

(2021-2022) Annual Plan

Date: 4/21/2021

County Name: Alameda

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Instructions:

Government Code Section 30061(b)(4) and Welfare & Institution 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 following is a standardized template for a consolidated county plan. If you find it helpful to use this template, please do so. Each field must be completed before submitting your plan to the BSCC. If you have nothing to report for a field, please indicate 'N/A'. At the end of the template please press the 'Submit' button to be recorded with the BSCC. Your work will be saved each time you log in, if you need to make any edits.

Your Submission will be posted, as submitted, to the BSCC website.cpappas@acgov.org

If you have any questions on completing your annual plan, or wish to use your own plan, please email:

JJCPA-YOBG@bscc.ca.gov

Juvenile Justice Plan

Part I. Countywide Service Needs, Priorities and Strategy

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Part I. Service Needs, Priorities & Strategy (Government Code Section 30061(b)(4)(A))

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 18 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.

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.

The Juvenile Community Supervision program is funded by JJCPA and ACPD contracts directly with providers for cognitive behavioral services, educational services, and workshops focusing on behavior modification, self-esteem, communication skills, effective parenting skills, cultural issues, conflict resolution, abuse, substance abuse, and independent living skills. Services include gender responsive services, outpatient substance abuse treatment, and gang intervention.

ACPD also has strategies in place aimed to reduce the number of youth in out-of-home placement through a collaborative effort that reviews all probation recommendations, which increases available interventions that are family focused, youth centered and community based. ACPD also provides programs that target youth with opioid addictions and youth in gangs.

Probation provides alternatives to out-of-home placement to increase the number of youths participating in alternative interventions such as multi-systemic therapy, and intensive case management.

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 juvenile 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 and times; 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 use, 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 among the organizations listed above and support the integration of services.

ACPD has been committed to expanding and building support services aimed to improve system changes that impact youth who are at-risk juveniles, justice-involved youth, and their families. In addition, ACPD has broadened our array of services to reduce the number of youth in out-of-home placements, to provide the least restrictive level of placement, when out-of-home placement is necessary; and promote family preservation and family reunification.

Through a partnership, Alameda County Behavior Health Care Services (BHCS) and ACPD monitor the contracts for two of our providers that offer three intensive services.

Lincoln Center provides Wraparound services through their program Project Permanence. Project Permanence utilizes the Wraparound service delivery model to provide intensive home-based supports to successfully transition youth and families to stability and permanency. ACPD utilizes this intervention model intentionally as an alternative to out-of-home placement and for aftercare services for youth returning home from placement when appropriate.

In August 2016, ACPD and BHCS contracted with Lincoln Center to access the Multidimensional Family Therapy model (MDFT). MDFT is an integrated, comprehensive, family-centered treatment for teen and young behavior challenges and disorders. MDFT simultaneously addresses substance use, 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.

Intensive Case Management is a Seneca Center partnership with ACPD and BHCS. ICM focuses on providing case management services for youth with high mental health needs and emphasizes family engagement.

Leadership from ACPD, BHCS, Seneca, and Lincoln Center meet quarterly to discuss the programs' current progress and have identified indicators and a methodology for quality assurance to ensure program fidelity and to monitor program outcomes.

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 to Camp or 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.

Alameda County Behavioral Health staff conduct Child & Family Team (CFT) meetings. CFTs are consistently being conducted for those youth at-risk of out of home care and those already committed to care. Additionally, a CFT brochure is provided to parents at the first point of contact of and recognition that a youth may be removed. This allows parents, guardians, or caregivers the opportunity to ask questions and be more involved.

CFTs have been conducted since 2019. In 2020, there were 60 meetings held, down from 69 in 2019. The average number of days between the referral and date of the meeting was 9 days in 2019 and 7 days in 2020. The average age of youth scheduled for CFTs was 16 years for each year.

Child and Family Team Meeting Data

Child Family Team (CFT) Meetings 2019 and 2020

Year	Total number of CFT meetings	Total Number of Individual Youth	Average number of days between referral and CFT date	Average Age of CFT Youth
2019	69	69	9 days	16 years old
2020	60	57	7 days	16 years old

2019 69 69 days 16 years old

2020 60 57 days 16 years old

Data Source: ACBH 2019 and 2020 CFT Logs

Most youth were referred by Probation's Placement unit, 42.9% in 2019 and 40.4% in 2020, respectively. Youth are also referred to CFTs prior to a placement order being issued by the Court. In 2019, 44.6 % of youth were referred to a CFT by the Investigation unit and 12.5% by Community Probation. In 2020, the percent of youth referred to a CFT by the Community Supervision unit rose to 22.8%, while referrals from the Investigation unit declined to 36.8%.

