

Exhibit “A”



U.S. Department of Justice

Office of Justice Programs

Office of the Assistant Attorney General

Washington, D.C. 20531

September 29, 2018

The Honorable Robert D. Parisi
Township of West Orange
66 Main Street
West Orange, NJ 07052-5404

Dear Mayor Parisi:

On behalf of Attorney General Jefferson Sessions III, it is my pleasure to inform you that the Office of Justice Programs has approved your application for funding under the FY 18 Justice and Mental Health Collaboration Program in the amount of \$100,000 for Township of West Orange.

Enclosed you will find the Grant Award and Special Conditions documents. This award is subject to all administrative and financial requirements, including the timely submission of all financial and programmatic reports, resolution of all interim audit findings, and the maintenance of a minimum level of cash-on-hand. Should you not adhere to these requirements, you will be in violation of the terms of this agreement and the award will be subject to termination for cause or other administrative action as appropriate.

If you have questions regarding this award, please contact:

- Program Questions, NiKisha Love, Program Manager at (202) 616-8241; and
- Financial Questions, the Office of the Chief Financial Officer, Customer Service Center (CSC) at (800) 458-0786, or you may contact the CSC at ask.ocfo@usdoj.gov.

Congratulations, and we look forward to working with you.

Sincerely,

A handwritten signature in cursive script that reads "Matt Dummermuth".

Matt Dummermuth
Principal Deputy Assistant Attorney General

Enclosures



OFFICE FOR CIVIL RIGHTS

Office of Justice Programs

U.S. Department of Justice

810 7th Street, NW
Washington, DC 20531

Tel: (202) 307-0690

TTY: (202) 307-2027

E-mail: askOCR@usdoj.gov

Website: www.ojp.usdoj.gov/ocr

OCR Letter to All Recipients

September 29, 2018

The Honorable Robert D. Parisi
Township of West Orange
66 Main Street
West Orange, NJ 07052-5404

Dear Mayor Parisi:

Congratulations on your recent award. In establishing financial assistance programs, Congress linked the receipt of federal funding to compliance with federal civil rights laws. The Office for Civil Rights (OCR), Office of Justice Programs (OJP), U.S. Department of Justice (DOJ) is responsible for ensuring that recipients of financial assistance from the OJP, the Office of Community Oriented Policing Services (COPS), and the Office on Violence Against Women (OVW) comply with the applicable federal civil rights laws. We at the OCR are available to help you and your organization meet the civil rights requirements that come with DOJ funding.

Ensuring Access to Federally Assisted Programs

Federal laws that apply to recipients of financial assistance from the DOJ prohibit discrimination on the basis of race, color, national origin, religion, sex, or disability in funded programs or activities, not only in employment but also in the delivery of services or benefits. A federal law also prohibits recipients from discriminating on the basis of age in the delivery of services or benefits.

In March of 2013, President Obama signed the Violence Against Women Reauthorization Act of 2013. The statute amends the Violence Against Women Act of 1994 (VAWA) by including a nondiscrimination grant condition that prohibits discrimination based on actual or perceived race, color, national origin, religion, sex, disability, sexual orientation, or gender identity. The new nondiscrimination grant condition applies to certain programs funded after October 1, 2013. The OCR and the OVW have developed answers to some frequently asked questions about this provision to assist recipients of VAWA funds to understand their obligations. The Frequently Asked Questions are available at <https://ojp.gov/about/ocr/vawafaqs.htm>.

Enforcing Civil Rights Laws

All recipients of federal financial assistance, regardless of the particular funding source, the amount of the grant award, or the number of employees in the workforce, are subject to prohibitions against unlawful discrimination. Accordingly, the OCR investigates recipients that are the subject of discrimination complaints from both individuals and groups. In addition, based on regulatory criteria, the OCR selects a number of recipients each year for compliance reviews, audits that require recipients to submit data showing that they are providing services equitably to all segments of their service population and that their employment practices meet equal opportunity standards.

Providing Services to Limited English Proficiency (LEP) Individuals

In accordance with DOJ guidance pertaining to Title VI of the Civil Rights Act of 1964, 42 U.S.C. § 2000d, recipients of federal financial assistance must take reasonable steps to provide meaningful access to their programs and activities for persons with limited English proficiency (LEP). See U.S. Department of Justice, Guidance to Federal Financial Assistance Recipients Regarding Title VI Prohibition Against National Origin Discrimination Affecting Limited English Proficient Persons, 67 Fed. Reg. 41,455 (2002). For more information on the civil rights responsibilities that recipients have in providing language services to LEP individuals, please see the website <https://www.lep.gov>.

Ensuring Equal Treatment of Faith-Based Organizations and Safeguarding Constitutional Protections Related to Religion

The DOJ regulation, Partnerships with Faith-Based and Other Neighborhood Organizations, 28 C.F.R. pt. 38, updated in April 2016, prohibits all recipient organizations, whether they are law enforcement agencies, governmental agencies, educational institutions, houses of worship, or faith-based organizations, from using financial assistance from the DOJ to fund explicitly religious activities. Explicitly religious activities include worship, religious instruction, or proselytization. While funded organizations may engage in non-funded explicitly religious activities (e.g., prayer), they must hold them separately from the activities funded by the DOJ, and recipients cannot compel beneficiaries to participate in them. The regulation also makes clear that organizations participating in programs funded by the DOJ are not permitted to discriminate in the provision of services on the basis of a beneficiary's religion, religious belief, a refusal to hold a religious belief, or a refusal to attend or participate in a religious practice. Funded faith-based organizations must also provide written notice to beneficiaries, advising them that if they should object to the religious character of the funded faith based organization, the funded faith-based organization will take reasonable steps to refer the beneficiary to an alternative service provider. For more information on the regulation, please see the OCR's website at <https://ojp.gov/about/ocr/partnerships.htm>.

SAAs and faith-based organizations should also note that the Omnibus Crime Control and Safe Streets Act (Safe Streets Act) of 1968, as amended, 34 U.S.C. § 10228(c); the Victims of Crime Act of 1984, as amended, 34 U.S.C. § 20110(e); the Juvenile Justice and Delinquency Prevention Act of 1974, as amended, 34 U.S.C. § 11182(b); and VAWA, as amended, 34 U.S.C. § 12291(b)(13), contain prohibitions against discrimination on the basis of religion in employment. Despite these nondiscrimination provisions, the DOJ has concluded that it may construe the Religious Freedom Restoration Act (RFRA) on a case-by-case basis to permit some faith-based organizations to receive DOJ funds while taking into account religion when hiring staff, even if the statute that authorizes the funding program generally forbids recipients from considering religion in employment decisions. Please consult with the OCR if you have any questions about the regulation or the application of RFRA to the statutes that prohibit discrimination in employment.

Using Arrest and Conviction Records in Making Employment Decisions

The OCR issued an advisory document for recipients on the proper use of arrest and conviction records in making hiring decisions. See Advisory for Recipients of Financial Assistance from the U.S. Department of Justice on the U.S. Equal Employment Opportunity Commission's Enforcement Guidance: *Consideration of Arrest and Conviction Records in Employment Decisions Under Title VII of the Civil Rights Act of 1964* (June 2013), available at https://ojp.gov/about/ocr/pdfs/UseofConviction_Advisory.pdf. Recipients should be mindful that the misuse of arrest or conviction records to screen either applicants for employment or employees for retention or promotion may have a disparate impact based on race or national origin, resulting in unlawful employment discrimination. In light of the Advisory, recipients should consult local counsel in reviewing their employment practices. If warranted, recipients should also incorporate an analysis of the use of arrest and conviction records in their Equal Employment Opportunity Plans (EEOPs) (see below).

Complying with the Safe Streets Act

An organization that is a recipient of financial assistance subject to the nondiscrimination provisions of the Safe Streets Act, must meet two obligations: (1) complying with the federal regulation pertaining to the development of an EEOP (see 28 C.F.R. pt. 42, subpt. E) and (2) submitting to the OCR findings of discrimination (see 28 C.F.R. §§ 42.204(c), .205(c)(5)).

Meeting the EEOP Requirement

An EEOP is a comprehensive document that analyzes a recipient's relevant labor market data, as well as the recipient's employment practices, to identify possible barriers to the participation of women and minorities in all levels of a recipient's workforce. As a recipient of DOJ funding, you may be required to submit an EEOP Certification Report or an EEOP Utilization Report to the OCR. For more information on whether your organization is subject to the EEOP requirements, see <https://ojp.gov/about/ocr/eeop.htm>. Additionally, you may request technical assistance from an EEOP specialist at the OCR by telephone at (202) 616-1771 or by e-mail at EEOPforms@usdoj.gov.

Meeting the Requirement to Submit Findings of Discrimination

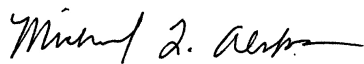
If in the three years prior to the date of the grant award, your organization has received an adverse finding of discrimination based on race, color, national origin, religion, or sex, after a due-process hearing, from a state or federal court or from a state or federal administrative agency, your organization must send a copy of the finding to the OCR.

Ensuring the Compliance of Subrecipients

SAAAs must have standard assurances to notify subrecipients of their civil rights obligations, written procedures to address discrimination complaints filed against subrecipients, methods to monitor subrecipients' compliance with civil rights requirements, and a program to train subrecipients on applicable civil rights laws. In addition, SAAAs must submit to the OCR every three years written Methods of Administration (MOA) that summarize the policies and procedures that they have implemented to ensure the civil rights compliance of subrecipients. For more information on the MOA requirement, see <https://ojp.gov/funding/Explore/StateMethodsAdmin-FY2017update.htm>.

If the OCR can assist you in any way in fulfilling your organization's civil rights responsibilities as a recipient of federal financial assistance, please contact us.

Sincerely,



Michael L. Alston
Director

cc: Grant Manager
Financial Analyst



U.S. Department of Justice
Office of Justice Programs
Bureau of Justice Assistance

Grant

PAGE 1 OF 11

1. RECIPIENT NAME AND ADDRESS (Including Zip Code)

Township of West Orange
66 Main Street
West Orange, NJ 07052-5404

4. AWARD NUMBER: 2018-MO-BX-0021

5. PROJECT PERIOD: FROM 01/01/2019 TO 12/31/2020
BUDGET PERIOD: FROM 01/01/2019 TO 12/31/2020

6. AWARD DATE 09/29/2018

7. ACTION

2a. GRANTEE IRS/VENDOR NO.

226002396

8. SUPPLEMENT NUMBER

00

Initial

2b. GRANTEE DUNS NO.

060801172

9. PREVIOUS AWARD AMOUNT

\$ 0

3. PROJECT TITLE

West Orange Justice and Mental Health Collaboration

10. AMOUNT OF THIS AWARD

\$ 100,000

11. TOTAL AWARD

\$ 100,000

12. SPECIAL CONDITIONS

THE ABOVE GRANT PROJECT IS APPROVED SUBJECT TO SUCH CONDITIONS OR LIMITATIONS AS ARE SET FORTH ON THE ATTACHED PAGE(S).

13. STATUTORY AUTHORITY FOR GRANT

This project is supported under FY18(BJA - JMHCP) 34 USC 10651; Pub. L. No. 115-141, 132 Stat 348, 422

14. CATALOG OF DOMESTIC FEDERAL ASSISTANCE (CFDA Number)

16.745 - Criminal and Juvenile Justice and Mental Health Collaboration Program

15. METHOD OF PAYMENT

GPRS

AGENCY APPROVAL

GRANTEE ACCEPTANCE

16. TYPED NAME AND TITLE OF APPROVING OFFICIAL

Matt Dummermuth
Principal Deputy Assistant Attorney General

18. TYPED NAME AND TITLE OF AUTHORIZED GRANTEE OFFICIAL

Robert D. Parisi
Mayor

17. SIGNATURE OF APPROVING OFFICIAL

19. SIGNATURE OF AUTHORIZED RECIPIENT OFFICIAL

19A. DATE

AGENCY USE ONLY

20. ACCOUNTING CLASSIFICATION CODES

FISCAL YEAR	FUND CODE	BUD. ACT.	DIV. REG.	OFC.	SUB.	POMS	AMOUNT
X	B	MO	80	00	00		100000

21. TMOUGT1890



U.S. Department of Justice
Office of Justice Programs
Bureau of Justice Assistance

**AWARD CONTINUATION
SHEET
Grant**

PAGE 2 OF 11

PROJECT NUMBER 2018-MO-BX-0021

AWARD DATE 09/29/2018

SPECIAL CONDITIONS

1. Requirements of the award; remedies for non-compliance or for materially false statements

The conditions of this award are material requirements of the award. Compliance with any certifications or assurances submitted by or on behalf of the recipient that relate to conduct during the period of performance also is a material requirement of this award.

Failure to comply with any one or more of these award requirements -- whether a condition set out in full below, a condition incorporated by reference below, or a certification or assurance related to conduct during the award period -- may result in the Office of Justice Programs ("OJP") taking appropriate action with respect to the recipient and the award. Among other things, the OJP may withhold award funds, disallow costs, or suspend or terminate the award. The Department of Justice ("DOJ"), including OJP, also may take other legal action as appropriate.

Any materially false, fictitious, or fraudulent statement to the federal government related to this award (or concealment or omission of a material fact) may be the subject of criminal prosecution (including under 18 U.S.C. 1001 and/or 1621, and/or 34 U.S.C. 10271-10273), and also may lead to imposition of civil penalties and administrative remedies for false claims or otherwise (including under 31 U.S.C. 3729-3730 and 3801-3812).

Should any provision of a requirement of this award be held to be invalid or unenforceable by its terms, that provision shall first be applied with a limited construction so as to give it the maximum effect permitted by law. Should it be held, instead, that the provision is utterly invalid or -unenforceable, such provision shall be deemed severable from this award.

2. Applicability of Part 200 Uniform Requirements

The Uniform Administrative Requirements, Cost Principles, and Audit Requirements in 2 C.F.R. Part 200, as adopted and supplemented by DOJ in 2 C.F.R. Part 2800 (together, the "Part 200 Uniform Requirements") apply to this FY 2018 award from OJP.

The Part 200 Uniform Requirements were first adopted by DOJ on December 26, 2014. If this FY 2018 award supplements funds previously awarded by OJP under the same award number (e.g., funds awarded during or before December 2014), the Part 200 Uniform Requirements apply with respect to all funds under that award number (regardless of the award date, and regardless of whether derived from the initial award or a supplemental award) that are obligated on or after the acceptance date of this FY 2018 award.

For more information and resources on the Part 200 Uniform Requirements as they relate to OJP awards and subawards ("subgrants"), see the OJP website at <https://ojp.gov/funding/Part200UniformRequirements.htm>.

Record retention and access: Records pertinent to the award that the recipient (and any subrecipient ("subgrantee") at any tier) must retain -- typically for a period of 3 years from the date of submission of the final expenditure report (SF 425), unless a different retention period applies -- and to which the recipient (and any subrecipient ("subgrantee") at any tier) must provide access, include performance measurement information, in addition to the financial records, supporting documents, statistical records, and other pertinent records indicated at 2 C.F.R. 200.333.

In the event that an award-related question arises from documents or other materials prepared or distributed by OJP that may appear to conflict with, or differ in some way from, the provisions of the Part 200 Uniform Requirements, the recipient is to contact OJP promptly for clarification.



U.S. Department of Justice
Office of Justice Programs
Bureau of Justice Assistance

**AWARD CONTINUATION
SHEET
Grant**

PAGE 3 OF 11

PROJECT NUMBER 2018-MO-BX-0021

AWARD DATE 09/29/2018

SPECIAL CONDITIONS

3. Compliance with DOJ Grants Financial Guide

References to the DOJ Grants Financial Guide are to the DOJ Grants Financial Guide as posted on the OJP website (currently, the "DOJ Grants Financial Guide" available at <https://ojp.gov/financialguide/DOJ/index.htm>), including any updated version that may be posted during the period of performance. The recipient agrees to comply with the DOJ Grants Financial Guide.

4. Reclassification of various statutory provisions to a new Title 34 of the United States Code

On September 1, 2017, various statutory provisions previously codified elsewhere in the U.S. Code were editorially reclassified to a new Title 34, entitled "Crime Control and Law Enforcement." The reclassification encompassed a number of statutory provisions pertinent to OJP awards (that is, OJP grants and cooperative agreements), including many provisions previously codified in Title 42 of the U.S. Code.

Effective as of September 1, 2017, any reference in this award document to a statutory provision that has been reclassified to the new Title 34 of the U.S. Code is to be read as a reference to that statutory provision as reclassified to Title 34. This rule of construction specifically includes references set out in award conditions, references set out in material incorporated by reference through award conditions, and references set out in other award requirements.

5. Required training for Point of Contact and all Financial Points of Contact

Both the Point of Contact (POC) and all Financial Points of Contact (FPOCs) for this award must have successfully completed an "OJP financial management and grant administration training" by 120 days after the date of the recipient's acceptance of the award. Successful completion of such a training on or after January 1, 2016, will satisfy this condition.

