



BOARD OF SUPERVISORS AGENDA ITEM REPORT AWARDS / CONTRACTS / GRANTS

☐ Award ☐ Contract ☒ Grant

Requested Board Meeting Date: 1/18/2022

* = Mandatory, information must be provided

or Procurement Director Award: ☐

***Contractor/Vendor Name/Grantor (DBA):**

John D. and Catherine T. MacArthur Foundation

***Project Title/Description:**

Safety and Justice Challenge (SJC) Focused Racial Equity Cohort

***Purpose:**

A total of \$500,000 in funding is to be split between Pima County (\$238,849) and its community partner, YWCA (\$261,151), for the purpose of co-creating goals, strategies and ways to collaborate to advance racial and ethnic equity in the justice system, center lived experience, and emphasize the SJC Community Engagement Pillars of authenticity, accessibility and transparency, respect for diversity, and commitment to ongoing engagement. Each partner has been granted their own independent budget to address these areas, but are working in conjunction to accomplish overarching goals. A majority of the Pima County budget has been dedicated to building a data warehouse.

***Procurement Method:**

Not Applicable.

***Program Goals/Predicted Outcomes:**

The partnership aims to establish an infrastructure for equity by addressing three of the most pervasive challenges identified: 1. A dearth of accessible system-wide data analysis to identify, measure, and track racial and ethnic disparities and disproportionalities (REDD). 2. Historical conflict, distrust, and power imbalance between the county government and BIPOC communities. 3. Limited resources, information, and expertise around racial justice facilitation. Some of the primary goals formulated by this partnership are: to establish a racial equity data hub, proactively engage youth, lay the groundwork for a Racial Justice Center, and foster innovation and collaboration via microgrants. Other desired outcomes include a measurable impact on race and ethnicity in our justice systems (i.e. jail, specialty courts, etc.), creating trust with historically disadvantaged communities, and increasing access to resources for BIPOC individuals involved in the justice system.

***Public Benefit:**

Acceptance of this grant will help facilitate the creation of a cross-system justice data warehouse, allow continued access to Safety + Justice Challenge network, peers, resources, and provide additional technical assistance to address racial equity and authentic community engagement. Additionally, it would allow continuation and further growth in the effort to reduce racial and ethnic disparities and disproportionalities in the justice system – a goal that has been ingrained in Pima County Justice Services (formerly Criminal Justice Reform Unit) since inception.

***Metrics Available to Measure Performance:**

A tangible metric available to measure specifically Pima County's performance is the creation and maintenance of a data warehouse that will be utilized by justice system partners. Another performance metric is accomplishing the necessary infrastructure and goals set forth under program goals/predicted outcomes. Reports are requested by the grantor on a as-needed-basis.

***Retroactive:**

Yes, as we were advised by funder to not move forward with acceptance procedures or any actions that may inform public until official announcement was made by The MacArthur Foundation.

GMF approved
Jom 1-12-22

THE APPLICABLE SECTION(S) BELOW MUST BE COMPLETED

Click or tap the boxes to enter text. If not applicable, indicate "N/A". Make sure to complete mandatory (*) fields

Contract / Award Information

Document Type: _____ Department Code: _____ Contract Number (i.e., 15-123): _____
Commencement Date: _____ Termination Date: _____ Prior Contract Number (Synergen/CMS): _____
☐ Expense Amount \$ _____ * ☐ Revenue Amount: \$ _____

***Funding Source(s) required:** _____

Funding from General Fund? ☐ Yes ☐ No If Yes \$ _____ % _____

Contract is fully or partially funded with Federal Funds? ☐ Yes ☐ No

If Yes, is the Contract to a vendor or subrecipient? _____

Were insurance or indemnity clauses modified? ☐ Yes ☐ No
If Yes, attach Risk's approval.

Vendor is using a Social Security Number? ☐ Yes ☐ No
If Yes, attach the required form per Administrative Procedure 22-10.