Child and Family Team Meeting Referral Source Data

CFT Referral Source 2019 2020

Community Probation 12.5 22.8

Investigation 44.6 36.8

Placement 42.9 40.4

Total 100% 100%

Data Source: ACBH 2019 and 2020 CFT Logs

Over the last five years, the number of youth placed in Short Term Residential Placements (STRP) has decreased significantly. Alameda County implemented wraparound services in July 2014 and began to utilize the service for youth at imminent risk of removal from their home in addition to youth returning from placement, which reduced the overall number of youth in placement. There was a 63% decrease in the number of youth in STRP placement between 2017 and 2021.

Alameda County Probation has traditionally utilized multiple programs to meet the treatment needs of youth including several “out of state” programs. Out-of-state programs were often used 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 placed only in Short-term Residential Therapeutic Programs (STRP) within the state of California. ACPD began this process prior to the State of California pulling their licenses. Alameda County Probation has traditionally utilized multiple programs to meet the treatment needs of youth including several “out of state” programs. Out-of-state programs were often used 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 placed only in Short-term Residential Therapeutic Programs (STRP) within the state of California. ACPD began this process prior to the State of California pulling their licenses.

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 blighted 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 (40%) and Hayward (16%). Similarly, youth on formal supervision are more likely to reside in Oakland and Hayward, 48% and 17% respectively.

Over the last year, Oakland has seen a substantial increase in homicides (60%), and it is theorized that the loss of jobs, face-to-face services/contacts, and educational distance learning due to the Covid-19 pandemic has had the greatest impact on the recent surge in violence committed by youth.

In 2020, there were 1,303 homicides in the City of Oakland alone (a 60% increase 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 in Oakland were responsible for approximately 30% of all homicides in Oakland over the last three years, respectively. Although the number of homicides increased 60% from 2019 to 2020, youth were responsible for the same percentage of homicides each year.

As mentioned previously, 48% of youth on probation in Alameda County reside in Oakland. The following table shows a break down of the zip codes where youth live. Most zip codes fall into West and East Oakland (including the flats and excluding the hills).

Number and Percent of Alameda County Probation Youth Who Reside in Oakland 2021

Zip Code# of Youth%

946013416.1

9460283.8

946032411.4

946054219.9

9460683.8
94607209.5
9460894.3
9460983.8
9461031.4
946112.9
946122.9
9461973.3
946214320.4
956051.5
Total211100.0

Data source: Tyler Supervision

The highlighted blue sections on the map below show police beats most impacted by shootings with injuries in 2020. 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 on a daily basis.

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.

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.

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, or a Placement 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.

Youth are provided with risk-based supervision by the Juvenile 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.

In each region, there is a DPO assigned to supervise a gender-specific caseload, which includes all female and male 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.

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 juvenile justice. We are ensuring that all Federal and State funds are routed directly to support the community and that our decisions about practice and policy are data driven.

ACPD has placed intentional focus on systematically reducing racial and ethnic disparities at all points of contact in the juvenile justice system. Alameda County Justice partners have been committed to decreasing racial and ethnic disparities since 2007 when the Racial and Ethnic

Disparities (RED) Committee was created to eliminate racial and ethnic disparities that lead to poor life outcomes for youth of color in Alameda County. RED is a collaborative body with representation from the Juvenile Court, Probation, District Attorney, Public Defender, Social Services, the Juvenile Justice Delinquency Prevention Commission (JJDP), and a wide variety of youth service providers. The committee originally emerged with technical assistance from the National Council on Crime and Delinquency (NCCD) through a technical assistance grant. To date, the committee meets monthly and has previously worked with the Burns Institute on a Readiness Assessment Consultation Report (RAC) to identify the key decision-points where racial/ethnic disparities exist. Former and on-going projects include: Violation and Response Grid, the Warrant Clean-up Project, and the GPS/Home Supervision Reform Project. The group also worked with Georgetown University in 2018 on a Reducing Racial and Ethnic Disparities Certificate Program.