In the event that either the POC or an FPOC for this award changes during the period of performance, the new POC or FPOC must have successfully completed an "OJP financial management and grant administration training" by 120 calendar days after-- (1) the date of OJP's approval of the "Change Grantee Contact" GAN (in the case of a new POC), or (2) the date the POC enters information on the new FPOC in GMS (in the case of a new FPOC). Successful completion of such a training on or after January 1, 2016, will satisfy this condition.

A list of OJP trainings that OJP will consider "OJP financial management and grant administration training" for purposes of this condition is available at <https://www.ojp.gov/training/fmts.htm>. All trainings that satisfy this condition include a session on grant fraud prevention and detection.

The recipient should anticipate that OJP will immediately withhold ("freeze") award funds if the recipient fails to comply with this condition. The recipient's failure to comply also may lead OJP to impose additional appropriate conditions on this award.

6. Requirements related to "de minimis" indirect cost rate

A recipient that is eligible under the Part 200 Uniform Requirements and other applicable law to use the "de minimis" indirect cost rate described in 2 C.F.R. 200.414(f), and that elects to use the "de minimis" indirect cost rate, must advise OJP in writing of both its eligibility and its election, and must comply with all associated requirements in the Part 200 Uniform Requirements. The "de minimis" rate may be applied only to modified total direct costs (MTDC) as defined by the Part 200 Uniform Requirements.



U.S. Department of Justice
Office of Justice Programs
Bureau of Justice Assistance

**AWARD CONTINUATION
SHEET
Grant**

PAGE 4 OF 11

PROJECT NUMBER 2018-MO-BX-0021

AWARD DATE 09/29/2018

SPECIAL CONDITIONS

7. Requirement to report potentially duplicative funding

If the recipient currently has other active awards of federal funds, or if the recipient receives any other award of federal funds during the period of performance for this award, the recipient promptly must determine whether funds from any of those other federal awards have been, are being, or are to be used (in whole or in part) for one or more of the identical cost items for which funds are provided under this award. If so, the recipient must promptly notify the DOJ awarding agency (OJP or OVW, as appropriate) in writing of the potential duplication, and, if so requested by the DOJ awarding agency, must seek a budget-modification or change-of-project-scope grant adjustment notice (GAN) to eliminate any inappropriate duplication of funding.

8. Requirements related to System for Award Management and Universal Identifier Requirements

The recipient must comply with applicable requirements regarding the System for Award Management (SAM), currently accessible at <https://www.sam.gov/>. This includes applicable requirements regarding registration with SAM, as well as maintaining the currency of information in SAM.

The recipient also must comply with applicable restrictions on subawards ("subgrants") to first-tier subrecipients (first-tier "subgrantees"), including restrictions on subawards to entities that do not acquire and provide (to the recipient) the unique entity identifier required for SAM registration.

The details of the recipient's obligations related to SAM and to unique entity identifiers are posted on the OJP web site at <https://ojp.gov/funding/Explore/SAM.htm> (Award condition: System for Award Management (SAM) and Universal Identifier Requirements), and are incorporated by reference here.

This condition does not apply to an award to an individual who received the award as a natural person (i.e., unrelated to any business or non-profit organization that he or she may own or operate in his or her name).

9. Requirement to report actual or imminent breach of personally identifiable information (PII)

The recipient (and any "subrecipient" at any tier) must have written procedures in place to respond in the event of an actual or imminent "breach" (OMB M-17-12) if it (or a subrecipient)-- 1) creates, collects, uses, processes, stores, maintains, disseminates, discloses, or disposes of "personally identifiable information (PII)" (2 CFR 200.79) within the scope of an OJP grant-funded program or activity, or 2) uses or operates a "Federal information system" (OMB Circular A-130). The recipient's breach procedures must include a requirement to report actual or imminent breach of PII to an OJP Program Manager no later than 24 hours after an occurrence of an actual breach, or the detection of an imminent breach.

10. All subawards ("subgrants") must have specific federal authorization

The recipient, and any subrecipient ("subgrantee") at any tier, must comply with all applicable requirements for authorization of any subaward. This condition applies to agreements that -- for purposes of federal grants administrative requirements -- OJP considers a "subaward" (and therefore does not consider a procurement "contract").

The details of the requirement for authorization of any subaward are posted on the OJP web site at <https://ojp.gov/funding/Explore/SubawardAuthorization.htm> (Award condition: All subawards ("subgrants") must have specific federal authorization), and are incorporated by reference here.



U.S. Department of Justice
Office of Justice Programs
Bureau of Justice Assistance

**AWARD CONTINUATION
SHEET
Grant**

PAGE 5 OF 11

PROJECT NUMBER 2018-MO-BX-0021

AWARD DATE 09/29/2018

SPECIAL CONDITIONS

11. Specific post-award approval required to use a noncompetitive approach in any procurement contract that would exceed \$150,000

The recipient, and any subrecipient ("subgrantee") at any tier, must comply with all applicable requirements to obtain specific advance approval to use a noncompetitive approach in any procurement contract that would exceed the Simplified Acquisition Threshold (currently, \$150,000). This condition applies to agreements that -- for purposes of federal grants administrative requirements -- OJP considers a procurement "contract" (and therefore does not consider a subaward).

The details of the requirement for advance approval to use a noncompetitive approach in a procurement contract under an OJP award are posted on the OJP web site at <https://ojp.gov/funding/Explore/NoncompetitiveProcurement.htm> (Award condition: Specific post-award approval required to use a noncompetitive approach in a procurement contract (if contract would exceed \$150,000)), and are incorporated by reference here.

12. Requirements pertaining to prohibited conduct related to trafficking in persons (including reporting requirements and OJP authority to terminate award)

The recipient, and any subrecipient ("subgrantee") at any tier, must comply with all applicable requirements (including requirements to report allegations) pertaining to prohibited conduct related to the trafficking of persons, whether on the part of recipients, subrecipients ("subgrantees"), or individuals defined (for purposes of this condition) as "employees" of the recipient or of any subrecipient.

The details of the recipient's obligations related to prohibited conduct related to trafficking in persons are posted on the OJP web site at <https://ojp.gov/funding/Explore/ProhibitedConduct-Trafficking.htm> (Award condition: Prohibited conduct by recipients and subrecipients related to trafficking in persons (including reporting requirements and OJP authority to terminate award)), and are incorporated by reference here.

13. Compliance with applicable rules regarding approval, planning, and reporting of conferences, meetings, trainings, and other events

The recipient, and any subrecipient ("subgrantee") at any tier, must comply with all applicable laws, regulations, policies, and official DOJ guidance (including specific cost limits, prior approval and reporting requirements, where applicable) governing the use of federal funds for expenses related to conferences (as that term is defined by DOJ), including the provision of food and/or beverages at such conferences, and costs of attendance at such conferences.

Information on the pertinent DOJ definition of conferences and the rules applicable to this award appears in the DOJ Grants Financial Guide (currently, as section 3.10 of "Postaward Requirements" in the "DOJ Grants Financial Guide").

14. Requirement for data on performance and effectiveness under the award

The recipient must collect and maintain data that measure the performance and effectiveness of work under this award. The data must be provided to OJP in the manner (including within the timeframes) specified by OJP in the program solicitation or other applicable written guidance. Data collection supports compliance with the Government Performance and Results Act (GPRA) and the GPRA Modernization Act of 2010, and other applicable laws.

15. OJP Training Guiding Principles

Any training or training materials that the recipient -- or any subrecipient ("subgrantee") at any tier -- develops or delivers with OJP award funds must adhere to the OJP Training Guiding Principles for Grantees and Subgrantees, available at <https://ojp.gov/funding/Implement/TrainingPrinciplesForGrantees-Subgrantees.htm>.



U.S. Department of Justice
Office of Justice Programs
Bureau of Justice Assistance

**AWARD CONTINUATION
SHEET
Grant**

PAGE 6 OF 11

PROJECT NUMBER 2018-MO-BX-0021

AWARD DATE 09/29/2018

SPECIAL CONDITIONS

16. Effect of failure to address audit issues

The recipient understands and agrees that the DOJ awarding agency (OJP or OVW, as appropriate) may withhold award funds, or may impose other related requirements, if (as determined by the DOJ awarding agency) the recipient does not satisfactorily and promptly address outstanding issues from audits required by the Part 200 Uniform Requirements (or by the terms of this award), or other outstanding issues that arise in connection with audits, investigations, or reviews of DOJ awards.

17. Potential imposition of additional requirements

The recipient agrees to comply with any additional requirements that may be imposed by the DOJ awarding agency (OJP or OVW, as appropriate) during the period of performance for this award, if the recipient is designated as "high-risk" for purposes of the DOJ high-risk grantee list.

18. Compliance with DOJ regulations pertaining to civil rights and nondiscrimination - 28 C.F.R. Part 42

The recipient, and any subrecipient ("subgrantee") at any tier, must comply with all applicable requirements of 28 C.F.R. Part 42, specifically including any applicable requirements in Subpart E of 28 C.F.R. Part 42 that relate to an equal employment opportunity program.

19. Compliance with DOJ regulations pertaining to civil rights and nondiscrimination - 28 C.F.R. Part 54

The recipient, and any subrecipient ("subgrantee") at any tier, must comply with all applicable requirements of 28 C.F.R. Part 54, which relates to nondiscrimination on the basis of sex in certain "education programs."

20. Compliance with DOJ regulations pertaining to civil rights and nondiscrimination - 28 C.F.R. Part 38

The recipient, and any subrecipient ("subgrantee") at any tier, must comply with all applicable requirements of 28 C.F.R. Part 38, specifically including any applicable requirements regarding written notice to program beneficiaries and prospective program beneficiaries.

Among other things, 28 C.F.R. Part 38 includes rules that prohibit specific forms of discrimination on the basis of religion, a religious belief, a refusal to hold a religious belief, or refusal to attend or participate in a religious practice. Part 38 also sets out rules and requirements that pertain to recipient and subrecipient ("subgrantee") organizations that engage in or conduct explicitly religious activities, as well as rules and requirements that pertain to recipients and subrecipients that are faith-based or religious organizations.

The text of the regulation, now entitled "Partnerships with Faith-Based and Other Neighborhood Organizations," is available via the Electronic Code of Federal Regulations (currently accessible at <https://www.ecfr.gov/cgi-bin/ECFR?page=browse>), by browsing to Title 28-Judicial Administration, Chapter 1, Part 38, under e-CFR "current" data.



U.S. Department of Justice
Office of Justice Programs
Bureau of Justice Assistance

**AWARD CONTINUATION
SHEET
Grant**

PAGE 7 OF 11

PROJECT NUMBER 2018-MO-BX-0021

AWARD DATE 09/29/2018

SPECIAL CONDITIONS

21. Restrictions on "lobbying"

In general, as a matter of federal law, federal funds awarded by OJP may not be used by the recipient, or any subrecipient ("subgrantee") at any tier, either directly or indirectly, to support or oppose the enactment, repeal, modification, or adoption of any law, regulation, or policy, at any level of government. See 18 U.S.C. 1913. (There may be exceptions if an applicable federal statute specifically authorizes certain activities that otherwise would be barred by law.)

Another federal law generally prohibits federal funds awarded by OJP from being used by the recipient, or any subrecipient at any tier, to pay any person to influence (or attempt to influence) a federal agency, a Member of Congress, or Congress (or an official or employee of any of them) with respect to the awarding of a federal grant or cooperative agreement, subgrant, contract, subcontract, or loan, or with respect to actions such as renewing, extending, or modifying any such award. See 31 U.S.C. 1352. Certain exceptions to this law apply, including an exception that applies to Indian tribes and tribal organizations.

Should any question arise as to whether a particular use of federal funds by a recipient (or subrecipient) would or might fall within the scope of these prohibitions, the recipient is to contact OJP for guidance, and may not proceed without the express prior written approval of OJP.

22. Compliance with general appropriations-law restrictions on the use of federal funds (FY 2018)

The recipient, and any subrecipient ("subgrantee") at any tier, must comply with all applicable restrictions on the use of federal funds set out in federal appropriations statutes. Pertinent restrictions, including from various "general provisions" in the Consolidated Appropriations Act, 2018, are set out at <https://ojp.gov/funding/Explore/FY18AppropriationsRestrictions.htm>, and are incorporated by reference here.

Should a question arise as to whether a particular use of federal funds by a recipient (or a subrecipient) would or might fall within the scope of an appropriations-law restriction, the recipient is to contact OJP for guidance, and may not proceed without the express prior written approval of OJP.

23. Reporting Potential Fraud, Waste, and Abuse, and Similar Misconduct

The recipient and any subrecipients ("subgrantees") must promptly refer to the DOJ Office of the Inspector General (OIG) any credible evidence that a principal, employee, agent, subrecipient, contractor, subcontractor, or other person has, in connection with funds under this award -- (1) submitted a claim that violates the False Claims Act; or (2) committed a criminal or civil violation of laws pertaining to fraud, conflict of interest, bribery, gratuity, or similar misconduct.

Potential fraud, waste, abuse, or misconduct involving or relating to funds under this award should be reported to the OIG by-- (1) mail directed to: Office of the Inspector General, U.S. Department of Justice, Investigations Division, 1425 New York Avenue, N.W. Suite 7100, Washington, DC 20530; and/or (2) the DOJ OIG hotline: (contact information in English and Spanish) at (800) 869-4499 (phone) or (202) 616-9881 (fax).

Additional information is available from the DOJ OIG website at <https://oig.justice.gov/hotline>.



U.S. Department of Justice
Office of Justice Programs
Bureau of Justice Assistance

**AWARD CONTINUATION
SHEET
Grant**

PAGE 8 OF 11

PROJECT NUMBER 2018-MO-BX-0021

AWARD DATE 09/29/2018

SPECIAL CONDITIONS

24. Restrictions and certifications regarding non-disclosure agreements and related matters

No recipient or subrecipient ("subgrantee") under this award, or entity that receives a procurement contract or subcontract with any funds under this award, may require any employee or contractor to sign an internal confidentiality agreement or statement that prohibits or otherwise restricts, or purports to prohibit or restrict, the reporting (in accordance with law) of waste, fraud, or abuse to an investigative or law enforcement representative of a federal department or agency authorized to receive such information.

The foregoing is not intended, and shall not be understood by the agency making this award, to contravene requirements applicable to Standard Form 312 (which relates to classified information), Form 4414 (which relates to sensitive compartmented information), or any other form issued by a federal department or agency governing the nondisclosure of classified information.

1. In accepting this award, the recipient--

a. represents that it neither requires nor has required internal confidentiality agreements or statements from employees or contractors that currently prohibit or otherwise currently restrict (or purport to prohibit or restrict) employees or contractors from reporting waste, fraud, or abuse as described above; and

b. certifies that, if it learns or is notified that it is or has been requiring its employees or contractors to execute agreements or statements that prohibit or otherwise restrict (or purport to prohibit or restrict), reporting of waste, fraud, or abuse as described above, it will immediately stop any further obligations of award funds, will provide prompt written notification to the federal agency making this award, and will resume (or permit resumption of) such obligations only if expressly authorized to do so by that agency.

2. If the recipient does or is authorized under this award to make subawards ("subgrants"), procurement contracts, or both--

a. it represents that--

(1) it has determined that no other entity that the recipient's application proposes may or will receive award funds (whether through a subaward ("subgrant"), procurement contract, or subcontract under a procurement contract) either requires or has required internal confidentiality agreements or statements from employees or contractors that currently prohibit or otherwise currently restrict (or purport to prohibit or restrict) employees or contractors from reporting waste, fraud, or abuse as described above; and

(2) it has made appropriate inquiry, or otherwise has an adequate factual basis, to support this representation; and

b. it certifies that, if it learns or is notified that any subrecipient, contractor, or subcontractor entity that receives funds under this award is or has been requiring its employees or contractors to execute agreements or statements that prohibit or otherwise restrict (or purport to prohibit or restrict), reporting of waste, fraud, or abuse as described above, it will immediately stop any further obligations of award funds to or by that entity, will provide prompt written notification to the federal agency making this award, and will resume (or permit resumption of) such obligations only if expressly authorized to do so by that agency.



U.S. Department of Justice
Office of Justice Programs
Bureau of Justice Assistance

**AWARD CONTINUATION
SHEET
Grant**

PAGE 9 OF 11

PROJECT NUMBER 2018-MO-BX-0021

AWARD DATE 09/29/2018

SPECIAL CONDITIONS

25. Compliance with 41 U.S.C. 4712 (including prohibitions on reprisal; notice to employees)

The recipient (and any subrecipient at any tier) must comply with, and is subject to, all applicable provisions of 41 U.S.C. 4712, including all applicable provisions that prohibit, under specified circumstances, discrimination against an employee as reprisal for the employee's disclosure of information related to gross mismanagement of a federal grant, a gross waste of federal funds, an abuse of authority relating to a federal grant, a substantial and specific danger to public health or safety, or a violation of law, rule, or regulation related to a federal grant.

The recipient also must inform its employees, in writing (and in the predominant native language of the workforce), of employee rights and remedies under 41 U.S.C. 4712.

Should a question arise as to the applicability of the provisions of 41 U.S.C. 4712 to this award, the recipient is to contact the DOJ awarding agency (OJP or OVW, as appropriate) for guidance.

