

2024 - 2026

TRANSFORM YOUTH JUSTICE (TYJ)
ENDING GIRLS' INCARCERATION (EGI)
CALIFORNIA ACTION NETWORK

REQUEST FOR APPLICATIONS
OCTOBER 2024



THE CENTER
at Sierra Health Foundation

Eligible Counties:

Imperial, Los Angeles, Sacramento and San Diego

READ ALL INSTRUCTIONS AND CRITERIA CAREFULLY

EGI-CA ACTION NETWORK (AN) BACKGROUND

The Request for Applications (RFA) for the 2024 – 2026 Ending Girls’ Incarceration (EGI) California (CA) Action Network’s (AN) award opportunity is funded by the Office of Youth and Community Restoration (OYCR).

In 2023, the OYCR of the California Health & Human Services Agency [launched](#) a groundbreaking statewide technical assistance effort: The Ending Girls’ Incarceration (EGI) in California (CA) Action Network (AN) or “the Network.” The Network aims to reduce, and ultimately eliminate the incarceration of girls in the state of California. In the first year of the Network, [The Vera Institute of Justice \(Vera\)](#) and OYCR selected four counties—Imperial, Los Angeles, Sacramento, and San Diego Counties— through a competitive application process to be the first cohort of this Network in California, received funding from OYCR and to receive technical assistance (TA) from Vera to end girls’ incarceration. The TA provided by Vera throughout the first year of the Network was for counties to improve their knowledge and skills in ending carceral responses and practices for girls and gender-expansive youth. It was also for counties to identify gaps and needs for alternative responses oriented towards healthy youth development and improved intergenerational life-course outcomes for this group of youth; the TA was inclusive of learning about the implementation of gender-responsive diversion programming.

Through their participation in the first year of the Network, each of these four leading counties received \$125,000. They committed to implement equitable policies, to identify gender-responsive programming needed to immediately reduce girls’ incarceration in their counties, and to set in motion multi-year plans to get to zero. In year one, each county provided data to assess their systems, identified gaps in community-based services needed to serve girls and gender-expansive youth to prevent systems involvement. They also committed to court policy reforms to reduce the number of incarcerated girls and gender-expansive youth.

Now, in the second year of the Network, eligible community-based organizations (CBO’s) in each county can apply to receive funding to support the implementation of diversion programs. These programs were identified in the first year of the Network as needed by their communities with the goal of ending girls’ incarceration (“get to zero”). To fund these programs and make progress towards systems change in these four counties (“get to zero”), the EGI-CA AN Initiative established a partnership between OYCR, Vera and The Center that aims to address the disparities that drive girls’ incarceration as an urgent matter of race, gender and health equity.

The Center is being contracted to support the RFA development, as well as manage the grantmaking process and function of the EGI initiative through its Transform Youth Justice team. This funding opportunity will provide \$4,000,000 in funding—up to \$1,000,000 for each of the four selected counties

over two years--- for community-based organizations proposing to implement programming identified by their respective counties to immediately reduce girls' incarceration.

The Center: The Center is an independent 501(c)(3) nonprofit organization bringing people, ideas and infrastructure together to create a collective impact that reduces health disparities and improves community health for the underserved living in California. The Center pursues the promise of health and racial equity in communities across California. The Center establishes investment partnerships with public and private funders, community members, community organizations, national, state and local government agencies, nonprofits and businesses to advance health equity. For more information about The Center, visit shfcenter.org.

The Vera Institute of Justice Initiative to End Girls Incarceration: Vera has been fighting to end mass incarceration since it was founded in 1961 to advocate for alternatives to money bail in New York City. Vera is now a national organization that partners with impacted communities and government leaders for change. With offices in four major cities, and a team of hundreds of advocates, researchers, and policy experts, Vera works to transform the criminal legal and immigration system so that money doesn't determine freedom; so that fewer people are incarcerated; and so that everyone behind bars is treated with dignity. Vera's mission is to end the overcriminalization and mass incarceration of people of color, immigrants, and people experiencing poverty with the vision of safe, healthy, empowered communities and a fair, accountable justice system.

Vera founded its national Initiative to End Girls' Incarceration (EGI) to address race and gender inequity in communities and within the legal system that fuel disparities and create unique pathways to incarceration for girls and gender-expansive youth. The Initiative aims to zero out the number of young people who are incarcerated on the girls' side of the country's youth legal system. Getting to zero is ambitious but achievable: on any given day, most states have fewer than 150 young people in girls' long-term placement facilities—many of whom are there for low-level offenses such as simple assault and petty theft charges.¹ Since EGI was launched in 2017, Vera has successfully worked in jurisdictions across the country, including New York City, Hawaii, Maine, North Dakota, and California's Santa Clara County.

The Office of Youth and Community Restoration: In July 2021, the OYCR was established through SB 823 (Division of Juvenile Justice Realignment) within the California Health and Human Services Agency (CalHHS). The agency's mission is to promote trauma-responsive, culturally informed, gender-honoring, and developmentally appropriate services for youth involved in the juvenile justice system that supports the youths' successful transition into adulthood. As an agency, OYCR is tasked with making shifts in how California approaches youth justice. OYCR's vision of youth justice is framed by accountability and healing rather than punishment.

MORE ABOUT TRANSFORM YOUTH JUSTICE'S ROLE IN THE SECOND YEAR

¹ Office of Juvenile Justice and Delinquency Prevention, "Census of Juveniles in Residential Placement," <https://www.ojjdp.gov/ojstatbb/ezacjrp/>.

OF THE ENDING GIRLS' INCARCERATION (EGI) IN CA ACTION NETWORK (AN)

This year marks the second year of partnership between California's OYCR and Vera through the transformative new Action Network in California to reduce and eliminate girls' incarceration (EGI) in Imperial, Los Angeles, Sacramento, and San Diego.

For this second year, OYCR and Vera are partnering with The Center's Transform Youth Justice team to support CBO's in these four counties to implement community-based programming that will help keep young people out of court and incarceration. The initiative will address race, gender and health disparities in the youth legal system, and will promote the well-being of girls and gender-expansive youth in the community. The Center will also provide thought partnership for counties as they work to implement court-based policy changes with the same goals and set in motion long-term plans to get to zero.

Expectations for EGI-CA AN selected counties—in year two, each county will:

- Support the implementation of community-based gender and culturally responsive diversion programs in collaboration with the community-based organizations that are funded to provide services through this RFA.
- Continue implementation of court-based policy and formal practice changes to reduce girls' incarceration based on data related to gender, race and health disparities in each county.
- Participate in collaborative planning with other local leaders in their community to develop medium and long-term priorities for continuing the work to get to zero. This will include collaboration in partnership with local government leaders, community members, direct service organizations, and directly impacted young people.

Community-based programs funded through this RFA will be able to use award funds to participate in the local reform process to end girls' incarceration in their county. Their work with young people on the ground should be supported by county leaders and the experiences of youth in their programs should directly inform additional changes that are needed to end girls' incarceration. Each awarded organization will also participate in a statewide community of practice with the other awardees of this RFA (see more information below).

WHY END GIRL'S INCARCERATION IN CALIFORNIA?

Addressing disparities that drive girls' incarceration is an urgent matter of race, gender and health equity. The compounded and intersectional impacts of race and gender inequity within both the community and the legal system have long fueled unique pathways to incarceration for girls and gender-expansive youth. These factors have also contributed to detrimental intergenerational disparities and life-course outcomes for girls and gender-expansive youth of color—particularly Black, Native American, Indigenous and Latina/x/e youth.

This is as true in California as it is throughout the country. In fact, California's first prisons were created to incarcerate indigenous girls and women as a means of "protecting them" from sexual assault—an injustice that echoes today in our country's well documented sexual abuse to prison pipeline. The unjust narrative that girls and gender-expansive youth are "safer" while incarcerated in juvenile halls than in

their own communities continues to drive decision-making in counties across California. Today, Indigenous and Latina/x/e girls account for many detained girls across the state, with Black girls experiencing some of the highest disparities. Black girls' make up only 8 percent of California's youth population but account for 26% of all girls' detention admissions.

In California, over 70% of girls' arrests, 70% of girls' petitions, and over 50% of girls' detentions were for misdemeanor or status offense charges in 2020. This reflects what we see nationally: girls and gender-expansive youth are overwhelmingly in the carceral system for reasons that are not rooted in protecting public safety, for reasons that are not in their best interest, and for reasons that are not in service of healthy youth development, well-being or improved intergenerational life-course outcomes.

As most system actors openly discuss, decisions to incarcerate girls are often driven by efforts to keep them "safe" or "provide access to services" that should be available to all young people in the community. Most incarcerated girls and gender-expansive youth have experienced multiple forms of chronic generational adversity, usually from a young age—including poverty, housing instability or homelessness, child welfare involvement, sexual abuse, commercial sexual exploitation, domestic violence, parental incarceration, historical trauma, discrimination, and many others². Reducing and ending girls' incarceration will require government and community leaders to build gender-responsive, community-based solutions that can address social determinants of health challenges and needs.

Having already made significant progress in bringing the number of incarcerated girls to historic lows, California is now positioned to lead the country in taking the steps needed to further reduce—and ultimately end—girls' incarceration. It's time for California to address long-standing race, gender and health disparities and invest in the programs that girls and gender-expansive youth of color need to thrive in their communities.

HOW IS OYCR SUPPORTING THE EGI-CA ACTION NETWORK?

OYCR was created within the California Health and Human Services Agency (CalHHS) to promote a health and healing-based approach to young people who have committed law violations by, among other things, promoting positive youth development, supporting the reduction and elimination of racial and ethnic disparities in the juvenile justice system, and supporting the reduction of the use of confinement in the juvenile justice system in favor of using community-based responses and interventions. To that end, OYCR is charged with identifying and disseminating best practices in the care of young people who have committed law violations and providing technical assistance to counties to support their care of these youth.

As part of its commitment to promoting practices that will reduce the incarceration of all young people, OYCR is pleased to partner with Vera to help California benefit from Vera's specific expertise in best practices and technical assistance relating to the care of girls who have committed law violations. Due to the smaller numbers of incarcerated girls, their different pathways into the justice system, and their different developmental needs, many jurisdictions in California do not have the gender-responsive

² The Hill. Majority of girls prosecuted, sentenced as adults faced abuse: Survey. Cheyanne M. Daniels. 05/29/24 1:41 PM ET, <https://thehill.com/regulation/court-battles/4691892-majority-of-girls-prosecuted-sentenced-as-adults-faced-abuse-survey/>

programs able to support their care. Based on Vera’s past work, OYCR believes that implementing gender-responsive programming will reduce or eliminate the incarceration of girls, and will benefit all young people who have committed law violations by increasing the availability of gender-responsive programming.

As part of its array of work with counties across the state of California, OYCR has offered to support Vera’s implementation of the EGI-CA Action Network. This includes providing funding to probation departments to support their participation in the Action Network, and providing funding to CBO’s in Imperial, Los Angeles, Sacramento and San Diego Counties to support the proliferation of gender-responsive programming that diverts girls and gender-expansive youth away from youth legal systems and other carceral systems.

THE EGI-CA ACTION NETWORK FUNDING OPPORTUNITY

OYCR is investing \$4,000,000 over a period of approximately two years (12/1/24 - 11/30/26) to fund youth diversion programming and programming for youth referred at multiple system points and reintegrating into the community in each of the four counties participating in the EGI-CA Action Network (AN). In each participating county, between 1-3 organizations will receive a collective total of up to \$1,000,000 per county to support the proliferation of gender-responsive programming that diverts girls and gender-expansive youth away from youth legal systems and other carceral systems. This funding opportunity is open to [emerging grassroots CBO’s](#),³ established CBO’s and Tribal organizations, including federally designated 638 Indian Health Services (IHS) providers, which includes CBO’s and urban clinics in the four California counties: Imperial, Los Angeles, Sacramento and San Diego.

OYCR will fund eligible organizations in Imperial, Los Angeles, Sacramento and San Diego Counties to help end girls’ incarceration through gender-responsive program solutions that promote safety, well-being and freedom.

Selected Counties: These counties were selected to participate in the EGI-CA California Action Network (AN) in 2023 based on a competitive application process through which the selected counties committed to ending girls’ incarceration and provided data demonstrating the possibility for impact in their counties and readiness to implement change.

Rooting Framework: The Transformative Youth Justice Initiative is rooted in the guiding principle that services, inclusive of diversion programs, provided by community-based organizations to youth involved in carceral systems, must be healing-based, trauma-informed, gender-responsive, culturally and linguistically appropriate. In addition, this initiative is rooted in social justice youth development⁴ and

³ Grassroots organizations are just as important as seed money for innovation <https://www.unhcr.org/innovation/grassroots-organizations-are-just-as-important-as-seed-money-for-innovation/>

⁴ Ginwright, Shawn, and Julio Cammarota. “New Terrain in Youth Development: The Promise of a Social Justice Approach.” *Social Justice*, vol. 29, no. 4 (90), 2002, pp. 82–95. *JSTOR*,

positive youth justice⁵ approaches to meet the needs of youth involved in carceral systems. Both social justice youth development and positive youth justice as frameworks, expand on the scientific literature of positive youth development. However, positive youth justice applies positive youth development approaches in the juvenile justice system context, and social justice youth development expands positive youth development to address social and systemic factors including racism, xenophobia and other racial inequities that youth face as they develop into adulthood (Ginwright & Cammarota, 2002).