The Reducing Racial and Ethnic Disparities in Juvenile Justice Certificate Program is an intensive training program designed to support local jurisdictions in their efforts to reduce racial and ethnic disparities in their juvenile justice systems. The program seeks to reduce:

- over-representation of youth of color in the juvenile justice system
- disparate treatment of youth of color as compared to white youth within the juvenile justice system; and
- unnecessary entry and movement deeper into the juvenile justice system for youth of color

While the program primarily addresses disparities in the juvenile justice system, it also includes a focus on the relationship between disproportionality in the juvenile justice system and disparate treatment in other child serving systems, including child welfare and education. Participants receive instruction from national experts on cutting edge ideas, policies, and practices. Upon completion of the program, participants receive an Executive Certificate from Georgetown University, membership into the Center for Juvenile Justice Research) CJJR's Fellows Network, and ongoing support from the staff.

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.

In 2017, the TC strengthened processes related to its re-entry model to ensure youth and their families are provided and referred to resources that will support their success. They redesigned the TC space itself, with new furniture to make the environment more family friendly and changed the office setup to allow partners to come to the family, rather than have the family circle around to partners. The TC started running daily Multi-disciplinary Teams (MDT) to discuss youth preparing for transition back into the community. The TC also increased data collection, developed a more capable database system, and supported partners to input data into the plan directly to solidify and capture the various aspects of planning that are necessary prior to a youth's release.

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

Finally, 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 Adolescent Brain Training, LGBTQ Awareness for Law Enforcement Professionals, Trauma Informed Training for Justice Professionals, Emotional Intelligence: The Path to Health Through Understanding Trauma and Resilience, and Utilizing Emotional Intelligence To Understand Implicit Bias.

In addition, ACPD has created a Community Capacity Funding Grant 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 County's Community Capacity Fund 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. Alameda County plans to utilize JJCPA/YOBG funding to issue grants and an RFP is in progress. The funding allocation for FY 2022 is \$3,000,000.

D. Comprehensive Plan Revisions Describe how your Plan has been updated for this year.

Our plan includes several new programs we are utilizing and the evidence on which they are based.

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

N/A

**Part II. Juvenile Justice Crime Prevention Act (JJCPA)
(Government Code Section 30061(b)(4))**

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 juvenile justice programs and strategies.

Alameda County Probation Department collects an enormous amount of data covering many aspects of agency functioning. In 2018, ACPD implemented a new case management system for the adult Division within the Department (Tyler Supervision). In October 2020, the Juvenile Division migrated to the system. Tyler Supervision has enabled the Department to more efficiently monitor and track the supervision and management of adult and juvenile clients under the Department's jurisdiction, as well as the associated workload. Tyler Supervision also includes management and quality control reports to facilitate the identification of workload requirements by case and caseload, and the ability to provide immediate information on the status of clients.

Tyler Supervision also captures data on youth detained at Juvenile Hall and those placed in Camp Sweeney. Tyler 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 dockets and detailed docket information including petitions, dispositional information, co-responsible information, and victims and restitution.

In addition to Tyler Supervision, there are several smaller databases (11) that supplement this system and are used by Probation staff to collect, analyze, and report data. Most of the databases were designed in house by a staff developer using MS Access but a few were built by outside consultants.

Database integration has been one of the Department's greatest barriers over the years and the agency has always had multiple platforms serving varied programs and populations rather than one uniform system. As we learn more about our new system and expand, we will move away from using some of these smaller systems.

ACPD has recently strengthened resources within the agency for data collection, analysis, and feedback. A high level, non-sworn, manager has been hired for the agency and a Research and Evaluation Unit has been created which is dedicated to the analysis of all programs and to evaluate outcomes. The Chief of the Research and Evaluation Unit has recently been involved with a reorganization of departmental infrastructure resulting in the establishment of a Quality Assurance Unit. Effective December 27, 2020 the new ACPD Quality Assurance Unit was established to ensure the accuracy and quality of our data which will further support the evaluation of this and all implemented programs.

B. Juvenile Justice Coordinating Councils

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

yes

If no, please list the current vacancies that exist on your JJCC, when those vacancies occurred, and your plan for filling them.

N/A

C. Funded Programs, Strategies and/or System Enhancements

JJCPA Funded Program(s), Strategy and/or System Enhancement

Below are JJCPA funded programs reported by the county.

