

## **A. DESCRIPTION OF THE ISSUE**

**Applicant agency:** City of [REDACTED]

**State, region (s) or communities and population of the services area:**

The [REDACTED] City Council District of [REDACTED] is the focus of this proposal. It is a textbook example of high-crime, older neighborhoods populated by underserved, mostly low-income, persons of color. Many residents distrust the criminal justice system and share examples of how they or people they know have been mistreated or denied justice. Most residents feel undervalued, their streets and sidewalks have not been well maintained, their streetlights and infrastructure are ignored. Crime is high and they feel little connection to or support from “The City.” There are approximately 83,000 people living in the [REDACTED] District. The demographic mix is majority people of color with 53% [REDACTED]; 19% [REDACTED]; 11% [REDACTED]; 22% are [REDACTED]. Slightly more than 30% of the residents live in poverty according to 2015-2019 ACS.

**Underlying issues that lead to criminal behavior, including substance use and behavioral health issues, being addressed by the community court:**

The [REDACTED] District has six neighborhoods on the list of [REDACTED] most dangerous neighborhoods. These neighborhoods are characterized by a high rate of violent crime, high property crime and gang activity. Substance use/abuse is commonly understood to be a fact of life, gun fire is frequently heard. Parents search for opportunities to protect their children and youth, but often feel they are battling the problems alone. There is little sense of “a village” that cares about and protects children and the vulnerable, although pockets of neighbors organize and work together, hoping to have a positive impact on the area.

Underserved youth and young adults looking for excitement or belonging or a way out of poverty are frequently involved in low level crimes (misdemeanors, vandalism, and property crime without injuries) early in their “career” with increasing involvement and severity of criminal acts over time. When caught, they are processed by the system, referred to services or

given punishments and then often drop out of sight. Follow-up is rare, promised connections to services don't occur or appointments made that conflict with work or other responsibilities. Youthful and first-time offenders don't have help to navigate complex, confusing, and overburdened systems for assistance. Further the Municipal Court is downtown, with very limited parking and almost no free parking, making it difficult to get to Court, to find the right Court room and appear on time. Frustration, followed by apathy is a significant underlying issue leading to or encouraging criminal behavior.

Another underlying issue is the lack of resources. These underserved neighborhoods have few coordinated community resources and low community engagement. Youth with behavioral health issues and substance use/abuse issues have limited options for help. Parents need help, including assistance with enrolling in helpful programs and enforcing compliance.

**The Early Intervention Community Court (EICC)** will proactively engage the community, including public and private sector resources to intervene with youth and other minor offenders to prevent them from progressing to more serious, violent crime by providing active support and connections to services and supervised follow up.

**Specific challenges motivating interest in participating in this grant.**

Historic Trends. The most formidable challenge in these neighborhoods is a long history of unchecked crime, gang activity, and hopelessness. The challenge will be to convince residents of the value of participating with "the system" through EICC and the real commitment to change.

Overworked and under-resourced criminal justice systems. Police, prosecutors, public defenders, and the court are overwhelmed by the number of cases and a lack of time and resources to assess individual needs and determine appropriate responses. Juveniles and first-time offenders are included and processed with more serious offenders. Follow up attention is concentrated on the repeat offenders, to minimize danger to the community. The challenge is to

create a system that can use neighborhood knowledge, experience, and resources to intervene with beginning criminals. Effective intervention, accountability wrapped in discipline and support can change lives before attitude and routines become set into criminal patterns.

Systemic Injustice. Frequently youth in these neighborhoods are trapped in a cycle of violence, poverty, and hopelessness. As noted above, the population in these selected, under-resourced communities is majority African American and more than 85% people of color (2015-2019 ACS) The challenge is to change the standard, systemic response and create valuable alternatives for underserved residents in these communities.

Overuse of adjudication and warrants. Municipal courts are packed with cases involving first-time, juvenile, and other minor offenders. Too often first-time defendants misunderstand the instructions about where to go, when to appear and details related to their case. Public Defense Attorneys are also swamped with cases and may not be able to contact their client. Warrants are issued and defendants charged with additional crimes simply because they did not understand what was expected of them. A cascading effect may include arrest warrants served at work, missed work or appointments, additional fees and costs and other negative consequences. A first-time offender may suffer devastating impacts through lack of knowledge of the system and not knowing where to find compassionate help.