26. Encouragement of policies to ban text messaging while driving

Pursuant to Executive Order 13513, "Federal Leadership on Reducing Text Messaging While Driving," 74 Fed. Reg. 51225 (October 1, 2009), DOJ encourages recipients and subrecipients ("subgrantees") to adopt and enforce policies banning employees from text messaging while driving any vehicle during the course of performing work funded by this award, and to establish workplace safety policies and conduct education, awareness, and other outreach to decrease crashes caused by distracted drivers.

27. Requirement to disclose whether recipient is designated "high risk" by a federal grant-making agency outside of DOJ

If the recipient is designated "high risk" by a federal grant-making agency outside of DOJ, currently or at any time during the course of the period of performance under this award, the recipient must disclose that fact and certain related information to OJP by email at OJP.ComplianceReporting@ojp.usdoj.gov. For purposes of this disclosure, high risk includes any status under which a federal awarding agency provides additional oversight due to the recipient's past performance, or other programmatic or financial concerns with the recipient. The recipient's disclosure must include the following: 1. The federal awarding agency that currently designates the recipient high risk, 2. The date the recipient was designated high risk, 3. The high-risk point of contact at that federal awarding agency (name, phone number, and email address), and 4. The reasons for the high-risk status, as set out by the federal awarding agency.

28. The recipient agrees to submit to BJA for review and approval any curricula, training materials, proposed publications, reports, or any other written materials that will be published, including web-based materials and web site content, through funds from this grant at least thirty (30) working days prior to the targeted dissemination date. Any written, visual, or audio publications, with the exception of press releases, whether published at the grantee's or government's expense, shall contain the following statements: "This project was supported by Grant No. 2018-MO-BX-0021 awarded by the Bureau of Justice Assistance. The Bureau of Justice Assistance is a component of the Department of Justice's Office of Justice Programs, which also includes the Bureau of Justice Statistics, the National Institute of Justice, the Office of Juvenile Justice and Delinquency Prevention, the Office for Victims of Crime, and the SMART Office. Points of view or opinions in this document are those of the author and do not necessarily represent the official position or policies of the U.S. Department of Justice." The current edition of the DOJ Grants Financial Guide provides guidance on allowable printing and publication activities.

29. The recipient agrees to cooperate with any assessments, national evaluation efforts, or information or data collection requests, including, but not limited to, the provision of any information required for the assessment or evaluation of any activities within this project.



U.S. Department of Justice
Office of Justice Programs
Bureau of Justice Assistance

**AWARD CONTINUATION
SHEET
Grant**

PAGE 10 OF 11

PROJECT NUMBER 2018-MO-BX-0021

AWARD DATE 09/29/2018

SPECIAL CONDITIONS

30. Any Web site that is funded in whole or in part under this award must include the following statement on the home page, on all major entry pages (i.e., pages (exclusive of documents) whose primary purpose is to navigate the user to interior content), and on any pages from which a visitor may access or use a Web-based service, including any pages that provide results or outputs from the service:

"This Web site is funded [insert "in part," if applicable] through a grant from the [insert name of OJP component], Office of Justice Programs, U.S. Department of Justice. Neither the U.S. Department of Justice nor any of its components operate, control, are responsible for, or necessarily endorse, this Web site (including, without limitation, its content, technical infrastructure, and policies, and any services or tools provided)."

The full text of the foregoing statement must be clearly visible on the home page. On other pages, the statement may be included through a link, entitled "Notice of Federal Funding and Federal Disclaimer," to the full text of the statement.

31. Justification of consultant rate

Approval of this award does not indicate approval of any consultant rate in excess of \$650 per day. A detailed justification must be submitted to and approved by the OJP program office prior to obligation or expenditure of such funds.

32. Recipient understands and agrees that it must submit quarterly Federal Financial Reports (SF-425) and semi-annual performance reports through GMS (<https://grants.ojp.usdoj.gov>), and that it must submit quarterly performance metrics reports through BJA's Performance Measurement Tool (PMT) website (<https://bjapmt.ojp.gov/>). For more detailed information on reporting and other requirements, refer to BJA's website. Failure to submit required reports by established deadlines may result in the freezing of grant funds and High Risk designation.

33. FFATA reporting: Subawards and executive compensation

The recipient must comply with applicable requirements to report first-tier subawards ("subgrants") of \$25,000 or more and, in certain circumstances, to report the names and total compensation of the five most highly compensated executives of the recipient and first-tier subrecipients (first-tier "subgrantees") of award funds. The details of recipient obligations, which derive from the Federal Funding Accountability and Transparency Act of 2006 (FFATA), are posted on the OJP web site at <https://ojp.gov/funding/Explore/FFATA.htm> (Award condition: Reporting Subawards and Executive Compensation), and are incorporated by reference here.

This condition, including its reporting requirement, does not apply to-- (1) an award of less than \$25,000, or (2) an award made to an individual who received the award as a natural person (i.e., unrelated to any business or non-profit organization that he or she may own or operate in his or her name).

34. Applicants must certify that Limited English Proficiency persons have meaningful access to the services under this program(s). National origin discrimination includes discrimination on the basis of limited English proficiency (LEP). To ensure compliance with Title VI and the Safe Streets Act, recipients are required to take reasonable steps to ensure that LEP persons have meaningful access to their programs. Meaningful access may entail providing language assistance services, including oral and written translation when necessary. The U.S. Department of Justice has issued guidance for grantees to help them comply with Title VI requirements. The guidance document can be accessed on the Internet at www.lep.gov.



U.S. Department of Justice
Office of Justice Programs
Bureau of Justice Assistance

**AWARD CONTINUATION
SHEET
Grant**

PAGE 11 OF 11

PROJECT NUMBER 2018-MO-BX-0021

AWARD DATE 09/29/2018

SPECIAL CONDITIONS

35. Cooperating with OJP Monitoring

The recipient agrees to cooperate with OJP monitoring of this award pursuant to OJP's guidelines, protocols, and procedures, and to cooperate with OJP (including the grant manager for this award and the Office of Chief Financial Officer (OCFO)) requests related to such monitoring, including requests related to desk reviews and/or site visits. The recipient agrees to provide to OJP all documentation necessary for OJP to complete its monitoring tasks, including documentation related to any subawards made under this award. Further, the recipient agrees to abide by reasonable deadlines set by OJP for providing the requested documents. Failure to cooperate with OJP's monitoring activities may result in actions that affect the recipient's DOJ awards, including, but not limited to: withholdings and/or other restrictions on the recipient's access to award funds; referral to the DOJ OIG for audit review; designation of the recipient as a DOJ High Risk grantee; or termination of an award(s).

36. Recipient understands and agrees that strategic planning activities funded by this award must include planning on how to address individuals with co-occurring mental health and opioid abuse disorders.

37. The recipient agrees to submit to BJA an electronic copy of the Planning and Implementation Guide. The recipient understands that BJA must review and approve the Planning and Implementation Guide prior to the termination of the award period.

38. The recipient is authorized to incur obligations, expend, and draw down funds for travel, lodging, and per diem costs only, in an amount not to exceed \$15,000, for the sole purpose of attending a required OJP conference associated with this grant award. The grantee is not authorized to incur any additional obligations, or make any additional expenditures or draw downs until the awarding agency and the Office of the Chief Financial Officer (OCFO) has reviewed and approved the recipient's budget and budget narrative, and a Grant Adjustment Notice (GAN) has been issued to remove this special condition.

39. The recipient agrees promptly to provide, upon request, financial or programmatic-related documentation related to this award, including documentation of expenditures and achievements.

40. The recipient understands that it will be subject to additional financial and programmatic on-site monitoring, which may be on short notice, and agrees that it will cooperate with any such monitoring.

41. Withholding of funds: Completion of "OJP financial management and grant administration training" required

The recipient may not obligate, expend, or draw down any award funds until-- (1) OJP determines that the recipient's Point of Contact (POC) and all Financial Points of Contact (FPOCs) for this award have successfully completed an "OJP financial management and grant administration training" on or after January 1, 2016, and (2) OJP issues a Grant Adjustment Notice (GAN) to modify or remove this condition.

Once both the POC and all FPOCs have successfully completed the training required by this condition, the recipient may contact the designated grant manager for the award to request initiation of a GAN to remove this condition.

A list of the OJP trainings that OJP will consider an "OJP financial management and grant administration training" for purposes of this condition is available at <https://ojp.gov/training/fmts.htm>. All trainings that satisfy this condition include a session on grant fraud prevention and detection.



U.S. Department of Justice

Office of Justice Programs

Bureau of Justice Assistance

Washington, D.C. 20531

Memorandum To: Official Grant File

From: Orbin Terry, NEPA Coordinator

Subject: Categorical Exclusion for Township of West Orange

The primary purpose of Justice and Mental Health Collaboration Program (JMHCP) is to increase public safety by facilitating collaboration among the criminal justice, juvenile justice, and mental health and substance abuse treatment systems to increase access to mental health and other treatment services for those individuals with mental illness or co-occurring mental health and substance use disorders. Jurisdictions are eligible to apply for collaborative county approaches to reducing the prevalence of individuals with mental disorders in jail, strategic planning for law enforcement and mental health collaboration, and implementation and expansion funding through JMHCP.

None of the following activities will be conducted whether under the Office of Justice Programs federal action or a related third party action:

- (1) New construction.
- (2) Any renovation or remodeling of a property located in an environmentally or historically sensitive area, including property (a) listed on or eligible for listing on the National Register of Historic Places, or (b) located within a 100-year flood plain, a wetland, or habitat for an endangered species.
- (3) A renovation which will change the basic prior use of a facility or significantly change its size.
- (4) Research and technology whose anticipated and future application could be expected to have an effect on the environment.
- (5) Implementation of a program involving the use of chemicals.

Additionally, the proposed action is neither a phase nor a segment of a project which when reviewed in its entirety would not meet the criteria for a categorical exclusion. Consequently, the subject federal action meets the Office of Justice Programs' criteria for a categorical exclusion as contained in paragraph 4(b) of Appendix D to Part 61 of Title 28 of the Code of Federal Regulations.

	U.S. Department of Justice Office of Justice Programs Bureau of Justice Assistance		GRANT MANAGER'S MEMORANDUM, PT. I: PROJECT SUMMARY	
			Grant	
		PROJECT NUMBER 2018-MO-BX-0021	PAGE 1 OF 1	
This project is supported under FY18(BJA - JMHCP) 34 USC 10651; Pub. L. No. 115-141, 132 Stat 348, 422				
1. STAFF CONTACT (Name & telephone number) NiKisha Love (202) 616-8241		2. PROJECT DIRECTOR (Name, address & telephone number) James Abbott 66 Main Street West Orange, NJ 07052 (973) 325-4030		
3a. TITLE OF THE PROGRAM CATEGORY 2: STRATEGIC PLANNING FOR POLICE AND MENTAL HEALTH COLLABORATION			3b. POMS CODE (SEE INSTRUCTIONS ON REVERSE)	
4. TITLE OF PROJECT West Orange Justice and Mental Health Collaboration				
5. NAME & ADDRESS OF GRANTEE Township of West Orange 66 Main Street West Orange, NJ 07052-5404		6. NAME & ADDRESS OF SUBGRANTEE		
7. PROGRAM PERIOD FROM: 01/01/2019 TO: 12/31/2020		8. BUDGET PERIOD FROM: 01/01/2019 TO: 12/31/2020		
9. AMOUNT OF AWARD \$ 100,000		10. DATE OF AWARD 09/29/2018		
11. SECOND YEAR'S BUDGET		12. SECOND YEAR'S BUDGET AMOUNT		
13. THIRD YEAR'S BUDGET PERIOD		14. THIRD YEAR'S BUDGET AMOUNT		
15. SUMMARY DESCRIPTION OF PROJECT (See instruction on reverse) The Bureau of Justice Assistance's (BJA) Justice and Mental Health Collaboration Program (JMHCP) supports cross-system collaboration to improve responses and outcomes for individuals with mental illnesses (MI) or co-occurring mental illness and substance abuse (CMISA) who come into contact with the justice system. JMHCP is authorized by the Mentally Ill Offender Treatment and Crime Reduction Act of 2004 (MIOTCRA) (Public Law 108-414), the Mentally Ill Offender Treatment and Crime Reduction Reauthorization and Improvement Act of 2008 (Public Law 110-416), and as amended by the 21st Century Cures Act (Public Law 114-255). JMHCP seeks to increase public safety by facilitating collaboration among the criminal justice, mental health, and substance abuse treatment systems to increase access to mental health and other treatment services for individuals with MI or CMISA. The program promotes officer and public safety through the coordination of system resources for people who are accessing multiple services including hospital emergency departments, jails, and mental health crisis services. JMHCP promotes cross-discipline training for justice and treatment professionals; and facilitates communication, collaboration, and the delivery of support services among justice professionals, and treatment and related service providers. In addition, projects funded through JMHCP must address opioid abuse				

reduction.

The recipient will use funds to conduct planning activities designed to free up law enforcement time to focus on responding to violent crime and to improve officer and citizen safety during calls for service involving people with MI and CMISA. The recipient will establish an interagency workgroup including law enforcement, behavioral health, and all other major stakeholders; designate a law enforcement agency project coordinator in a position of authority to review data on performance and adherence to policies and procedures; review, and revise as needed, existing protocols to respond to people who have MI and CMISA; review, and revise as needed, existing, officer, call-taker and mental health training to manage and defuse encounters with people exhibiting MI and CMISA; assess existing behavioral care resources, identify gaps in services, and prioritize behavioral health resources for the PMHC; assess ability to track mental health-related calls for service and dispositions and develop additional capacity to analyze and track them; organize, with technical assistance, a team of collaborative project partners to travel and engage in peer to peer learning sites as part of the strategic planning process; and develop a process for reviewing and improving performance data to promote additional capacity and long-term sustainability. BJA will need to approve the “Planning and Implementation Guide” the recipient develops during the project period.

CA/NCF

Exhibit “B”

MEMORANDUM OF UNDERSTANDING

This **MEMORANDUM OF UNDERSTANDING** (the “Agreement” or the “MOU”) is made as of the ____ day of June, 2019 (the “Effective Date”) by and between **CLARA MAASS MEDICAL CENTER** having an address of 1 Clara Maas Drive, Belleville, New Jersey 07109 (“Clara Maass”), a subsidiary of RWJ Barnabas Health, Inc. (“RWJBH”), and **THE TOWNSHIP OF WEST ORANGE** having an address of 66 Main Street, West Orange, New Jersey 07052 (the “Township”). Clara Maass and the Township are hereafter individually referred to as a “Party” and alternatively as “Parties.”

W I T N E S S E T H:

WHEREAS, the Township is a municipal corporation of the State of New Jersey located in Essex County, New Jersey; and

WHEREAS, Clara Maass is a medical and mental health care provider, which provides psychiatric treatment and services, including Psychiatric Emergency Services, primarily to the western Essex County communities, including the Township; and

WHEREAS, on September 19, 2018, the Office of Justice Programs (the “OJP”) within the United States Department of Justice notified the Township that the OJP approved the Township’s application for funding of a \$100,000 grant to prepare and implement a Justice and Mental Health Collaboration Program (the “JMHCP”); and

WHEREAS, the grant from the OJP is meant to fund the a joint effort between the Township and RWJBH to create and implement a JMHCP which shall be a collaborative policy and plan for law enforcement officers of the Township’s Police Department (the “WOPD”) responding to circumstances or events related to individuals with mental illness (“MI”) and/or co-occurring mental illness and substance abuse (“CMISA”); and

WHEREAS, the Township through the WOPD has an informal relationship with the staff of Clara Maass and the creation and implementation of a JMCHP will create a formal means to share information and collaborate in efforts to better train officers and better address the needs of individuals with a MI or a CMISA condition; and

WHEREAS, the OJP requires the execution of a Memorandum of Agreement (such as this MOU) to affirm the commitment of both the Township and Clara Maass to create and implement the JMCHP as a condition of the grant funding.

NOW, THEREFORE, in consideration of the promises herein contained and other good and valuable consideration, the receipt and sufficiency of which are hereby acknowledged, the Parties hereto execute and deliver this MOU on the terms and conditions set forth herein.

1. Program Summary and Goals set forth in the Overview. The Parties reference the overview prepared as part of the Township's application for grant funding for the preparation and implementation of a JMCHP (the "Overview"), annexed hereto as Exhibit "A." The Parties agree and recognize that the Overview provides the general purpose and goal of the JMCHP and provides a preliminary and tentative plan to create and implement the JMCHP. The Parties agree and acknowledge that the Overview shall provide guidance for the Township and Clara Maass in furtherance of the crafting and implementation of a JMCHP, but that the parties may agree to alter or amend the Overview or deviate from any specific item of the Overview when the parties agree that it is in the best interest towards meeting the overall goals and purposes set forth therein.

2. Preparation of a JMCHP. The Parties agree to cooperate in efforts to develop and implement a JMCHP to improve officer and citizen safety during calls for those with a MI or CMISA disorder(s). The Township will contract with a law enforcement consultant to work with Clara Maass and other identified partners to create a "Project Team." The Township will also

appoint and/or designate a member of the WOPD as a Police-Mental Health Coordinator (the “Coordinator”) to lead the review of data on performance and adherence to policies and procedures, ensure day-to-day operations are in line with the JMHCP mission, and coordinate outreach and engagement with other partners.