Program Name:

Centerforce

Evidence Upon Which It is Based:

Young people leaving juvenile 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 juvenile 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.

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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 juvenile 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 juvenile justice involvement and support healthy family relationships. Centerforce engages justice-involved and at-risk youth and their parents to improve parenting skills, increase youth-parent engagement and reduce youth delinquency.

Program Name:

Evidence Upon Which It is Based:

Description:

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 juvenile offenders. 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 court-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, court-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 juvenile justice and workforce development practitioners should be engaged and working collaboratively to remove the barriers that preclude court-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 may have the opportunity to interview before a panel for 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:

Community Capacity Building

Evidence Upon Which It is Based:

Community capacity building refers to efforts to strengthen the ability of local community organizations to support, serve and supervise young people with juvenile justice system involvement as a strategy for reducing reliance on youth incarceration.

Jurisdictions that engage in community capacity building establish partnerships between system and community stakeholders to develop community-based alternatives to incarceration.

Community capacity building involves grassroots faith and community organizations in neighborhoods impacted by juvenile incarceration as primary stakeholders in efforts to keep youth out of the juvenile justice system and connect them to positive supports in their home communities (Community Connections for Youth, 2021).

Description:

ACPD is interested in increasing 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 probation involved and at-risk youth. To achieve this, the County's Community Capacity Fund 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. Alameda County plans to utilize JJCPA/YOBG funding to issue grants and an RFP is in progress. The funding allocation for FY 2022 is \$3,000,000.

Program Name:

Adolescent Brain Development

Evidence Upon Which It is Based:

Advances in brain science and technology are helping us better understand how the adolescent brain functions. We now know that young people's brains continue to mature until their early- to mid-20s, and adolescents' brains are different from adults' both structurally and in how they are influenced by chemicals produced by the body, such as dopamine. Adolescents are more likely to be influenced by peers, engage in risky and impulsive behaviors, experience mood swings, or have reactions that are stronger or weaker than a situation warrants.

These differences do not mean that youth behavior that is harmful to themselves or others should be ignored. Rather, it means that courts, agencies, and practitioners should use this knowledge to inform and perhaps modify their practices and policies.

The U.S. Supreme Court has acknowledged the differences in youth brain development and culpability in several recent decisions that strike down extreme sentencing for court-involved youth. Still, many juvenile and family courts are not entirely familiar with the relevant science and research that underlie the Court's conclusions. Consequently, these juvenile and family courts are not yet fully using available research to guide decision-making. Professionals and systems need to educate themselves about the inherently different ways youth understand and react to the world around them and use such knowledge to inform system responses to youth in need and youth alleged to have committed status offenses. Potential changes include providing guidance and structure to youth and their families and recognizing that adolescents will still sometimes make poor decisions and it is the adult caregiver's and system's role to help them recover from mistakes and make better decisions (Coalition for Juvenile Justice, 2006).

Description:

The Adolescent Brain Development course aims to provide staff with an introductory understanding of how brain development during the adolescent stage contributes to adolescence as both a period of significant strengths (e.g., social behavior and creativity) and significant risks (e.g., substance use and risky behavior). Understanding changes occurring in the brain helps participants better understand and respond to adolescent thought processes and behaviors. In 2020, Alameda County Probation staff were scheduled to attend this training course to enhance staff knowledge and skill. Unfortunately, due to the Covid-19 pandemic, the course had to be postponed until next year. This training course will be funded by utilizing JJCPA funds in FY₂₀

2021 and took place in March 2021.

Program Name:

Trauma Informed Training for Justice Professionals

Evidence Upon Which It is Based:

The movement to create trauma-informed juvenile justice systems has made great strides in recent years. An integral part of this process is collaboration between traumatic stress experts and juvenile justice professionals in developing trauma-informed approaches to serve diverse populations across a range of jurisdictions and settings. There are four core domains of a trauma-informed juvenile justice system: (a) screening, assessment, and intervention; (b) workforce development; (c) vulnerable populations; and (d) system reform. The movement to create trauma-informed juvenile justice systems has progressed due to emerging research on the impact of exposure to traumatic stressors and subsequent posttraumatic stress reactions on youths' risk of involvement in the juvenile justice system, as well as studies on promising and evidence-based screening, assessment, and therapeutic interventions for traumatized adolescents. Most importantly, traumatic stress researchers and practitioners are moving beyond the phase of educating juvenile justice stakeholders to disseminating and implementing trauma-informed practices; many jurisdictions are ready and willing to create and put into place such a system.

