

**Youth Reinvestment Grant
Cohort 1 (July 1, 2019 – February 28, 2023)**

Proposal Abstracts (in alphabetical order)

Applicant: Alameda, County

Project Title: Changing the Game: A Youth Violence Prevention Program

Proposal Abstract: The Alameda County Probation Department (ACPD) is requesting funding from the Board of State and Community Corrections' (BSCC) Youth Reinvestment Grant Program to develop and implement an innovative, collaborative approach to reducing youth violence in the City of Oakland and diverting youth from entering or continuing their involvement in the juvenile justice system. *Changing the Game: Ending Youth Violence through Positive Engagement* is a collaboration between probation, police, and the community that uses sports and wrap-around services to provide high-risk youth with positive alternatives, healthy social interactions, critical mental health support, and community role models to reduce the likelihood that they will engage in risky behaviors in the community. The program blends two evidence-based diversion and deterrence strategies: (1) the Oakland's Midnight Basketball League (OMBL) - a program operated by the Oakland Police Activities League (PAL) in two 8-week "seasons" that seek to keep youth off the streets during peak crime hours, give them access to positive role models through coaches and supportive community mentors, and provide life skills workshops and access to community services that will divert or deter them from involvement in the juvenile justice system; and (2) Pathways - a community-based intervention, facilitated by Youth ALIVE!, that employs violence interrupters, adult mentors, case managers, and clinicians during the "off-season" to engage the league's most high-risk youth in critical mental health services, mentoring, and other supports to address their basic needs. The target population for both interventions is youth ages 16-18 at the time of program enrollment and youth over 18 who are under the continuing jurisdiction of the juvenile court. Eligible youth must live in Oakland and be at risk of involvement in the juvenile justice system or currently on probation supervision. These programs will impact as many as 500 youth through the life of the grant – MBL will serve 75 eligible youth each season, 20 of whom will also participate in Pathways each year. By supporting effective community-based organizations that implement innovative diversion programs, we can change the game for Oakland's highest risk youth by ending violence through positive engagement.

Applicant: Compton, City (VOALA)

Project Title: Compton Youth Reintegration Program

Proposal Abstract: The Compton Youth Reinvestment Program will target gang-involved youth ages 14-18. Gangs are present and deeply embedded in the City; there are 37 known street gangs comprised of 3,790 validated gang members in Compton. An analysis of gang intelligence data indicates that 50% of all recently booked arrestees in Compton were gang-involved. Common factors blamed for the emergence of gangs are poverty, unemployment, and lack of education. These factors are present in Compton, where 23% of the population lives in poverty, unemployment is at 5.4%, and 39% of the population has less than a high school diploma. Of significant impact to gang activity is the high percentage of youth who are unemployed (43% of youth 16-19) and therefore on the streets with nothing to do. The City of Compton will partner with VOALA to provide

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gang-involved youth with assessment, case management, education and employment services, opportunities for restorative justice, housing services, and referrals to supportive services to assist them in establishing a safe, stable life outside of gang involvement. Services will be provided using culturally competent, developmentally appropriate, and trauma-informed approaches using a number of evidence-based practices, including wrap-around case management, Motivational Interviewing, Trauma-Informed Care, mentoring, Thinking for a Change, and Seeking Safety. Youth may be referred to the program by law enforcement (LASD, probation), City staff (such as those involved with youth through the Department of Parks and Recreation), Compton Unified School District, VOALA's GRYD program (particularly youth identified by Community Intervention Workers through their Incidence Response work), VOALA's CalVIP program, or by other community partners working with gang-involved youth. Youth may be referred pre-arrest, pre-filing (as part of a diversion plan), or following release from juvenile detention (as a means to prevent recidivism). Through the above services, the program will achieve three key goals: 1) reduce gang-related crime perpetrated by gang-involved youth in Compton by increasing pro-social opportunities for youth, 2) prepare gang-involved youth in Compton to secure a high-school diploma or GED, and 3) prepare gang-involved youth in Compton to secure employment.

Applicant: Contra Costa, County

Project Title: Restorative Justice Diversion for Youth in Contra Costa County

Proposal Abstract: The Contra Costa District Attorney's Office, in partnership with RYSE, a non-governmental organization that creates safe spaces grounded in social justice for young people to love, learn, educate, heal, and transform lives and communities, seeks \$1,000,000 to implement the first-ever pre-charge diversion program in the county. The District Attorney's Office, along with our systems agency partners, recognize the urgent need to address the growing racial and ethnic disparities in youth contact with the juvenile and criminal justice systems. Using pre-charge restorative justice diversion is an effective and just solution to reducing youth incarceration, recidivism, racial and ethnic disparities in the criminal justice system, and related social and fiscal costs.

Our restorative justice program will divert felonies and serious misdemeanors, with identifiable victims, post-arrest but pre-charge, in order to bring young people who committed a crime together with those they've harmed and impacted community members into processes that repair harms and rebuild relationships. International studies show numerous benefits to restorative justice alternatives to criminalization, including high victim satisfaction, reduced costs, and lower recidivism.

Alameda County implemented its first restorative justice diversion program with much success. A 2017 study of the current Alameda County diversion program found a 44% reduction in recidivism and a 91% participant satisfaction rate. Recidivism rates of Black and Latinx youth who went through the Alameda County program were also lower compared to the control group. There is also a dramatic cost savings when using this model: the average one-time cost for resolving a case through restorative justice is approximately \$5-10,000 a youth, compared to the estimated \$25,000 for *one year* of probation; when youth are incarcerated, that cost skyrockets to upwards of \$200,000 per

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youth per year. We must invest in alternatives to system involvement for youth of color in our county and believe restorative justice is the change we need. Using this model, we will work with RYSE to divert upwards of 230 youth away from the juvenile and criminal justice system over four years.

Applicant: Costa Mesa, City

Project Title: Waymakers Juvenile Diversion

Proposal Abstract: The City of Costa Mesa and six law enforcement partners within the Central Orange County Public Safety Task Force seek to be part of a positive reform to address alternatives to law enforcement “over-handling” low-risk offenders by petitioning youth into the formal juvenile justice system. Juvenile Diversion seeks to reduce recidivism by strengthening protective factors in families, limiting the impact of juvenile crime upon the community, repairing the harm done to victim and/or community, easing administrative duties of law enforcement and juvenile courts, promoting a positive perception of law enforcement in the community, and assisting in effectively managing the resources required to deal with low-level offending youth. The City of Costa Mesa intends to partner with a community-based organization, Waymakers, to offer Juvenile Diversion services. Waymakers will address violence prevention and intervention for youth and their families and provide assistance to victims in the Orange County for 46 years using short-term, solution-focused, restorative justice model designed to work in collaboration with the law enforcement, local schools, victims and the community to divert low-risk youth from the juvenile justice system.

