing applications.

During all five sessions, lab members shared experiences and brainstormed together.

Overall lab takeaways include:

- Strengthen the importance of the strategic planning process as the tool for having a robust strategic planning process that includes traditional and non-traditional stakeholders and data throughout the criminal justice community to help determine funding priorities and decisions. Consider bringing in champions that can help drive this process for diversification.
- Use Byrne JAG funding as a method to encourage innovation through time-limited funding. Consider using a step-down approach to funding and assist with sustainability planning for subrecipients. For instance, encourage having a county or city maintain equipment after its shelf life has ended, or encourage moving to a different federal funding source.
- Encourage new partners and innovative programs for future applications by highlighting success stories throughout the state to make non-traditional stakeholders more aware of your available funding.



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- Use the Byrne JAG application to encourage innovation. For instance, use a competitive solicitation process and make innovation or use of best and promising partners a key component of the grant application evaluation process.
- Expand your network to include non-traditional or new stakeholders throughout your process. Include them in your JAG Board, priority setting outreach, as well as throughout the decision-making processes to include application peer review processes.
- Use unspent Byrne JAG money to create programs that encourage innovation. Explore the potential to set aside funds for an innovation grant program to target funding in different purpose areas other than what is historically funded by your state. This allows for new funding opportunities without taking funding from those who have historically relied on the funding.
- Start small and practice patience when attempting to diversifying funding. Change takes time. For instance, reduce certain purpose areas by a small percentage each cycle so the incremental changes are easier to manage for the subrecipient.
- Encourage innovation within purpose areas. For instance, encourage drug task forces to innovate outside of drug search and seizure and into prevention and diversion efforts. Evaluate these programs to include extra consideration if officer's have certain training such as de-escalation or culturally specific training, and if programs are collaborating with community's and behavioral health partners. Other models include meeting certain standards with reporting and determining future funding amounts based on meeting these standards.
- Partner with your state's Statistical Analysis Center on project assessment, planning and management.
- Invite a third party to Byrne JAG board meetings to discuss BJA Priorities and the different ways that Byrne JAG is used across the country to highlight the diversification that is happening in many other states and territories.
- Use resources such as NCJA's Overcoming Challenges worksheet or Action Plan template to brainstorm ideas, understanding that some solutions need dedicated planning and time.
- Identify those applicants who continue to apply for funding but are consistently denied and determine why they are rejected. Reach out to these applicants and provide feedback and support in the application process in the areas in which these applications are inadequate.



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NCJA's innovation lab encourages brainstorming and problem solving through peer-to-peer engagement. Through participating in the "Diversifying Your Funding and Subawards" Innovation Lab, lab members were able to discuss their experiences and challenges and develop tangible steps to take to reach their goals. If you would like to be involved in an NCJA innovation lab, please contact strategicplanning@ncja.org.



Appendices

Appendix A: NCJA's Innovation Labs Flyer

Appendix B: Overcoming Challenges Worksheet

Appendix C: Overcoming Challenges Summary

Appendix D: Action Plan Template

NATIONAL CRIMINAL JUSTICE ASSOCIATION'S INNOVATION LABS



Brainstorming drives the creation of new ideas and the development of new innovations. With the support of The Bureau of Justice Assistance (BJA), through NCJA's Innovation Labs, State Administering Agencies (SAAs) will engage in peer-to-peer learning in small cohorts over a defined period of time, focused around a certain area of need.

Potential Lab Topics Include

(Labs will focus on strategically thinking and planning for the implementation of programs within topic areas.)

	Data Sharing and Meeting Reporting Requirements		Community Violence Intervention Programs
	Effective use of Criminal Justice Data in Planning		Local Planning Board or CJCC Engagement
	Crisis Response Related to Behavioral Health and 988		Strategies for Diversifying your Funding and Subawards
	COVID-19, State Reopening, & Crisis Management		Braided Funding

Each lab or cohort will focus on a topic that is relevant to the job of the SAA and important for ensuring Byrne JAG funding is used strategically. Each lab will have a series of working sessions over the course of six months with facilitated discussions for peer-to-peer learning, planning and brainstorming.