Alarming Community statistics. [REDACTED] has a violent crime rate of 1,596 violent crimes per 1,000 people, which 417% higher than the national average. [REDACTED] homicide rate is over five times higher than the national average. The property crime rate (burglary, theft, and car theft) is nearly double the national average. Neighborhoods in the [REDACTED] Council District experience property crime rates over 330% higher than the national average. Violent crime rates range from 4,229 per 100,000 in [REDACTED] Southeast to 6,071 per 100,000 residents in

██████████. (Rates are pro-rata and are posted on ██████████  
Crime Rate, most dangerous neighborhoods)

With a strong, visible presence, and collaborative activity the partners in this project will unite to overcome the ingrained defeatism and build an early intervention program with active engagement from the court system, police, public defenders, prosecutors, social service agencies, faith-based communities, local business, political leaders, and other community leadership.

**Inability to fully fund the program without federal assistance (description of existing funding or resources that are being leveraged to support the proposed program).**

The BJA Community Court funding is needed to design the EICC, engage a dedicated Community Advocate and create a comprehensive and navigable network. The City does not have funds in its operating budget to fund this new, innovative approach to community justice. The City Prosecutor's Office has sought funding for the program without success, due to its experimental nature and lack of a ready-to-launch blueprint.

The initial members of the planning team have been identified and they are already beginning to recruit active and respected partners as indicated by the attached MOU and letters of support. They have clearly identified a need to spend six months recruiting strong neighborhood leadership and collaboratively designing the unique details that will gain community confidence and participation.

The EICC will take advantage of the technical assistance and training offered by the Bureau of Justice Administration. ██████████ has not embarked on a community court of this nature, and will rely on the Bureau of Justice Administration for:

- Information on grantees and criminal justice professionals to replicate programs and approaches.
- Knowledge of best practices, emerging technologies, and new models.

- Support agencies and jurisdictions to identify and address operation and programmatic needs.

(Category 1: Planning and Implementation Applicant responses)

**Engage residents to assess community-related crimes and issues, including potential kinds of cases, and create an action plan during the first six months to build a strong and focused strategy to scale up the community court’s program capacity; build or enhance court operations; create, expand, or enhance court services; and improve the quality and/or intensity of services for participants based on needs assessments.**

Community members, police, court, and other stakeholders voice similar concerns about the identified participant neighborhoods. Their concerns include the significant number of juveniles and other first-time offenders committing low-level crimes who become repeat offenders with escalating crimes and violence. These young offenders become entangled in crime, are overly punished by the system, and end up surrendering the opportunity to live full, productive, and crime-free lives. There are also significant concerns for residents of the area who are trapped in dangerous situations and want to help create positive change. These common concerns and interests have created a powerful impetus for stakeholders to unify and act.

A planning and implementation team including Mayor [REDACTED], the [REDACTED] Police Department, Concerned Clergy Coalition of [REDACTED], [REDACTED] Health Center, the [REDACTED] Coalition to End Homelessness, the Full Employment Council, the EICC, City Prosecutor’s office, The Entrepreneur and Small Business Council of [REDACTED], and Legal Aid of [REDACTED] Municipal Defense Division (acting as public defenders) and community leaders from the neighborhoods will design and implement a comprehensive action plan.

The planning team will spend six more months with stakeholder meetings, inventorying focus areas for currently available resources and potential partners and creating a specific action plan to implement the EICC. The team will meet weekly and hold at least two open community meetings in each of the identified neighborhoods to generate specific community feedback.

Preliminary conversations indicate a need to focus on proactive intervention, preventing historically underserved youth and others committing low-level crimes from becoming trapped in an escalating cycle of crime and violence. Wide-ranging supports will include screening and assessment with rapid and appropriate referrals to social services, assistance with basic needs such as food, housing, medication, job training, addiction treatment and recovery and mentorship will be coupled with accountability, individualized justice, case management, and tracking.