It involves the youth, their families, victims, community, and police department in a positive, effective, and structured approach to delinquency problems to prevent the over-handling of low-risk offending youth. Youth, families and victims have access to professional therapeutic and evidenced based services and restorative justice components that are brief (12-16 weeks). Waymakers has an opportunity to impact youth and families at the diversion level to keep at-risk and low-risk youth from entering the formal juvenile justice system and causing further harm. Through Juvenile Diversion, youth and their families have access to a number of components aimed at promoting accountability, competency development, and safety including:

- Victim-Offender Mediation
- Peer Court
- Individual and Family Counseling
- Case Management
- Victim Restitution
- Community Service Learning
- Legal Awareness Workshops
- Specialized Behavioral Groups
- Career and Education Support
- Specialized Resource Linkage

Applicant: Culver City, City

Project Title: Culver City Youth Diversion Program

Proposal Abstract: The Culver City Youth Diversion Program will divert youth from the juvenile justice system and potential incarceration. The program will be managed by New Earth, a Culver City-based nonprofit organization that has been designated by the LA County Youth Diversion and Development Division as the youth diversion center for West Los Angeles. Each participating youth will receive an individualized care plan after meeting with his/her case manager which will outline participation in a broad set of after-

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school programs, such as parent education, arts programs, mentoring, and job development, for youth and their families. New Earth utilizes an approach through all of its programs that is trauma-informed, culturally relevant, and delivered with sensitivity to the population being served.

Applicant: Imperial, County

Project Title: Imperial County Diversion Program

Proposal Abstract: The Imperial County Probation Department is pleased to offer this proposal to the Board of State and Community Corrections (BSCC) for an innovative, collaborative Diversion Program that would mark the first program in the County. The County, and its community-based partner (Rite Track) and collaborators will serve (annually) approximately 150-175 low-risk and moderate-low male and female youth between the ages of 13 to 18 who have been exposed to law enforcement and/or are displaying at-risk behavior.

The program has three goals: 1) reduce the number of youth who commit low-risk offenses from entering the juvenile justice system, 2) reduce the number of youth from penetrating further in the juvenile justice system and 3) reduce youth risk factors while enhancing protective factors to promote long-term success in their community and family.

To accomplish these goals, the Diversion Program will follow the Risk-Need-Responsivity. Through conducting research of county demographics, we will target the prevalent risk factors, which include school and employment risk factors, behavioral risk factors and relational risk factors.

Our proposed interventions are also well-researched and demonstrate a need within the county as well as evidence the proposed interventions are efficacious for the target population. Each youth's needs will be address through prescribing (at the lowest punitive level) a robust mix of evidence-based and best-practice interventions. Rite Track will provide academic/vocational education in coordination with the Imperial County Office of Education. Additionally, the program will use the Rise Up vocational training curriculum and offer employment vouchers. Behavioral Health will be addressed through cognitive-behavioral programming that addresses aggression, substance abuse and trauma. Youth will also be prescribed an age-appropriate mentor to facilitate check-in and access to community resources. The program will also address responsivity factors by following culturally appropriate, gender-specific and trauma-informed models to ensure each youth has the best opportunity to succeed in the program - and within the community.

Applicant: Inglewood, City

Project Title: Inglewood Community and Regional Engagement Program

Proposal Abstract: The Inglewood-Community and Regional Engagement-Youth Reinvestment Project (I-CARE-YRP) is designed to reduce the number of youth of color in Inglewood, Hawthorne, and Lennox who are subject to involvement in the justice system by 150 youth during the project period. I-CARE-YRP will use proven, strategically delivered strategies that have shown their effectiveness in reducing racial and ethnic

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disparities among minority populations struggling to overcome barriers to success. The target population will be chosen to align with the Communities That Care (CTC) engagement model that provides opportunity, skills, recognition, bonding, and clear standards of behavior proven to increase the likelihood of health and success for our communities' vulnerable youth population.

The City of Inglewood will coordinate project strategies implemented by NGOs: the South Bay Workforce Investment Board (SBWIB), Centinela Youth Services (CYS), and Stop the Violence (STV). Strategy groups include: (1) YLS-CMI-SV evidence-based assessment, (2) Teen Centers and Project MAGIC to provide safe and supportive environments, prosocial skills, assistance with school progress leading to high school graduation, technology skills development, sports, mentoring, and cultural, arts, and educational experiences, (3) Seeking Safety treatment that enables an individual with a history of trauma or substance abuse to develop coping skills, (4) Victim-Offender Restitution Services, Everychild Restorative Justice Center intensive clinical case management services, and Families Able to Resolve Situations, parent-teen mediation, (5) leadership development, counseling, and active mentoring, and (6) job skills development and employment experience including work capital development, learn essential workplace skills, obtain paid summer jobs, and entry into pre-apprenticeship, apprentice, and college programs leading to long-term careers.

A specific Local Evaluation Plan consistent with BSCC reporting requirements will be drawn up with the assistance of experienced evaluators; data will track and show participant and program level outcomes, and lead to on-going refinement of project operations to ensure that stated goals and objectives are met.

Applicant: La Puente, City

Project Title: Adolescent Intervention and Diversion program

Proposal Abstract: The City of La Puente proposes the creation of the Adolescent Intervention and Diversion (AID) program. This program will serve as a bridge between the Los Angeles Sheriff's Department in La Puente and the Boys & Girls Club of West San Gabriel Valley (The Club). The Youth Reinvestment Grant funding to support this program would go to hiring a case manager at The Club to connect at-risk youth with evidence-based Club programs. Once an individual youth is referred to the Case Manager, they will create a customized plan for how the youth will participate in The Club's programs. This will include participation in programs including, but not limited to academic development, drug and alcohol prevention and intervention, fitness and recreation, and social emotional development.

Research suggests that participation in after-school programs is a very effective way of reducing high risk behaviors and arrests in at-risk adolescent youth populations. We believe the Adolescent Intervention and Diversion (AID) program will provide an exceptional opportunity to leverage the existing resources in our community to improve outcomes for our children. By taking these teens off the streets in the afternoons and

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putting them in an environment that will allow them to thrive, we will reduce the burden on the justice system and give these kids a chance at a better life.

