

COUNTY OF SAN DIEGO – REQUEST FOR PROPOSALS (RFP 10561)
 PROGRAM ADMINISTRATOR FOR THE
 DISTRICT ATTORNEY JUVENILE DIVERSION INITIATIVE (DA-JDI)

PROPOSAL COVER PAGE (PC-600)

SUBMITTAL INFORMATION

Submit this Completed Form as the Cover Page of Your Proposal

DESCRIPTION

Request for Proposals (RFP) 10561

Program Administrator for the District Attorney Juvenile Diversion Initiative (DA-JDI)

OFFEROR INFORMATION (TO BE COMPLETED BY OFFEROR)

Please Type or Print Clearly

BUSINESS INFORMATION

National Conflict Resolution Center
 Company/Organization Name

530 B Street, Ste 1700, San Diego, CA 92101
 Address

(619) 238-2400
 Telephone Number

www.ncrconline.com
 Website Address

(619) 238-8041
 Fax Number

Offeror Website Address www.ncrconline.com

County communications to Offeror regarding this RFP will be sent to the POC. If no POC is provided, such communications will be sent to the Authorized Representative.

REPRESENTATIVE AUTHORIZED TO SIGN OFFER

Steven P. Dinkin
 Authorized Representative Name

President
 Authorized Representative Title

sdinkin@ncrconline.com
 Authorized Representative Email Address

(619) 238-2400 ext 219
 Authorized Representative Telephone Number

530 B Street, Ste 1700
 San Diego, CA 92101-5419
 Mailing Address

AUTHORIZED POINT OF CONTACT (POC)
 (if different from Authorized Representative)

POC Name

POC Title

POC Email Address

()

POC Telephone Number

Mailing Address

SIGNATURE

I certify under penalty of perjury under the laws of the State of California, that I am authorized to execute and submit this proposal on behalf of the Offeror listed above; that all of the RFP instructions and rules, exhibits, addenda, explanations, and any other information provided by the County, including but not limited to, the diligence material, has been reviewed, understood and complied with; and that all information in this submission is true, correct, and in compliance with the terms of the RFP.


 Authorized Representative Signature

11-19-20
 Date

COUNTY OF SAN DIEGO – REQUEST FOR PROPOSALS (RFP 10561)
 PROGRAM ADMINISTRATOR FOR THE
 DISTRICT ATTORNEY JUVENILE DIVERSION INITIATIVE (DA-JDI)

County of San Diego
 Department of Purchasing and Contracting
REPRESENTATIONS AND CERTIFICATIONS

The following representations and certifications are to be completed, signed and returned with the offer (the term "offer" includes a bid, proposal, quote, statement of qualifications, or any other submission to provide goods and/or services).

1. BUSINESS TYPE

For-profit Non-profit Government

2. INTERLOCKING DIRECTORATE

In accordance with Board of Supervisors Policy A-79, if Offeror is a non-profit and will be subcontracting with a related for-profit entity where an interlocking directorate, management or ownership relationship exists, Offeror must list all such entity(ies) on an attached separate sheet, and authorization must be sought from Board of Supervisors. If Offeror is a non-profit and does not submit such a list, Offeror certifies it has not entered into a subcontract relationship with a related for-profit entity.
 List Attached? Yes

3. BUSINESS REPRESENTATION

Offeror represents as a part of this offer the following information regarding the ownership, operation, and control of its business:

3.1. Are you a local business with a physical address within the County of San Diego? Yes No

3.2. Are you certified by the State of California as a:
 Disabled Veteran Business Enterprise (DVBE)
 Certification #: _____

Small Business Enterprise (SBE)
 Certification #: _____

3.3. Are you certified by the U.S. Dept Of Veterans' Affairs as:
 Veteran Owned Small Business (VOSB)
 Certification # _____

Service Disabled Veteran Owned Small Business (SDVOSB)
 Certification # _____

3.4. Estimated percentage of work in this offer to be performed or fulfilled locally (within the geographic boundaries of the County of San Diego): 100 %

4. DEBARMENT, SUSPENSION, AND RELATED MATTERS

4.1. Offeror certifies to the best of its knowledge that neither it nor any of its officers:

4.1.1. Are presently debarred, suspended, declared ineligible, or voluntarily excluded from covered transactions by any state, local, or federal department or agency.

4.1.2. Have within a three (3) year period preceding this agreement been convicted of or had a civil judgment rendered against them for commission of fraud or criminal offense in connection with obtaining, attempting to obtain, or performing a public (federal, state, or local) transaction or contract under a public transaction; violation of federal or state antitrust statutes; or commission of embezzlement, theft, forgery, bribery, falsification or destruction of records, making false statements, or receiving stolen property;

4.2. Except as allowed for in Section 4.2.5, Offeror hereby certifies to the best of its knowledge that neither it nor any of its officers:

4.2.1 Are presently indicted for or otherwise criminally or civilly charged by a government entity (federal, state, or local) with the commission of any of the offenses enumerated in paragraph 4.1.2 of this certification;

4.2.2 Have within a three (3) year period preceding this agreement had one or more public transactions (federal, state or local) terminated for cause or default;

4.2.3 Are presently the target or subject of any investigation, accusation or charges by any federal, state or local agency or law enforcement, licensing, certification, ethics, or compliance body;

4.2.4 Are proposed for debarment by any state, local, or federal department or agency.

4.2.5 If Offeror is unable to certify Sections 4.2.1, 4.2.2, 4.2.3, or 4.2.4, it certifies that it has disclosed and attached to this Representations and Certifications the reason(s) it cannot do so. The disclosure must include the Section(s), specific relevant facts including dates, contracts, individuals involved, status of actions, and any other relevant information that prevent it from making the requested certification(s). The County reserves the right to disqualify an Offeror based upon information disclosed.
 Disclosure Attached? Yes

5. RELATED WORK

Offeror certifies to the best of its knowledge that, other than as disclosed in an attached separate sheet, it and its proposed subcontractors, agents, and consultants have not previously contracted with the County to perform work on or related to this project (e.g. preparing related studies or recommendations, components of the statement of work, or plans and specifications).
 Disclosure Attached? Yes

6. CURRENT COST OR PRICING

Offeror certifies to the best of its knowledge that cost and/or pricing data submitted with this offer, or specifically identified by reference if actual submission of the data is impracticable, are accurate, complete, and current as of the date signed below.

7. INDEPENDENT PRICING

Offeror certifies that in relation to this offer:

7.1. The prices in this offer have been arrived at independently, without consultation, communication, or agreement, for the purpose of restricting competition, as to any matter relating to such prices with other offerors, with any competitors, or with any County employee(s) or consultant(s) involved in this or related procurements;

7.2. Unless otherwise required by law, the prices that have been quoted in this offer have not been knowingly disclosed by the Offeror and will not knowingly be disclosed by the Offeror prior to opening, in the case of a bid, or prior to award, in the case of a proposal, directly or indirectly to any other Offeror or to any competitor or with any County employee(s) or consultant(s) involved in this or related procurements; and

7.3. No attempt has been made or will be made by the Offeror to induce any other person or firm to submit or not to submit an offer for the purpose of restricting competition.

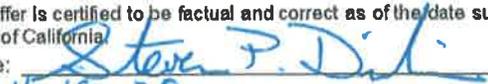
8. ADDITIONAL DISCLOSURES

Offeror shall report in writing to the County Department of Purchasing and Contracting within five business days of discovering or having any reason to suspect any change in status as certified in the preceding paragraphs. Upon County's request, Offeror shall provide additional information supporting Offeror's Representations and Certifications. Offeror's obligations under this Section 8 shall continue until Offeror is no longer under consideration for award of a contract, or until termination or expiration of any resulting contract(s).

CERTIFICATION

The information furnished in Paragraphs 1 through 8 and in the accompanying offer is certified to be factual and correct as of the date submitted and this certification is made under penalty of perjury under the laws of the State of California.

Name: Steven P. Dinkin

Signature: 

Title: President

Date: 11-19-20

Company/Organization: National Conflict Resolution Center

SUBMIT THIS FORM AS DIRECTED IN THE REQUEST FOR SOLICITATION DOCUMENTS OR WITH THE OFFER

Revised 05-02-17

COUNTY OF SAN DIEGO – REQUEST FOR PROPOSALS (RFP 10561)
PROGRAM ADMINISTRATOR FOR THE
DISTRICT ATTORNEY JUVENILE DIVERSION INITIATIVE (DA-JDI)

NONDISCLOSURE INDEMNIFICATION AGREEMENT

IF OFFEROR SUBMITS EXHIBIT CONFIDENTIAL/PROPRIETARY, THE FOLLOWING NONDISCLOSURE INDEMNIFICATION AGREEMENT MUST BE COMPLETED, SIGNED AND RETURNED WITH THE OFFER

This indemnification agreement (“Agreement”) is made and entered into by and between the County of San Diego (“County”) and Offeror Company/Organization Name: National Conflict Resolution Center (“Offeror”) with reference to the following facts:

WHEREAS the County may receive a request for disclosure of Offeror’s submission under the California Public Records Act, Government Code Section 6250, et seq.; and

WHEREAS, Offeror has included in its submission an exhibit entitled “*EXHIBIT – CONFIDENTIAL/PROPRIETARY*” containing records that Offeror has determined to constitute trade secrets or other proprietary information exempt from disclosure under the California Public Records Act; and

WHEREAS the County requires defense and indemnity from Offeror for the County’s ongoing non-disclosure of Offeror’s *EXHIBIT-CONFIDENTIAL/PROPRIETARY*;

NOW, THEREFORE, for good and valuable consideration and the mutual promises contained herein, the parties agree to the following:

1. The above recitals are incorporated herein by this reference.
2. Except as otherwise provided herein, the County will not release Offeror’s *EXHIBIT-CONFIDENTIAL/PROPRIETARY* based on Offeror’s representation that the records contained therein are proprietary and exempt from disclosure under the California Public Records Act and/or are trade secrets as that term is defined in Government Code Section 6250, et seq. Notwithstanding the foregoing, however, the County may release Offeror’s *EXHIBIT-CONFIDENTIAL/PROPRIETARY* in the event of any of the following:
 - a. Offeror fails to comply with the terms and conditions of this Agreement; or
 - b. Offeror provides the County with written notice that some or all of the records may be released; or
 - c. A court of competent jurisdiction orders the County to release the records and the County has exhausted or waived its appeal rights.
3. To the fullest extent allowed by law, the County shall not be liable for, and Offeror shall defend and indemnify County and its Board of Supervisors, officers, directors, employees and agents of County (collectively “County Parties”), against any and all claims, demands, liability, judgments, awards, fines, mechanics’ liens or other liens, labor disputes, losses, damages, expenses, charges or costs of any kind or character, including attorneys’ fees (whether incurred by County attorneys or attorneys employed by County) and court costs (hereinafter collectively referred to as “Claims”), related to Offeror’s *EXHIBIT-CONFIDENTIAL/PROPRIETARY*.
4. Offeror waives any and all claims in law or equity and hereby releases the County Parties from any and all claims, deductibles, self-insured retentions, demands, liability, judgments, awards, fines, mechanics’ liens or other liens, labor disputes, losses, damages, expenses, charges or costs of any kind or character, including attorneys’ fees and court costs, which arise out of or are in any way connected to Offeror’s *EXHIBIT-CONFIDENTIAL/PROPRIETARY*.

TO BE COMPLETED BY AN AUTHORIZED REPRESENTATIVE OF THE OFFEROR	
Offeror Company/Organization Name:	<u>National Conflict Resolution Center</u>
Authorized Representative Name:	<u>Steven P. Dinkin</u>
Authorized Representative Title:	<u>President</u>
Signature: 	Date: <u>11-19-20</u>

DVBE SUBCONTRACTOR PARTICIPATION SUMMARY

This DVBE Subcontractor Participation Summary is required to document Bidder's/Offeror's (Offeror) compliance with the DVBE participation goals set forth in Board Policy B-39a.

All Offerors must complete this section	
Offeror:	National Conflict Resolution Center
Offeror's Representative:	Steven P. Dinkin, President

Exemptions (complete only if Offeror qualifies for one of the exemptions below)
Offeror is exempt from DVBE Subcontractor Participation Requirements in accordance with Board Policy B-39a because Offeror is a:
<input type="checkbox"/> Government Agency
<input checked="" type="checkbox"/> Nonprofit Organization
<input type="checkbox"/> Small Business Enterprise (SBE), pursuant to Board Policy B-53 State of California SBE Certification #: _____
<input type="checkbox"/> Veteran Owned Business (VOB), pursuant to Board Policy B-39a VOB status due to certification as a: <input type="checkbox"/> DVBE - State of California Certification #: _____ <input type="checkbox"/> VOSB - U.S. VA Certification #: _____ <input type="checkbox"/> SDVOSB - U.S. VA Certification #: _____

DVBE Compliance (complete if Offeror claimed no exemption above)
<input type="checkbox"/> Offeror will self-perform 100% of the services.
<input type="checkbox"/> Complete and attach DVBE Subcontractor Participation Plan
<input type="checkbox"/> Complete and attach Documentation of Good Faith Effort (Optional if Offeror has met or exceeded the 3% DVBE Subcontractor Participation goal)

Offeror must provide additional supporting documentation upon request.

THIS FORM SHALL BE SUBMITTED WITH PROPOSAL ON THE DUE DATE

COUNTY OF SAN DIEGO – REQUEST FOR PROPOSALS (RFP 10561)
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DVBE SUBCONTRACTOR PARTICIPATION PLAN

Offeror: National Conflict Resolution Center Offeror Representative: Steven P. Dinkin, President

Project Title: PROGRAM ADMINISTRATOR FOR THE DISTRICT ATTORNEY JUVENILE DIVERSION INITIATIVE (DA-JDI)

ITEM NO.	DESCRIPTION OF WORK, SERVICE OR MATERIAL	NAME, ADDRESS, TELEPHONE NUMBER AND CERTIFICATION NUMBER OF CERTIFIED DVBE TO BE USED	DOLLAR AMOUNT TO <u>BE PAID THIS DVBE</u>
		Name:	
		Address:	
		Telephone #: Certification #:	
		Name:	
		Address:	
		Telephone #: Certification #:	
		Name:	
		Address:	
		Telephone #: Certification #:	
		Name:	
		Address:	
		Telephone #: Certification #:	
		Name:	
		Address:	
		Telephone #: Certification #:	
		Name:	
		Address:	
		Telephone #: Certification #:	
TOTAL AMOUNT TO CERTIFIED DVBE			\$

Use additional sheets if necessary. Compute utilization on last sheet.

Sheet ____ of ____ (complete if submitting more than one sheet)

COMPUTATION OF UTILIZATION AND COMPARISON WITH THE SUBCONTRACTOR PARTICIPATION GOAL	
$\frac{\text{Total Amount to Certified DVBE}}{\text{Total Bid/Proposal}} \times 100 = \text{Percent of Utilization}$	Goal = 3%
<hr style="width: 50%; margin: 0 auto;"/> $\times 100 = \underline{\hspace{2cm}}\%$	Submit Documentation of Good Faith Effort if goal is not met.

THIS FORM SHALL BE SUBMITTED WITH PROPOSAL ON THE DUE DATE

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 DISTRICT ATTORNEY JUVENILE DIVERSION INITIATIVE (DA-JDI)

DOCUMENTATION OF GOOD FAITH EFFORT- Page 1 of 2

A. List potential DVBEs that the Offeror solicited for participation in this contract along with dates. Use additional sheets if necessary.

	Certified DVBE Firm	Date of Contact (Mail, Fax, Telephone, etc)	Responded (Yes/No)
1.			
2.			
3.			
4.			
5.			
6.			
7.			
8.			
9.			
10.			
11.			
12.			
13.			
14.			
15.			

Sheet ____ of ____ (complete if submitting more than one sheet)

B. DVBE Solicitations

Solicitation Sample:

Offeror must attach a sample of the solicitation sent to certified DVBE firms. If phone contact was made, document conversation: date, time, contact person, and business opportunities discussed.

THIS FORM SHALL BE SUBMITTED WITH PROPOSAL ON THE DUE DATE

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1. Program Design and Technical Approach

City Heights is one of the most vibrant and ethnically diverse communities in San Diego County. In 2010, community leaders, shopkeepers, parents and concerned neighbors gathered there for a series of dialogues, facilitated by a local community based organization, Mid City CAN. The forum was designed to help the community identify its own needs and work together to find common solutions for the neighborhood to thrive.

One result was striking, both for its clarity and its urgency: ***“We have to stop arresting our children,”*** they concluded.

From this community mandate grew the development and implementation of a restorative justice alternative to the traditional punitive juvenile justice system. In partnership with the City Heights community and County law enforcement agencies, in 2014, the National Conflict Resolution Center (NCRC) launched Restorative Community Conferences to disrupt the pipeline to prison and keep youth in school and out of juvenile detention.

Restorative Community Conferencing (RCC) transfers power from the courtroom to the community. Instead of punishing youth for violation of rules, RCC holds them accountable to repair the harms they caused to the crime victim, to the community and to themselves. Instead of removing the youth from the community for incarceration (and incurring its attendant costs), RCC empowers the community to draw together around the youth, to create supportive relationships, and to mentor the youth on a path to success.

After initial signs of success in City Heights, the pilot project quickly expanded with investment from the Sheriff's Department to Southeastern San Diego and surrounding neighborhoods. Today, after six years of working closely with the community, law enforcement, responsible youth, persons harmed and family members, NCRC's Restorative Community Conference project is one of the most successful anti-racist criminal justice reforms in the nation.