3. Communications between the Township and Clara Maass. The Parties agree through the adoption of a communication plan by the Project Team to ensure all data and information is properly shared between the Parties. The Parties agree to abide by all federal, state, and local law governing disclosure of patient medical and psychiatric information.

4. The Project Team – Review of WOPD and Clara Maass Policies and Training. The Parties agree to appoint or designate individuals to the “Project Team” which will assess the policies, trainings and protocols within both the WOPD and Clara Maass to obtain an understanding of these policies, trainings, and protocols and how these policies, trainings and protocols are implemented by officers of the WOPD and mental health care providers. The Project Team shall meet with and interview individual officer(s) and individual mental health care providers to learn about experiences in responding to person(s) with MI or CMISA disorders, particularly relating to opioid abuse, so that the Project Team can evaluate how situations are handled and whether gaps exist within current policies of either the WOPD or Clara Maass. The Project Team shall also engage in the review and revision, if necessary, of existing trainings for officers and mental health care provides related to the managing and defusing encounters with individuals with a MI or CMISA disorder and communications between law enforcement officials and mental health care providers.

5. The Project Team – Data Collection and Sharing. Clara Maass will review and outline its existing policies and protocols for communications between its staff and law enforcement officials when Clara Maass accepts an individual with a MI or CMISA disorder for

care. The Project Team will examine possible gaps that may exist in the process from the intercept point by the law enforcement official(s) through admission to Clara Maas for treatment.

6. Review of Data and Preparation of a JMHCP: The Parties, through the Project Team agree to review and consider the compiled data obtained through the Project Team's investigations to formulate, craft and prepare a JMHCP which shall include: (i) recommendations for change to WOPD and/or Clara Maass policies to improve WOPD's interactions with individuals with a MI or CMISA; (ii) recommendations for change to WOPD and/or Clara Maass policies to improve communications and exchange of information between WOPD and Clara Maass staff and personnel related to the treatment of individuals with a MI or CMISA; (iii) recommendations for trainings for WOPD personnel and/or Clara Maass staff and personnel to improve interactions and/or treatments of individuals with a MI or CMISA; and (iv) any other recommendations or programs to otherwise improve the interaction of law enforcement officers with individuals with a MI or CMISA and/or treatment of individuals with a MI or CMISA.

7. Additional Collaboration from Additional Stakeholders: The Parties, through the Project Team agree to engage local stakeholders and partners in surrounding communities, Essex County, and the Northern New Jersey region. Clara Maass agrees that it will also assist in facilitating collaboration with additional stakeholders in the medical and mental health community. Clara Maass will solicit and invite other medical care and mental health care providers to engage and provide additional resources towards the crafting of proposed policies, activities and trainings related to interactions, care and/or treatment of individuals with MI or CMISA. Clara Maass shall: (i) invite additional stakeholders to participate in forums, (ii) supplement trainings; and (iii) publicize efforts.

8. Implementation of the JMHCP: The Parties agree to continue data sharing, communications, and training after the completion of the JMHCP planning process. Clara Maass agrees to continue to work with the WOPD in sharing relevant information and best practices related to mental health. The Township shall appropriately plan for future budget costs for continued WOPD officer trainings and necessary upgrades and maintenance of its data systems and software to insure proper implementation of the JMHCP.

9. Execution and Delivery. This MOU may be executed in counterpart originals, all of which, when so executed and taken together, shall be deemed an original and all of which shall constitute one and the same instrument. Each counterpart may be delivered by facsimile or electronic mail, and a faxed or electronically mailed copy of a signature shall have the same force and effect as an original signature.

10. Headings. Titles and captions contained in the MOU are inserted only as a matter of convenience and are for reference purposes only. Such titles and captions are in no way intended to define, limit, expand or describe the scope of this MOU, nor the intent of any provision thereof.

11. Signature. The Parties understand and agree to the terms of this MOU and execute it as of the date first set forth above.

The signature page follows this page.

ATTEST:

CLARA MAASS MEDICAL CENTER

By: _____

Name:

Title:

By: _____

Name:

Title:

ATTEST:

TOWNSHIP OF WEST ORANGE

By: _____

Name:

Title:

By: _____

Name:

Title:

Exhibit “A”

Description of the Issue: The Township of West Orange, New Jersey, is the fifth largest municipality in Essex County, with an area of 12.1 square miles, a population of approximately 47,000, and a daytime population that swells to about 100,000. Because of the Urban Rim District that exists along the border of West Orange and Orange, the Township considers itself a suburban/urban community that serves as the County's transition from a largely depressed urban environment to a middle-class suburban community. The Township has a racial/ethnic breakdown of approximately 47% White/Non-Hispanic, 25% Black/African-American, and 19% Hispanic/Latino. About 7.2% of the population is living at or below the poverty line. According to the 2017 Uniform Crime Report prepared by the NJ State Police, West Orange registered a 9.5% increase in crime compared to 2016.

As identified by the American Medical Association, mental illness is the nation's number one health problem. Approximately 28% of the U.S. population over 18 will suffer from a mental illness or substance abuse disorder in any one year, and 3% of the adult population are affected by severe mental illness. Only 20% of those in need of treatment seek help. As per the U.S. Department of Health and Human Services' Substance Abuse and Mental Health Services Administration, the stigma surrounding mental illness is the leading obstacle for individuals in need of services. Emergency room (ER) admissions for behavioral health concerns have shown significant growth from 2011- 2015, as per the NJ Hospital Association's Mental Health and Substance Use Disorder Volume Report. In Essex County, admission increased nearly 17%, rising from 65,325 in 2011 to 78,649 in 2015. Further, ER visits for behavioral health accounted for 20% of all Essex County ER admissions in 2015. This increase in mental health ER admissions has grown into a local crisis. In Essex County, there are three mental health screening centers. In March

2018 alone, 865 patients were seen in these centers, in addition to 152 mobile screenings completed in the community. Of these, 209 were admitted either to voluntary or involuntary units.

Complicating this crisis, people with mental health disorders are more likely than those without to experience an alcohol or substance use disorder and those involved with the criminal justice system are more likely to suffer from co-occurring disorders. This is particularly true for the justice-involved population with a history of opioid misuse. Essex County ranked first in the state, accounting for over 12% for drug related deaths for 2016 (NJ Office of the State Medical Examiner). The misuse and addiction to opioids is an epidemic in Essex County. According to the NJ Drug and Alcohol Abuse Treatment: Substance Abuse Overview 2015, Essex County represented 9% of all Heroin and 6% of “other opiates” admissions for substance abuse in NJ.

To combat this epidemic, in November 2016, the West Orange Police Department (WOPD) collaborated with community partners and launched Operation HOPE (The Heroin-Opiate Prevention Effort). This is a voluntary program offering drug turn-in, treatment, and assistance aimed at placing those with an addiction into drug treatment instead of jail. With services offered 24 hours a day/7 days a week, anyone who comes in to turn over drugs or drug paraphernalia will not be charged with possession. Providing integrated treatment to address mental illness and opioid addiction can lead to positive outcomes such as reduced substance use and arrests. Screening at entry points to the criminal justice system for mental illnesses (MI) or co-occurring mental illness and substance abuse (CMISA) is an imperative step that starts with police departments.

The WOPD has some specific policies for responding to those who are potentially afflicted by MI or CMISA. These policies include: involuntary commitment of persons for psychiatric evaluation (effective 2002); guidance for personnel in recognizing and dealing with persons with mental illness or emotional disturbances (effective 2006); and guidelines and regulations

governing utilization of Nasal Narcan administered by the WOPD (effective 2015). As such, officers are to transport individuals for medical attention if determined to be a danger to themselves or others. Many times, officers must act as first responders to people in crisis for which minimal training has been received. As there is no formal collaboration or tracking system with our mental health community, once an individual is received by the hospital, the WOPD has no further role. This limitation is due to a lack of collaboration and has been acknowledged by all.

Together, the WOPD and the Psychiatric Emergency Services at RWJBarnabas Health (PES) are eager to create an effective and collaborative policy and implementation plan for law enforcement when responding to those with a MI or CMISA. This will include proper training for police officers when responding, as well as transferring over to the hospital's care and formal tracking for outcome indicators. If properly assessed at the first intercept, in many cases individuals with a MI or CMISA can be placed in an appropriate care facility rather than jail. Collaborative training and policy development will allow the WOPD and medical community to meet these high-need individuals at the first intercept and minimize cost of jail time. Treating individuals instead of jailing them minimizes risk of recidivism and reduces cost.

Currently, the WOPD has an informal relationship with staff at PES if an individual with a MI or CMISA disorder is brought to the hospital; however, there is no formal information-sharing. We aim to take this existing framework to develop a two-way channel of communication. In addition, the WOPD does not have the resources needed to track key data measures such as MI or CMISA calls for service. The WOPD is only able to determine if a call involves an afflicted individual. Once accepted by the hospital, outcomes cannot be monitored or tracked by officers. As such, together with community partners, the WOPD is applying for the USDOJ: Justice and Mental Health Collaboration Program FY 2018, Category 2: Strategic Planning for Police and

Mental Health Collaboration Competition to establish a collaborative policy and implementation including training for officers and the development of formal tracking processes to improve records and future assessments for those who encounter the justice system and are afflicted by MI or CMISA disorders.

Project Design and Implementation: The Township of West Orange will lead the “West Orange Justice and Mental Health Collaboration” (JMHC) working collaboratively with the West Orange Police Department (WOPD) and Psychiatric Emergency Services at RWJBarnabas Health (PES). With technical assistance from BJA, the Township will develop and document a JMHC to improve officer and citizen safety during calls for those with a MI or CMISA disorder. The Township will contract with a law enforcement consultant to work with the partners identified to create a “Project Team.” A Police-Mental Health Coordinator (Coordinator) will be appointed from the WOPD to lead the review of data on performance and adherence to policies and procedures, ensure day-to-day operations are in line with the JMHC mission, and coordinate outreach and engagement with other partners. Our goal is to promote officer and public safety through the coordination of system resources for those with a MI or CMISA disorder interacting with the WOPD.

First, the Project Team will assess the policies within the WOPD and the understanding and application of these policies by all officers. Information will be collected from officer experiences in responding to a person with MI or CMISA disorders, particularly relating to opioid abuse, to determine how the situation was handled and where gaps exist within current policies. This will include the review and revision, as necessary, for existing officer, call-taker, and mental health trainings to manage and defuse encounters with those with a MI or CMISA disorder. It will also be determined to what extent officers have received mental health trainings. Similarly, the PES will determine existing policies and protocols for communication between law enforcement

and staff when an individual with a MI or CMISA disorder is accepted for medical care. Staff will also determine trainings received for working with those involved with, or diverted from, the justice system. The number of justice-involved individuals that have received services and outcomes will be assessed as available. Together, the Project Team will determine where gaps exist from the intercept point with law enforcement through admission to the hospital, and treatment services. This will also include consideration of existing behavioral care resources such as crisis hotlines, mobile outreach, and crisis facilities to identify needs and prioritize resources. This will create the foundation to establish appropriate policies in an effort to minimize contact or deeper involvement for these individuals within the criminal justice system. The Project Team will identify the overarching goals to be achieved through policy implementation as well.

The Project Team will then work with the consultant to develop policy recommendations for the WOPD. Led by the appointed Coordinator, the team will look towards communities that have implemented comparable programs to evaluate successes and where improvements can be made, in coordination with strategic planning provided by the BJA. Together with the Township's administration, the WOPD will review and revise policies and procedures, as necessary, for implementation. Officers will receive trainings that support these policies and learn best practices for such incidences. Treatment needed to minimize further involvement with the criminal justice system will be determined by the PES staff. Budget allocations for the information systems will also be determined for the continuation of the project.

The Project Team will also work collaboratively with the surrounding municipalities' PDs as well as the Essex County Sheriff's Office, 911 and dispatch, and any other key stakeholders to involve the community and all levels of the local justice system. The WOPD will gather information, as well as experiences of PDs to ensure relevant resources are shared to develop the

implementation plan. Communities that have employed a 24/7 Crisis Intervention Team and Mental Health First-Aid, and other strategies from the PMHC Toolkit will be studied to determine the best fit for the WOPD and community. PES will similarly provide insights about successful comparable experiences. The Project Team will work with additional stakeholders such as Integrity House, a non-profit provider of substance use disorder treatment, as well as others from the mental health community. Together we will also determine how to expand and enhance efforts for the WOPD's Operation HOPE program to address methods for opioid abuse reduction. With this collaboration we aim to promote cross-discipline training for justice and treatment professionals in the community, and facilitate communication, collaboration, and the delivery of support services among justice professionals, and treatment and related service providers.

The Coordinator position will be assigned to a senior staff member of the WOPD for the 12-month project period. The Coordinator will ensure that all policies and procedures according to the funding guidelines are followed, and that all activities and reports are completed. 20% of the staff members time will be dedicated to the project and 100% of this position's salary will be paid for as an in-kind contribution. Together with the contracted consultant, the Project Team will establish the data and performance measurement systems and protocols necessary to track the MI or CMISA related responses for the WOPD, as well as relevant data for record keeping. The consultant will guide the WOPD in revision of the current policies and procedures as necessary to work collaboratively with PES when responding to those with a MI or CMISA disorder. The consultant will also assist in the creation of performance evaluations for officers who have responded to a mental health related call. The appropriate level of training for officers will be determined, as well as training for dispatchers and general staff. Officer trainings will be provided in collaboration with protocols used at PES to ensure the same best practices are utilized by officers

as when patients are receiving treatment for a cohesive transfer between law enforcement and PES staff. The consultant will guide all project partners for appropriate trainings and delivery strategies; this includes frequency, duration and, level of officer training and trainings for other staff.

To address the priority consideration of Program Evaluation, once this collaboration is implemented, the Project Team will have the means necessary to establish a data and performance measurement system and necessary processes for the WOPD to track the related responses and evaluate outcomes. Key staff will be trained in utilizing the system and appropriate methods for collaborating with PES for a formal communication system and procedures to evaluate call related data. Developing this two-way information system will promote the delivery of timely information to make appropriate decisions that are inclusive of each partner for people with MI or CMISA disorders. This will allow all staff to properly input data and monitor factors such as repeat addresses, similar call indicators, disposition of calls, and outcomes. As a result, the Project Team will have a process for reviewing and improving performance data and will be able to continually monitor progress, evaluate effectiveness of protocols, and further these efforts to promote additional JMHC capacity and long-term sustainability.

The Project Team will arrange for two representative, including a senior representative from the WOPD and PES, for the strategic planning with peer to peer learning with one of ten, BJA-established Law Enforcement Mental Health Collaboration learning sites. This opportunity will allow the Project Team to learn from communities with similar issues based on first-hand experiences from their peers. This will be invaluable to project completion and include items such as: discussion of existing policies followed by the WOPD for response to those with a mental illness; case studies of surrounding communities with comparable programs; the available trainings from the PES; and other topics to be determined.

Capabilities and Competencies: The Project Team for the West Orange JMHC will be led by the Township of West Orange working collaboratively with the WOPD and PES as project partners. The designated Coordinator will lead and facilitate the review and planning process. All of the Project Team representatives and partners have extensive backgrounds with justice, mental health, and administrative services. From the WOPD, Chief James P. Abbott has supervised every area of the WOPD and has spent the previous 21 years as Chief of the Department. With nearly thirty-eight years of experience in Law Enforcement, Chief Abbott will lead the proposed efforts on behalf of the WOPD. On behalf of the Township of West Orange, Administrator John Sayers will be responsible for the oversight and collaboration of efforts between the Project Team. Mr. Sayers has been the administrator of the Township since 2001. As Assistant Vice President, Psychiatric Emergency Services, RWJBH Hospital System, Joseph E. Cuffari will lead the efforts on behalf of the mental health agency. Mr. Cuffari has nearly 30 years experience in the field of mental health, as well as Psychiatric Emergency services. A senior staff member of the WOPD will be appointed to the position of Police-Mental Health Coordinator to be responsible for management of the grant, lead the review and planning process with the Project Team, and work closely with the consultant to facilitate project elements. The law enforcement consultant will be contracted upon award of grant funds according to all local procurement laws. The consultant will assist in developing all project elements, including: establishing the data and performance measurement systems and processes; revising policies and procedures for the WOPD; creating performance evaluations; advising on appropriate trainings for officers, and more to be determined. The WOPD will continue working with existing partners such as Integrity House, a non-profit provider of substance use disorder treatment committed to helping individuals and families; Ammon Labs, a

full-service toxicology lab serving addiction treatment facilities, detox centers, sober living homes, substance abuse clinics, and more; and other local stakeholders.

The project collaboration structure will be comprised of the Township of West Orange, WOPD and the PES. Together with the law enforcement consultant, the Project Team will meet regularly during the planning processes for the JMHC to ensure successful evaluation, planning, and creation of policies and an implementation plan. If awarded funds, a Memorandum of Understanding will formalize partnerships, roles, and terms of this collaboration between Project Team members. All partners have documented their role in this project with the enclosed Letter of Commitment. The Project Team will complete planning and evaluation to develop a written action plan in the 12-month project period upon award of funds. The Timeline attachment details each project goal, related objective, activity, expected completion date, and responsible parties. The Project Team will work collaboratively with the law enforcement consultant to overcome any barriers to implementation that arise during this project.