Applicant: Los Angeles, City

Project Title: City of Los Angeles Youth Diversion Partnership

Proposal Abstract: The City Administrative Office, on behalf of the City of Los Angeles, has designated the City of Los Angeles Mayor's office of Gang Reduction and Youth Development (GRYD) as the lead public agency for the Youth Reinvestment Grant application for FY 18-19. The GRYD office mission is to strengthen the resilience of youth, families, and communities in order to reduce the influence of gangs by fostering public/private collaborations and supporting community-based services. For this proposal, GRYD worked in consultation with public agencies, and community members that live and work in the Southeast Area to identify the high need for services that continue to exacerbate this need including: large number of juvenile arrests, an increase in arrests from 2017 to 2018 (when most other areas were decreasing), racial/Ethnic and gender disparities in juvenile arrests, gang violence and affiliation, high poverty, and a high truancy and H.S. dropout rate.

Targeted youth served under this proposal will reflect the same underserved population of juvenile arrests in the Southeast Area. The referral process through LAPD will be made after police enforcement contact, but in lieu of an arrest or citation. Youth can be referred from the community to the CFBO, and GRYD will encourage the CFBO to share its diversion program with multiple community stakeholders, such as schools, other CFBOs, and agencies such as DCFS. To avoid net-widening, youth referred from the community will go through a reverse referral process, where the CFBO will notify LAPD of the referral for approval. Enrolled youth will be connected to community-based service providers who will provide case management services and trauma responsive interventions that will improve the stability measures, social and emotional wellbeing, and other protective factors in order to reduce further involvement in the justice system. Through this program, the City of Los Angeles hopes to reduce inequities and disproportionality of the targeted underserved community in law enforcement contact and arrest for youth and that LAPD data for subsequent years will have significantly reduced the number of juvenile arrests in the Southeast Area for youth with non-violent felonies. In addition, data analysis and evaluation of the results from this program will lead to a thoughtful implementation of the program into other Divisions and Bureaus of LAPD, drawing from lessons learned and strengths recognized.

Applicant: Los Angeles, County

Project Title: Youth Diversion and Development Program Regional Expansion

Proposal Abstract: As fewer young people are arrested and incarcerated in the United States overall, the juvenile justice system in Los Angeles County (LAC) remains the largest in the nation. In 2017, 9,788 youth arrests were reported to the California Department of Justice from law enforcement agencies in LAC. Reflecting national trends, rates of youth arrest, detention, and incarceration have decreased dramatically though young people of color have become increasingly over-represented at every stage. Black

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youth, for example, represented only about 7% of the 2017 population in LAC but 27% of all youth arrests. Youth of color are less likely to have access to interventions shown to reduce future justice system involvement such as diversion programs that re-direct system responses to young people who come into contact with law enforcement.

An average of 75% of all youth arrests reported each year in LAC could have been referred to diversion in lieu of arrest or citation if there were appropriate resources in place. Without countywide coordination and infrastructure to support effective, equitable practice among the more than 50 law enforcement agencies that patrol the 88 cities and unincorporated communities in LAC, however, a young person's chances of being referred to diversion instead of being arrested can depend on the color of their skin and where in the county they are arrested.

In late 2017, a diverse collaborative of county departments, diversion providers, law enforcement agencies, youth, and community advocates developed recommendations for reducing youth arrests and improving youth outcomes countywide, establishing the office of Youth Diversion and Development (YDD) to advance an innovative model that empowers a network of community-based organizations as providers of trauma-informed, development-oriented services in lieu of arrest or citation. In its first year, YDD is coordinating diversion programming in 9 communities across the county. A regional award of Youth Reinvestment Grant funds will provide the resources needed to build on this first cohort by expanding effective, equitable youth diversion to a project area composed of several jurisdictions identified as having high need and readiness to join this network of pre-arrest, community-led diversion that were not yet able to be included due to limited local resources.

Applicant: Marin, County

Project Title: Marin County Diversion and Early Intervention Systems Enhancement Project

Proposal Abstract: While referrals to the Juvenile Division of the Marin County Probation Department have declined in recent years, as they have throughout the country, the benefits of that reduction are not being shared equally across all communities of Marin County. Ethnic disparities occur at every decision point in the juvenile justice process in Marin County.

The Marin County Probation Department has made the issue of addressing ethnic disparities a priority. Based on previous work on this issue and on data regarding the sources of referrals, Marin County proposes to develop an enhanced system of intervention and diversion resources with entry through referral from local law enforcement or school personnel.

The Probation Department has also been in the planning process with San Rafael City Schools on a program idea that came out of recent RED committee community meetings - early intervention case management and support provided locally by a community partner. Marin is preparing to go out on RFP and have this program up and running in August of 2019. This grant now provides the opportunity to extend the pilot program to

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three plus years and to bring the "School Works" Initiative and resources to additional schools that serve our target population.

The School Works Initiative seeks to provide families with support, guidance, and referrals to relevant services prior to any involvement with juvenile justice system. The underlying principle behind the School Works Initiative is that most youth who enter and penetrate the juvenile justice system have needs that were identified but not addressed at an earlier age. The School Works Initiative intends to fill that gap by providing relevant resources in the communities where a disproportionate percentage of youth who are arrested reside. It is expected that the successful implementation of this service will reduce the numbers of Latino youth who subsequently enter the juvenile justice system over the long term, and it will also improve the children's school performance in the short term.

Applicant: Pico Rivera, City

Project Title: Pico Rivera Youth Reinvestment Grant Program

Proposal Abstract: The City of Pico Rivera has significant need for funding from the Board of State and Community Corrections' Youth Reinvestment Grant Program (YRGP) due to high rates of juvenile arrests and racial/ethnic disproportionality within those arrests. Pico Rivera is located in southeastern Los Angeles County with a total area of 8.8 sq. miles and is home to approximately 63,522 residents (7,587 persons per square mile compared to 239 for the state). Youth arrests for 2018 significantly surpass 2017 data and the 2018 juvenile arrest rate jumped 40% compared to 2015. The following identifies youth involved with the criminal justice system in 2018: 2,017 citations, 576 arrests, 100 sentenced to juvenile detention, 16 sentenced to juvenile camps, and 3 incarcerations. At the end of the 2017-18 school year (June 2018) 34 high school students and 26 middle school students were on probation, resulting in a 38% recidivism rate (a constant figure over the past 5 years). An additional sixty at-risk students were on informal probation. Of significant concern is the indoctrination of middle school and high school students into gang life. Gang Membership in Pico Rivera has increased 20% over the past five years, creating a severe problem.