The EICC model will incorporate components from the Red Hook Justice Center and a locally well-known, successful pilot in [REDACTED] Westside neighborhood. Westside created a Community Assistance Network that has many of the peripheral components that are expected to be part of the EICC. Prior to their program, the area was inundated with gangs and gang violence. They initiated a community policing and diversion sentencing model in 2002 which led to an astonishing decrease of 65% in the crime rate over the next 10 years. The Planning Team will consult with Westside leaders to adapt relevant elements of their plan. This model will expand on Westside's program by adding a Court option to address juvenile and low-level crime at the neighborhood level, adding an additional opportunity to intervene with troubled youth and young adults by interacting with them in their own neighborhood.

The final action plan will comprise decisions for the initial launch neighborhood(s), staffing, hiring needs, and reassignment expectations; confirming the crimes to be addressed by the community court, after consultation with State and Federal and local organizations. The completed plan will also include a description of partners committed to providing the needed services and case management; a plan for assessments and screenings related to SUD, treatment, follow up and compliance, finalize deliverables, goals and outcomes and a plan for measuring

performance and ongoing evaluation with structural flexibility to adapt to lessons learned and a strategy for long-term sustainability.

**Action plan must be submitted and approved by BJA prior to implementation.**

The completed plan will be submitted to the BJA for approval and recommendations prior to launch.

**Successfully implement the action plan, resulting in the creation of a community court program working collaboratively with BJA staff and TTA partners.**

The plan has the full support of key stakeholders and leaders including the mayor, municipal court officials, court administrator, city administrator, local police, prosecutor's office, and public defender as well as the early involvement and support from community and business leaders and key resource providers. Involving key leaders from public and private sectors ensures that the EICC will have the buy-in and active support needed to implement the action plan.

██████████ already has a relationship with BJA and works collaboratively through the Public Safety Partnership Program and Project Safe Neighborhoods.

**Enhance partnerships with federal, state, local organizations**

Violence prevention is a primary focus for this Mayoral administration. Mayor ██████████ is seeking ways to strengthen active partnerships with BJA and is consulting with technical providers to ensure a smooth and coordinated implementation when this program is funded. Further, members of the federal and state court systems are aware and supportive of the proposed Community Court. They express confidence that successful implementation of this program at the municipal level means that there will be less pressure on them to become involved with juvenile offenders or others who have become involved in escalating crime.

Numerous local organizations including the Entrepreneur and Small Business Council of ██████████; Concerned Clergy Coalition of ██████████; ██████████ Police Department; ██████████ Health Center; ██████████ Coalition to End Homelessness; and others have

already committed to partnering with the program. The University of [REDACTED], and [REDACTED] University, [REDACTED] Historically Black College or University (HBCU) have tentatively agreed to partner to design program evaluation and outcomes measurement. They will record and share lessons learned with BJA and other municipalities.

The Community Advocate will be responsible for ongoing outreach to community organizations through speaking engagements, educational programs, courthouse tours, attending neighborhood meetings and working with the school system. They will also be responsible for communicating with the Court Administration about all possible diversion opportunities and community resources to continue to enhance and strengthen the support network. Their job description details the expectation to coordinate with mental health and substance use screening and treatment programs, housing assistance, and other social service agencies.

Initially, the Community Advocate will rely on case managers from local healthcare and social service agencies to provide the coordination between community agencies. They will communicate regularly with case managers and use the resources already available through the partners. If it becomes needful, the early intervention program will consider adding an additional staff person as a case manager, but currently, planning team members consider it to be more efficient and effective to work with partners who already have those capabilities.

**Document efforts to translate learning, including a final report.**

[REDACTED] University and [REDACTED] will collaborate as the research partner and documentarian. They will be fully engaged in the problem-solving process, acting as facilitators, researchers, and program specialists. The City of [REDACTED] has established the goal of increasing minority participation in its programs and services. The EICC is an opportunity for the City of [REDACTED] to engage [REDACTED] University, HBCU with the University of [REDACTED]



██████████. The goal of engaging these organizations together is to strengthen the assessment of equal access to services and equal attention to retention.

As the scope of work is negotiated, one component will be the creation of a final report, based on continual review and assessment of the progress, success and lessons learned throughout the implementation of the EICC.

**Will the community court incorporate a researcher and engage in a researchers-practitioner partnership?**

Yes.