The scientific literature also establishes that the needs of youth involved in carceral systems are interconnected with social determinants of health needs, and these in turn are often rooted in systemic inequities exacerbated by systemic racism⁶. Social justice youth development acknowledges these systemic forces and supports young people in developing the skills and knowledge necessary to transform the systems that influence their health outcomes, their lives, neighborhoods and broader communities. Social justice youth development expands the traditional asset-based youth development approach by supporting civic engagement and leadership development, as well as working to dismantle structural inequities and harmful narratives, while promoting the building of community-based infrastructures of care necessary for positive youth development, wellbeing and improved health outcomes. The inequities that youth involved in carceral systems face include the sexual abuse to prison pipeline, the criminalization of youth of color, the school-to-prison-to-deportation pipeline, housing insecurity/homelessness, inequitable education and inequitable economic opportunities, to name a few.

Transparency Statement: We recognize that this funding opportunity for CBO's may constitute a major source of funding for an organization's annual operating budget. It is important to share upfront that this funding opportunity is as of right now, a one-time funding opportunity. The Center encourages organizations to plan and budget accordingly.

EGI VALUES AND GUIDING PRINCIPLES

OYCR, Vera and The Center are partnering with these four counties specifically to design solutions that advance freedom and promote healthy youth development for girls and gender-expansive youth. This partnership is also intentionally explicit about moving beyond emptying and closing the door to facilities towards in-community by-community solutions that provide young people with safety, healing, and opportunity in their communities and that address how race and gender discrimination lead to arrest and legal contact in the first place.

The guiding principles below are what organizations should keep in mind and should inform responses to the RFA's narrative questions. The applicant's approach should be guided by an understanding that:

www.jstor.org/stable/29768150.; Social Justice Youth Work: Actualizing Youth Rights
<http://jyd.pitt.edu/ojs/jyd/article/viewFile/488/462>.

⁵ Butts, J. A., Bazemore, G., & Meroe, A. S. (2010). Positive youth justice: Framing justice interventions using the concepts of positive youth development.

⁶ Bui, J., Wendt, M., & Bakos, A. (2019). Understanding and addressing health disparities and health needs of justice-involved populations. *Public Health Reports*, 134(1_suppl), 3S-7S.

- Solutions must be rooted in best practice, lived experience, and on-the-ground expertise.
- Program staff should reflect the identities of girls and gender-expansive youth who are incarcerated.
- Principles of equity recognizing the need to strive for race, gender and health equity in program activities and outcomes.
- Programs and services are culturally responsive, trauma-informed, healing-based and linguistically appropriate.
- Programs and organizational priorities are informed by, and with youth involved in carceral systems.
- An intersectional approach to health equity.
- A commitment to youth and family engagement.
- Prevention and education that is tailored and utilizes stigma-reducing approaches.
- Principles of shifting power and agency to those who are closest to the problems and solutions.

SELECTION CRITERIA: ALIGNING INITIATIVE GOALS AND FUNDED PROGRAMS

Across all four EGI California Action Network sites, themes regarding pathways into the carceral legal system and reasons underlying detention largely conformed to national trends. These themes included:

- ✓ Detaining girls and gender-expansive youth due to a lack of resources to meet their needs in the community. Particularly a lack of services for girls and gender-expansive youth with higher needs—including services that are effectively coordinated to address overlapping housing, safety, and mental health needs or involvement in multiple systems.
- ✓ Detaining girls and gender-expansive youth who are considered a flight-risk for having a “history of running away” or leaving home or care, recently or in the past.
- ✓ Detaining girls and gender-expansive youth for their own personal safety, particularly in cases where young people are being sexually exploited and/or there are concerns due to acute mental health and/or substance use needs.
- ✓ Detaining girls and gender-expansive youth who are impacted by housing instability, lack strong familial supports at home, and have “nowhere else to go.”
- ✓ Detaining girls and gender-expansive youth who are deemed as “difficult to serve” or seen as less likely to succeed in community-based programs for various reasons (e.g., because they may have a perceived history of “failing” programs in the past) and/or may be hard to reach through traditional means of outreach.

Evidence shows that detaining girls and gender-expansive youth due to concerns for their individual safety or for immediate human service needs is completely out of step with best practices, that this exposes them to more harm, and it can exacerbate the very issues that brought them to court in the first place. Given this, proposals to this RFA will be evaluated based on alignment to the EGI initiative goals:

1. Implement gender-responsive diversion programming to keep young people in the community.

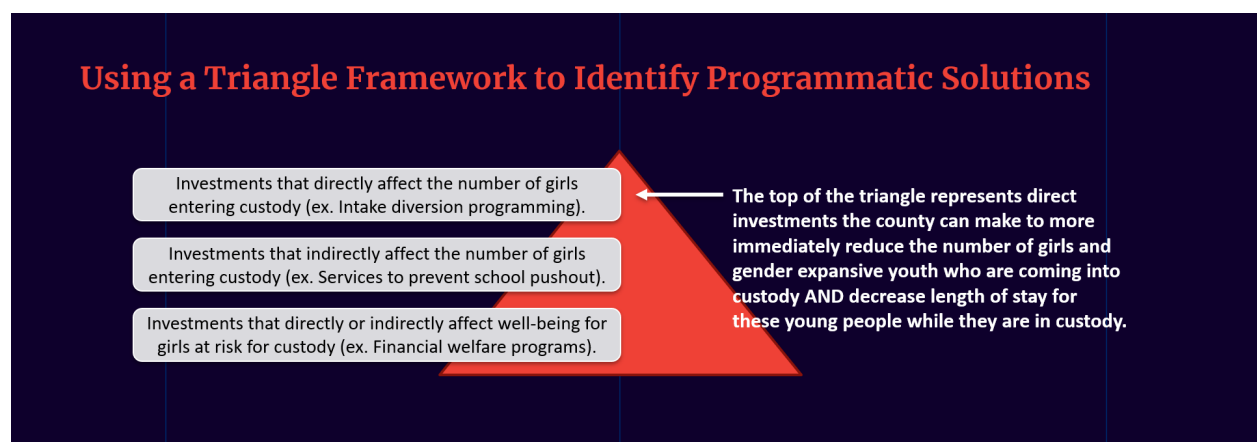
Evidence demonstrates that many young people in today’s carceral legal system should be diverted from formal court processing and that the majority of those who are formally court involved can be safely

served through community-based alternatives that address accountability without reliance on detention and placement in facilities. Programs funded through this RFA will have the goal of implementing diversion through the provision of community-based programs that serve young people in the community and prevent incarceration in detention and placement facilities. Implementation of gender-responsive diversion programming will require unwavering engagement, creative strategies rooted in transformative relationships and accompaniment to support them in finding pathways to healing, and more effort to divert from system involvement. Taking this into account, programs funded through this solicitation will be designed to:

- Divert young people away from formal court involvement. To ensure the program is truly diversionary and avoids net-widening, young people should be eligible to participate in the program without any involvement in the carceral legal system.
- Support young people who are court involved to minimize deeper involvement with the carceral legal system and avoid incarceration in a detention center or placement facility.
- Promote successful community reintegration for young people being released from facilities to the community, including engaging young people while inside facilities to plan for their release.

Girls and gender-expansive youth who are already involved in carceral legal systems or who are most at risk to become involved with the carceral legal system are often the young people who are most impacted by trauma, have more acute mental health and/or substance use needs, may require higher number of dedicated hours to serve. Because these youth require so much effort to engage and may have more complex needs, they are often excluded from existing continuums of care and may get “stuck” in cycles of incarceration as a result. It’s these young people that OYCR is hoping that programs funded through this RFA will serve.

With this goal in mind, applicants should consider the tiered framework below. Using this framework, the tip of the triangle represents programming that immediately reduces the number of girls and gender-expansive youth who are coming into custody and decreases length of stay for young people when they are in custody, while programming toward the middle and bottom of the triangle represents programming that may indirectly affect custody (e.g., school after care programming) and programmatic solutions that focus on girls’ well-being and healing more broadly (e.g., financial welfare programming or primary prevention of abuse.) Stronger applications will propose top of the triangle programming.



Applicants are encouraged to provide preventive services but should prioritize programming at the tip of the triangle that targets the populations noted above with the goal of more immediately reducing detention numbers in girls' units, how deep girls and gender-expansive youth get into the legal system, their entry into facilities, the amount of time girls are involved in the legal system, and addressing the racial and gender disparities that impact young people across key system points.

2. Promote in-community well-being, healing and safety of girls and gender-expansive youth through implementation of healing-based, gender-responsive and culturally appropriate diversion programs and through transformative relationships, engagement and accompaniment.

Girls and gender-expansive youth may enter the carceral legal system for different reasons than cisgender boys. This means that effective diversion responses also need to be different and deliver programming that accounts for the social inequities and power dynamics that drive incarceration of girls and gender-expansive youth, disproportionately impacting those of color and especially Black, Native American, Indigenous, and Latina/x/e youth. There is no single definition of gender-responsive programming. The evidence supports gender-responsive strategies that can be incorporated and applied through a variety of program models or service types to effectively engage girls and gender-expansive youth.

In other words, gender-responsive programming is not just about “what” a program does (for example, group or individual models, housing interventions) or the content it delivers (such as curriculum on economic opportunity, healing from trauma or restorative-transformative-healing justice), but also about how the program engages girls and gender-expansive youth in a manner that is responsive to the fullness of young people’s identities, which from an intersectional framework is inclusive of gender, race, ethnicity, culture, heritage and other identities. How the program engages girls and gender-expansive youth should also address the gender inequalities that they experience in their communities, including but not limited to gendered violence or lack of access to programming due to the childcare needs of young parents.⁷ Effective strategies for gender-responsive engagement and programming include:

- **Healing-based, culturally-responsive and gender-affirming engagement and programming.** This effective program orientation and paradigm requires staff that reflect the identities of girls and gender-expansive youth who are incarcerated. Staff that reflect the experiences of girls and gender-expansive youth, or who are typically skilled in this approach include, but are not limited to, credible messengers, community violence intervention workers, community health workers, doulas, peers, community healers, and practitioners of Restorative Justice, Transformative Justice and/or Healing Justice. Stronger applications will be from organizations who have staff who share life-experience(s) with the girls and gender-expansive youth that are being incarcerated. This approach also requires comprehensive staff training including, but not limited to, the following:

⁷ This writing is excerpted from a forthcoming publication by Vera Institute of Justice’s Ending Girls’ Incarceration Initiative and New York University’s Rise Lab. The strategies here are drawn from research on gender-responsive and “advocacy-based” programming.

- How healing-based, culturally-responsive and gender-affirming engagement supports healthy youth development and improved intergenerational health outcomes for youth involved in carceral systems.
- Understanding how social inequities and power structures contribute to systemic disparities and detrimental health outcomes specifically for girls and gender-expansive youth.
- Ensuring program considerations of the young peoples' full identities.
- Understanding the ways in which racism, sexism, homophobia, and transphobia have shaped and continue to impact their life experience and intergenerational life-course outcomes.
- How to promote youth awareness and empowerment for young people to co-create and champion alternative environments that uplift girls' power, agency and choice (social justice youth development).

** Stronger applications will detail the implementation of culturally-relevant healing practices and healing-based engagement intended to meet the unique needs of youth most impacted by the carceral legal system.*

- **Prioritizing self-determination.** Recognizing that young people are experts in their own lives, programs must work alongside girls and gender-expansive youth to identify needs and goals, and must co-develop strategies for each in a developmentally appropriate manner.⁸ Rather than exclusively targeting young people's behaviors or interpersonal relationships, programming must center around promoting overall well-being by uplifting resilience, demystifying strategies for obtaining resources, and helping young people recognize their strengths, assets, and capacity for self-advocacy. This means prioritizing girls and gender-expansive youths' self-determined needs and goals over any programmatic goals or requirements.
- **Emphasizing flexibility and fun to support engagement.** Implementing flexible meeting times with young people at youth-determined meeting locations and creating time for breaks, breathing room and fun, and laughter create alternative environments that allow girls' and gender-expansive youth to engage on their own terms and maximize their choice. Responding to a missed meeting not with a reprimand, but with support and an acknowledgement of the complexity of their lives is a strengths-based way to reinforce girls' and gender-expansive youths' humanity, help them feel seen, and encourage their continued engagement.
- **Reframing what accountability means to apply to programs as well as young people.** Create program accountability structures that focus on the *program's* accountability to engage, show

⁸ Javdani, S., & Allen, N.E. (2016). An ecological model for intervention for juvenile justice-involved girls: Development and preliminary prospective evaluation. *Feminist Criminology*, 11(2), 135-162. Preliminary findings also show that these approaches are effective at increasing resilience and self-efficacy, while reducing delinquent behaviors, internalizing symptoms (e.g. anxiety and depression), substance use, sexual risk taking, and state and trait anger; Javdani, S. (2013). Gender matters: Using an ecological lens to understand female crime and disruptive behavior. In B.L. Russell (Eds.) *Perceptions of Female Offenders: How stereotypes and social norms affect criminal justice responses* (9-24). New York: Springer.

up, and succeed on girls' terms; rather than exclusively focusing on holding girls and gender-expansive youth accountable for engaging with and completing the program and its mandates, on its terms. This means continually innovating program processes to meet girls and gender-expansive youth where they are at, and turning the lens on the program rather than the girl or the youth when things are not working.