The results are dramatic. Where youth who experience juvenile detention nationwide are 40% less likely to graduate from high school, those who complete NCRC's restorative process have a 100% graduation rate. And where statewide data reports greater than 50% recidivism for youth following juvenile detention, the re-arrest rate for graduates of NCRC's Restorative Community Conferences drops to 8% after one year, and only 16% after three years.

In this proposal, NCRC will collaborate with key partners SAY San Diego and Escondido Education COMPACT to expand and supplement the Restorative Community Conferencing Project that has been tested and refined in Central San Diego since 2014. In RCC, youth arrested for a crime are supported in their efforts to repair the harm and make things as right as possible. Support comes from neutral case managers, family members, school connections, community members, mentors, and in some cases even the individual that was harmed.

It has been one of NCRC's most satisfying initiatives to work closely with County law enforcement, community members, youth and families to design, implement, evaluate and refine the RCC process. The proven model is now poised for expansion, and NCRC is eager to support the planned countywide systems change.

1.1. OVERALL TECHNICAL APPROACH & DESIGN

OVERALL TECHNICAL APPROACH

The DA-JDI program designed by NCRC, SAY San Diego, and Escondido Education COMPACT is unlike any traditional youth diversion program. Restorative Justice and Restorative Community Conferencing are at its foundation, enhanced by the introduction of an evidenced-based assessment tool, the San Diego Regional Resiliency Checkup. Scores from the Checkup will be used to determine which resources will be most beneficial for the youth, including Cognitive Behavioral Therapy.

Restorative Justice & RCC

Restorative Justice is a relationship-focused response to harm that heals and creates belonging, respect and responsibility, while reducing the disconnection at the root of most criminal activity. The need for this alternative approach is profound: Beyond the damaging impacts of lower graduation rates, a youth is 40% more likely to be in prison by age 25 after just one stay at juvenile hall.

Instead of asking what rule was broken, by whom, and with what consequences, a restorative mindset poses a different set of questions: “Who was harmed?” “What are the needs of all affected?” “Whose obligation is it to meet those needs?” “How will we heal the harm?”

William S. Koski wrote about the strength of this approach in the *Stanford Law and Policy Review* (2003): “Youth offenders, particularly non-violent youth offenders, often respond well to interventions and treatment that are community-based and designed to rehabilitate. Conversely, such youth offenders may be more prone to recidivism and renewed criminal activity when punished and incarcerated merely to satisfy society’s need for retribution.”

Restorative practices also respond effectively to the underlying disparities in the traditional justice system. Young men and women of color, in particular, often face uneven treatment when compared to their white peers and are more likely to be detained and incarcerated when a harm occurs. The disparities are particularly pronounced among African-American youth, who represent 16% of the general population, but 30% of juvenile court referrals, 38% of youth in residential placement, and 58% of youth admitted to state adult prison (Piquero, A. R., & Brame, R. W. (2008). *Assessing the Race–Crime and Ethnicity–Crime Relationship in a Sample of Serious Adolescent Delinquents*. *Crime & Delinquency*, 54(3), 390–422. <https://doi.org/10.1177/001128707307219>). Restorative practices are color-blind.

In the RCC program implemented by NCRC in City Heights in 2014, the effectiveness of restorative practices is confirmed and well documented. Ninety-eight percent of participants complete the program. Persons harmed report 98% satisfaction with the process and 99% of participating community members would recommend it. Most importantly, graduates of NCRC’s Restorative Community Conferencing are 40% less likely to recidivate than youth who decline RCC, and, even after three years, are 69% less likely to recidivate than the statewide average for youth who are incarcerated. Restorative practices work.

San Diego Regional Resiliency Checkup

Risk/needs assessments are standardized tools that help practitioners collect and synthesize information about a youth to estimate risks of recidivism and identify other factors that, if treated and changed, can reduce the youth’s likelihood of reoffending (NIJ and OJJDP 2014; Vincent, Guy, and Grisso 2012). Risk/needs assessments are helpful when creating plans for appropriate

treatment or services, allowing professionals to target limited resources to juveniles who most need them (Pew Center on the States 2011).

The San Diego Regional Resiliency Check-up II ("SDRRC") will be used as the primary assessment tool. The SDRRC is an evidenced-based assessment that produces three scores: the Total Resiliency Score (range -60 to 60), the Total Protective Score (range 0 to 60), and the Total Risk Score (range -60 to 0). The six domains measured in the SDRRC are delinquency, education, family, peer, substance use, and individual. Each domain includes 10 items; five protective items are scored in a positive direction and five risk items are scored in a negative direction. All of the domain scores range from -10 to 10. Each scale is scored in such a manner that the higher the score, the more resilient the youth. A high resiliency score correlates with a low expected recidivism rate. A low score indicates the need for more focused attention and dedicated resources to support the youth. Evidence based assessment will inform the services.

Cognitive Behavioral Therapy

Cognitive Behavioral Therapy (CBT) is another proven way to reduce recidivism among juvenile offenders. Through CBT, youth are able to recognize the thought patterns that can influence and trigger their behavior, and then change their behavior for the better.

In a recent study, Mark Lipsey of the Peabody Research Institute at Vanderbilt University examined the effectiveness of various interventions with young offenders. The systematic meta-analysis examined results from 548 studies conducted from 1958 to 2002, to determine what measures prove to be most effective. The results were striking. Systems based on punishment and deterrence actually *increased* criminal recidivism; whereas therapeutic approaches based on counseling, skill building and access to multiple services were most effective in decreasing further criminal behavior. Lipsey also compared the effectiveness of different counseling and skill-building approaches. Results showed that cognitive-behavioral skillbuilding approaches are more effective in reducing further criminal behavior than all other therapeutic interventions.

OVERALL DESIGN

1.1.1 Program Implementation and Staffing - As described in Sections 3 and 6, this program envisions a network of staff, subcontractors, and RJ advocates that will reach out to stakeholders throughout the County over the first two months to ensure that the community is actively participating in design, implementation, and operation.

1.1.2 Program Operations and Service Delivery - Organized intake, assessment, service assignments, restorative conferences, and plan completions will assure that youth have the best outcomes in the shortest period of time and remain connected to the supports introduced through the program, as described in Sections 4, 5 and 8.

1.1.3 Program and Subcontractor Management - NCRC Program Manager Francisco Carbajal brings years of experience with his current team of case managers and subcontractors, with clear paths for collaborating youth serving organizations to become subcontractors, as described in Section 6.

1.1.4 Program Performance Management and Reporting - Utilization of evidence based assessments and services, tracking the data associated with the case efforts, summarizing the progress in periodic reports, and participating in reflective evaluation of this information will lead to continual quality improvement as detailed in Sections 4 and 7.

1.1.5 Communication - Clear lines of communication between all program stakeholders, including participating youth, persons harmed, community members, program staff, service providers, and justice system partners are active, non-adversarial, and interest based, as described throughout the proposal.

1.2. PROGRAM GOALS AND OBJECTIVES

GOAL 1: Reduce youth involvement in the Juvenile Justice System by identifying root causes of at risk behavior

GOAL 2: Utilize community to be a part of the rehabilitation and reintegration process

GOAL 3: Ensure youth are fully thriving in their communities

Using the proposed **Restorative Justice design**, the DA-JDI program will accomplish these goals. A shift in the response to harm from the court system to the community offers multiple benefits to the youth, as their involvement in the Juvenile Justice System is reduced and their connection to supportive adults -- who keep them accountable -- grows. As viewed in the Social Discipline Window (Figure 1), restorative responses to harm are smart, combining high levels of accountability with high levels of support that all but guarantee success and positive behavior change.

Restorative Justice is a **trauma informed** and **evidence-based** framework, and the DA-JDI Program will provide the youth positive social interactions, instill discipline, improve school engagement, and address the underlying causes contributing to the undesired behavior.



1.3. DIVERSE SERVICE DELIVERY FRAMEWORK

The services provided through the DA-JDI program are designed to be as specific as possible to the individual needs of the youth. Through restorative relationships, the program identifies which services would be most beneficial for the youth, given where they are, where they have come from, and where they are headed.

As demonstrated in Figure 2, our work to date shows the diversity of passions and strengths among youth participants in RCC. The program strives to cultivate those passions, linking the youth to a robust network of subcontracted service providers and to caring adults who together, create a strong and diverse community network.

The case coordinators become an integral part of this web of support, fortifying it with additional resources that are eager to help. As the community wraps around the youth, showing affection and care, an amazing thing happens: The youth responds with care, commitment, and hope -- and a desire to be accountable.

Each DA-JDI case presents an opportunity and need to access a diverse community network. A subcontractor panel, anchored by highly regarded organizations with youth development-driven missions and regional reach, will lend their expertise to the program as service providers with diverse training programs, mentoring, and shared experiences.

Clinical services will be provided by SAY San Diego, Escondido Education COMPACT, and Vista Hill, which bring years of therapeutic expertise helping youth who are facing personal challenges.

Mentoring services will be provided by Boys to Men Mentoring, COMPACT, Project Rebound, and many other organizations affiliated with the San Diego Mentor Network.

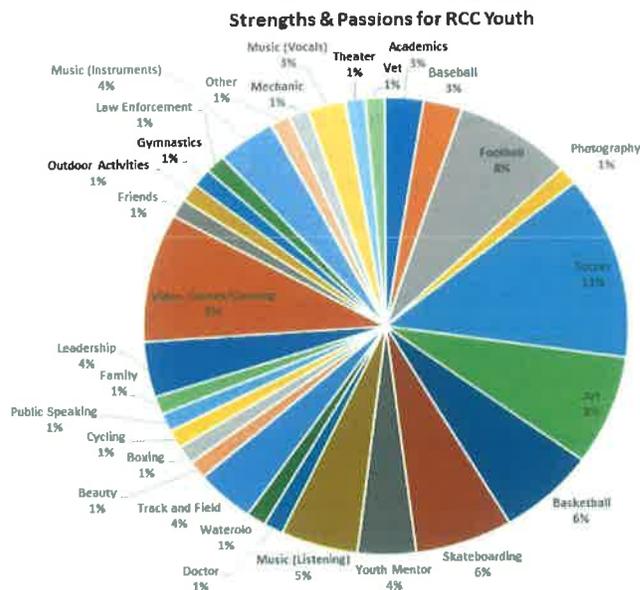
Skills training on topics including communication, employment and career (along with general life skills) will be provided by Home Start, NCRC, COMPACT, Outside the Lens, and other experienced organizations – all recognized for their outstanding training programs.

Organizations such as Outdoor Outreach and Movement Be will provide wildly popular experiential activities, building participants' social emotional skills and establishing important relationships.

Educational advocacy will be provided by organizations already embedded in the schools, such as Home Start, NCRC, SDCOE, NC LGBTQ Center, and others.

Most importantly, the NCRC Community Connectors will continually identify and recruit local community based organizations in each region to become subcontractors and/or linked partners, including referrals for separately funded programs.

Additional detail about our diverse service delivery network can be found in Section 5, Service Delivery.



2. Program Planning and Stakeholder Engagement

2.1. PROGRAM PLANNING PROCESS

The DA-JDI team will conduct a kick-off meeting with the DA to introduce team members, establish working relationships, prioritize planning-related tasks, and schedule a series of planning meetings. A total of six meetings will be held in the first two months of the contract, to include the following individuals: District Attorney staff; Program Evaluator; NCRC Program

Manager, supported by administrative staff; and clinical technical assistance staff from SAY and COMPACT.

The meetings will establish all internal program requirements, including hiring and staffing, and address operational considerations, as described below. Many of the internal program requirements of RCC are well established, and have been enhanced over the last six years. While this should save a considerable amount of effort compared to a de novo program, NCRC is committed to reflecting the vision of the DA and will work collaboratively to further refine existing processes.

At the conclusion of the planning process, the planning team will have collaboratively created:

- A comprehensive program design that includes staffing, policies and procedures for implementation, management, eligibility, screening, assessment, and referrals (SOW 5.1.1-5.1.3);
- Written regional Community Engagement plans to determine the needs and capacity of stakeholders, along with ongoing efforts to educate and raise awareness of DA-JDI (SOW 5.1.4); (Please see Section 2.2 for proposed framework)
- A comprehensive starting list of qualified subcontractors ready to deliver a diverse menu of direct services to program participants (SOW 5.1.5.);
- Documents library, including forms for case plans, performance management and reports (SOW 5.1.6);
- Data Collection and Reporting plan, including the tools used, subjects of and schedules for periodic reports, and processes for coordinating collection and reporting efforts with the Program Evaluator (SOW 5.1.7 - 5.1.9); and
- A comprehensive Communications plan that establishes expectations for frequency and content of information to be exchanged by program staff and clients (including persons harmed), subcontractors, community members, system stakeholders, and SDCDA.

2.2. COMMUNITY AND STAKEHOLDER ENGAGEMENT PLAN

2.2.1. Needs Assessment

NCRC is a countywide provider of Alternative Dispute Resolution Services, delivering mediation and conflict resolution services throughout San Diego's diverse communities for more than 35 years. These services afford a deep understanding of the issues directly impacting community members -- issues that can escalate to lawsuits or crime if left unresolved. NCRC also contracts with the San Diego Unified School District Restorative Practices Department to create systemic change through implementation of district-wide restorative practices, campus by campus. This extensive experience working with students and families also deepens NCRC's organizational understanding of community challenges and shifting needs.

The DA-JDI Team will leverage existing collaborative relationships and draw upon a multitude of youth-serving organizations throughout the County to ensure there is a complete and current understanding of the regional needs. (SOW 4.1.1). During program planning, the DA-JDI Team will attend meetings with the following regional partners:

SDCDA Care Center Stakeholders	SDCDA North County Stakeholders	Trauma Informed Guide Team
Commission on Gang Prevention and Intervention	North County Gang Commission	Live Well San Diego Regional Leadership Teams
Peace Promotion Momentum Team	Coalition for Drug Free Escondido	San Diego Mentoring Network
City Heights Roundtable	San Marcos Prevention Coalition	San Diego Military Family Collaborative
Southeastern Collaborative	San Dieguito Alliance	Community Mentors Collaborative
Chula Vista Community Collaborative	Palomar Health Community Action Councils	SDCOE / SDUSD Restorative Practices Collaborative
Santee Community Collaborative	CAFE - Community Alliance for Escondido	Promise Zone Safety Workgroup
El Cajon Community Collaborative		

Input from these stakeholders will inform the program design so that services best meet the needs of participants (SOW 4.1.5). Such interactions will also facilitate the creation and strengthening of community-led collaboratives in each region while also increasing the likelihood that the program will be welcomed by the community.

For example, in the North Inland and Coastal regions the District Attorney has been convening North County Stakeholders meetings to identify and prioritize local needs. The DA-JDI Team will attend these meetings to encourage alignment with a regional community collaborative vision. Efforts could be combined or complementary. Workgroups will be formed to engage community members in the framing and design of outreach efforts, encouraging attending community members to become vocal advocates of systems change.

With technical support from NCRC staff, the collaboratives will be run by community members with youth playing an integral part in leadership. The goals of the regional collaboratives are to continually educate and raise awareness, to engage residents in the program and to promote advocacy within the community. (SOW 4.1.2)

2.2.2. Existing inventory of youth services

This first round of educating and bringing awareness of the DA-JDI program to the community and stakeholders will also serve to update the current list of resources available in each region.

2.3. COMMUNICATION PLAN

Understanding, support, and involvement are critical to the success of the DA-JDI program. To that end, NCRC will collaboratively create a comprehensive Communication Plan that covers the Planning, Service Delivery, and Aftercare phases of the program, along with General communications (Figure 3 - Communication Table below).

	Planning	Service Delivery	Aftercare	General
Youth / Family	<ul style="list-style-type: none"> Stakeholder interviews 	<ul style="list-style-type: none"> Phase 1 Phase 2 Phase 3 Phase 4 	<ul style="list-style-type: none"> Continuing engagement opportunities Resource Partner Job Skill development 	<ul style="list-style-type: none"> Social Media campaign Community Collaboratives Leadership Opportunities
Community	<ul style="list-style-type: none"> Engagement at regional meetings Stakeholder Interviews 	<ul style="list-style-type: none"> Assignment to applicable cases conference prep Participation in Action Plan activities, graduation 	<ul style="list-style-type: none"> Continuing engagement activities 	<ul style="list-style-type: none"> Social Media campaign Community Collaboratives Leadership Opportunities
Sub-contractors	<ul style="list-style-type: none"> Engagement at regional meetings Quarterly Subcontractor Convenings 	<ul style="list-style-type: none"> Assignment to applicable cases conference prep. Progression, Activities, graduation 	<ul style="list-style-type: none"> Transition into other programming Continuing engagement activities 	<ul style="list-style-type: none"> Social Media campaign Community Collaboratives
SDCDA	<ul style="list-style-type: none"> Planning Meetings Program Update Meetings Program Evaluation Meetings 	<ul style="list-style-type: none"> Program Manager Availability Referral Process Case Plan approval Process MDT meetings 	<ul style="list-style-type: none"> Opportunities to apply for additional funding for expanded support 	<ul style="list-style-type: none"> Joint press releases Social Media campaign Community Collaboratives

Planning - As detailed in Section 2.1, initial engagement efforts will be multi-faceted, including presentations at community functions and targeted, multi-tiered social media campaigns. NCRC's External Relations department employs this same strategy to build awareness of its other initiatives and create a community of supporters, and will guide this effort.

