

**Juvenile Justice Crime Prevention Act &  
Youthful Offender Block Grant (JJCPA-YOBG)**

**Consolidated Annual Plan**

Date: 4/22/2024

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Instructions:

Government Code Section 30061(b)(4) and Welfare & Institutions Code Section 1961(b) call for consolidation of the annual plans required for JJCPA and YOBG.

Please submit your most up-to-date consolidated plan.

The rest of this document is a standardized template for a consolidated county plan. If you find it helpful to use this template, please do so.

Your submission will be posted, as submitted, to the BSCC website.

*Please e-mail your plan to:*

**JJCPA-YOBG@bscc.ca.gov**

# **Juvenile Justice Plan**

## Part I. Countywide Service Needs, Priorities and Strategy

- A. Assessment of Existing Services
- B. Identifying and Prioritizing Focus Areas
- C. Juvenile Justice Action Strategy

## Part II. Juvenile Justice Crime Prevention Act (JJCPA)

- A. Information Sharing and Data Collection
- B. Funded Programs, Strategies and/or System Enhancements

## Part III. Youthful Offender Block Grant (YOBG)

- A. Strategy for Non-707(b) Offenders
- B. Regional Agreements
- C. Funded Programs, Placements, Services, Strategies and/or System Enhancements

## **Part I. Service Needs, Priorities & Strategy**

*Authority: Government Code Section 30061(b)(4)(A) The multiagency juvenile justice plan shall include, but not be limited to, all of the following components:*

*(i) An assessment of existing law enforcement, probation, education, mental health, health, social services, drug and alcohol, and youth services resources that specifically target at-risk juveniles, juvenile offenders, and their families.*

*(ii) An identification and prioritization of the neighborhoods, schools, and other areas in the community that face a significant public safety risk from juvenile crime, such as gang activity, daylight burglary, late-night robbery, vandalism, truancy, controlled substances sales, firearm-related violence, and juvenile substance abuse and alcohol use.*

*(iii) A local juvenile justice action strategy that provides for a continuum of responses to juvenile crime and delinquency and demonstrates a collaborative and integrated approach for implementing a system of swift, certain, and graduated responses for at-risk youth and juvenile offenders.*

*Government Code Section 30061(b)(4)(B)(ii) Collaborate and integrate services of all the resources set forth in clause (i) of subparagraph (A), to the extent appropriate.*

### **A. Assessment of Existing Services**

Include here an assessment of existing law enforcement, probation, education, mental health, health, social services, drug and alcohol, and youth services resources that specifically target at-risk juveniles, juvenile offenders, and their families.

Alameda County Probation Department (ACPD) has a broad array of youth resources that specifically target at-risk youth and their families. Probation contracts with 19 community-based organizations including non-profits and city-government agencies that work together as the **Delinquency Prevention Network (DPN)**, throughout Alameda County, to serve system-involved and at-risk youth. Collaborative efforts like the DPN can have a significant positive impact on at-risk youth and their families by providing them with the necessary support and resources. By working together, these community-based organizations can address a wide range of needs and challenges faced by youth. This can ultimately prevent further involvement in delinquent behavior and promote positive outcomes.

# Prevention Services

## Diversions

Ensures low-level youthful offenders are given appropriate intervention services, to prevent further involvement with youth justice.

## Delinquency Prevention Network

Services and Programs for at-risk youth and system involved youth (ages 8-21) and their families in Alameda County.

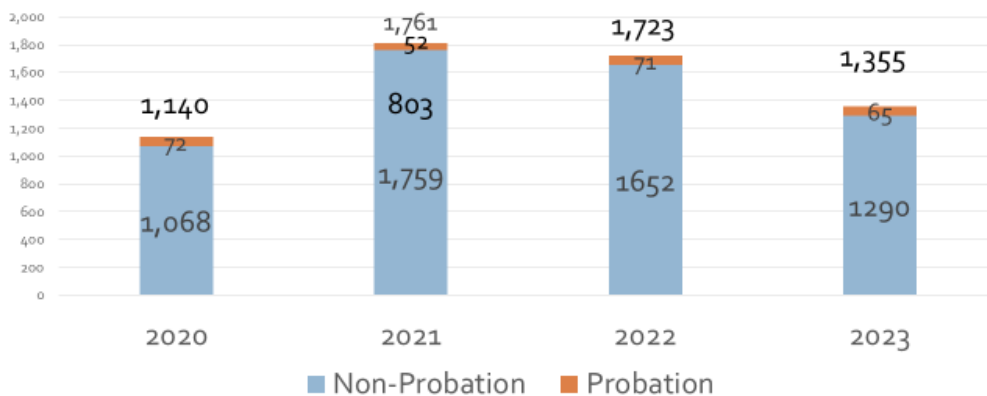
- Case Management
- Civic and Social Engagement
- Counseling
- Crisis Intervention
- Diversion
- Life Skills
- Mentoring
- Restorative Justice
- Truancy Mediation



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Services focus on delinquency prevention, behavioral interventions, and services to support the family unit. Youth service centers, located throughout Alameda County, offer individual and family counseling services to at-risk youth and their families, and provide case management services where family needs are identified.

## Youth Served by the DPN 2020-2023



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Data Source: Mobius

**The Positive Youth Development Community Supervision** program, funded by JJCPA (Juvenile Justice Crime Prevention Act), is designed to provide a range of services aimed at rehabilitation and support for young individuals involved in the youth justice system. Some of the key components and strategies are:

**Funding and Contracts:** The program receives funding from JJCPA, and ACPD contracts directly with service providers to deliver various interventions and services.

**Services Offered:** The program offers a variety of services focused on cognitive behavioral therapy, education, workshops addressing behavior modification, self-esteem, communication skills, effective parenting, cultural issues, conflict resolution, abuse prevention, substance misuse prevention and treatment, and independent living skills. These services are tailored to be gender-responsive and may include outpatient substance misuse treatment and gang intervention.

**Collaborative Efforts to Reduce Out-of-Home Placements:** ACPD collaborates with various stakeholders to review probation recommendations with the aim of reducing the number of youths placed in out-of-home facilities. This collaborative effort seeks to increase family-focused, youth-centered, and community-based interventions as alternatives to placement.

**Alternatives to Out-of-Home Placement:** Probation implements strategies to provide alternatives to out-of-home placement, such as multi-systemic therapy and intensive case management. These alternatives aim to keep youths engaged in community-based interventions while providing the necessary support and supervision.

Overall, the Positive Youth Development Community Supervision program prioritizes rehabilitation, community integration, and family involvement in the youth justice process, with a focus on providing evidence-based interventions to address the diverse needs of young individuals involved in the system. Specialized services include:

### **Wraparound Services**

Project Permanence utilizes the Wraparound service delivery model to provide intensive youth-centered, family driven services. The goals of wraparound are to: improve the array of services and supports available to children, youth and families involved in the child welfare and youth probation systems; engage families through a more individualized casework approach that emphasizes family involvement; increase child safety without an over dependence on out-of-home care; improve permanency outcomes; improve child and family well-being; and decrease recidivism and delinquency for youth on probation.

### **Collaborative Court (Intensive Case Management (ICM))**

The Collaborative Court focuses on providing case management services for youth with high mental health needs and emphasizes family engagement. Collaborative Court is a team approach involving key stakeholders that include the court, behavioral health care providers, probation officers and intensive case management services delivered by a community provider. Services are aimed to reduce out-of-home placement for this specific population. This intervention is another effort to avoid out-of-home placement and increase family engagement. Probation officers and clinicians provide community support and services for youth and provide critical input to the Court on a weekly basis. This weekly, dedicated Court docket exists for youth involved in the program. Youth and families receive intensive case management services through a contracted community provider for up to 12 months.

### **Multidimensional Family Therapy (MDFT)**

Multidimensional Family Therapy is an integrated, comprehensive, family-centered treatment for teen and young adult behavior challenges and disorders. MDFT simultaneously addresses substance misuse, delinquency, antisocial and aggressive behaviors, mental health disorders, school, and family dynamics, and prevents out-of-home placement through a variety of therapeutic and behavioral supports for adolescents, parents, families, and communities. Staff are trained to assess for history of trauma or any chronic traumatic experiences. They are also trained to respond to youth and families in a manner that considers the potential, if not evident, trauma histories to prevent re-traumatization, while also creating and increasing the sense of safety and therapeutic alliance.

Describe what approach will be used to facilitate collaboration amongst the organizations listed above and support the integration of services.

The ACPD has implemented a comprehensive approach to youth justice that emphasizes collaboration, prevention, intervention, and diversion strategies:

**Diversion Strategies:** ACPD employs a range of strategies including diversion, prevention, and intervention to address the needs of youth who are at-risk or involved in the youth justice system. These strategies aim to prevent further involvement in the justice system and promote positive outcomes for youth and their families.

**Expansion of Support Services:** The department is committed to expanding and enhancing support services to better meet the needs of at-risk youth and justice-involved youth, as well as their families. This likely involves working with community partners and leveraging local resources to provide a comprehensive array of services.

**Collaborative Approach:** ACPD facilitates collaboration with the community and other stakeholders through regular meetings with the DPN to strategize on

service delivery. This collaborative effort ensures that services are coordinated and tailored to meet the specific needs of youth and families.

**Integration of Service Information:** ACPD has implemented a provider portal in its internal case management system, Enterprise, to facilitate the integration of service information. This allows for better coordination and communication among service providers involved in supporting youth and families.

**Data Sharing:** The department shares data with DPN providers via the Mobius platform, providing a dashboard of data on all services. This data sharing enables stakeholders to track outcomes, identify areas for improvement, and make informed decisions regarding service delivery.

**Least Restrictive Environment:** ACPD strives to incorporate the least restrictive environment in its approach to youth justice, prioritizing alternatives to incarceration whenever possible. This approach aims to minimize the negative impact of involvement in the justice system on youth and promote rehabilitation and reintegration into the community.

**State-of-the-Art Practices:** ACPD has expanded its service delivery model to improve outcomes and facilitate a youth's transition into the community. The department's programs and systems represent state-of-the-art advancements and incorporate progressive evidence-based practices to better serve youth and families.

Overall, ACPD's approach to youth justice is comprehensive, collaborative, and focused on promoting positive outcomes for youth and families while incorporating innovative and evidence-based practices.

**The Screening for Out-of-home Services Committee (SOS)** utilizes a review and approval process aimed to reduce the number of out-of-home placement recommendations by probation officers. SOS is a Multi-Disciplinary Team (MDT) comprised of community-based organizations, mental health, social services, and probation experts who meet twice weekly to review and discuss all youth considered for an out-of-home placement by a Deputy Probation Officer (DPO). The DPO initiates the process by assessing a youth who is under formal supervision and determines if supervision should be escalated out-of-home placement. The DPO meets with the SOS Committee to consult with committee members in determining the next steps for the case. SOS discusses the youth's circumstances including their needs, strengths, services previously provided, and resources available in the identified areas of support within the local community to propose a recommendation for the Court. The Court ultimately decides the disposition and makes an order which may or may not be in line with the recommendation.

## SOS Committee's Areas of Focus

During the SOS Committee meeting, participants discuss the case and all relevant matters concerning the youth including:

- Socio-economic Factors
- Family Dynamics
- Substance Misuse
- Mental Health
- Physical Health
- Academic/Education
- Criminal History
- Previous Interventions

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This Photo by Unknown Author licensed under CC BY

**Alameda County Behavioral Health** staff conduct Child & Family Team (CFT) meetings. In circumstances where a youth may be better served outside the home because of alleged behavioral issues and/or familial circumstances, a deputy probation officer conducts an initial screening of the case in collaboration with the SOS Committee. If the SOS Committee believes the youth should be removed from the home, the deputy probation officer initiates a Child and Family Team (CFT) meeting. CFT meetings are multidisciplinary meetings, held in partnership with the Behavioral Health Care Services Agency (BHCSA), to assess the youth's strengths and supports. The representative from the BHCSA schedules, facilitates, and documents the recommendations and plan established during the CFT meeting. During the meeting, the youth, family members, trusted adults, and caring professionals work together to seek alternatives to help the youth achieve positive behavioral goals and improve child safety, permanency, and well-being. The recommendations are then submitted by the deputy probation officer to the Juvenile Court for consideration.



## **Child and Family Team**

Should the SOS committee determine that an out-of-home placement is the most appropriate recommendation, a Child and Family Team Meeting is held.