Description:

Trauma Informed Training for Justice Professionals is a comprehensive full day training examining the impact of psychological trauma on the lives of young people involved in the juvenile justice system. The training is designed by the National Child Traumatic Stress Network for professionals in the helping professions and provides tangible skills for supporting adolescents who have been exposed to traumatic life events. In 2020, Alameda County Probation staff were scheduled to participate in these training courses to enhance staff knowledge and skill. Unfortunately, due to the Covid-19 pandemic, the course had to be postponed until 2021. This training course will be funded by utilizing JJCPA funds in FY 2021.

Program Name:

Intensive Case Management (ICM)

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:

Project Permanence Wraparound Program

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 juvenile 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:

Multidimensional Family Therapy (MDFT)

Evidence Upon Which It is Based:

MDFT is a familybased 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. Researchderived 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 daytoday family transactional patterns; and (4) extrafamilial sources of influence such as peers, school, and juvenile 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 juvenile justice or school personnel. MDFT was developed and tested as a treatment system rather than a onesizefitsall 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, juvenile justice involved versus no involvement in juvenile 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 abuse 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 use treatment, Family therapy, Parent one-on-one coaching, System navigation (school, probation, legal, etc.), and Brokerage/linkage to support services.

Program Name:

Psychological Assessment 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 County Deputy Probation Officers collaborate with a Behavioral Health Clinician from our County's Behavioral Health Care Services Agency when necessary. The clinician assists in identifying youth with special mental health needs, connecting those youth with appropriate services in the community, and facilitating Multi-Disciplinary Team (MDT) meetings with the youth, parents, mental health, school, probation, and community partners involved with the youth. Each probation unit utilizes the behavioral health clinician who provides consultations, treatment plans and MDT meetings.

Program Name:

Midnight Basketball-JJCPA

Evidence Upon Which It is Based:

Midnight Basketball is one example of a new generation of social resource programs which are designed to mend the social fabric of inner-city communities. Research on Midnight Basketball indicates that the "returns" on the money invested in the program are far greater than the returns on the enormously popular punitive and paternalistic policies and programs currently advocated at all levels of government. Midnight Basketball programs reduce crime rates in the target area, create a safe haven in which participants (and the fans) can engage in positive social activities, channel the energy of gang members in a positive direction, and significantly improve the educational and career aspirations of program participants (Ferrell, et al., 1996).

Description:

Since midnight basketball returned to Oakland in Summer 2018, the Alameda County Probation Department (ACPD) has been a proud sponsor and supporter of the league. The Oakland Midnight Basketball League (OMBL) is a violence-reduction and youth-development program designed to: 1) provide a safe activity for players and attendees during hours when shootings increase in Oakland; 2) connect players and attendees to needed resources and services in the community; and 3) foster positive relationships between players, their peers, and adult mentors. Each season, youth, and young adults ages 16-25 play on one of 12-16 teams over a period of eight weeks. Games take place between the hours of 9:00pm and 1:00am, and players are required to attend a life skills workshop for one hour before their game each night. Life skills workshops are intended to connect players to resources and opportunities that can directly benefit them outside the league, in areas such as employment, legal aid, and parenting. Players and spectators also receive a free meal each week provided by a lineup of food trucks. Operation of the OMBL is a partnership between four public entities: The Alameda County Probation Department, the Oakland Safety Impact Table, the Oakland Police Activities League, and Oakland Unite, a division within the City of Oakland's Human Services Department. The Alameda County Probation Department is a primary funder of the league and recruits youth on probation to play in the league. The Oakland Safety Impact Table, a group of representatives from public and private entities who have the goal of increasing safety in Oakland, is responsible for all fundraising, communication, evaluation, and purchasing activities. The Oakland Police Activities League hires and oversees league staff members, recruits players, develops team rosters and game schedules, coordinates referees, and oversees all game-day logistics. Lastly, Oakland Unite's Violence Prevention Network Coordinator leads all player workshops, delivering

content and inviting individuals from relevant organizations to speak each week. Oakland Unite's violence interrupters also recruit individuals for participation in the league. Unfortunately, the summer 2020 and winter 2021 leagues were put on hold due to the COVID-19 pandemic. We plan to resume the league this summer starting in July 2021.