The Population to be Served Under our YRGP includes youth who are under 18 at the time of program enrollment and who are at-risk for involvement with the juvenile justice system ("at-risk youth") or have been arrested for misdemeanor offenses ("juvenile offenders"). We've defined at-risk to mean students with status offenses; disciplinary action/suspension at school; alcohol or drug problems; violence in the home; and familial gang membership or incarceration. The majority of the population within the city of Pico Rivera is 91.2% Hispanic, 33.7% foreign born, and 73.6% speaking a language other than English in the home. Services provided by our NGOs include: expanding the number of youth served through the Teen Court diversion program an alternative to arrest and formal involvement with the juvenile courts/system; vocational education services through East LA Skills Center and Homeboy Industries; mental health services provided by SPIRITT Family Services; substance use disorder treatment provided by LACADA; and mentoring, case management, and behavioral health services provided by the Boys & Girls Club. We have identified three goals: 1) Divert at-risk youth away from the juvenile justice system;

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2) Reduce the number of chronic juvenile offenders; and 3) Increase protective factors for our target population, with seven (7) corresponding objectives.

Applicant: Richmond, City

Project Title: West County Youth Reinvestment Initiative

Proposal Abstract: The City of Richmond Office of Neighborhood Safety (ONS) plans to work with community-based organizations to support Latinx and African-American youth ages 12-18 in West Contra Costa County to divert high-risk youth from initial contact or deeper involvement with the juvenile justice system. This program will provide selected high-risk youth with evidence-based, trauma informed, culturally relevant and developmentally appropriate programming, customized to meet their specific needs. ONS and partners will use an initial assessment process to select high-risk youth for participation in the program and to customize the services provided to each individual. Services available will include mentoring, life skills training, truancy prevention, structured employment, credible messenger curriculum, wraparound services to the whole family, and behavioral health services. As matching support, ONS will also provide street outreach, mentoring, life skills training, and case management. Partners will meet regularly to discuss cases, build referral systems and relationships, and review information from the external evaluator to continually improve program processes and outcomes.

Applicant: Sacramento, City

Project Title: Lifeline Program

Proposal Abstract: The Lifeline program will serve at least 125 Success Academy students, ranging from grades 4 through 8. The Success Academy is a Community Day School located in the Meadowview neighborhood blocks away from where Stephon Clark was killed last Spring. Students at the Success Academy are among the most vulnerable and high-risk for falling prey to the juvenile justice system. Success Academy students end up at the school only after multiple and serious behavioral infractions. In a recent report conducted by San Diego State University, Success Academy was ranked as the school with the highest suspension rate for African-American boys in the state of California.

Led and managed by the City of Sacramento, the goal of the Lifeline program is to increase Social Emotional Learning supports for the students by offering critical student and family services as a means to deter students from the juvenile justice system. Founded on evidenced-based practices, the Lifeline program includes three critical components: Mentoring, Mental Health Support/Counseling, and Family Engagement. Each of the components will be offered by an expert team of youth development and non-profit professionals. The Mentoring component will include one-on-one coaching and support to students which will be coupled with an afterschool program to offer more intensive services. The Mental Health Support/Counseling services component will include Trauma Focused Cognitive Behavioral Therapy (TFCBT) for students and their families. Additionally, the Lifeline program will offer arts enrichment activities and family engagement workshops and excursions to ensure success. Students will be engaged in

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the Lifeline program for up to 18 months, including direct services and follow-up. Program goals include: 1) Providing 18 months of wraparound services, including Social and Emotional Learning supports; 2) decreasing the disproportionate suspension rates for SCUSD students, especially African-American boys; and 3) disrupting the school-to-prison pipeline. This will be accomplished by increasing protective factors and reducing high risk behaviors.

Applicant: Sacramento, County

Project Title: Pivoting Pathways Project

Proposal Abstract: The Sacramento County Probation Department respectfully requests \$1,000,000 in Youth Reinvestment Grant (YRG) funding to implement the Pivoting Pathways Project, a short-term, High-fidelity Wraparound Services (High-fidelity Wrap) program designed to support youth under the supervision of the Juvenile Field Services Division.

The Pivoting Pathways Project has been designed as a culturally relevant, trauma-informed and developmentally appropriate prevention and early intervention program. The intent is to prevent further involvement with juvenile justice and stabilize youth in their homes. The Pivoting Pathways Project High-fidelity Wrap services will involve a family-centered, strengths-based and needs-driven planning process for creating individualized services and supports for the participants and their families. Specific elements of the program will include Child and Family Teams (CFTs), family and youth engagement, individualized strength-based case planning, and flex funding. Youth with assessment scores indicating they are low- to moderate-risk with high criminogenic needs will be eligible for the Pivoting Pathways Project. The goals of the Pivoting Pathways Project include: diverting youth from deeper penetration in to the juvenile justice system; improving success in education, employment and peer relations; as well as increasing youth and family support to stabilize the family unit. Deputy Probation Officers will utilize the Youth Level of Service/Case Management Inventory 2.0 (YLS/CMI) criminogenic risks, strengths and needs assessment, in collaboration with the youth's family/legal guardian, to determine their criminogenic strengths and areas of need. Additional needs will be identified through further assessment by the High-fidelity Wrap Provider which will include early clinical assessment, trauma screening, and the use of the Child and Adolescent Needs and Strengths (CANS) assessment to measure improvement over time.

Wraparound Services is a promising practice designed to support and stabilize the family unit by addressing their needs, building strengths and skills, and creating positive connections in the community.

Applicant: San Bernardino, City (YRDP)

Project Title: San Bernardino Youth Reinvestment & Development Program

Proposal Abstract: The City of San Bernardino (SB) has been challenged by high levels of crime for decades; likewise, the juvenile population has been negatively impacted. A multitude of factors influence the situation, including: lack of employment, poverty, low

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levels of education, higher than average school dropout and delinquency rates. These factors create an environment ripe for criminal and gang activity. In 2011, the City of San Bernardino was the 16th most dangerous city in the nation.