### **Child and Family Team (CFT):**

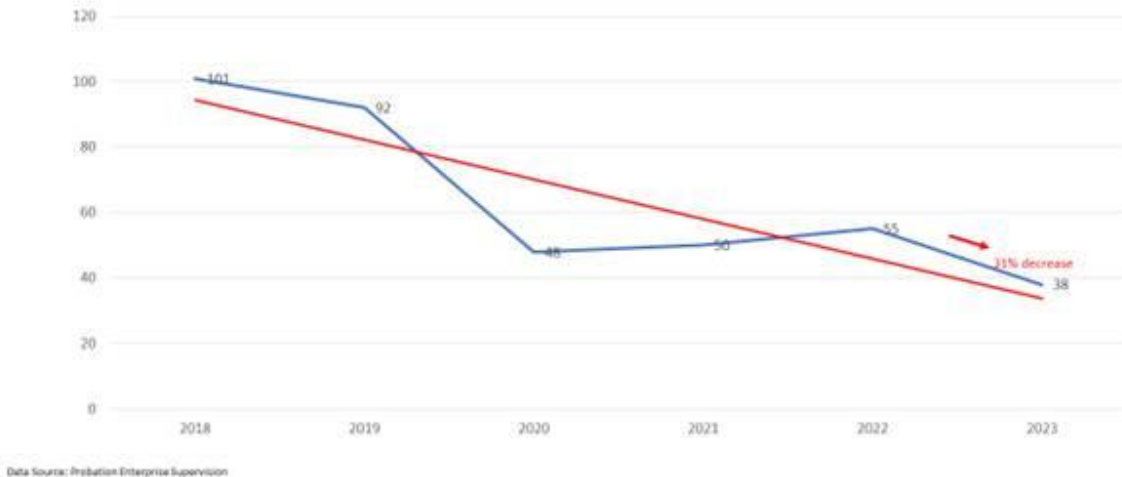
A group of people who work together to coordinate care and help reach goals for positive change for improving a youth's safety, permanency, and well-being. A CFT is usually attended by the youth, their family, caregiver, probation officer/social worker, and any others providing direct support to the youth.

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In 2023, there were 43 CFTs held. Most youth are referred by Probation's Placement unit. Youth are also referred to CFTs by the Investigations unit and the Positive Youth Development Community Supervision program. In addition, youth are referred to CFTs prior to a placement order being issued by the Court.

Over the last six years, the number of youth ordered into Placement has decreased significantly. There was a 62% decrease in the number of youth in placement between 2018 and 2023.

## Daily Snapshot of Placement Cases 2018 -2023



ACPD has traditionally utilized multiple programs to meet the treatment needs of youth including several “out of state” programs. Out-of-state programs were often for youth with higher levels of criminality and higher levels of needs, including mental health and behavioral challenges. Youth in Alameda County are no longer sent out of state and instead are placed only in Short-term Residential Therapeutic Programs (STRP) within the state of California or Resource Family Homes (which can be out of state if they are relatives of the youth).

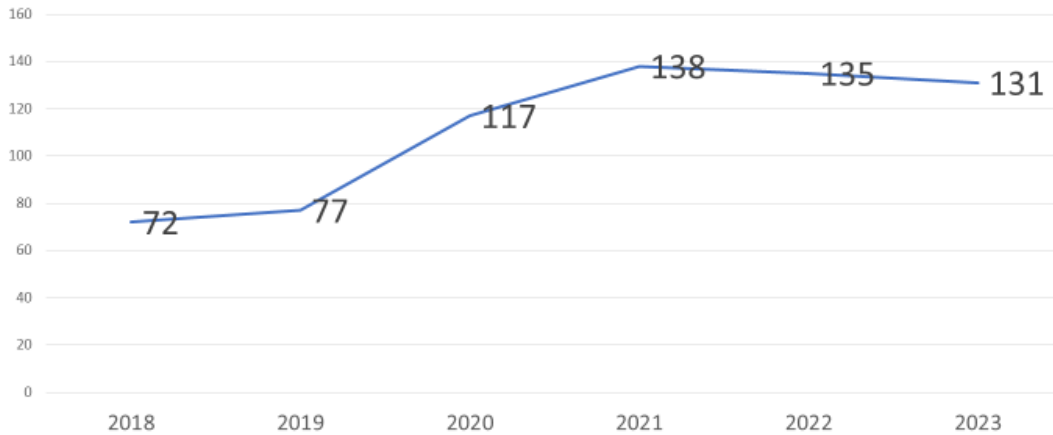
### B. Identifying and Prioritizing Focus Areas

Identify and prioritize the neighborhoods, schools, and other areas of the county that face the most significant public safety risk from juvenile crime.

Alameda County is the seventh most populous county in California with a population of approximately 1,510,271 residents. The County consists of 14 incorporated cities and several unincorporated communities. Oakland is the seat of County government and the largest city. The County is racially/ethnically diverse. According to the US Census, there is no one racial/ethnic group that is a majority in the County. The youth population (age 10-17) of the County is approximately 149,857 or 10 percent of the total population.

Youth living in low-income neighborhoods are generally considered to be at higher risk for involvement in delinquency and Alameda County is no exception. Most of the youth referred to ACPD are from Oakland (50%) and Hayward (9%). Similarly, youth on formal supervision are more likely to reside in Oakland and Hayward, 47% and 10% respectively.

## \*Total Number of Homicides per Year in Oakland 2018 - 2023

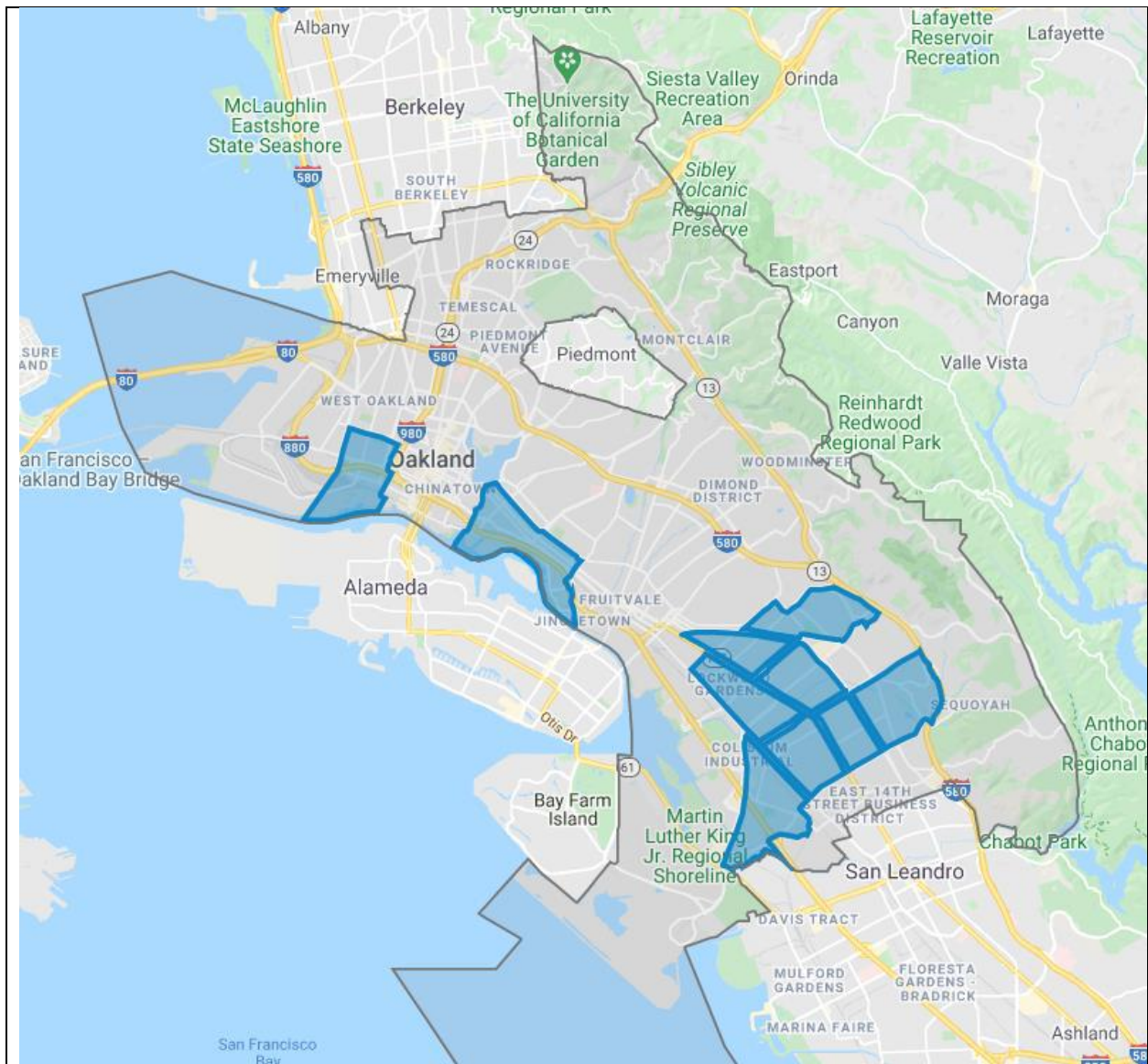


Data Source: Oakland Department of Violence Prevention (DVP)

\*Since the data came from DVP and not OPD, the totals are slightly higher than OPD numbers because they include homicides that took place in Oakland but not within OPD's jurisdiction (they were either in the jurisdiction of the Sheriff's Office or CHP).

In 2023, there were 131 homicides in the City of Oakland alone (a 3% decrease from the year before). Youth are at especially high risk of committing or being a victim of homicide, particularly African American and Latino males. Youth ages 18 – 24 were victims of approximately 15% of all homicides in Oakland over the last year. The percent of youth under the age of 18 who were victims of homicide was 5%.

The highlighted blue sections on the map below show police beats most impacted by shootings with injuries. Most zip codes where probation youth reside fall into these police beats putting our young people at a higher risk of experiencing both trauma and violence daily.



Data were provided by the Oakland Police Department and are based on incident-based reporting instead of hierarchy-based reporting.

### C. Juvenile Justice Action Strategy

Describe your county's juvenile justice action strategy. Include an explanation of your county's continuum of responses to juvenile crime and delinquency as well as a description of the approach used to ensure a collaborative and integrated approach for implementing a system of swift, certain, and graduated responses for at-risk youth and juvenile offenders.

The purpose of probation is to serve the courts, provide community supervision of adults and youth under its jurisdiction, and provide care and treatment for youth within its facilities. To deliver tailored programming specific to the needs of each youth, case planning is coordinated, collaborative, and driven by evidence-based assessments. It is an approach that requires input from youth, probation staff, behavioral health and education partners, and community service providers.

**Prevention** is crucial in the youth justice system for several reasons:

- **Reducing Recidivism:** Prevention programs aim to address underlying issues that lead youth to engage in delinquent behavior. By intervening early and addressing these root causes, such as poverty, family dysfunction, or substance misuse, prevention efforts can reduce the likelihood of youth reoffending.
- **Cost-Effectiveness:** It is often more cost-effective to prevent delinquent behavior than to deal with its consequences through the youth justice system. Prevention programs can save taxpayers money by reducing the need for expensive interventions such as incarceration or long-term supervision.
- **Protecting Communities:** Preventing youth delinquency helps to keep communities safe by reducing crime rates and improving public safety. When young people are engaged in positive activities and have access to support services, they are less likely to engage in criminal behavior that can harm others.
- **Promoting Positive Youth Development:** Prevention efforts not only aim to stop negative behavior but also to promote positive youth development. By providing young people with opportunities for education, employment, mentorship, and positive social relationships, prevention programs help them develop the skills and resilience needed to navigate challenges and make positive choices.
- **Avoiding Stigmatization and Labeling:** Involvement in the youth justice system can have long-lasting negative consequences for young people, including stigmatization and labeling as "criminals." Prevention efforts seek to divert young people away from the justice system altogether, minimizing the negative impacts on their lives and futures.
- **Addressing Systemic Issues:** Prevention initiatives often address systemic issues such as poverty, inequality, and lack of access to resources. By addressing these underlying structural factors, prevention efforts can help create more equitable opportunities for all young people, reducing the likelihood of delinquent behavior in the first place.

# Supervision Strategies

## Risk and Needs Assessment Tool

- Standardized risk and needs assessments provide structure and consistency to the decision-making process and provide the ability to focus on the identified strengths and needs of the youth.

## Risk-Needs-Responsivity (RNR) Model

- The RNR model guides decision-making about supervision level and treatment interventions based on a youth's assessed likelihood for reoffending (risk), their identified highest criminogenic factors (need), and matching youth with the most appropriate interventions based on their characteristics and learning style (responsivity).

