

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

FY 2024-2025 Consolidated Annual Plan

County of Santa Clara

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JJCPA-YOBG Reporting Requirements

Government Code Section §§ 30061 and Welfare and Institutions Code Section §§ 1961, as amended by AB 1998 (Ch. 880, Statutes of 2016), combined and establish the planning and reporting requirements under the Juvenile Justice Crime Prevention Act (JJCPA) and the Youthful Offender Block Grant (YOBG) programs. As such, the BSCC is responsible for collecting the county Annual Plans and Expenditure and Data year-end reports, due by May 1st for JJCPA and YOBG. This combined plan describes all programs, placements, strategies, services, and system enhancements that will be supported with JJCPA and/or YOBG funds in the upcoming fiscal year. The Probation Department prepared this report with the prompts from the template developed by the BSCC.

I. COUNTYWIDE SERVICES NEEDS, PRIORITIES, AND STRATEGY

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

The County of Santa Clara Probation Department, in collaboration with system partners, developed the Violence Reduction Program (VRP) Framework to reduce crime committed by youth in the community. The VRP Framework was grounded in the Office of Juvenile Justice Delinquency Prevention Comprehensive Gang Model, however, over time the model's strategies were no longer aligned with needs of the probation youth population in Santa Clara County. As a result, an updated framework was developed to better reflected community needs and Probation's commitment and investment in upstream prevention efforts while allowing for flexibility to meet the ever-changing needs of the Probation youth.

This updated framework, **Youth Pathways for Positive Progress** ("YP3"), was named with the help of staff, community, and justice partners. It is of a continuum of key program strategies including Community Safety & Wellbeing, Prevention, Intervention, and Harm Reduction. This framework, consistent with a public health prevention model, considers violence prevention services in the general community (Community Safety & Well-being Tier) and those involved in the juvenile justice system (Prevention through Harm Reduction). More information on the YP3 Framework is included in the next section (Section I.B. Juvenile Justice Action Strategy).

Through these strategies, the Probation Department, and its community and justice partners, can provide effective supervision services while creating pathways for youth to meet their principal service needs. The tables below show the specific services embedded throughout the tiered strategies. Services for probation youth are delivered through the prevention, intervention, and reduction tier with dosage and duration increasing based on need.

Probation Services	Specialized supports; case coordination with child welfare system partners for dually involved youth; school/educational-based supports; family-focused services; wraparound services; investigation, supervision, and case management; reentry services; court services; victim awareness classes; family and parent supports; youth advisory council; case management; mentoring; multi-youth and family-based residential care services; gang interventions
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<u>Principal Needs</u>	<u>Services and supports</u>
Self-Management Skills and Prosocial Attitudes	Mental health outpatient services; intensive outpatient services; substance use interventions and treatment; animal assisted therapy programs; sexual behavior therapy; mentoring; legal education; legal advocacy
Family Supports	Mental health outpatient services for families; parenting classes for teen parents; parenting classes for those with children at risk of entering, or within the juvenile/child welfare systems
Substance Use Treatment	Substance use interventions; outpatient treatment; Inpatient/residential treatment
Enhancing work/study skills	Educational advocacy; college liaisons; high school and college courses for secure settings; high school enrollment & re-enrollment support; special education cases consultation; educational legal advocacy; tutoring
Positive Leisure/Recreation activities	Creative writing, community service learning, domestic and family violence intervention, parenting programs for teens, family planning, healthcare, tattoo removal services

System Collaboration

There are two major commissions, the Juvenile Justice Commission and Juvenile Justice Coordinating Council, that help bring internal and external oversight and guide the department in efforts to reduce racial and ethnic disparities and improve outcomes for youth overall. These oversight groups lend themselves to a collaborative atmosphere that allows for positive change in system policy, procedures, and practice. Their scopes of work are outlined below.

