



CHANGE FROM WITHIN

Transforming Juvenile Justice
through Community Mentors

A REPORT FROM THE COMMUNITY MENTOR PLANNING INSTITUTE OF THE
SAN DIEGO ALTERNATIVE TO INCARCERATION COLLABORATIVE
SEPTEMBER 2018

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INTRODUCTION

The county of San Diego, CA, is poised to become a model site for Community Mentoring. Community Mentors, also known as Credible Messengers, are neighborhood mentors with lived experience in the criminal justice system who engage justice-involved youth in transformative mentoring relationships. The Community Mentor movement in San Diego has been growing through the efforts of formerly incarcerated mentors, and key Juvenile Justice system leaders, who recognize the power of the approach.

Community Mentoring is a natural fit into San Diego's Juvenile Justice & Delinquency Prevention Comprehensive Strategy ("Comp Strategy"), which emphasizes partnerships between government and community-based partners with the goal of keeping youth out of the justice system. Over the past 25 years, the Comp Strategy has produced numerous partnerships that focus on prevention and early intervention for youth at risk of Juvenile Justice involvement. Yet while there are numerous examples of effective practice and partnership at the front end of the Juvenile Justice system, programming for youth at the "deep end" of the system has been largely limited to confinement and intensive supervision. These youth, often classified as "serious, violent, and chronic" offenders, have not benefited from the same level of community support as youth at the front end of the Juvenile Justice system.



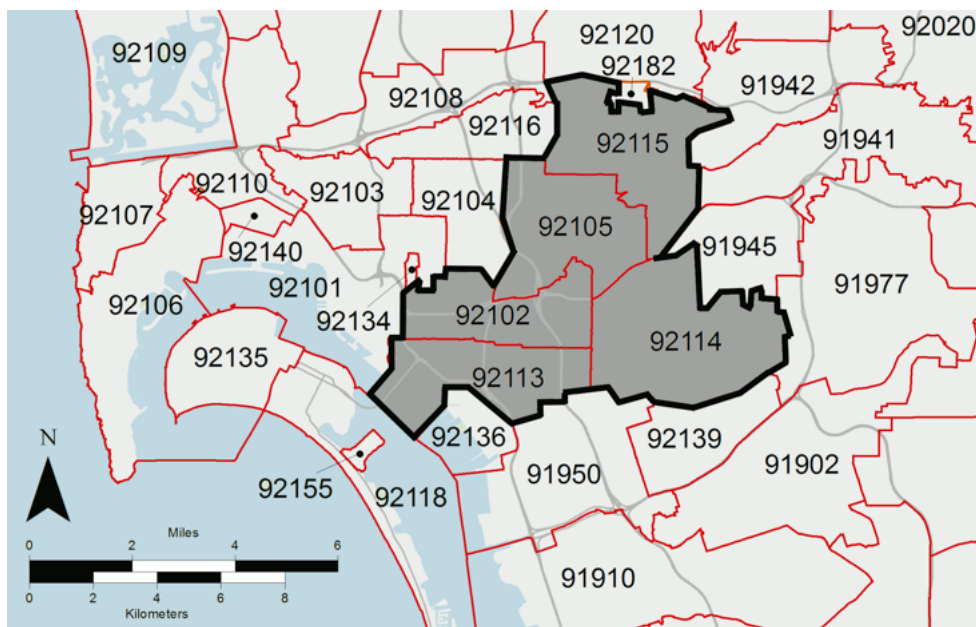
Community Mentors are especially suited to work with these youth. In New York City, the ARCHES Transformative Mentoring Intervention reduced felony reconvictions for high-risk youth on Probation by more than two thirds by matching high-risk youth with Community Mentors (Lynch, 2018). In San Diego, Community Mentors are already partnering with justice system stakeholders to reduce reliance on youth incarceration throughout the continuum of care. Community Mentoring could become an official part of the comprehensive strategy, providing a valuable community partnership for high-risk youth who are otherwise underserved. County officials are making progress to overcome barriers, such as practices that prohibit people with felony convictions to work with youth, and the lack of funding allocated to Community Mentoring.

In early 2017, Community Connections for Youth (CCFY), a leading training and technical assistance provider in building community capacity for Juvenile Justice reform, convened system and community stakeholders in San Diego, CA, for a Community Mentor Planning Institute. The six-month Planning Institute brought together key leaders in Juvenile Justice, social services, and community organizations to study best practices in transformative mentoring, and to design a strategic plan for implementing this approach in San Diego. The group's process and recommendations are summarized in this document.