## Evidence-Based Interventions

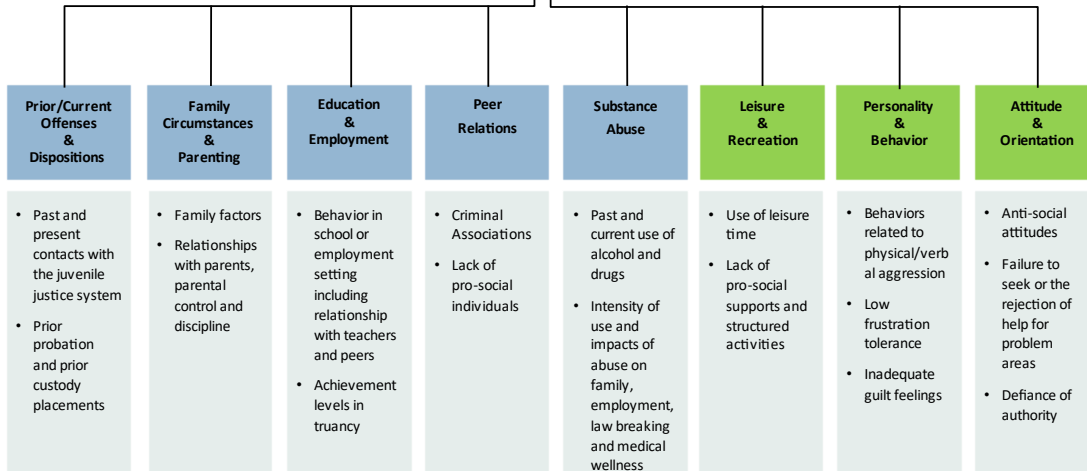
- Interventions either have demonstrated outcomes in reducing risk factors and addressing criminogenic needs, or they will be evaluated using performance measures to determine how effective they are with local youth:

## Case Plans

- Individualized case plans are jointly created with the youth and family. Youth are then referred to an array of targeted community-based interventions and resources

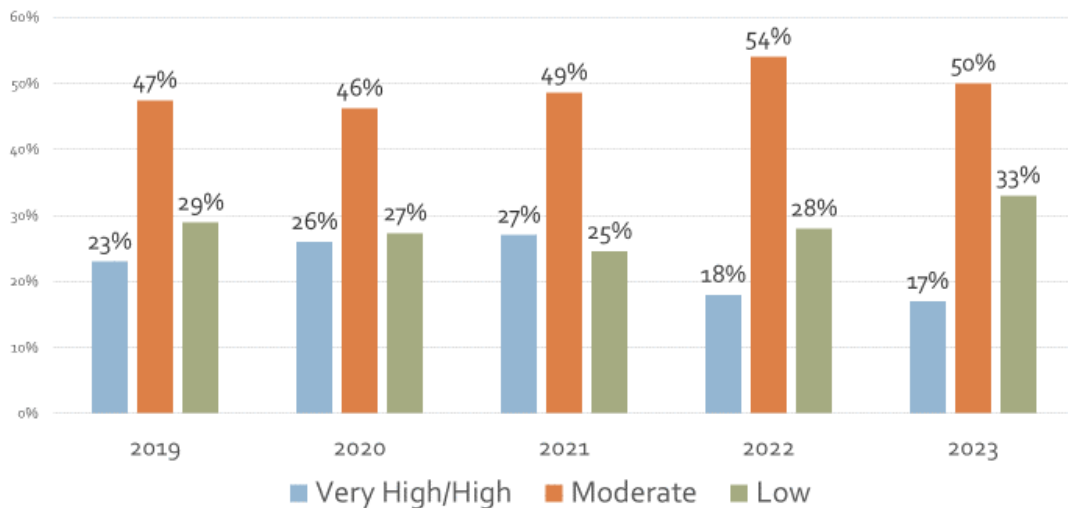
Youth in Alameda County Probation are assessed using The Youth Level of Service/Case Management Inventory™ (YLS/CMI™), prior to disposition. The YLS/CMI is a risk/needs assessment and a case management tool combined into one convenient system. The YLS/CMI helps probation officers, youth workers, psychologists, and social workers identify the youth's major needs, strengths, barriers, and incentives; select the most appropriate goals for him or her; and produce an effective case management plan to address the identified areas.

## Youth Level of Service/Case Management Inventory (YLS/CMI) Subcomponents



The results of the risk/needs assessment, in addition to other relevant facts, are considered in making a recommendation to the Court regarding probation in the minor's home, placement in Camp, and a Resource Family Home or a Short-Term Residential Placement (STRTP) facility. Deputy Probation Officers (DPOs) are assigned a mixed caseload of low, medium, and high-risk youth using the YLS/CMI to identify a youth's level of risk to recidivate and a youth's unique criminogenic needs and risk factors.

## YLS/CMI Risk Levels 2023



Youth are provided with risk-based supervision by the Positive Youth Development Community Supervision unit that is within their region of the county. Higher risk youth receive more frequent contacts and lower risk youth receive less frequent contact. Youth in out-of-home placement are supervised by the Placement Unit.

There is a DPO assigned to supervise a gender-specific caseload, which includes all female clients identified as having a clear concern for child sexual exploitation. During intake, all youth are screened using the Commercial Sexual Exploitation Identification Tool (CSE-IT) which is an evidence-based tool research has shown to be correlated with exploitation, or that were identified as potential areas of concern which may warrant targeted intervention services. Through gender-responsive programming, the department provides more effective levels of supervision and treatment that will reduce recidivism among female clients.

ACPD is also utilizing the State Advisory Committee on Juvenile Justice and Delinquency Prevention (SACJJDP). SACJJDP is a true State Advisory Group which provides insight on critical issues related to youth justice. They ensure that all Federal and State funds are routed directly to support the community and that decisions about practice and policy are data driven.

ACPD encourages and supports in every way the use of community-based diversion as the primary approach to justice system involvement; detention should be a last resort which is why we offer a variety of community-based programs, home supervision, and GPS monitoring as detention alternatives. The use of these programs has allowed us to reduce the use of detention.



Youth who are detained (including youth from Camp and Placement) have access to our Transition Center (TC) upon release which provides the exchange of critical information with parents and youth to improve coordination of Probation, Health/Mental Health and Education services during detention, upon release, and at post-release. The Probation Department utilizes a family focused trauma-informed approach to strengthening the capacity of the TC to develop “warm hand-offs” and promote continuity of care. The TC partners include Behavioral Health, Oakland Unified School District, Alameda County Office of Education, and Public Health.

The TC team also meets regularly to discuss newly detained youth – to prepare a comprehensive transition plan from intake at detention.

DPOs and all staff who work in direct contact with youth receive core training that is required by the state. In addition, ACPD has added a variety of other training for staff that will help them to understand the vast potential youth possess and their role in helping youth succeed. Some examples of those trainings are:

- ADA in Corrections
- Crisis Intervention and Behavioral Health
- Diversity, Equity, and Inclusion: Allyship in the Workplace
- Diversity, Equity, and Inclusion: Subtle Acts of Exclusion – Small Things, Big Impact
- Drug Trends and Recognition
- Four Core Competencies
- Suicide Awareness and Prevention
- Think Trauma: Trauma Informed Training for Justice Professionals

In addition, ACPD is working with Elevate Academy to increase the number and diversity of community-based providers that have the capacity to gain and successfully implement Department and County contracts, and have the skills to support, enhance, and/or improve the lives of system involved and at-risk youth. To achieve this, the Elevate Academy will provide organizations with critical funding and technical assistance resources to strengthen their capacity. CBOs will be provided with extensive training to build infrastructure that will enable them to successfully provide services and report on outcomes of those services.

#### **D. Comprehensive Plan Revisions**

Describe how your Plan has been updated for this year:

There were no changes to the plan this year. ACPD hired a consulting firm to map out juvenile services countywide and identify gaps in service. At the conclusion of that analysis, ACPD will determine if the plan should be updated.

If your Plan has not been updated this year, explain why no changes to your plan are necessary:

## **Part II. Juvenile Justice Crime Prevention Act (JJCPA)**

*Authority: Government Code Section 30061(b)(4)(B) Programs, strategies, and system enhancements proposed to be funded under this chapter shall satisfy all of the following requirements:*

*(i) Be based on programs and approaches that have been demonstrated to be effective in reducing delinquency and addressing juvenile crime for any elements of response to juvenile crime and delinquency, including prevention, intervention, suppression, and incapacitation.*

*(iii) – Employ information sharing systems to ensure that county actions are fully coordinated and designed to provide data for measuring the success of juvenile justice programs and strategies.”*

*Government Code Section 30061(b)(4)(A) The multiagency juvenile justice plan shall include, but not be limited to, all the following components:*

*(iv) A description of the programs, strategies, or system enhancements that are proposed to be funded pursuant to this subparagraph.*

### **A. Information Sharing and Data**

Describe your information systems and their ability to facilitate the sharing of data across agencies within your county. Describe the data obtained through these systems and how those data are used to measure the success of youth justice programs and strategies.

Alameda County Probation Department collects an enormous amount of data covering many aspects of agency functioning. In January 2019, the department adopted the cloud-based case management system, Enterprise Supervision, for use in the Adult Field Services Division. The Positive Youth Development Division adopted the system in October 2020. Enterprise Supervision allows deputy probation officers to input and track information on client demographics, dates of contact, progress on case plan goals, and other descriptive data. As a result of its integration with the Alameda County Superior Court, Enterprise Supervision provides up-to-date information regarding youths' court dates, conviction and sentencing decisions, arrests, warrants, and other critical information.

Staff can also utilize the features within Enterprise Supervision to refer clients to community-based programs and services. This automated case management system can be accessed via a desktop, laptop, or mobile application, and generates automated reports that allow supervisors to effectively manage units and caseloads, respond to stakeholders, and comply with critical reporting requirements. This system supports the department in making data-driven decisions about programs and policies while continuing to improve efficiency and reduce costs.

With the implementation of Enterprise Supervision, reports for internal or external stakeholders, that previously took days or weeks to generate, are now available instantly and are customizable. Real-time data can be displayed in graphs and charts using Microsoft Power BI for easy interpretation by executives. Staff can also generate documents using pre-populated templates and upload paper documents digitally. A user-friendly dashboard can also be customized by each user based upon their preference and data needs. Enterprise Supervision also captures data on youth detained at Juvenile Hall and those placed in Camp Sweeney. Enterprise Supervision provides the Probation Department the capability to enter, maintain and score Juvenile client YLS assessments. The system also allows the Probation Department the capability to view court dockets and detailed docket information including petitions, dispositional information, co-responsible information, and victims and restitution.

The Alameda County Probation Department also began posting aggregate-level demographic data for probation clients on its website. These public datasets are updated quarterly and contain de-identified information on probation clients' cities of residence, types of supervision, races and ethnicities, ages, and genders. The decision to share this information publicly was made to increase transparency, improve citizen knowledge of government services, and enhance collaboration between government and community partners.

The current datasets and dashboards are some of the first interactive sources of information released publicly by a probation department that provides demographic information on probation clients while protecting client confidentiality. The public, community organizations, and government agencies can now interact with and analyze the data to better understand the characteristics of the probation population. In releasing the public datasets and dashboards, the department entered the modern era of transparency and integrity.

Feedback from community partners and county agencies indicates that the public datasets and dashboards are well received and being used to help service providers better target their services and inform funding applications. Data is shared and collected by ACPD and service providers. There is a provider portal in Enterprise Supervision for the integration of service information. Data is also shared with DPN providers via the Mobius platform which provides a dashboard of data on all services.

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**B. Juvenile Justice Coordinating Councils:**

Does your county have a fully constituted Juvenile Justice Coordinating Council (JJCC) as prescribed by Welfare & Institutions Code Section 749.22?

YES  NO

If no, please explain what vacancies exist on your JJCC, when those vacancies began, and your plan for filling them:

**C. Funded Programs, Strategies and/or System Enhancements**

Using the template on the next page, describe each program, strategy and/or system enhancement that will be supported with funding from JJPCA, identifying anything that is co-funded with Youthful Offender Block Grant (YOBG) moneys.

**JJCPA Funded Program, Strategy and/or System Enhancement**

*This template should be copied as many times as needed to capture every program, strategy, and system enhancement you plan to fund next year.*

**Program Name:**

Positive Youth Development Community Supervision
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**Evidence Upon Which It Is Based:**

Over the past several decades, we have learned a great deal about what works to improve public safety and outcomes for youth who encounter the youth justice system. States and localities across the United States have increasingly embraced this knowledge and implemented several changes to the way they respond to and manage system-involved youth. For example, research has shown that removing young people from their homes disconnects them from critical family and social supports, interferes with prosocial development, and generally does a poor job of preventing reoffending, particularly for those at low risk of future delinquency (Fabelo et al. 2015; NRC 2013; Ryon et al. 2013). Between 1999 and 2015, the number of youth detained or placed out of home was cut in half. Practitioners point to this shift as one of the most effective applications of research in practice, but several other gaps remain (Love et al. 2016).
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Research points to five core probation practices critical to supporting a research-informed approach in action:

- screening, assessment, and structured decision-making
- case planning
- matching services and promoting positive youth development
- structuring supervision to promote long-term behavior change
- incentivizing success and implementing graduated responses

These practices align closely with existing frameworks of evidence-based supervision in criminal justice (see, for example, Crime and Justice Institute 2009; Taxman 2002, 2012; and Taxman, Shepardson, and Byrne 2004).

### ***Description:***

The Positive Youth Development Community Supervision program offers enhanced program services for youth, which integrates the work of Deputy Probation Officers, local law enforcement agencies and other youth-service agencies such as schools, recreation departments and community-based organizations. These collaborative efforts enable a multi-disciplinary team to solve problems by working with clients and their families. Probation staff are assigned to service specific geographic areas to better serve the population.

## **Positive Youth Development Supervision**

Positive Youth Development Supervision cases are assigned to the unit closest to the youth's residence. Additionally, the youth is assigned to a specific caseload based on the Youth Level of Service (YLS). The higher the YLS score, the increased frequency of contact with the youth.