Service Delivery - There are four phases of active service delivery in the DA-JDI program. Communications must be interwoven to include stakeholders at the individual case level and at the programmatic level. Communications between program staff, youth, family, community members, subcontractors, and SDCDA are described more fully in Sections 5 and 6.

Aftercare - Although the services under this contract are limited in scope and time, relationships remain. Past participants will be invited to open program events and group activities, providing valuable, ongoing connections to supportive adults. Section 4.7 has more detail on the Aftercare aspect of the DA-JDI Program.

General - General communications encompass the broadest audience, including present and past participants, and will build community awareness of the program. The monthly regional community collaborative meetings will serve as a launch point for promotional campaigns, events, and other awareness and acceptance raising activities.

3. Program Implementation Plan

3.1. IMPLEMENTATION PLAN

Within each region, program implementation will encompass the following: 1) development of community relationships; 2) identification of safe, shared spaces for service delivery; 3) recruitment and training of staff; 4) recruitment and approval of subcontractors; 5) establishment of subcontractor contracts and monitoring plans (SOW 5.2.2 and 5.2.3); and 6) connection of the SDRRC-II secure web-based server, for use as the primary assessment tool (SOW 5.2.1). This work will be done collaboratively with the DA's office and Program Evaluator.

While implementation will occur simultaneously in each region, we anticipate different rates of progress. All implementation will be complete within the first 6 months of the contract. (SOW 5.2) Please see the Implementation Plan chart following for additional detail on steps and predecessors.

Implementation Plan						
	TASKS	START	END	DURATION	PREDECESSOR	RESPONSIBLE PARTY
** 1) Notification of Contract Award (Milestone 1)						
a	Contract Processing	3/1/2021	3/2/2021	1 day		SDCDA/NCRC
b	Notification of proposed subcontractors and linked partners	3/1/2021	3/5/2021	1 week		NCRC
** 2) Meetings						
a	Program Kickoff - SDCDA/NCRC/PROGRAM EVALUATOR	3/8/2021	3/9/2021	1 day	1) a.	SDCDA/NCRC/PROGRAM EVALUATOR
b	Program Planning Meetings	3/9/2021	4/9/2021	5 weeks	2) a.	SDCDA/NCRC/PROGRAM EVALUATOR/SAY SD
c	Stakeholder Engagement Meetings	3/9/2021	5/4/2021	9 weeks	2) a.	NCRC
d	Regional Community Collaborative Meetings	3/9/2021	5/4/2021	9 weeks	2) a.	NCRC
** 3) Staffing and Subcontracting Activities						
a	Recruit, Screen, Hire - Case Manager and Community Connectors	3/15/2021	4/15/2021	4 weeks	2) b.	NCRC
b	Initial subcontractor Requests for Information collected	3/15/2021	4/30/2021	6 weeks	2) c.	NCRC
c	Initial Subcontractor contracts approvals	3/16/2021	5/1/2021	6 weeks	3) b.	SDCDA
d	Trainings - RJ 101, Trauma Informed Practices, Art of Inclusive Communication	4/1/2021	4/30/2021	4 weeks	3) a., 3) c.	NCRC
e	Subcontractor Support Meetings	3/10/2021	4/30/2021	7 weeks	2) c., 3) c.	NCRC
f	Program Manager Schedule	3/9/2021	3/14/2021	1 week	2) a.	NCRC / SDCDA
** 4) Program Design (Milestone 2)						
a	Referral / Intake / Assessment / Case Plan	3/8/2021	3/12/2021	1 week	2) a.	NCRC / SAY / ECC / SDCDA
b	Case Management / Subcontractor Assignment / Service Delivery / Restorative Conference	3/15/2021	3/19/2021	1 week	4) a.	NCRC / SDCDA
c	Case closure / success measures / reporting protocols	3/15/2021	4/21/2021	1 week	4) b.	NCRC / SDCDA
d	Data collection / Evaluation	4/24/2021	4/28/2021	1 week	4) c.	NCRC / PROGRAM EVALUATOR / SDCDA
e	Policy, Procedure, Forms, Manuals developed and approved	3/8/2021	4/28/2021	4 weeks	4) a.	NCRC / SDCDA
f	Community collaborative and subcontractor meeting calendar	4/29/2021	4/30/2021	1 day	4) b.	NCRC / Subcontractors / SDCDA
** 5) Service Locations						
a	Configure Hub Offices	3/1/2021	4/15/2021	6 weeks	1	NCRC
b	Order equipment and purchase software subscriptions	3/16/2021	4/16/2021	4 weeks	3) a.	NCRC
c	Meetings with Subcontractors and linked partners for space arrangement	3/1/2021	4/30/2021	8 weeks	1	NCRC
d	Equipment Assignment and software training	4/16/2021	4/30/2021	2 weeks	3) a.	NCRC
e	Training and Regional Team Building Activities	4/16/2021	4/30/2021	2 weeks	3) a.	NCRC
** 6) Program Implementation (Milestone 3)						
a	Referrals begin	5/1/2021			4) d.	SDCDA
b	Case Intake and assessments begin	5/1/2021			6) a.	NCRC / SAY / ECC
d	Direct Services Assignments begin	5/2/2021			6) b.	NCRC

3.2. IMPLEMENTATION AND OPERATING RISKS & MITIGATION STRATEGIES

Implementation risks – mitigation strategies

Community connections are critical to the success of the DA-JDI program, so that an inability to engage the community is an implementation risk. Public perception is that Diversion Programs are “part of the system,” disconnected from the everyday realities of youth and families. However, the DA-JDI program is first and foremost a community program, and staff will build trust and connection among community members through identification of common interests - a safe, healthy, and thriving community.

Another implementation risk is being able to **engage local, grassroots subcontractors** because of the extra support required to meet minimum thresholds of contracting requirements, such as insurance and reporting. NCRC will assign a staff person, a Community Connector, whose duties include supporting these passionate, dedicated neighborhood level service providers.

Operating risks – mitigation strategies

Referral fluctuations - While we aspire to have a world in which youth are not arrested for their poor choices, we know a rite of passage necessarily includes making mistakes and learning from them. Still, referral volume tends to fluctuate; in times of high volume, case managers can become overburdened. The Program Manager will actively monitor the caseload and complexity of each assignment and will utilize community facilitator panelists and advanced level interns to provide supplemental attention, as needed.

No identifiable victim – Although the case managers are skilled in engaging the person harmed for participation in the restorative conference, there are occasions where they choose not to participate. In these situations, the case managers will ask the person harmed if there is a suitable substitute who can sit in for them, or if a community member having a similar experience could participate on their behalf.

Similarly, in the case of felony theft from WalMart, as an example, the “person” harmed is a corporation. In those situations, the case managers will encourage participation of a loss control manager from the store, or a community member who can connect the dots for the youth, so they understand that stores increase their prices to cover the cost of their stolen goods.

Youth disengagement – The concepts of commitment and self discipline are easier to assimilate when incorporated into activities that the youth enjoys. Case managers and subcontractors will use strategies such as motivational interviewing to keep youth engaged. In addition, they will be connected to areas of interest -- like music, art or sports -- that will be revealed as relationships are developed. The likelihood of disengagement is also reduced as a clear vision of the path to success is set up front, and as progress is acknowledged along the way. The involvement of caring community members will also fuel a desire to stay on track.

Subcontractor viability and quality control – The involvement of newly established community based organizations in the program can boost credibility and enhance the commitment and passion of youth participants, strengthening outcomes. Recognizing the systemic challenges that small programs in under-resourced neighborhoods face, NCRC is committed to providing support -- beyond awarding a subcontract -- in the form of connections to funding, training, peer networks, and other resources. As described in Section 6.5, regional subcontractor convenings will be held quarterly; more immediate support will be available through the Community Connector and Program Manager.

Recidivism – The RCC program that NCRC administers in Central and East San Diego has been successful in mitigating recidivism through a series of strategies that include building trust and relationships, deepening community support, and boosting resilience -- all central to the DA-JDI program. In addition, the DA-JDI program will provide Aftercare, as described in Section 4.7, which provides access to resources even after a case is closed, whenever needed.

3.3. FOCUS POPULATIONS AND SERVICE AREAS

The DA-JDI program will focus on San Diego County youth, under 18 at the time of their arrest. The program will also include the youth’s family, the person harmed, and school and neighborhood community members impacted by the offense. The program will serve the entire county, with a regional overview provided in the chart below.

REGION	POPULATION	% UNDER 24	AVG INCOME	YOUTH ARREST RATE
Central	511,660	32.8	\$56,665	10.0
North Central	646,380	30.9	\$91,648	10.0
North Coastal	535,000	34.1	\$80,742	8.12
North Inland	602,000	32.9	\$83,190	10.77
East	488,000	32.3	\$71,075	10.6
South	500,076	36.0	\$64,782	8.93

The planning process will build greater context for each focus population that is being served, including the types of crimes committed, regional level trends and issues, and cultural factors within the sub-populations. Our partner organizations will contribute additional knowledge, gained through their own work in communities across the county.

3.4. REFERRAL PROCESS AND ELIGIBILITY UNDERSTANDING

One of the distinguishing features of the DA-JDI program is that it provides an alternative to filing a petition, which can occur when a youth is arrested. All felonies and many misdemeanors receive this analysis.

If there is sufficient evidence to file a petition, the DA will screen the case for DA-JDI referral. Assuming the case isn’t exempted (see below), and there are no potential conflicts around the victim’s rights or interests of justice, this referral will be made.

Currently, NCRC receives referrals via fax; to provide greater security, we recommend and can accommodate an alternative delivery method such as a secure network portal. NCRC has a robust case management system that can be configured for encrypted access by the DA.

Upon receipt of the referral, the Program Manager will review the details of the case and assign it to the appropriate case manager. The case manager will make contact with the responsible youth and their parent / guardian by phone.

EXEMPTED OFFENSES

WIC 707(b) Offenses	Transportation/sales of controlled substance
Youth on probation	Human smuggling/trafficking
Sex offenses	No ability to participate in the diversion program
Threat to themselves/others	Interest of person harmed or justice would not be served
School/domestic terrorism threats	

4. Program Operations Plan

4.1. OPERATIONS PLAN OVERVIEW



Figure 1 - Program Operations Overview

The DA-JDI program consists of four phases of direct service, aftercare, community engagement, and subcontractor support.

PHASE 1 (SOW 5.3.1)

In Phase 1 the referral is received and assigned, the assigned case manager makes contact with the youth and family within 48 hours and schedules an intake meeting. At the intake meeting, the first trusting relationship is established, the program is described, expectations are set, and the youth decides whether to voluntarily participate. All meetings take place at a time and location convenient to the family, at an NCRC facility, any one of 20 partnering YMCA locations around the county, or other comfortable space.

When the youth agrees to participate, required forms (SOW 5.3.7. written consent and diversion agreements with clear rules of engagement and program guidelines) are signed and the case

manager discusses timelines and next steps, including a meeting with a SAY or COMPACT therapist for the SDRRRC assessment.

At the assessment meeting, the therapist administers the SDRRRC, and uses the results to identify and rank services that will be useful to meet the underlying needs of the youth. A proposed case plan is developed with the youth and family and is presented to the DA for final approval. In most cases, the Case Plan will include: (1) a Restorative Conference (SOW 5.3.6. restorative support); and (2) a Cognitive Behavioral Therapy course.

PHASE 2

In Phase 2, the case manager maintains ongoing communication with participants and families to ensure program performance and understanding of the case plan (SOW 5.3.11). In preparation for the restorative conference, the case manager engages the person harmed, their family and other supporters. They also involve additional supporters for the youth, including natural allies from family, school, and community, educational advocates (SOW 5.3.8 and 5.3.9), mentors, and other positive youth development services to support program completion and handoffs to ongoing intervention services (SOW 5.3.4).

PHASE 3

The Restorative Conference is held in Phase 3, as described in Section 4.4. The restorative dialogue results in the creation of an action plan that includes steps the youth will complete to repair the harm to the victim, their own family, the community, and themselves.

Participants in the restorative conference support the youth in completing the action items over the course of weeks or months. The case manager stays in communication with all active participants, troubleshoots issues that arise, and brings newly identified resources to the youth and their family during Phase 3. The case manager also reports progress to the Program Manager for the MDT and other meetings with the DA (SOW 5.3.5).

PHASE 4

In Phase 4, the youth's success is celebrated, the closing assessment and satisfaction surveys are administered, and the pathways to aftercare support are developed or strengthened (SOW 5.3.10).

IMPACTS OF COVID-19

Covid-19 has changed some of the program design, but has not impacted progress or success. Since the onset of the pandemic and implementation of social distancing, 11 youth have fulfilled their RCC commitment and graduated from the program. We continue to meet virtually, one on one and in circles, and recently restarted outdoor activities with Outdoor Outreach, following strict COVID safety precautions. At this difficult time – for all – emotional and social learning, mentorship and community engagement are of even greater importance for youth and their families. NCRC augments the virtual experience by providing journals, sketchbooks, and reading materials to participants (SOW 5.3.2).

COMMUNITY ENGAGEMENT

The Community Engagement activities in the DA-JDI program include ad hoc events and ongoing regional collaborative meetings, where community members, community-based organizations, and system stakeholders meet to learn and get involved in the program directly or by relationship with a participating community-based organization.

SUBCONTRACTOR SUPPORT

The DA-JDI program supports the subcontractors, especially the grass roots community-based organizations, in quarterly regional gatherings. These gatherings will include training programs, presentations and dialogue on best practices in positive youth development, mentoring, and

other topics that will strengthen the subcontractor and, thereby, strengthen the program (SOW 5.3.5).

4.2. SCREENING AND INTAKE

4.2.1. Screening/intake process

PHASE 1

In Phase 1, Case Managers contact the referred youth and their family to schedule an intake meeting. Within 24 hours of receiving the referral, the assigned case manager will call the referred youth. If contact is not made immediately, the case manager will visit the youth at home. The purpose of this initial contact is to schedule an in-person meeting where the opportunity to participate in the DA-JDI is explained -- the "intake meeting".

The Case Manager creates a working relationship by building trust with the youth and family. This happens initially taking a youth-centered approach, getting to know the youth as a unique individual by discovering their interests, their strengths, their schedules, and their relationships. The Case Manager will also help the youth and their family understand the path forward, review upcoming activities, acquire necessary enrollment forms, and schedule assessment interviews.

When possible, this initial meeting may include sharing a meal together, a trust-building experience that allows for more informal conversation and identification of shared interests.

4.2.2. Family consent and engagement documents

The forms NCRC currently uses in the RCC Program include consent and engagement forms that were developed in partnership with community and justice partners. They have been refined over the years, and made youth friendly. Please see Exhibit 1 Sample Forms for sample intake forms.

4.2.3. Informed participation

During the intake meeting, the Case Manager will provide information to the youth and their family about some of the technical aspects of the program, including confidentiality, mandated reporting, the voluntary nature of the program and the ability to change their mind at any time without negatively impacting their rights.

NCRC will work with SDCDA and other justice system partners to assure the program is completely voluntary and the youth are not negatively impacted by participating, should they not complete the program.

4.3. ASSESSMENT SERVICES

In Phase 1 the Case Manager describes the DA-JDI program, the youth's expected participation and incentives for continued engagement. The case manager explains that one of the first activities is a screening interview with a therapist to identify beneficial services. They discuss the types of questions that will be asked and how different answers may lead the therapist to recommend different supportive resources. This trust-building conversation between the youth and the case manager helps diffuse the youth's uncertainty about participating in the therapist assessment. An assessment meeting is scheduled, with an added incentive at the end, such as sharing a meal.

4.3.1. Assessment tool use

At the assessment meeting, the SAY or COMPACT therapist utilizes the San Diego Risk and Resiliency Checkup II instrument on the secure web server at assessment.com. The Checkup will help (1) identify additional assessments needed (such as substance use), (2) determine the most

appropriate Cognitive Behavioral Therapy (CBT) course, (3) rank additional support recommendations, and (4) provide a baseline for the closing assessment.

4.3.2. CBT Assignment

The therapist will recommend the appropriate CBT course(s) based upon the results of the SDRRC II assessment. The case manager and the therapist will discuss the recommendations with the youth and their family and a tentative decision will be made. The proposed Case Plan will be communicated to the DA POC for approval. Due to the desire to keep cases open only as long as necessary, the CBT course will be started as soon as available.

4.3.3. Minimum requirements, degree of intervention

The evidence based assessment results will guide the interventions, with the case manager, the therapist, the youth and the family collaboratively prioritizing core services to address the most pressing needs. A Restorative Conference and CBT will nearly always be included.

The requirements for successful case closure will be specific to interventions the youth has control over and tied to the underlying behavior. Offerings beyond youth-specific accountability will be categorized as voluntary ancillary services and failure to engage or complete family centered services will not be a basis for determining the case unsuccessful. As shown in the Figure below, case timing is dependent upon complexity and gravity of the offense.

CASE PLAN TIMELINE



4.4. CASE PLANNING

4.4.1. Case plan (SOW 6.4).

In Phase 1 of DA-JDI, the youth will participate in a minimum of one assessment, the SDRRC II, which will provide the base recommendations for the Case Plan. The assessment will be analyzed by the therapist from SAY or COMPACT who will discuss the results and recommendations with the case manager, the youth, and their family.