Juvenile Justice Commission

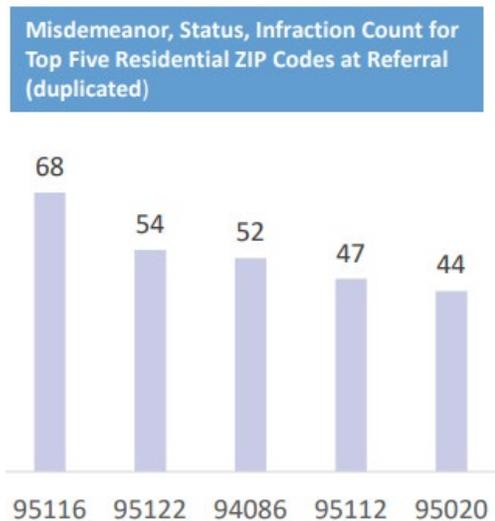
The Juvenile Justice Commission (JJC) was established through the provision of Sections 225 to 231 of the California State Welfare and Institution Code. The JJC of Santa Clara County is a state mandated, court appointed authority. The broad purpose of the Commission is to inquire into the administration of the juvenile court law in the County. The Commission is dedicated to the promotion of an effective juvenile justice system operated in an environment of credibility, dignity, fairness, and respect for the youth of Santa Clara County. The Commission's responsibilities include: inspecting juvenile facilities, including shelters, detention facilities, and group homes used for placement of any minor in Santa Clara County; conducting public or closed hearing on matters relating to juvenile law in the Court; and advocating for needed services for youth in the justice system. The membership of the Commission is composed of a juvenile justice court judge and community representatives. The Commission meets monthly with representatives from justice system stakeholders and receives regular updates regarding various programs and services available to youth within the system.

Juvenile Justice Coordinating Council (JJCC)

In 2023, the Juvenile Justice Coordinating Council amended its bylaws to include more community voice to its membership and create two standing work groups to address race equity: Race Equity through Prevention (REP) and Race Equity in Justice Systems (REJS). Currently the workgroups are discussing potential topics to be added to a workplan. In addition, the Probation Department contracted with a consulting firm, to assist the Probation Department and JJCC with providing research on work plan topics and objectives.

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.

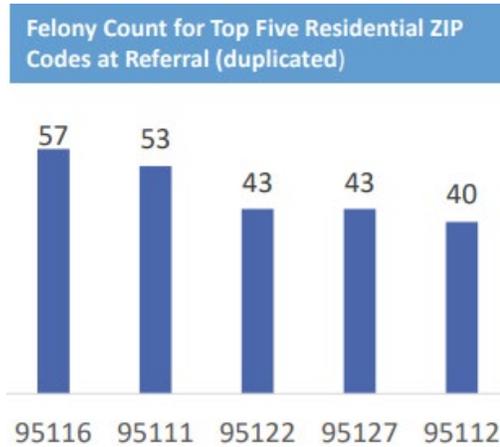


Santa Clara County is the sixth most populous county in the state, with a population of 1.9 million people. Of its 15 cities, San José is the largest, with over 983,489¹. Virtually all of Probation’s contracted, direct service providers have operational sites within San José, with some having operational capacity in North and South County.

The top five ZIP codes with the highest count of misdemeanors, status, and infraction counts at referral were in San José (ZIP Codes 95116, 95122, 95112), Sunnyvale (ZIP Code 94086), and in Gilroy (ZIP Code 95020).

1. [U.S. Census Bureau QuickFacts: Santa Clara County, California](#)

The top five ZIP codes that had the highest felony counts at referral were in San José.



Location-Specific Services

All programs within the YP3 Framework are provided to youth according to the risk level and principal service needs. While the Probation Department make services more accessible by using JJCPA-YOBG funds for transportation costs, such as providing public transportation passes or ensuring contracted service providers can meet youth where they are, JJCPA-YOBG also funds the following location-specific services.

Location-Specific Services:

1. Neighborhood Safety Unit

The Neighborhood Safety/Services Unit (NSU) is a unique unit within the Probation Department. The NSU is currently operating in two neighborhoods: Valley Palms Apartment Complex in East Side San José (ZIP Code 95122), and San Ysidro Community Center in East Gilroy (ZIP Code 95020). Both communities were identified through a data driven process reviewing public health and other system data, including crime trends and school suspensions and expulsions.