Types of caseloads:

- Low
- Medium
- High

Community Supervision Units:

- North (Oakland)
- Central (San Leandro)
- South (Hayward)

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The goal of Positive Youth Development Community Supervision is to provide clients and their families services and supports to help ensure stability and success in the community. We accomplish this by focusing on building a therapeutic alliance, trusting relationships, restoring hope, and demonstrating an authentic investment in positive outcomes for the family. The Positive Youth Development Community

Supervision team assumes a non-traditional, proactive role to assist the client in developing the skills to become successful in meeting the expectations of the Court. DPO offices serve the North, South, and Central regions of the county.

**Program Name:**

Centerforce

**Evidence Upon Which It is Based:**

Young people leaving youth justice residential placement face many concerns as they reenter the community, home, and school/work force. Reentry refers to those activities and tasks that prepare youth placed out-of-home for reentry into their families and communities.

Unfortunately, many youth return to unstable home settings, struggle to remain in school, and lack the skills needed for employment upon leaving secure care placement. Further, most of the youth involved in the youth justice system have a mental health disorder, and support services in their home communities are hard to arrange until they are formally released. This can cause a gap in services that negatively impacts the reentry process.

To improve the odds of success for youth reentering the community, the justice system, related agencies, and communities must plan for what needs to occur for reentry when youth enter the juvenile justice system. Therefore, coordination and collaboration between agencies and across services and supports are necessary at multiple phases of reentry (Nellis & Wayman, 2009, p. 5).

Successful reentry programs and practices should ensure the delivery of prescribed services and supervision in the community. Specifically, "by fostering improved family relationships and functioning, reintegration into school, and mastery of independent life skills, youth build resiliency and positive development to divert them from delinquent and other problematic behaviors (Nellis & Wayman, 2009, p. 5).

**Description:**

Centerforce is a leading reentry service provider, serving people with a history of incarceration, their families, and communities. Centerforce provides evidence-based programs that exemplify reentry best practices. Centerforce provides a broad range of services during incarceration, and reentry after release. The Centerforce Parenting Program (CPP) uses Centerforce's established skills in parent coaching, case management and classes to reduce youth justice involvement and support healthy family relationships. Centerforce engages justice-involved and at-promise youth and their parents to improve parenting skills, increase youth-parent engagement and reduce youth delinquency.

**Program Name:**

The City of Fremont

**Evidence Upon Which It is Based:**

Cognitive–Behavioral Therapy/Treatment (CBT) is a problem-focused approach to helping people identify and change the dysfunctional beliefs, thoughts, and patterns of behavior that contribute to their problems. Its underlying principle is that thoughts affect emotions, which then influence behaviors. CBT combines two very effective kinds of psychotherapy: cognitive therapy and behavioral therapy. Cognitive therapy concentrates on thoughts, assumptions, and beliefs. With cognitive therapy, people are encouraged to recognize and to change faulty or maladaptive thinking patterns. Cognitive therapy is a way to gain control over inappropriate repetitive thoughts that often feed or trigger various presenting problems (Beck 1995).

Behavioral therapy concentrates on specific actions and environments that either change or maintain behaviors. The combination of cognitive therapy and behavioral therapy has proven highly beneficial (Skinner 1974; Bandura 1977).

**Description:**

The City of Fremont offers trauma-focused Cognitive Behavioral Groups, equipping youth with tools to manage stress, change negative thinking and behavior patterns, and increase self-awareness. The City of Fremont also offers Parent Classes & Support Services to help parents learn positive and successful parenting strategies and help them identify and access the community resources they need to support their positive parenting. The goal of the parenting classes is to help strengthen and empower families through the development of self-advocacy and parenting skills.

**Program Name:**

Community & Youth Outreach

**Evidence Upon Which It is Based:**

Cognitive–Behavioral Therapy/Treatment (CBT) is a problem-focused approach to helping people identify and change the dysfunctional beliefs, thoughts, and patterns of behavior that contribute to their problems. Its underlying principle is that thoughts affect emotions, which then influence behaviors. CBT combines two very effective kinds of psychotherapy: cognitive therapy and behavioral therapy. Cognitive therapy concentrates on thoughts, assumptions, and beliefs. With cognitive therapy, people are encouraged to recognize and to change faulty or maladaptive thinking patterns. Cognitive therapy is a way to gain control over inappropriate repetitive thoughts that often feed or trigger various presenting problems (Beck 1995).

Behavioral therapy concentrates on specific actions and environments that either change or maintain behaviors. The combination of cognitive therapy and behavioral therapy has proven highly beneficial (Skinner 1974; Bandura 1977).

Juvenile-justice-involved youth are known to have higher rates of traumatic exposure and traumatic stress symptoms, which increases the necessity for appropriate treatment and targeted case planning for these youth. Traumatic stress symptoms have been shown as a risk factor for delinquent behaviors, though practices for treating juvenile-justice-involved youth who have traumatic stress symptoms is limited. Evidence-based practice dissemination has focused on the use of trauma-focused treatment in residential and community settings.

***Description:***

Community & Youth Outreach (CYO) provides services to prevent violence and support disadvantaged people to thrive. CYO provides outreach, mentoring, case management, and support to high-risk youth and young adults in the Bay Area. CYO provides weekly culturally relevant, trauma informed, Cognitive Behavioral Therapy (CBT) sessions to clients of various CYO programs which include young people who are justice involved and at high risk of violence. Healthy, Wealthy, & Wise (HWW), is a fourteen-week course, with a companion CBT journal, that addresses issues of decision-making, identity, overcoming pain and trauma, and life skills/financial literacy. HWW supports people affected by incarceration and community violence to tap into their strengths, heal from trauma, refrain from violence, access needed services, and navigate support systems. HWW increases the capacity of CYO's case managers and street outreach workers, nearly all formerly incarcerated, to provide trauma-informed support to clients returning from incarceration or at risk of engaging in violence.

***Program Name:***

Catholic Charities of the East Bay

***Evidence Upon Which It is Based:***

Cognitive-Behavioral Therapy/Treatment (CBT) is a problem-focused approach to helping people identify and change the dysfunctional beliefs, thoughts, and patterns of behavior that contribute to their problems. Its underlying principle is that thoughts affect emotions, which then influence behaviors. CBT combines two very effective kinds of psychotherapy: cognitive therapy and behavioral therapy. Cognitive therapy concentrates on thoughts, assumptions, and beliefs. With cognitive therapy, people are encouraged to recognize and to change faulty or maladaptive thinking patterns. Cognitive therapy is a way to gain control over inappropriate repetitive thoughts that often feed or trigger various presenting problems (Beck 1995).



Behavioral therapy concentrates on specific actions and environments that either change or maintain behaviors. The combination of cognitive therapy and behavioral therapy has proven highly beneficial (Skinner 1974; Bandura 1977).

The restorative model targets victims, communities, and offenders for intervention and attempts to engage each of these correctional clients to repair harm, strengthen communities, and reintegrate offenders following appropriate sanctioning (Bazemore, G., & Schiff, M. 1996).

**Description:**

Catholic Charities of the East Bay has helped people facing difficult circumstances so that they can move forward in life with greater independence. Catholic Charities provides a 10-week program with youth that combines restorative practices with cognitive behavioral therapy. The format is eight 2-hour weekly meetings and two Saturday 4-6-hour workshops that focus on healthy communities and repairing harm. The groups consist of 10-15 participants beginning with two groups for the first few cycles. The groups meet at Sacred Heart Church in Oakland on Wednesdays and Thursdays. The Saturday workshops are a partnership with the School Based Health Alliance and other community presenters who want to support young people.

**Program Name:**

Fresh Lifelines for Youth (FLY)

**Evidence Upon Which It is Based:**

In the past decade, mentoring programs for disadvantaged children and adolescents have received serious attention as a promising approach to enriching children's lives, addressing their needs for positive adult contact, and providing one-on-one support and advocacy for those who need it (Freedman, 1992).

Through a mentoring relationship, adult volunteers and participating youth make a significant commitment of time and energy to develop relationships devoted to personal, academic, or career development and social, athletic, or artistic growth (Becker, 1994).

**Description:**

Fresh Lifelines for Youth's (FLY) mission is to prevent juvenile crime and incarceration through legal education, leadership training, and one-on-one mentoring. FLY provides cognitive behavior groups to Hayward youth through its Law Program, an innovative law-related education and life skills training program, taught in weekly class sessions for 12 weeks by volunteers and FLY staff at alternative/continuation schools and community-based sites. FLY's nationally recognized curriculum, sponsored by the OJJDP's law-related educational research, is an interactive and evidence-informed

program that uses role-plays, debates, mock trials to capture youth interest, and lessons about the law and consequences of crime.

***Program Name:***

Youth Uprising (YU)

**Evidence Upon Which It is Based:**

The concepts of positive youth development suggest that nearly all youth can grow up properly and avoid trouble if they can be attached to a variety of social resources that facilitate healthy development and discourage harmful behavior. Concentrating on positive development goals in working with young offenders may provide the juvenile justice system with a new and compelling framework for service delivery, especially in cases involving younger juveniles and those charged with less serious crimes (Butts, et al., 2005).

***Description:***

Youth Up Rising (YU) is a multi-pronged community transformation hub located in East Oakland. YU's mission is to transform East Oakland into a healthy and economically robust community by developing the leadership of youth and young adults and improving the systems that impact them. YU provides integrated services to youth and young adults, ages 13 to 24 years old through three core areas: Career & Education (C&E), Health & Wellness (H&W), and Arts & Expression (A&E). In addition to daily trauma-informed programming, YU operates a social enterprise, which provides opportunities for youth to receive robust sector-specific skills training in high-demand jobs like food and hospitality management, landscaping, and digital arts. YU believes that through comprehensive programming and direct support from caring adults, youth can achieve greatness, develop greater social-emotional skills and tools, and therefore minimize risky behaviors that are detrimental to their success.

***Program Name:***

East Bay Asian Youth Center (EBAYC)

**Evidence Upon Which It is Based:**

Youth involved in the juvenile-justice system experience trauma at a disproportionately higher rate compared with the general population (Pickens, 2016). Several individual, community, and system-level factors often prevent opportunity and disconnected youth from easily accessing supportive programs and services and achieving positive life outcomes (Osgood, 2005 and Holzer, 2007).

**Description:**

EBAYC's Street Team provides intensive support and guidance to youth to help them overcome challenges and envision brighter futures. EBAYC's trauma-informed approach includes case management, therapeutic activity groups and transitional employment services. EBAYC's staff works closely with each participant to support them in building a solid path toward self-sufficiency.

Over 70% of young people who participate in Street Team programming do not recidivate. They also demonstrate improved school attendance and decreased school suspensions, and many of our participants who are involved with the justice system earn early dismissals from court-ordered probation.

The concepts of positive youth development suggest that nearly all youth can grow up properly and avoid trouble if they can be attached to a variety of social resources that facilitate healthy development and discourage harmful behavior. Concentrating on positive development goals in working with youth may provide the youth justice system with a new and compelling framework for service delivery,

**Program Name:**

Youth Alive!

**Evidence Upon Which It is Based:**

Violence interrupters, individuals who, because of their past positions in the community or, in some cases, their prior history with a gang, retain the ability to reach and talk to key active gang members. Violence interrupters utilize these personal relationships to address ongoing disputes, which may prevent them from escalating into shootings. Their activities include talking individuals and groups out of planned violent events and, in some cases, talking with and/or bringing together key individuals who are involved to cool down those conflicts (National Gang Center, Office of Justice Programs, 2022).

**Description:**

The threat of violence in the streets of Oakland is ongoing and ever shifting. Youth Alive!'s intervention programs work directly with young people caught up in the cycle of violence. They step into the tensest situations to discourage retaliation, defuse hostilities, and provide pathways to a safer, healthier life.

Through Caught in the Crossfire (CiC), Youth ALIVE! Intervention Specialists meet traumatized young victims of violence at their hospital bedsides to 1) convince them, their friends and family not to retaliate; and 2) offer practical help and a path towards safety and healing.

**Program Name:**

Union City Youth & Family Services

**Evidence Upon Which It is Based:**

The underlying principle of the Cognitive Behavioral approach is that thoughts affect emotions, which then influence behaviors. CBT combines two very effective kinds of psychotherapy: cognitive therapy and behavioral therapy. Cognitive therapy concentrates on thoughts, assumptions, and beliefs. With cognitive therapy, people are encouraged to recognize and to change faulty or maladaptive thinking patterns. Cognitive therapy is a way to gain control over inappropriate repetitive thoughts that often feed or trigger various presenting problems (Beck 1995). Behavioral therapy concentrates on specific actions and environments that either change or maintain behaviors. The combination of cognitive therapy and behavioral therapy has proven highly beneficial (Skinner 1974; Bandura 1977).

The concepts of positive youth development suggest that nearly all youth can grow up properly and avoid trouble if they can be attached to a variety of social resources that facilitate healthy development and discourage harmful behavior. Concentrating on positive development goals in working with young offenders may provide the juvenile justice system with a new and compelling framework for service delivery, especially in cases involving younger juveniles and those charged with less serious crimes (Butts, et al., 2005).