“ *Community Mentors, also known as Credible Messengers, are neighborhood mentors with lived experiences in the criminal justice system who engage justice involved youth in transformative mentoring relationships.*

THE CONTEXT

San Diego has been experiencing a steady decline in the number of youth processed through the Juvenile Justice system. From 2010 to 2016, the number of juvenile arrests in the County decreased by 67%, from 16,466 in 2010 to 5,462 in 2016 (Office of the Attorney General, 2017). The total juveniles supervised by Probation dropped by 45% over the same period, from 6,846 in 2010 to 3,760 in 2016 (County of San Diego Probation Department [CSDPD], 2016). The decline in arrests, coupled with more robust efforts to divert youth from the front door of the Juvenile Justice system after arrest, has also resulted in a sharp decline in the number of youth in custody. From 2010 to 2016, the number of youth booked into juvenile detention decreased by 50%, from 6,117 in 2010 to 3,043 in 2016 (CSDPD, 2016). In August of 2015, the San Diego Probation Department closed its Juvenile Ranch Facility because of the decline, and in May of 2017, the San Diego County Grand Jury recommended the closure of a second youth facility, Camp Barrett. At a projected annual cost of \$170,844 per juvenile (San Diego County Grand Jury, 2017), the reductions of populations in custody and the closure of facilities creates opportunities for justice reinvestment in community programming that further reduces youth crime and delinquency (San Diego County Grand Jury, 2017).



San Diego County Zip Code Map

Yet, while San Diego's Juvenile Justice population has declined, there are concentrated areas of need. Youth from 5 of San Diego's 36 zip codes account for 18% of the population on juvenile field services (San Diego Probation, 2016). These 5 zip codes (92105, 92113, 92114, 92102, 92115) are contiguous and represent the

neighborhoods of Southeast San Diego and City Heights, which are heavily Latino and African-American. These neighborhoods are drivers of racial and ethnic disparities in San Diego's juvenile justice system. African-American & Latino youth make up just 36% of San Diego's youth population, but 65% of referrals to the Juvenile Justice system in 2016 (San Diego Probation, 2016). Targeted policing in the form of curfew sweeps and gang database inclusion, keeps some youth in these neighborhoods perpetually involved in the Juvenile Justice system.

San Diego County has invested in a continuum of care for youth in the Juvenile Justice system. San Diego County Probation contracts out much of its front-end diversion and interventions to non-profit service providers that provide a range of options for system-involved youth. These services are appropriate for low and medium risk youth, but services for the "serious, chronic, and violent" youth have largely stayed the responsibility of Department of Probation personnel, and tend to be more facility-based than community-based. Community Mentors have demonstrated that they are equipped to provide community-based support for these high-risk and gang-involved youth. However there are barriers that make it difficult for grassroots community organizations to contract with the county, and some of the most effective Community Mentors have been prohibited from officially working with youth because of past felony convictions.

Nonetheless, a community-driven movement to keep youth out of the justice system has been gaining strength, led by Community Mentors and supported by forward-thinking Juvenile Justice personnel. Working with limited funding, Community Mentors are engaging high-risk, gang-involved youth at multiple points along the alternative to incarceration (ATI) continuum. Recently, different county agencies have looked for ways to build the capacity of small grassroots organization and to resource Community Mentoring. The San Diego County District Attorney's Office has invested in community crime prevention by providing small grants for grassroots organizations, and the San Diego County Department of Probation released an RFP in July of 2017 to support Credible Messenger work in the city of Oceanside, California.

METHODOLOGY

The San Diego Community Mentor Institute Planning Team came together in response to a technical assistance award made to a collaboration of community and justice system stakeholders interested in building community capacity for Juvenile Justice reform. Training and technical assistance services were provided by Community Connections for Youth (CCFY), a Bronx-based non-profit organization, through a grant from the Public Welfare Foundation.

PHASE I

CCFY began working with community stakeholders in San Diego in 2014, conducting an assessment of system and community partner's readiness to develop community-driven alternatives to incarceration.

A Core Team that included the United African-American Ministerial Action Coalition (UAAMAC), the National Conflict Resolution Center, San Diego Health & Human Services, San Diego State University, and the San Diego Youth Development Office engaged multiple community and system stakeholders to participate in CCFY's 3-Day Alternative-to-Incarceration (ATI) Training Institute in February of 2015. Following the 3-Day ATI Training, multiple stakeholders came together to form the San Diego ATI Collaborative, with the goal of advancing community-driven alternatives to incarceration.