Amendment / Revised Award Information

Document Type: _____ Department Code: _____ Contract Number (i.e., 15-123): _____
Amendment No.: _____ AMS Version No.: _____
Commencement Date: _____ New Termination Date: _____
Prior Contract No. (Synergen/CMS): _____

☐ Expense ☐ Revenue ☐ Increase ☐ Decrease

Amount This Amendment: \$ _____

Is there revenue included? ☐ Yes ☐ No If Yes \$ _____

***Funding Source(s) required:** _____

Funding from General Fund? ☐ Yes ☐ No If Yes \$ _____ % _____

Grant/Amendment Information (for grants acceptance and awards)

☒ Award ☐ Amendment

Document Type: GTAW Department Code: CA Grant Number (i.e., 15-123): 22*39
Commencement Date: November 15, 2021 Termination Date: November 14, 2023 Amendment Number: _____
☐ Match Amount: \$ _____ ☒ Revenue Amount: \$ 238,849

***All Funding Source(s) required:** John D. and Catherine T. MacArthur Foundation

*Match funding from General Fund? ☐ Yes ☒ No If Yes \$ _____ % _____

*Match funding from other sources? ☐ Yes ☒ No If Yes \$ _____ % _____

*Funding Source: _____

*If Federal funds are received, is funding coming directly from the Federal government or passed through other organization(s)?

Contact: McKenzie Derfus

Department: Justice Services

Telephone: (520) 724-9933

Department Director Signature: Kate Vesely Date: 1/12/2022

Deputy County Administrator Signature: _____ Date: _____

County Administrator Signature: _____ Date: 1/12/2022

Racial Equity Cohort Application

For Pima County, Arizona

Submitted Jointly by:

Department of Justice Services, Pima County

&

YWCA of Southern Arizona

August 20, 2021

Applicant Information:

Jurisdiction:	Pima County
SJC Site Partner:	Pima County (Department of Justice Services, formerly the Criminal Justice Reform Unit - CJRU)
Name:	Kate Vesely, Director of Justice Services Kate.Vesely@pima.gov , (520) 740-3062
Community Partner:	YWCA of Southern Arizona
Name:	E. Liane Hernandez, Director, Women's Wellness, Empowerment & Leadership Center lhernandez@ywcatuscon.org

Responses to Application Questions

1. Cohort Partnership Roles & Expectations

The Pima County Safety + Justice Challenge Community Collaborative (the Collaborative) and YWCA (the YW) of Southern Arizona propose partnering to build the capacity for deeper system-wide examination of racial and ethnic disproportionality and disparities (REDD) in the local criminal justice system. Each partner brings a rich network and experience that would be leveraged to fill critical gaps in the local movement for racial justice. Partnership activities would take shape around shared values, including multi-sector collaboration, evidence-based decision making, and community ownership.

The partnership would build upon the Collaborative's existing framework to establish a sustainable infrastructure for collaboration, knowledge building, and community accountability around efforts to address REDD across the justice system. Established in 2016 as the community advisory body for Pima County's Department of Justice Services (DJS), the Collaborative brings more than 50 justice system partners, community-based organizations, and system-involved individuals together to design and oversee local justice reform efforts. Its Racial Equity Community Action Team (RECAT) is an open working group of 30+ individuals and organizations focused on identifying, measuring, and addressing REDD. More than half of RECAT participants identify as BIPOC, and the group includes equal representation from justice system leaders and community organizations.

The YWCA has been facilitating social justice in Pima County since its inception in 1917, and it has leveraged more than a century of advocacy and empowerment programs for local women and girls to become a regional leader in racial equity work, providing training, workshops, and policy work around racial justice issues. DJS sought guidance from the YW during the launch of its Collaborative (2016) and RECAT (2019), and the organization has remained involved throughout the evolution of SJC activity in Pima County. YWCA is home to Pima County Teen Court, a peer-led juvenile court diversion program that uses the principles of restorative justice, service learning, and positive youth development to prevent juvenile crime recidivism. Created in 1995 as a community response to the over-representation of minorities in the juvenile system, Teen Court has lowered the recidivism risk of nearly 8,000 Pima County adolescents, and 60 percent of program beneficiaries identify as BIPOC youth.

To ensure that community voice remains at the heart of this partnership, the RECAT would be expanded to provide ongoing oversight for participation in SJC Racial Equity Cohort activities. Its members selected the YWCA as a lead partner in this effort through a process guided by values articulated in a survey of Collaborative members. Recognizing the challenges of racial justice work, partners plan to leverage support from Everyday Democracy to establish partnership values, agreements, and protocols that would be used to navigate conflict as it arises. While the DJS would provide an administrative foundation for the partnership through coordination, research, and evaluation, YWCA would facilitate broader community engagement in the process.