The purpose of San Bernardino Youth Reinvestment grant program is to implement an evidence-based, culturally relevant, trauma-informed, and developmentally appropriate program initiative that addresses the unique needs of youth (ages 14 to 21) that are at risk of or are fluctuating between the child welfare and juvenile justice systems, which are often called "cross-over" youth or "dual status" youth. The purpose is to divert over 250 youth throughout the project period away from the juvenile justice system. Studies show that crossover youth are predominately Latinos and African Americans and overrepresented in the justice system. They get harsher sentences when arrested, which moves them deeper into justice system as opposed to non-dual status youth (Ryan, Herz, Hernandez, & Marshall, 2007; Ryan, Marshall, Herz, & Hernandez, 2008).

The San Bernardino Youth Reinvestment grant program will achieve this through the development of a coordinated best practice system of diversion referrals through the use of the Crossover Youth Practice Model (CYPM) developed by the Center for Juvenile Justice Reform at the Georgetown University McCourt School of Public Policy. The primary authors of the Crossover Youth Practice Model are Lorrie Lutz and Macon Stewart, and Dr. Denise Herz. Dr. Denise Herz will lead the efforts for San Bernardino. The program will also use evidence based best-practice Wrap around Case Management and Social Services, as well as the use of a trauma-informed evidence-based curriculum Operation New Hope. The program will also weave into its program restorative justice where young people will be involved in community services throughout the City, as well as vocational training through the local Certified Conservation Corps where older youth can also transfer into a job with the Corps.

Applicant: San Fernando, City

Project Title: San Fernando Youth Reinvestment Program

Proposal Abstract: The City of San Fernando is partnering with Pukúu Cultural Community Services (Pukúu), a non-profit of Fernandéño Tataviam Band of Mission Indians (Tribe), to launch the Youth Reinvestment Grant project, *Tavaviam Pasék'vitam P'u'ú Amínuktu*: San Fernando Youth Reinvestment Program (TPPA). TPPA is the name of the proposed program and in the local Indigenous Tataviam language it is interpreted as, "The People of San Fernando Reinvest a Year." The year of reinvestment references the year of each cohort entering the program and the development of the services to address the needs of the local youth, as detailed in the Program Need.

The community-led youth diversion program has three goals to 1) Increase Cultural Competency, 2) Reduce Incarceration and Recidivism, and 3) Improve Academic & Professional Success. A measure for Goal 1 includes the production of an Indigenous genealogy for participants within 90 days. Emphasis on culture is a strategy to uplift goals two and three because strengthening cultural identity promotes academic success among tribal adolescents (White, Sell, et al, 2009). A Goal 2 measure is the development of an

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Individual Student Plan to reduce truancy, expulsion, suspension, or detentions by 20% within 3 months given the link between school discipline and criminal justice. A measure for Goal 3 includes promotion to the next grade level in school (i.e. freshman to sophomore) facilitated by culturally competent response services (Schellenberg and Grothaus, 2019). The Continuum of Services provides direct and indirect services to each individual Youth, Family, and Community. Assessments, prep/post surveys, and qualitative measures will help measure the outcomes and help inform the data collection.

The community-led diversion model was selected because as Indigenous leaders, social workers, and educators of Northern Los Angeles County, who understand the concept of justice begins with the healing of Historical Trauma and the maintenance of a consistent presence throughout the process. Without mentorship and a commitment to healing, youth will be unable to transition into their greatest potential. Youth must be guided by mentors to explore opportunities for meaningful and culturally relevant “rites of passage”-a process of growth and maturity most Indigenous people have forgotten due to cultural assimilation and genocide.

Applicant: San Francisco, City & County

Project Title: San Francisco Mobile Response and Linkage Service

Proposal Abstract: Through earlier identification and treatment of symptoms of distress and trauma, the City and County of San Francisco aims to prevent youth from formally entering or becoming further entrenched in the juvenile justice system.

This proposal, with San Francisco Juvenile Probation Department (SFJPD) as Lead Agency, sets out a plan to augment San Francisco's existing diversion programs with a non-law enforcement mobile crisis response service.

Research has shown that trauma, environmental factors, mental illness, and economic or racial disparities--all factors beyond individual and family control--have a profound impact on the trajectory of young lives. Estimates indicate that 50-75% of youth in the juvenile justice system nationally meet the criteria for a mental health disorder and research has shown that young people who remain untreated are at higher risk to become incarcerated as adults.

Until now, many of the more intensive clinical services available to justice-involved youth in San Francisco are not readily accessible until *after* youth and their families reach crisis and become involved in the foster care or juvenile justice system.

The mobile crisis response service will be a vital resource for families with youth who are experiencing serious emotional or behavioral issues by providing in-home stabilization and quickly linking them to clinical and community-based services, potentially diffusing problems prior to escalation and law enforcement contact.

Law enforcement can play pivotal role in either improving or undermining the progress of youth toward healthy and prosocial behavior. At the SFJPD, we honor that responsibility

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and seek to balance *an unyielding adherence to the law with access to critical services* that encourage the growth and progress necessary to produce functional, productive and self-actualized adults.

Applicant: San Joaquin, County

Project Title: San Joaquin Juvenile Deflection Project

Proposal Abstract: San Joaquin County Probation Department is seeking \$1,000,000 for the San Joaquin Juvenile Deflection Project, a community driven *endeavor to avert* the arrest of children and youth for low-level offenses. We seek to create (1) *Community Accountability Boards (CAB)*, to meet with youth, help them take responsibility for actions, and address the harm that was committed by making fair and just amends; and (2) *Community Programs*, to provide case management, mentoring, and youth development programming for youth deflected away from arrest.

The target population is juveniles, committing low-level offenses, who otherwise would be arrested for the offenses committed. Deflected youth will be referred to a Probation Navigator for review and referral to non-governmental community partners *for* engagement into services. The Navigator will *review* cases for suitability to *prevent net-widening*, i.e. the referral of youth who would not otherwise been arrested. Community partners will *convene* CABs and provide case management, mentoring, and program services for participating youth. Engagement into services will be conducted by community partners with assistance from local schools.

The target population is assumed to be 75% male and 62% youth of color. African American males *have* the highest rates of disproportionate arrests, comprising 31% of all juvenile arrests while making up 7% of the population. This project is intended to provide an alternative to arrest; with a goal of reducing unnecessary arrests by 10% and unnecessary calls by schools for police assistance by 10%

Program services are designed with respect to the communities served. Culturally competent community Non-Governmental Organizations (NGOs) will run the CABs, using a cadre of volunteers to work with referred youth. Taking responsibility *for* actions is a key component of the CAB process, paired with community support and guidance to make fair, just, and meaningful amends for harm committed. Case managers keep youth engaged throughout the process and work with them to recognize trauma and *overcome* the triggers that lead to problematic behaviors and activities.