- **Tolerating distress and promoting patience.** Support and train staff to tolerate distress and sit with the discomfort of how long it can take to “see” results without labeling girls as non-compliant, failing them out of programs or extending community supervision. It takes time for trust with any program to build, and for girls and gender-expansive youth to believe that their own needs and expertise are truly being prioritized. Reward a focus on longer term self-determined solutions over short term fixes even when they do not feel good for program staff.
- **Using the tools of systems in ways that support girls and gender-expansive youth.** Programs must be adept at supporting girls in navigating their system involvement and leveraging their knowledge of the system to provide the kinds of supporting documentation, testimonials, and contextual information that will be maximally useful to girls' goals as they navigate key legal decision points. Programming must be attentive towards the larger dynamics and demands of the carceral legal system, and navigate these intentionally, pushing back where necessary to support and prioritize the needs of girls and gender-expansive youth.
- **Providing economic supports.** Attend to the symbiotic relationship between gendered experiences of trauma, abuse, and marginalization and economic opportunities. Because economic challenges are an additional driver of incarceration, girls and gender-expansive youth should receive economic and material supports that alleviate the pressures they face to survive from day to day, allowing them to fully participate in programming and focus on their healing. Young people should receive stipends for participating in programming and have access to flexible economic support systems that can help cover basic needs for them and their families.
- **Mirroring strategies with staff.** Staff can only create safe and healing environments for youth when they themselves experience those environments. Programs must mirror these same strategies for program staff so that they feel the power of a humanizing interpersonal and community environment, so that staff can better create that for youth. Provide humanizing staff training and support that emphasizes our common and collective humanity.⁹ Training should emphasize and allow time to practice effective and reflective listening. Active listening and rapport building with young people should be emphasized over content delivery as the priority at the core of programming. The key is cultivating transformative relationships, not just implementing a banking model of programming.

⁹ Javdani, S., Godfrey, E.B., Ducat, C. & Jumarali, S. (2023). "Listening is where love begins": Advocacy for system-impacted youth as a setting of critical consciousness development. In E. B. Godfrey, & L. J. Rapa, (Eds.). *Developing critical consciousness in youth: Contexts and settings*. Cambridge University Press.

These strategies can become part of many different types of transformative program models that communities can build out in their continuums of care, including specialized programs to address needs related to commercial sexual exploitation of children, mental health, substance use or family conflict. The specific program areas to be funded through this request for applications are informed by assessments of each county's continuum of care and are described in the county-specific sections below.

ALL FUNDED PROGRAMS WILL SHARE THE FOLLOWING OUTCOMES

Based on the goals above, all programs funded through this RFA will be required to provide quarterly reports on how they are achieving the following initiative outcomes shared by all four Action Network sites. CBOs will report quarterly on:

- 1. Improved knowledge and skills that maintain and strengthen OR develop and implement community-driven gender and culturally responsive, healing promoting programs that offer counties effective diversion options to incarceration for girls and gender-expansive youth.** Funded CBOs will report quantitatively on how many young people they are able to engage, their demographics, and at what service level (such as duration of service or number of engagements). They will also report qualitatively on how programs are actively meeting the needs of young people in communities and building community-based diversion and alternatives to incarceration for girls and gender-expansive youth through the use of healing-based, culturally appropriate, and gender-responsive approaches. This will also involve program evaluative reflections about facilitators and barriers toward engaging young people and supporting them to identify sustainable pathways out of the carceral legal system. Awarded organizations will be expected to establish and maintain at least one gender-responsive, healing-promoting program that serves girls and gender-expansive youth and tracks program progress and challenges.
- 2. Improved knowledge and skills related to unwavering and transformative commitment in engaging and supporting young people through their programming.** CBOs will report on their commitment to and progress towards serving all young people they encounter, regardless of their circumstance and/or the complexity of their needs. This may include detailing efforts CBOs have made to build trust with young people over time, particularly groups who may require the most effort to divert (e.g., youth most impacted by trauma); efforts CBOs have made to repeatedly engage young people despite setbacks; and learning/training CBOs have are expanding their capacity to continually engage youth with complex needs (e.g., trauma-informed learning, training to improve staff facilitation, learning to improve engagement with young people with more acute needs, etc.). It will include evaluative reflections on barriers and facilitators to serving these young people (such as staffing capacity) and systems interactions (such as collaborations with public defenders, navigating probation or service referral networks), or other factors of importance to the program. Awarded organizations will be expected to demonstrate transformative engagement practices and strategies that facilitate a positive environment and experience for youth participants over the duration of the award term, with documented strategies of that transformative engagement of girls and gender-expansive youth.

3. **Improved knowledge and skills in supporting the leadership of young people in generating possibilities towards systems change of local-regional juvenile justice system(s) through community and system-level engagement and collaboration.** CBOs will report on how they are using or developing best practices on engaging and supporting girls and gender-expansive youth to inform their county's response to young people. This may include reporting on leadership development of staff; coalition-building capacity; and training in policy analysis with a focus on promoting in-community, by-community gender-responsive, culturally appropriate, healing-based approaches and alternatives that reduce reliance on incarceration for girls and gender-expansive youth in a jurisdiction. CBOs will also report on efforts they have made to collaborate with schools, health providers, and local agencies and organizations across the continuum of care, especially organizations led by system-involved people; serving gender-expansive youth; healing from sexual or gender-based violence; providing family, work, education and/or life skills support. This may include detailing efforts CBOs have made to create a comprehensive, community-based infrastructure and network of learning and care specifically designed to meet the needs of girls and gender-expansive youth in a way that is inclusive of social determinants of health needs of girls and gender-expansive youth. Awarded organizations will be expected to support the leadership of directly impacted girls and gender expansive youth in participating in at least 1 collaborative meeting annually with local stakeholders to advance ending girls' incarceration and address systemic barriers in respective counties.

4. **Improved knowledge and skills related to incorporating young people's perspectives on how the program is operating and serving youth.** CBOs will report on how they are providing girls and gender-expansive youth a mechanism and process to voice and provide feedback on how programming is being implemented and how CBOs are working collaboratively with young people to improve programming so that it is responsive to the needs of girls and gender-expansive youth as defined by them. They will also summarize and share youth feedback and perspectives regarding the program or their experiences with navigating systems to access needed support and find pathways out of the carceral legal system. Awarded organizations will be expected to incorporate youth participant recommendations and feedback into at least one program improvement annually.

5. **Improved knowledge and skills to establish or maintain robust internal systems and processes oriented for sustainable program operations.** CBOs will report on improved governance structures, financial management, and data collection that enable CBO's to effectively manage increased funding and resources and to ensure long-term stability and growth to serve girls and gender-expansive youth involved in, or at risk of involvement in the carceral legal system. Awarded organizations will be expected to develop a program sustainability plan throughout the two years of this initiative in preparation for the end of this, as of now, one-time funding opportunity.

SPECIFIC PROGRAM PRIORITIES OF EACH ACTION NETWORK SITE / COUNTY

Outside of the two goals and five outcomes outlined above for all four counties, organizations applying for this funding should pay special attention to the sections below detailing the program priorities identified by each action network site. The site-specific sections below outline required components of programming specific to each county that applicants will be expected to be responsive to in their

application responses. While programs may not be able to fully meet every criterion, we encourage applicants to address as many as possible to strengthen their proposals.

1. Imperial County: Gender-responsive programming with mobile services or transportation support.

In Imperial County, youth are often referred to probation and detained due to concerns about their safety, due to family conflict, and because they do not have access to needed services in the community. While the County does have resources to support girls and gender-expansive youth, these resources are limited, sometimes located out of the county and far away from youth's community, and often require carceral legal system contact to access. When services and resources are not immediately available for youth and their families, girls are left in detention until support is located.

To better support girls and gender-expansive youth in their communities, and to prevent girls from being detained due to a lack of needed services or due to personal safety reasons, OYCR is seeking applications for a gender-responsive program to holistically support girls and gender-expansive youth who are system involved. Through the provision of both individual and group holistic supports, the funded program will include the following components:

- Culturally relevant healing programming, practices and/or activities
- Provision of individual and group mentorship that encourages youth to develop positive relationships through relevant programming (i.e. healthy relationship curriculums, conflict resolution, wellness etc.)
- Identification of ways to support youth and families outside of "regular working hours" to reduce the amount of time youth spend in law enforcement custody following contact
- Ability to serve youth without parental consent when legally permissible and/or take steps to receive permission from appropriate authorities when parents will not provide their consent
- Implementation of a warm hand-off protocol to receive referrals from Probation and introduce program to youth in order to gain their consent for participation
- Ability to serve girls and gender-expansive youth with higher needs (i.e. Commercial Sexual Exploitation of Children (CSEC), Substance Use Disorder (SUD), mental and behavioral health) or strong referral system to non-punitive resources that can meet their needs
- Demonstrated capacity to effectively engage LGB/TGNC youth or a strong collaboration with an LGB/TGNC specific organization to meet their unique needs (LGB/TGNC: A catchall acronym for people who are lesbian, gay, bisexual, transgender, or gender nonconforming, to cover a range of sexual orientations, gender identities, and gender expressions)
- Provision of resources to caregivers and families to help families effectively maneuver systems, find preventative and intervention-based resources, and resolve conflict
- Ability to support youth and families in family-finding to avoid unnecessary detention due to lack of housing and/or placement options when youth cannot return home
- Use of credible messenger and/or community-health worker staffing is encouraged

The program should provide services primarily in the community, rather than primarily in law enforcement facilities, and make every effort to be accessible to young people, either by providing mobile supports that travel to young people to meet them in their community or provide transportation supports to youth and their families when they must travel to a program site.

2. Sacramento County: Gender-responsive, transformative and self-determination mentoring.

In Sacramento County many girls and gender-expansive youth are being screened into detention even in cases where they pose little to no threat to public safety. Often this happens because girls are not able to return home and there is nowhere else for them to go, because they are considered a flight risk, and/or because there are concerns related to the girls' safety.

To divert girls and gender-expansive youth in Sacramento away from carceral legal systems and to support their health and wellbeing in the community, OYCR is soliciting applications for a gender-responsive transformative mentoring program for girls and gender-expansive youth. The funded transformative and self-determination mentoring program will aim to pair each young person who is referred to the program with a coach/mentor who will meet young people in the community on a regular basis to provide one-on-one transformative and self-determination mentoring.

Using a tiered service model to determine the specific level of support each young person referred to the program will need to be successful, holistic, more intensive healing-promoting, non-incarceration and non-surveillance support(s) should also be provided as needed to "wrap around" girls and gender-expansive youth and ensure that girls are better able to navigate systems and access the appropriate resources that they will need to thrive in their communities. These holistic, wrap-around support services provided must not replicate an experience or practice of detention-like surveillance for young people, and re-incarceration should not be the unavoidable consequence of the intended program and/or of the wrap-around service(s).

While girls and gender-expansive youth have varying needs, there are several key program components that will be needed to be included to address specific drivers of girls' incarceration in Sacramento County. All elements of the program should be intentionally designed to support young people in cultivating their leadership skills; building their self-reliance; forging healthy social relationships; developing diverse strategies to avoid engaging in criminalized behavior/activities; and greatly enhancing their educational experiences and work opportunities (see Goal 2: Promote in-community well-being, healing and safety of girls and gender-expansive youth through implementation of healing-based, gender-responsive and culturally appropriate diversion and through transformative relationships and accompaniment). In addition, the more intensive, holistic supports provided by the program should include the following, at a minimum:

- Connecting young people in the program and their families to needed services and resources in the community and helping to facilitate a warm hand-off to these resources;
- Assisting girls and gender-expansive youth who participate in the program through the family-finding process to identify safe family members or individuals with whom a young person may stay so that they do not have to be screened into detention due to a lack of housing or placement options including navigating consents required;
- Support navigating the probation system, child welfare system, court system, and other child-serving systems for young people and their families;
- Providing transportation support to/from probation and service appointments in the community;

- A demonstrated capacity to effectively engage LGB/TGNC youth or a strong collaboration with an LGB/TGNC specific organization to meet their unique needs;
- Culturally relevant healing programming, practices and/or activities;
- Use of credible messenger and/or community health worker staffing is encouraged.

While the program may work with girls who are detained at the Sacramento Youth Detention Facility (YDF) to facilitate a smooth transition to programming upon release and may also respond directly to girls and gender-expansive youth at the Neighborhood Assessment Center (NAC), all services are to be located and provided within the community. Centering the value of meeting young people where they are at, young people should be able to go directly to a community-based organization to receive services.

The County of Sacramento is committing to build out these transformative in-community programs and supports to ensure that girls and gender-expansive youth, assessed by probation as low risk, are released and that they are not re-incarcerated because of failure to complete a mandated program. In addition, Sacramento County is making a commitment to monitor and ensure that there is no net-widening as a result of the implementation of these programs, services and supports.

3. San Diego County: Gender-responsive, transformative and self-determination mentoring.

In San Diego County, a lack of gender-specific programming for girls and their families in communities, a lack of access to diverse housing options for girls and gender-expansive youth (particularly those who are CSEC-impacted), and a need for increased support for youth who are coming back to detention on bench warrants for reasons that are not related to public safety, are driving incarceration in the county. Furthermore, many girls in the county are still receiving access to needed services and support via their involvement in the carceral legal and child welfare systems, often compounding and prolonging their involvement in formal court processes.

To divert more girls away from detention and create pathways for girls to receive access to services and supports without the need for formal court involvement, OYCR is seeking applications to provide gender-responsive, transformative and self-determination mentoring programming to holistically support girls and gender-expansive youth using a healing-based, trauma-informed and culturally responsive approach. The funded program(s) will aim to pair each young person with a coach/mentor who will meet young people in the community on a regular basis to provide 1:1 transformative and self-determination mentoring, and facilitate access to services for young people and their families. Credible messengers (CM's) and CM's certified as Community Health Workers should be utilized if possible.