**Support the development, enhancement, and translation of research and knowledge of the researcher-practitioner partnership if one is incorporated.**

██████████ has a long history of working with external partners such as ██████████ to provide external review and assessment of programs. The inclusion of a researcher helps ensure an independent voice and evaluative stance for newly designed programs. The relationship and effective operations of the researcher-practitioner partnership is a priority for ██████████ in general and will be fully supported in this instance.

**B. PROJECT DESIGN AND IMPLEMENTATION (Planning and Implementation Applicant)**

**Attach a plan that demonstrates how all individuals eligible will have equivalent access (include protocols for collecting and examining access and retention data.)**

Please see Attachment A. Plan for Equal Access

- **Describe the plan to provide treatment and services to address opioid, stimulant and substance use reduction.**

There is currently an established procedure through the Drug Court to require and monitor regular drug testing and follow up reports to the Court. The early intervention program will utilize the established process. There are active and effective partnerships with ██████████ Behavioral Health, Truman Medical Center, ██████████, and the Center for Behavioral Medicine. These agencies all provide treatment for substance use/abuse. Persons at court are

routinely referred to one of these providers when needed. They all provide screening and assessment for substance use and have a mix of inpatient and outpatient treatment. They all can prescribe and monitor Medication Assisted Treatment (MAT) when needed.

The Community Advocate will coordinate with Drug Court personnel when needed to ensure follow up and delivery of services. All the partners offer wrap-around case management for participants that will be available to EICC participants. The Community Advocate will check in with the client to ensure case management is occurring and is helpful.

- **Describe how the proposed project addresses the mandatory project components and describe in detail how the project will be implemented.**

Continuing judicial supervision over defendants with substance use problems. The plan to address defendants with substance use will include options for diversion upon successful completion of the treatment program with provision for unscheduled testing. This level of Judicial supervision is a regularly executed aspect of the municipal Drug Court. The protocols and communication networks are established and will be utilized to support similar processes for the EICC.

Coordination with appropriate state or local prosecutors. The City Prosecutor will schedule periodic meetings with state and local prosecutors to keep them apprised of progress for the EICC and discuss opportunities to handle certain non-violent felony offenses through the municipal EICC.

**The integrated administration of other sanctions and services including:**

Mandatory periodic testing for the use of controlled substances or other addictive substances during any period of supervised release or probation for each participant; substance use treatment for each participant who requires such services; diversion, probation, or other supervised release involving the possibility of prosecution, confinement, or incarceration based on noncompliance with program requirements or failure to show satisfactory progress.

The Municipal Court has existing effective partnerships that oversee testing for controlled and addictive substances. The Prosecutor's Office can require periodic testing for controlled substances as part of a diversion program offered by the EICC Case managers from partner agencies manage the required testing and have a process for timely reporting and communication with the Court.

Defendant management, and aftercare services such as relapse prevention healthcare, education, vocation training, job placement, housing placement, and childcare or other family support services for each participant who requires such services.

The Planning Team is coordinating with current partners that provide these services. Many partners have already committed to active participation in providing the named services as evidenced by the attached MOU. The Planning Team will transition to a Community Advisory Board, with many of the same members. The Community Advisory Board and the Community Advocate will continue to work to identify and recruit new service providers as needed to ensure that there is rapid availability for program participants to enroll and begin receiving services.

Current service providers include [REDACTED] Behavioral Health, Truman Medical Center, [REDACTED], and the Center for Behavioral Medicine and [REDACTED] Health Center for relapse prevention healthcare; Full Employment Council for education, vocation training and job placement; the [REDACTED] Coalition to End Homelessness. The Coalition is the continuum of care organization. Almost all area social service agencies participate with the Coalition to provide coordinated care for housing, utilities and rent, food, and other assistance. They will manage referrals to social service agencies

Payment, in whole or in part, by the defendant of treatment costs, to the extent practicable, such as costs for urinalysis or counseling. Payment, in whole or in part, by the defendant of restitution, to the extent practicable, to either a victim of the defendant's offense or restitution or similar victim support fund.

The Planning Team will address this issue as part of their work. It is critical to incorporate feedback from the community to help create a process and guidelines for restorative justice.