In addition to the Core Team organizations listed above, participating organizations included the Alliance for Community Empowerment, Community Assistance Support Team (CAST), Center for Positive Changes, Family & Youth Roundtable, International Rescue Committee, New Harvest Church, Paving Great Futures, Project Aware Enterprises, RISE Up Industries, SAY San Diego, San Diego Cultural Arts Alliance, Second Chance, and Youth Empowerment. Participating system stakeholders included the San Diego County Department of Probation, the San Diego Gang Commission, the San Diego Juvenile Drug Court, and the Southeast San Diego Police Department.

During Phase I, the San Diego ATI Collaborative engaged in community-led planning efforts to further work in the areas of Community Partnerships, System Partnerships, Family Engagement, and Community Mentoring. The planning efforts explored several promising opportunities, including a pilot arrest diversion initiative in Southeast San Diego with enhanced community support. However, it was Community Mentoring that gained the most traction during Phase I, and thus became the focus of the next phase of technical assistance.

PHASE II

During Phase II, CCFY provided technical assistance to a smaller group of community and system stakeholders committed to implementing a specific community-driven approach to reducing youth incarceration.

Several key leaders participated in CCFY's Community Mentor Planning Institute, a 7-session planning intensive to develop a locally-responsive version of the emerging Credible Messenger Mentoring approach. In Phase II, the collaboration was led by Youth Empowerment, a grassroots community organization serving justice-involved youth and families, and consisted of the following community leaders who served as the official members of the Planning Team:

Arthur Soriano, Founder/CEO, Youth Empowerment
Reginald Washington, Founder/CEO, Project Aware
Dana Brown, Executive Director, Youth Voice
Robert Ontiveros, Mentor Coordinator, National Conflict Resolution Center
Jessica Rathbun, Senior Program Manager, SAY San Diego,
Joey Nuñez Estrada Jr., PhD, Latino Coalition For Community Leadership
Rosa Ana Lozada, CEO, Harmonium
Nancy Gannon Hornberger, CEO, SAY San Diego
Pastor Jesus Sandoval, Community Wraparound
Tracy Morris, Founder, Blue Heart Foundation
Tasha Williams, Community Assistance Support Team (CAST)
Bishop Cornelius Bowser, Community Assistance Support Team (CAST)
Carlos Nelson, Youth Empowerment Services
Francisco Carbajal, Program Manager, National Conflict Resolution Center
Juan Valderrama, Youth Empowerment
Brian Pollard, Executive Director, Urban Collaborative

In addition to the community leaders listed above, representatives from the San Diego County Department of Health & Human Services, the San Diego County Department of Probation, and the San Diego County Public Safety Group served as technical advisers to the Institute Members. They participated in discussions of current practices and providing context for the strategy discussions on Community Mentoring. Government agency staff recused themselves from discussions about funding and specific program approaches to avoid potential conflicts of interest pertaining to future RFPs.

The group met seven times between March and October of 2017 from 4:00 PM – 7:00 PM on the second Wednesday of the month. Meetings were held at the Center for Community Cohesion located at 220 Euclid Avenue, Suite 110, San Diego, CA, 92104. The meeting schedule was as follows:

Session 1: Wednesday, March 8, 2017 from 4-7pm

Orientation and Credible Messenger/Community Mentoring 101

The kickoff meeting oriented the members of the Institute and the technical advisors to the objectives, process, and timeline of the Community Mentor Planning Institute. The first session provided a history of the Credible Messenger movement, along with a review of Credible Messenger Mentoring Initiatives on the national scale, including programs in New York City and Washington DC.

Session 2: Wednesday, April 5, 2017 from 4-7pm

Core Components of Credible Messenger/Community Mentoring and Local Distinctions

During session 2, the Institute members and technical advisors studied components of successful Credible Messenger Initiatives around the nation and used a compare and contrast method to identify core components for inclusion in the San Diego approach. The Institute members also identified core values that needed to be part of the San Diego Community Mentor initiative.

Session 3: Wednesday, May 10, 2017 from 4-7pm

Continuum Analysis

During session 3, Institute members, with input from technical advisors, conducted an analysis of community-based programming along the continuum of alternatives to incarceration in San Diego. Institute members analyzed where Community Mentors were already being utilized along the continuum and identified areas that could benefit from implementation/expansion of Community Mentoring.

Session 4: Wednesday, June 14, 2017 from 4-7pm

Target Population & Program Model

During session 4, Institute members and technical advisors identified target populations most in need of Community Mentors and identified strategies for a programmatic approach that would best suit the selected target population.