In line with the gender-responsive model defined in this RFA (see Goal 2: Promote in-community well-being, healing and safety of girls and gender-expansive youth through implementation of healing-based, gender-responsive and culturally appropriate diversion and through transformative relationships and accompaniment above), all elements of the program should be intentionally designed to support girls and gender-expansive youth in cultivating their leadership skills; building their self-reliance; forging healthy and positive social relationships between youth and their communities that are long lasting and sustainable; developing diverse strategies to avoid engaging in criminalized behavior/activities; and greatly enhancing their educational experiences and work opportunities. The program also should show

a demonstrated capacity to effectively engage LGB/TGNC youth or a strong collaboration with an LGB/TGNC specific organization to meet their unique needs. In addition, there are several other program components that should be included to address specific drivers of girls' incarceration and needs of girls and gender-expansive youth in San Diego County:

- **Creation of clear pathways for referrals.** To promote prevention and reduce long-term system-involvement, the program should accept referrals from a wide array of sources including probation, child welfare, mental health, the district attorney's office, the public defender's office, and school-based sources. Self-referrals and pathways for referrals from community members and family members, peers, and other non-system actors should also be created so that system contact is not required to receive support.
- **A focus on increasing access to housing resources and supports.** To address the lack of diverse housing options for girls and gender-expansive youth, particularly those who may be CSEC-involved, the funded program should seek to provide specific support to girls and gender-expansive youth in identifying potential housing supports. This may include assisting in family finding processes, working with families to identify respite options so that young people are able to stay at home or in placement, conducting proactive safety planning with girls and their families, and/or offering gender-responsive educational courses to parents to provide guidance to better support their child.
- **Increased support for girls and gender-expansive youth who are struggling to comply with programming requirements in the community.** To help reduce the number of girls coming back to detention, CBO staff should provide direct support to girls and gender-expansive youth who may be struggling to keep up with programming in the community, make court appearances, and/or have a history of leaving home or care. This may include providing transportation assistance to court hearings, community supports, and resources; working collaboratively with girls to identify and address barriers that are causing them to struggle to keep up with their programming/court requirements or leave home or care; and advocating on behalf of girls when the requirements that have been given are overly cumbersome and/or do not take girls' individual needs and circumstances into account.

While the program may work with girls who are detained inside facilities to facilitate re-entry and transitional support into the community upon release from custody, and while the program may also immediately respond to girls and gender-expansive youth at probation intake to prevent them from being screened into detention, all services are to be located in and provided within the community.

4. Los Angeles County: Gender-responsive housing options and family support.

In Los Angeles County, many girls and gender-expansive youth who are brought to juvenile hall do not pose an immediate threat to public safety but are often still detained due to the lack of a short-term respite option when housing is disrupted. When youth cannot return home—either because they lack a stable place to live or because the family refuses to let the youth return home due to conflict—there are limited housing options and support available to young people and their families to keep them out of detention.

Research from both the youth justice and child welfare sectors emphasizes that youth should be in family-based, home-like, non-institutional settings. Girls should return home whenever possible, but in cases where this cannot happen immediately, emergency non-secure and non-punitive options should

be available to eliminate the unnecessary confinement of young people. Staying with a relative or a non-relative extended family member (“fictive kin”/family-like trusted adult) is generally the next best option. If that is not possible, respite shelter homes and/or multi-bed home-like settings as an alternative to detention is a preferred solution for girls at the point of intake while individualized services and longer-term housing options are determined to better support the young person in their community and out of juvenile hall.

Furthermore, a lack of youth and family support on the front end can lead to more youth needing longer term out-of-home placement that often push girls into a cycle of incarceration due to behavior stemming from unmet needs such as running away from placement and receiving a bench warrant. Holistic, gender-responsive and culturally relevant healing support for family conflict resolution, and increased reunification services for girls and families who touch the carceral legal system would address unresolved issues that drive girls into the carceral legal system and away from their home and community. It is important to ensure that youth receive individual support and advocacy, in addition to their families, as not to reinforce or amplify the power imbalance between parent and youth in a family conflict situation.

Examples of housing-related solutions that could prevent deeper system involvement, including detention, include but are not limited to:

- Short-term placement with community members/families identified by a community-based organization with deep ties to the local community. Selected community members would be identified and cleared, trained, supported, and would receive a stipend. This would look like the Host Home model often used for youth in the youth homelessness system, or emergency foster home placements/families in the child welfare system.
- Short-term foster care home placement as an alternative to detention paired with implementing services individually tailored to the youth to provide quick support in hopes of the young person returning home within two weeks, or to give stakeholders time to identify a long-term placement option if returning home is not possible.
- Existing foster-care homes could be supplemented with more support for youth, additional training, more intensive healing-promoting, non-incarceration and non-surveillance services and supports, and increased compensation and support for families to incentivize them to accept youth with complex unmet needs.

Examples of family support approaches that could prevent deeper system involvement, including detention, include but are not limited to:

- Parent peer coaches who are on call to provide support to families and assist with resource connection, system navigation, and crisis intervention.
- Mediation services for young people and their families to resolve more intense or ongoing conflicts.
- Communication skills training for young people and their families, specifically regarding conflict resolution.
- Family and/or parent support groups.

Preferred applicant proposals will include short-term home-like housing solutions for pre-adjudicated girls and gender-expansive youth as diversion from detention intake. However, community-based organizations who can provide healing-promoting, non-incarceration and non-surveillance wraparound supports that help girls return home, assist relatives/fictive kin in being able to care for girls who cannot return home on a short-term/emergency basis, find and support longer-term family placement, and provide youth and family advocacy, are also encouraged to apply. Applicants that plan to serve minors in any housing capacity must have applicable licensing (or demonstrate the ability to partner with agencies with applicable licensing). Applicant proposals should also include a demonstrated capacity to effectively engage LGB/TGNC youth or a strong collaboration with an LGB/TGNC specific organization to meet their unique needs.

VISUAL OF EGI INITIATIVE GOALS, OUTCOMES AND COUNTY PROGRAMMING PRIORITIES



NARRATIVE QUESTIONS FOR APPLICANT ORGANIZATIONS

1. **Organization Description.** Provide a brief overview of your organization (the entity that is carrying out the project) including: a) when it was established, b) its mission c) whom it serves, d) types of programs it operates and e) the geographic area the organization provides services to currently. If applying as a coalition, information about the coalition should be provided. (500 words maximum)

2. **Project Goal.** Given that the key component of this funding opportunity is to make progress on:

(1) The two EGI-CA AN Initiative Goals

(2) The five intended outcomes shared by all four counties

(3) The program priorities identified by each EGI-CA AN Site

Describe how your organization would advance the above in terms of a workplan. Identify the timeline of activities aiming to advance the two initiative goals, the five intended outcomes and the program priorities based on your respective county in six month milestones, i.e., 6 months, 12 months, 18 months, 24 months. (500 words maximum)

3. **Program Description.** Please describe the gender-responsive diversion and/or alternative program that you will use this funding for; explain how it will promote the well-being, freedom and liberation of girls and gender-expansive youth through the use of the gender-responsive approaches outlined in this RFA, and make progress towards helping the county end girls' incarceration. (500 words maximum)

- a. What specific strategies do you utilize/services do you currently offer that align with the gender-responsive approaches outlined in the goals above? Details can include any services currently offered in a culturally responsive and gender-affirming way; how you prioritize self-determination of young people in programming; how you promote healing from trauma; how you use flexibility and fun to support continued engagement; how you help girls to navigate systems; any economic supports provided, etc. Please be sure to include details of how you plan to incorporate these approaches (or acquire the adequate training/capacity to provide them).
- b. Please also describe:
 - i. Culturally responsive practices your program employs for Black, Native American, Indigenous or Latina/x/e young people or those of most relevance to the population you serve and/or how you would like to strengthen these approaches in your program.
 - ii. Support you provide to youth actively experiencing violence, including sexual violence, commercial sexual exploitation, dating violence, and/or family violence and/or how you would like to strengthen your approach.
 - iii. Support you provide to pregnant or parenting youth and/or what supports you would like to strengthen your approach.
 - iv. Gender affirming practices for LGB/TGNC youth and/or what practices you would like to strengthen your approach.
- c. How does this proposed programming fit into the current continuum of community-based services in your community?
- d. What barriers and opportunities do you foresee with respect to implementation of the services you're proposing to provide?

4. **Unwavering Engagement.** As outlined in the goals of the RFA, the young people OYCR is hoping that programs funded through this solicitation will serve will have complex circumstances and experiences---such as experiences with CSEC, histories of leaving placements, involvement with

multiple public systems, lack of stable housing or behavior related to complex trauma --- that may make engaging them in programming and sustaining their engagement challenging. They will require “unwavering engagement” through creative strategies to keep them involved in programming, and may require more intensive effort than other youth to divert them from system involvement. Please describe how you propose to engage and divert these young people. Include any details that may help to demonstrate the flexibility the proposed program will offer in working with young people. (500 words maximum)

- a. Describe a situation in which a young person was struggling in your program-- such as through conflict with staff or other young people or running away or missing appointments-- and how you responded to re-engage the young person. Why did you choose the approach you did?
- b. If you already provide diversion or alternative programming, who have you provided diversion programming to? If possible, provide specifics on girls and gender-expansive youth and other target populations (e.g., LGBTQ and gender-expansive youth, CSEC-impacted youth, youth high mental health and SUD needs, etc.).
- c. Based on your current knowledge of programs and services that already exist in your county, how do you plan to leverage these resources to enhance your efforts to divert youth and support families?

5. **Referral Process, Procedures and Protocols.** How does your organization currently receive referrals for the individuals you currently provide programming to? (500 words maximum)

- a. Do you have experience working directly with youth legal system agencies such as probation, child welfare, and behavioral health to receive referrals? If so, provide details on how that relationship works. Details should include whether you require an MOU with a county agency and how you report back on programming participation to the agency.
- b. What approaches do you/would you use to ensure that the services you provide are not net-widening? What assistance, if any, would you benefit from to enhance your practice in serving young people while avoiding net-widening?
- c. How do you approach information-sharing with regard to your clients, including law enforcement?
- d. How do you educate young people and families about their rights or benefits they are eligible for?
- e. How do you provide legal services to youth and families or collaborate with legal service providers who represent the young people you work with? How do you ensure that youth who are formally court involved understand court requirements that they need to comply with to avoid further involvement or incarceration?
- f. What challenges, if any, do you foresee in collaborating with probation or other child serving agencies in your county to ensure young people can access the services your program offers?

6. **Program Learning and Evaluation.** Describe how your organization has completed an evaluation, or used data, to determine the impact of your programming in young people’s lives and/or effectiveness legal system outcomes. If you never have had the opportunity for evaluation, please describe what approaches you take to understand the impact and outcome of your program and your interest in receiving support with program evaluation. If you have

experience, please describe how your organization documents, monitors, and evaluates project activities and progress toward program outcomes. How does your organization receive or collect community feedback and learn from the on-ground experiences of the young people? Does your organization require TA to support your organization to accomplish or strengthen this? How are young people experiencing the program and/or services in supporting their wellbeing, self-determination, agency and non-system involvement? (500 words maximum)

- a. Have you ever incorporated youth and/or family feedback to directly evaluate or assess your programming? If so, how?
7. **Staffing Capacity.** Describe your staffing capacity and approach to staff development. (500 words maximum)
- a. What is your approach to staff training and organizational culture?
 - b. What practices are you currently using to develop and implement the program and train staff? If you use evidence or research informed tools, please describe those.
 - c. If you are bringing on additional staff through this grant, please describe how these new roles and how personnel will enhance your capacity to serve young people.
 - d. How does your staff bring unique experience to this work to best support girls and gender-expansive youth encountering the youth legal system?
 - e. Do you use credible messengers or credible messengers certified as community health workers in your staffing?
8. **MOU Experience.** Funded programs to this RFA may need to develop memorandums of understanding (MOUs) to deliver services to system involved youth or to integrate into provider networks in their community. Please describe how you've used MOUs to structure collaborative partnerships currently or in the past and/or any support you would require (such as legal or administrative support) to engage in an MOU. (500 words maximum)
9. **Challenges and Barriers.** What aspects of the services you provide to young people are the hardest to fund? What concerns, if any, do you have about long-term sustainability of the program you're proposing to offer young people? What assistance would best support you in establishing a sustainability plan? What is your organizational experience with navigating relationships with system stakeholders in your county? What are challenges or needs? (500 words maximum)
10. ***For Los Angeles Applicants Only.** If you are proposing to provide housing to minors, please describe the type of license you would use to offer housing. Please also provide a description of the physical space you are planning to use. (500 words maximum)

TIMELINE

Award agreements will cover activities for the following time period: December 1, 2024 to November 30, 2026 (2-years).

PARTICIPATION IN CBO COMMUNITY OF PRACTICE

CBOs funded through this solicitation will participate in Ending Girls' Incarceration (EGI) Community of Practice virtual meetings on a quarterly basis throughout the lifetime of the grant. The goals of the Community of Practice will be for CBOs to learn from each other in a cohort setting, receive support with troubleshooting implementation challenges, receive training and technical assistance on funding streams that can support sustainability, and enhance practice related to ending girls' incarceration. The cohort will provide a community of like-minded providers working to provide gender and culturally responsive services to young people and end girls' incarceration throughout the state. Grant funds can be used to support staff time for participation in the EGI Community of Practice.