During this collaborative conversation, a proposed Case Plan will be developed, and will include the chosen CBT course (SOW 6.4.4), additional prioritized direct services clearly related to charges (SOW 6.4.3), and connections to resources also identified but not offered through the direct services (SOW 6.4.6). The proposed case plan will be created and submitted to the DA for approval within 14 days (SOW 6.4.1, 6.4.7).

A duration will be established and a schedule will be created so that the youth and their family have clear understanding and expectations. The time frame will be for the shortest duration possible while still achieving goals, and in no case longer than 6 months (SOW 6.4, 6.4.2).

A Restorative Conference (RC) or a Restorative Community Conference (RCC) will be included in the Case Plan. As required in SOW 6.4.5, the RC or RCC will address individual responsibility and accountability to victims and the community, and will seek to repair harm to victims and community, including restitution, if applicable.

The Case Manager will work with the youth and family to plan a productive and healing restorative conference, inviting their supporters and positive community participants to be in the circle.

Often, mentoring by a caring community member will be identified as a useful support, and the case manager will discuss mentoring interests with the youth. If the youth is agreeable, a matching process and mentoring relationship will be established prior to the restorative circle.

PHASE 2

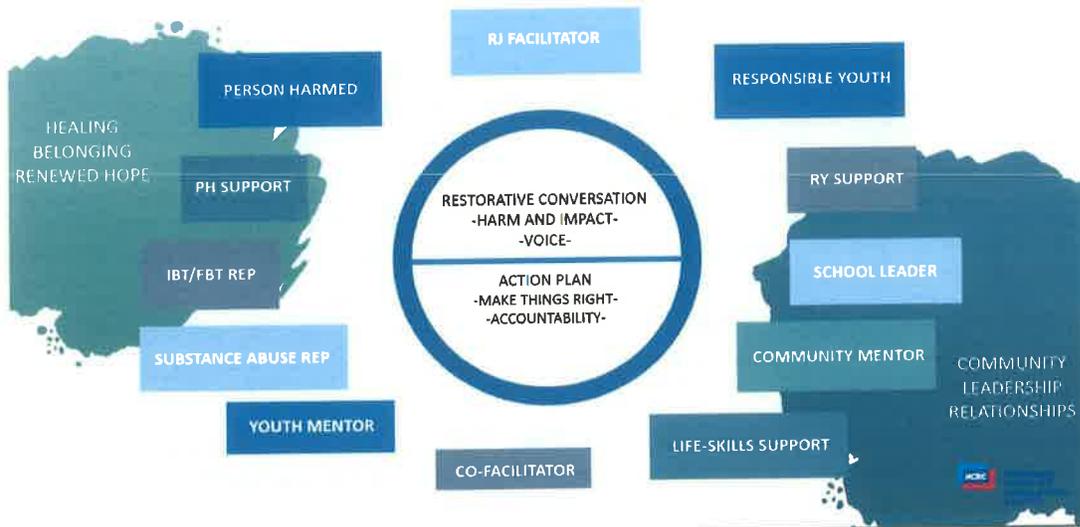
In Phase 2, the circle is expanded to include the person harmed, their supporters, and community members who provide a vital support system and often bring lived experience to the conversation. A foundation of trust begins to build. The Case Manager meets with all the planned participants to assure that the convening will be a positive, healing experience for all.

PHASE 3

In Phase 3 the youth, person harmed, family, community members and Case Manager come together to engage in an open, honest and confidential dialogue about what happened, its effect on each of them, and what can be done to set things right for all involved.

RESTORATIVE CONFERENCE - PHASE 3

10



The circle members then agree on a Restorative Action Plan for the responsible youth, who has a personal stake not only in its design, but its success. When completed, all criminal charges are dismissed, and the case is sealed.

This third phase is completed in two parts: the conference itself (which can occur as soon as two weeks after the initial referral), and completion of the action plan (which can take days, weeks, or months, depending on individual circumstances and the complexity of the case). Please see Figure 6 - Action Plan Sample, following.

ACTION PLAN SAMPLE

11

CONFERENCE DATE APRIL 1, 2019
BATTERY INCIDENT

SECTION	ITEMS	DUE DATE	SUPPORTERS
PERSON HARMED	APOLOGY LETTER DRAWING	APRIL 14	COMMUNITY MENTOR
COMMUNITY	OUTDOOR OUTREACH X3 CULTURAL ARTS VOLUNTEER PROJECT	MAY 14	CASE MAN./YOUTH MENTOR
FAMILY	FIX THE FRONT DOOR FAMILY BASED THERAPY X2	MAY 1	MOM AND BROTHER
SELF	CBT COURSE SDSU TOUR WITH SOCCER COACH SUBSTANCE ABUSE TREATMENT X2	MAY 31	COACH/COMM MENTOR/VH

COMPLETION DATE: MAY 31, 2019 Specific, Measurable, Achievable, Relevant and Time-based

4.4.2. Participant and family collaboration

The Case Manager and therapist continually engage the youth and their family throughout each phase to select interventions, identify resources, create the Case Plan, participate in the restorative dialogue, develop a clear and measurable Action Plan and complete the Action Plan

within agreed timelines.

4.4.3. Describe system of rewards for compliance and sanctions for noncompliance.

As part of the Phase 1 intake process, the Case Manager will describe the benefits and incentives available to the youth when agreeing to resolve their legal matter through the DA-JDI. Rather than framing benefits of participation as "rewards" and predictable outcomes of disengagement as "sanctions," the youth is presented with the "pros" and "cons."

The Pros of participating include access to a network of people and programs that will bring rich positive experiences, the building of relationships that could last a lifetime, opportunities to connect to skill-building programs that may awaken new career interests, and the opportunity to make amends and put things right.

The Cons include the fact that accountability will be required. The community will expect, and lovingly support, the youth to repair the harm caused by the transgression. Disengagement will return the youth to square one.

The youth is always involved in the creation of the Case Plan and the Action Plan, which leads to investment in the outcome and a higher probability of success. In the currently operating RCC Program 98% of all Action Plans have been successfully completed.

Constant communication between the Case Manager, the youth, their family and supporters helps to identify any barriers to success that may arise, allowing the opportunity to troubleshoot together and avoid noncompliance.

Incentives are also an important part of the process, and range from simply sharing a meal to getting a job.

4.4.4. Victim input and restitution

When a youth has agreed to participate in good faith in the DA-JDI program, the Case Manager will make contact with the person harmed (the **victim**) to explain the DA-JDI program and their opportunity to participate. The Case Manager will use active listening skills to understand the impacts of the offense on the person harmed. They will encourage the person harmed to participate in a healing restorative conference to have an opportunity to express their perceptions and emotions, get questions answered, and participate in developing a plan to best repair the harm they have suffered.

In cases where monetary damages have occurred and **restitution** is expected, the person harmed can be involved in the design of a realistic payment plan or in other instances non-monetary compensation.

The Case Manager will also explain the community-based benefits of participation. The wide array of resources that have been coordinated to support the responsible youth in repairing the harm can also be useful for the person harmed. The opportunities to build relationships with other community members can bring a sense of healing within itself.

There are occasions when a person harmed prefers not to actively participate, and the case manager can discuss what alternatives are available, including having a close friend or family member participate on their behalf, have a person that suffered a similar harm provide perspective, receive a periodic report on the progress and outcomes, or in some cases, choose not to be a part of the process at all. In those cases, the case manager will encourage the person harmed to reach out if at any time they change their mind.

In all cases, the Case Manager documents the input of the person harmed in case management notes, assures their views are communicated to the responsible youth, and

reports the contact to the DA in periodic case reports.

4.4.5. Addressing delinquent behavior

The Case Plan is a direct result of the SDRRC II assessment, analysis, and subsequent recommendations. The Case Manager will discuss with the youth and their family the program requirements to clearly address the charged behavior and review proposed services, assessments and recommended CBT curriculum (SOW 6.4.3). As an added safeguard, the DA will have an opportunity to reject any proposed Case Plan.

The distinction between the Case Plan and the Action Plan is important. The Case Plan will clearly address the delinquent behavior by including a restorative conference, at which deep, meaningful dialogue will be translated into agreements and SMART Action Plan items. The Action Plan itself is not subject to the judgment of anyone other than the participants who created it, ensuring that the solutions will be sustainable. Power shifts from the courts to the community with the goal of "repairing the harms," not simply "addressing the charges."

4.5. CASE MANAGEMENT, NAVIGATION PROCESSES, & TRACKING

During Phase 3 the Case Manager has frequent communication with the youth and their family, as well as subcontractors and community members, as the Action Plan is completed.

The Case Manager will have at least two in-person or virtual meetings with the youth each month to discuss progress, successes and challenges. (SOW 6.5.1) These check-in meetings may be stand alone or occur during a group activity in which the youth is participating.

The Case Manager also communicates at least twice a month with the subcontractors and community supporters who are actively participating in the Action Plan (SOW 6.5.3). The goal of this communication is to ensure that the youth is engaging in services and programming, toward completion of their Case Plan and Action Plan.

4.5.1. Reviewing and monitoring case plan compliance, sanctions & compliance

The DA-JDI program will utilize a customized case management system that is designed to enable participants to easily update case notes. This allows for seamless monitoring by Case Managers when the youth is engaged with multiple direct services providers. The system will flag benchmarks that are not being met, allowing the Case Manager to take quick action. Additionally, case management services will include a twice monthly in-person or virtual meeting with the youth and family to discuss program performance (SOW 6.5.1), often incorporating a weekly engagement activity.

4.5.2. Services Outside of Program

The Case Managers and Community Connectors will work with the youth and their family to connect them with resources outside the scope of the DA-JDI program (SOW 6.5.2). Some of the referrals will be based on the ranked recommendations of the assessment; some will be based on their presentation of need during the case.

Access to outside resources will be integral to program success and may be identified through local channels or CIE search; the Community Connector, service providers, and regional partners will also provide vital connections. For instance, proposed subcontractor Vista Hill will be able to connect youth in need of assistance with substance abuse to treatment providers contracting with County Behavioral Health Services.

Most importantly, the Case Manager and Community Connector will work to ensure that matched resources are well integrated by inviting their representatives to meet the youth and their family; attend the restorative conference (if appropriate); and participate in the monthly

regional collaborative to build more connections. During case management meetings, the Case Manager will confirm that needs are being met; if not, other resources will be identified.

4.5.3. Determination of and process for engaging youth declining in program participation and engagement.

Clear expectations are discussed and set in Phase 1, and the youth may choose whether or not to participate. The process is voluntary, the services are engaging, and incentives are frequent. If there is a slow-down in progress, it is usually due to unforeseen changes in circumstance. When this occurs, the Case Manager will meet with the youth and family to better understand what happened and to troubleshoot alternatives together. If success is clearly unachievable, alteration of the Case or Action Plan, or a closing of the case may be requested, depending on the desires of the youth and their family.

By identifying interests early in the relationship-building process and matching the youth with natural supports and programs of interest, the potential for disengagement is significantly reduced. In NCRC's six-year experience with the RCC Program, fully 98% of youth successfully completed their Action Plan.

4.5.4. Substantial completion of individualized case plan

Because the Case Plans will be SMART (specific, measured, achievable, realistic and timed), all participants will be able to understand, clearly, progress toward completion. As the Case Manager receives updates from the subcontractors, each Case Plan activity will be marked as complete in the case management system. When the last requirement is completed and entered, the case management system will generate a report, and the case will be advanced to Phase 4.

4.5.5. Unsuccessful case closure

With the multiple strategies in place to re-engage a youth who is not having success in completing the Case Plan, failure is unlikely. In those rare instances where the youth chooses to have their case returned for charging and prosecution, the case management system will be updated as Closed, Unsuccessful, and a written report will be generated and delivered to the assigned SDCDA representative, within one business day of closure.

4.5.6. Overall communication frameworks

SDCDA CASE COMMUNICATION FRAMEWORK

In the currently active RCC Program, the SDCDA sends referrals via secure fax. The Program Manager confirms receipt of the referral, and opens the case. The SDCDA receives a weekly email summarizing the status of all active cases, the number of days since the offense, the number of days since referral, and the date of the RCC if set or completed. When a case closes, a communication (including the outcome) is sent to SDCDA within one business day. Please see Section 6.9 for additional information about the SDCDA communication framework.

YOUTH AND FAMILY COMMUNICATION FRAMEWORK

Maintaining an active and interest based communication system with the youth and family increases trust and confidence in the process. The case manager will communicate with the youth and family at least once a week, getting updates on school and life, inviting them to events, and getting feedback on services they are involved in. The communication can be by text, phone or in person. Summaries of the contact are recorded in case management.

4.5.7. Innovative communication methods

The DA-JDI Program will leverage smartphone technology to allow for faster communication. Phone conversations allow for important inflections that help to convey more precise meaning. Additionally, staff will communicate with youth (in an active case) via texting, to check in and provide appointment reminders.

4.6. CASE COMPLETION

Phase 4

When the youth has successfully completed the Action Plan and Case Plan, a case closure report is generated and sent to SDCDA point of contact, who reviews it for accuracy. With this review and approval, judicial processing of law enforcement charges will be abandoned. This accomplishment is celebrated in a graduation ceremony, where the RCC community comes together to share experiences and well wishes.

4.7. ONGOING ACTIVITIES

Youth are introduced and exposed to new opportunities for engagement throughout their case. The Case Manager and Community Connector identify and seize upon the youth's strengths and interests, connecting them with pro-social activities, educational supports, youth and family services, and mentoring programs. These connections endure even after the case is closed.

Informally, we refer to this ongoing support as Phase 5 – Aftercare. We view the totality of our work as more than a transaction, but rather, an opportunity to effect change at a critical juncture in a young person's life. Each aftercare relationship creates another invaluable bond to the community. That connection – and its underlying accountability – increases the likelihood that the youth will stay on track.

Aftercare supports include services like the mentoring programs of Boys to Men schools-based mentoring groups, Center for Children therapeutic and educational programming, San Diego Workforce Partnership career development, YMCA membership, Mending Matters and LGBTQ Centers school based supports. Please see Exhibit 2 for Regional Resource Lists.

4.8. PROGRAM SATISFACTION QUESTIONNAIRE

NCRC collects satisfaction surveys from all participants at the end of each restorative conference, using separate instruments for the youth, the person harmed, and all other participants. The current survey form includes questions about satisfaction with the process, outcomes, facilitator performance, perception of fairness, willingness to use the process again and recommendation to others. A sample survey set can be found in Exhibit 1 - Sample Forms.

NCRC will work with the DA to develop a comprehensive case closure survey that includes additional questions (on topics such as intake and service delivery) to gauge satisfaction with the entire program. This survey will be completed by the youth and their family within 30 days of case closure, coinciding with administration of the post-assessment by the Case Manager (SOW 6.8).

Survey results are reviewed by staff and subcontractors as part of a reflective process of continuous program improvement.

4.9. PROGRAM & SERVICE DELIVERY EFFICACY & SATISFACTION

Just as the entry SDRRC assessment provides the basis for developing the Case Plan, the exit SDRRC provides information that is used to determine changes in risk and protective factors and assess resiliency changes in the youth and their family. Administration is done within 30 days, on either side of case closure.

In conjunction with the satisfaction survey results, the pre- and post-assessment comparisons will be used to measure program and service delivery efficacy and satisfaction.

5. Service Delivery

5.1. SERVICE DELIVERY PLAN AND FRAMEWORK

The following Core Services will be available to all youth and families that are referred to the DA-JDI program.

Service Management and Navigation (SOW 6.11.1)

NCRC Case Managers will be responsible for the coordination, referral and ongoing monitoring of the youth in the program. As described in Section 4 - Case Planning, the Case Managers will collaborate with the families and the clinical staff at SAY San Diego and COMPACT to create Case Plans reflective of the assessment outcomes. NCRC anticipates providing case management services for 250 cases in Year 1 and 500 each year thereafter.

Using the restorative framework, the Case Managers will ensure that services respond to the needs of the family, creating linkages and referrals so they can easily access resources outside of the DA-JDI program. Each team member will have access to the Community Information Exchange (CIE) at 211 San Diego to identify these family-centered services (SOW 6.11.1.2). Additionally, Case Managers will work with SDCDA, subcontractors, and linked partners to provide additional access points for services that are outside of the DA-JDI Program. (SOW 6.11.1.3)

Counseling/Skill-Building (SOW 6.11.2.)

The DA-JDI Program envisions all cognitive behavioral, individual, and family therapies for youth to be provided by two key subcontractors to assure clinical quality and consistency.

SAY San Diego (SAY) will provide counseling services for youth in the Central, North Central, East and South Regions of the County. The SAY supervisor will provide weekly clinical supervision, along with outside CBT consultant Jamie Shorthill, a licensed marriage family therapist and CBT trainer. Ms. Shorthill currently contracts with SAY to deliver training and supervision of licensed CBT staff. She will provide group supervision.

Jamie has served as Program Manager in a San Diego Residential Program providing training and guidance to families and staff in the goal of resolving emotional discomfort and promote healthy attachments, has worked in School -Based Programs, and has been employed in Crisis House and Hospital settings. She is a certified as a Behavioral Coach through the Great Behavior Breakdown and has completed the Individual Education Program (IEP) Advocate certificate at USD. Jamie continues to enjoy providing Clinical Supervision for SAY San Diego Therapists.