Session 5: Wednesday, July 12, 2017 from 4-7pm

Program Design

During session 5, Institute members made preliminary decisions on a program design for a Community Mentor initiative in San Diego, along with recommendations for the ongoing sustainability of this approach.¹

Session 6: Wednesday, September 13, 2017 from 4-7pm

Policy Recommendations

During session 6, Institute members and technical advisors reviewed the preliminary draft of the San Diego Community Mentor Institute's Strategic Plan and engaged in discussions around specific policy recommendations to expand the role of Community Mentoring in San Diego.

Session 7: Wednesday, October 4, 2017 from 4-7pm

Barriers to Implementation

During session 7, Institute members and technical advisors discussed barriers to implementation and finalized recommendations for the Planning Institute's final report.

¹ To avoid potential future conflicts of interest, no technical advisors were present at the Program Design session.

POLICY RECOMMENDATIONS

The Community Mentor Planning Institute Team urges San Diego County to provide comprehensive community mentoring support as part of the Juvenile Justice continuum of care for justice-involved youth and their families. The Team believes that Community Mentors should be available to youth and families at every stage of Juvenile Justice system involvement and recognizes the value of investing in Community Mentors as a strategy to reduce system involvement and improve life outcomes for young people.

The Community Mentor Planning Institute Team calls for San Diego County to embrace the following strategies towards reaching this goal:

1. **Fully resource** the involvement of Community Mentors in all programs, practices, policies and procedures for cross-sector, trauma-informed, systems-change efforts for justice-involved youth;
2. **Invest in ongoing training and professional development** for all Community Mentors especially in trauma-informed and restorative justice practices, using the Alliant University Community Mentors program as an example;
3. **Ensure** that contracts for Juvenile Justice interventions includes paid positions for Community Mentors and/or subcontracts with grassroots organizations that employ Community Mentors;
4. **Allocate flexible funding** that enables Community Mentors to employ a wraparound approach with youth and families with access to a broad-based service infrastructure;
5. **Commit to ongoing system/community collaboration** through a Learning Community for Community Mentors and System Partners;
6. **Invest in a collaborative approach** that allows for many Community Mentors representing multiple organizations to work together without competition to meet the needs of youth and families;
7. **Support the leadership of youth, families and communities** in advocating for social justice and authentic grassroots community engagement;

“ The Community Mentor Planning Institute Team urges San Diego County to provide comprehensive community mentoring support as part of the Juvenile Justice continuum of care for justice-involved youth and their families.

CORE COMPONENTS

The San Diego Community Mentor Planning Institute affirms core components of the Credible Messenger approach that have been successfully employed in New York and Washington DC, including:

- Hiring Community Mentors who are Credible Messengers for youth in the justice system because of their lived experience;
- Providing curriculum-based group-based transformative mentoring sessions at least 1-2 times per week, facilitated by Community Mentors;
- Stipends for youth program participants and hot meals at all sessions;



LOCAL SPECIFICATIONS

San Diego County has embraced a number of important philosophies and principles in its move towards a continuum of care for system-involved youth. In keeping with San Diego's commitment to strength-based and trauma-informed approaches to serving youth in the Juvenile Justice system, the San Diego team also identified key specifications that should be part of any Community Mentor work in San Diego so as to remain consistent with existing county efforts. These specifications include:

- Engaging the entire family through a holistic approach
- Providing services through a culturally competent, trauma-informed lens
- Ensuring that all Community Mentors are appropriately vetted, trained and certified to work with youth
- Providing paid in-service training for Community Mentors
- Developing a learning community composed of providers, mentors, and system stakeholders
- Commitment to a collaborative, non-competitive approach to funding and services
- Activating Community Mentors both as an intervention for youth who are already system-involved, and prevention for future justice system involvement for their siblings and peers
- Resourcing a tailored, individualized, wraparound approach that addresses the multiple needs of youth and families
- Utilizing a navigator approach in which Community Mentors guide youth and families through systems and services
- Developing a network of trusted partners who will share responsibility for working with youth and families using "warm handoffs"
- Framing the work through a social justice lens in response to systemic and structural racism that perpetuates racial and ethnic disparities, and including advocacy and policy reform for systems-level change
- Honoring the unique cultural histories of racial and ethnic groups and addressing the ethno-historical trauma of marginalized people
- Connecting young people to education and training and developing young adults as Peer Mentors
- Commitment to a collective impact model to maximize outcomes
- Building both process and outcome evaluation into the implementation of Community Mentoring
- Developing standardization and best practices through practice-informed evidence

CONTINUUM ANALYSIS

The San Diego Community Mentor Institute analyzed the range of available alternatives for youth in the Juvenile Justice system with a specific eye towards where Community Mentors are utilized.