Additional details and information on the EGI Community of Practice will be shared with funded CBOs after awards have been announced.

TECHNICAL ASSISTANCE PROVIDED TO CBOs WHO ARE FUNDED THROUGH THIS RFA

Vera and OYCR will coordinate training resources for CBOs/providers in the Continuum of Practice to support implementation of program concepts funded through the RFA. Priorities for training will be informed by the needs of the grantee organizations to support their implementation of programming and may include best practice on gender responsive care, youth justice practice, and sustainable funding streams.

Vera and OYCR will facilitate meetings with local partners involved in the EGI-CA Action Network to align the implementation of the programming to the broader reform goals of county efforts to end girls' incarceration. This will include sharing data on girls' experiences in their county's youth legal system.

GLOSSARY

Accompaniment: Accompaniment, or the intentional practice of presence, emphasizes processes and relationships over outcomes, with the ultimate goal of leveraging privilege and collectively changing destructive systems.¹⁰ Accompaniment can also be understood as a deep relationship-building process in which the persons/collectives/groups/movements work together and communicate with each other to identify shared needs, goals, plans, and ways to support each other's struggles.¹¹

¹⁰ [Community-based accompaniment & social work—A complementary approach to social action: Journal of Community Practice: Vol 27 , No 2 - Get Access \(tandfonline.com\)](#)

¹¹ [Accompaniment — GLOBAL RESILIENCE FUND \(theglobalresiliencefund.org\)](#)

Adverse Childhood Experiences: Potentially traumatic events that occur in childhood. Examples may include experiencing abuse or neglect, witnessing violence in the home or community, or experiencing instability due to family separation.¹² Systems involved girls tend to have very high ACE scores.¹³

Capacity Building: For this funding opportunity, capacity building is the investment in a non-profit organization's effectiveness and future sustainability. Capacity building activities will aim to build on the existing operational, programmatic, financial or organizational infrastructure of an organization, to strengthen its ability to fulfill its mission over time and have a positive impact on its communities by serving justice-involved youth. Additionally, capacity building activities will aim to increase organizational revenue by strengthening organizational readiness to access healing-based, health-focused public dollars.

Credible Messengers: For the purposes of this funding opportunity credible messengers are people with lived experiences who reflect the identities of girls and gender-expansive youth who are incarcerated in the four selected counties. Staff that reflect the identities of girls and gender-expansive youth or who are typically skilled in this approach include, but are not limited to, credible messengers, community violence intervention workers, community health workers, doulas, peers, community healers, and Restorative Justice or Transformative and Healing Justice practitioners.

Community Based Organization: A locally-based nonprofit, non-governmental organization, representative of the community, that provides services and works to address local or community needs.

Community-Based Organization Youth Diversion: Informal and formal youth diversion programs across the entire spectrum of police and juvenile justice system points of contact and decision-making, implemented by non-profit 501(c)3 organizations and Tribal organizations, including federally designated 638 Indian Health Services (IHS) providers (CBO's and urban clinics), in non-carceral, least restrictive and appropriate in-community environments that are generally family-centered, trauma informed, healing-based, culturally relevant and individualized to the youth's needs. Community-based organizations that implement youth diversion programs are more likely to reflect young people culturally, more likely to have optimal knowledge of local resources and networks that can meet the needs of youth and are best positioned to consider a young person's circumstances from a holistic healthy youth development standpoint.¹⁴

Community Health Worker (CHW): "Community health worker" means a liaison, link, or intermediary between health and social services and the community to facilitate access to services and to improve the access and cultural competence of service delivery. A community health worker is a frontline health

¹² CDC Adverse Childhood Experiences Definition and Factsheet.
<https://www.cdc.gov/violenceprevention/aces/fastfact.html>

¹³ https://crittentonsocal.org/wp-content/uploads/2016/11/ACE_REPORT_final-1.pdf

¹⁴ https://file.lacounty.gov/SDSInter/dhs/1125236_YDDBOOKLET-052422.pdf

worker either trusted by, or who has a close understanding of, the community served. Community health workers include Promotores, Promotores de Salud, Community Health Representatives, navigators, and other non licensed health workers with the qualifications developed pursuant to this chapter, including violence prevention professionals. A community health worker’s lived experience shall align with and provide a connection to the community being served. (CA WIC 18998)

Family Finding: Support and services that identify safe family members or individuals trusted by the young person with whom the youth may stay so that they do not have to be screened into detention due to a lack of housing or placement options including navigating consents required.

Gender–Expansive: Although the juvenile legal system classifies youth as girls and boys, this solicitation recognizes youth of all genders and identities. In this solicitation “gender-expansive” is an umbrella term used to represent all genders and identities, including transgender, gender-nonconforming, nonbinary, and genderqueer. “Girls” is representative of cisgender and trans girls.¹⁵

Gender-Responsive: There is no single definition of gender-responsive programming, rather evidence supports gender-responsive strategies that can be incorporated and applied through a variety of program models or types to effectively engage girls and gender-expansive youth. In other words, gender-responsive programming is not just about “what” a program does (for example, group or individual models, housing interventions) or the content it delivers (such as curriculums on economic opportunity, healing from trauma or restorative justice) but also about how the program engages girls and gender-expansive youth in a manner that is responsive to the fullness of young people’s identities and gender inequalities they experience in their communities, including but not limited to gendered violence or lack of access to programming due to childcare needs of young parents.¹⁴ Effective strategies for gender-responsive engagement include: being culturally responsive and gender affirming; prioritizing self-determination; emphasizing flexibility and fun to support engagement; reframing what accountability means to apply to programs as well as young people; tolerating distress and promoting patience in programming; using the tools of systems in ways that support girls and gender-expansive youth; providing economic supports; and mirroring strategies utilized with program participants with staff.¹⁶

Healing-Based Practices: Healing that involves a basic logic of transformation or transmutation from sickness to wellness enacted through culturally salient actions. Common healing practices include: The use of medicines (inclusive of traditional herbs and teas) that are consumed, drunk, smoked, injected, or otherwise taken into the body; methods of getting things out to heal the body (inclusive of somatic practices); manipulations of the body through touch and gestures or with specific materials (inclusive of acupuncture); diagnostic or other practices that establish the nature of the affliction in terms of its causes, consequences, or some other classificatory scheme; and the use of rituals and ceremonies incorporating words, music and other cultural devices that may involve the afflicted individual or the

¹⁵ For more information see [sogie.practice.guide.17december2019.pdf \(squarespace.com\)](https://sogie.practice.guide.17december2019.pdf)

¹⁶ This writing is excerpted from a forthcoming publication by Vera Institute of Justice’s Ending Girls’ Incarceration Initiative and New York University’s Rise Lab. The strategies here are drawn research on gender-responsive and “advocacy-based” programming

healer alone, interaction between patient and healer, and/or the participation of a whole group or community.¹⁷

Healing Justice: Healing Justice refers to the process of creating pathways to being whole and in relationship with self and others while acknowledging harm from interpersonal, institutional and structural oppression.¹⁸

Incarceration: Pre-adjudication detention and post-adjudication placement in a juvenile legal system facility. We also use the term *confinement* in some places in this document to include all mandated placements through the juvenile legal system (e.g., if a youth is ordered into a child welfare or mental health facility and would suffer repercussions in their delinquency case if they did not comply).

Intersectionality: Intersectionality is a theoretical framework for understanding how multiple social identities such as race, gender, sexual orientation, socioeconomic status and disability intersect at the micro level of individual experience to reflect interlocking systems of privilege and oppression (e.g., racism, sexism, heterosexism, classism) at the macro social-structural level.¹⁹

Lived Experience: “Lived experience” means personal knowledge of a specific health condition or circumstance, which may include, but not be limited to, Alzheimer’s and other related dementia, climate impact on health, disability, foster system placement, homelessness, justice involved, LGBTQ+ status, mental health conditions, substance use, military service, pregnancy, and birth. A community health worker may draw on their lived experience to assist other individuals with navigation to treatment and services. A community health worker with lived experience involving a behavioral health or other health condition may need additional training on how to appropriately use this lived experience to assist other individuals with their recovery from that condition. (CA WIC 18998)

Net-widening: Net widening is a phenomenon where youth who pose minimal risk to the public, who would not otherwise be involved in the justice system at all, get pulled into the system. Best practice states that placing conditions, rules and requirements on girls and gender expansive youth is only appropriate when those young people would otherwise be arrested and prosecuted in the carceral legal system. However, considerable research shows that conditions and requirements are often imposed on youth who participate in youth diversion programming even in cases when they do not pose significant risks to public safety and who – if not for the existence of the diversion program – would otherwise be released by police with a warning or have their cases dismissed out of court. For the purposes of this RFA, subjecting low- and medium-risk girls to conditions of supervision as a stipulation to participate in

¹⁷ The Cultural Diversity of Healing: Meaning, Metaphor, and Mechanism. [Heart Views](#). 2013 Jan-Mar; 14(1): 39–40. doi: 10.4103/1995-705x.107123.

<https://www.ncbi.nlm.nih.gov/pmc/articles/PMC3477987/>

¹⁸ Saint Louis University Institute for Healing Justice and Equity. <https://www.slu.edu/research/research-institute/big-ideas/institute-for-healing-justice-and-equity/index.php>

¹⁹ The Problem with the Phrase *Women and Minorities*: Intersectionality—an Important Theoretical Framework for Public Health. <https://www.ncbi.nlm.nih.gov/pmc/articles/PMC3477987/>

diversion programming, or requiring diversion programming when girls would otherwise be released, is net-widening. In these cases, diversion actually worsens outcomes and exacerbates racial disparity.²⁰

Organizational Sustainability: The ability to maintain program activities and goals beyond the award period by securing additional funding and resources.

Prevention: Activities that promote healthy behaviors, reduce risks and build protective factors that either prevent involvement with the juvenile and/or adult justice systems, or mitigate consequences and contributing factors associated with continued justice system involvement.

Restorative Justice: Restorative justice is a philosophical approach to wrongdoing that focuses on the needs of the victim and the offender, as well as the involved community. It is based on a theory of justice that considers crime and wrongdoing to be an offense against relationships, rather than the state or school. Restorative approaches involve working WITH the participants not prescribing or directing a response to wrongdoing. Restorative justice practices are not prescriptive and require training and support for facilitators so there may be flexibility and creativity within the framework. Yet fidelity to restorative justice principles and values must be adhered to regardless of the model deployed. These practices foster dialogue between victim and offender and often engage affected community members. Restorative justice practices show high rates of victim satisfaction and offender accountability. There are a wide variety of models within the scope of restorative justice practices. However, they all rest in a set of values and principles that are fundamental to any restorative justice practice.²¹

Social Justice Youth Development: Social Justice Youth Development expands the concept of a positive youth development framework and addresses social factors including racism, xenophobia and other racial inequities youth face as they develop into adulthood (Ginwright & Cammarota, 2002). Social justice youth development recognizes these systemic forces and supports young people in developing the skills and knowledge necessary to transform the systems that influence their lives, health, neighborhoods and broader community.

Somatic Practices: Practices that support becoming aware and support accessing and/or obtaining more information about the ways our bodies may respond to and be impacted by experiences. Practices can include natural body movement that surface into conscious awareness mind-emotion-body connections which may support one's healing and wellness journey.²²

Status Offenses: Status offenses are behaviors that are only considered law violations because of a young person's status as a minor. Examples of behaviors leading to status offenses are skipping school,

²⁰ <https://www.sentencingproject.org/policy-brief/protect-and-redirect-best-practices-for-juvenile-diversion/> and https://law.ucla.edu/sites/default/files/PDFs/Criminal_Justice_Program/Addressing_Legal_Issues_in_Youth_Diversion.pdf

²¹ Restorative Justice Colorado. Restorative Justice defined. <https://rjcolorado.org/restorative-justice-defined/>

²² A Brief Intro to the World of Somatics. Healthline. <https://www.healthline.com/health/somatics>

running away, violating curfew, or drinking alcohol—all of which would be legal but for a young person’s status as a minor.²³

Technical Assistance: The process of providing training and knowledge building support to help community-based organizations acquire, develop and/or strengthen any specialized service or skill.