We've given thoughtful consideration to the potential challenges and risks of doing this work – the stakes are high, and our successes or disappointments could have far reaching impact. Our biggest areas of opportunity to make a lasting impact on our community are also our biggest danger zones – we need to set goals that are specific, measurable, and implementable – but we also need to set goals that are somewhat lofty, aspirational, and slightly out of reach. By doing so, we can push the limits of what we can

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obtain; but we must also be comfortable with the reaction by our community should we fall short of these objectives. We will work to clearly communicate with our partners, and our community, as well as manage expectations. Jointly, DJS and YWCA spoke about how we would face this risk. We came to the conclusion that we are prepared to do this work imperfectly, and to lead by example and encourage others to do this work imperfectly.

2. Authentic Community Engagement

We have been working with Black, Indigenous, Latinx, and other communities of color in our local criminal justice system, to address racial equity. These efforts are vital to continue building trust while looking at the systems that directly feed community members into the criminal justice system to begin with, for example, crimes of poverty driven by the basic need to survive. Lessons from our past work have reinforced our need to develop trust, create sustainability, and develop empowerment for greater community involvement through civic engagement (voting, advocacy, volunteering, etc.).

Acknowledging racial disparities and recognizing their prominence locally in every stage of our criminal justice system, we have learned in Pima County that the communities most harmed and engaged in the criminal justice system are Black, Indigenous, Latinx, and other people of color. Due to our geographical location of Pima County, we have a large Latinx, Indigenous, and migrant community. Tucson, the major city of Pima County, is also a large hub for the resettlement of refugee and asylum seekers from around the globe. Thus, not only do we see the need for disparity in the traditional criminal justice system, but we also recognize how the migrant detentions feed into the local jails.

It is because of these lessons, we are prioritizing gathering voice, input, and recommendations from our Black, Indigenous, Latinx, and other people of color at large, and want to look at the systems that create interactions with criminal justice systems to begin with. We will accomplish that through the following strategies:

- Together, Pima County REDD and the YWCA will expand, organize and co-lead at least six “Dialogues to Create Change” within the first 15 months. They will engage Everyday Democracy (ED) to offer guidance and build a format combining the strengths of both ED and the YWCA, who have been leading racial equity and engagement dialogues in Tucson and Pima County for the last few years. This will give opportunity to engage the current Racial Equity Community Action Team and utilize YWCA’s network, along with other partners in reaching the communities whose voices have historically been missing such as migrant activist groups and anti-poverty initiatives throughout the community.
- Expand our focus and efforts to the racial disparities that are prominent in all stages of life that will predict the possible pathway to jail/prison. For example, with the work of the YWCA’s Teen Court programs, we will be able to address the school-to-prison pipeline with strategies like diversion BEFORE arrest. Other focuses would be on building networks with local service providers and initiatives to learn how poverty and lack of education, workforce, housing, etc. contributes to increased criminal justice involvement for Black, Indigenous, Latinx, and other people of color in Pima County.
- Engage the voices and perspectives of people most impacted by racial disparities and criminal justice system to develop a curriculum regarding how various disparities overlap to create

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inequity in our system with the intention to create education sessions with our networks, service providers, and local schools so we are training the community on how racial disparities affect our communities, but especially drive local criminal justice systems. Allowing us to approach these inequities at multiple entry points where we can apply pressure and education for true systemic change.

- To strengthen community relationships, both DJS and the YWCA will hire part-time community liaisons with lived experience to engage their communities in this process. This is an approach developed through insights from conversations with other SJC Network partners who have seen success in moving the needle in their communities.