The Institute members reviewed each stage of the Alternative to Incarceration (ATI) continuum (below) to examine existing programmatic options and whether Community Mentors were providing services in the form of alternatives and/or diversions at each stage.

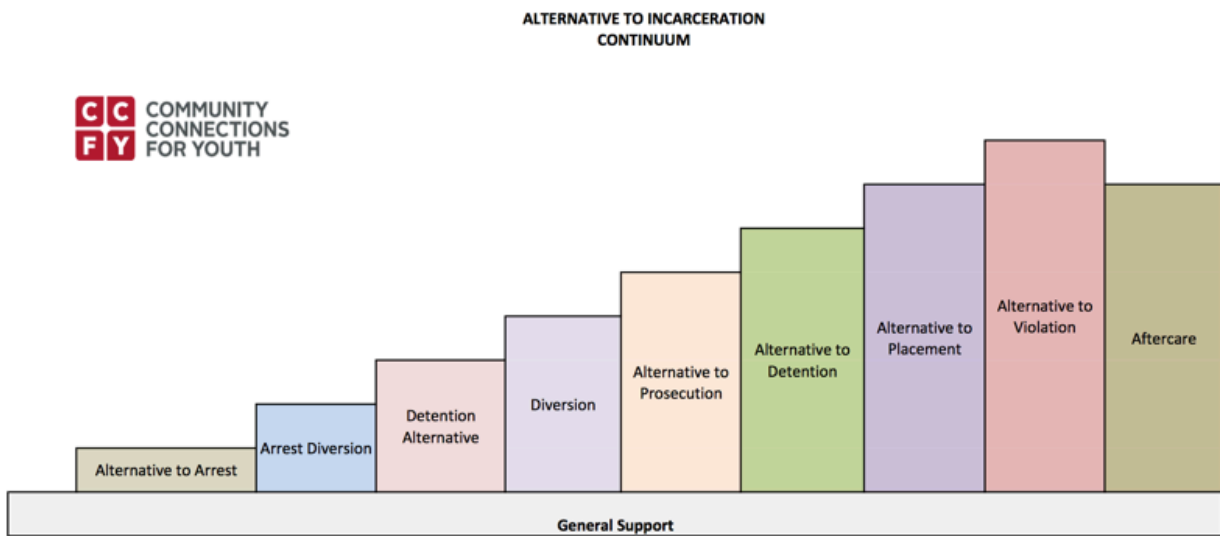


Illustration 1: Alternative to Incarceration (ATI) Continuum

The analysis revealed strikingly different realities in San Diego when it comes to the role of Community Mentors in the ATI Continuum:

- Community Mentors are already effectively serving individual youth on an ad hoc basis throughout multiple stages of the ATI continuum
- While funding may exist in bits and pieces to support the work of Community Mentors, the Community Mentor model is not yet funded as an official part of the ATI continuum

Through dedicated efforts – often in the form of volunteerism – Community Mentors are engaging with youth at multiple points in the ATI continuum, providing arrest diversions and alternatives to detention. Through building relationships with key partners in the Juvenile Justice system and through vigorous advocacy on behalf of youth, Community Mentors are able to provide alternatives for youth who would otherwise go deeper into the Juvenile Justice system. In some cases, the work of Community Mentors is resourced through a small contract, a sub-contract with a larger non-profit, or through a strategic hire.

At the same time, there is nowhere on the ATI continuum where the policy of the Juvenile Justice decision-makers is to refer youth to Community Mentors as an official strategy for diversion. There is also no specific funding dedicated to resourcing the work of Community Mentors, although in the city of San Diego County Department of Probation did release an RFP to resource Credible Messenger mentoring for youth in the city of Oceanside, California. A successful implementation in Oceanside may provide the basis for replication throughout San Diego County.

The San Diego Community Mentoring Institute Planning Team recommends the creation of a pilot project specifically serving Southeast San Diego and City Heights to resource the work of Community Mentors providing services to justice-system involved youth which can then be replicated around the county.