Jamie has extensive experience in helping families, children, adolescents, and individuals make positive changes in their lives by using the therapeutic techniques best suited for each client. Although each client has a tailored treatment program, Jamie utilizes Cognitive Behavioral Therapy (CBT), Mindfulness, Positive Parenting Skills, and tools to encourage emotional regulation to help each person reach their goals.

The SAY supervisor and CBT consultant will prepare therapists to understand specific issues related to the diversion population, with a focus on how to: 1) customize approaches according

to individual needs; 2) structure group and individual sessions; and 3) engage and involve participants. They will train therapists to use each Action Plan as a guide service delivery.

Supervision will include observation, review of audio recordings of clinical sessions, role-play, and modeling of CBT best practices. Therapists will provide input, identify successful use of CBT in individual and group sessions, and areas for overall program improvement. The SAY supervisor will monitor the therapists, ensuring that the CBT groups and individual therapy sessions comply with best practices and standards for service.

Weekly supervision will provide individual and group review of therapists' clinical work, and identify specific issues and challenges that need to be addressed. The SAY supervisor and CBT consultant will assess the therapist's success in applying information from their training and previous supervision sessions.

Escondido Education COMPACT will provide counseling services to youth residing in the North Inland and North Coastal regions of San Diego County. The clinical team will consist of current Clinical Supervisor Debbie Boerbaitz, LCSW, two Clinical Social Workers (one female, one male) and social work interns.

Ms. Boerbaitz has had a successful history of overseeing the intentional and fluid integration of Cognitive Behavioral Therapy and practices into the daily work of Hector Miramontes, MSW. Their work together has included clinical service delivery to adjudicated youth in COMPACT's Achievement Center and Alternative to Detention programs.

Ms. Boerbaitz brings over a decade of supervisory experience to the DA-JDI Program, working with individuals pursuing the following trainings or competencies: Licensure, Telehealth, Trauma Informed Practices, Restorative Practices, Neuro-sequential Models of Education, Zones of Regulation, Suicide Prevention, Motivational Interview, and Play Therapy. As a part of her weekly supervising duties, she researches and presents training opportunities that reinforce the CBT model and oversees strategies that will be used in praxis, including best practices, engagement strategies, group facilitation strategies, and individual differentiation.

Hector Miramontes, MSW, brings 10-years of experience to the program, having worked with at-risk, system impacted youth and their families at every level of their journey -- from prevention and intervention services like case management and group/class facilitation to work with pre-adjudicated youth and first time offenders and recently released youth and families. Mr. Miramontes' experience also includes crisis intervention, individual counseling and group facilitation of classes (Anger Management, Anti Theft, Anti Gang, Anti Graffiti, Decision Making, and Boys Council) for youth who are on probation. He is trained in Cognitive Behavioral Therapy for Everyday Practice and in Trauma and Attachment in Children and Families, which uses play, art and CBT to reduce symptomology and repair connections using Pesi, the psychotherapy network.

This dynamic team will be at the forefront of service delivery. Their combined 20 years of experience makes them a perfect choice for the ongoing training of para-professionals eager to enter into the field of Clinical Social Work. COMPACT has several established partnerships with Cal State University San Marcos and San Diego State University Social Work Departments and has been identified as a program of choice for many students wishing to implement the newest evidence-based strategies on behalf of the most vulnerable populations -- like our system impacted youth and families. In order to ensure the highest standard of care for each individual, social workers will participate in weekly Case Management meetings. They will discuss their

caseload and progress with individual treatment plans, for purposes of continuous program improvement.

COMPACTs record of success serving vulnerable populations is attributable, in part, to the fealty of its staff to evidenced based programs and curricula.

Cognitive Behavioral Therapy (CBT) Course (SOW 6.11.2.1)

NCRC anticipates providing CBT courses for 250 youth in Year 1 and 500 youth each year thereafter.

SAY will use **The Power Source program**, a proven, evidence-based program for high-risk youth. Designed to be a standalone program for anyone helping youth at-risk, *Power Source* equips adolescents with the social and emotional regulation skills they need to build healthy relationships, break intergenerational cycles of violence, addiction and other high-risk behaviors, and be successful in the workforce.

This unique and transformative program is both preventative and rehabilitative. Power Source guides highly at-risk adolescents and young adults in discovering their own resilience, while building the skills associated with healthy social and emotional development. This program is designed for *educators, clinicians, mental health professionals, and youth workers* who offer educational and rehabilitative programming in high schools serving trauma-impacted youth engaging in health-risk behaviors; diversion and alternative to incarceration programs; after school and community-based programs.

The Power Source Program can be used as a stand-alone, social-emotional curriculum; as an adjunct to existing substance abuse, anger management, offender, life skills, and gang reduction programs; and In group settings, One-to-one (with a staff/facilitator and a youth), and by youth working on their own

Two approaches will be used to facilitate the Power Source Program, depending on the needs of the case: Approach #1 involves using the Power Source book and the Power Source Workbook together in a group or individual format. This approach provides high-impact exercises, with little time needed for planning and preparing for groups. This allows the Power Source Program to be delivered in a highly flexible format (e.g. youth can read the book and do worksheets from the workbook independently; the material can be used in individual sessions; the material can be used in easy-to-run groups.)

Approach #2 Involves facilitating the Power Source Program utilizing a structured, 13-Session Power Source Facilitator's Manual, integrating key elements from the Power Source book, workbook, and videos. The revised Power Source Facilitator Manual builds on a multi-year randomized-controlled study funded by NIH.

COMPACT will provide 3 CBT curriculum:

WhyTry Training and Curriculum - The WhyTry training is a program created specifically for the continued engagement and counseling of high-risk populations. This evidence-based intervention tool, uses CBT to teach social-emotional principles and life skills to youth through solution-focused brief therapy and creative multisensory learning making it ideal for individualized counseling sessions always centered around the principles of Relationship, Relevancy and Resiliency.

Gender Specific Group Facilitation using the **One Circle Foundation training and curriculum** - This research and evidence based curriculum and training has been found by the CDC and the OJJDP as help reduce the level of violence and delinquency in girls and increase resiliency in boys and includes levels of Motivational Interviewing, Cultural Responsivity, Strengths-Based approaches, and Trauma-Responsive practices in every activity.

Class Facilitation through the **Diversion Center** training and curriculum - Our staff are trained and use the curricula put forth through the Diversion Center, a NAADAC and court approved training center. Their curriculum is a court approved curriculum for the continued facilitation of court mandated classes including Anger Management, Decision Making, Anti Theft, Anti Gang and Anti Graffiti.

Individual-Based Treatment (SOW 6.11.2.2.)

The subcontractors providing the Individual Based Treatments will include the most appropriate service based upon the assessment results. Counseling strategies include:

Cognitive Behavioral Therapy: Cognitive behavioral therapy (CBT) is a type of psychotherapy. This form of therapy modifies thought patterns in order to change moods and behaviors. It's based on the idea that negative actions or feelings are the result of current distorted beliefs or thoughts, not unconscious forces from the past. CBT is a blend of cognitive therapy and behavioral therapy. Cognitive therapy focuses on your moods and thoughts. Behavioral therapy specifically targets actions and behaviors. A therapist practicing the combined approach of CBT works with clients in a structured setting. The client and therapist work to identify specific negative thought patterns and behavioral responses to challenging or stressful situations. Treatment involves developing more balanced and constructive ways to respond to stressors. Ideally these new responses will help minimize or eliminate the troubling behavior or disorder.

The therapist helps the client break down reactions and thought patterns into several categories of self-defeating thought. These include:

- all-or-nothing thinking: viewing the world in absolute, black-and-white terms
- disqualifying the positive: rejecting positive experiences by insisting they "don't count" for some reason
- automatic negative reactions: having habitual, scolding thoughts
- magnifying or minimizing the importance of an event: making a bigger deal about a specific event or moment
- overgeneralization: drawing overly broad conclusions from a single event
- personalization: taking things too personally or feeling actions are specifically directed at you
- mental filter: picking out a single negative detail and dwelling on it exclusively so that the vision of reality becomes darkened

The client and therapist can use a journal to help replace negative thought patterns or perceptions with more constructive ones. This can be done through a series of well-practiced techniques, such as:

- learning to control and modify distorted thoughts and reactions
- learning to accurately and comprehensively assess external situations and reactions or emotional behavior
- practicing self-talk that is accurate and balanced
- using self-evaluation to reflect and respond appropriately

The client can practice these coping methods on their own or with the therapist. Alternately the client can practice them in controlled settings in which they're confronted with challenges. The client can use these settings to build on their ability to respond successfully.

Trauma Focused Cognitive Behavioral Therapy: Trauma-Focused Cognitive Behavioral Therapy (TF-CBT) was developed by Drs. Anthony Mannarino, Judith Cohen and Esther Deblinger. TF-CBT is an evidence-based treatment that has been evaluated and refined during the past 25 years to help children and adolescents recover after trauma. Currently, 21 randomized controlled trials have been conducted in the U.S., Europe and Africa, comparing TF-CBT to other active treatment conditions. All of these studies have documented that TF-CBT was superior for improving children's trauma symptoms and responses. TF-CBT is a structured, short-term treatment model that effectively improves a range of trauma-related outcomes in 8-25 sessions with the child/adolescent and caregiver. Although TF-CBT is highly effective at improving youth posttraumatic stress disorder (PTSD) symptoms and diagnosis, a PTSD diagnosis is not required in order to receive this treatment. TF-CBT also effectively addresses many other trauma impacts, including affective (e.g., depressive, anxiety), cognitive and behavioral problems, as well as improving the participating parent's or caregiver's personal distress about the child's traumatic experience, effective parenting skills, and supportive interactions with the child.

The federal government's Substance Abuse and Mental Health Services Administration has recognized TF-CBT as a Model Program due to the extensive outcome data from randomized controlled trials that support its effectiveness in improving a variety of problems. While TF-CBT was originally developed to address the needs of children who experienced sexual abuse, over the past 15 years it has been used and studied for many other populations of traumatized youth. Research now documents that TF-CBT is effective for diverse, multiple and complex trauma experiences, for youth of different developmental levels, and across different cultures.

Motivational interviewing: Motivational interviewing is a counseling method that helps people resolve ambivalent feelings and insecurities to find the internal motivation they need to change their behavior. It is a practical, empathetic, and short-term process that takes into consideration how difficult it is to make life changes

This intervention helps people become motivated to change the behaviors that are preventing them from making healthier choices. It can also prepare individuals for further, more specific types of therapies. Research has shown that this intervention works well with individuals who start off unmotivated or unprepared for change. It is less useful for those who are already motivated to change. Motivational interviewing is also appropriate for people who are angry or hostile. They may not be ready to commit to change, but motivational interviewing can help them move through the emotional stages of change necessary to find their motivation.

Motivational interviewing evolved from Carl Roger's person-centered, or client-centered, approach to counseling and therapy, as a method to help people commit to the difficult process of change. The process is twofold. The first goal is to increase the person's motivation and the second is for the person to make the commitment to change. As opposed to simply stating a need or desire to change, hearing themselves express a commitment out loud has been shown to help improve a client's ability to actually make those changes. The role of the therapist is more about listening than intervening. Motivational interviewing is often combined or followed up with other interventions, such as cognitive therapy, support groups such as Alcoholics Anonymous and stress management training.

NCRC anticipates providing 250 hours of Individual Based Treatment in Year 1 and 400 hours each year thereafter.

Family-Based Treatment (SOW 6.11.2.3.)

The subcontractors providing the Family Based Treatments will include the most appropriate service based upon the assessment results. Counseling strategies include those listed under Individual Based Treatments, as well as:

Cognitive Behavioral Family Therapy: Cognitive behavioral family therapy (CBFT) is a form of therapy focused on action. The premise of this therapy is that faulty thinking patterns cause dysfunctional choices and behaviors within the family structure. If family members are able to change their cognitive thought process, better choices and decisions may follow. Family members work with a cognitive behavioral family therapist to determine behaviors they would like to change. Thought patterns are deeply ingrained in the mind. According to the cognitive-behavioral pioneers Aaron Beck and Albert Ellis, automatic thoughts drive most emotional disturbances. The way dysfunctional family members react to each other and the world around them is motivated by disturbed and negative thought patterns that have become habits. Learning to recognize those automatic thoughts and behaviors through cognitive behavioral family therapy can be the first step to changing them.

NCRC anticipates providing 100 hours of Family Based Treatment in Year 1 and 200 hours each year thereafter.

Mentoring (SOW 6.11.2.4)

Mentoring programs that pair the youth with an adult that shares interests and backgrounds for a caring and supportive relationship helps the youth envision a positive future. These mentor/mentee relationships take many different forms but often include social outings and participation in outdoor activities or programs for self-development, like career workshops. NCRC anticipates providing 2,100 hours of Mentoring services in Year 1 and 1,200 hours each year thereafter.

Boys to Men Mentoring - Founded in 1996, Boys to Men Mentoring (BTM) programs incorporate holistic, intergenerational, and asset-based mentoring practices to encourage community involvement, intensive self reflection, positive critical thinking habits, and self-accountability amongst the young men it serves. The curriculum is designed to help teenage boys cope with typical problems and issues at home and school and bring awareness and intention to the important choices all boys face in their adolescent development.

BTM will work with each young man enrolled in schools where they are based, connecting them with a safe space to get the support they need from positive male mentors and their peers. After an initial meeting with a member of your team and one of our staff members, we will work with the school's administration to properly integrate him into the group and regularly assess his progress.

NCRC will also tap into an existing network of mentoring programs that has been developed over the past 10 years. Please see Exhibit 3 - List of Linked Partners 2018/2019, which depicts the breadth of community based organizations we partner with in a typical year. It includes more than 20 mentoring organizations -- from the largest and most well known, Big Brothers Big Sisters, to successful grassroots programs like Community Wraparound in City Heights.

Skill-Building Programs (SOW 6.11.2.5)

Oftentimes youth in the juvenile justice system lack basic life skills. To bridge this gap, the DA-JDI program will ensure that youth have access to skill-building programs based on their individual needs and interests. NCRC anticipates providing 2,100 hours of Skill Building programs in Year 1 and 1,600 hours each year thereafter.

In the Central, North Central, East and South regions partner Home Start, Inc. proposes to provide skill-building programs that focus on healthy relationships, job readiness, employment training, and other types of life skills training. This will be supplemented in these regions and in the North regions with additional skill building programs provided by other proposed sub-contractors including Outside the Lens and Assertive Family Solutions, along with others identified through planning activities.

Home Start, Inc. plans to utilize *Teaching Social Skills to Youth* which is focused on behavior and provides several models for teaching skills and correcting skill deficits. The curriculum is flexible and provides a structure for teaching both individually and in a group setting. It emphasizes the relationship between a youth and their environment and cites the Antecedent–Behavior–Consequence model. This model stresses that no behavior occurs in a vacuum. If a behavior or skill re-occurs, it is because it has been reinforced.

Home Start, Inc. can also provide life skills training on topics such as financial literacy, teaching how to open and manage a bank account, credit basics, and budgeting. Employment training will include workshops on resume writing, job search, and interview skills. Other offerings will focus on healthy relationships, nutrition, obtaining a California identification card and a driver's license, leadership, and goal setting.

Whenever possible Home Start, Inc. will leverage their extensive community partnerships to bring in guest speakers who can enrich the learning opportunities and further engage youth in the skill building process.

Restorative Justice SOW 6.11.3.

Because Restorative Justice is the framework for the DA-JDI Program, the majority of associated costs are included in the program administration. The costs of the 'day of' facilitation are captured in the Mediation paypoint (for Restorative Conferences without an identifiable victim) and the Family Group Conference paypoint (for Restorative Community Conferences involving an identifiable victim or surrogate).

SOW 6.11.3.1. Mediation – NCRC anticipates providing 300 hours of Restorative Justice Level services in Year 1 and 600 hours each year thereafter.

NCRC Case Managers are skilled facilitators and will provide the majority of this service. NCRC also envisions subcontracting with Restorative Justice Mediation Project ("RJMP") to supplement the core NCRC services.

SOW 6.11.3.2. Family Group Conferences – NCRC anticipates providing 300 hours of Restorative Justice Level services in Year 1 and 600 hours each year thereafter.

SOW 6.11.3.3. Reintegration – Restorative Circle process that brings youth returning from commitment together with family and community members. This service is included in the Mediation paypoint.

Substance Abuse Treatment (SAT) Services (Addendum 3)

Clinicians on staff at COMPACT in North Coastal and Inland Regions, and Vista Hill in the Central, North Central, East and South regions of the county will provide Substance Use Disorder (SUD) screening services for youth that have been identified by the SDRRC-II assessment as having substance use concerns. NCRC anticipates providing 210 hours of Substance Abuse Treatment Screening and Navigation services in Year 1 and 420 hours each year thereafter.

Thorough screening and assessment are mandatory preliminary steps in providing the highest quality of care. A cornerstone of these programs is the meticulous administration of assessment and screening tools. These assessments generate the most appropriate individually-based referral, as well as inform treatment providers with useful tools for designing treatment plans. The Adolescent Alcohol and Drug Involvement Scale (AADIS) will be utilized as it has proven to be effective for obtaining honest, accurate, and relevant information.

In some cases, the Brief Level of Care Screening Tool will also be utilized, which assesses levels of care used to further express gradations of intensity of services. The goal is to ensure placements or referrals for SUD level of care as a continuum marked by five broad levels of care, including early intervention services (SOW 6.3.5).