In preparing this application, we spent considerable time contemplating how our strategies will be different this time. We have lessons-learned, especially in relation to our efforts for the Tribal Listening Sessions as we struggled to build trust and open communications (difficult work made even more challenging by the pandemic). This application process has helped us to analyze our “action-oriented approach” where we seek to meet deliverables and outcomes. Insights from dialogue between DJS and YWCA have resolved our commitment to move beyond the “agenda” to focus on healing. This process will not just be about restorative justice – but also restorative healing. Our race equity work will not just be data analytics, policy analysis, and systems change. It will also mean sometimes we set the agenda aside, and approach our community with a vulnerable, open heart. We listen, and absorb. Our joint partnership has made a commitment to ‘fill the bucket’ of each person we ask to take this journey with us. Sometimes that will mean working through grief and frustration. Sometimes that will mean putting aside policy, and exploring creative outputs for healing. Most importantly, it will mean asking “what do we want for our youth?” and infusing that insight into all efforts. We will approach this work with heart.

3. Proposed Strategies

The Collaborative has leveraged resources and guidance from the SJC Network and Everyday Democracy to engage diverse leaders working around the issue of racial justice through dialogue. This process has revealed common challenges impeding progress toward combating REDD at the systemic level. The partnership aims to establish an infrastructure for equity by addressing three of the most pervasive challenges identified through this process:

1. A dearth of accessible system-wide data analysis to identify, measure, and track REDD.
2. Historical conflict, distrust, and power imbalance between the county government and BIPOC communities.
3. Limited resources, information, and expertise around racial justice facilitation.

The strategies included in this proposal were developed from strategies proposed by the Collaborative in a 2021 survey, and they will be refined through ongoing community engagement driven by the RECAT. The Collaborative’s Steering Committee and YWCA’s would review project budgets to ensure equitable allocation of funds.

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Strategy 1: Establishing a Racial Equity Data Hub

To make meaningful progress toward eliminating REDD, we must first identify them and understand their root causes. Funds would be leveraged to establish a data warehouse for information sharing and analysis across the local justice system. As convening organizations working at opposite ends of the criminal justice system, DJS and YWCA are uniquely positioned to facilitate this process, pulling together quantitative and qualitative data from system and community collaborators to provide an evidence-based understanding of where REDD exist and how they impact community life.

Building upon years of community visioning around data integration, we propose establishing a public-facing dashboard with accurate and up-to-date information that clearly identifies and tracks REDD through weekly snapshots and clear data visualization. Despite the apparent value of this project, progress has been stalled by the need for resources and leadership to carry it forward. DJS's Research and Evaluation Analyst would oversee the technical process of creating the dashboard using input gleaned through the 15-month community dialogue series co-facilitated by the YWCA and RECAT. DJS imagines building the dashboard homepage into a digital hub of resources and information for both residents who are navigating the justice system and those who are working to change it.

Strategy 2: Proactive Engagement of Youth

DJS will partner with Teen Court to develop a community-centered process for examining the school-to-prison pipeline. Teen Court's success can be attributed to its unique youth leadership model that uses adolescents as attorneys, bailiffs, clerks, and jurors for youth diverted from Juvenile Court. This partnership shifts the lens to consider approaches to intervention before an arrest is ever made.

MacArthur support would go toward facilitation of intergenerational dialogue involving Teen Court participants, area school districts, law enforcement, Collaborative members, and county leadership. Groups would share data, challenges, and ideas during a six-month process culminating with the development of recommendations for disrupting pathways to incarceration for local youth. Everyday Democracy would support training for a cadre of youth facilitators to guide this process. This cadre would be comprised entirely of formerly justice-involved youth who have successfully completed the Teen Court program; a true mirror of those the program serves. The goal is for youth to stand on equal footing with adults to facilitate all workshops offered through Teen Court. Additional support would go toward expanding Teen Court's capacity through technology upgrades, a professional development fund for youth participants, and expanded staff capacity.

YWCA will especially make efforts to engage teens who have lived experience and completed the Teen Court program, to create opportunities for mentorship and guidance. These youths will not only be on the front lines of the Teen Court program, but also sitting at the table influencing programs and policies with equal footing to their adult counterparts.

Strategy 3: Laying the Groundwork for a Racial Justice Center

MacArthur support would go toward laying the groundwork for a Racial Justice Center housed at the YWCA. Over the past two years, extreme political polarization, a global pandemic, and the national Movement for Black Lives have brought greater attention and intention to local conversations around

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inequity. As a county leader in this space, the YWCA has developed resources to address needs in the regional landscape, including training and support services for organizations engaged in equity processes.