Applicant: San Jose, City

Project Title: Adelante Program

Proposal Abstract: The City of San Jose Mayor's Gang Prevention Task Force (MGPTF), in coordination with its local government and education agency partners and nonprofit service provider, is submitting this proposal to the Board of State and Community Corrections for funding in response to the Youth Reinvestment Grant (YRG) Program Request for Proposal (January 19, 2019). The requested YRGP funding will be deployed to strategically disrupt the existing pipeline from San Jose targeted high-risk

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neighborhood areas impacted with poverty, underemployment, crime, gangs, underperforming schools/students, family challenges, and gaps in needed health and human services, resulting in disproportionate youth contacts and involvement with law enforcement and juvenile probation. The goals of our early intervention strategy is to mediate our targeted youth high risk behaviors, increase their school success and bonding, and strengthen their personal and social life skills and prosocial lifestyle, and in turn reduce the disproportionate over-representation of Hispanics youth in the juvenile justice system.

Our program model targets middle-school age youth--and their families--who are the most at-risk of coming in contact with law enforcement, juvenile probation, and child welfare agencies, due to their school-based problem behaviors, lack of academic performance, school absences, truancy issues, family challenges and issues, and/or other delinquent community/school/family based behaviors and conditions. The early intervention strategy and services will also enroll low-level offender youth who *have* already had contact with law enforcement and juvenile probation and would be best served by diverting them from further interaction or penetration in the juvenile justice system. The YRG will support a pilot multi-partner collaborative prevention and early intervention continuum of services, and with successful implementation and results, could be expanded and replicated in other targeted middle schools and communities.

Applicant: San Leandro, City

Project Title: Restorative Justice Alternatives to Suspension Tiered Services

Proposal Abstract: Each year, over 1 million youth are arrested across the country, and 95% of those arrests are for non-violent offenses. California's juvenile felony arrest rate declined by 73% between 1998 and 2015. But in 2016, of the approximately 62,000 youth arrested, 69% were arrested for misdemeanor and status offenses, things like: petty theft, school fights, smoking marijuana, running away and violating curfew. Even though felony arrest rates are declining, more effort and work needs to be implemented to ensure youth are diverted from ever becoming a statistic for any offense, non-violent or violent. Diversion programs not only is a smart investment, it is the right thing to do to ensure all youth in our society have the opportunity to be ready for a career and a positive life as an adult.

As a school district, we understand and believe that relying too much on suspensions and expulsions make matters worse, and that alternative approaches to school discipline can reduce suspensions, improve behavior, and keep students on the college and career readiness track and away from the juvenile justice system. The City of San Leandro, as the applicant, and San Leandro Unified School District, as the lead agency, is submitting this grant application titled "Restorative Justice Alternatives to Suspension (RJAS) Tiered Services" that is grounded in evidence-based, trauma-informed, culturally relevant and is developmentally appropriate that will divert youth away from the juvenile justice system. Our RJAS program will include wrap around services for students that will significantly reduce youth recidivism that is grounded in research. Diversion programs provide a true second chance for youth. They provide an opportunity to avoid formal juvenile justice

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involvement and help keep youth out of the criminal justice system altogether, and most importantly help kids get their lives back on track. Our organization is committed to this proposal.

Applicant: San Luis Obispo, County

Project Title: Restorative Dialogue Program

Proposal Abstract: The county of San Luis Obispo, utilizing the Probation Department as the Lead Public Agency, requests funds from the Youth Reinvestment Grant Program to extend and expand the mediation and restorative justice services provided in the current Restorative Dialogue Program (RDP). RDP services were developed through a collaborative pilot program beginning in 2017 between Juvenile Probation and Creative Mediation at Wilshire Community Services, San Luis Obispo County's not-for-profit community mediation center. These services include intake assessment, coordination and delivery of Parent Teen Mediation sessions, Victim Offender Dialogue (with Family Group Conferencing), and Youth Conflict Mediation sessions.

Currently, these services are only available to youth who are involved with Juvenile Probation, yet the need is much wider. Funding from the Youth Reinvestment Grant (YRG) will allow us to extend these services to at-risk youth prior to involvement in the justice system and increase access for monolingual Spanish-speaking families by establishing a bilingual resource coordinator position. Furthermore, this funding would be used to provide training to expand the existing service array to include restorative practices such as Circles and Restorative Conferences in specified schools, allowing more opportunities to divert at-risk youth from justice system involvement at the earliest possible point. This extension and expansion will prevent Probation-involved-youth from further penetration in the juvenile justice system, prevent non-involved youth from being formally referred to Probation, and increase access to and participation in such restorative services among Hispanic youth and their families.

Applicant: Santa Barbara, County

Project Title: Youth Reinvestment – Santa Barbara County

Proposal Abstract: Currently in Santa Barbara County, geographic, economic and cultural differences result in significant challenges for youth and families' accessing diversion services. Adequate options for appropriate and effective evidence-based diversion treatment are also limited. To address disparities as well as expand availability, Santa Barbara County Probation Department (SBCPD) proposes to collaborate with law enforcement agencies, schools, and the Council on Alcoholism and Drug Abuse (CADA), a community-based behavioral health agency, to provide a pre-adjudication diversion program that will divert youth from the juvenile justice system.

SBCPD and its partners will divert an estimated 800 youth who are referred from a school for a violation of the education code or for citation by law enforcement for an infraction, misdemeanor or status offense. Diversion services will include screening, assessment, case management, and individualized and family-focused services through Restorative Action Plans. These plans will incorporate trauma-informed, culturally appropriate,

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evidence-based interventions to meet the specific needs that are identified. SBCPD will work with schools and law enforcement agencies to refer youth to diversion without the barrier of program fees, and will add services in Mid-County, which is currently underserved.

Through the use of individualized Restorative Action Plans the project aims to achieve three goals: 1) To reduce the numbers of misdemeanor arrests, youth with misdemeanors under probation supervision, and racial/ethnic disparities in the Santa Barbara County juvenile justice system by establishing a pre-adjudication diversion program that includes culturally relevant services for youth of color; 2) To prevent youth participating in the misdemeanor diversion program from reoffending; 3) To reduce youth risk factors (SUD, mental health, family needs, disciplinary referrals) and improve youth protective factors (school connectedness, social support, self-esteem, problem solving, family support) by increasing connection to and use of treatment and services.