Following screening and results from assessment tools, the subcontractor will recommend diversion or treatment services for inclusion in the Case Plan. The SAT staff will discuss the recommendations for the proposed completion date and continued support with the case manager and the MDT. The SAT staff will support the youth with connections to the recommended diversion and treatment services.

Referrals are typically made to geographically appropriate, County Behavioral Health Service-funded or private sector substance abuse outpatient treatment programs. However, if the youth is not appropriate for outpatient services, and is in need of more intensive services, such as residential treatment or detox services, an appropriate recommendation will be made after consultation with the youth, family, and the MDT.

Additionally, COMPACT offers a lower level youth substance abuse services, called Cannabis Abuse Treatment program. It is a 5-week program for juveniles who are regular users of marijuana. The program includes group sessions and individual case management focused on the dangers of marijuana, strategies for staying sober, and self reflection on why the juvenile began using marijuana or other drugs in the first place.

In cases where the youth has challenges completing the treatment or SUD services (such as failing to participate in services after attempts have been made to engage the youth and family), the SAT subcontractor will discuss with MDT and make additional recommendations for identified needs and support. They may also re-assess the youth and family for additional concerns/needs, and if there is evidence of increased drug and alcohol use, provide a new referral to an more intensive SUD treatment.

Educational Advocacy (Addendum 3)

High school dropouts are 3.5 times more likely to be arrested in their lifetime, and nearly 70% of the incarcerated population did not graduate high school, according to a 2003 Bureau of Justice Statistics Special Report. This sobering fact, compounded with the challenges brought by distance learning, warrant the high level of focus on the DA-JDI educational Advocacy services.

NCRC anticipates providing 1,800 hours of Educational Advocacy services in Year 1 and 625 hours each year thereafter. Identified service providers include Home Start, Inc., Urban Corps, and Reality Changers.

Home Start, Inc.'s Education Advocates/Navigators work to ensure appropriate educational opportunities are formalized for each youth needing this support. Education Advocates/Navigators track each participant's engagement in school and identify barriers and develop individual goals to address attendance issues when necessary. The Educational Advocates/Navigators assess the school situation, identify their basic needs, connect them to resources, provide educational advocacy, and assist with post-secondary enrollment. Additionally, they ensure that youth are connected to appropriate tutoring programs and resources when necessary.

Despite the high rate of youth with disabilities within the juvenile justice system, oftentimes students with clear signs of learning disabilities or mental health disorders do not receive support in school. As a result, Education Advocates/Navigators will work with the youth's family and school district to request an assessment for special education eligibility when necessary. They will also ensure that each eligible youth has an Individualized Education Plan (IEP) and attend these meetings when appropriate.

This important component of the educational advocacy model supports aftercare by ensuring that youth have accommodations and supports in place for their long-term educational success.

5.2. KNOWLEDGE & EXPERIENCE

NCRC For nearly 40 years, NCRC has been the regional leader in community mediation services and innovative conflict resolution training and methods. This leadership extends to restorative practices where NCRC is widely recognized as the local and regional expert in restorative practices for youth. NCRC began collaborating with community groups and other stakeholders as early as 2009 to bring restorative justice practices to San Diego. NCRC has been working continuously with the San Diego Unified School District since 2013 to implement restorative practices and create a restorative culture in the schools. Similarly, NCRC has partnered with County law enforcement and numerous community groups in Central San Diego since 2014 to create, refine and expand one of the most successful restorative justice for youth initiatives in the nation. NCRC has provided direct case management services for hundreds of youth through restorative processes with a proven record of transformative success.

SAY San Diego SAY will support Program Administration with assessments and case planning. Additionally, SAY San Diego will provide the Cognitive Behavioral Therapy, Individual Therapy, and Family Therapy direct services in the North Central, Central, East and South Regions of the County.

SAY has almost 50 years of experience implementing behavioral health, mental health and juvenile and adult justice contracts to deliver individual and family therapy services throughout the County. SAY has a proven track record of improving behavioral and socio-emotional outcomes for diversion youth and youth on probation, and is well poised to address delinquency, violence, gang involvement, substance abuse and other behavioral and mental health issues. Since 1971, SAY has implemented evidence-based best practices for home-based and community-based delinquency prevention, and youth and family strengthening services such as individual, family and group therapy. SAY has helped thousands of youth avoid

involvement or further involvement in the justice system, successfully complete school, heal from trauma and transition to healthy adulthood.

SAY San Diego is experienced in effectively implementing the modalities required for this proposal, with many decades of experience in clinical assessment, case planning, MDTs, and evidence-based, trauma informed practices, including use of the SDRRC and trauma informed CBT. SAY is the countywide contractor for the District Attorney and Probation Department for adult group and individual CBT services and the Community Justice Initiative. These CBT-based programs have expanded many times since they began in 2014.

Escondido Education COMPACT – COMPACT will provide support for Program Administration with assessments and case planning. COMPACT will also provide the Cognitive Behavioral Therapy, Individual Therapy, Family Therapy, and Substance Abuse Navigation direct services in the North Coastal and North Inland Regions of the County.

COMPACT is also the county contract holder for The Achievement Center Escondido. The Achievement Center is an after-school program designed to maintain community safety and promote long-term success for probation youth, up to 19 years of age. A variety of services are offered in order to support youth in areas that are essential to their overall success. The program's focus is to provide a structured, yet positive environment that allows youth to thrive. The on site social worker/therapist has been offering similar services at the Achievement Center to those in this proposal. Not only offering CBT services, but individual and family therapy. Also offering group gender-specific sessions; Boys Empowerment, Decision Making and topics specific to youth in or at risk of becoming justice involved.

COMPACT brings extensive experience of running a one-of-a-kind Juvenile Diversion Program for the Escondido Police Department that was recognized by the San Diego Grand Jury as a model program. The program has the lowest recidivism rate across the county at 6%. The EPD Juvenile Diversion program uses restorative justice practices as well as extensive civic and community service strategies. After successful completion in the program, the youth are transitioned to other programs to sustain their success: Project Hero Mentoring, Youth Leadership, Job Club, Helping Hands Teen Service Club, and other school-based or after-school services.

COMPACT has more than 30 years experience successfully administering large federal, state, local and private grants including San Diego Workforce Partnership/WIA, Summer Youth Force/Hire-a-Youth and California Service Corps/AmeriCorps, Office of Minority Health, Drug-Free Communities and STOP Act funding through SAMHSA, State of California, Board of State and Community Corrections, County of San Diego, San Diego County Probation Department, City of Escondido, and several Charitable Foundations. COMPACT was one of the only agencies in San Diego County funded in 2018 by OJJDP for its successful Project Hero Mentoring Program.

Vista Hill – Vista Hill provides Substance Abuse Screening and Navigation direct services in the Central, North Central, East and South. For over 20 years, Vista Hill has successfully developed and operated multiple County & privately-funded programs for justice and court-involved youth, such as Juvenile Assessment and Monitoring (JAM), Juvenile Drug Treatment Court, Substance Abuse Services (SAS), and Bridges Teen Recovery Center. Vista Hill also operates early intervention and life skills programs such as SAFIR and On Track, to divert youth from the juvenile justice system. Vista Hill serves youth and transition age young adults at-risk for or already involved with substance use, the justice system or probation. All of

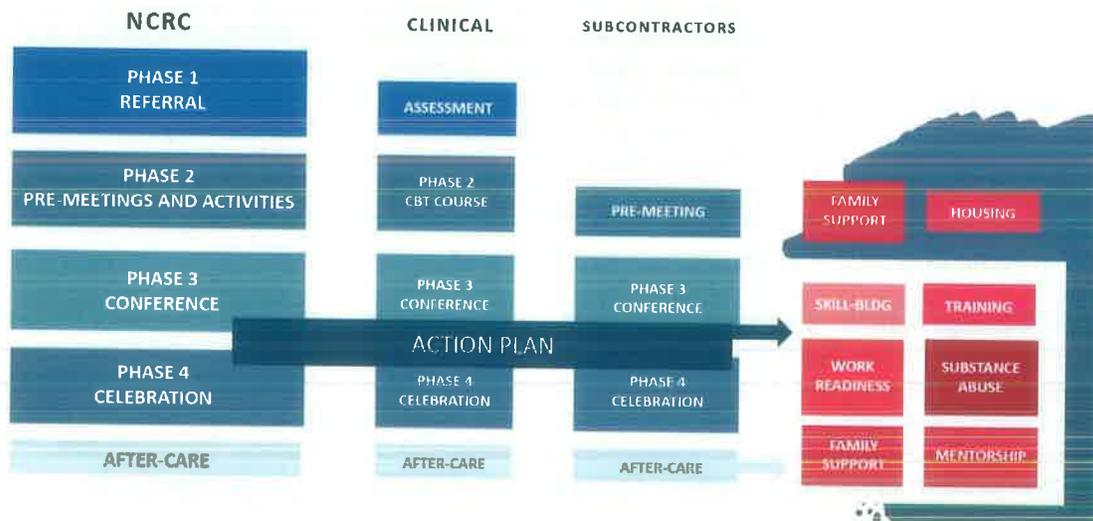
Vista Hills programs are designed to engage families, provide holistic treatment, address underlying issues, and educate youth on healthy habits and life skills.

5.3. RESPONSIBILITIES PLAN

NCRC Staff Responsibilities

At the case level, as reflected in Figure 7- Responsibilities, below, NCRC staff are engaged with the youth from initial referral until case closure, and after. Within each phase, the Case Managers are responsible for accomplishing the steps to bring the case to the next phase, including engaging with subcontractors and other service providers.

Please see Exhibit 4 - Job Descriptions for specific responsibilities in each Program Administration position.



Subcontractor Responsibilities

Clinical – At the Program Administration level, SAY San Diego or COMPACT will be responsible for completing the SDRRC II assessment tool with the youth in Phase 1. The therapist will also be responsible for generating the assessment results report and making programming recommendations. NCRC Program Manager and both Supervisors will meet monthly as an Executive Committee to monitor overall program operations. On occasion, other subcontractors, stakeholders, and / or SDCDA will be invited to discuss pending programmatic opportunities and challenges.

At the direct services level, the clinical subcontractors will be responsible for providing the therapy included in the case plan, including CBT, Individual and Family Based Therapies, and Substance Abuse Treatment support. These services are envisioned to start as soon as possible to allow multiple sessions while the case is open. In some cases, the clinicians will be responsible for participating in the MDT meetings, prep meetings, and the Restorative Conference. In all cases, the clinician will be responsible for reporting active case service delivery progress to the case manager.

Non-clinical – In most instances, subcontractors will be responsible for providing the direct services after the Restorative Conference as part of the Action Plan. When the service is desired on a case, the Case Manager will call upon the subcontractor to attend prep meetings and the Restorative Conference. On some occasions, the Case Manager may engage a direct service subcontractor in advance of the restorative conference. For instance, if the youth has indicated a strong desire for a mentor, the Case Manager will establish that relationship prior to the Restorative Conference. In all cases, the service provider will be responsible for reporting active case service delivery progress to the case manager.

All service providers participating in the DA-JDI program have the responsibility to maintain communication, participate in quarterly meetings, and promote the program in the community.

Community

Community members also have key responsibilities. Participating community members, to the extent of their voluntary commitment, will maintain communication, participate in planning meetings and the restorative conference, provide supportive guidance during the dialogue, and support the youth in completion of the Action Plan. Community members are also ambassadors to promote the program within the community.

5.4. ASSIGNMENT METHODOLOGY

At the referral level, the Program Manager reviews the preliminary referral information, which includes the charge and the demographics of the Responsible Youth, the Person Harmed, and the community where the offense occurred. The program manager uses this information to determine which regional case management team will receive the case, and assigns the case to a Case Manager.

The assigned Case Manager meets with the Responsible Youth and family to determine if the program is appropriate and participation is desired.

Upon commitment to the DA-JDI program, the case manager will coordinate a meeting with the youth and the regional SAY or COMPACT Therapist to administer the SDRRC II and other relevant assessments.

The evidence-based results of the assessments will identify strengths and rank unmet needs, leading to preliminary recommendations which the Case Manager will discuss with the youth and family. The case manager will then present the proposed case plan to the DA representative for approval.

If the DA approves, the case plan is implemented. If it is not approved, the Case Manager will take the feedback to the youth and family, explain the concerns, and work together to identify acceptable alternatives.

A restorative conference will be part of a case plan in most cases to foster individual responsibility and promote accountability to victims and the community.

5.5. APPROPRIATE MATCHING METHODOLOGY

The team will use the information from the intake interview and the assessment to determine what community resources are available to support the youth in repairing the harm to the victim, their own family, their community and themselves.

After conferring with the youth and his family about the proposed resources, the case manager will contact the subcontracted service providers with the assignments, explaining the case status and scheduling them for participation in the restorative conference.

The case manager will also confer with the community connector in the region for additional, local support, such as mentoring, skill building, and other activities. The team will match the youth strengths, passions and interests to available community resources, whether in a subcontracting capacity or as a linked partner. Figure 8 MENTOR DATA includes some of the criteria considered during a mentor match.

Mentor Availability	Mentor Interest	Certifications
<ul style="list-style-type: none"> • Morn / After school / Eve • SMTWTFS • Cultural background <ul style="list-style-type: none"> • Ethnicities • Gangs • Religion • Languages 	<ul style="list-style-type: none"> • Age ranges <ul style="list-style-type: none"> • 8-10 • 11-14 • 15-18 • 18-22 • Career area • High School or Neighborhood • Activities <ul style="list-style-type: none"> • Sports <ul style="list-style-type: none"> • Soccer • Basketball • Skateboarding • Biking • Water • Arts <ul style="list-style-type: none"> • Painting / Drawing • Acting / performing • Writing / Poetry • Movies / TV • Music • Video Games • Other <ul style="list-style-type: none"> • Yoga • Hiking • Shopping / Fashion • Science • Building 	<ul style="list-style-type: none"> • Classification <ul style="list-style-type: none"> • Level 1 - Casual • Level 2 - Mentor • Level 3 - Facilitator • Clearance approval date • Clearance Approval Number • Clearance renewal date (notification) • TB Test Date • TB test renewal date (notification) • Drug test date • Drug test renewal date (notification) • Classes of interest <ul style="list-style-type: none"> • Mandatory Orientation • Interactive Journaling facilitation • Motivational Interviewing • Self Care • Group Mentoring • Alliant Mentoring • IIRP RJ • Art of Communication • Mental First Aid • Trauma & Resilience • Facilitator • Other • Class completed dates

5.6. ADDITIONAL SERVICE ASSIGNMENT METHODOLOGY

The DA-JDI program is a restorative justice model that necessarily relies upon community members to support the youth in their Action Plans. As shown in Figure 5 – Restorative Conference, in Section 4.4 above, the restorative circle brings includes participants in relation with the youth (i.e. relative, mentor, school staff), the person harmed (i.e. parent, friend, counselor), and the community (i.e. life skills program, sports league representative). These natural supports are identified and brought into service through conversations between the case manager, the community connector, the youth, their family, and the person harmed. By engaging them in the dialogue to address the harm, the relationships that will continue long after the case is closed are repaired, strengthened, or established.

6. Staffing and Subcontractor Engagement and Management

NCRC is currently the Service Provider for the RCC Program in central San Diego. The DA-JDI program will serve as both an expansion and a model refinement of the RCC Program. Staff and subcontractors will be re-assigned and realigned to bring the experience of the successful model to the new regions of the County.

NCRC brings a wealth of restorative justice experience to the DA-JDI Program, including experienced personnel: Program Manager Francisco Carbajal, case managers Breea Buskey and Iddo Gelle, and lead administrative assistant Genevieve Quintard. Upon award of the contract NCRC will fill additional positions to increase capacity (see chart below). Please see Exhibit 4 for Job Descriptions and Exhibit 5 for Staff Resumes.

6.1. STAFFING CHART

Position	FTE	Project Area	Reports to
Program Manager (FRANCISCO CARBAJAL)	1.0	Program Management	County COR
Counseling Program Supervisor 1 SAY SD (TO BE FILLED)	1.0	Assessments and Technical Assistance Central, North Central, East, South	Program Manager
Counseling Program Supervisor 2 COMPACT (TO BE FILLED)	1.0	Assessments and Technical Assistance North Coastal / North Inland	Program Manager
Case Manager – C/CN (BREEA BUSKEY)	1.0	Case Management	Program Manager
Case Manager – E/C (IDDO GELLE)	1.0	Case Management	Program Manager
Case Manager – S/C (TO BE FILLED)	1.0	Case Management	Program Manager
Case Manager – NC* (TO BE FILLED)	1.0	Case Management	Program Manager
Case Manager – NI* (TO BE FILLED)	1.0	Case Management	Program Manager
Community Connector (TO BE FILLED)	1.0	Stakeholder Engagement	Program Manager
Community Connector* (TO BE FILLED)	1.0	Stakeholder Engagement	Program Manager
Lead Administrative Assistant (GENEVIEVE QUINTARD)	1.0	Program Support and Reporting	Program Manager
Administrative Assistant (TO BE FILLED)	1.0	Case Management Support	Program Manager
Youth Ambassadors (2 @ 5 hr per week)	.25	Outreach and Education	Community Connector
Interns (6 @ 10hr per week)	1.5	Case Management Support	Case Managers
Subcontractors	varies	Direct Services	Program Manager
Community Volunteers	varies	Youth and Family Support	Case Managers

* - After Performance Period 1 the North Community Connector will transition into one of two North Case Manager positions

6.2. SUBCONTRACTOR SERVICE DELIVERY

NCRC has identified several subcontractors for this countywide program. These include SAY San Diego, Escondido Education COMPACT, and Vista Hill for their clinical expertise in the therapeutic and treatment orientated services. Partnerships with Outdoor Outreach, Boys to

Men Mentoring, Outside the Lens, and Home Start are also proposed for their regional or countywide availability of direct services.