Plan for Collecting the Data Required for this Solicitation's Performance Measures: To collect data and measure the local outcomes for project effectiveness, the Project Team will work collaboratively with the consultant to establish data and performance measurement systems necessary for the WOPD to effectively track calls and responses to those with a MI or CMISA disorder. Once identified, the system will allow for these indicators to be entered and monitored by both the WOPD and PES staff, as well as for outcome measurements to be evaluated. The consultant will then provide the Project Team with the formal methods for communication and collaboration to evaluate and review the data collected from calls. The outcomes will be assessed in comparison to those established by the Project Team to determine the project's success. The

Coordinator will ensure all data on performance is reviewed and policies and procedures on performance are adhered to ensure data is collected to be analyzed for program evaluation.

Plan for Measuring Program Success to Inform Plans for Sustainment: The Project Team will engage local stakeholders and partners in surrounding communities, as well as Essex County and the northern NJ region. RWJBarnabas Health will help facilitate collaboration of additional stakeholders in the medical and mental health community. Stakeholder support will be measured by the organizations that engage and provide resources for the proposed activities. Stakeholders will be invited to participate in forums, supplement trainings, and publicize efforts.

The result of this project will be a sustainable, action plan with enhanced policies ready for implementation. This will provide the Township and WOPD with a formalized collaboration with RWJBarnabas Health, PES to continue data sharing, communications, and trainings as established during the planning process. Trainings received by officers will be relevant beyond the grant funding period. In addition, the staff at PES will continually work with officers in sharing information and best practices for mental health. During the planning process, the Township and WOPD will also plan for future budget costs for continued officer trainings and to maintain data systems and software. Once formal policies have been established and adopted, minimal funds will be required for continued implementation of the JMHC. Stakeholders engaged during the planning phase will also be utilized for information and resources to maximize future implementation. The policies and regulations that must be put in place to support and sustain service delivery include: formalization of the commitment between the RWJBarnabas Health, PES, the WOPD, and Township, as well as the adoption of written policies created as a result of these funds. Members of the Project Team will also adopt the communication plan created to ensure all data and information is properly shared throughout the project and beyond.

Township of West Orange- Justice Mental Health Collaboration Program Timeline

Project Goal	Objective	Activity	Expected Completion Date	Responsible Person/ Organization
1. Commence Project	Acceptance of Grant	Execute Grant Agreement	January 1, 2019	Township of West Orange (Administration)
2. Create Project Team	To develop a team for the Justice Mental Health Collaboration (JMHC)	Assigning of Police-Mental Health Coordinator position; activate stakeholders	January 2019	Township of West Orange (Administration) and West Orange Police Department (WOPD)
3. Hire Law Enforcement Consultant	To hire a law enforcement consulting firm with experience in mental health related projects	RFP for law enforcement consultant	January-February 2019	Township of West Orange (Administration) and WOPD
4. Engage Stakeholders and Create Project Plan	To develop a schedule for the 12-month project period with all involved stakeholders	Establish a detailed plan for the 12-month Project Period	January-February 2019	Project Team (Township of West Orange, WOPD, Psychiatric Emergency Services at RWJBarnabas Health and Police-Mental Health Coordinator)
5. Formalize MOU with Psychiatric Emergency Services at RWJBarnabas Health (mental health facility)	To formalize the commitment of the project team and resources to be provided by each organization	MOU will be drafted, agreed upon, and signed by all partners formalizing commitment	February-March 2019	Project Team
6. Commence activities of Project Team	To familiarize the Project Team with the grant requirements and	Staff to hold internal kick-off meeting with Project Team and	February-March 2019	Project Team and Hired Consultant

	activities to be conducted	hired Consultant to begin grant activities		
7. Inventory existing policies and procedures of WOPD responding to those with mental illness	To assess existing policies and procedures and determine where gaps exist and improvements can be made	Review policies of WOPD, survey officers for trainings received, and instances in responding to an individual with a mental illness	April- May 2019	WOPD, Police-Mental Health Coordinator and Hired Consultant
8. Evaluate procedures for WOPD and mental health facility for patient intake and response	To determine the existing procedures for police and mental health staff and communication	Review policies of mental health staff for intake of individuals with mental illness from law enforcement and information sharing between police and mental health staff	April- May 2019	WOPD, Police-Mental Health Coordinator, Consultant, and staff at Psychiatric Emergency Services at RWJBarnabas Health
9. Plan and evaluate various strategies and case studies for consideration for project	Discuss various approaches to policy and case studies from other WOPD for response to those with mental illness	Strategize internally and attend peer to peer learning for further assessment	June- July 2019	Project Team
10. Develop policy recommendations/ standard operating procedures to be adopted by the WOPD	To improve policies and procedures when responding to an individual with mental illness and establish standard operating procedures for officers	Revisions to policies and standard operating procedures will be drafted and recommended for implementation	June- July 2019	Project Team and Consultant
11. Create a Database for WOPD and Mental Health Facility to track responses and outcomes	To develop a database base that can be utilized for tracking mental health response calls and indicator outcomes	Establish data to be collected and how communicated and tracked to create database for collection.	July- August 2019	WOPD, Consultant, Police-Mental Health Coordinator, and Psychiatric Emergency Services at

				RWJBarnabas Health
12. To train staff on data tracking procedures and database use and communications	To understand procedures for using database and best practices in data management for all involved	Train Project Team, WOPD, and staff at Psychiatric Emergency Services at RWJBarnabas Health to effectively use database	August 2019	Project Team, Consultant, and individual officers involved in project
13. Determine strategies/ trainings appropriate for WOPD	To decide the best practices and strategies that should be employed by the Department and trainings to accomplish this	Schedule appropriate trainings for all WOPD such as mental health first aid or others as determined appropriate	August-September 2019	WOPD, Police-Mental Health Coordinator, Consultant, and staff at Psychiatric Emergency Services at RWJBarnabas Health
14. Formally adopt recommended policies for project implementation	To implement revised policies/ procedures for improved response to those with mental illness	Policies will be adopted and all officers trained for new procedures for response to those with mental illness	October 2019	WOPD and Township of West Orange
15. Finalize action plan for JMHC	To implement the finalized action plan as a result of all project efforts for the JMHC for future use	The action plan will be finalized with strategies and policies/procedures, trainings, data collection and communication methods established	October 2019	Project Team and Consultant
16. Implement action plan and build upon project activities with additional stakeholder involvement beyond funding period	To continue and expand upon the project deliverables once the funding period has ended	Engage community organizations to support the Project Team's efforts in future years	November 2019 and beyond	Project Team and additional stakeholders

Budget Detail - Year 1

Does this budget contain conference costs which is defined broadly to include meetings, retreats, seminars, symposia, and training activities? - Y/N
(DOI Financial Guide, Section 3.10)

No

A. Personnel

Name <i>List each name, if known.</i>	Position <i>List each position, if known.</i>	Computation <i>Show annual salary rate & amount of time devoted to the project for each name/position.</i>						
		Salary	Rate	Time Worked (# of hours, days, months, years)	Percentage of Time	Total Cost	Non-Federal Contribution	Federal Request
TBD	Police-Mental Health Coordinator Position	\$125,000.00	yearly	1	20%	\$25,000	\$25,000	\$0
Total(s)						\$25,000	\$25,000	\$0

Narrative

A senior staff member of the West Orange Police Department will be assigned the role of the Police-Mental Health Coordinator Position for the 12-month project period. The staff member will ensure that all policies and procedures according to the funding guidelines are followed and all activities for this grant are completed. 20% of the staff members time will be dedicated to the project and 100% of the salary for this project will be paid for by the Township of West Orange and WOPD as a stipend to the staff member for an in-kind contribution for this project $\$125,000 \times 0.25 = \$25,000$

B. Fringe Benefits

Name <i>List each grant-supported position receiving fringe benefits.</i>	Computation <i>Show the basis for computation.</i>				
	Base	Rate	Total Cost	Non-Federal Contribution	Federal Request
Police-Mental Health Coordinator Position			\$0		\$0
Total(s)			\$0	\$0	\$0

Narrative

The staff member will be paid a stipend for the Police-Mental Health Coordinator tasks and duties; therefore, fringe is not applicable.

C. Travel

Purpose of Travel * <i>Indicate the purpose of each trip or type of trip (training, advisory group meeting)</i>	Location * <i>Indicate the travel destination.</i>	Type of Expense * <i>Lodging, Meals, Etc.</i>	Basis * <i>Per day, mile, trip, Etc.</i>	Computation * <i>Compute the cost of each type of expense X the number of people traveling.</i>						
				Cost	Quantity	# of Staff	# of Trips	Total Cost	Non-Federal Contribution	Federal Request
Peer to Peer learning at BJA-established Law Enforcement Mental Health Collaboration learning sites	TBD	Lodging	Night	\$300.00	1	2	1	\$600		\$600
Peer to Peer learning at BJA-established Law Enforcement Mental Health Collaboration learning sites	TBD	Meals	Day	\$75.00	1	2	1	\$150		\$150
Peer to Peer learning at BJA-established Law Enforcement Mental Health Collaboration learning sites	TBD	Transportation	Round-trip	\$325.00	1	2	1	\$650		\$650
Additional Conference/Trainings (i.e. National CIT Conference)	TBD	Local Travel	N/A	\$500.00	1	2	1	\$1,000		\$1,000
Total(s)								\$2,400	\$0	\$2,400

Narrative

Travel for 2 project partners for peer to peer learning with one of ten, BJA-established Law Enforcement Mental Health Collaboration learning sites and other relevant conferences as determined necessary and approved by BJA.

D. Equipment

Item <i>List and describe each item of equipment that will be purchased</i>	Computation <i>Compute the cost (e.g., the number of each item to be purchased X the cost per item)</i>
---	---

Purpose Area #4

	# of Items	Unit Cost	Total Cost	Non-Federal Contribution	Federal Request
Database/Software for Tracking	1	\$7,600.00	\$7,600		\$7,600
Total(s)			\$7,600	\$0	\$7,600

Narrative

The West Orange Police Department will purchase software for two-way tracking and monitoring calls and responses for those with mental health and co-occurring disorders so that information can be shared with the mental health project partners and dispatchers in a timely and efficient manner. This will include multiple licenses for software on multiple computers at various locations.

E. Supplies

Supply Items <i>Provide a list of the types of items to be purchased with grant funds.</i>	Computation <i>Describe the item and the compute the costs. Computation: The number of each item to be purchased X the cost per item.</i>				
	# of Items	Unit Cost	Total Cost	Non-Federal Contribution	Federal Request
			\$0		\$0
Total(s)			\$0	\$0	\$0

Narrative

F. Construction

Purpose <i>Provide the purpose of the construction</i>	Description of Work <i>Describe the construction project(s)</i>	Computation <i>Compute the costs (e.g., the number of each item to be purchased X the cost per item)</i>				
		# of Items	Cost	Total Cost	Non-Federal Contribution	Federal Request
				\$0		\$0
Total(s)				\$0	\$0	\$0

Narrative									
G. Subawards (Subgrants)									
Description <i>Provide a description of the activities to be carried out by subrecipients.</i>		Purpose <i>Describe the purpose of the subaward (subgrant)</i>		Consultant? <i>Is the subaward for a consultant? If yes, use the section below to explain associated travel expenses included in the cost.</i>					
						Total Cost	Non-Federal Contribution	Federal Request	
								\$0	
Total(s)						\$0	\$0	\$0	
Consultant Travel (if necessary)									
Purpose of Travel <i>Indicate the purpose of each trip or type of trip (training, advisory group meeting)</i>		Location <i>Indicate the travel destination.</i>		Type of Expense <i>Hotel, airfare, per diem</i>		Computation <i>Compute the cost of each type of expense X the number of people traveling.</i>			
				Cost	Duration or Distance	# of Staff	Total Cost	Non-Federal Contribution	Federal Request
							\$0		\$0
Total						\$0	\$0	\$0	
Narrative									

H. Procurement Contracts								
Description		Purpose		Consultant?				
Provide a description of the products or services to be procured by contract and an estimate of the costs. Applicants are encouraged to promote free and open competition in awarding contracts. A separate justification must be provided for sole source procurements in excess of the Simplified Acquisition Threshold (currently \$150,000).		Describe the purpose of the contract		Is the subaward for a consultant? If yes, use the section below to explain associated travel expenses included in the cost.				
						Total Cost	Non-Federal Contribution	Federal Request
Training for Officers		Trainings Recommended by Consultant will be provided for officers.		Yes		\$15,000		\$15,000
Law Enforcement Consultant		Law enforcement consultant will be contracted for the grant activities		Yes		\$75,000		\$75,000
Total(s)						\$90,000	\$0	\$90,000
Consultant Travel (if necessary)								
Purpose of Travel		Location		Type of Expense		Computation		
Indicate the purpose of each trip or type of trip (training, advisory group meeting)		Indicate the travel destination.		Hotel, airfare, per diem		Compute the cost of each type of expense X the number of people traveling.		
						Cost	Duration or Distance	# of Staff
Total						\$0	\$0	\$0
Narrative								
A law enforcement consultant will be contracted for the grant activities such as assessment, developing policies, data base and management systems and other tasks as developed during the grant period. The consultant will be contracted for the duration of the 12-month project period=\$75,000 Training for all West Orange Police Officers will be provided as recommended by the Law Enforcement Consultant. Proposed/potential trainings include mental health first aid, crisis intervention training, and dispatch for mental illness calls. All 97 officers of the WOPD will attend training (from senior officers to new hires) at an approximate cost of \$155 per person (total \$15,000). Both consultants will be local, so travel costs are included in their overall cost.								
I. Other Costs								
Description		Computation						
List and describe items that will be paid with grants funds (e.g. rent, reproduction, telephone, janitorial, or security services, and investigative or confidential funds).		Show the basis for computation						
		Quantity	Basis	Cost	Length of Time	Total Cost	Non-Federal Contribution	Federal Request
						\$0		\$0

		Total(s)	\$0	\$0	\$0
Narrative					
J. Indirect Costs					
Description <i>Describe what the approved rate is and how it is applied.</i>		Computation <i>Compute the indirect costs for those portions of the program which allow such costs.</i>			
	Base	Indirect Cost Rate	Total Cost	Non-Federal Contribution	Federal Request
			\$0		\$0
Total(s)			\$0	\$0	\$0
Narrative					

Planning Guide

Justice and Mental Health Collaboration Program Category 2: Strategic Planning for Police and Mental Health Collaboration

DESCRIPTION

This Planning Guide is intended for recipients of Justice and Mental Health Collaboration Program (JMHCP) grants administered by the U.S. Department of Justice's Bureau of Justice Assistance (BJA). JMHCP grantees will complete this guide in partnership with the technical assistance provider from The Council of State Governments Justice Center over the course of their grant.

The Council of State Governments Justice Center prepared this guide with support from the U.S. Department of Justice's Bureau of Justice Assistance (BJA). The contents of this document do not necessarily reflect the official position or policies of the U.S. Department of Justice.

About the Planning Guide

The Council of State Governments (CSG) Justice Center has prepared this Planning Guide to support grantees in developing and refining Police-Mental Health Collaboration (PMHC) initiatives to improve outcomes for people who have mental illnesses and are in the criminal justice system. The guide is not intended to serve as a step-by-step blueprint, but rather to foster discussion on best practices; identify considerations for your collaborative effort; and help you work through key decisions and implementation strategies.

The guide was developed as a tool for grantees, but it also serves as an important mechanism for your CSG Justice Center technical assistance provider (TA provider) to understand the status and progress of your project, the types of challenges you are encountering, and the ways your TA provider might be helpful to you in making your project successful.

You and your TA provider will use your responses to the self-assessment to collaboratively develop priorities for technical assistance.

Any questions about this guide should be directed to your TA provider.

Contents of the Guide

The guide is divided into seven sections, each with assessment questions, exercises, and discussion prompts. The self-assessment questions and exercises are grounded in evidence-based principles. You will be prompted to write short responses, attach relevant documents, and/or complete exercises for each section. Your answers will provide insight into your initiative's strengths and identify areas for improvement. Your TA provider may also send you additional information on specific topics throughout your time together. If you need additional information or resources on a topic, please reach out to your TA provider.

TA Provider Contact Information	
Name:	Enter text here.
Phone:	Enter text here.
Email:	Enter text here.