Applicant: Santa Clara, County (Probation Department)

Project Title: Evolve – South County

Proposal Abstract: Project Evolve - South County will target Chicano/Latino youth, female, male and gender non-conforming, ages 12-18 from Gilroy, San Martin and Morgan Hill. The Project will serve 110 youth per year (65% from Gilroy, 35% from Morgan Hill and San Martin) with the overall goal to reduce the amount of youth arrests and citations by 30% over the course of the grant, or 10% per year. The Project partners will utilize their current relationships with South Santa Clara County schools, parent groups, social workers, probation officers, police officers, churches and community organizations to solicit referrals of youth to Project services.

The intake process will take place at CARAS in Gilroy, and will include an assessment and interactive service strategy where youths will set goals with a Case Manager/Intake Specialist. Participants will then receive appropriate services based on zip code, determined goals, and assessment/risk factors. Each program will case manage their participants until they reach their primary goal. As a team, Project partners and the Case Managers will meet weekly for case management, assessment, and planning.

Project partners will engage youth in culturally competent, trauma-informed programs as well as mentorship, leadership, academic skill building, life skills, employment/career workshops and pro-social activities.

Services will be provided at middle schools and high schools in both Gilroy and Morgan Hill, as well as evenings and weekends in community spaces that are accessible and foster-, LGBTQ- and youth-friendly.

Upon completing their initial goals, youth from each program and City will interact together in a Youth Leadership Council, where they will participate in pro-social group activities, civic engagement, service learning, field trips and a completion ceremony. Follow up evaluations will determine additional goals and continued participation in services.

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Applicant: Santa Clara, County (Executive Office)

Project Title: Intentional Diversion for Maximum Impact – Young Women’s Freedom Center and Office of Women’s Policy

Proposal Abstract: The SCC Office of Women’s Policy (OWP) is applying for funds to partner with the Young Women’s Freedom Center (YWFC) on providing gender-responsive, trauma-informed programming. We both share with the Youth Reinvestment Grant a priority to reduce racial disparities in juvenile incarceration and recidivism, as well as an interest in developing gender-responsive programming. Our partnership will focus on young women and TGNC people ages 11-18, with a high priority on people of color and young people whose families have a history of systems involvement, in SCC from ZIP codes and with the highest rates of juvenile arrests and incarceration, school drop-out and other predictive factors. In 2017, the ZIP codes with the most arrests/citations were in East Jose followed closely by Gilroy and South San Jose.

Of the 3,611 juvenile arrests in SCC (SCC) in 2017, and 3,463 in 2018, 836 and 805 respectively (23% both years) were girls. Both in 2017 and in 2018, 63%-68% of female arrests were Latina/Latinx and 11%-12% were Black. There were 210 female admissions to juvenile detention in SCC in 2017 and 268 in 2018, representing 21% and 22% of all admissions respectively. In 2017, 143 (68%) of the female admissions were of Latina/Latinx girls and 25 (12%) were of Black girls. In 2018, 209 (78%) of the female admissions were of Latina/Latinx girls and 21 (8%) were of Black girls. There were 26 admissions of White girls to detention in both 2017 and 2018. For comparison, in 2016 only 35% of the total youth population in the county was Latino, and 3% was Black.

The program builds on partnerships formed by our Gender Response Task Force, convened by OWP three years ago, that meets monthly and is comprised of community, social service providers, public defenders’ and district attorneys’ office and is co-chaired by OWP, Juvenile Court and probation. The goal of the task force is to “create a comprehensive gender-responsive, trauma-informed model for effectively responding to moderate/high risk girls on probation in SCC that addresses areas related to case management, training and coaching, and programming. The expected outcome of this project is to provide a strategic system of care for this population that shows significant results in reduction of risk of recidivism and victimization along with improved quality of life improvements.”

Applicant: Santa Cruz, County

Project Title: Community Reclaiming Youth Justice

Proposal Abstract: The diversion program will be known as Community Reclaiming Youth Justice. The purpose of this project is to reduce the penetration of Latino/a youth into the justice system. While holding youth accountable for their predictable adolescent misbehaviors, this project seeks to respond with cultural and developmentally appropriate services so as to divert them from the highway to the deep end of the system. The off ramp to the highway, or referral decision point, is multi-faceted. Year 1 and 2 will include the entry points of pre-arrest or apprehension, actual arrest or apprehension, intake and post filing of petitions. Year 3 will be expanded to move further upstream to identify needs

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to prevent youth from any contact with the justice system. The target populations are misdemeanor and felony cases; and, siblings and/or children of justice involved family members. The demographics of the target populations are Latino/a youth. The geographic target is the southern region of Santa Cruz County.

A responsive continuum of interventions will be enhanced and or developed to allow for predictable adolescent missteps and setbacks. Interventions will range from warn and release to evidence-based modalities that are trauma informed, culturally and developmentally responsive and address mental health, behavioral health and educational issues. Opportunities for pro-social activities will be key.

The coordinated locus of the referral process will be overseen by a nongovernmental organization (NGO). Criteria and referral processes will be collaboratively enhanced and or developed by NGO and system stakeholders actively partnering in this project. Program integrity will be ensured by the consistent collection of quantitative and qualitative data and by a diversion coordinator and project manager. An outcome evaluation plan will be developed accordingly.

The overarching results sought to be accomplished is the reduction of racial and ethnic disparities in the youth justice system; to achieve accountability without resorting to legal sanctions or the threat of confinement; and, to promote the well-being of youth and families impacted by the youth justice system.

Applicant: Solano, County

Project Title: Solano County Youth Reinvest Grant Proposal

Proposal Abstract: Solano County Probation, as the designated lead agency for the BSCC YRG Grant Program is requesting \$300,000 in funds for the expansion and development of Youth Diversion programs, specifically focused on limiting law enforcement involvement in managing aggressive behavior on traditional school sites that serve brown and black families and students. The proposed program(s) will specifically target Youth of Color who would normally be cited or arrested for offenses committed on school grounds.