- **Describe which program areas the proposed project will address.**

The Planning Team will determine which program areas will be addressed with the program. The strategic focus will be refined when all partners, especially resident leaders are identified. The full team will review the evidence-based programs recommended by the National Institute of Justice Crime Solutions to fully explore which programs are most aligned with the identified community needs. The priority is to select programs that support alternative sentencing, attentive case management and restorative justice with underserved youth and first-time offenders.

- **Describe the deliverables to be produced.**

The Planning Team will complete a 6-month planning phase, culminating in an implementation plan that will be submitted to the BJA for approval. The plan will include:

- Location(s) for the EICC.
  - Eligibility characteristics for potential participants.
  - List of programs and services that will be incorporated.
  - Finalized staffing chart.
  - Documentation of plans and processes to meet statutory requirements (those already in place and those yet to be established).
  - Plan to ensure screen and assessment for substance use for participants.
  - Timeline for implementation.
- **Describe potential barriers to implementing the project and the strategies that will be used to overcome them.**

The most significant barrier to implementing the project is the resident's lack of confidence in the "system." They have seen many programs launch in their neighborhoods and then be

dropped due to lack of resources, changes in leadership, changes in priority or method of approach. Residents will cite Police [REDACTED], Police [REDACTED] and community engagement programs that have been discontinued over the years. They are understandably suspicious of a new endeavor that comes from outside (or top down) to “address crime” in their neighborhoods.

The difference with the EICC is that the program is intended to respond to resident concerns and priorities from the beginning. The idea was created in response to community concerns that were shared in public meetings and directly with City leadership.

The six-month planning period is critical to seeking inclusive leadership. Each community will have at least two open meetings for all citizens to share their thoughts. Community leaders, such as clergy, business owners and residents will be directly involved, establishing the priorities, processes, and operations from the beginning. A community advisory board will take the place of the Planning Team upon program launch and will ensure that resident concerns and feedback are part of ongoing evaluations and program adaptations.

Category 1: Planning and Implementation additional questions not addressed above.

- **Describe which program areas the proposed project will address.**

The EICC goal is to reduce crime and recidivism with early interventions and direct support for to address juveniles and others who are accused of committing low level crimes. The means employed will be to provide alternatives to incarceration and harsher-than-necessary sentencing by enacting justice measures at the neighborhood level, with tailored responses. A crucial component is individualized assistance, with a Court Advocate to help clients quickly and easily access supportive services designed to reduce recidivism and provide alternatives to escalating crime. Persons in treatment or with conditional sentencing based on refraining from drug or substance use will be subject to periodic testing with the graduated sanctions if a participant fails a drug test.

The EICC will prioritize addressing objectives (programs):

Establish or enhance court-based intervention programs to prioritize and expedite the provision of treatment and recovery services. The Community Advocate will work to enhance court-based intervention programs by strengthening relationships with community partners. They will be responsible for “warm hand-offs” for clients. Instead of giving the client a phone number to call to make an appointment for intake, the Community Advocate will help make the call and set appointments, negotiating the client’s work or other responsibilities. They will assist with transportation and other services if necessary, so that the client is able to access needed services. The Community Advocate will also follow up to ensure that the client follows through with actions to meet the requirements for diversion or other alternate sentencing.

Emphasize alternatives to incarceration by tailoring sentences to each defendant. The Community Advocate or Legal Aid Defense Attorney will meet with each defendant to understand their individual circumstances. The City Prosecutor will have latitude to offer reasonable alternatives with the intended goals of reducing recidivism by working with community partners to provide education, job training, drug treatment or other services.

Build and maximize the capacity of jurisdictions to identify, assess and refer. Adding the Community Advocate position as an additional safety net to Legal Aid Municipal Defense attorneys and the City Prosecutor will help ensure that each defendant is identified, assessed, and referred as determined by the process. The Community Advocate will work with the Court and with case managers from the primary referral for each individual, ensuring that no one “falls through the cracks” and that everyone receives assistance accessing needed services.

Enhance the use of community services by participants in the community court docket. As described above, once the terms of alternative sentencing are determined, the Community

Advocate is responsible for providing warm hand-offs to the assigned community resources, making certain that the client can access services and that they are scheduled at times and places that do not conflict with work, family, or other responsibilities.