TARGET POPULATIONS

The San Diego Community Mentor Planning Institute Team reviewed different points of the ATI continuum to determine which target population of young people would be most viable for a pilot Credible Messenger initiative. The Planning Team recommends that Community Mentors be available for youth throughout the complete ATI continuum. However, the Planning Team also recognizes that Community Mentors are especially well suited to serve youth at the deep end of the Juvenile Justice system. These youth, characterized as "serious, violent and chronic offenders" often have limited community-based supports that are able to meet their needs due to their risk level and gang affiliation. Community Mentors are especially appropriate for the following youth:

- Youth committed to a juvenile facility who are returning to the community
- Youth with a history of repeated Juvenile Justice system involvement
- Youth who are gang-affiliated

While these target population may be the most challenging to serve, the team agreed that focusing on these young people would be highly impactful for the following reasons:

- There are limited community-based supports for these young people
- Many of the Community Mentors share the same profile as these youth making them Credible Messengers for young people at the deep end of the system
- Effective engagement with these young people would make the biggest impact on reducing community violence and felony re-arrests
- Serving this population would also allow Community Mentors to engage the peers of the target population who are lower-risk and could be diverted before they become deep-end youth, as well as their siblings due to a whole-family approach

The San Diego Community Mentor Planning Institute Team recognizes that Community Mentors also have an important role to play in engaging young people while they are still in custody. Granting Community Mentors access to detention and residential facilities would enable Community Mentors to begin the mentoring relationship prior to release. The team recommends that Community Mentors begin to engage youth at least 60 days before release. Community Mentors could also facilitate mentoring groups that use the same curriculum within facilities so as to provide continuity for youth when they return home.

The Planning Team also recommends that Community Mentors engage youth who are not currently in custody along with those who are returning home. These youth may or not be already justice-involved but are likely to be gang-affiliated and at high risk for crime and delinquency. This "mixed model" program would allow Community Mentors to target the deep-end youth most in need of services, while simultaneously providing preventative support to youth in the community to keep them from being incarcerated.²

The San Diego Community Mentor Planning Institute Team also makes the following policy recommendations for Community Mentoring in San Diego:

System Partnerships

The Planning Team recommends a close working relationship between Community Mentors and government agencies responsible for youth in the Juvenile Justice system. Juvenile Justice agencies should facilitate Community Mentors' access to youth who are in custody, on supervision, or receiving services. For example, the San Diego County Department of Probation should provide Community Mentors with access to youth in custody so they can begin providing transformative mentoring groups within facilities, and meeting one-on-one with youth prior to release. This will improve community engagement upon re-entry. The Planning Team recommends that Juvenile Justice agencies integrate Community Mentors into supervision, service, and re-entry planning, developing protocols that formalize the role of Community Mentors. Where possible, Juvenile Justice agencies should designate a position responsible for coordinating with Community Mentors.

²To reduce the risk of "peer contagion" the model would not serve low-risk youth who are unlikely to experience system involvement, but rather those young people who may not yet have been committed to a facility, but are on Probation or gang-affiliated and already involved in delinquent behavior.

Employment for Community Mentors

The Planning Team recommends that San Diego County invest in the employment of Community Mentors by allocating resources to support living wage jobs (at least \$17 per hour) for Community Mentors. These jobs should be available to any Community Mentor who has been appropriately vetted, regardless of criminal record or nature of convictions (excluding sexual offenses and crimes against children). Jobs for Community Mentors should be full time whenever possible. The Planning Team recommends that youth-serving agencies review their hiring policies and remove blanket restrictions on the hiring of persons with felony convictions that could serve as a barrier to hiring Community Mentors.

Training & Professional Development

The Planning Team recommends that San Diego County invest in the ongoing training and professional development of Community Mentors, both as a means to ensure safety for youth and to promote high quality service delivery on an ongoing basis. The Community Mentors program at Alliant University, an 8-week course that certifies aspiring Mentors, is a model program for preparing this unconventional workforce. Developed in partnership with Community Mentors, the course provides aspiring mentors with the key skills needed to effectively mentor youth. It also serves as a screening and vetting mechanism for aspiring mentors. The Planning Team recommends that any Community Mentor initiatives in San Diego include appropriate training and professional development from a reputable third party with expertise in Community Mentoring.

Transformative Mentoring Groups

The Planning Team recommends that Community Mentors be provided with the resources to facilitate transformative mentoring groups that meet once or twice per week on an ongoing basis. Groups would focus on positive peer and community support using a positive youth development approach that draws heavily on restorative justice and trauma-informed practices. The Planning Team recommends that Community Mentors facilitate a strength-based, culturally appropriate trauma-informed, cognitive-behavioral curriculum that helps young people develop positive youth development competencies, and reject antisocial and criminal thinking patterns. Every group session should feature a hot meal served family-style.

Family Engagement

The Planning Team recommends that Community Mentors also engage the families of youth in the Juvenile Justice system. Wherever possible, a full-time Family Engagement Specialist should be employed as part of any program design involving

Community Mentors. The Family Engagement Specialist would facilitate family support groups, make home visits, accompany parents to visit youth in facilities, and help the family navigate the Juvenile Justice system and other corollary systems. The Family Engagement Specialist would also partner with Community Mentors to co-facilitate family conferences and joint youth & family programming.