Contents
PART I: GETTING STARTED AND IDENTIFYING GOALS AND OBJECTIVES
Exercise 1: Basic Information A. <i>Grantee Information</i> B. <i>More about Your Initiative</i> C. <i>Logic Model</i>
PART II: A FRAMEWORK FOR YOUR POLICE-MENTAL HEALTH COLLABORATION
Question 1: Is our leadership committed to the police-mental health collaboration (PMHC)? Exercise 2: Leadership Buy-In and Stakeholder Engagement A. <i>Leadership</i> B. <i>More about Your Jurisdiction</i> C. <i>Committees</i> D. <i>Identifying Stakeholders</i> E. <i>Plans for Improvement</i>
Question 2: Do we have clear policies and procedures to respond to people who have mental health needs? Exercise 3: Protocols for Law Enforcement Contact with People Who Have Behavioral Health Needs A. <i>Interagency Agreements</i> B. <i>Screening and Guidance for Mental Health Calls for Service</i> C. <i>Plans for Improvement</i> Exercise 4: Information Sharing and Confidentiality A. <i>Information-Sharing Policy and Protocols</i> B. <i>Information Sharing in Practice</i> C. <i>Plans for Improvement</i>
Question 3: Do we provide staff with quality mental health and stabilization training? Exercise 5: Defining the PMHC Training Program A. <i>Training Breakdown</i> B. <i>Training Delivery</i> C. <i>Logic Model: Training</i>
Question 4: Does the community have a full array of mental health services and supports for people who have mental health needs? Exercise 6: Assessing Behavioral Health Care Resources A. <i>Continuum of Care</i> B. <i>Identifying Gaps</i>
Question 5: Do we collect and analyze data to measure the PMHC against the four key outcomes? Exercise 7: Data Collection A. <i>General Data Collection</i> B. <i>Identifying Patterns in Mental Health Calls for Service</i> C. <i>Final Dispositions</i>
Question 6: Do we have a formal and ongoing process for reviewing and improving performance?

- Exercise 8: Program Evaluation
- A. *Preparing for Program Evaluation*
 - B. *Plans for Improvement*

- Exercise 9: After the Life of the JMHCP Grant
- A. *Funding Sources for Sustainability*
 - B. *Stakeholder Engagement*
 - C. *Using Data to Drive Sustainability*
 - D. *Other Sustainability Strategies*
 - E. *Logic Model: Sustainability*

Appendix A: Brief Overview of Police-Mental Health Collaborations

Appendix B: Supporting Resources

- I. *Police-Mental Health Collaboration Toolkit*
- II. *Police-Mental Health Collaboration Checklists*
- III. *Law Enforcement/Mental Health Learning Sites*
- IV. *Criminogenic Risk and Behavioral Health Needs Framework*
- V. *Behavioral Health Diversion Interventions: Moving from Individual Programs to a Systems-Wide Strategy*

PART 1: GETTING STARTED AND IDENTIFYING GOALS AND OBJECTIVES

Although your TA provider has read the project narrative that you submitted in response to the JMHCP solicitation, there may have been updates or changes since the submission of your original application. This exercise is intended to give your TA provider a sense of your current project goals and your initial technical assistance needs.

EXERCISE 1: Basic Information

A. Grantee Information

1. Grantee Name and Award Number
Enter text here.
2. Lead Agency (*Who applied for the grant?*)
Enter text here.
3. Collaborating Partner Agency
Enter text here.
4. Primary Agency (*Who manages the day-to-day operations of the grant program?*)
Enter text here.
5. Geographic Location (*City/county/state*)
Enter text here.
6. Type of Jurisdiction (*Rural/suburban/urban/mix*)
Enter text here.
7. Population Size of Jurisdiction Served
Enter text here.
8. Project Title
Enter text here.

Point(s) of Contact

Name #1: Enter text here.
Email: Enter text here.
Agency: Enter text here.

Name #2: Enter text here.
Email: Enter text here.
Agency: Enter text here.

Name #3: Enter text here.
Email: Enter text here.
Agency: Enter text here.

B. More about Your Initiative

1. Have there been any changes to the initiative or its goals as outlined in your grant proposal?

*If any programmatic, administrative, or financial changes have been made since you submitted your grant proposal, you are required to submit a Grant Adjustment Notice (GAN) through the GAN module in the Grants Management System (GMS). **Please note that GANs are subject to approval by BJA.** If you are planning to submit a GAN please coordinate with your TA Provider on how the modification helps you meet the goals of the grant.*

☐ Yes (Please specify.) Enter text here.

☐ No

C. Logic Model

Work with your team to articulate the overall program goal(s) and measurable objectives for the next 12 months, based on your grant proposal narrative. During our next TA call, we will discuss to ensure that everyone agrees with the identified goal(s) and objectives.

Program Goal(s)

Enter text here.

Program Objectives

Enter text here.

Resources/Inputs <i>To accomplish these goal(s) and objectives, we will need the following resources:</i>	Activities <i>To accomplish these goal(s) and objectives, we will complete the following activities:</i>	Outputs <i>Once activities have been accomplished, they will produce the following results by the end of the 12-month grant period:</i>
Enter text here.	Enter text here.	Enter text here.

PART II: A FRAMEWORK FOR YOUR POLICE-MENTAL HEALTH COLLABORATION

To assess how well a jurisdiction is safely and compassionately addressing the needs of people who have mental illnesses, police, behavioral health, and other local leaders should ask themselves the six questions below about their police-mental health collaborations (PMHCs). The following sections correspond to those six questions. Each month, you will receive directions from your TA provider on which exercises to complete before the next TA call.

- 1 • Is our **leadership** committed to the PMHC?
- 2 • Do we have clear **policies and procedures** to respond to people who have mental needs?
- 3 • Do we provide staff with quality mental health and stabilization **training**?
- 4 • Does the community have a full array of **mental health services and supports** for people who have mental health needs?
- 5 • Do we collect and analyze **data** to measure the PMHC against the four key outcomes?
- 6 • Do we have a formal and ongoing process for reviewing and improving **performance**?

QUESTION 1: IS OUR LEADERSHIP COMMITTED TO THE POLICE-MEN HEALTH COLLABORATION (PMHC)?

Committed law enforcement agency leadership and strong partnerships with behavioral health care system community-based care providers, and other community leaders are foundational to any successful police-MH collaboration. A successful PMHC requires leaders from multiple agencies to regularly assess and modify strategies to ensure that the PMHC is responsive to local needs.

The questions and activities in this section are intended to provide guidance on creating innovative, cross-collaboration between law enforcement and mental health agencies. This section can also help you explore aspects of collaborative decision making that are essential to the success of your initiative.

EXERCISE 2: Leadership Buy-In and Stakeholder Engagement

A. Leadership

1. Are any executive-level “champions” for the PMHC within the law enforcement agency part of this project? Do you plan to include these champions in the day-to-day oversight of the PMHC efforts?

Enter text here.

2. On a scale of 1 to 5, indicate the perceived level of support (buy-in) for this program from the law enforcement leaders. (1 = No support; 5 = Very high level of support)

1 ☐ 2 ☐ 3 ☐ 4 ☐ 5 ☐

3. Are any executive-level “champions” for the PMHC within the mental health agency part of this project?

☐ Yes (*Who are these champions?*) Enter text here.

☐ No (*Do you plan to include these champions in the day-to-day oversight of the mental health role in the project?*) Enter text here.

4. On a scale of 1 to 5, indicate the perceived level of support (buy-in) for this program from mental health leaders. (1 = No support, 5 = Very high level of support)

1 ☐ 2 ☐ 3 ☐ 4 ☐ 5 ☐

B. More about Your Jurisdiction

1. Are you aware of any local or state-level diversion or reentry initiatives/programs that help people with mental health issues avoid future contact with police? These programs may include those that focus on supportive housing, health courts, supportive employment, and access to affordable behavioral health care or case management for people who have repeat contact with police. **Please indicate if any of these initiatives or programs have received funding from BJA’s JMHCP or Second Chance Act grant programs. See also the Behavioral Health Diversion Interventions below.**

☐ Yes (*Have you been in contact with the known initiative(s)/program(s), and would collaboration with that initiative/program be beneficial to your JMHCP grant-funded project?*) Enter text here.

☐ No

2. Has your jurisdiction ever conducted a strategic mapping exercise, gap analysis, process flow analysis, or assessment about the services available in your community? If yes, how is it being used to guide your project?

☐ Yes (*Please supply your TA provider with a copy of any available reports.*) Enter text here.

☐ No

C. Committees

1. Is there an interagency workgroup already in place that will help to guide this project?

☐ Yes (*How often does your interagency committee meet?*) Enter text here.

☐ No (*Please describe your strategy for establishing an interagency workgroup. Your response should address how often you anticipate the interagency committee will meet and who might lead the group.*) Enter text here.

2. Is there a committee within the agency that is already in place for this project?

☐ Yes ☐ No

D. Identifying Stakeholders

List the stakeholders involved in this project. Insert additional rows as necessary.

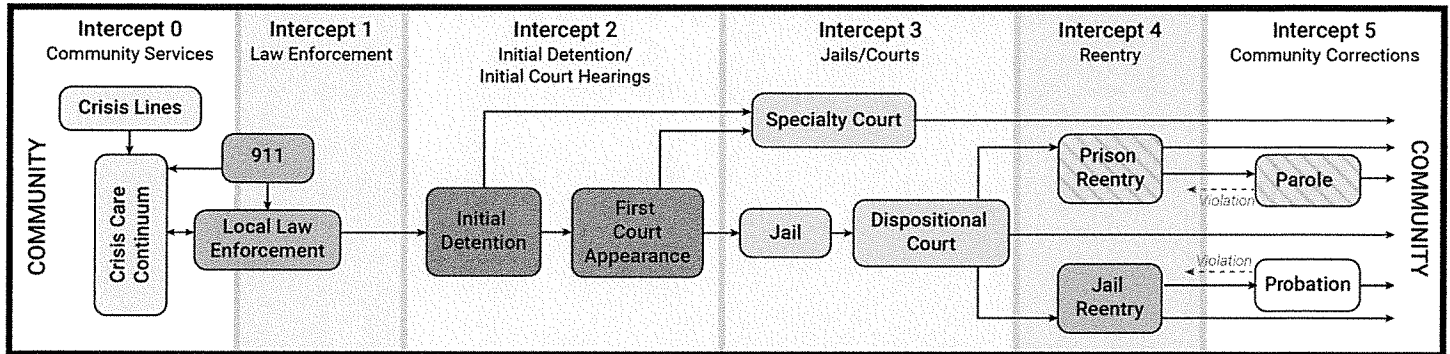
Field	Name	Title	Organization	Role	Level of Support (1=No support; 5=Very high level of support)	How will this person move this project along?
Enter text here.	Enter text here.	Enter text here.	Enter text here.	Choose an item.	1 ☐ 2 ☐ 3 ☐ 4 ☐ 5 ☐	Enter text here.
Enter text here.	Enter text here.	Enter text here.	Enter text here.	Choose an item.	1 ☐ 2 ☐ 3 ☐ 4 ☐ 5 ☐	Enter text here.
Enter text here.	Enter text here.	Enter text here.	Enter text here.	Choose an item.	1 ☐ 2 ☐ 3 ☐ 4 ☐ 5 ☐	Enter text here.
Enter text here.	Enter text here.	Enter text here.	Enter text here.	Choose an item.	1 ☐ 2 ☐ 3 ☐ 4 ☐ 5 ☐	Enter text here.

E. Plans for Improvement

In addition to the stakeholders you listed in Exercise 2D above, what other agencies would you want to involve in your PMHC, and for what purpose? *Please refer to the Sequential Intercept Model and related text below to answer this question.*

Enter text here.

The Sequential Intercept Model below illustrates how people who have behavioral health needs may come into contact with and move through the criminal justice system. As such, it offers context for what other agencies may be involved in criminal justice-behavioral health partnerships.



© 2016 Policy Research Associates, Inc.

In addition to the entities listed in the Sequential Intercept Model above, other people and agencies to consider consulting with as part of your PMHC include:

- Direct service workers and supervisors/managers/administrators;
- Other (non-law-enforcement) first responders (e.g., emergency medical technicians [EMTs] and firefighters);
- People who have mental illnesses, families, and advocates;
- Community membership organizations (e.g., churches);
- Court staff, including prosecutors, defenders, and judges;
- Schools;
- Housing organizations and shelters; and
- Representatives from agencies and providers that focus on other aspects of behavioral health, including:
 - Substance addiction treatment and recovery;
 - Intellectual and developmental disabilities; and
 - Neurocognitive disorders (e.g., Parkinson's, Huntington's, Alzheimer's)

QUESTION 2: DO WE HAVE A CLEAR POLICIES AND PROCEDURES TO RESPOND TO PEOPLE WHO HAVE MENTAL NEEDS?

Written protocols and policies play an important role in the overall management and success of a PMHC. They provide agency employees with a clear understanding of the program by

- Affirming agency principles;
- Delineating procedures for carrying out program activities; and
- Providing critical information for working with mental illness agency partners.

Successful PMHCs have protocols that enable behavioral health and law enforcement professionals to divert people from the criminal justice system to treatment in the least restrictive setting that still meets public safety objectives. Protocols should be defined for all points at which the behavioral health care system can work with law enforcement (including at dispatch, on scene, and for follow-up/case management).

This section will help you assess which protocols are already in place and which need to be developed in order to support your PMHC efforts.

Protocols for successful PMHC efforts include interagency agreements, such as memoranda of understanding (MOUs), which are effective mechanisms to

- Delineate roles and responsibilities;
- Identify resources to be contributed; and
- Document joint policies and procedures.

EXERCISE 3: Protocols for Law Enforcement Contact with People who have Behavioral Health Needs

A. Interagency Agreements

1. Do you currently have any of the following documents to define responsibilities among PMHC partners?

☐ MOUs ☐ Other interagency agreements ☐ Joint or collaborative policies and procedures (**See below.**)

Please supply your TA provider with a copy of any selected item(s) above.

B. Screening and Guidance for Mental Health Calls for Service

Dispatch	1. Are policies and procedures in place to guide call-taker and dispatcher activity with regard to mental health calls for service? ☐ Yes ☐ No ☐ No, but we will be working on this as part of the grant 2. Do 911 staff use specific screening questions to determine whether a call appears to involve a person who has a mental illness? ☐ Yes ☐ No ☐ No, but we will be working on this as part of the grant 3. Are call-takers and dispatchers informed of law enforcement and mental illness agency staffing patterns so that they can properly route mental health calls for service? ☐ Yes ☐ No ☐ No, but we will be working on this as part of the grant
Crisis Response	4. Do "on-scene" protocols (ideally in a flowchart format) guide collaborative responses to calls for service involving people experiencing a mental health crisis? <i>(Examples of on-scene protocols include use of verbal stabilization vs. use of force, arrest vs. diversion, transfer of custody, determining final disposition, etc.)</i> ☐ Yes ☐ No ☐ No, but we will be working on this as part of the grant 5. Are there policies and procedures in place to guide mental health personnel on how to respond to people who are experiencing a mental health crisis and are diverted from the criminal justice system and referred to services by officers? <i>(Examples of these policies and procedures include transfer of custody, protocols for emergency evaluations, referral options, follow-up with law enforcement, etc.)</i> ☐ Yes ☐ No ☐ No, but we will be working on this as part of the grant 6. Which personnel currently use screening tools/questions when responding to a potential mental health call for service? ☐ Officers ☐ Mental health personnel only ☐ Both officers and mental health personnel ☐ Neither officers nor mental health personnel 7. Are officers able to confer with and receive guidance from mental health personnel about people who have mental illnesses in order to determine appropriate dispositions?

	Answer: ☐ Yes ☐ No
Jail / Lock-Up	8. Is a mental health screening administered in the correctional facility or lockup? ☐ Yes ☐ No 9. If you answered "yes" to question 8 above, who administers the mental health screening in the correctional facility or lockup? ☐ Correctional officer ☐ Nurse ☐ Clinician ☐ Other (<i>Please specify.</i>) Enter text here. <i>Please provide your TA provider with copies of all policies, procedures, protocols, screening tools, etc., referenced above.</i>

C. Plans for Improvement

1. Option A: Choose a PMHC-related protocol that you do not currently have but think would be beneficial to establish in your agency. Outline a plan to develop that protocol to fit your purposes. Consider such questions as: What is the purpose of this protocol? How will it support your PMHC efforts? Who should be involved in the development of the protocol? Whose work will be affected by such a protocol? Which current policies and protocols will need to be reviewed to ensure consistency with this new protocol? Do any state or federal laws need to be reviewed to ensure compliance with legal standards?

Option B: Choose a PMHC-related protocol (or a group of protocols) that your agency already uses and adapt it into a user-friendly flowchart.

Please send a draft of the above plan or flowchart to your TA provider before your next monthly call.

EXERCISE 4: Information-Sharing and Confidentiality

Information sharing is crucial to successful PMHC efforts. As you know, law enforcement and behavioral health activities are highly regulated, and laws exist to govern the exchange of information between law enforcement and behavioral health personnel. It will be important for the project team to address the complexities of information sharing through an agreement, such as an MOU, partnership agreement, information-sharing agreement, or another type of interagency agreement. The project team should consult with the appropriate legal authorities to develop an information-sharing agreement that is fully in compliance with applicable

federal, state, and local laws and protects confidentiality. Collaborating partners must have a clear understanding of what information can and cannot be shared. Agreed-upon protocols for information sharing should be documented within the information-sharing agreement.

A. Information-Sharing Policy and Protocols

1. Are there written policies, MOUs, or other interagency agreements to facilitate and formalize the sharing of information between law enforcement and mental health agencies?

☐ Yes ☐ No

2. Was your information-sharing policy and protocol reviewed by legal counsel?

☐ Yes ☐ No ☐ We do not have information-sharing policies or procedures in place

3A. Does your jurisdiction use Health Information Exchanges (HIEs)?