The proposed partnership around REDD in the criminal justice system comes with the opportunity for assessment of regional gaps in knowledge, skills, and expertise around facilitating racial justice work. YWCA plans to engage an AmeriCorps Vista member in research and planning for the Center, and its Racial Justice Coordinator would manage the launch process. A third-party evaluator would be engaged in the early planning stages to ensure insights gained from this process can be used to inform future local efforts.

Strategy 4: Fostering Innovation and Collaboration Through Microgrants

Recognizing that those closest to the problem are often closest to the solution, partners have allocated \$50,000 to developing additional racial equity strategies proposed by system impacted individuals and grassroots organizations. Microgrants of up to \$10,000 would be awarded in Year 1 of Cohort participation through an equitable regranting process designed with input from RECAT participants. This strategy is a favorite among Collaborative members, who see it as a path to new ideas, increased engagement, and leadership development.

4. Use of Qualitative and Quantitative Data

The nature of this work calls for multifaceted data collection and analysis that would be shared among collaborators to inform decision making. A core strategy in this endeavor will be to understand where inequity is occurring within each decision-making point of the justice system. Having data allows us to ask the difficult questions, and explore opportunities for true systemic change. A significant investment will be made to create a data warehouse, able disaggregate demographic data and see how individuals move through each intercept.

An outside evaluator would be contracted to assess both the process and outcomes of partnership activities, while the establishment of the Racial Equity Data Hub would enable DJS to track shifts in disparities over the course of Cohort participation.

Relative Rate Index

DJS Research and Evaluation Analyst will work with criminal justice partners to conduct an RRI analysis. This and subsequent analyses resulting from initial findings will provide insight necessary to develop targeted initiatives and attainable goals.

DJS will use the five-phase evidence-based disproportionate minority reduction cycle created by the OJJDP to identify disparities and develop strategies to address those disparities. In conducting RRI analysis, the Research and Evaluation Analyst will download the population estimate file from the Arizona OEO; when 2020 Census data is available, the population figures will be updated. The file provides race, ethnicity, and age estimates of individuals in Pima County based on the most recent census; the percentage of individuals in each race category age 18 and older will be calculated.

Further, the DJS Research and Evaluation Analyst will work with law enforcement, PCAO, PDS, PTS, and Court data in each race/ethnicity category per 1,000 individuals of each race within total population to

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calculate number of arrests in 2019 using law enforcement data; link arrest data to PCAO data and determine prosecutorial rate of charged individuals; link data to determine if the charged were assigned counsel; link charged data to PTS released pretrial data to calculate by race the rate of individuals detained in jail after arrest; link charged data with number referred to diversion; link charged data with court case disposition data to calculate rate of individuals in each race category and possible disposition outcomes; and calculate rate of individuals in each race category and possible sentence category per 1,000 convicted. The rate of occurrence for minorities will be divided by the rate of occurrence for white individuals to determine the RRI; this computation will be performed for each race and ethnic category.

RRI analysis results will be shared with all stakeholders. These results will generate additional analysis into the areas with the greatest disparities. When RRI analysis is complete and data identifying disparities at each decision point exists, additional analyses will be conducted to reveal disparity causes. Quantitative analysis may provide additional information regarding causes of disparities and assist in development of strategies to address them. Stakeholder-targeted intervention strategies will be developed to reduce the disparities. DJS, with support from partners, will continue to evaluate the interventions and monitor the impact on the RRI.

5. Potential Barriers, Support, and Sustainability

Issues of power sharing and distrust have created significant barriers to change in our community. It is imperative that DJS leverages expertise from the YWCA, SJC Network, and Everyday Democracy to address critical gaps in community representation through this partnership, and the process will be as important as its outcomes. Collaborative members have identified the need to engage more system-impacted individuals, including folks who identify as Black, Indigenous, and Latinx. They have also underscored the need to consider intersectional identities such as BIPOC youth identifying as LGBTQ+. Our community engagement strategies have been developed with this in mind, including the hiring of community liaisons with lived experience who would champion the process in their respective communities.

On the system side, continued buy-in, consciousness-raising, and participation among all justice partners will be key in moving these highly collaborative efforts forward. Anti-bias/racism training and professional development for system employees are ripe areas for exploration through this partnership process and participation in a national cohort. DJS would prioritize strategic engagement of potential champions and create a public relations plan for touting successes over the two-year Cohort period, steps that aim toward a dedicated budget line item in the county general fund for the advancement of efforts to combat REDD. Additional support will be sought as needed to develop programs and initiatives that come out of the organic community-driven process.