Working Sessions May Include:

- Resource development for innovation implementation
- Planning time/program development
- Best/promising practices presentation on trending and innovative programing in that area of focus
- Summarized recommendations for other SAAs

Lab participants will be invited to participate in an Annual Innovation Lab Convening (potentially in-person post 2021), hosted by NCJA, where each lab cohort can share their work and learn from their peers.



To learn more please email strategicplanning@ncja.org

To sign up to participate, click [here!](#)



Appendix B:

Overcoming Challenges Worksheet

Use this worksheet as a resource to help identify barriers and solutions to goal implementation.

Goal: What problem are you looking to solve?

Challenge(s): What barriers might you face as you plan to implement your goal?

Pathways to Success: How will you overcome your challenges?

- Relationship Building: Engaging of partners, stakeholders (new and old), subawardees, policy leaders, etc.
- Low-hanging fruit: What “easy wins” are available to you?
- Resources: Are there financial or human resources you can leverage?
- Enticements: How will you encourage people to help achieve the goal?



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Example

Goal	Challenge(s)	Pathways to Success (relationship building, low-hanging fruit, resources, enticements)
Implement innovative strategies to tackle drug crimes.	<ul style="list-style-type: none">• Legacy funding to the drug task forces.• Political pressure to continue funding.• Lack of outcome measures.• Lack of connection to nontraditional stakeholders.	Keep open lines of communication with current subawardees. Engage nontraditional stakeholders such as substance use disorder treatment providers and community organizations. Engage research partners to develop evaluation for outcome measures.
		Shift application language to encourage innovation and to reflect competitive innovation process.
		Allocate funds to substance use treatment facilities. Leverage staff to provide technical assistance to grant applicants.
		Provide extra application points for innovation and collaboration.



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	Goal)	Challenge(s)	Pathways to Success (relationship building, low-hanging fruit, resources, enticements)
1			
2			



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3			
4			



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5			



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Appendix C:

Overcoming Challenges

Goal: Use a diverse, multi-pronged approach to reduce drug crimes.

Challenges

- Institutionalized funding that is primarily focused on law enforcement and prosecution.
- Political and stakeholder pressure to maintain status quo funding of projects no matter what
- Justifying the reason(s) that a diverse approach will be more successful in addressing the problem.
- Belief that the “War on Drugs” approach is the only solution to this issue
- Lack of board involvement by non-law enforcement members
- Concern that more aggressive outreach of grant will lead to overwhelming requests that cannot be met
- Avoiding institutionalizing new projects and replicating the same problem

Solutions

- Build innovation elements into grant evaluation criteria. Make innovation criteria a significant part of grant evaluation score.
- Intensify involvement of stakeholders in strategic planning process that typically represent underserved functions in the criminal justice system (e.g., public defenders, probation, treatment providers).
- Integrate innovation approach into strategic plan.
- Use unexpended prior year grant funds to build a source of funding to support specific innovative projects.
- Ensure strong systems are in place to foster a truly competitive process that includes a detail scorecard to evaluate each grant proposal and outside reviewers to ensure internal bias is controlled.
- Engage non-law enforcement members on the board and in the planning process. Encourage open discussion about how maybe the problem won’t be solved without a change in approach.
- Use data to encourage different approaches. Provide a data driven presentation about the impact of drug rehab vs. arresting/jail time for drug offenders on recidivism rates; describe how these programs can work in conjunction with the task force and other law enforcement initiatives.
- Give the non-law enforcement partners a platform to speak about their approach to solving drug crimes