NCRC anticipates engaging other local organizations as subcontractors, starting with a case by case assignment (upon approval of DA) with a potential for long term contracts as additional resources are identified.

NCRC will recruit potential subcontractors through a local stakeholder engagement process. As the potential subcontractors are identified, NCRC will provide a Request for Information (RFI). The completed RFI will be presented to the DA for consideration. Upon approval, NCRC and the subcontractor will enter into a written contract that defines the following items:

- a) The legal names of the parties
- b) The scope of the contracted work, including:
 1. the responsibilities and authorities of each party,
 2. a clear definition of the deliverables and minimum content to be provided by the subcontractor,
 3. a clear definition of the services to be provided by the subcontractor,
 4. any and all constraints imposed on the subcontractor by the prime contractor, such as schedule constraints, budget constraints, specific tools to be used, and
 5. a clear statement of requirements for quality of deliverables and services including the requirement to allow independent quality inspections of materials and processes.
- c) Appropriate terms and conditions which will be imposed on both the prime contractor and the subcontractor.

6.3. SUBCONTRACTOR QA

As mentioned above, the subcontract will include specific requirements for quality of deliverables and services including the requirement to allow independent quality inspections of materials and processes. NCRC Community Connectors will be responsible for inspections, in response to participant feedback, deficiencies in reporting, and input at subcontractor meetings.

The performance of subcontractors is monitored through a combination of quantitative and qualitative data captured in the case management database at the case level, as well as records from program level activities, and in person meetings. (SOW 6.12.10) The data is summarized in a subcontract monitoring report. The report provides information regarding the new, active, and closed cases, the number of efforts within each case (ie meetings, conversations, texts, calls), the number of staff, subcontractor, and sdcda meetings, the progress of each ongoing case, and feedback collected from participants, community, subcontractors, staff, and SDCDA. NCRC will work with SDCDA to assure the document is available for review.

6.4. SDCDA SUBCONTRACTOR APPROVAL PROCESS

The Program Manager will present the DA with the RFI collected from interested subcontractor candidates at periodic meetings, review the proposed placement, and gather any additional information the DA requires in order to make an informed decision. The RFI will be collaboratively designed with the DA, and will include at a minimum:

- Organizational Information Name, Point of Contact, address, phone, email
- Description of organization, including Mission Statement

- Geographic service area,
- Deliverables and services to be provided, including:
 - Category of service,
 - Duration,
 - Cost,
 - Hours of service,
 - Service locations,
- Experience and effectiveness, including:
 - Juvenile Justice programming,
 - Using evidence-based tools and methods,
 - Restorative Justice,
 - Working with at risk youth in need of intervention,
 - Providing culturally responsive and appropriate services,
 - Working in diverse communities,
 - Family engagement
- 3 references
- Ability to meet Background and Insurance requirements
- Demonstrated accomplishments / measurable outcomes,
- Willingness to adhere to the DA-JDI Code of Conduct, participate in collaborative activities, and attend subcontractor trainings/meetings.

6.5. CASE COMMUNICATION

ACTIVE CASE COMMUNICATION

In active case communication the case manager and subcontractor are communicating at least once a week. The subcontractor is contacted by phone, email, or text in Phase 1, at the start of the case, when the need for direct services is identified. Scheduling confirmations are made as the restorative conference is calendared. In some cases and for some subcontractors, the youth is introduced to start services in Phase 2. For others, the beginning of service provision will be in Phase 3, at the restorative conference.

After service provision begins, the subcontractor will provide a short report, documenting

- the type of service,
- the specific activity,
- the number of participants (for group activities)
- the duration,
- the progress (if part of a series),
- request for further communication,
- successes,
- concerns,
- reimbursable expenses,
- photographs

The written report can be submitted by fax, email, in person, or through the case management reporting form. The case management reporting form was designed primarily for individual activities and is a secure yet convenient manner to document service provision. The form allows the user to quickly and accurately submit relevant information, and flags the case manager when the subcontractor would like to have further communication.

In some instances, the subcontractor will be required to participate in one or more MDT meetings associated with the assignment. These are weekly regional meetings that convene to

discuss case progress, successes, and challenges, with the SDCDA, the Program and/or Case Manager, the therapist, and other service providers, as needed.

GENERAL SUBCONTRACTOR PANEL COMMUNICATION

All subcontractors are valued, and even if a subcontractor does not have active cases, the DA-JDI facilitates continued engagement through monthly community collaborative meetings, monthly e-newsletter distribution, and quarterly subcontractor events, such as training. Please see Section 8.2 for information about collaborative meetings.

The Quarterly subcontractor events will be regional cross-specialty gatherings that provide all subcontractors an opportunity to learn about best practices, offer one another peer support, and participate in training.

Subcontractors will be invited to give short presentations on their organizations and services. Speakers on Best Practices will be invited to present by the Community Connector. Trainings and workshops on topics of interest will be coordinated, including restorative justice, trauma and resiliency, communication, mental health first aid, self-care, conflict management, motivational interviewing, and positive youth development.

6.6. IDENTIFYING NEW PARTNERS

As youth needs emerge, the case manager will raise the issue in the DA-JDI Team meetings and at the weekly MDT meetings. Potential partners that can meet the new need will be identified by team members, and the Community Connector will be assigned to contact them, generate interest and build program engagement.

The monthly regional collaborative will be the primary vehicle for new partners to self-engage with the DA-JDI program, allowing an opportunity to learn about the ongoing efforts, meet key stakeholders and program staff, and start to envision their role in supporting the community. Please see Section 8.2 for more information about the Community Collaboratives.

6.7. DATA DRIVEN NEEDS IDENTIFICATION

The DA-JDI partners will participate in the Juvenile Justice Comprehensive Strategy Task Force ("JJCSTF"), in partnership with the Juvenile Justice Coordinating Council, to access available data, contribute to a Comprehensive Multi-agency Juvenile Justice Plan (CMJJP), and leverage this partnership to represent the needs of the diverse communities of San Diego County.

The CMJJP will identify trends and gaps in the system; identify best practices, promising approaches and evidence-based services and policies; develop priority strategies, focus areas, and services, and develop outcome measures to evaluate the effectiveness of strategies.

The DA-JDI program will support these efforts, leverage federal, state, local partnerships, and collaborative efforts to bring more prevention and early intervention strategies and services to the regions.

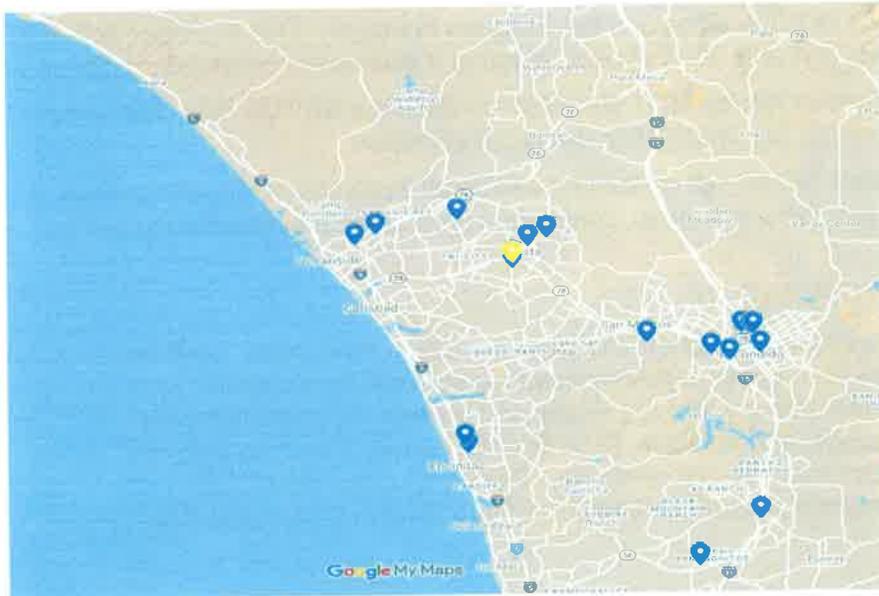
6.8. SERVICE LOCATIONS AND HOURS

In order to maximize community connection, minimize costs associated with multiple site rentals, and support team collaboration, the DA-JDI Team will utilize two program hubs, one in Southeast San Diego (220 Euclid Avenue) and one in Vista (380 S Melrose Drive).

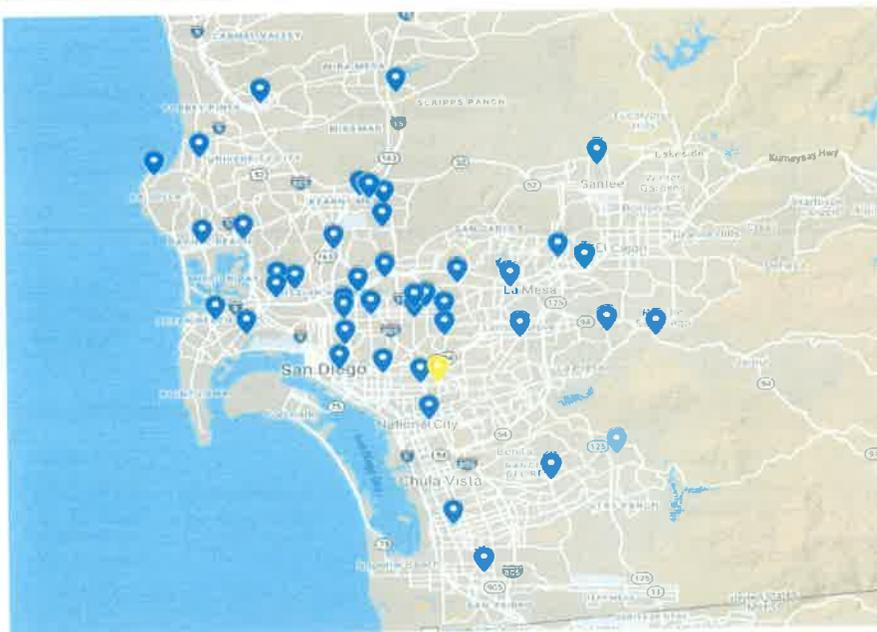
The hubs will have desks and meeting space for the Program Manager, Case Managers, Community Connectors, administrative support staff, and interns. The secure network and supplies will be kept at the hubs.

While the hubs (yellow points on shared space maps, following) serve an important role for implementation, the majority of service provision is in the neighborhoods where the youth live. To begin, NCRC will access shared space of community partners, identified as blue points in the shared space maps below.

North Coastal / North Inland



North Central / Central / East / South



As the program rolls out, additional convening space will be identified in the active neighborhoods. Locations will include subcontracting partner space, community resource centers, Live Well centers, libraries, parks, and other public spaces where the

case managers, mentors, community connectors, and other direct service providers can meet with youth. Please see Exhibit 2 for the regional resource lists with identified meeting space.

6.9. PROGRAM MANAGER, SDCDA, MDT MEETINGS

The SDCDA will have a direct open line of communication with the Program Manager. In the early planning meetings a standing weekly schedule will be established to facilitate communication between the SDCDA office and the Program Manager. This in person schedule, supplemented by cellphone, text and email access, creating a seamless contractor relationship.

Additionally, NCRC will oversee weekly MDT meetings at which the SDCDA may be present. In these meetings, case-specific communication will occur in person.

Through the planning process NCRC will coordinate additional in person or virtual meetings with the SDCDA, such as program evaluation, continuous program improvement, and public relations planning.

6.10. HOURS & DAYS OF OPERATION

Program services will be available throughout the week, including weekends. Staffing by Program Manager, Case Managers, and Administrative staff will be staggered so that the services are provided Monday through Friday and weekends, primarily in the afternoons, evening, weekends, and holidays. (See Sample Activity Calendar below) In some instances, the program may request alternate schedule of closure for COR Approval. (SOW 10.2) Program closures will be limited to holidays observed by the County. (SOW 10.3)

SAMPLE PROGRAM ACTIVITY CALENDAR

	Sat 31	Sun 1	Mon 2	Tue 3	Wed 4	Thu 5	Fri 6
WK1			5:00PM South Bay Family Art Event		4:00PM North County Movement BE Workshop		9:00AM North County Outdoor Outreach Activity
	7	8	9	10	11	12	13
WK2	10:00AM South County Movement BE Workshop			4:00PM Central NCRC Youth Conflict Resolution Training		3:30:00 PM North Couty Outside The Lens Mentor and Mentee Activity	9:00AM South County Outdoor Outreach Activity
	14	15	16	17	18	19	20
WK3	9:00AM East County Outdoor Outreach Activity		6:00 East County Mentor and Mentee Advocacy Activity		6:00PM East County Assertive Parenting Course	6:00PM North County Project Hero Mooting	9:00:00 AM East County Outside The Lens Mentor and Mentee Activity
	21	22	23	24	25	26	27
WK4	9:00AM RCC Graduation			4:00PM Central Movement BE Workshop	6:00PM Central Assertive Parenting Course		9:00AM Central Outdoor Outreach Activity

A schedule of offerings and hours of operation by service category will be maintained. (SOW 10.1).

The proposed working schedules of Case Managers and subcontractors will be planned on a case by case basis, working to meet the needs of the youth, their families, and the persons harmed. Afternoon, evening, and weekend hours are expected.

7. Data Collection and Reporting

7.1. DATA MANAGEMENT AND REPORTING PLAN

Collecting key data that measures and helps tell the story of the DA-JDI program impact for individuals, the families, and ultimately their community is critical for measuring success and continuously improving. Information tracked includes:

Referral convening stats

Number of referrals
Agreement to participate-Youth & Family
Agreement to participate-Victim
Screening categories
Identification and agreement to participate by community participants
Efforts- # individual meetings, lengths of meetings staff hours volunteer hours

Participant information

Static-Names, address, organization, demographics, roles, Interests
Dynamic-case participation, activity participation, self-help and enrichment participation

Evaluation Stats

Opening SDRRC assessment scores
Closing SDRRC assessment scores
Additional assessment scores
Satisfaction survey scores

Conference stats

Length of session
Outcome
Satisfaction surveys

Action Plan Support

Contacts with Community Supporters
Activities
Accomplishments

Reconvenes

Non-compliance needs identification
Completions

Recidivism stats

Re-offending behaviors
Level of offense
Arrests, petitions, True findings

Fiscal stats

Case expenditure details
Bulk purchases and drawdowns
Stipends
Other program expenses

Staff and Community supporter selfcare and enrichment

Status measurements
Activity participation
Event participation
Educational achievements

Community Education Events

Event information
Topics
Audience size
Follow-up activities

Subcontractor Support Activities

Activity information
Topics
Follow-up activities

Currently, NCRC produces a monthly Summary Report, a monthly Steering Committee Report, an annual report that includes recidivism data as well as evaluation data. See Exhibit 5 Sample Reports. NCRC will work with the DA to modify these periodic reports to reflect program requirements.

7.2. AUTOMATED PERFORMANCE TOOLS

NCRC has spent 6 years developing a comprehensive case management system in a QuickBase platform. The database holds a significant amount of data, and equally importantly, the relationships between the data points. This automated system allows for data input at the service point, triggers reports when expected data is not entered, and generates schedules and tasks based on data input.

7.3. SDCDA UPDATES

The robust Case Management system allows for rapid response to reports on data that has been collected. For instance, in the RCC program, a report on the causes for a case being closed prior to the restorative conference led to questions from stakeholders about differences in those causes among the different cultural backgrounds. The additional analysis was able to be completed and reported out within days.

NCRC has a strong history of working collaboratively with the DA to respond to performance and outcome requests while maintaining the confidentiality of the restorative process. The Program Manager will continue this working relationship and respond to new requests in a timely manner. Weekly status updates will be provided as well as monthly program reports.

8. Value Added Considerations

8.1. CBO ENGAGEMENT PLAN

The small community based organizations in the neighborhoods will be supported by the DA-JDI program. Whether it be choosing the local shops over the chains for meals with a youth, to helping a credible messenger start a new non-profit mentoring organization, the DA-JDI Team is committed to bringing the contract resources to the neighborhoods. Please refer to Section 6.8 for more information on the Hub design to get staff out of offices and into neighborhoods, and Section 6.2 for information about strategies to work with grass roots subcontractors.

8.2. COMMUNITY INVOLVEMENT PLAN

Community Involvement is the heart of the DA-JDI program. Without community involvement restorative justice does not work. The strategy for keeping the community involved and engaged is through regional Community Collaboratives. The Community Collaboratives will each meet monthly on an evening or weekend when community members are most with continual opportunities to learn, participate, and lead.

Patterned after the successful Peace Promotion Momentum Team that was at the heart of the RCC Pilot Project, the Community Collaboratives will be supported by NCRC and led by the community. The meetings will be a forum for networking, learning, sharing information about upcoming events, and opportunities to get further involved in restorative justice.

Youth that have graduated the program and want to stay involved will be encouraged to participate. Leadership and employment opportunities specifically for youth will be embedded in the collaborative structure.