Program Name:

Cross-Age Mentoring Program (CAMP)

Evidence Upon Which It is Based:

Cross-age peer mentoring refers to a sustained, long-term relationship in which an older peer guides a younger mentee's development of interpersonal skills and self-esteem, while creating a sense of connectedness and positive attitudes (Karcher, 2005). Older adolescent mentors from the same community as their mentees tend to be more available than adults and college students due to fewer responsibilities (Grossman, Chan, Schwartz, & Rhodes, 2012), and thus, may have enhanced impact (Karcher, 2005). Teen mentors from the same community reduce cultural barriers and create potentially sustainable positive social networks. Older peer mentors have been able to promote various psychosocial outcomes in mentees, ranging from school connectedness and achievement (Karcher, 2005; Karcher, Davis, & Powell, 2002; Westerman, 2002; Johnson, Simon, & Mun, 2014) to social competence and prosocial behavior (Karcher, 2005; Herrera, Kauh, Cooney, Grossman, & McMaken, 2008; Bowman & Myrick, 1987; Sheehan, DiCara, LeBailly, & Christoffel, 1999). The intervention is bidirectional in that mentors can improve their interpersonal skills, personal abilities, knowledge of child development, and leadership abilities (Herrera et al., 2008).

Description:

Cross-Age Mentoring Program (CAMP) is a school-based peer mentoring model through which high school students provide one-on-one mentoring to middle school students. The program is designed to foster high school students' leadership and relational skills, interest in serving their communities, and academic connectedness while simultaneously promoting middle school mentees' self-esteem, academic achievement, and connectedness to school, family, and the future. The Alameda County Probation Department and the Oakland Unified School District postponed implementation of the CAMP for one year due to the COVID-19 pandemic; it will begin in August 2021. The curriculum for the program is in development and will be completed by June 2021. The class instructor will be hired by July 2021.

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:

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:

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:

Community & Youth Outreach

Evidence Upon Which It is Based:

Cognitive–Behavioral Therapy/Treatment¹ (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:

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.

**Part III. Youthful Offender Block Grant (YOBG)
(Welfare & Institutions Code Section 1961(a))**

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.

JJCPA programs focus primarily on low to moderate risk youth and provide preventative services at the front end of the system. They offer support and guidance for youth and programs for families to learn to parent more effectively.

YOBG programs and ACPD's non-707(b) strategy on the other hand, focus on high-risk youth who are at imminent risk of being placed outside their homes.

Non-707(b) Offenders 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.

Youth who score high on the YLS/CMI are supervised within the Juvenile Community Supervision regional, risk and gender responsive supervision model and are seen more frequently by DPOs. These youth are offered enhanced program services for boys and girls, which integrates the work of DPOs, local law enforcement agencies and other youth-service agencies such as schools, recreation departments and community-based organizations.

ACPD provides three robust interventions that focus on keeping youth at imminent risk for out-of-home placement in their homes. When out-of-home placement is necessary, the interventions are used to improve reunification of youth in placements within 12-months and provide the least restrictive level of care. The three intervention services are provided by two vendors.

Through a partnership, Alameda County Behavior Health Care Services (BHCS) and ACPD monitor the contracts for two of our providers that offer three intensive services.

Lincoln Center provides Wraparound services through their program Project Permanence. Project Permanence utilizes the Wraparound service delivery model to provide intensive home-based supports to successfully transition youth and families to stability and permanency. ACPD utilizes this intervention model intentionally as an alternative to out-of-home placement and for

aftercare services for youth returning home from placement when appropriate.

Lincoln Center provides Multidimensional Family Therapy model (MDFT). MDFT is an integrated, comprehensive, family-centered treatment for teen and young behavior challenges and disorders. MDFT simultaneously addresses substance use, 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.

Intensive Case Management is a Seneca Center partnership with ACPD and BHCS. ICM focuses on providing case management services for youth with high mental health needs and emphasizes family engagement.

Leadership from ACPD, BHCS, Seneca, and Lincoln Center meet quarterly to discuss the programs' current progress and have identified indicators and a methodology for quality assurance to ensure program fidelity and to monitor program outcomes.