We anticipate our primary barrier as gaining access to data from various justice systems. Not only are some data management systems ill-equipped to generate the demographic data we seek, but we may also face ideological resistance to looking at this data.

Several strategies for sustainability are already emerging early in this process. First and foremost, is approaching racism as a public health issue. We will seek to work with our Pima County Health Department, who is already doing the work regarding race and public health, to integrate our respective strategies into long-term planning and practices.

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Staffing Plan

Both Pima County and the YWCA of Southern Arizona are investing in expanding the staffing as well as competency of their teams to increase capacity for racial justice work. The Department of Justice Services (DJC) is in the process of hiring a full-time Community Engagement and Equity Specialist (Program Coordinator), who would manage the daily administrative responsibilities of the racial equity cohort partnership, as well as meet DJS's needs for other community engagement strategies as part of their existing Safety & Justice Challenge work. This position is funded by Pima County General Funds, to ensure sustainability of efforts and strategies long past the completion of these funding opportunities. YWCA is preparing to hire a Racial Justice Coordinator, who will also be integral to this work.

- Justice Services Staffing:
 - **Kate Vesely, Director of Justice Services:** Kate has a joint Master's degree (College of Business and College of Law) in Public Administration, with an emphasis in Criminal Justice & Law, and is passionate about criminal justice reform. She's dedicated her career (over 20 years to date) towards encouraging public policy reform, to save lives while improving public safety. Her experience has spanned both the public sector (criminal justice and healthcare systems) and community behavioral health treatment. For over 12 years she has served as the Facilitator of the Southern Arizona Crisis Intervention Team (CIT) training program, and has trained over 1,500 public safety professionals as CIT responders. She has launched numerous specialty court programs (including the first misdemeanor, regional, consolidated, co-occurring specialty court program in the country), is a former board member of NAMI Southern Arizona, and serves as adjunct faculty for Policy Research Associates (PRA). Kate is a subject matter expert for SAMHSA in several areas, including Risk-Needs-Responsivity (RNR) and Medication Assisted Treatment (MAT) in criminal justice settings. [In-Kind Contribution]
 - **Mayra Ramos, Deputy Director of Justice Services:** Mayra has a Master's Degree in Health and Social Services with over 10 years of professional experience in Pima County's social services field. As Deputy Director, she will supervise staff, and ensure project implementation and progress. She is a certified trainer in numerous evidence-based practices including Psychological First Aid (PFA), Mental Health First Aid (MHFA), Trauma Informed Criminal Justice System Responses, Suicide Prevention and Early Intervention and Lean Six Sigma Green Belt, to name a few. Throughout her career she has managed multimillion dollar projects to implement quality improvement, system practices and policy changes, evidence-based interventions and other promising practices to address public health, health disparities and public safety. Mayra serves on the Liberty Partnership Kino Neighborhoods Council (LPKNC) Board of Directors and is a committee member of the Community Prevention Coalition of Pima County. [In-Kind Contribution]
 - **Cara Stevens, Research & Evaluation Specialist:** Cara has a Master's Degree in Forensic Psychology. Throughout her 17-year career she has worked in research and planning for various criminal justice agencies. As a member of the NC Juvenile Justice's Disproportionate Minority Contact Committee, she was responsible for completing the RRI as well as conducting analysis to identify the causes of disparities at each decision point in the Juvenile System. In addition, she served a similar function as a member of the College of Saint Rose's Diversity Committee. [In-Kind Contribution]