☐ No ☐ Yes, one HIE

☐ Yes, a number of separate HIEs

3B. If so, which entities have access to it/them? (*Select all that apply.*)

☐ Behavioral health partners ☐ Law enforcement

B. Information Sharing in Practice

1. What information can be shared between behavioral health care providers and law enforcement officers assuming there is no signed authorization or verbal consent from the person who has come into contact with law enforcement? For each scenario below, please use the drop-down menu to indicate the amount of information that behavioral health care providers can share with law enforcement officers or vice versa. The options are:
- No information (i.e., **no information about the person's behavioral health care or criminal justice involvement can be shared**);
 - Minimal information (e.g., **acknowledgement that the person has had contact with the behavioral health care or criminal justice system**); or
 - Maximal information (i.e., **all information that can be shared, as allowed by law, to stabilize a crisis and determine final disposition or to improve access to behavioral health care in a non-crisis-situation**).

	To stabilize a crisis and determine final disposition when:		To improve access to behavioral health care in a non-crisis situation by:	
	The person presents as a threat/danger to self or others	The person does <i>not</i> present as a threat/danger to self or others	Identifying people with complex care needs ¹ for case management purposes	Collaborating on treatment and recovery needs
What do behavioral health care providers share with law enforcement officers?	Choose an item.	Choose an item.	Choose an item.	Choose an item.
What do law enforcement officers share with behavioral health care providers?	Choose an item.	Choose an item.	Choose an item.	Choose an item.

¹ I.e., those who have frequent contact with the criminal justice and/or behavioral health care system.

C. Plans for Improvement

1. What are your jurisdiction's barriers to sharing information between law enforcement and behavioral health entities?

Enter text here.

2. What steps can your jurisdiction take toward improving information-sharing efforts?

Enter text here.

D. Protocol Goals

Work with your team to articulate the overall program protocol goal(s) based on our grant proposal narrative. During our next TA call, we will discuss to ensure that everyone agrees with the identified goal(s) and objectives.

Short Term (Next 12 months) Programmatic Protocol Goal(s):

Enter text here.

Long Term (1-3 years) Programmatic Protocol Goal(s):

Enter text here.

QUESTION 3: DO WE PROVIDE STAFF WITH QUALITY MENTAL HEALTH AND STABILIZATION TRAINING?

Appropriate mental health and stabilization training for both law enforcement and behavioral health personnel is an essential component of any PMHC. Proper and routine training, paired with the other changes outlined in this planning guide, can lead to measurable outcomes. When collaborating partners participate in standardized training with qualified and effective trainers, they are better able to understand mental illnesses and their impact on individuals, families, and communities. Through effective training, responding personnel learn how to identify signs and symptoms of mental illnesses and how to use a range of stabilization techniques. They may also learn about disposition options, community resources, and legal requirements.

EXERCISE 5: Defining the PMHC Training Program

A. Training Breakdown

Please complete the following chart to indicate who is receiving which kinds of training and for how many hours.

Personnel	Type of Mental Health or Stabilization Training (E.g., Crisis Intervention Team [CIT] Training, Mental Health First Aid [MHFA], etc.)	Number of Hours		Percentage of Force Trained
		Entry-Level Training	In-Service Training	
Law Enforcement Officers	Enter text here.	Enter text here.	Enter text here.	Enter text here.
Law Enforcement Supervisors/Management	Enter text here.	Enter text here.	Enter text here.	Enter text here.
Behavioral Health Care Providers	Enter text here.	Enter text here.	Enter text here.	Enter text here.
911 Call-Takers/Dispatch	Enter text here.	Enter text here.	Enter text here.	Enter text here.
Paramedics/EMTs	Enter text here.	Enter text here.	Enter text here.	Enter text here.
Corrections Officers	Enter text here.	Enter text here.	Enter text here.	Enter text here.
Parole Officers	Enter text here.	Enter text here.	Enter text here.	Enter text here.
Probation Officers	Enter text here.	Enter text here.	Enter text here.	Enter text here.
Firefighters	Enter text here.	Enter text here.	Enter text here.	Enter text here.
Other:	Enter text here.	Enter text here.	Enter text here.	Enter text here.
Please provide your TA provider with a copy of the training curricula referenced above.				

B. Training Delivery

1. Does the training include any of the following additional topics? *Please select all that apply.*

☐ Cultural competence

☐ Implicit bias

☐ Substance addiction responses

☐ Gender responsiveness

☐ Trauma-informed policing

Please supply your TA provider with detailed descriptions for selected items.

2. Who delivers the training listed in Exercise 5A above? *Please select all that apply.*

☐ Law enforcement personnel

☐ Mental health personnel

☐ People who have mental illnesses

☐ Advocates

☐ Family members of people who have mental illnesses

☐ Other: Enter text here.

3. What instructional methods are used? *Please select all that apply.*

☐ Simulations and/or virtual training

☐ Presentations by advocates

☐ Ride-alongs

☐ Role play

☐ Site visits to facilities

☐ Other: Enter text here.

4. Do staff evaluate the training they receive?

☐ Yes

☐ No

If yes, please supply your TA provider with the evaluation tool/questionnaire used.

C. Logic Model: Training

Work with your team to articulate the overall program goal(s) and measurable objectives based on your grant proposal narrative. During our next TA call, we will discuss to ensure that everyone agrees with the identified goal(s) and objectives.

Training Goal(s): Enter text here.			
Training Objectives: Enter text here.			
Resources / Inputs <i>To accomplish these goal(s) and objectives, we will need the following resources:</i>	Activities <i>To accomplish these goal(s) and objectives, we will complete the following activities:</i>	Outputs <i>Once these activities have been accomplished, they will produce the</i> <i>month grant period:</i>	Outcomes <i>We expect that these outputs will lead to the following outcomes in 1–3 years:</i>
Enter text here.	Enter text here.	Enter text here.	Enter text here.

QUESTION 4: DOES THE COMMUNITY HAVE A FULL ARRAY OF MENTAL HEALTH SERVICES AND SUPPORTS FOR PEOPLE WHO HAVE MENTAL HEALTH NEEDS?

EXERCISE 6: Assessing Behavioral Health Care Resources

For PMHC efforts to be successful, it is important to assess what behavioral health care resources are in your community. It is critical to identify where there are gaps in the treatment and services often needed by people with behavioral health needs and come into contact with law enforcement. Although diversion and crisis service are the focus of PMHCs, longer-term services and preventive care are needed as well. There is tremendous value in having an inventory of treatment and service resources, with particular attention to when and how law enforcement and their co-responders can access care for people who have behavioral health needs. The inventory should be used to examine where there are barriers to access, bottlenecks, inefficiencies in processes, conflicting policies, and other challenges.

This section is designed to assist you take inventory of the behavioral health resources available in your community, where gaps in services may exist, and understand how these resources can enhance the goals of your PMHC.

A. Continuum of Care

Please assess the available behavioral health resources in your jurisdiction.

Crisis Prevention	Hotline/Warmline Staffed by clinicians, <i>hotlines</i> can provide support to people in times of crisis. <i>Warmlines</i> are staffed by peers (i.e., people who have mental illnesses) and offer support in times of distress in order to prevent mental health crises. Available in your jurisdiction? ☐ Hotline only ☐ Warmline only ☐ Both ☐ Neither Hours of Operation: Enter text here.
	Mobile Outreach <i>Mobile outreach</i> services are similar to the non-crisis version of a mobile crisis team. Mobile crisis staff attempt to contact people who are at risk of having a mental health crisis (e.g., those who have dropped out of treatment). Available in your jurisdiction? ☐ Yes ☐ No Hours of Operation: Enter text here.

Emergency Room

An *emergency room* can serve as a viable alternative to arrest for people who have mental health crises and come into contact with law enforcement. The emergency room often becomes an entry point into the behavioral health care system for people who had previously not received care.

On average, how far is the nearest emergency room for people in your jurisdiction?
Enter text here. miles

Is there a psychiatric emergency room available in your jurisdiction? ☐ Yes ☐ No

Engagement/Crisis/Diversion Facility

Engagement/crisis/diversion facilities have an array of crisis programming and are easily accessible to law enforcement. Many of these facilities operate 24-7, 365 days a year.

Available in your jurisdiction? ☐ Yes ☐ No

Hours of Operation: Enter text here.

Single Point of Access (“Law Enforcement Door”)

A *single point of access* for law enforcement is a place in the community—other than the emergency room—where officers can take a person who is suspected to have behavioral health needs and have that person evaluated by a clinician. These points of access may be used in both crisis and non-crisis situations.

Available in your jurisdiction? ☐ Yes ☐ No

Hours of Operation: Enter text here.

General Crisis Services

Which crisis services are available as either a part of the engagement/crisis/diversion facility (above) or independently? *Please select all that apply.*

☐ Domestic violence and abuse shelter

☐ Short-term crisis residential/respite center

☐ Substance use detoxification center

☐ Specialty suicide counseling hotline

☐ Mobile crisis unit (not led by law enforcement)

☐ “Sobering unit”

Outpatient Services

General Outpatient (Non-Crisis) Services

Which long- and short-term behavioral health services are available in your jurisdiction? *(Please select all that apply.)*

- | | | |
|--|---|--|
| ☐ Assisted Outpatient Treatment (AOT) | ☐ Assertive Community Treatment (ACT) | ☐ Employment/vocational services |
| ☐ Day treatment | ☐ Counseling services/ medication management | ☐ Housing for people who have behavioral health needs |
| ☐ Walk-in clinic | ☐ Intensive outpatient program | ☐ Partial Hospitalization Program/Unit (PHP/U) |
| ☐ Rehabilitation | ☐ Residential substance addiction services | |
| ☐ Opioid treatment program | | |

B. Identify Gaps. Using Exercise 6A above as a guide, what are some gaps in behavioral health services or other barriers to treatment in your jurisdiction that would limit access to care for people who come into contact with law enforcement?

Enter text here.

COLLECT AND ANALYZE DATA TO MEASURE THE PMHC AGAINST THE FOUR KEY

o establish a baseline of available behavioral health and law enforcement data that will help show where current efforts are t of desired outcomes, as well as where improvements to data systems are required. This section also outlines measures for collaborative decision making going forward. Following are four key outcomes that can provide a picture of whether or not a

o resources
nters with law enforcement

i encounters with people who have mental health needs

n

What type of data is being collected? (e.g., number of mental health calls for service, etc.)	Who is collecting data? (Title of position/agency)	What is the data source? (E.g., incident report or other form, database, survey, etc.)
	Enter text here.	Enter text here.
	Enter text here.	Enter text here.
	Enter text here.	Enter text here.
	Enter text here.	Enter text here.
	Enter text here.	Enter text here.
	Enter text here.	Enter text here.
	Enter text here.	Enter text here.
	Enter text here.	Enter text here.
What is the population for your program. This will be the population on which you focus your data collection and program (e.g., age, gender, community of focus, etc.)		

2. How is program data being stored (e.g., in paper files, shared drive, network databases, etc.)?

Enter text here.

3. Please list the name of data system(s) being used for your program and which agencies have access to it.

Name of Data System	Agencies with Access
Enter text here.	Enter text here.
Enter text here.	Enter text here.
Enter text here.	Enter text here.

B. Identifying Patterns in Mental Health Calls for Service

1. Is your agency able to analyze data on mental health calls for service in the community?

☐ **Yes** (Please complete the table below.)

☐ **No** (What barriers exist for performing this analysis?) Enter text here. (Please skip to Part C.)

2. What general patterns (e.g., **time of day**, **day of week**, **address/location**, etc.) and individual characteristics (e.g., **age**, **race/ethnicity**, **sex/gender**) in mental health-related calls for service have you been able to track or identify, if any?

General Patterns			Individual Characteristics		
Time of Day	Day of Week	Address/Location	Age	Race/Ethnicity	Gender
Enter text here.	Enter text here.	Enter text here.	Enter text here.	Enter text here.	Enter text here.

Have you been able to identify people who have multiple contacts with law enforcement alongside other emergency services?
Answer: ☐ Yes ☐ No

C. Final Dispositions

1. Is your agency able to track final dispositions for mental health calls for service?

☐ Yes ☐ No

2. What are the final disposition options available for mental health calls for service? <i>(Please list.)</i>	
1. Enter text here.	6. Enter text here.
2. Enter text here.	7. Enter text here.
3. Enter text here.	8. Enter text here.
4. Enter text here.	9. Enter text here.
5. Enter text here.	10. Enter text here.

D. Data Collection Goals

Work with your team to articulate the overall program protocol goal(s) based on our grant proposal narrative. During our next TA call, we will discuss to ensure that everyone agrees with the identified goal(s) and objectives

Short Term (Next 12 months) Data Collection Goal(s):

Enter text here.

Long Term (1–3 years) Data Collection Goal(s):

Enter text here.

QUESTION 6: DO WE HAVE A FORMAL AND ONGOING PROCESS FOR REVIEWING AND IMPROVING PERFORMANCE?

In order for jurisdictions to be successful in their PMHCs, they must implement a routine process for evaluate the impact of their collaboration using strong data collection, analysis, and reporting protocols. Having performance measures available helps system leaders gain buy-in, determine the best policy changes, and promote accountability within their jurisdictions.

EXERCISE 8: Program Evaluation

A. Preparing for Program Evaluation

1. What type of program evaluation will you be conducting?

☐ Process ☐ Outcome ☐ Both

2. What will you be measuring? *(If there is a program evaluation plan, please attach it.)*

Enter text here.

3. Will program analysis and evaluation be conducted in-house or have you contracted with an outside evaluator?

☐ In-house ☐ Outside evaluator *(please specify):*

4. Will you be looking to refine programs, policies, and/or procedures based on data analysis and program evaluations?

☐ Programs ☐ Policies ☐ Procedures

B. Plans for Improvement

1. How would you like to improve your data collection, analysis, reporting, and program evaluation?

Enter text here.

2. What are the necessary steps to making the changes you listed above?

Enter text here.

3. How will the information discovered through a mapping exercise, such as a SIM exercise, be used to improve the process/impact of a program? (If not applicable, please skip to question 4.)

Enter text here.

4. How will the information discovered in the planning guide be used to improve process/impact of the program?

Enter text here.

EXERCISE 9: After the Life of the JMHCP Grant

This section focuses on strategies for achieving long-term sustainability for your program, so that it can continue operating after your JMHCP funding has ended. Agency leaders should work to maintain internal support for the program and use program evaluation data to sell the program's effectiveness. Long-term sustainability of your JMHCP-funded program can also have effects beyond your jurisdiction because, while JMHCP grants are intended to create programs that improve responses in specific jurisdictions, these programs can also pave the way for more systemic change by modeling success or innovation for other jurisdictions.

A. Funding Sources for Sustainability

1. What PMHC response models and other items are you looking to develop or sustain?

Enter text here.

2. Please list funding sources available to sustain the program after the grant has ended. (*E.g., foundation, federal/state, local, private donation, Medicaid reimbursement, etc.*)

Enter text here.

3. Who is responsible for securing funds for program sustainability after grant completion? (*Please use position titles, not names.*)

Enter text here.

4. Identify which components of the program (*such as program-specific staffing, policy, or practices*) could continue after the grant period ends.

Enter text here.

B. Stakeholder Engagement

1. Will the interagency workgroup continue to function after the life of this grant?

☐ Yes

☐ No

2. List your key partners in sustaining your program after the life of the grant.

Enter text here.

3. Identify others whose buy-in you wish to cultivate for the successful implementation of your sustainability plan (***e.g., community leaders, agency administrators, service providers, or elected officials***).

Enter text here.

4. What measures are being taken to sustain interest from key stakeholders?

- ☐ Program e-mails or newsletter
- ☐ Individual meetings with key stakeholders
- ☐ Advisory group meetings
- ☐ Program fact sheets or brochures
- ☐ Special events and meetings
- ☐ Media
- ☐ Promotions targeting professional groups and key constituents
- ☐ Hosting program tours

☐ Other (*Please specify.*) Enter text here.

C. Using Data to Drive Sustainability

1. Is data available to share on a consistent basis with key stakeholders?

Enter text here.

2. How often will performance measures be reported to or discussed with key stakeholders?

Enter text here.

3. How will you communicate performance measures to key stakeholders?

Enter text here.

D. Other Sustainability Strategies

1. Identify any internal, local, state, or federal policy challenges that need to be addressed to achieve your sustainability goals.
Enter text here.

E. Logic Model: Sustainability

Work with your team to articulate the overall program goal(s) and measurable objectives based on your grant proposal narrative. During our next TA call, we will discuss to ensure that everyone agrees with the identified goal(s) and objectives.

Program Goal(s):			
Program Objectives:			
Resources/Inputs <i>To accomplish these goal(s) and objectives, we will need the following resources:</i>	Activities <i>To accomplish these goal(s) and objectives, we will complete the following activities:</i>	Outputs <i>Once activities have been accomplished, they will produce the following results by the end of the 12-month grant period:</i>	Outcomes <i>We expect that these outputs will lead to the following outcomes in 1–3 years:</i>

APPENDIX A: A BRIEF OVERVIEW OF POLICE-MENTAL HEALTH COLLABORATIONS

Law enforcement officers throughout the country regularly respond to calls for service that involve people who have mental illnesses—often with minimal support, resources, or specialized training. Among the most complex and time-consuming calls, these encounters can have significant consequences for the officers, people who have mental illnesses and their loved ones, the community, and the criminal justice system. At these scenes, officers must stabilize a potentially volatile situation, determine whether the person poses a danger to him- or herself or others, and determine an appropriate disposition that may require a wide range of community support. Because community mental health resources are overtaxed, officers may resolve incidents informally, often only to provide a short-term solution to a person's long-term needs. Consequently, many law enforcement personnel respond to the same group of people at the same locations repeatedly, straining already limited resources and fostering a collective sense of frustration at the inability to prevent future encounters.