Developing and maintaining partnerships and collaborations with service providers. The Municipal Court has partnerships with many key community service providers. The Community Advocate will work to maintain those partnerships and help deliver smooth and clear avenues of access. They will also seek to identify and recruit new potential partners, ensuring the widest possible net for services and support.

Developing research partnerships and collecting lessons learned to share. The Community Court Planning Team will contract with [REDACTED] University and [REDACTED] to establish performance measures and conduct regular evaluations. The research partners will develop methods for recording, publishing, and sharing lessons learned from the program.

**Priority 1 (A). how the proposed project will promote racial equity and/or the removal of barriers to access and opportunity, and/or contribute to greater access to services for communities that have been historically underserved, marginalized and adversely affected by inequality.**

The project intentionally promotes racial equity and the removal of barriers by creating a avenue for justice that is nearby, accessible and transparent to underserved communities. Currently defendants must travel to the downtown Municipal Court where there is very limited parking and almost no free parking. Lack of familiarity with the area can cause delays, making defendants late for court and they may end up with additional parking penalties if they park in the wrong area. Public transportation creates challenges to timely appearances as well. The EICC will have locations within or immediately adjacent to each neighborhood. The Planning Team will determine the best locations to encourage familiarity and easy access. The

underserved and under-resourced neighborhoods will have access to a dedicated justice process that meets them in their community.

Residents will have the opportunity during the planning period and with ongoing evaluation and performance measurement to express their strongest concerns and offer their suggestions for how to address the issues that undermine their safety and well-being. A key step to equity and inclusion is the knowledge that underserved individuals have a voice and power to affect change. Crime victims can express their concerns, their ideas for restorative justice and their definition of safety. Juvenile and other first-time offenders will have access to resources that create opportunities.

### C. CAPABILITIES AND COMPETENCIES

Category 1: Planning and Implementation.

- **Describe the community court project management structure and staffing, specifically identifying the key person (or people) responsible for carrying out project activities. Demonstrate the capability to implement the project successfully.**

City Prosecutor, [REDACTED] has the ultimate responsibility and oversight of the EICC.

[REDACTED], the First Assistant City Prosecutor has responsibility for operational supervision and day-to day management.

[REDACTED], the Court Administrator, will oversee and support the court functioning.

The Community Advocate will work directly with defendants and community partners, carrying out project activities.

- **Identify each partner agency that has demonstrated its engagement in the project via and interagency agreement or letter of support. Discuss any previous collaboration that occurred that will help to achieve the objectives. Explain existing partnership agreements.**

City of [REDACTED], the [REDACTED]<sup>th</sup> Judicial Circuit Court of [REDACTED], the [REDACTED] Prosecutor's Office, the [REDACTED] Police Department all collaborate routinely on matters of



law and criminal justice. The Legal Aid of Western [REDACTED], Municipal Defense Division also works with the other partners when appropriate, they act as public defenders, providing free municipal criminal defense assistance to those who are unable to pay for their own defense. Other partners that collaborate to provide rehabilitation and intervention services to residents include the Concerned Clergy Coalition of [REDACTED], [REDACTED] Health Center, the Greater [REDACTED] Coalition to End Homelessness, the Full Employment Council, Entrepreneur and Small Business Council of [REDACTED].

All the agencies are familiar names and partners in broad efforts to improve the lives of [REDACTED] residents, especially those who are under-served by virtue of race, income, geography, education, or other factors. Expanding racial equity and removing barriers to access and opportunity is a primary goal for all partners as evidenced by their many collaborative and single efforts in [REDACTED]. All are committed to continuing to seek innovative and effective measures such as the EICC, intended to make significant steps toward equity and justice.

With this agreement, the parties agree to participate in the planning and implementation team for the EICC and will utilize their resources to support the agreed-upon goals and objectives.

- **Describe any practitioner-partner relationships and/or analytical staff who will support data collection, analysis, and research, including their roles and goals for their support. Describe how they will support equity and inclusion in access to program services, effective targeting and implementation fidelity, and program evaluation.**

[REDACTED] University and [REDACTED] have been identified as practitioner-partners. Their role will be defined during the six-month planning period, however initial conversations have clearly identified the need for them to identify areas for improvement in equity and inclusion in all project endeavors.