The core components of the NSU include community engagement, violence prevention through pro-social programming, and collaboration with school districts to enhance school climate initiatives. By strategically partnering with county, city, and community-based organizations, the NSU provides leadership training to residents and assist them in identifying meaningful community action goals that improve perceptions of safety. The NSU also employs a multi-generational approach in funding pro-social services, where activities for both youth and adults may include, but are not limited to, health and wellness workshops, physical fitness classes, and access to sports and extra-curricular activities during the school year and spring/summer breaks. In addition, NSU also partners with schools to ensure youth who are presenting truant and/or at-risk behaviors are linked to pro-social and other violence prevention programs or activities.

2. East Side Union High School

The Probation Department partners with the East Side Union High School in East San José to support a Student Transition and Support Counselor to support youth who are supervised by the Probation Department, through the “Education as a Pathway to Success for Justice-Engaged Youth Project.” The goal of the project is to assist Probation youth with prompt re-enrollment into the district upon release from a custodial setting. Additional support and service coordination will also be provided on an as needed basis. Services include:

- Working with the Santa Clara County Office of Education (SCCOE) staff at Juvenile Hall and the Ranch to re-enroll youth in school following their stay in County’s juvenile facilities and alternative schools, including by ensuring the timely transfer of all relevant education records and transcripts.
- Being available in the event a justice-engaged youth needs additional assistance due to truancy and/or incidents at school or in the community that require a change in education setting and/or coordination of additional resources to help support student success.
- Following up with the youth and families upon enrollment and on an on-going basis.
- Working with youth who are detained longer than 20 days and ensuring the youth’s educational transition plan is executed, including collaborating with SCCOE, youth, and education rights holder, as applicable.

3. School-based Wellness Centers

On March 18, 2024, the County of Santa Clara announced that 40 schools will receive funding through a \$13.2 million grant program designed to dramatically expand the number of school-based wellness centers in the county and improve access to behavioral health resources.² Last fiscal year, the Probation Department contributed \$2 million in JJCPA towards those efforts. The grants will fund 28 new wellness centers at middle and high schools in Santa Clara County as well as upgrades to 12 existing centers. The 28 new wellness centers include schools in ZIP code areas where Probation receives significant referrals:

- Alum Rock Union Elementary School District (East San José): 8 new wellness center
- East Side Union High School District (East San José): 5 new wellness center
- Fremont Union High School District (Sunnyvale): 1 new wellness center
- Gilroy Unified School District (Gilroy): 1 new wellness center

Wellness centers provide a warm and welcoming space where students can unwind, receive counseling, and get referrals to other health services. A school-based Wellness Center is one component of a “whole child approach” to supporting students and to bringing the vision of schools as centers of wellness to life. School Wellness Centers provide safe, supportive environments on school campuses where students can go to de-stress before, during, or afterschool. They provide timely access to mental health and wellness services to students and families with access to a full continuum of care. The Santa Clara County Office of Education has worked in partnership with schools and community-based organizations to support 18 Wellness Centers and programs. At the Wellness Center, students can engage in self-led relaxation activities and/or connect with wellness staff.

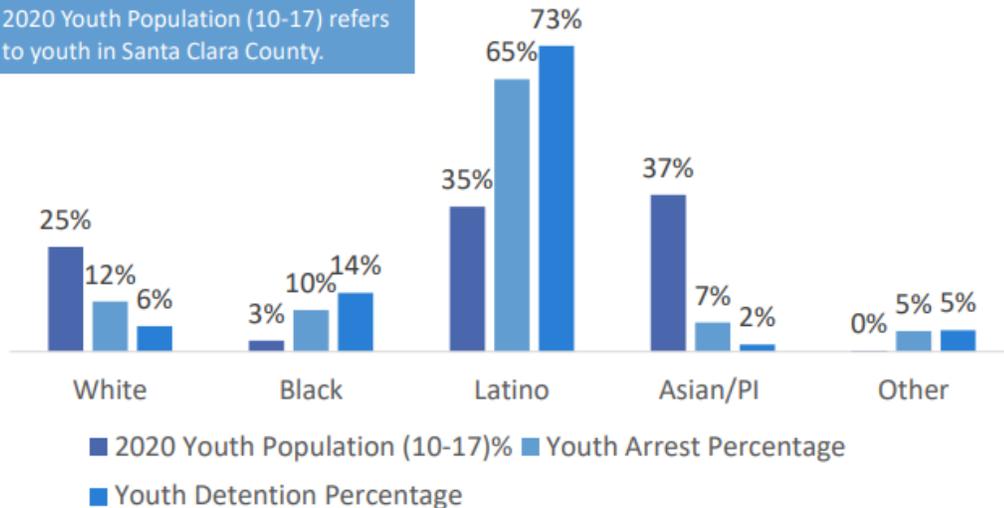
2. [County of Santa Clara Announces That 40 Schools Will Receive Grants for Behavioral Health Wellness Centers | County News Center | Office of Communications and Public Affairs | County of Santa Clara \(santaclaracounty.gov\)](#)