In response, communities across the country are exploring strategies to improve the outcomes of these encounters and to provide a compassionate response that prioritizes treatment over incarceration when appropriate. PMHC response models are law enforcement-based programs that enable officers to respond appropriately and safely to people who have mental illnesses. PMHCs provide a new set of response options for front-line personnel that are tailored to the needs of people who have mental illnesses; establish a link for people who have mental illnesses to services in the community; and include strong collaborative ties to mental health partners, other criminal justice agencies, and community members. PMHCs can create positive changes for law enforcement agencies, law enforcement officers, communities, and consumers alike.

Based on research and the experiences of agencies, the most common benefits of a PMHC are:

- Decreased repeat encounters with the criminal justice system;
- Reduced operational and personnel costs for both law enforcement and mental health;
- Increased access to mental/behavioral health services;
- Reduced injuries to officers and others; and
- Improved community relations.

Responding to Mental Health Calls for Service

At the street level, PMHC response models provide officers with the knowledge and skills they need to stabilize encounters, promote the safety of all involved, and, when appropriate, divert the person from further involvement with the criminal justice system and provide a timely connection to accessible and effective community-based mental health services. Five types of PMHC response models are briefly described below. It is important to note that there is no one “right” type of PMHC response model. Agencies need to assess their community's needs and resources to determine which type of PMHC response model is most appropriate.

- **Crisis Intervention Team (CIT):** CIT is the most commonly used approach by law enforcement agencies. The CIT model originated in the Memphis, Tennessee, Police Agency and is therefore often called the “Memphis Model.” CIT is based on the idea that experienced officers who volunteer to participate in the program are best at responding to mental health calls. Agencies select a group of qualified patrol officers (representing approximately 25 percent of the patrol force) who volunteer to take on this responsibility in addition to their normal patrol duties. After completing a 40-hour training course, CIT officers are dispatched to mental health calls or to assist officers who are not qualified in the CIT model. These CIT officers rely upon their expertise to work with mental health providers to determine appropriate dispositions.
- **Co-Responder Team:** In the co-responder team model, a specially trained officer and a mental health crisis worker respond together to mental health calls for service. By drawing upon the combined expertise of the officer and mental health professional, the team is able to link people who have mental illnesses to appropriate services or provide other effective and efficient responses. The most common approach is for the officer and crisis worker to ride

together in the same vehicle for an entire shift, but in some agencies the crisis worker meets the officer at the scene and they handle the call together. Co-responder teams may respond throughout the entire jurisdiction, or they may work in areas with the greatest number of mental health calls.

- **Mobile Crisis Team:** The mobile crisis team is a group of mental health professionals who are available to respond to calls for service at the request of law enforcement officers. The mobile crisis team's goal is to divert people from unnecessary jail bookings and/or emergency rooms. These crisis workers are skilled at helping to stabilize encounters and assume responsibility for securing mental health services for people—including those in crisis who may need further evaluation and treatment. Mobile crisis teams are not necessarily dedicated to assisting only law enforcement officers, but respond to requests directly from community members or their families and friends as well.
- **Case Management Team:** In the case management team approach, officers—often in collaboration with mental health professionals—carry a caseload of consumers. Officers do not treat or diagnose, but rather engage people who have repeated interactions with law enforcement or have a history of violence. Officers work with those people to develop specific solutions to reduce repeat interactions. This approach strives to keep people connected to mental health services and community resources to abide by treatment plans and meet other responsibilities, such as work, school, and training. Some agencies have designated full-time officers or detectives to perform this function, while in other agencies patrol officers can assume this responsibility in addition to other duties.
- **Tailored Approach:** A tailored approach is one in which an agency intentionally selects various options from multiple PMHC response models to build a comprehensive program. This approach allows the agency to adhere to a consistent policing philosophy while being responsive to community needs. Factors that agencies consider when choosing this approach may include the size of the jurisdiction and the number of officers staffing a given shift. When using a tailored approach, a law enforcement agency begins with the expectation that every patrol officer must be able to respond effectively to mental health calls. Agencies enhance their patrol force with officers or detectives whose primary responsibilities are to liaise with stakeholders to coordinate criminal justice and mental health resources.

APPENDIX B: SUPPORTING RESOURCES

I. POLICE-MENTAL HEALTH COLLABORATION (PMHC) TOOLKIT

BJA launched an online toolkit that is intended to provide support to law enforcement agencies around the country in planning and implementing programs to more appropriately respond to calls for service involving people who have mental illnesses. The PMHC Toolkit was developed in partnership with the [CSG Justice Center](#) and gathers promising practices and resources to help law enforcement agencies partner with mental health providers when responding to calls for service involving people who have mental illnesses.



II. POLICE-MENTAL HEALTH COLLABORATION CHECKLISTS

The checklists below can help law enforcement, behavioral health, and local leaders determine whether their PMHCs align with promising practices for improving outcomes for law enforcement encounters with people who have mental illnesses or who are in mental health crisis. The checklists are designed with the understanding that each law enforcement agency is unique and its PMHC should be responsive to community needs and consistent with related resources in that jurisdiction. The checklists will help to determine whether a program is comprehensive and effective based on its alignment with the essential elements of a PMHC. Each checklist also addresses the particular management and oversight responsibilities of a given administrator.

- [Checklist for Law Enforcement Leaders](#)
- [Checklist for Law Enforcement Program Managers](#)
- [Checklist for Behavioral Health Agency Leaders](#)
- [Checklist for County and City Leaders](#)

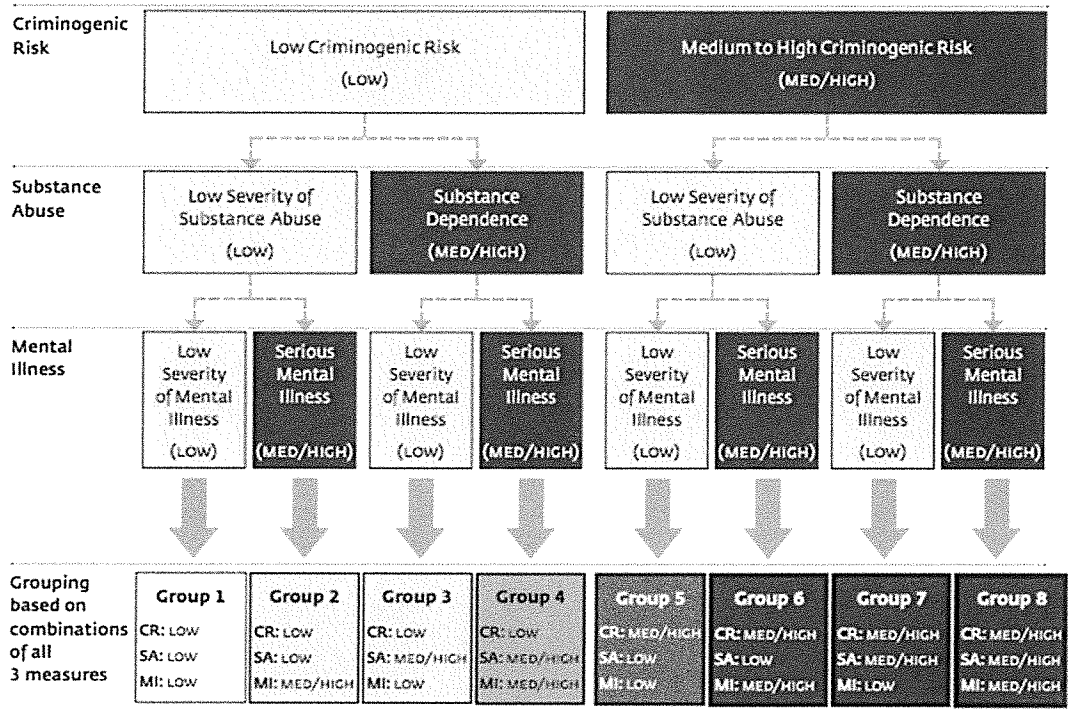
III. LAW ENFORCEMENT/MENTAL HEALTH LEARNING SITES

In an effort to expand the knowledge base for law enforcement agencies interested in starting or enhancing a PMHC, with assistance from a team of national experts and BJA, the CSG Justice Center in 2010 selected six police departments to act as national law enforcement/mental health learning sites. Located across the country, these learning sites represent a diverse cross-section of perspectives and program examples, and are dedicated to helping other jurisdictions improve their responses to people who have mental illnesses. The 10 learning sites host site visits from interested colleagues and other local and state government officials, answer questions from the field, and work with CSG Justice Center staff to develop materials for practitioners and their community partners. [Learn more](#) about the 10 Law Enforcement/Mental Health Learning Sites:

- [Arlington \(MA\) Police Department](#)
- [Gallia, Jackson, Meigs Counties \(OH\) Sheriff's Offices](#)
- [Houston \(TX\) Police Department](#)
- [Los Angeles \(CA\) Police Department](#)
- [Madison County \(TN\) Sheriff's Office](#)
- [Madison \(WI\) Police Department](#)
- [Portland \(ME\) Police Department](#)
- [Salt Lake City \(UT\) Police Department](#)
- [Tucson \(AZ\) Police Department](#)
- [University of Florida Police Department](#)

IV. CRIMINOGENIC RISK AND BEHAVIORAL HEALTH NEEDS FRAMEWORK

With mounting research that demonstrates the value of science-based tools to predict a person’s likelihood of reoffending, criminal justice practitioners are increasingly using these tools to focus limited resources on the people who are most likely to reoffend. At the same time, mental health and substance use practitioners are trying to prioritize their scarce treatment resources for people who have the most serious behavioral health needs. A person who screens positive for mental illness and/or substance use should be connected to appropriate treatment at the soonest opportunity; however, when that person is also assessed as being at a moderate to high risk of reoffending, connection to treatment is an even higher priority, along with interventions such as supervision and cognitive behavioral therapy to reduce the risk of recidivism. The framework depicted below outlines a structure for state and local agencies to consider how information about risk of reoffending and substance use and mental health treatment needs can be considered in combination to prioritize interventions to have the greatest impact on recidivism. For more information, read *Adults with Behavioral Health Needs under Correctional Supervision: A Shared Framework for Reducing Recidivism and Promoting Recovery*.



V. BEHAVIORAL HEALTH DIVERSION INTERVENTIONS: MOVING FROM INDIVIDUAL PROGRAM TO A SYSTEM-WIDE STRATEGY

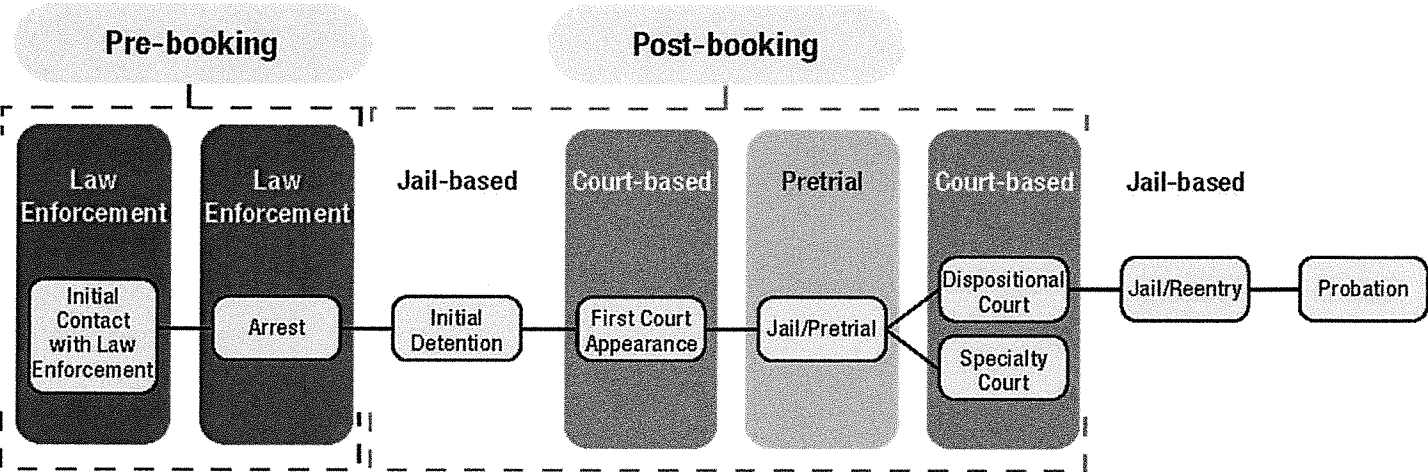
The following is an excerpt from a document that is currently being developed by the CSG Justice Center and is still in draft form. This material is being made available to the FY18 JMHCP Grantees prior to formal publication as a resource to enhance their PMHC efforts.

This publication is intended to provide these local leaders with a systems-level conceptual framework for developing a continuum of behavioral health diversion interventions that span the community’s criminal justice system— starting from first contact with law enforcement through incarceration.

Figure 1 shows the full range of potential behavioral health diversion interventions within a community’s criminal justice system, organized around the specific agencies that would best lead the implementation of a diversion intervention. These opportunities range from interventions that operate prior to arrest and booking by law enforcement to those that provide alternatives to incarceration at adjudication or sentencing. Categorized by which opportunities fall under the pre-booking and post-booking diversion classifications, the larger boxes indicate which agencies can lead implementation of the behavioral health diversion interventions, while the smaller boxes within describe key points in the criminal justice process where a behavioral health diversion intervention could be implemented.

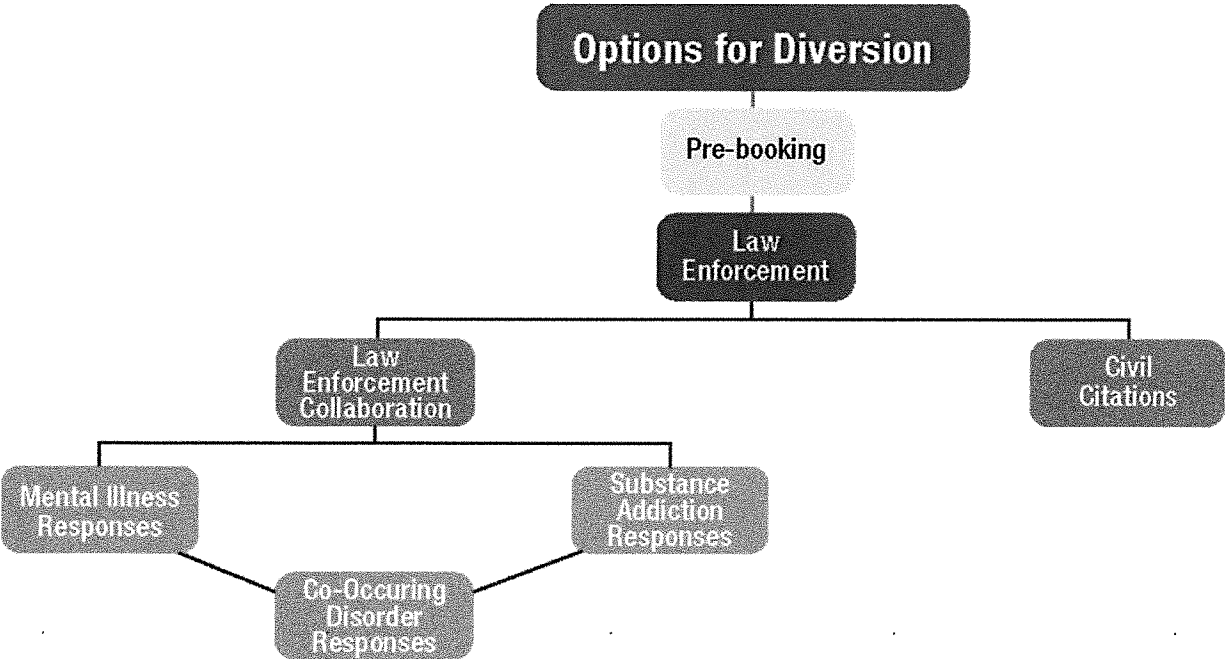
Developed with the Sequential Intercept Model in mind, this framework can help local leaders determine which agencies will best lead their agreed upon behavioral health diversion interventions and how those agencies can collaborate to develop the systems-wide strategy.

Figure 1



Typically, diversion approaches are divided into two main types: pre-booking and post-booking. This reflects the main time in which diversion opportunities can occur: either before or after an individual is booked into a facility. Figure 2 illustrates the types of opportunities for pre-booking diversion interventions law enforcement agencies can implement. These interventions are often focused on law enforcement collaborations with community providers in the behavioral health system that have more knowledge and resources to treat people who have behavioral health needs.

Figure 2



Developing a Systems-Wide Strategy