Thriving: A dynamic process that goes beyond well-being to include individual and collective growth in grounding and agency.²⁴

Transformative Justice: Transformative justice recognizes that oppression is at the root of all forms of harm, abuse, and assault. As a practice, it therefore aims to address and confront those oppressions on all levels and treats this concept as an integral part to accountability and healing. According to Mia Mingus, transformative justice is a political framework and approach for responding to violence, harm and abuse. At its most basic, it seeks to respond to violence without creating more violence and/or engaging in harm reduction to lessen the violence. Transformative justice responses and interventions 1) do not rely on the state (e.g. police, prisons, the criminal legal system, I.C.E., foster care system (though some TJ responses do rely on or incorporate social services like counseling); 2) do not reinforce or perpetuate violence such as oppressive norms or vigilantism; and most importantly, 3) actively cultivate the things we know prevent violence such as healing, accountability, resilience, and safety for all involved.²⁵

Transformative Relationships that facilitate transformative mentorship and accompaniment are dynamic healing-centered spaces (and rematriation) and interactions that improve the quality of relationships and life experiences among people, thereby cultivating Beloved Communities in which people interact together in ways that catalyze individual-collective awareness, comprehension and healing from past-present-future traumas, harms and wounds. Transformative relationships generate a collective process of humanization and spiritual healing, and in such a way cultivate the act and practice of taking responsibility intergenerationally (healing 7 generations into the past and 7 generations into the future), of accountability in process and practice through individual and collective healing, and of cultivating sacred dignity. Transformative relationships are dynamic healing-centered spaces where raw emotions from past-present-future traumas are allowed to flow and are transformed into self-awareness, experiences of agency, self-determination, empowerment, joy, healing and/or spiritual growth, supporting the individual and collective to transition into more authentic and integrated beings in a collective journey and movement towards individual and collective wholeness and wellness. Transformative relationships are a practice of acknowledging the impact of historical traumas, and a

²³ <https://www.vera.org/downloads/Vera-YWFC-Freedom-and-Justice.pdf>

²⁴ The Forum for Youth Investment.
https://forumfyi.org/wpcontent/uploads/2020/07/NewDefinition_ThrivingYouth_July2020.pdf

²⁵ New York State Coalition Against Sexual Assault. Working for a World Without Violence. Transformative Justice and Community Accountability. <https://nyscasa.org/get-info/transformative-justice/#:~:text=According%20to%20Mia%20Mingus%2C%20transformative,reduction%20to%20lessen%20the%20violence.>

practice of the healing force of cultural identities and practices that promote healing across timelines. These interactions and processes may also include generating collective efforts to transform the systems and power dynamics that perpetuate harm to improve intergenerational life-course outcomes. Transformative relationships draw on culturally-relevant practices and on the understanding of the potential intergenerational impacts of harms and serve as rooted catalysts for transforming cycles of harm and violence to create and generate new past-present and future possibilities for individual and community wholeness and well-being. How would you define a transformative relationship in practice?

Trauma-Informed Practices: Practices rooted in an understanding of the holistic and wide-ranging epigenetic, neurobiological, psychosocial and behavioral health impacts of adverse childhood experiences, and that effectively recognize and are adequately responsive to symptoms of chronic interpersonal trauma and traumatic stress across an individual's lifespan.

Wraparound Incarceration: It must be ensured that proposed and implemented programs do not replicate what Dr. Jerry Flores describes as “wraparound services that more closely resemble the phenomenon of wraparound incarceration, where young people cannot escape the surveillance of formal detention despite leaving the actual detention center.”²⁶

Wrap-around Services: Wrap-around services are comprehensive planning processes that are provided in the community and that are strengths-based, needs-driven, and team-driven (meaning young people and providers work directly with the family as they identify their own needs and strengths). In this planning process the provider and young person develops a service plan that describes specific strategies for meeting the needs identified by the young person and their family. The service plan is individualized, with strategies that reflect the child and family's culture and preferences.²⁷

Youth and Transition Age Youth (TAY) Involved in Carceral Systems: Youth ages 12 to 26 involved in or at-risk of involvement in the juvenile and/or adult justice systems.

Youth Diversion: Generally, youth diversion refers to tailored interventions, which provide community-based services as an alternative to formal system involvement. This includes a wide range of interventions and supports across the entire spectrum of police and juvenile justice system points of contact and decision-making.²⁸

ELIGIBILITY CRITERIA FOR ALL APPLYING ORGANIZATIONS

Organizations must meet the following minimum requirements:

²⁶ Flores, Jerry. (2016). Caught Up: Girls, Surveillance, and Wraparound Incarceration. Girls, Surveillance, and Wraparound Incarceration. 10.1525/california/9780520284876.001.0001.

²⁷ <https://humanservices.ucdavis.edu/wraparound-services/california-wraparound-standards-toolkit/history>

²⁸ <https://www.ylc.org/navigate-juvenile-justice-law/part-1-youth-diversion/>

- Are a 501(c)(3) community-based organization or Tribal organization²⁹ with established and trusted community relationships.
- Fiscal sponsorships are eligible. For-profit entities are not eligible to apply with a fiscal sponsor.
- This funding opportunity is also open to coalitions of organizations and collaboratives, as long as the lead organization is an eligible applicant.
- Have an office located in one of the four eligible counties.
- Provide services in California.
- Have staff and demonstrated experience partnering with the young people that are the focus of this funding opportunity.
- Must deeply engage with and reflect the communities disproportionately impacted by the juvenile and adult justice systems. Awarded organizations should have a history of working with impacted communities, including representation on their board, staff and organizational leadership.
- Must have demonstrated evidence of inclusivity and shall not discriminate based on race, color, religion (creed), gender, gender expression, age, national origin (ancestry), disability, marital status, sexual orientation or military status in any of its activities or operations.
- Take community-driven approaches to program development and implementation.

REQUIRED DOCUMENTS AND INFORMATION

Applicants will be required to submit:

- Completed Application
- Signed W-9
- IRS Determination Letter
- Fiscal Sponsorship Agreement (if fiscally sponsored)
- The most recent Organization’s Annual Budget (approved by Board or Fiscal Sponsor or Advisory Board)
- A proposed budget and budget narrative
- A signed document by the organization’s executive director. The signed document must include the following, which may be one Word or PDF document with the executive director’s signature at the bottom as a commitment and affirmation of the below:
 - Have executive support for the proposed project, as evidenced by a signed letter of support from the senior administrator, demonstrating willingness to commit staff time and resources to add new activities.
 - Affirm the applicant’s ability to submit data and financial progress reports on a specific set of measures.
 - Affirm participation in EGI-CA AN Site activities.
 - Affirm participation Community of Practice meetings (mostly virtual).

RESPONSIVE PAYMENT SCHEDULE FOR AWARDED ORGANIZATIONS

²⁹ Tribal organizations may be a 501(c)(3) nonprofit, a 638, or an urban Indian clinic.

Understanding that a significant infusion of resources upfront may be a challenge for program implementation, The Center will offer flexible and phased payments. Payments will be issued to awarded organizations based on the achievement of a set of agreed-upon deliverables as defined in the agreement. Each agreement will be divided into a minimum of three payments: (1) 40% upon execution of award agreement and fulfilling of insurance requirements, (2) 40% after demonstrating progress on the workplan to advance the two EGI Initiative Goals, the intended outcomes and program priorities identified by each Action Network (AN) site, and completion of Progress Report 1 due March 31, 2025, and (3) 20% after demonstrating progress on the workplan to advance the two EGI Initiative Goals, the intended outcomes and the program priorities identified by each Action Network (AN) site, and completion of Progress Narrative and Annual Financial Report (Year 1) due March 31, 2026.

If an awarded organization is making progress on their workplan to advance the two EGI Initiative Goals, the initiative outcomes, and the program priorities identified by each Action Network (AN) site, and is making progress in the completion of, and achievement of all required deliverables, the entire amount can be paid.

WHAT MAY BE FUNDED AND EXAMPLE BUDGET (GENERAL GUIDANCE)

- **Up to 20%:** Administrative or indirect costs. The Center and OYCR may consider budget proposals that allocate more than 20% towards administrative or indirect costs, with strong budget justifications. Here is a definition provided by HUD Exchange³⁰:

Indirect costs are those that have been incurred for ‘shared’ or ‘joint’ objectives and cannot be readily identified with any particular activity. Typical examples of these costs include: Rent, utility, insurance, maintenance and other expenditures related to shared space such as costs of operating and maintaining facilities, as well as use allowances on buildings and equipment.

- Administrative and executive team functions that support multiple program areas.
 - Purchases, transportation and staff expenses that benefit multiple program areas.
 - Due to the diverse characteristics and accounting practices of non-profit organizations, it is not possible to specify the types of cost that may be classified as indirect cost in all situations. However, a cost may not be allocated as an indirect cost if any similar costs have been assigned as a direct cost.
 - Indirect rates are not allowable on capital expenditures, aid payments, other direct voucher payments, or any stipend, subsidy or expense paid on behalf of a client (i.e, security deposit, rental payment assistance, transportation vouchers, etc.).³¹
- Program budget can include, but is not limited to (for example):

³⁰ HUD Exchange. <https://www.hudexchange.info/programs/multifamily-housing/financial-management-toolkit/10-the-cost-allocation-process/10a-defining-direct-and-indirect-costs/#:~:text=Due%20to%20the%20diverse%20characteristics,assigned%20as%20a%20direct%20cost.>

³¹ San Francisco Human Services Agency. https://www.sfhsa.org/sites/default/files/media/document/2023-11/policy_partner_indirect_cost_rate_11.2023.pdf

- **Up to 25%** towards discretionary resources to meet the program participant’s concrete needs, social determinants of health needs and/or wellbeing needs to reduce barriers and prevent systems involvement. This can include food, master leases for housing-solutions, healthcare supplies, clothing, healthcare services, household items, services, transportation, rental assistance, emergency housing, household items, transportation, and childcare
- **Up to 25%** towards minor capital expenses which can include leasing vehicles or leasing housing solutions for program participants. Allowable minor capital expenses will aim to reduce barriers and prevent systems involvement.
- Major capital expenses in the proposed budget must be reviewed and approved by The Center and OYCR on a case-by-case basis and must be backed up with a strong justification in the budget narrative aligned with the goals of the EGI initiative.
- **Up to 30%** towards other program-related expenses such as staffing.

WHAT WE WILL NOT FUND THROUGH THIS FUNDING OPPORTUNITY

- Debt retirement for organizations (however, funds can support reducing or eliminating financial barriers due to debt for program participants)
- Operational deficits
- Politically partisan activities
- Explicitly religious activities
- Activities that exclusively benefit the members of sectarian or religious organizations
- Purchase of vehicles (however, funds can be used for gas and mileage or other related transportation costs)
- Purchase, construction, or permanent improvement (other than minor remodeling) of any building, other facility, or land (however, funds can be used for expenses that are housing related costs, including rental assistance for program participants not for the organization’s operations, such as office space)
- We discourage any applications that propose the use of technologies shown to be harmful or that have been shown to increase the likelihood of system involvement

REQUIRED: BUDGET AND BUDGET NARRATIVE

Applicant organizations will be required to submit a detailed cost budget and budget narrative that adheres to funding guidelines, and that are clearly linked to the proposed project activities submitted in the application, to the two goals of this initiative, to the intended outcomes and to the program priorities of the respective Action Network site.

Budget and Budget Narrative must:

- Be consistent and in strong alignment with the proposed project activities, the two initiative goals, the intended outcomes and with the program priorities of the respective Action Network site.

REQUIRED FROM AWARDED ORGANIZATIONS: WORKPLAN

Awarded organizations will be required to develop and submit a workplan that will advance the two initiative goals, the intended outcomes and the program priorities of the respective Action Network site throughout the agreement term.

QUARTERLY REPORTING REQUIREMENTS

Awarded organizations will be required to submit regular quarterly progress reports responding to their respective workplan (which will be developed by the applicants that are selected for funding), as well as financial reports and detailed expenditures listing and describing actual expenditures of funding.

Quarterly progress reports will follow the timeline below.

Report	Period	Due Date to The Center
Workplan, Budget and Budget Narrative	Dec 1, 2024 – January 31, 2025	January 31, 2025
Progress Narrative and Financial Report 1	December 1, 2025 – March 31, 2025	March 31, 2025
Progress Narrative and Financial Report 2	April 1, 2025 – June 30, 2025	June 30, 2025
Progress Narrative and Financial Report 3	July 1, 2025 – September 30, 2025	September 30, 2025
Progress Narrative and Financial Report 4	October 1, 2025 – December 12, 2025	December 12, 2025
Progress Narrative and Annual Financial Report (Year 1)	December 13, 2025 – March 31, 2026	March 31, 2026
Progress Narrative and Financial Report 5	April 1, 2026 – June 30, 2026	June 30, 2026
Progress Narrative and Financial Report 6	July 1, 2026 – September 30, 2026	September 30, 2026
Cumulative Report and Cumulative Financial Report	July 1, 2024 – November 30, 2026	November 30, 2026

QUARTERLY REPORTING QUESTIONS

1. Using the workplan you submitted towards the two EGI Initiative Goals, please provide information on the progress you have made toward the intended outcomes and the program

priorities identified by this RFA and the program priorities identified for each Action Network (AN) site.

- a. How has your program made efforts to focus on the diversion of girls and gender expansive youth and keep young people in the community? If applicable, please also include information on how your program has worked to keep girls from deeper system involvement.
 - b. How have you promoted the well-being, health and safety of girls and gender expansive youth through your implementation of healing-based, gender responsive, and culturally appropriate programming and through transformative relationships and accompaniment as defined by this RFA?
 - c. Referring to the **Site Specific Priorities for Action Network Sites** that were identified in this RFA, outline progress you have made toward meeting the site specific programming components that were indicated for each county.
2. Challenge, if any, have you experienced towards achieving the above?
- a. Please detail any specific challenges you've experienced related to the diversion of girls and gender expansive youth and keep young people in the community. Please also include information on any challenges you have experienced in working to keep girls from deeper system-involvement.
 - b. Please detail any specific challenges you've experienced in promoting the well-being, healing and safety of girls and gender expansive youth through the implementation of healing-based, gender responsive and culturally appropriate programming. Please detail if challenges are external (e.g., lack of training resources available for staff, difficulty coordinating with external partners, etc.) or internal (e.g., challenges maintaining staff) in nature.
 - c. Referring to the **Specific Program Priorities for individual action network sites**, please detail any challenges you have experienced in meeting the site-specific programming components that were outlined for your county.
3. How can Vera and OYCR better support organizations to advance the EGI Initiative?
4. How can The Center better support the organization's administration, facilitation, coordination, payment, etc. needs?
5. How is your organization incorporating community feedback and learning from on-ground experiences? Please incorporate community feedback and learning from on-ground experiences of the young people. How are young people experiencing the program and/or services provided in supporting their wellbeing, self-determination, agency and non-system involvement?
6. Anything else you would like to share?