8.3. INTERNSHIPS AND JOB PLAN

NCRC has a unique path for youth in the DA-JDI Program to build leadership and employment skills through workshops and paid experience. After becoming a successful program graduate, the youth complete a series of trainings, including Youth Leadership, Social Justice, Resume and Interview Skills, and RJ and RCC 101.

Upon completion they are eligible to be placed in part time paid positions. These Youth Ambassadors participate in restorative circles, community collaborative meetings, promotional events, and serve as youth representatives on policy making committees, boards, and commissions.

8.4. RESTITUTION PLAN

The DA-JDI plan is unique to other diversion programs in that it actively engages the victims - persons harmed, company representatives, and in some cases insurance adjusters. This key distinction impacts restitution as it engages these decision makers in the dialogue about what specific, measurable, achievable, realistic and timely compensation will be acceptable for them.

In some cases restitution looks like monetary payments over a course of time. In other cases, restitution may be non-monetary. For instance, a youth may complete painting a graffitied wall themselves rather than owe money for the cost of the painting to the building owner. It all depends on what will satisfy the person harmed and what the youth can successfully achieve.

8.5. INNOVATIONS

It is a central truth of mediation theory that agreements reached between those who are most directly affected are most likely to bring satisfaction, full performance and lasting resolution. Giving decision-making control to those closest to the problem -- here, the youth responsible, the person harmed and the affected community -- achieves the best results for all involved. By contrast, top-down directives from outside authorities or "one size fits all" structures force the participants into a passive position (i.e., things are being done to them), and are less likely to promote lasting transformative change.

The essential innovation at the heart of NCRC's DA-JDI proposal is the inclusion of restorative conferencing for all youth participants, placing an empowered youth at the center of the process. These restorative practices engage the youth directly and uniquely. In honest conversations about the harms caused, the youth is directly motivated to acknowledge responsibility and find ways to effect reconciliation. With a restorative approach, attention is also given to the youth's underlying interests, needs and strengths beyond the undesired behavior.

Often, the youth feels heard and respected throughout the restorative process in ways they have not previously experienced in their families, schools and community. The Case Plan can then be designed with a strengths-based, not simply treatment-based, focus. If the youth loves music, for instance, we connect them to a musician to direct that energy toward positive development. If they love soccer, we find a coach; if drawing, we recruit a muralist. The experiences not only build on the youth's individual interests, they demonstrate undeniably the importance of the youth to the community, connecting them to positive influences, and opening the horizons of positive options moving forward.

8.6. CONTINUOUS PROGRAM IMPROVEMENT

NCRC will utilize the summary reports generated from the case management system, the Program Evaluation reports, satisfaction survey feedback from youth, their families, subcontractors, and community members to evaluate efficacy and efficiency of the DA-JDI program.

NCRC will provide opportunities at SDCDA meetings, subcontractor quarterly convenings, and Community Collaboratives to discuss the modifying processes that will improve outcomes for the program participants.

9. Budget/Pricing Schedule

9.1. EXHIBIT C PRICING SCHEDULE

Please see Price Proposal for a completed Exhibit C

9.2. LEVEL OF FUNDING

Please see Price Proposal for a completed Exhibit C, which includes an initial level of funding and option year levels of funding with a 3% Cost of Living Increase factor.

9.3. FULLY LOADED RATES

All rates are fully loaded pay points or hourly rates.

9.4. ADMINISTRATIVE COSTS All rates are fully loaded pay points or hourly rates calculated based on a 15% administrative overhead exclusive of subcontractor payments .

9.5. CORE PAYMENTS

The core payment will be drawn down over 6 equal monthly installments to cover startup expenses, and will be accounted for using class based expenses tracking.

9.6. SUBCONTRACTOR POOL PAYMENTS

The subcontractor pool payment will be drawn down over 6 equal monthly installments, and will be accounted for using class based expenses tracking. Subcontractors will be required to provide a detailed invoice documenting start up expenses and will be allocated a percentage based on projected workload.

9.7. FLEXIBLE SPENDING SET ASIDE

NCRC will work with SDCDA to develop a list of typical expenses and request form, to be completed by the case manager and presented to the SDCDA for approval, based upon demonstrated need. A per case maximum will be set.

9.8. SUBCONTRACTOR DIRECT SERVICE RATES

All Subcontractor Direct Services are fully loaded hourly or course rates. Additional Proposed Direct Services are included.

9.9. BEST VALUE

It is understood that all proposals will be evaluated based on best value to the County of San Diego.

10. Background/Experience

10.1. EXPERIENCE

RESTORATIVE COMMUNITY CONFERENCING PROGRAM

2014-present

Francisco Carbajal, Director of Alternative Juvenile Justice 619.398.0494

4305 University Avenue, Ste. 101, San Diego, CA 92105

Service provision for community collaborative restorative justice program including City Heights residents and Juvenile Justice system partners. Responsible Youth (ages 8-18) that have been arrested for low level felonies and misdemeanors are referred from probation, District Attorney, Public Defender, law enforcement, and community. Case Managers meet with 1) youth and their family to screen for program compatibility; 2) victims and their supporters to screen for voluntary participation; and 3) community resources, including mentors, skill building activities,

educational opportunities, etc. All parties are convened and dialogue regarding offense takes place.

In 177 cases closed to date, all have reached a voluntary agreement on how to repair harm, the "Action Plan" (100%), and 174 action plans have been successfully completed (98%). Mentors and other community supporters assist youth in completion of their action plan, whereupon a community celebration is convened. One year after case closure, recidivism rate is 8%.

CENTER FOR COMMUNITY COHESION

2016-present

Kathryn Shade, Senior Program Manager 619.238-2400 ext 281
220 Euclid Avenue, Ste 110, San Diego, CA 92114

The CCC is a unique initiative to improve community climate with residents in Southeastern San Diego through 1) communication and conflict management skills training for community members, 2) working with neighborhood high schools to implement campus restorative practices, 3) expanding restorative community conferencing for neighborhood youth involved with juvenile justice system; and 4) engaging and supporting community through community dialogue and celebratory activities.

The CCC is a hub for community, a refuge for youth, and a center of learning for all. Pre-Covid, an average of 5 community mentor support events were held at the CCC each month, including youth mentoring events, youth trainings, mentor trainings, and collaborative meetings.

The CCC also supports the expanded service area (Southeastern San Diego, Spring Valley and Lemon Grove) of the RESTORATIVE COMMUNITY CONFERENCING PROGRAM, described above.

SDUSD RESTORATIVE DISCIPLINE PROGRAM SUPPORT

2016-Present

Juan Carlos Nieblas, Senior Program Manager 619.238-2400 ext 1006
220 Euclid Avenue, Ste 110, San Diego, CA 92114

Supports the San Diego Unified School District in its efforts to develop capacity at school sites in implementing restorative protocols and processes in alignment with its Restorative Discipline Program (RDP) by promoting shared understanding, building healing systems, and in the repairing of harm when it occurs to students on school campuses.

This RDP Program helps students and staff embody the principles of safety, responsibility, respectfulness, appreciation of differences, honesty and lifelong learning. This program also helps to assess and apply the appropriate levels of interventions and discipline practices to effectively support students with the implementation of this program.

The team works with district staff to build capacity at school sites to implement restorative protocols and processes in alignment with District's RDP Policy by promoting the following three (3) Tiers of support:

- Domain 1. Restorative System Building (Tier 1)
- Domain 2. Repairing Harm (Tiers 2 and 3)
- Domain 3. Reporting and Evaluation (Tier 3).

This program is customized to support students by building coping skills who might otherwise end up in the prison system, as follows: communication skill building; early intervention; alternative to suspension and expulsion; an alternative to court; and re-entry

ALTERNATIVE DISPUTE RESOLUTION SERVICES

1989 - Present

Veronica Mikho, Director of Community Mediation 619.398.0494

Main Office: 530 B Street, Ste 1700 San Diego, CA 92101

Central Office: 4305 University Avenue, Ste 110, San Diego, CA 92105

East County Mediation Room: 181 Rea Ave, Ste 101, El Cajon, CA 92020

North County Office: 380 S Melrose Dr., Ste 300 Vista, CA 92081

Countywide community and small claims mediation services for residents of San Diego County resolving more than 1,200 conflicts each year. Dispute types include neighborhood, family, business, relationships, landlord tenant, and consumer merchant. Training and management of a diverse volunteer mediator corps. Ongoing community outreach and education, networking with community based organizations and government agencies throughout the county.

10.2. CONTRACT DEFICIENCIES

NCRC has held dozens of County of San Diego contracts over the past 35 years. In all of that time and in all of those contracts there has only been one instance when corrective action was issued. In January 2016, the contract auditor found that there were two banking procedures that required correction:

- 1) The Financial Officer prepares the deposit slip and takes it to the bank. No separate person verifies the deposit slip before it is taken to the bank. In response to this finding, NCRC added a procedure where another staff person reviews the deposit for accuracy before the Financial Officer takes it to the bank. The procedure was developed within 1 day of the notice of finding.
- 2) The Bank reconciliation is not signed and dated by the preparer and reviewer. In response to this finding, NCRC added a procedure requiring the preparer and reviewer of the bank reconciliation to sign and date. The procedure was developed within 1 day of the notice of finding.

NCRC has never had a breach or noncompliance, failure, or refusal to complete a contract.

10.3. REFERENCES

Bonnie Dumanis, Esq. Retired District Attorney
Phone (SEE CONFIDENTIAL SECTION)
Email (SEE CONFIDENTIAL SECTION)

Bonnie Dumanis has worked with NCRC for decades, and in particular on restorative justice for San Diego County youth since 2009. In her role as District Attorney, from which she retired in 2017, she was an instrumental system partner in the creation of the Restorative Community Conferencing Pilot Project. She championed a vision of equitable justice for all.

Under her leadership, the office of SDCDA committed significant staff resources to the collaborative design and implementation of the program, continuing to this day as a strong referral partner.

Ms. Dumanis can attest to the role of NCRC as the service provider chosen to implement the community led program, the levels of communication and collaboration required as the alternate justice system was put in place, the ability of NCRC to find solutions when barriers were presented, and the remarkable success the of RCC program continues to have.

Additionally, Ms. Dumanis supported the development of the Center for Community Cohesion, the unique matching Juvenile Diversion contract that allowed for the refinement and expansion of the restorative community conferencing, as well as school based restorative practices, communication skills training and community building activities in Southeastern San Diego. That contract provides approximately \$200,000 per year in funding and reside with the Sheriff Department.

Margie DeLeon, Retired Probation Division Chief
Phone (SEE CONFIDENTIAL SECTION)
Email (SEE CONFIDENTIAL SECTION)

Margie DeLeon worked for the County of San Diego Probation Department for 25 years, and with NCRC on restorative justice for San Diego County youth since 2009. In her role as Division Chief, Juvenile Intake and Investigations, from which she retired in March 2020, she was an instrumental system partner in the creation of the Restorative Community Conferencing Pilot Project.

Under her leadership, Probation committed significant staff resources, including her own time, to partnering with the community on the collaborative design and implementation of the RCC program, continuing to this day as the strongest referral partner.

Ms. DeLeon can attest to the quality of service NCRC has provided during the design, implementation, and operation of the community led program, the levels of communication and collaboration required as the alternate justice system was put in place, the ability of NCRC to find solutions when barriers were presented, and the remarkable success the of RCC program continues to have.

San Diego Unified School District
4100 Normal Street, San Diego, CA 92103
(619) 725-8000
Michelle Ferrer, Ed.D., Program Manager
Restorative Justice Practices Department
(619) 725-7364
mferrer1@sandi.net

Michelle Ferrer has worked with NCRC since she was hired as the Program Manager of Restorative Justice Practices Department in January 2019. Ms. Ferrer can attest to team approach NCRC brings to this professional service contract, the flexibility of staff to rise and meet the needs of the school community, the shared interest in student-centered, value grounded, collaboration. This contract is detailed in Section 10.1 Experience and is for approximately \$280,000 annually.

Additionally, Ms. Ferrer is the POC on a newer contract to provide restorative conferences, re-entry circles, and site implementation assistance at selected schools in the SDUSD. The contract is in its first year, so Ms. Ferrer has had the opportunity to work with NCRC staff on the planning and implementation activities. The contract is for approximately \$175,000.

County of San Diego HHSA
1255 Imperial Avenue, Ste 720
San Diego, CA 92101
Maggie Fenn, Human Services Program Manager
(619) 630-6695
Maggie.Fenn@sdcounty.ca.gov

Ms. Fenn has been the County Representative on NCRC training contracts for more than 5 years, and more recently has been the manager of both current NCRC HHSA program contracts:

ADR Services contract approximately \$600,000 annually, ongoing since 1989 (see Section 10.1 Experience)

Live Well Exchange contract approximately \$500k annually, ongoing since 2013, county wide communication and conflict management skills trainings

Ms. Fenn is familiar with NCRC service provision standards, ability to meet objectives, reporting consistency, accuracy, and timeliness. She can also speak to NCRC's ability to rapidly respond to opportunities for new programming and requests for quantitative and qualitative information.

Rafael Monroy
Community Advocate on Education, Restorative, and Indigenous Practices
Phone (SEE CONFIDENTIAL SECTION)
Email (SEE CONFIDENTIAL SECTION)

Mr. Monroy has been working with NCRC in the RCC program for nearly 5 years. A former vice principal and current resident services coordinator at a community service organization, Mr. Monroy participates in RCCs as a community member, a subcontracting mentor, and a co-facilitator.

Mr. Monroy has been a community advocate for restorative and indigenous practices for many years, and can attest to adherence to underlying restorative principles within the RCC Program.

Additionally, he can speak to the experience of being a subcontractor for the RCC program, including, support, assignments, reporting, and payments.

Erik Hernandez
Successful Program Participant
Phone (SEE CONFIDENTIAL SECTION)
Email (SEE CONFIDENTIAL SECTION)

Erik Hernandez entered the Restorative Community Conferencing Program in 2016 as a responsible youth. Since his successful completion, has been volunteering with NCRC on many levels. His most recent and frequent role has been as a youth mentor and young adult advisor to new participants entering the program.

Erik can attest to the quality of service, passion and support NCRC provides participants during the active case and after closure ("Aftercare"). A large component of the program is building relationships and expanding the circle of care through youth and academic development in order to continue building on their social and emotional strengths. This keeps the recidivism rates low and the graduation rates high. Erik can also speak about the family based component of the program, which extends the caring relationships to caregivers and the support systems around them, and the long term, quality care NCRC provides families and community mentors through ongoing engagement and resource sharing.

11. Financial Information

11.1. SOLVENCY AND FISCAL MANAGEMENT

Once at full capacity, the DA -JDI program costs are estimated approximately \$166,000 per month. Please see Exhibit 7 for recent bank statements documenting sufficient reserves. NCRC has a solvency standard of 60 days overall operating reserves and intends to meet both this standard and the contract standard throughout the contract period.

11.2. CURRENT FINANCIAL STATEMENTS

Please see Exhibit 8 for the October 2020 Financial Statements

11.3. AUDITED FINANCIAL REPORTS

Please see Exhibit 9 for audited financial statements of fiscal years 2017/2018 and 2018/2019, including applicable notes, Independent Auditor Reports, and Statements of Findings.

11.4. UNAUDITED FINANCIALS

Not applicable

11.5. ACCOUNTING SYSTEM

NCRC utilizes Quickbooks double entry accounting system under a modified accrual method of accounting. This allows for the segregation of expenses, revenues, and assets for each contract. Protocols utilized to meet contract requirements include:

- Supporting documentation for Claims for Reimbursement submitted to the County;
- A written internal control system that protects against mistakes and fraud;
- Separate accountability of funds through the Cost Allocation Plan
- Secure and organized filing system
- Year-end audit by an independent auditor

The Auditor verifies all source documents flowing into NCRC for accuracy and validity.

It is NCRC's goal to maximize controls over accounting records, therefore we utilize the services of an outside Accounting Service to:

- Process payroll and its related reports and registers,
- Prepare and file quarterly payroll tax returns,
- Prepare and file annual corporate tax return,
- Process annual W-2's and 1099's, and
- Process monthly bank reconciliations, which include the names of preparer & reviewer, signatures, and dates on a report that reconciles to the General Ledger cash account.

Program staff are required to document all expenses in the case management system and submit monthly reports to the Financial Officer. The Financial Officer reconciles the reported expenses and inputs into Quickbooks. NCRC uses QuickBooks class coding to classify program expenses and identify budget line items that are higher than anticipated in any given month. This allows for close tracking and rapid behavior modification. Program management meetings include a review of the program costs and proposed modifications.

When additional opportunities for complimentary programming arise, NCRC Fund development works to reduce costs by leveraging shared expenses with philanthropic or grant support.

Monthly review and analysis of all financial reports by the Executive Committee prior to reporting to the Board of Directors assures the organization that the books are reconciled and in accord with FOMB CFR 200. The Treasurer of the Board of Directors is responsible for making sure that the financial statements are in accordance with generally accepted accounting principles (GAAP).

12. Insurance Requirements and Agreement Acceptance

12.1. The Terms and Conditions have been provided in Word format as part of the RFP (see Exhibit – Terms and Conditions.docx). Offeror should respond to these documents, in accordance with the procedures and format set forth below. Confirm (YES/NO) your organization's acceptance of the proposed County standard terms and conditions, insurance requirements as presented in the RFP.

_X_Yes ___No