Led by the Probation department in response to a significant shift nationally to rethink juvenile justice and apply adolescent and positive youth development practices to all youth interactions, the County partnered with the W. Haywood Burns Institute (BI) to look closely at the systems, procedures and relationships throughout the juvenile justice system. BI, through their "Readiness Assessment Consultation" helped the department create equitable tools, which led to a 60% reduction in youth incarcerated at the detention facility. BI continues to work diligently with county leadership in determining opportunities for improvement and the County is committed to examining key decision making points in the system and creating a culturally relevant, trauma informed, and strength-based programs model.

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Toward that end, the County embraces the long-standing, well-researched and strength-based Youth Asset Development framework in all intensive, diversion and prevention programming for youth touching the justice system and this project proposes to expand on three evidence-based programs that demonstrate positive youth development outcomes. Currently, two community agencies partner with Solano County Juvenile Justice systems to deliver mentoring, restorative justice services and service learning opportunities. This project proposal expands those evidence-based programs to a target population outside of the current range of service and to specifically serve youth at risk of involvement in the criminal justice system simply because of the color of their skin, their socio-economic status, and the gap in service and support between school intervention and law enforcement intervention.

Applicant: Sonoma, County

Project Title: Sonoma County Youth Reinvestment Diversion Program

Proposal Abstract: The County of Sonoma Probation Department (Probation) proposes to serve approximately 20 youth and their families annually through the Sonoma County Youth Diversion Program (SCYDP). The target population for the proposed program are Probation-involved youth who are at low risk of reoffending, have committed lower-level crimes, but have high social and behavioral health needs. Through the proposed program, Probation will achieve the following goals: 1) Reduce the number of low-risk youth in Sonoma County with formal involvement in the juvenile justice system; 2) Improve youth and family outcomes for low-risk youth referred to Probation; and 3) Increase capacity in Sonoma County to address needs of youth who have committed low-level crimes and are at low risk to reoffend, but demonstrate high levels of need. Probation follows the Risk-Need-Responsivity model and will strengthen its adherence to this model through the proposed program. In lieu of formal court processing, the SCYDP will address the unique behavioral health and family stability needs of the target population while preventing adverse outcomes due to further penetration into the justice system.

The SCYDP is an opportunity to address disproportionate minority contact with the justice system by providing services through the Wraparound case management model to prevent deeper system penetration. Wraparound services will be provided by a contracted non-governmental organization (NGO) service provider. The NGO Treatment Team will be comprised of a Facilitator, Support Counselor, and support staff. The Facilitator will provide parent education, coaching, supportive problem solving, and modeling and will guide family communication to improve parent-child interactions. The Support Counselor will provide youth with one-on-one behavioral and connection to community resources. NGO support staff will oversee regular data collection and reporting to Probation. The Treatment Team will work with the family to create a tailored treatment plan and reasonable goals and will discharge participants when those goals have been met (after ~3 months). The contracted service provider and Probation will track data for quality improvement. Probation will oversee program implementation and monitoring and will collaborate with the Appointed Evaluator.

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Applicant: Ventura, County (Sheriff)

Project Title: Check & Connect Ventura County

Proposal Abstract: Check & Connect Ventura County (CCVC) will serve 180 at-risk middle school students in Ventura County through diversion services that target Hispanic students living in Oxnard, an urban city, and Fillmore, a small rural city. Both cities have large Hispanic populations, high juvenile arrest rates and low graduation rates among Hispanic students. Research links educational attainment to incarceration and also indicates that Hispanic middle school students are more likely to experience decreased belonging, which can result in disengagement from school. CCVC will serve students who have not yet had formal justice involvement and are identified by their schools and local law-enforcement as high-risk as per school-based and family factors known to predict justice involvement (e.g., high absenteeism, justice-involved family member).

The Ventura County Sheriff's Office will oversee CCVC and City Impact, a youth-serving community-based organization, will direct CCVC program services and manage CCVC partners (e.g., Boys and Girls Club, Pyles Camp, Public Health, Oxnard Police Dept.). Intensive mentoring and monitoring services will be provided for 180 middle school students from the beginning of their 7th grade school year through the end of 8th grade. Two cohorts of 90 students - 60 R.J. Frank Academy of Marine Sciences and Engineering in Oxnard, and 30 students from Fillmore Middle School will receive strength-based, culturally relevant mentoring/monitoring/advocating services. The framework for services follows the *Check & Connect* model, an evidence-based program proven to have positive effects on staying in school.

The comprehensive intervention was designed to improve academic and student engagement outcomes for marginalized, disengaged students in grades K-12, through sustained intervention at school through the mentor's relationship with students and families, weekly checking on school engagement behaviors, trauma-informed interventions related to negative behavior choices and training in problem solving, capacity building, persistence and the value of education for future success. CCVC strives to help participants: 1) avoid law enforcement contact, 2) demonstrate increased school engagement (e.g., improved grades, higher attendance, fewer disciplinary actions), 3) improve relationships with teachers, students and parents, 4) increase motivation to succeed in school through future goals, and 5) enhance family stability and support for learning.

Applicant: Yolo, County

Project Title: RESTORE

Proposal Abstract: Yolo County is applying for \$630,000 in funding under the BSCC Youth Reinvestment Grant Program for RESTORE (Redefining Engagement with Services and Treatment by Offering Restorative Experiences), a program to divert youth away from the juvenile justice system. RESTORE will offer youths charged with eligible offenses the opportunity to participate in restorative justice conferencing and be connected to needed services. Upon successful completion of the conference plan, no criminal charges will be filed, and pending cases will be dismissed.

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RESTORE will focus on improving the overall wellbeing and outcomes of youth using restorative justice methods that help them understand the impact of and take responsibility for repairing the harm they have caused while seeking to identify and address underlying health and social issues and building resilience. To reduce racial and ethnic disparities, RESTORE will be offered to youth who commit an offense from a list of pre-identified eligible offenses that allows for first-time and repeat offenders to be diverted. RESTORE also will divert transitional age youth facing probation violations through juvenile court. The decision to offer RESTORE will be made by the district attorney's office after considering the youth's risk and needs assessment and Adverse Childhood Experience score. The program will utilize evidence-based, developmentally appropriate, culturally relevant, trauma-informed, and strengths-based practices.

As lead public agency, the Yolo County probation department will match 25% of awarded funds by assigning a staff position to perform the assessments of eligible youth and support the community-based organizations leading the diversion efforts. As required, 90% of awarded funds will be passed through to community-based organizations to coordinate the restorative justice conference process and service referrals. The remaining 10% will be used to hire an independent local evaluator who will assist in developing the monitoring and evaluation components and to cover indirect administrative costs incurred by the probation department.