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- **Community Engagement & Equity Specialist (currently in hiring process) [In-Kind Contribution]**
- External Team Members Affiliated with DJS:
 - **Celia Robidoux**, Chair of SJC's Community Collaborative and Racial Equity Community Action Team (RECAT); Volunteer. Committed to social justice and equity, Celia Robidoux leads with a values based ideology. She has been fighting for LGBTQ+ and racial equity through activism and volunteerism that led her to begin her career in the public sector in 2006. She has a Bachelor's of Science in Justice Studies with a LGBT Studies Certification from Arizona State University. She is a Certified Professional Integrative Coach, a graduate of the American Express Leadership Academy, and is currently earning a Master's of Arts in Social Justice and Community Organizing with Prescott College. Celia's service in Tucson involves community-based campaigns and coalitions such Pima County's first Safety + Justice Community Collaborative, an effort to safely reduce the local jail population, as the chair on Racial, Ethnic, Disparities and Disproportionality committee, and serves as secretary on the board of directors for YWCA of Southern Arizona.
 - **Gerald Williams**, HEAT Program Coordinator (with peer-run community treatment provider, HOPE, Inc); Independent Contractor [Funded via current SJC grant]. Gerald Williams is an individual with lived experience in the criminal justice system. He has participated in the Safety and Justice Challenge since inception, and has been a dedicated member of the Community Collaborative.
- YWCA of Southern Arizona:
 - **Magdalena Verdugo, YWCA Southern Arizona CEO:** Magdalena will oversee the project and budget in an Executive role. Magdalena comes to YWCA after 29 years with Chicanos Por La Causa, most recently VP of CPLC Community Schools. Magdalena, bilingual, holds a Bachelor's in Business Admin from UA and a Masters of Ed in Educational Leadership from NAU. [In-Kind Contribution]
 - **E. Liane Hernandez, YWCA Southern Arizona Director, Women's Wellness, Empowerment and Leadership Center** : Liane oversees all of YWCA S AZ women's empowerment programming, including our Racial Justice work. As Director, Liane will supervise staff and volunteers, and ensure proper reporting and program progress. Liane serves on the Jewish History Museum Board of Directors and is Vice Chair of the City of Tucson Bond Oversight Commission. Ms. Hernandez previously served as a member of the selection committee for the initial Safety and Justice Collaborative, was a member of the Pima County ReEntry Coalition, led a 2-year long series on Mass Incarceration at the YWCA and holds a BA in Cultural Anthropology from the University of Arizona and a Culinary Certificate from PCC. [In-Kind Contribution]
 - **W. Kate Spaulding, Program Manager, Pima County Teen Court:** Kate has worked for Teen Court since 2001 and has managed the program since 2007. Teen Court is a diversion program that serves up to 150 families and 400 volunteers each year. In addition to volunteer and case management, Kate ensures the program remains relevant and timely via evaluation, training, and curriculum revision. She has designed constructive sentencing options, created the 29-hour Attorney Training program, and authored both Adult and Legal Volunteer Manuals. She

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implemented the expansion of Pima County Teen Court to include Northwest Teen Court in 2003 and Eastside Teen Court in 2007 and has assisted a multitude of schools in starting their own Teen Court programs. She represents Pima County Teen Court in the Arizona Teen Court Association and the National Association of Youth Courts, of which she is a founding member. She serves as a trainer for both organizations, locally and nationally. Kate received her Bachelor of Arts in Psychology from Ohio Wesleyan University in Delaware, OH. Contact Information: email: kspaulding@ywcacucson.org, 520-991-5666. [In-Kind Contribution]

- **Lara Ruggles, YWCA Southern Arizona Director of Development and Marketing:** Lara joined YWCA Southern Arizona in 2021. Previously, she developed a fundraising plan that sustained Tucson's Historic Rialto Theatre through a 16-month closure due to COVID-19, and coordinated a statewide advocacy effort that led to the passage of the Shuttered Venue Operators Program in Congress, and resulted in \$2.3 million in federal relief funding for the Rialto, as part of the largest public rescue of the Arts in US history. Lara serves on the Board of Directors for the National Independent Venue Association and chairs NIVA's Diversity, Equity and Inclusion Committee. She received her BA in Interdisciplinary Arts from Prescott College, and holds a Certificate in Nonprofit Leadership & Management from the University of Arizona's Eller Executive Education Program. [In-Kind Contribution]
- **Elizabeth Alegria, Pima County Teen Court Program Coordinator:** Elizabeth joined YWCA Southern Arizona in March 2021 and brought with her thirty years of experience in the Pima County justice system, including 20 years as a Juvenile Court Probation Officer. During her time at juvenile court, Elizabeth worked as a Safe Schools Probation Officer and coordinated a Teen Court in the Schools program which trained students to hold restorative justice hearings for their peers who violated a school rule. She is an experienced facilitator of youth and families as well as a trainer-of-trainers in law-related education. Elizabeth earned her BA in Sociology from the University of Arizona and is a fluent Spanish-speaker.
- **Racial Justice Center Program Coordinator (to be hired)**