**Description:**

Union City Youth & Family Services provides an innovative community school model. As the anchor organization for over 40 regional partners, they collaborate with educators, employers, public officials, social service providers, and community residents, to provide an integrated system of care, utilizing evidence-based practices, to support the community from cradle to retirement. Union City Youth & Family Services offers trauma-focused Cognitive Behavioral Groups, equipping youth with tools to manage stress, change negative thinking and behavior patterns, and increase self-awareness. Cognitive Behavioral Groups equip youth with tools to manage stress, change negative thinking and behavior patterns, and increase self-awareness. Union City Youth & Family Services also offers financial coaching, employment readiness skills, and individualized life and career coaching.

**Program Name:**

Raising Leaders Program

## **Evidence Upon Which It is Based:**

Although we must hold youth who commit status offenses and delinquent acts responsible for their behavior, we also need to provide them opportunities to learn skills that can help them grow into productive, law-abiding citizens. One way to do this is to offer training and employment to these youth to help them successfully enter the labor market and thus reduce the likelihood of recidivism. It is especially important that we provide this training to court-involved youth. However, this can be a challenge because of the lack of collaboration between those who specialize in employment and training and those who work with justice-involved youth. Because we know there is a connection between joblessness and crime and between job preparation and earnings, it is crucial that we strive to overcome this lack of collaboration.

Youth crime and the preparedness of justice-involved youth to enter the labor market are serious concerns for the Nation. Although many promising and exemplary programs address the job-training needs of at-risk youth, justice-involved youth face a unique set of circumstances that require collaborative solutions. Collaboration has been a challenge, because policymakers and program personnel who specialize in employment and training and those who work with juvenile offenders have not agreed about the relationship between programs that serve court-involved youth and the labor market and the economy.

Policymakers in youth justice and workforce development practitioners should be engaged and working collaboratively to remove the barriers that preclude justice-involved youth from participation in the workforce (Juvenile Justice and Delinquency Prevention November 2000).

### ***Description:***

The Raising Leaders Program is an eight-week workshop series which is held online through Microsoft Teams. The course goals of the program are that students will gain life skills in the following areas: Interview & Employability Skills, Financial Awareness, Career Exploration and Education Opportunities. Upon completion of the eight weeks, students will understand a broad sector of careers that exist within their community. Students that complete the workshop series will receive a paid internship.

During the workshop series, students will gain the following skills: Interview & Employability Skills, Financial Awareness, Career Exploration and Educational Opportunities. Over the eight-week series students will hear from Judges, Nurses, Firefighters, California Highway Patrol, Comerica Bank, and other professionals within leadership positions from our local Cities, Districts and Alameda County Departments. Overall student objectives of the programs' custom-tailored workshops are designed to teach students life skills while simultaneously preparing the next generation of workforce members in our community. Students will gain knowledge about career fields that they are interested in, an understanding of what is expected during an

interview, and the tips and pointers to be successful in a job interview. Most of all, students will understand how to use these life skills as they move forward in life.

Upon completion of the eight-week workshop series, students can gain five elective credits, an updated resume, certificates from our local politicians and a CHP START SMART Certificate. Raising Leaders-Workshops is being funded through the Alameda County Probation Department and Alameda County Supervisor Richard Valle's District 2 Youth Initiative.

**Program Name:**

Fresh Lifelines for Youth (FLY)

**Evidence Upon Which It is Based:**

The concepts of positive youth development suggest that nearly all youth can grow up properly and avoid trouble if they can be attached to a variety of social resources that facilitate healthy development and discourage harmful behavior. Concentrating on positive development goals in working with young offenders may provide the juvenile justice system with a new and compelling framework for service delivery, especially in cases involving younger juveniles and those charged with less serious crimes (Butts, et al., 2005).

**Description:**

The Youth Advisory Council (YAC) serves to increase the involvement of youth voice in the Alameda County juvenile justice system through an organized infrastructure that aids youth in developing their leadership and advocacy skills. The YAC is centering youths' lived experiences and needs to inform and serve in an advisory capacity to the JJDPC and in partnership with probation and collaborative community partners to improve and shape the overall youth justice system.

The YAC will engage youth ages 17-25 who have had some level of system involvement and create opportunities for them to be involved in system change efforts led by various stakeholders in the youth justice system. The youth will be supported through coaching and professional development. The intent is to accomplish ACPD's vision of inclusion of the youth voice in system decisions during and beyond this YAC grant period.

The YAC will help support the JJDPC as well as work directly with Probation to target system challenges and the underlying factors that are at the root of community needs – with a focus on the youth justice system. This holistic approach – which seeks to alter social, economic, political, and educational conditions for youth – has the potential to create more sustainable change than do more traditional, "individual-level" strategies.

**Program Name:**

The Social Changery

**Evidence Upon Which It is Based:**

The concepts of positive youth development suggest that nearly all youth can grow up properly and avoid trouble if they can be attached to a variety of social resources that facilitate healthy development and discourage harmful behavior. Concentrating on positive development goals in working with young offenders may provide the juvenile justice system with a new and compelling framework for service delivery, especially in cases involving younger juveniles and those charged with less serious crimes (Butts, et al., 2005). especially in cases involving younger juveniles and those charged with less serious crimes (Butts, et al., 2005).

**Description:**

The Social Changery strives to ensure all people, regardless of circumstance or background, have equitable opportunities for educational, health and economic success. Their goal is to advance the health, dignity, and rights of all people. Their work goes beyond traditional social change programs and tactics. It is informed by principles of Human Centered Design, Social Determinants of Health, social movement models, community development, and behavior change frameworks. They are subject matter experts and people with lived experience. Their expertise in social change, trauma-informed behavioral health, and transformative justice provides a foundation through which all projects are comprehensively developed. They consult and provide services in the following areas: Trauma-Informed Behavioral Health, Stigma and Discrimination Reduction, Peer Support Models, Prevention and Early Intervention, Justice, Equity, Diversity and Inclusion, Workforce Development & Career Pathways, Youth Development, Community Development, and Movement & Coalition Building.

**Program Name:**

Alameda Family Services

**Evidence Upon Which It is Based:**

Understanding the role that mental health issues play in justice-involved youth poses challenges for research, policy, and practice. While mental health problems are generally not risk factors for criminal behavior according to the risk-needs-responsivity (RNR) framework of correctional psychology practice, prevalence rates are very high and RNR principles suggest that mental health as a responsivity variable may moderate the success of interventions targeted to criminogenic needs (McCormick, et al. 2017).

**Description:**

Alameda Family Services provides school-based, early childhood and family support, and Clinic and community based behavioral health care.

The Alameda Family Services Clinic and Community Behavioral Health Division provides counseling services to families, children, adults, couples, and groups.

- Licensed clinicians and professional therapists-in-training, working under the license of clinical supervisors provide the following services (available in English, Spanish, and Mandarin): Family therapy for children and adolescents
- Therapy for youth on probation
- Individual or family therapy for adults
- Couples counseling
- Psychological assessments
- Group therapy
- Alameda County Medi-Cal eligible child-parent psychotherapy for ages birth to 7
- Counseling at Alameda Point Collaborative
- Referrals and resources

All services are available through Telehealth as well.

Their psychological assessments test for attention, executive functioning, academic/learning disorders, and social emotional functioning.

**Program Name:**

Berkeley Youth Alternatives (BYA)

**Evidence Upon Which It is Based:**

The concepts of positive youth development suggest that nearly all youth can grow up properly and avoid trouble if they can be attached to a variety of social resources that facilitate healthy development and discourage harmful behavior. Concentrating on positive development goals in working with young offenders may provide the juvenile justice system with a new and compelling framework for service delivery, especially in cases involving younger juveniles and those charged with less serious crimes (Butts, et al., 2005).

**Description:**

Berkeley Youth Alternatives (BYA) is a community-based organization. Their vision is to provide a secure and nurturing environment for all the children, youth, and families of their community. BYA desires to promote, to their fullest potential, the freedom to develop individual skills and visions of the world.



BYA's mission is to help children, youth, and their families address issues and problems via Prevention by reaching youth before their problems become crises, and via Intervention through the provision of support services to youth entangled in the youth justice system. BYA helps to build capacity within individuals to reach their innate potential.

BYA's holistic services are designed to shift so-called "individuals at-risk" into "individuals with promise" by utilizing a continuum of care approach that emphasizes 3 core areas: Education, Health and Well-Being, and Economic Self-Sufficiency. To do this work, BYA creates teams of diverse professionals from the fields of education, mental health, workforce development, and recreation that work collaboratively to meet the psycho-social, emotional, and economic needs of those most vulnerable in our community. BYA meets individuals where they are and builds upon any gift, talent, or ability that they possess. BYA inspires them to reach their full potential with staff persons who act as coaches and mentors that help individuals captain their own ships.

BYA believes in diversity and in delivering holistic services in a culturally competent and appropriate manner to improve the lives of children, youth, and families. BYA works to give voice to the voiceless and to defend the poor. They work to change the educational system, youth justice system, foster care system, and health care system to give individuals and their families' opportunities to reach their full potential and to control their own lives and destinies. BYA's desire is to help children, youth, and families to enjoy their lives to the fullest while empowering the next generation and repairing the damage done to multiple populations by the political, educational, and economic system. Ultimately, BYA assists those most vulnerable to live out their best lives.

***Program Name:***

Carl B. Metoyer Center for Family Counseling

**Evidence Upon Which It is Based:**

Understanding the role that mental health issues play in justice-involved youth poses challenges for research, policy, and practice. While mental health problems are generally not risk factors for criminal behavior according to the risk-needs-responsivity (RNR) framework of correctional psychology practice, prevalence rates are very high and RNR principles suggest that mental health as a responsivity variable may moderate the success of interventions targeted to criminogenic needs (McCormick, et al. 2017).

**Description:**

The Carl B. Metoyer Center for Family Counseling’s mission is to provide a range of culturally sensitive mental health services to youth and their families that include prevention, early intervention, clinical case management, and collaboration with support services in the community.

The center primarily offers family counseling for families with youth between the ages of 7 to 18 years old. Their Clinical Case Manager(s) meet with youth and their families to plan to address and prioritize identified immediate needs, as well as underlying risk factors that may be contributing to the reasons for a youth’s referral. They also offer crisis intervention services for youth that are placed at a local crisis receiving home. The Center offers family counseling and case management services to students referred by the Oakland Unified School District Student Attendance Review Board (OUSD SARB) and the Alameda County Truancy Mediation Program to help habitually truant students improve school attendance and avoid justice system involvement.

**Program Name:**

City of Hayward - Youth and Family Services Bureau

**Evidence Upon Which It is Based:**

The concepts of positive youth development suggest that nearly all youth can grow up properly and avoid trouble if they can be attached to a variety of social resources that facilitate healthy development and discourage harmful behavior. Concentrating on positive development goals in working with young offenders may provide the juvenile justice system with a new and compelling framework for service delivery, especially in cases involving younger juveniles and those charged with less serious crimes (Butts, et al., 2005).

**Description:**

The Youth & Family Services Bureau is a unique part of the Hayward Police Department where police officers and professional counselors work side by side offering a variety of services to the residents of Hayward. For more than 40 years, YFSB has focused on helping families succeed at home, school and in the community. YFSB seeks to strengthen the Hayward community through creating opportunities for kids to grow up in healthy and safe neighborhoods and schools. The dedicated YFSB staff strives to reduce delinquency and crime through a range of services that address the specific needs of each family. When a child is getting into trouble, sometimes law enforcement is not the answer. Sometimes it is. The teamwork between the cops and counselors in YFSB allows for each family’s unique situation to be assessed. YFSB also offers a variety of prevention services that encourage youth to stay out of trouble and provide them with positive ways to

engage with their peers and the community. The programs and services offered by YFSB include:

- Family Counseling, Crisis Intervention and Case Management
- School Resource Officer Program
- School-Based Counseling Program
- Youth Diversion Program
- Junior Giants Summer Baseball Program
- Police Explorer Program

***Program Name:***

Eden Counseling Services

**Evidence Upon Which It is Based:**

Understanding the role that mental health issues play in justice-involved youth poses challenges for research, policy, and practice. While mental health problems are generally not risk factors for criminal behavior according to the risk-needs-responsivity (RNR) framework of correctional psychology practice, prevalence rates are very high and RNR principles suggest that mental health as a responsivity variable may moderate the success of interventions targeted to criminogenic needs (McCormick, et al. 2017).

***Description:***

The mission of Eden Counseling is to provide affordable, professional, and confidential counseling services to youth, adults, couples, and families in Alameda County. Eden Counseling Services has over 20 years of experience providing a compassionate and multi-cultural environment for families and individuals in times of stress or crisis.

Their area of expertise is family therapy, with special attention given to teen-related issues. Eden Counseling Services focus on positive ways to heal relationships and solve problems so that youth and families can thrive in their own unique way.