IMPLICATIONS FOR NOT MEETING MILESTONES

As long as an awarded organization is making progress on their workplan to advance the two EGI Initiative Goals, the initiative outcomes and the program priorities identified by each Action Network (AN) site, and is making progress in the completion of, and achievement of all required deliverables, the entire amount can be paid.

The Center reserves the right to terminate the award agreement and stop payments at any moment, if necessary.

INSURANCE REQUIREMENTS

There will be insurance requirements under these funding agreements, the costs of which can be built into the project budget for awarded organizations. Once funds have been awarded, communication will be sent to awarded organizations to upload the insurance documents and demonstrate compliance with all insurance requirements. Payment will not be released until insurance compliance requirements are met. The Center recognizes that the terms and coverage conditions for insurance requirements are technical. If you need additional support to answer these questions, you can email tyj@sierrahealth.org or refer to Appendix A for more information.

REVIEW OF APPLICATIONS AND RECOMMENDATION OF AWARDEES

The Center, Vera, a community member from each of the selected counties, and a system stakeholder representative from each of the selected counties will serve as the Review and Recommendation Committee. This committee will review all applications and will recommend competitive applications to OYCR for OYCR to review and approve. OYCR will make the ultimate decision on who the awardees in each Action Network (AN) site will be, based on the committee's recommendations and other factors.

Committee recommendations will be based on applicants that present the most complete and responsive applications, showing the most favorable mix of credentials, capacity, potential and cost. Applications will be judged on the overall strength of the implementation team and proposal.

Factors that inform the final slate of awarded organizations include demographic diversity, underserved youth population, geographic coverage and programmatic approaches. OYCR holds final decision-making authority in selecting the funded projects.

Application Appeal Process. An application appeal process is not available for this funding opportunity.

APPLICATION TIMELINE

At The Center's discretion, the timeline below is subject to change to best meet programmatic needs and funder requirements.

APPLICATION DEADLINE:
1pm (Pacific Time) Thursday, November 7, 2024

REVIEW OF APPLICATIONS:
November 11 – December 20, 2024

APPROXIMATE AWARD ANNOUNCEMENT:

Week of January 6, 2024

APPROXIMATE DATE SUBCONTRACTS ISSUED:

January 31, 2024

NOTE: All funding will be backdated to December 1, 2024, even if subcontracts are signed after December 1, 2024.

To be considered, organizations must submit applications using the application portal by Thursday, November 7, 2024 at 1 p.m. (Pacific Time).

Proposals received after the due date/time will not be reviewed. Submission before the deadline date is highly advised. You may experience technical difficulties with submitting your application through the application portal and if you wait until the deadline due date, we may not be able to respond in time to your requests for support.

PROPOSERS' WEBINARS, OFFICE HOURS AND RFA TA

We have scheduled two proposers' webinars to review this Transform Youth Justice (TYJ) EGI funding opportunity, the application process and to answer questions. Participation in a webinar is strongly recommended. The content of each webinar will be repeated and the same. Please review the application materials prior to registering for a webinar. Additionally, we will host office hours to provide support on the application.

RFA REVIEW WEBINAR(S)

Thursday, October 17

[Register on Zoom](#)

1:00pm – 2:30pm (Pacific Time)

Wednesday, October 23

[Register on Zoom](#)

11:00am - 12:30pm (Pacific Time)

Note: A confirmation email with the link to join the webinar will be sent immediately after registration. If you do not receive it, please check your spam/junk folder.

RFA OFFICE HOURS AND RFA TA

Tuesday, October 22

[Register on Zoom](#)

3pm – 4pm (Pacific Time)

Thursday, October 24

[Register on Zoom](#)

1pm – 2pm (Pacific Time)

Note: A confirmation email with the link to join the office hour will be sent immediately after registration. If you do not receive it, please check your spam/junk folder.

IMPORTANT APPLICATION GUIDELINES

To help us process your application, please follow these submission guidelines:

- We encourage you to submit your application before the deadline date in case you need help with any of the RFA components.
- Applications are due no later than 1 p.m. (Pacific Time) on November 7, 2024.
- Submit the application via our online portal through [this link](#). New users of the portal will need to create an account as the first step in the application process. You will only use this link one time to initiate your application. After you have started working on your application, use the link below or that you received via email to continue working on your saved application.
- When working on your application in the portal, use Internet Explorer as the browser when working on a PC and Safari as the browser when working on a Mac.
- Respond to all required fields (marked with an *).
- Upload all attachments listed under “Application Checklist” below.
- On the portal, you may click “Save & Finish Later.” You will receive an email with a link to return to your in-progress application.
- **Click “Save & Finish Later” any time you will not be working on your application for a few minutes.**
- You may submit your application only once. Be sure your application is complete and accurate, including required documents, before submitting it. Revised applications will not be accepted.
- If you are unable to submit your application online or need help, please email tyj@sierrahealth.org with the subject line: Application Online Help.

Send questions and inquiries related to this funding opportunity to tyj@sierrahealth.org with the subject line: TYJ EGI RFA Question

APPLICATION CHECKLIST

- Initiate the funding application via our online portal through [this link](#).
- Required application attachments:
 - Applicant organization’s signed W-9

- IRS Determination Letter.
- Fiscal Sponsorship Agreement (if fiscally sponsored).
- The most recent Organization’s Annual Budget (approved by Board or Fiscal Sponsor or Advisory Board).
- A proposed budget and budget narrative.
- A signed document by the Executive Director (ED). The signed document must include the following, which may be one Word or PDF document with the ED’s signature at the bottom as a commitment and affirmation of the below:
 - Have executive support for the proposed project, as evidenced by a signed letter of support from the senior administrator, demonstrating willingness to commit staff time and resources to add new activities.
 - Affirm the applicant’s ability to submit data and financial progress reports on a specific set of measures.
 - Affirm participation in activities of the external capacity building and TA efforts for the TYJ CBO CBI program.
 - Affirm participation Community of Practice meetings (mostly virtual).

Incomplete applications will not be reviewed. Applications received after the above deadline will not be considered.

If you are unable to submit your application online or need help, please contact us at tyj@sierrahealth.org with the subject line: TYJ EGI RFA Application Online Help.

THE APPLICATION BELOW IS FOR REFERENCE ONLY
SUBMIT YOUR APPLICATION USING THE ONLINE PORTAL

[APPLY NOW](#)

If you are unable to submit your application online or need help, please contact us at tyj@sierrahealth.org with the subject line: TYJ EGI RFA Application Online Help.

TYJ Ending Girls’ Incarceration (EGI) - California Action Network (CAN) Request for Application (RFA)

Be sure to read the **Transform Youth Justice Ending Girls’ Incarceration (EGI) - California Action Network (AN)** guidelines and instructions in the Request for Applications (RFA) carefully before beginning your application. Required fields and attachment uploads are marked with a red * (asterisk).

If you have questions, send an email to the Transform Youth Justice Team at tyj@sierrahealth.org with the subject line: **TYJ EGI RFA Application Online Help.**

Use Tab key or mouse click to move from field to field. Clicking Enter will attempt to Submit an incomplete application.

After submission you will receive an email confirmation along with a printable PDF copy of your application.

Is this project sponsored by the applicant organization?*

A fiscal sponsor is an organization that applies on behalf of an entity or group that does not have legal standing with the IRS.

Yes No

ORGANIZATION CONTACT INFORMATION

This section is to be completed by the IRS qualifying organization; please use the legal name as registered with the IRS. Qualifying organizations are defined as organizations that have its 501(c)(3) nonprofit tax-exempt status, or be a Tribal organization, including federally designated 638 Indian Health Services (IHS) providers (CBO's and urban clinics).

APPLICANT ORGANIZATION INFO

Organization name*:

Street Address*:

City*:

State/Province*:

Zip/Postal Code*:

County*:

Phone*:

Website/URL (optional):

Facebook (optional):

Twitter (optional):

LinkedIn (optional):

ORGANIZATION FINANCIAL INFORMATION

This section should be filled out by the applicant organization with the qualifying designation.

What is your annual budget amount? *

\$

Organization Tax ID #*

Organization Status – Does the organization have 501(c)(3) nonprofit status with the IRS? *

- Yes. Organization has 501(c)(3) nonprofit status with the IRS.
- No. Organization does not have 501(c)(3) non
- Unsure. Organization is unsure if it has 501(c)(3) nonprofit status with the IRS.

Legal entity: Please select the closest option for legal entity from the options below. This should match what the organization wrote in question 3 on the W-9*:

- 501(c)(3)
- Tribal organizations, including federally designated 638 Indian Health Services (IHS) providers (CBO's and urban clinics)
- Fiscally sponsored by a 501(c)(3)
- Other 501(c)(3) arrangement

If you chose Other for Legal Entity please describe (255 character maximum)

Does the applicant organization have an annual financial audit?*

Yes No

DIRECTOR/CEO CONTACT INFORMATION

The Director/CEO should be associated with the qualifying organization from the section directly above.

First Name*:

Last Name*:

Title*: CEO/ Director (auto-populated)

E-mail*:

Phone*:

Phone Extension:

PRIMARY PROJECT CONTACT

Choose one of the previously entered contacts to be the Primary Application Contact. Or enter an additional contact. This person will be contacted if there are questions or updates regarding the application. If you are entering an additional contact and the project has a fiscal sponsor please enter a contact affiliated with the fiscally sponsored organization.

[Dropdown]

Option 1: CEO/Director of the Organization

Option 2: Enter an Additional Contact

First Name*:

Last Name*:

Title*:

E-mail*:

Phone*:

Phone Extension:

The Application Contact is affiliated with the following organization.

Fiscal Sponsor

Sponsored Entity

Would you like to provide contact information for a financial support staff person?

Yes No

FISCALLY SPONSORED ENTITY INFORMATION

If applying for funds through a sponsoring entity, the sponsoring entity should be the applicant organization above. Provide information about the sponsored entity or project in the fields below.

Sponsored Entity Name*:

Street Address*:

City*:

Phone*:

State/Province*:

Zip/Postal Code*:

County*:

Phone*:

Website/URL (optional)

Facebook (optional)

Twitter (optional)

LinkedIn (optional)

What is the sponsored organization's annual budget amount? *

PROJECT OVERVIEW

Project Description

Project Name (20 words maximum) *:

Brief Purpose of Project: Briefly describe the proposed services and who will be served. The description must start with "To." (100 words or less) *

To...

Start Date: December 1, 2024

End Date: November 30, 2026

Amount Requested*:

\$

(For this funding opportunity, each county will receive a total of \$1,000,000 over 24 months. OYCR and The Center expect to fund 1-3 organizations per county.)

PROJECT CONTACT INFORMATION

Choose one of the previously entered contacts to be the Primary Application Contact. Or enter an additional contact. This person will be contacted if there are questions or updates regarding the application. *

CEO/Director of the Organization

Financial Support Staff Person of the Organization

Contract Lead of the Organization

Enter an Additional Contact

First Name:
Last Name:
Title:
E-mail:
Phone:
Phone Extension:

Would you like to add any additional contacts (up to 3) to your application? Enter 0, 1, 2, 3. *

Additional Contact 1

First Name:
Last Name:
Title:
E-mail:
Phone:
Phone Extension:

Additional Contact 1 is affiliated with the following organization.

Fiscal Sponsor
Sponsored Entity

Additional Contact 2

First Name:
Last Name:
Title:
E-mail:
Phone:
Phone Extension:

Additional Contact 2 is affiliated with the following organization.

Fiscal Sponsor
Sponsored Entity

Additional Contact 3

First Name:
Last Name:
Title:
E-mail:
Phone:
Phone Extension:

Additional Contact 3 is affiliated with the following organization.
 Fiscal Sponsor
 Sponsored Entity

PROJECT GEOGRAPHY

For the county or counties that the organization benefits, indicate your best estimate of the percentage of the project work that would take place there (best estimate). (Total must add up to 100.)

Alameda *	Kings *	Placer *	Sierra *
Alpine *	Lake *	Plumas *	Siskiyou *
Amador *	Lassen *	Riverside *	Solano *
Butte *	Los Angeles *	Sacramento *	Sonoma *
Calaveras *	Madera *	San Benito *	Stanislaus *
Colusa *	Marin *	San Bernardino *	Sutter *
Contra Costa *	Mariposa *	San Diego *	Tehama *
Del Norte *	Mendocino *	San Francisco *	Tuolumne *
El Dorado *	Merced *	San Joaquin *	Trinity *
Fresno *	Modoc *	San Luis Obispo *	Tulare *
Glenn *	Mono *	San Mateo *	Ventura *
Humboldt *	Monterey *	Santa Barbara *	Yolo *
Imperial *	Napa *	Santa Clara *	Yuba *
Inyo *	Nevada *	Santa Cruz *	
Kern *	Orange *	Shasta *	

Total Geography Percentage:

Total must equal 100%. Please adjust accordingly.

URBAN/RURAL

Indicate whether the proposed project benefits people living in an urban or rural area, or both.