Pima County Proposed Racial Equity Cohort Budget (Partner: Pima County)

Cost Category	Year 1	Year 2	Total
I. Personnel			
None	\$ -	\$ -	\$ -
II. Professional Services			\$ -
Trauma-Training Series (Race, Justice System, and Resiliency) Series	\$ 3,000	\$ 3,000	\$ 6,000
Restorative Justice Training Series	\$ 3,000	\$ 3,000	\$ 6,000
Other trauma, restorative justice, and race training and/or technical assistance	\$ 2,500	\$ 2,500	\$ 5,000
III. Data Enhancements (e.g., IT system improvements, technology, staff)			
Creation of a data warehouse among justice systems (contracted vendor)	\$ 100,000	\$ 50,000	\$ 150,000
IV. Equipment and Hardware			
Statistical Analysis Software to conduct demographics analysis of justice populations	\$ 1,500	\$ 1,500	\$ 3,000
Laptop and software for Community Engagement & Equity Specialist	\$ 2,000	\$ -	\$ 2,000
Cell Phone and Data Plan for Community Engagement & Equity Specialist	\$ 800	\$ 800	\$ 1,600
V. Travel (e.g. airfare, hotel accommodations, food and incidentals)			
Participation of 9 Racial Equity Cohort Team members to attend All-Sites (\$2000/each)	\$ 18,000	\$ 18,000	\$ 36,000
VI. Meeting Expenses (e.g., meeting space, food and supplies)			
Food for community-based meetings to encourage attendance	\$ 1,250	\$ 1,500	\$ 2,750
Office supplies or other small dollar resources to support strategies	\$ 1,321	\$ 1,200	\$ 2,521
Stipends or Incentives for community members to attend meetings, focus groups, etc	\$ 1,000	\$ 1,264	\$ 2,264
VII. Indirect Costs (not-to-exceed 15%)			
Pima County will accept the de minimum in-direct rate (10%)	\$ 13,437	\$ 8,276	\$ 21,714
Total	\$ 147,808	\$ 91,040	\$ 238,849



Pima County Racial Equity Cohort Budget (Applicant Budget: YWCA)

Cost Category	Year 1	Year 2	Total
I. Personnel			
Restorative Justice Coordinator (1 FTE)-directly impacted new hire	40,805	41,418	82,223
Director of Women's Wellness, Empowerment, Leadership Center (.1 FTE)	7,095	7,095	14,190
Manager of Teen Court (.15 FTE)	8,452	8,452	16,904
Coordinator of Teen Court (.1 FTE)	3,271	3,271	6,542
AmeriCorps Member (.75 of 900 hours)	4,050	4,050	8,100
Youth Co-Facilitator Stipends (\$48/workshop)	4,896	4,896	9,792
II. Professional Services			
Evaluator	4,500	4,500	9,000
Regranting for directly impacted individuals and grassroots agencies	25,000	25,000	50,000
Contract svcs for facilitation, interpretation, and translation	5,000	5,000	10,000
III. Data Enhancements (e.g., IT system improvements, technology, staff)			
Grant related systems upgrades	1,000	1,000	2,000
			0
			0
IV. Equipment and Hardware			
Laptops for staff /IT support	3,000	1,600	4,600
			0
			0
V. Travel (e.g. airfare, hotel accommodations, food and incidentals)			
Staff and Youth Facilitators to attend Arizona Teen Court Youth Summit	800	800	1,600
Travel assistant funds for Collaborative to project related events	1,000	1,000	2,000
			0
VI. Meeting Expenses (e.g., meeting space, food and supplies)			
Office and program space	5,000	5,000	10,000
Food and meeting supplies	2,600	2,600	5,200
Incentives for community participants in project related events	2,000	2,000	4,000
VII. Indirect Costs (not-to-exceed 15%)			
YWCA INDIRECT	12,500	12,500	25,000
			0
			0
Total	\$ 130,969	\$ 130,182	\$ 261,151