Eden also provides:

- School-based anger management groups
- Cognitive behavioral groups for teens
- Crisis shelter home for at-risk youth
- School-based counseling

**Program Name:**

Bay Area Community Resources, Inc. - Probation youth employment program

**Evidence Upon Which It is Based:**

Crossing paths with the youth justice system kicks off a complex web of bias, racial discrimination and structural barriers that can prevent young people from living healthy and productive lives. One powerful difference maker? Workforce development, and in particular, approaches that blend education with occupational training while also offering support services, paid work experiences and opportunities to connect with caring adults (O’Sullivan, K., Spangler, D., Showalter, T., & Bennett, R. (2020). Job Training for Youth with Justice Involvement: A Toolkit. National Youth Employment Coalition).

**Description:**

Bay Area Community Resources, Inc. (BACR’s) mission is to promote the healthy development of individuals and families, encourage service and volunteerism, and help build community. They carry out their mission by (1) providing direct school- and community-based services, (2) connecting volunteers with opportunities to best serve their communities, and (3) building and strengthening all of the communities they serve so that community members and institutions can effect change. BACR and their staff are guided by a set of core values and beliefs that informs their approach to services, personnel recruitment, and professional development.

Our annual program evaluations have consistently shown positive impacts, including improved youth development skills, school performance, and family functioning.

**Program Name:**

Multidimensional Family Therapy (MDFT) - Lincoln

**Evidence Upon Which It is Based:**

MDFT is a family-based intervention for adolescent substance abuse and associated mental health and behavioral problems (Liddle, 2010). Integrative in several ways, MDFT uses an ecological or contextual conceptual framework to understand the developmental tasks of teens and their families. Research-derived knowledge about risk and protective factors, and proximal causes, correlates and contributors to adolescent drug and related problems inform clinical thinking and interventions with every case. A multisystem approach, MDFT assesses and intervenes in four areas: (1) the adolescent as an individual and a member of a family and peer network; (2) the parent(s), both as individual adults and in his or her role as mother; father or caregiver; (3) the family environment and family relationships, as manifested in day-

to-day family transactional patterns; and (4) extrafamilial sources of influence such as peers, school, and youth justice. Interventions are made within and coordinated across domains. Progress in one area or with one person has implications for and use in others. Individual meetings with parents and teen set the stage for family sessions, and family meetings may offer content and new outcomes that need to be brought to extra family meetings with youth justice or school personnel. MDFT was developed and tested as a treatment system rather than a one-size-fits-all approach. A treatment system offers different versions of a clinical model that vary according to factors such as clinical sample characteristics (older versus younger adolescents, youth justice involved versus no involvement in youth justice systems), and treatment parameters (type of clinical setting and treatment dose).

**Description:**

Multidimensional Family Therapy (MDFT) offered by Lincoln, is an integrated, comprehensive, family-centered treatment for teen and young adult behavior challenges and disorders. MDFT simultaneously addresses substance use, delinquency, antisocial and aggressive behaviors, mental health disorders, school, and family problems, and prevents out-of-home placement through a variety of therapeutic and behavioral supports for adolescents, parents, families, and communities. Staff are trained to assess for history of trauma or any chronic traumatic experiences. They are also trained to respond to youth and families in a manner that considers the potential, if not evident, trauma histories to prevent re-traumatization, while also creating and increasing the sense of safety and therapeutic alliance. MDFT serves youth on probation 11-19 years old with mental health and substance misuse symptoms. Priority is given to youth at-risk of out-of-home placement, youth that live with family (including kin/fictive kin) who can participate in weekly therapy activities, and youth and their families whose needs require intensive support including in-home therapy, case management, system navigation support. The MDFT program duration is approximately six months and includes: Individual therapy, Substance misuse treatment, Family therapy, Parent one-on-one coaching, System navigation (school, probation, legal, etc.), and Brokerage/linkage to support services.

**Program Name:**

Project Permanence Wraparound Program - Lincoln

**Evidence Upon Which It is Based:**

Wraparound is an approach to treatment that has evolved over the years through efforts to help families with the most challenging children function more effectively in the community. More specifically, it is a definable planning process that results in a unique set of community services and natural supports that are individualized for a child and family to achieve a positive set of outcomes (Burns & Goldman, 1999). Wraparound is child and family centered, focused on child and family strengths, community-based, culturally relevant, flexible, and coordinated across agencies (VanDenBerg & Grealish, 1998).

**Description:**

Project Permanence offered by Lincoln, utilizes the Wraparound service delivery model to provide intensive youth-centered, family driven services. The goals of wraparound are to improve the array of services and supports available to children, youth, and families involved in the child welfare and youth probation systems; engage families through a more individualized casework approach that emphasizes family involvement; increase child safety without an over dependence on out-of-home care; improve permanency outcomes; improve child and family well-being; and to decrease recidivism and delinquency for youth on probation. Project Permanence serves Alameda County youth on probation who have serious mental health or behavioral issues. The program provides family support, collateral supports, individual support to the referred youth, and linkages to resources. Interventions integral to the model are 1:1 supports directly to the youth, family support, monthly family team meetings, and intensive case management services. In addition, Project Permanence also participates in intervention in courts, Alameda County Juvenile Justice Center, Mental Health Hospitals, family home, community outings, schools etc.

**Program Name:**

Safe Passages

**Evidence Upon Which It is Based:**

Crossing paths with the juvenile justice system kicks off a complex web of bias, racial discrimination and structural barriers that can prevent young people from living healthy and productive lives. One powerful difference maker? Workforce development, and in particular, approaches that blend education with occupational training while also offering support services, paid work experiences and opportunities to connect with caring adults (O’Sullivan, K., Spangler, D., Showalter, T., & Bennett, R. (2020). Job Training for Youth with Justice Involvement: A Toolkit. National Youth Employment Coalition).

**Description:**

Safe Passages disrupts the cycle of poverty by engaging youth and families and is based on the premises that access to educational opportunity, health services, and family supports should not be dictated by race or socio-economic status, and that healthy and supported young people are better prepared to learn, succeed, and become the next generation of community leaders. Safe Passages Family Resource Centers are dedicated to working with families to access support services that meet immediate needs and support paths to financial independence.

**Program Name:**

Intensive Case Management (ICM) – Seneca Family Agencies

**Evidence Upon Which It is Based:**

Systems of care for children with serious emotional disturbance and their families have generally lacked intensive community-based programs.

Mental health difficulties are easily the key health issue faced by adolescents and young adults in the developed world today. Epidemiological studies have shown that the incidence and prevalence of the mental disorders, as well as their contribution to the overall burden of disease, is highest in those in the 15-to-24-year age group, and yet young people in this age range are the least likely to access services for mental health problems. This issue is particularly problematic given that untreated, or poorly treated, mental disorders are associated with ongoing disability, including impaired social functioning, poor educational achievement, unemployment, substance abuse, and violence that all too often leads to a cycle of dysfunction and disadvantage that is difficult to break. Young people tend to be reluctant to discuss emotional concerns with a general practitioner if indeed they have a regular doctor, and the traditional mental health services, which cater to the needs of children or older adults, are highly alienating to young people (Rosemary Purcell, et al. 2011).

**Description:**

Intensive Case Management (ICM) is provided by Seneca Family Agencies and focuses on providing case management services for youth with high mental health needs and emphasizes family engagement. ICM is a team approach involving key stakeholders that include the Court, behavioral health care providers, probation officers and intensive case management services delivered by a community provider. Services are aimed to reduce out-of-home placement and increase family engagement for this specific population. Probation officers and clinicians provide community support and services for youth and provide critical input to the Court on a weekly basis. The treatment approach is like a wraparound model. Multiple team members, including a clinician, parent partner and youth counselor work with a youth for a period of 12 to 18 months or until a youth is dismissed from probation. Youth and their caregivers meet with team members multiple times per week. Case management and referral linkage is a strong component of the service with the goal of stabilizing the youth in their home placement.

**Program Name:**

Horizons Family Counseling-The City of Livermore

**Evidence Upon Which It is Based:**

Status-offending behavior is often a sign of underlying personal, familial, community, and systemic issues, like the risk factors that disregard general offending. Sometimes these underlying issues contribute to delinquency later in life, putting youths at a

higher risk for drug use, victimization, engagement in risky behavior, and overall increased potential for physical and mental health issues, including addiction (Greenwood and Turner 2011; Chuang and Wells 2010; Buffington, Dierkhising, and Marsh 2010; Henry, Knight, and Thornberry 2012; Mersky, Topitzes, and Reynolds 2012). Ample evidence supports the notion that less serious forms of delinquency often precede the onset of more serious delinquent acts (Huizinga, Loeber, and Thornberry 1995; Elliott, 1994).

Studies done on young people show that community-based programming can be more effective than detention in preventing future crime (Hughes 2011; Holman and Ziedenberg 2006; Kendall 2007; Salsich and Trone 2013; Petitclerc et al. 2013).

**Description:**

Horizons Family Counseling, a division of the Livermore Police Department, was originally developed in 1973 when the City Manager was awarded a grant for a Juvenile Delinquency Prevention Program. Since its inception, Horizons has expanded to offer a variety of services to Tri-Valley families and their children, including family counseling, case management, and parent training. Presently, the Alameda County Probation Department provides approximately half of the funding for Horizons' services. The other major funding sources are the Cities of Livermore, Pleasanton, and Dublin. Programming includes Family Counseling, which is available for Tri-Valley youth 18 and under and their families to help improve family relationships in times of stress. Crisis Intervention is also available for Tri-Valley youth and their families when dealing with issues of running away, truancy, and out-of-control behaviors. Additional services include case management and on-site school counseling at some Livermore schools. Livermore Police Department Diversion Counseling is also available for Livermore youth who qualify following a first-time offense.

**Program Name:**

The Youth Employment Partnership- Probation Employment Program

**Evidence Upon Which It is Based:**

Crossing paths with the youth justice system kicks off a complex web of bias, racial discrimination and structural barriers that can prevent young people from living healthy and productive lives. One powerful difference maker? Workforce development, and in particular, approaches that blend education with occupational training while also offering support services, paid work experiences and opportunities to connect with caring adults (O'Sullivan, K., Spangler, D., Showalter, T., & Bennett, R. (2020). Job Training for Youth with Justice Involvement: A Toolkit. National Youth Employment Coalition).



**Description:**

The Youth Employment Partnership (YEP's) programs aim to bring meaningful change and transformative outcomes to their youth participants. Beyond just job placement, YEP offers educational support, workforce training, critical resources, and real opportunities for young people in need of a partner in growth. YEP offers job readiness training and education as well as summer employment to at-risk Oakland youth and young adults. YEP provides a range of job training and educational opportunities for young people ages 18 to 24.

**Program Name:**

East Bay Agency for Children

**Evidence Upon Which It is Based:**

Truancy behavior is often a sign of underlying personal, familial, community, and systemic issues, like the risk factors that underlie general offending. Sometimes these underlying issues contribute to delinquency later in life, putting youths at a higher risk for drug use, victimization, engagement in risky behavior, and overall increased potential for physical and mental health issues, including addiction (Greenwood and Turner 2011; Chuang and Wells 2010; Buffington, Dierkhising, and Marsh 2010; Henry, Knight, and Thornberry 2012; Mersky, Topitzes, and Reynolds 2012). Ample evidence supports the notion that less serious forms of delinquency often precede the onset of more serious delinquent acts (Huizinga, Loeber, and Thornberry 1995; Elliott, 1994).

Studies done on young people show that community-based programming can be more effective than detention in preventing future crime (Hughes 2011; Holman and Ziedenberg 2006; Kendall 2007; Salsich and Trone 2013; Petitclerc et al. 2013).

**Description:**

Addressing children's mental health needs since 1952, East Bay Agency for Children today invests over \$16.5 million annually in over 16,000 East Bay children and families through a comprehensive continuum of services designed to reduce the incidence and impact of childhood trauma and adverse experiences resulting in immediate and long-term life improvement for those children and their families. EBAC's programs are particularly effective as they benefit from our staff and agency experience, knowledge, cultural humility, and language competence in serving children and communities disproportionately impacted by poverty, violence, marginalization, loss of loved ones, and other forms of trauma.

EBAC delivers services that:

**Build Resiliency** to help children and families protect themselves against long term harm from chronic exposure to adversity.

**Aid in Recovery** by treating children exhibiting traumatic stress symptoms and emotional or behavioral disorders.

**Prevent** the risk of childhood adverse experiences.

To optimize their efforts, they offer a variety of services that complement one another to effectively address the complex needs of children and family. To reduce barriers in receiving services, they deliver most of their services in schools and community locations where children and families already congregate. Additionally, staff are primarily from the communities they serve, which helps children and families feel comfortable and trusting of those helping. And finally, they conduct their work within a trauma-informed framework, understanding that children exposed to trauma see the world differently and are often misunderstood.

Program areas include intensive therapeutic health, school-based behavioral health, and family and community wellness.