These interventions serve as evidence-based practice models that enable the Department to carry out its intended goals of improving reunification efforts with the ultimate reduction of out-of-home placements. Partnerships with stakeholders specializing in evidence-based practices, along with collaborative efforts in utilizing effective programs in providing services for probation youth, aid in the achievement of systems change and the overall health and well-being of youth encountering various systems.

B. Regional Agreements

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

N/A

YOBG Funded Program(s), Placement, Service, Strategy and/or System Enhancement

Below are YOBG funded programs reported by the county.

Program Name:

Behavioral Health Clinician

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 County Deputy Probation Officers collaborate with a Behavioral Health Clinician from our County's Behavioral Health Care Services Agency when necessary. The clinician assists in identifying youth with special mental health needs, connecting those youth with appropriate services in the community, and facilitating Multi-Disciplinary Team (MDT) meetings with the youth, parents, mental health, school, probation, and community partners involved with the youth. Each probation unit utilizes the behavioral health clinician who provides consultations, treatment plans and multi-disciplinary team MDT meetings.

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 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:

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:

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 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 juvenile delinquents 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 Juvenile 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 juvenile offense.

Program Name:

Breaking Barriers Program

Evidence Upon Which It is Based:

Across the country, youth, and their families, including many in poverty, face monetary charges for a young person's involvement in the juvenile justice system. Too often, the inability to pay pushes the young person deeper into the juvenile justice system and exacerbates the family's economic distress. Direct financial assistance to families struggling to make ends meet can improve children's long-term outcomes while also providing parents with the cash they need to afford basic necessities like rent, food, utilities, personal hygiene products, and school supplies (Safawi and Schott 2021).

Description:

In April 2019, Alameda County Juvenile Field Services created Breaking Barriers, a voluntary program that is designed to support youth and families by decreasing financial stressors. The purpose of the program is to allow parents the opportunity to better engage in services and activities with, and in support of their children. A primary focus is to help stabilize the home environment and support the overall success of the family. Breaking Barriers assists families with living expenses such as rent, groceries, transportation, and household items. Families can also receive assistance with short-term child-care costs, sports registration fees or organized summer programs fees such as the Boys and Girls Club, as well as costs associated with obtaining birth certificates and state issued identification. Assistance is provided in 3-month increments during which time parents work with their children to engage in services and achieve other identified goals.

Program Name:

The Transition Center (Re-entry or Aftercare Services)

Evidence Upon Which It is Based:

Young people leaving juvenile 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 juvenile 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:

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 transition 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. With City of Oakland₃₉

Measure Z and Measure Y Oakland Unite funding in 2019, the TC has provided support to over 4,300 youth easing their transition to probation supervision, schools, health providers, and community-based organizations.

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 re-entry 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:

Camp Sweeney

Evidence Upon Which It is Based:

Camp Sweeney follows the over-all philosophy of the JJCPA Community Probation 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 receive services from the Juvenile Community Supervision (Intensive as well) which is funded under JJCPA and YOBG. These services include mentoring groups and workshops on a variety of life skill topics (personal organization, personal care/hygiene, social etiquette, 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 Community Probation 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 re-entry 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:

Juvenile Intensive Community Supervision

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 juvenile 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 Juvenile 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 Juvenile Intensive Community Supervision program is to provide clients and their families services and supports to help ensure stability and success in the community. We₄₂

accomplish this by focusing on building a therapeutic alliance, trusting relationships, restoring hope, and demonstrating and authentic investment in positive outcomes for the family. The Juvenile 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:

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:

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. This program is assisting us in transitioning youth from placement to home, working specifically with youth at risk of removal and is like WRAP but available 24/7. Staff meet with youth and their families multiple times a week at times most needed by the family, with an emphasis on safety and support.

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 is fully funded for one year at which time the County has committed to reviewing the outcomes and funding in following years. 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.

YAP plans to start an Anxiety and Stress management group facilitated by a licensed therapist in late February/early March. The part-time therapist was recently hired to implement and facilitate the SPARCS Trauma Informed Curriculum (Structured Psychotherapy for Adolescents Responding to Chronic Stress). YAP staff attend court hearings, SafetyNet review hearings, behavioral health team meetings, IEP evaluations, as well as communicate directly with school officials to advocate for the youth. In FY 2021, ACPD funded concrete services for youth and their families. In FY2022, ACPD has been providing money through YOBG to fund the program.