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Overcoming Challenges

	<ul style="list-style-type: none">• Recommend projects that maintain a balanced approach to the illicit drug problem between apprehension/prosecution projects with approaches meant to reduce numbers of those arrested and prosecuted (i.e., prevention and education).• Document the success of the impact of innovative projects. Involve SAC to collect meaningful data to measure effectiveness. Report these outcomes to funding decision makers.
Goal: Identify and assess the needs of criminal justice entities	
<u>Challenges</u> <ul style="list-style-type: none">• Formulation of a process that examines the needs within the state (evidence-based research).	<u>Solutions</u> <ul style="list-style-type: none">• Continuous use of the JAG stakeholder board as a means of evaluating and assessing the need.• Identify and engage with system stakeholder and non-traditional stakeholders.
Goal: Expenditure of withheld and prospective funds due to sanctuary city litigation.	
<u>Challenges</u> <ul style="list-style-type: none">• Limitation of staffing.• Limitation on the ability to expend, allocate, and manage new/active projects.	<u>Solutions</u> <ul style="list-style-type: none">• On-boarding of new and additional staff to assist with the management of the process and projects.• Including the SAC on project assessment, planning and management.
Goal: Fund programs across all JAG purpose areas.	
<u>Challenges</u> <ul style="list-style-type: none">• Political pressure and legacy programs• The board's insistence that boots on the ground will solve all crime issues.• Limits to funding and funding groups.	<u>Solutions</u> <ul style="list-style-type: none">• Use of stakeholders as a vehicle to discuss needs of the state and expand projects to new sub-awardees.



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Overcoming Challenges

- Use data to create a full picture of crime in the state and discuss how JAG should attempt to address all major crime/justice system issues in the state not just one issue
- Find experts to come and discuss the data aspect.

Goal: Improve data collection and analysis across the state to better assess needs, and improve evaluation of programs, specifically as it relates to issues affecting the criminal justice system.

Challenges

- Not a lot of crime analysis and data being kept for the state overall. Data that is kept is difficult to obtain.
- Lack of data on effectiveness of current JAG programs and how they respond to crime data or don't
- Lack of data on how drug rehab/alternatives to incarceration or mental health treatment affect crime in the state

Solutions

- Improve relations with data collectors in the state. Form a relationship with THE SAC.
- Use data to drive where JAG funds are allocated
- Outside review of JAG programs and compare those results with crime in general.
- Look for grants and/or resources to improve data collection around the state.
- Communicate the importance of data to stakeholders and decision makers; better data collection helps prove effectiveness of JAG programs; data helps support why we allocate funds to certain purpose areas.

Goal: Increase applications and innovate funding for all purposes (i.e., not just equipment).

Challenges

- Expectations from small departments.
- Political/organizational pressure to maintain the status quo
- Same applicants.
- Board support of legacy programming and current project emphasis

Solutions

- Special condition requiring a statement that grant funded equipment will be locally budgeted for at end of its life.
- Limit percentage of funding to equipment grants.
- Building collaborations with agencies and expanding our distribution list
- Educating on more innovative programs.
- Recognize, via an award, a subgrantee with a successful innovative project.



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Overcoming Challenges

- Raise a discussion with the board about making existing programs more innovative (focused more on violent crimes and emphasizing alternatives to incarceration or drug rehabilitation)
- Pitching innovation to the board as a method of allowing us to fall in line with state strategy efforts and diversify responsibilities of the task forces
- Reach out to other states who are innovating within their task forces and other legacy programs
- Perform an impartial, third-party review to gauge the efficacy of programs.

Goal: Improve the decision-making process for application award recommendations.

Challenges

- History of the way it's always been done
- Lack of standardization
- Volume of applicants and repeat applications

Solutions

- Use data and statistics in a more meaningful way
- Implement a checklist or scoring sheet for guidance
- Improve award denial communications
- Examine process for board review



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Appendix D:

Action Plan Template

Goal: State needs to access education data for youth in juvenile justice system.						
Solution	Action Step	Lead	Additional Team Members or Partners	Start Date	Anticipated Completion Date	Notes

Goal:



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Solution	Action Step	Lead	Additional Team Members or Partners		Anticipated Completion Date	Notes

Goal:						
Solution	Action Step	Lead	Additional Team Members or Partners	Start Date	Anticipated Completion Date	Notes



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Goal:						
Solution	Action Step	Lead	Additional Team Members or Partners	Start Date	Anticipated Completion Date	Notes



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