***Program Name:***

La Familia- The Alliance for Community Wellness-Probation Employment Program

**Evidence Upon Which It is Based:**

[Click here to enter text.](#) Understanding the role that mental health issues play in justice-involved youth poses challenges for research, policy, and practice. While mental health problems are generally not risk factors for criminal behavior according to the risk-needs-responsivity (RNR) framework of correctional psychology practice, prevalence rates are very high and RNR principles suggest that mental health as a responsivity variable may moderate the success of interventions targeted to criminogenic needs (McCormick, et al. 2017).

***Description:***

La Familia has over 45 years history of providing high-quality mental health, community support, and advocacy services in the San Francisco Bay Area. They provide underserved multicultural communities with the tools and support necessary to build resilience, wellness, and economic power. They envision healthy, prosperous, and safe communities for all. They work with teens to find and showcase their unique abilities, sharpen their skills, and get great jobs. Employment coaches have helped hundreds of individuals with similar circumstances such as those who have involvement with the justice system.

**Program Name:**

We Rise Youth - Bright Research Group

**Evidence Upon Which It is Based:**

The WE RISE project supports young men in Oakland, on probation, to return to school, decrease gang-involvement and avoid future engagement in violence or criminal activity. The multi-disciplinary team provides coordinated services, supports, and supervision over an 18-month period for a caseload of 15 young people. The Bright Research Group is rigorously evaluating the pilot program.

**Description:**

Founded in 2010, Bright Research Group (BRG) is a community-centered design and research firm based in Oakland, California. Their services are built on the simple belief that clients, communities, and the organizations that serve them hold the solutions to many of our most pressing social challenges in health care, social services, violence prevention, and youth development. Their mission is to challenge social impact and community health efforts to become more responsive to the needs, preferences, behaviors, strengths, and voices of consumers and communities. A women and minority-owned firm and a certified small, local emerging business in Alameda County, they hold a specific organizational commitment to advancing social equity for African American and Latinx communities.

**Part III. Youthful Offender Block Grant (YOBG)**

*Authority: Welfare & Institutions Code Section 1961(a) – On or before May 1 of each year, each county shall prepare and submit to the Board of State and Community Corrections a Juvenile Justice Development Plan on its proposed programs, strategies, and system enhancements for the next fiscal year from the Youthful Offender Block Grant Fund described in Section 1951. The plan shall include all of the following:*

*(1) A description of the programs, placements, services, strategies, and system enhancements to be funded by the block grant allocation pursuant to this chapter, including, but not limited to, the programs, tools, and strategies outlined in Section 1960.*

*(2) A description of how the plan relates to or supports the county’s overall strategy for dealing with youthful offenders who have not committed an offense described in subdivision (b) of Section 707, and who are no longer eligible for commitment to the Division of Juvenile Facilities under Section 733 as of September 1, 2007.*

*(3) A description of any regional agreements or arrangements to be supported by the block grant allocation pursuant to this chapter.*

*(4) A description of how the programs, placements, services, or strategies identified in the plan coordinate with multiagency juvenile justice plans and programs under paragraph (4) of subdivision (b) of Section 30061 of the Government Code.*

**A. Strategy for Non-707(b) Offenders**

Describe your county’s overall strategy for dealing with non-707(b) youthful offenders who are not eligible for commitment to the Division of Juvenile Justice. Explain how this Plan relates to or supports that strategy.

The JJCPA programs primarily target low to moderate-risk youth, offering preventative services at the early stages of involvement with the justice system. These programs aim to provide support and guidance to youth and their families, focusing on effective parenting skills.

On the other hand, YOBG programs and ACPD's non-707(b) strategy focus on high-risk youth who are at imminent risk of being placed outside their homes. These youth undergo assessment using the Youth Level of Service/Case Management Inventory™ (YLS/CMI™) to identify their needs, strengths, barriers, and incentives. Based on this assessment, high-risk youth receive intensive supervision within a risk and gender-responsive model and are offered enhanced program services, integrating the efforts of probation officers, law enforcement agencies, and other youth-service agencies.

ACPD provides three robust interventions aimed at keeping high-risk youth in their homes and improving reunification efforts when out-of-home placement is necessary. These interventions include Wraparound services provided by Lincoln Center through Project Permanence, Multidimensional Family Therapy (MDFT), and Intensive Case Management (ICM) offered through a partnership with Seneca Center. These interventions focus on addressing various behavioral, mental health, and family dynamics issues while preventing out-of-home placement or facilitating successful reunification.

Overall, these evidence-based practice models and collaborative efforts with stakeholders aim to improve the overall health and well-being of youth involved in various systems, reduce out-of-home placements, and promote successful reunification with their families.

**B. Regional Agreement**

Describe any regional agreements or arrangements to be supported with YOBG funds.

N/A

### **C. Funded Programs, Placements, Services, Strategies and/or System Enhancements**

Using the template on the next page, describe the programs, placements, services, strategies, and system enhancements to be funded through the YOBG program. Explain how they complement or coordinate with the programs, strategies and system enhancements to be funded through the JJCPA program.

### **YOBG Funded Program, Placement, Service, Strategy and/or System Enhancement**

*This template should be copied as many times as needed to capture every program, placement, service, strategy, and system enhancement you plan to fund next year.*

#### ***Program Name:***

Positive Youth Development Intensive Community Supervision
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#### ***Nature of Coordination with JJCPA:***

Over the past several decades, we have learned a great deal about what works to improve public safety and outcomes for youth who encounter the youth justice system. States and localities across the United States have increasingly embraced this knowledge and implemented several changes to the way they respond to and manage system-involved youth. For example, research has shown that removing kids from their homes disconnects them from critical family and social supports, interferes with prosocial development, and generally does a poor job of preventing reoffending, particularly for those at low risk of future delinquency (Fabelo et al. 2015; NRC 2013; Ryon et al. 2013). Between 1999 and 2015, the number of youth detained or placed out of home was cut in half. Practitioners point to this shift as one of the most effective applications of research in practice, but several other gaps remain (Love et al. 2016).

Research points to five core probation practices critical to supporting a research-informed approach in action:

- screening, assessment, and structured decision-making
- case planning
- matching services and promoting positive youth development
- structuring supervision to promote long-term behavior change
- incentivizing success and implementing graduated responses

These practices align closely with existing frameworks of evidence-based supervision in criminal justice (see, for example, Crime and Justice Institute 2009; Taxman 2002, 2012; and Taxman, Shepardson, and Byrne 2004).

**Description:**

The Positive Youth Development Intensive Community Supervision program offers enhanced program services for youth, which integrates the work of DPOs, local law enforcement agencies and other youth-service agencies such as schools, recreation departments and community-based organizations. These collaborative efforts enable a multi-disciplinary team to solve problems by working with clients and their families. Probation staff are assigned to service specific geographic areas to better serve the population.

The goal of Positive Development Intensive Community Supervision program is to provide clients and their families services and supports to help ensure stability and success in the community. We accomplish this by focusing on building a therapeutic alliance, trusting relationships, restoring hope, and demonstrating an authentic investment in positive outcomes for the family. The Positive Youth Development Intensive Community Supervision team assumes a non-traditional, proactive role to assist the client in developing the skills to become successful in meeting the expectations of the Court. DPOs serve the North, South, and Central regions of the county.

**Program Name:**

Camp Sweeney

**Nature of Coordination with JJCPA:**

Camp Sweeney follows the overall philosophy of the JJCPA Positive Youth Development Intensive Community Supervision program, where the goal is to marshal the resources of the minor’s family, school, and neighborhood to address those factors that will most likely result in recidivism, if not addressed. Suitable youth from Camp Sweeney participate in contractual services that are funded through YOBG. The DPOs also assist in programming, refer camp youth to Cognitive Behavior Treatment, and transition aftercare service planning.

**Description:**

Youth exiting camp transition into aftercare and receive services from the Positive Youth Development Intensive Community Supervision program which is funded under YOBG. These services include mentoring groups and workshops on a variety of life skill topics (personal organization, personal care/hygiene, social etiquette, and budgeting). The DPOs collaborate with a Behavioral Health Clinician from our County’s Behavioral Health Care Services Agency, who assists in identifying youth with special mental health needs, connecting those youth with appropriate services in the community, and facilitating Multi-Disciplinary Team meetings with the youth,

parents, mental health, school, probation, and community partners involved with the youth.

Suitable youth released from Camp Sweeney are also allowed to participate in contractual services funded through the JJCPA Positive Youth Development Intensive Community Supervision program including multi-disciplinary teams. Alameda County Probation also has a restorative justice program that holds youth accountable for their behavior and provides them with the support they need to move forward in a positive way. DPOs actively engage families, communities, and systems to repair harm and prevent re-offending. They also work to identify barriers to re-entry for individual youth, develop strategies to overcome barriers and, facilitate accountability strategies to encourage youth to take responsibility and make amends for harm caused.

Supervision and reentry are designed to link work begun while the youth is detained and at Camp Sweeney with a seamless continuum of restorative justice care, out of custody.

***Program Name:***

The Transition Center (Reentry or Aftercare Services)

***Nature of Coordination with JJCPA:***

Young people leaving youth justice residential placement face many concerns as they reenter the community, home, and school/work force. Reentry refers to those activities and tasks that prepare youth placed out-of-home for reentry into their families and communities.

Unfortunately, many youth return to unstable home settings, struggle to remain in school, and lack the skills needed for employment upon leaving secure care placement. Further, most of the youth involved in the youth justice system have a mental health disorder, and support services in their home communities are hard to arrange until they are formally released. This can cause a gap in services that negatively impacts the reentry process.

To improve the odds of success for youth reentering the community, the justice system, related agencies, and communities must plan for what needs to occur for reentry when youth enter the youth justice system. Therefore, coordination and collaboration between agencies and across services and supports are necessary at multiple phases of reentry (Nellis & Wayman, 2009, p. 5).

Successful reentry programs and practices should ensure the delivery of prescribed services and supervision in the community. Specifically, "by fostering improved family relationships and functioning, reintegration into school, and mastery of independent life skills, youth build resiliency and positive development to divert them from delinquent and other problematic behaviors (Nellis & Wayman, 2009, p. 5).

**Description:**

Established in 2009, the Transition Center (TC) enables providers to exchange critical information with parents and youth to improve coordination of Probation, Health/Mental Health and Education services during detention, upon release, and at post-release. The Probation Department utilizes a family focused trauma-informed approach to strengthening the capacity of the TC to develop “warm hand-offs” and promote continuity of care.

At the TC a DPO supervised by a Unit Supervisor, meets with youth returning from Detention and Placement and their parent/caregivers and provides connections to programs, services, and resources needed for successfully transitioning the youth back into the community. A Specialist Clerk II provides youth, parent/caregivers administrative services, and information to help them navigate the Juvenile Justice Center and other community resources.

The key to strengthening infrastructure at the TC is improving its capacity to access youth support needs more effectively at intake and as they transition, link them to available benefits that enable their successful reentry. The goal of the TC is to ensure the successful transition of youth from custody to the community by partnering with county and community partners to develop and provide re-entry transition plans for all youth released into the community.

TC partners include: Behavioral Health, Oakland Unified School District, Alameda County Office of Education, and Public Health. In 2017, the TC strengthened processes related to its reentry model to ensure youth and their families are provided and referred to resources that will support their success. The TC team also meets regularly to discuss newly detained youth – to prepare a comprehensive transition plan from detention. This allows continuity of care in an environment where the access to services in the community can potentially make a difference in the life of our youth and/or their families/caregivers.

ACPD also has a restorative justice program that holds youth accountable for their behavior and provides them with the support they need to move forward in a positive way. The program is evidence-based and provides education and training to incarcerated youth. It actively engages families, communities, and systems to repair harm and prevent re-offending. It identifies specific barriers to re-entry for individual youth and develops strategies to overcome barriers and, facilitates accountability strategies to encourage youth to take responsibility and make amends for harm caused. The program is designed to link work begun while the youth is detained with a seamless continuum of restorative justice care, out of custody.

**Program Name:**

HOPE Psychotherapy

**Evidence Upon Which It is Based:**

In more recent years, sex offender treatment has evolved in much the same way as treatment for substance misuse, moving to a cognitive-behavioral approach



emphasizing relapse prevention (Marshall & Laws, 2003). The relapse prevention model has yielded to models of treatment that consider multiple “pathways” to offending (Marques, et al. 2005).

**Description:**

HOPE Program is a Northern California outpatient mental health agency specializing in general psychotherapy and CASOMB-certified specific treatment for adult and adolescent clients. HOPE provides evidence-based sex offender treatment for Alameda County youth. The Program offers both individual and group psychotherapy as well as support groups. The treatment plan for each client is tailored to address individual needs identified during the intake and initial evaluation process. The goal of the program is to combine the latest research with practical psychotherapy techniques to deliver personalized, affordable care that leads to real results. HOPE's unique clinical approach encompasses a multidisciplinary team that consists of Licensed Clinical Social Workers, Licensed Marriage and Family Therapists, Licensed Professional Clinical Counselors, and Licensed Psychologists.