System Advocacy

The Planning Team recognizes the important role that Community Mentors play in advocating for youth as they navigate the Juvenile Justice and related systems. The Planning Team recommends that Community Mentors accompany youth to court dates, probation appointments, and other services. The Planning Team recommends that when youth are non-compliant, facing violation, or struggling with court mandates, Probation Officers and other Juvenile Justice personnel work with Community Mentors to find alternative strategies to facilitate youth compliance, rather than relying on incarceration. The Planning Team recommends that Community Mentors participate in family conferencing sessions with Probation Officers and families to find safe and acceptable strategies to keep youth in the community.

Wraparound Services

Because Community Mentors are intimately familiar with the struggles of youth and families in their communities, the Planning Team recommends that Community Mentors utilize a wraparound approach to meeting individual youth and family needs. The Planning Team advocates for Community Mentors to have access to a wraparound fund to provide individualized support for youth and families. Community Mentors would work with youth and families on individualized strategy plans in the areas of education, wellness, mental health, vocational training, recreation, artistic enrichment, employment and other areas that will help them pursue positive and pro-social lifestyles.



Mandates & Terms of Participation

The Community Mentor Planning Institute Team recommends that Community Mentors be resourced to provide long-term relational support to young people that lasts for at least 12 months. Community Mentoring works best when there is no mandatory length of participation or exit date from the program. However, close working relationships between Juvenile Justice personnel and Community Mentors is a best practice for facilitating youth participation. Community Mentors should keep Juvenile Justice personnel apprised of youth engagement. However, Community Mentoring should not be an officially mandated condition of Probation and a young person should never be violated solely for failing to participate in the program. The Planning Team recognizes that youth with open court cases may be mandated to meet with Community Mentors by judges as an alternative to detention or alternative to incarceration, given the advocacy work of Community Mentors.

Incentives

The Community Mentor Planning Institute Team recommends incentives for youth who participate in Community Mentoring. Effective practice includes having youth who participate in group mentoring receive stipends for participation. Stipends have demonstrated effectiveness in keeping high-risk youth engaged in pro-social programming and provide incentives to keep youth from engaging in criminal



activity to earn money. In addition to paid stipends, youth incentives will include hot meals served at every transformative mentoring group, transportation support, and participation in recreational activities and special trips.

Evaluation

The San Diego Community Mentor Planning Institute Team recommends that resources be allocated to evaluate the process of implementing Community Mentoring, and to study the quantitative impacts of these initiatives as well. Independent evaluation will help provide objective feedback on the strengths and challenges of implementing this promising practice, and will also provide hard data on recidivism, crime and delinquency. The Planning Team recommends that Community Mentors and Juvenile Justice agencies cooperate fully with independent evaluators to contribute to the knowledge base of this growing field.

OUTCOMES

The San Diego Community Mentor Planning Institute Team fully expects that investment in Community Mentoring will achieve positive outcomes for program participants, families, and the broader community. The ARCHES Transformative Mentoring Intervention in New York City achieved remarkable reductions in felony reconvictions for youth participants. Youth who received Community Mentoring were 69% less likely to receive a felony reconviction within 12 months, and 57% less likely after 24 months vis-à-vis a balanced comparison group (Lynch, 2018). The San Diego Community Mentor Planning Institute expects that Community Mentoring will produce:

- Reductions in recidivism for program participants defined as reduced re-convictions (true findings) compared with similarly situated youth on Probation
- Reductions in probation violations for youth program participants compared with similarly situated youth on Probation;
- Increased compliance and engagement with Probation for both youth and families on Probation;
- Improved positive life outcomes including more pro-social adult and peer attachment, increased engagement with pro-social community activities, and better involvement with school and work;
- Overall reductions in youth crime and violence in neighborhoods served by Community Mentors;

OVERCOMING BARRIERS

The San Diego Community Mentor Planning Institute Team recognizes that there are historical barriers to the implementation of Community Mentoring in San Diego County. The Planning Team recommends intentional strategic action to ensure effective implementation:

- Contracting challenges for small grassroots faith and neighborhood organizations that do not have a history of receiving government funding;
- Practices that prevent individuals with felony convictions from being employed on contracts that serve children;
- Resistance from Juvenile Justice personnel on sharing information, power, and resources with Community Mentors;
- Competition and "turf issues" between Community Mentors representing different grassroots organizations;

NEXT STEPS

The San Diego Community Mentor Planning Institute Team is committed to advancing Community Mentoring throughout San Diego and invites all relevant stakeholders to join its efforts to ensure that young people at risk for justice system involvement are connected to individuals whose lived experience can help them avoid the pitfalls of crime and incarceration.