Region where services will be implemented (see definition in RFA):

- Urban
- Rural
- Both Urban and Rural

RACE AND ETHNICITY

For the racial and ethnic populations that will be affected, provide your best estimate of the percentage of the total people of each population [able to choose multiple; Total must add up to 100]

- American Indian and Alaska Native (e.g., Navajo Nation, Blackfeet Tribe, Native Village of Barrow Inupiat Traditional Government, Nome Eskimo Community, etc.) _____% *
- Asian-American (e.g., East Asian, South Asian, Southeast Asian, or Asian American, etc.): _____% *
- Black or African American (e.g., African American, Nigerian, Ethiopian, Somali, Afro Caribbean or Afro Latinx, etc.): _____% *
- Hispanic or Latino (e.g., Mexican or Mexican American, Puerto Rican, Cuban, Salvadoran, Dominican, Columbian, another country of Latin America or Spanish origin, etc.): _____% *
- Middle Eastern or North African (e.g., Lebanese, Iranian, Egyptian, Syrian, Moroccan, Algerian, etc.): _____% *
- Pacific Islander (e.g., Native Hawaiian, Samoan, Chamorro, Tongan, Fijian, Marshallese, etc.): _____% *
- White (e.g., German, Irish, English, Italian, Polish, French, etc.): _____% *
- Multi-racial/Multi-ethnic: _____% *
- Another race ethnicity, or origin not on the list: _____% *
- Other (please specify) _____

Total Percentage of Race and Ethnicity:

Total must equal 100%. Please adjust accordingly.

AGE GROUP

All selected activities must be related to youth 12-26 years old. For the age groups that will be affected, provide your best estimate of the percentage in each age group. (Total must add up to 100.)

Under 5 _____% * 5-9 _____% * 10-14 _____% * 15-19 _____% *
 20-24 _____% * 25-26 _____% * 27-54 _____% * 55+ _____% *

Total Percentage of Age:

Total must equal 100%. Please adjust accordingly.

ADDITIONAL AREAS OF FOCUS

Select any of the following populations that are a primary focus of the project. *

- **Foster Youth**
- **2S/LGBTQ+ Youth**
- **Youth with Disabilities**
- **Youth Experiencing homelessness/housing insecurity**
- **Immigrant Youth and Youth from mixed immigration status families**
- **Youth/Young Adult who are in county jail, state prison or juvenile detention, on state parole, on county probation, or under post release community supervision**
- **Youth with mental health disorder needs**

- Youth with substance use disorder needs
- Youth with limited English proficiency
- Youth from low-wage families
- Uninsured and youth formerly enrolled in Medi-Cal
- Other:

If you selected "Other" area of Focus (please specify)

RACIAL/ETHNIC MAKE-UP OF BOARD AND STAFF

For the racial and ethnic populations that make up the board and staff of the applying organization, provide your best estimate of the percentage of the total people of each population [able to choose multiple; Total must add up to 100]

- American Indian and Alaska Native [Provide specific population(s) _____% *]
- Asian-American [Provide specific population(s) _____% *]
- Black or African American [Provide specific population(s) _____% *]
- Hispanic or Latino [Provide specific population(s) _____% *]
- Middle Eastern or North African [Provide specific population(s) _____% *]
- Pacific Islander [Provide specific population(s) _____% *]
- White [Provide specific population(s) _____% *]
- Multi-racial/Multi-ethnic: [Provide specific population(s) _____% *]
- Another race ethnicity or origin not on the list: [Provide specific population(s) _____% *]

NARRATIVE QUESTIONS

1. **Organization Description.** Provide a brief overview of your organization (the entity that is carrying out the project) including: a) when it was established, b) its mission c) whom it serves, d) types of programs it operates and e) the geographic area the organization provides services to currently. If applying as a coalition, information about the coalition should be provided. (500 words maximum)
2. **Project Goal.** Given that the key component of this funding opportunity is to make progress on:
 - (1) The two EGI-CA AN Initiative Goals
 - (2) The five intended outcomes shared by all four counties
 - (3) The program priorities identified by each EGI-CA AN Site

Describe how your organization would advance the above in terms of a workplan. Identify the timeline of activities aiming to advance the two initiative goals, the five intended outcomes and the program priorities based on your respective county i.e., 6 months, 12 months, 18 months, 24 months. (500 words maximum)

3. **Program Description.** Please describe the gender-responsive diversion and/or alternative program you are seeking for funding and how it will promote the well-being, freedom and liberation of girls and gender-expansive youth through the use of the gender-responsive approaches outlined in this RFA, and make progress towards helping the county get to ending girls' incarceration. (500 words maximum)
- a. What specific strategies do you utilize/services do you currently offer that align with the gender-responsive approaches outlined in the goals above)? Details can include any services currently offered in a culturally responsive and gender-affirming way; how you prioritize self-determination of young people in programming; how you promote healing from trauma; how you use flexibility and fun to support continued engagement; how you help girls to navigate systems; any economic supports provided, etc. Please be sure to include details of how you plan to incorporate these approaches (or acquire the adequate training/capacity to provide them) if you are not currently doing so
 - b. Please also describe:
 - i. Culturally responsive practices your program employs for Black, Native American, Indigenous or Latina/x/e young people or those of most relevance to the population you serve and/or how you would like to strengthen these approaches in your program.
 - ii. Support you provide to youth actively experiencing violence, including sexual violence, commercial sexual exploitation, dating violence, and/or family violence and/or how you would like to strengthen your approach.
 - iii. Supports you provide to pregnant or parenting youth and/or what supports you would like to strengthen your approach.
 - iv. Gender affirming practices for LGB/TGNC youth and/or what practices you would like to strengthen your approach
 - c. How does this proposed programming fit into the current continuum of community-based services in your community?
 - d. What barriers and opportunities do you foresee with respect to implementation of the services you're proposing to provide?
4. **Unwavering Engagement.** As outlined in the goals of the RFA, the young people OYCR is hoping that programs funded through this solicitation will serve will have complex circumstances and experiences---such as experiences with CSEC, histories of leaving placements, involvement with multiple public systems, lack of stable housing or behavior related to complex trauma --- that may make engaging them in programming and sustaining their engagement challenging. They will require "unwavering engagement" through creative strategies to keep them involved in programming, and may require more intensive effort than other youth to divert from system involvement. Please describe how you propose to engage and divert these young people. Include any details that may help to demonstrate the flexibility the proposed program will offer in working with young people? (500 words maximum)
- a. Describe a situation in which a young person was struggling in your program-- such as through conflict with staff or other young people or running away or missing appointments-- and how you responded to re-engage the young person. Why did you choose the approach you did?

- b. If you already provide diversion or alternative programming, who have you provided diversion programming to? If possible, provide specifics on girls and gender-expansive youth and other target populations (e.g., LGBTQ and gender-expansive youth, CSEC-impacted youth, youth high mental health and SUD needs, etc.)
 - c. Based on your current knowledge of programs and services that already exist in your county, how do you plan to leverage these resources to enhance your efforts to divert youth and support families?
5. **Referral Process, Procedures and Protocols.** How does your organization currently receive referrals for the individuals you currently provide programming to? (500 words maximum)
- a. Do you have experience working directly with youth legal system agencies such as probation, child welfare, and behavioral health to receive referrals? If so, provide details on how that relationship works. Details should include whether you require an MOU with a county agency and how you report back on programming participation to the agency.
 - b. What approaches do you/would you use to ensure that the services you provide are not net-widening? What assistance, if any, would you benefit from to enhance your practice in serving young people while avoiding net-widening?
 - c. How do you approach information-sharing with regard to your clients, including with respect to law enforcement?
 - d. How do you educate young people and families about their rights or benefits they are eligible for?
 - e. How do you provide legal services to youth and families or collaborate with legal service providers who represent the young people you work with? How do you ensure that youth who are formally court involved understand court requirements that they need to comply with to avoid further involvement or incarceration?
 - f. What challenges, if any, do you foresee in collaborating with probation or other child serving agencies in your county to ensure young people can access the services your program offers?
6. **Program Learning and Evaluation.** Describe how your organization has completed an evaluation, or used data, to determine the impact of your programming in young people's lives and/or effectiveness legal system outcomes? If you never have had the opportunity for evaluation, please describe what approaches you take to understand the impact and outcome of your program and your interest in receiving support with program evaluation. If you have experience, please describe how your organization documents, monitors, and evaluates project activities and progress toward program outcomes. How does your organization receive or collect community feedback and learn from the on-ground experiences of the young people? Does your organization require TA to support your organization to accomplish or strengthen this? How are young people experiencing the program and/or services in supporting their wellbeing, self-determination, agency and non-system involvement? (500 words maximum)
- a. Have you ever incorporated youth and/or family feedback to directly evaluate or assess your programming? How?
7. **Staffing Capacity.** Describe your staffing capacity and approach to staff development. (500 words maximum)
- a. What is your approach to staff training and culture?

- b. What practices are you currently using to develop and implement the program and train staff? If you use evidence or research informed tools, please describe those.
 - c. If you are bringing on additional staff through this grant, please describe how these new roles and how personnel will enhance your capacity to serve young people.
 - d. How does your staff bring unique experience to this work to best support girls and gender-expansive youth encountering the youth legal system?
 - e. Do you use credible messengers or credible messengers certified as community health workers in your staffing?
8. **MOU Experience.** Funded programs to this RFA may need to develop memorandums of understanding (MOUs) to deliver services to system involved youth or to integrate into provider networks in their community. Please describe how you've used MOUs to structure collaborative partnerships currently or in the past and/or any support you would require (such as legal or administrative support) to engage in an MOU. (500 words maximum)
 9. **Challenges and Barriers.** What aspects of the services you provide to young people are the hardest to fund? What concerns, if any, do you have about long-term sustainability of the program you're proposing to offer young people? What assistance would best support you in establishing a sustainability plan? What is your organizational experience with navigating relationships with system stakeholders in your county? What are challenges or needs? (500 words maximum)
 10. ***For Los Angeles Applicants Only.** If you are proposing to provide housing to minors, please describe the type of license you would use to offer housing. Please also provide a description of the physical space you are planning to use. (500 words maximum)

ATTACHMENTS

Please note: Grant applications may not be considered if requested attachments are not included or completed. Please upload your file **only** once for each requirement.

- Applicant organization's signed W-9 (required). Upload the applicant organization's W-9 in PDF format. *
- IRS Determination Letter. *
- Fiscal Sponsorship Agreement (if fiscally sponsored). *
- The most recent Organization's Annual Budget (approved by Board or Fiscal Sponsor or Advisory Board). *
- A proposed budget. *
- Support Letter (required) *

The signed document must include the following, which may be one Word or PDF document with the ED's signature at the bottom as a commitment and affirmation of the below:

1. Have executive support for the proposed project, as evidenced by a signed letter of support from the senior administrator, demonstrating willingness to commit staff time and resources to add new activities.
2. Affirm the applicant's ability to submit data and financial progress reports on a specific set of measures.
3. Affirm participation in activities of the external capacity building and TA efforts for the TYJ CBO CBI program.
4. Affirm participation Community of Practice meetings (mostly virtual).

An email confirming the submission of your application will be sent to the project's primary contact. If you do not receive an email, please contact the Transform Youth Justice team at tyj@sierrahealth.org.

APPENDIX A – INSURANCE REQUIREMENTS

All evidence of required insurance coverage must be submitted to The Center prior to the release of payment. Awarded organizations will receive an email from "The Center@Sierra Health Foundation" via TrustLayer requesting the same insurance documents as indicated below. A link will be provided for organizations to review and upload the required insurance documents. Please pay special attention to the "Additional Requirements" section for exact instructions and specific language that must be included.

Commercial General Liability

- Each Occurrence must be greater or equal to \$1,000,000
 - Coverage Trigger: Occurrence must be present
 - Insurance is written on an occurrence basis using ISO form CG 0001 or equivalent
- General Aggregate must be greater or equal to \$2,000,000
- Products/Completed Operations Aggregate must be greater or equal to \$2,000,000
- Primary and Non-Contributory Endorsement must be present
- Additional Insured Endorsement must be present
 - With Completed Operations language
 - Using a combination of ISO forms CG2010 10/04 and CG 2037 10/04 or equivalent

Improper Sexual Conduct & Abuse

- Each Occurrence must be greater or equal to \$1,000,000
- Aggregate must be greater or equal to \$2,000,000

Automobile Liability

- Combined Single Limit (each accident) must be greater or equal to \$1,000,000
- Coverage Applies to: Owned Autos Only must be present
- Coverage Applies to: Hired Autos Only must be present
- Coverage Applies to: Non-Owned Autos Only must be present
- Additional Insured Endorsement must be present
 - Using ISO form CA 2048 or equivalent

Worker's Compensation and Employer's Liability

- Statutory Limits must be present
- Employer's Liability Each Accident must be greater or equal to \$1,000,000
- Employer's Liability Disease – each employee must be greater or equal to \$1,000,000
- Employer's Liability Disease – policy limit must be greater or equal to \$1,000,000
- Waiver of Subrogation Endorsement must be present

Professional Liability

- Each Claim must be greater or equal to \$1,000,000
- Aggregate must be greater or equal to \$2,000,000

Additional Requirements

- Certificate Holder must read: Sierra Health Foundation 1321 Garden Highway Sacramento, CA 95833
- A.M. Best rating of at least A-:VI
- Description of Operations must read: The Center, Sierra Health Foundation, The State of California, their respective officers, directors, agents, representatives, constituent entities, affiliates, volunteers, officials, parents, subsidiaries, and employees shall be added as Insureds ("additional Insureds") under each commercial general liability and automobile insurance policy. Agreement #23-30138 must be present.