#### **D. PLAN FOR COLLECTING THE DATA REQUIRED FOR THE PERFORMANCE MEASURES.**

- **Describe who will be responsible for collecting and reporting the required performance measures and how data will be collected, including any records management systems and/or electronic data storage processes.**

The Community Advocate will be responsible for collecting and maintaining programmatic data. They will have access to the Integrated Data Management System (IDMS) that the City Prosecutor's Office uses to track and maintain data. All specific information related to the defendants and case disposition is maintained in the secure, password-protected database.

- **List any additional performance metrics that will be used to assess the project's effectiveness and the process for collecting information, including who will be responsible and how data will be collected.**

The Planning Team will work with the external evaluators to determine what additional performance measures will be tracked to demonstrate effectiveness toward achieving the goals determined by the planning team and approved by BJA. Performance measures may include items such as crime rates, 911 calls, criminal hot spots, community engagement, recidivism, and number of completed referrals as well as the specific measures outlined in the BJA Treatment Court Performance Measures.

The EICC team will be responsible for tracking information and maintaining it in the secure database or protected server storage provided for their use.

- **Discuss what data sources will be used and any legal, policy, or other barriers to gaining access to the data and how they will be addressed.**

The IDMS is the main data tracking instrument for the Municipal Court. It securely stores all case information in password-protected and level-restricted access files. Court personnel have access appropriate to their needs. Information that is shared with the evaluators or other external persons will be exported and personally identifying information will be redacted.

General case information will be maintained by the Community Advocate in appropriate Microsoft Office instruments. All files are saved in separate server drives and are password protected. The secure servers are managed by the Court System's IT department.

**Describe the steps the community court will take to develop a performance management plan. The plan should include strategies to collect data, review data, and use data to improve program performance. Describe the program's screening tool and referral process, which ensure that participants screened and referred to the court mirror the jurisdictions substance use arrestee percentages.**

The EICC will work with the Research and Evaluation team, planning committee, prosecutor's office, and municipal court to establish input, outputs, and outcomes and enable pre- and post-comparisons that will be used to implement changes where applicable. Data collected by the Community Advocate as well as area statistics will be utilized to evaluate success or the need for correction.

The EICC team and oversight committee will review data quarterly, at a minimum. The planning committee will outline the data review and internal reporting periods at intervals that will ensure a continual improvement process.

- **Describe who will be responsible for, and the process of, the quarterly review of the actual number of participants served with grant funds as compared to the projected number of participants to be served. The time task plan should reflect when and how the community court plans to reach that capacity and should be measured on a quarterly basis.**

The City Prosecutor will be responsible for the quarterly review with the Community Advocate. The Oversight Committee will review the progress of the program, making suggestions for program improvements, establishing goals and objectives. When necessary, the oversight committee will provide course correction to ensure the program is meeting mission, goals, and objectives.

- **Provide a sustainability plan detailing how the community court will be maintained after federal assistance ends. The sustainability plan should describe how current**

**collaborations and evaluation will be used to leverage ongoing resources. BJA encourages the applicant to ensure sustainability by coordinating with local, state, and other federal resources.**

A crucial component in the planning process will be developing a sustainability plan. The high concentration of crime in an urban neighborhood has been deemed a public health risk by the [REDACTED] Health Department and has [REDACTED] philanthropic community engaged in solutions. Philanthropic organizations engaged in crime prevention include [REDACTED] Foundation, [REDACTED] Foundation, [REDACTED] Foundation and [REDACTED] Foundation.

- **Describe how operation and enhancement efforts will be maintained after federal assistance ends and how current collaborations and evaluations will be used to leverage ongoing resources.**

The program has engaged members of the community that will have an active and ongoing interest in the program's ongoing operations. The program will support the services of existing housing and social service agencies. With a proven record of reducing recidivism and lessening the burden on police officers and in the community, the viability of the community court will be an asset to the community, including the faith-based community, neighborhood organizations, and elected officials.

The City Prosecutor's Office has committed to working closely with the EICC to ensure ongoing review and program enhancement. The City Administrator is responsible for preparing budgets and will include operating funds. The mayor's office and other officials will use data showing successful performance, to secure charitable funds needed to fully sustain the program.