As the work in San Diego moves towards implementation (Phase III), the Planning Team welcomes the involvement of an ever-increasing circle of community members, faith leaders, service providers, system stakeholders, researchers, and funders who will help make this vision a reality in San Diego.



APPENDIX

Sample Budget for a Community Mentoring Initiative

Program Costs

The annual cost of a Community Mentor Initiative is \$12,500 per youth. The initiative will serve 40 youth per year, which comes out to \$500,000 annually for the entire initiative. With the cost of juvenile incarceration in San Diego now projected at \$170,844 in FY 2017, the cost is a fraction of what it costs to place a child in a facility. In fact, if the initiative keeps just three young people from returning to a juvenile facility, the initiative will pay for itself by saving the county money on incarceration costs ($\$170,844 \times 3 = \$511,332 > \$500,000$). The budget for the Community Mentor initiative includes the following staffing:

- One FT Project Director
- One FT Family Engagement Specialist
- Two FT Community Mentors
- One FT Administrative & Data Specialist
- Three PT Community Mentors
- One PT Peer Mentor

Additionally, the budget would allow for the following Other Than Personnel Services (OTPS):

- Stipends for Youth Participants
- Hot Meals at Every Group
- Wraparound Support for Youth & Families
- Travel Support for Youth & Staff
- Program Activities, including trips and recreation
- Program Supplies
- Administrative Costs

Full Initiative Costs

The San Diego Community Mentor Planning Institute also recommends that the county allot an additional \$250,000 towards resourcing the learning, coordination and evaluation of the Community Mentoring Initiative. These costs include a Facility Coordinator, a Community Coordinator, a Learning Community Facilitator, and the cost of external evaluation.

Sample Program & Supplemental Budget

LINE ITEM	DESCRIPTION	PROGRAM COSTS	ADDITIONAL COSTS	TOTAL
INCOME		\$500,000	\$250,000	\$750,000
EXPENSES				\$0
<u>Personnel</u>				\$0
<i>Full Time Personnel</i>				
Project Director	Full time at \$22 per hour	\$45,760		\$45,760
Community Mentor	Full-time at \$17 per hour	\$35,360		\$35,360
Community Mentor	Full-time at \$17 per hour	\$35,360		\$35,360
Family Engagement Specialist	Full-time at \$18 per hour	\$37,440		\$37,440
Administrative & Data Specialist	Full time at \$16 per hour	\$33,280		
Facility Coordinator	*May be an assigned Probation position		\$41,600	
Community Coordinator	*May be an assigned Probation position		\$41,600	
<i>Part Time Personnel</i>				
Community Mentor (PT)	20 hrs/wk at \$17/hr for 52 weeks	\$17,680		\$17,680
Community Mentor (PT)	20 hrs/wk at \$17/hr for 52 weeks	\$17,680		
Community Mentor (PT)	20 hrs/wk at \$17/hr for 52 weeks	\$17,680		
Peer Mentor (PT)	15 hrs/wk at \$15/hr for 52 weeks	\$11,700	\$15,600	\$27,300
Total Salaries		\$251,940	\$98,800	\$350,740
		\$49,530	\$20,696	\$70,226
Fringe Benefits (calculated at 23% for FT staff, 10% for PT staff)				\$0
<u>OTPS</u>				
Consultants	Learning Community Coordinator		\$30,000	
Database	Database Subscription for Data Collection	\$0	\$10,000	\$10,000
Evaluation	Process Evaluation for Community Mentoring Initiative		\$75,000	
Food & Meetings	Hot meals for all group sessions & special events	\$20,000	\$5,000	\$25,000
Professional Development	Professional development and training for project staff	\$10,000		\$10,000
Program Supplies	Program supplies, curriculum	\$8,313	\$2,895	\$11,208
Stipends	Stipends for program participants	\$40,000		\$40,000
Travel	Travel support for youth and for staff	\$15,000	\$5,000	\$20,000
Wraparound Support	Wraparound funding for youth & family needs	\$20,000		\$20,000
Youth, Mentor, Family Activities	Youth, Mentor & Family Activities (trips, retreats, etc.)	\$20,000		\$20,000
Total OTPS		\$133,313	\$97,895	\$231,208
Indirect Costs	Calculated at 15% of direct project costs	\$65,217	\$32,609	\$97,826
Total Costs		\$500,000	\$250,000	\$750,000

**Note: this is an approximate recommended sample budget. Providers may propose different cost structures that can achieve similar outcomes, including variations on the number of FT and PT staff*

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