**Program Name:**

The Youth Advocate Program (YAP)

**Evidence Upon Which It is Based:**

The YAP services model incorporates specific practice principles, strategies, and interventions from the fields of wraparound and mentoring, with more recent contributions from interventions supported by research in the growing fields of positive youth development and positive youth justice. What has evolved is YAPWrap, a unique and multi-faceted holistic services model designed to achieve positive outcomes for the highest need youth, grounded in evidence to support links between strategies, interventions, and outcomes.

Within YAP’s wraparound practice, youth and families are provided with voice, access, and ownership of their own highly individualized service plans. Each plan engages a team of formal stakeholders and informal community supports to help the family meet their needs and build on their assets and interests. Strength-based and solution-focused strategies are also utilized by staff to facilitate engagement, active participation, and success. Crisis plans are created immediately based on known triggers and existing resources. Positive and productive behaviors are reinforced and built upon through new opportunities to learn skills and to contribute to and participate pro-socially within the community. There is a growing body of research illustrating the effectiveness of wraparound processes, especially when processes are implemented with high fidelity. When compared to traditional practices, High Fidelity Wraparound (HFW) can produce significantly better outcomes for children and families with significant needs including increased permanency and stability for children; improved behavior and mental health symptoms, improved school, and

family engagement; and increased family resources to support their own children (VanDenBerg, et al. 2000).

**Description:**

Probation received a grant from the Youth Advocacy Program (YAP) which began in March 2020. YAP provides 30 high-risk youth on probation and their families with intensive mentoring and wraparound services in their homes, school, and community for up to six months. For each youth referred, a holistic assessment is conducted, and an individualized service plan is developed based upon the assessment. The service plan is utilized to provide support in areas such as crisis intervention, skill development, and vocational work. To further enhance outcomes, the model also includes wraparound services, family support, mentoring, positive youth development, and restorative justice.

Individualized service plans balance involuntary service demands with activities driven by the family's prioritized wants and needs. Activities with each youth and family vary, but are goal driven and typically include case management, crisis intervention services available 24/7, skill development, educational and vocational work. This program was fully funded for one year after which, the department has committed to continuing to fund the program for the following years based on the positive outcomes from the first. The program serves a total of 30 youth and families for 10 hours per week, for up to six months. Currently, the goal is that 70% of youth referred will remain in the home and no more than 30% of youth referred will commit a new offense.

Advocates are doing well with engaging youth and families. Linkages to sustainable community resources continues to be the primary connection. Older youth are linked to GED Programs and job training. Younger youth are linked to community arts programs and tutorial services. Staff remain in contact with clients via face-to-face, phone, text messaging and Zoom. However, text messaging is not a reportable means of contact. Advocates do not claim time via text messaging contacts.

**Program Name:**

Education and Treatment Alternatives, Inc

**Evidence Upon Which It is Based:**

Aggression Replacement Training® was first employed and evaluated in schools and delinquency centers in 1978. Since that time, an extended series of studies have demonstrated its skill learning, anger control, and recidivism reducing potency. It has found widespread use in schools, delinquency centers, prisons and other community-based agencies concerned with the reduction of school violence and aggression by youths in the community and elsewhere.

The Office of Juvenile Justice and Delinquency Prevention (OJJDP) has recognized Aggression Replacement Training® as a Model Program: <https://www.ojjdp.gov/mpg/Topic/Details/19>

**Description:**

Aggression Replacement Training® is an intervention designed for aggressive adolescents, children, and adults. Its component procedures are:

- SkillStreaming – which teaches a curriculum of ProSocial, interpersonal skills (i.e. what to do instead of aggression).
- Anger Control Training – to teach participants what not to do if provoked.
- Moral Reasoning Training – to promote values that respect the rights of others, and help participants want to use the interpersonal and anger management skills taught.

**Program Name:**

Family Spring, Inc

**Evidence Upon Which It is Based:**

The use of technologies such as videoconferencing and the Internet play a major role in the future delivery of mental health programs aimed at providing prevention, assessment, diagnosis, counseling, and treatment programs. The literature indicates that videoconferencing, the Internet, and other technologies have the potential for delivering better mental health information, improved and cost-effective mental health services and greater opportunities for the prevention of mental health disorders (Boydell, 2014).

**Description:**

Evidence-based, in-person and tech-enabled digital counseling for children, adolescents, young adults, and their families. They provide comprehensive assessment and tailored treatment plans for the best outcomes.

**Program Name:**

Positive Communications Practices

## **Evidence Upon Which It is Based:**

In the past decade, mentoring programs for disadvantaged children and adolescents have received serious attention as a promising approach to enriching children's lives, addressing their needs for positive adult contact, and providing one-on-one support and advocacy for those who need it (Freedman, 1992).

Through a mentoring relationship, adult volunteers and participating youth make a significant commitment of time and energy to develop relationships devoted to personal, academic, or career development and social, athletic, or artistic growth (Becker, 1994).

## **Description:**

Senate Bill 823 establishes a Juvenile Justice Realignment Block Grant Program to provide County-based custody, care, and supervision of youth who are realigned from the Department of Juvenile Justice (DJJ) or who would have otherwise been eligible for commitment to the division. This is a promising and necessary change that will allow young people to remain closer to family and community. However, it requires counties to carefully determine the best way to provide supervision and essential services to youth who are high risk/high need, have committed serious crimes, and who would have otherwise received services at a locked facility. Positive Communications Practices (PCP) will enroll 12 young men under the supervision of ACPD who are currently in DJJ into their Rites of Passage DJJ program. In collaboration with ACPD, PCP will work with these youth throughout the last 12 months of their incarceration to ready them for re-entry and will continue to support them for 6 months following their release to enable their successful reintegration into communities in Alameda County.

## **Program Name:**

Community & Youth Outreach

## **Nature of Coordination with JJCPA:**

Cognitive-Behavioral Therapy/Treatment (CBT) is a problem-focused approach to helping people identify and change the dysfunctional beliefs, thoughts, and patterns of behavior that contribute to their problems. Its underlying principle is that thoughts affect emotions, which then influence behaviors. CBT combines two very effective kinds of psychotherapy: cognitive therapy and behavioral therapy. Cognitive therapy concentrates on thoughts, assumptions, and beliefs. With cognitive therapy, people are encouraged to recognize and to change faulty or maladaptive thinking patterns. Cognitive therapy is a way to gain control over inappropriate repetitive thoughts that often feed or trigger various presenting problems (Beck 1995).

Behavioral therapy concentrates on specific actions and environments that either change or maintain behaviors. The combination of cognitive therapy and behavioral therapy has proven highly beneficial (Skinner 1974; Bandura 1977).

Justice-involved youth are known to have higher rates of traumatic exposure and traumatic stress symptoms, which increases the necessity for appropriate treatment and targeted case planning for these youth. Traumatic stress symptoms have been shown as a risk factor for delinquent behaviors, though practices for treating justice-involved youth who have traumatic stress symptoms is limited. Evidence-based practice dissemination has focused on the use of trauma-focused treatment in residential and community settings.

**Description:**

Community & Youth Outreach (CYO) provides services to prevent violence and support disadvantaged people to thrive. CYO provides outreach, mentoring, case management, and support to high-risk youth and young adults in the Bay Area. CYO provides weekly culturally relevant, trauma informed, Cognitive Behavioral Therapy (CBT) sessions to clients of various CYO programs which include young people who are justice involved and at high risk of violence. Healthy, Wealthy, & Wise (HWW), is a fourteen-week course, with a companion CBT journal, that addresses issues of decision-making, identity, overcoming pain and trauma, and life skills/financial literacy. HWW supports people affected by incarceration and community violence to tap into their strengths, heal from trauma, refrain from violence, access needed services, and navigate support systems. HWW increases the capacity of CYO's case managers and street outreach workers, nearly all formerly incarcerated, to provide trauma-informed support to clients returning from incarceration or at risk of engaging in violence.

**Program Name:**

Erika L. Seid- Sex Offender Evaluator

**Nature of Coordination with JJCPA:**

In more recent years, sex offender treatment has evolved in much the same way as treatment for substance abuse, moving to a cognitive-behavioral approach emphasizing relapse prevention (Marshall & Laws, 2003). The relapse prevention model has yielded to models of treatment that consider multiple "pathways" to offending (Marques, et al. 2005).

**Description:**

Erika L. Seid provides sex offender evaluations for adult and adolescent clients. The goal of the evaluation is a treatment plan for each client that is tailored to address individual needs identified during the intake and the initial evaluation process.

**Program Name:**

PranaMind – Youth Anger Management Group Therapy

**Nature of Coordination with JJCPA:**

PranaMind’s integrative neuroscience approach integrates therapies from the fields of psychology, neuroscience, neuro technology, and alternative medicines that assist individuals in reaching their highest potential.

**Description:**

The PranaMind philosophy is to strive for optimal health through mind-body oneness. At PranaMind, they strive to improve the intellectual, emotional, physical, social, occupational, environmental, and spiritual aspects of an individual’s life by promoting brain health and wellness to preserve brain functioning across the human lifespan. Changing Lives through brain fitness.

**Program Name:**

Gender Responsive Cognitive Behavioral Therapy-Dr. Maisha Scott

**Nature of Coordination with JJCPA:**

Gender Cognitive–Behavioral Therapy/Treatment1 (CBT) is a specific problem-focused approach to helping people identify and change the dysfunctional beliefs, thoughts, and patterns of behavior that contribute to their problems. Its underlying principle is that thoughts affect emotions, which then influence behaviors. CBT combines two very effective kinds of psychotherapy: cognitive therapy and behavioral therapy. Cognitive therapy concentrates on thoughts, assumptions, and beliefs. With cognitive therapy, people are encouraged to recognize and to change faulty or maladaptive thinking patterns. Cognitive therapy is a way to gain control over inappropriate repetitive thoughts that often feed or trigger various presenting problems (Beck 1995).

Behavioral therapy concentrates on specific actions and environments that either change or maintain behaviors. The combination of cognitive therapy and behavioral therapy has proven highly beneficial (Skinner 1974; Bandura 1977).

**Description:**

Experienced Clinical Forensic Psychologist, with over 15 years of law enforcement experience with a demonstrated history of working in the government administration industry. Skilled in Adult & Adolescent Therapy, Case Management, Administration, Depression Treatment, and Mental Health Treatment. Commitment to justice reform with vital solutions.

**Program Name:**

Restorative Justice for Oakland Youth (RJOY)

**Nature of Coordination with JJCPA:**

Restorative justice emphasizes repairing the harm caused by criminal behavior (Bazemore, 1998). Restorative justice programs for juveniles bring together those most affected by the criminal offense—the justice-involved youth, the victim, and community members—in a nonadversarial process to encourage accountability and to meet the needs of the victims and the community in repairing the damage that resulted from the crime (Bergseth and Bouffard, 2007; Bouffard, Cooper, and Bergseth, 2017). Important elements of restorative justice programs include 1) the justice-involved youth taking responsibility for his or her actions, 2) a dialogue between the justice-involved youth and the victim, and 3) the justice-involved youth performing an action to repair the harm caused by the offense, which may include writing a letter of apology, paying a fine, or participating in community service (Zehr, 2002).

**Description:**

Restorative Justice for Oakland Youth (RJOY), interrupts cycles of violence and incarceration by promoting RJ practices and policies in schools, communities, and the youth justice system. Since 2005, RJOY has been a national thought leader, pioneering race-conscious restorative justice. Though during the first 40 years of its existence the RJ movement had no significant racial justice consciousness, today this has dramatically changed, largely due to RJOY’s national leadership. RJOY offers speaking, training, workshops and technical assistance to communities, schools, and justice groups in California and throughout the nation.

Credible Messengers will provide mentoring, conflict management, and youth life coaching services to youth. Other services provided by Credible Messengers will include youth rapport building, goal setting, life planning, and social and emotional learning competencies. Credible Messengers will have individualized time with clients when the need arises and determined by the client, Messenger and/or Probation staff. Credible Messengers will assist youth in increasing their healthy interpersonal skills including the development of youth’s social and emotional learning competencies, critical thinking skills, and conflict management.

**Program Name:**

The Alameda County Deputy Sheriffs Activities League (DSAL) - Recreation and Permaculture

**Nature of Coordination with JJCPA:**

The incorporation of green activities into traditional reentry programming is a novel approach to working with justice-involved youth and may have several benefits for participating youth. First, the act of working in the garden and caring for living things

is felt to be therapeutic, as reflected in the traditional name of the Mississippi Band of Choctaw Indians' Green Reentry Program (Osapausi Amasalichi, or "Little Garden of Healing"). In addition, learning concrete skills such as horticultural techniques, solar panel installation, or greenhouse construction can make youth more employable or more self-sufficient (Lindquist, Pecos Melton, McKay, and Martinez, 2013).

***Description:***

Founded in 2005, the Alameda County Deputy Sheriffs Activities League (DSAL) is a nonprofit organization created to unite Alameda County Sheriff's Office (ACSO) personnel, citizens, and youth of Alameda County in the pursuit and implementation of initiatives that reduce crime, improve the lives of area residents, and enhance the health of the community. DSAL is a community nonprofit that invests in key community capitals through free recreation and food equity programs.