Addressing Disproportionality & Race Equity

In 2022, data has continued to show the disproportionate number of Latino and Black youth in the juvenile justice system. Currently, Latino and Black people make up 25% and 2.9% of Santa Clara County, respectively. While Latino and Black youth made up 35% and 3%, respectively. As the table illustrates below, Latino and Black youth are overrepresented in the juvenile justice system.

DISPROPORTIONALITY AT KEY ENTRY POINTS IN THE SYSTEM

2020 Youth Population (10-17) refers to youth in Santa Clara County.



To address the disproportionality, the Juvenile Justice Coordinating Council (JJCC) provides a channel for system partners to work together in the best interest of the minors in the juvenile justice system, while preventing or reducing the unnecessary detention of minors. The JJCC is committed to upholding racial equity and combating racism in all its forms throughout the youth justice system by addressing the issue of disproportionate minority representation in the juvenile justice system through constant examination of decision points through a race equity lens.

JJCC Workplans

Based on discussions continuing from 2023, the JJCC is considering the topics below for inclusion in REP and REJS work plans. Over the next few months, the JJCC will prioritize topics and refine research questions and objectives. It is important to note that some topics may not be included in the final 2024 work plans.

1. Potential topics for REP Work Plan

- **Identify programs successfully addressing chronic absenteeism and identify funding.** This project would assess the current situation of chronic absenteeism, including an analysis by race and ethnicity. This project would highlight best practices and key intervention points for chronic absenteeism, including recommendations regarding funding opportunities.

- **Identify innovative and engaging violence prevention programs.** This project would review regional data to better understand where and how youth are coming into contact with the juvenile justice system with a focus on identifying regional, racial, and ethnic disparities. This project would review existing catalogues of prevention services with the hopes of reducing duplication of efforts and increasing regional coordination, collaboration, and ensuring alignment and cross collaboration with County efforts pertaining to violence prevention. In addition, this project would review utilization of promising interventions to prevent juvenile justice system involvement, such as free after-school sports, extended-stay schools, programs for older elementary school students, and youth-led interventions.
- **Examine data about disparities in school achievement, disciplinary referrals, and arrests.** This project would review regional education data and the Race and Prosecution study from the District Attorney’s office to identify disparities and elevate potential points of collaboration with the District Attorney’s office.
- **Examine the connection between Child Protective Services (CPS) and juvenile justice system involvement.** This project would explore connections between youth involvement in a CPS case and later involvement in the juvenile justice system, including supportive resources offered at the point of CPS contact that may prevent later system involvement.
- **Examine the role of family engagement.** This project would review research on the role of family engagement in prevention programming and identify best practices.
- **Identify interventions that reduce disciplinary referrals and escalation to juvenile justice involvement as well as those that reduce access barriers for Black and Latinx youth.** This project would review intervention programs such as restorative justice programs and representation resources for expulsion hearings with a specific focus on identifying access issues and reducing barriers for Black and Latinx youth.

2. Potential Topics for REJS Work Plan

- **Community resources for justice involved youth.** This project would assess what resources are available in the community to support JJ involved youth, including geographically mapping resources against neighborhoods where these youth live and disparities in access to these resources.
- **Data Collection Focus.** This workgroup has not had the opportunity to look at juvenile justice data broken down by race and ethnicity for several years. This project would define and prioritize data the workgroup needs to move forward productively and focus on data presentations for the first part of the year (this may include disparities in the JAIS/RAI tool, use of detention, length of stay on probation/electronic monitoring program/community release, secure confinement, discretionary bench warrants, waivers to adult court, recidivism rates, etc.)
- **Restorative justice/restitution.** This project would collect information on what restorative justice practices currently look like in the system, including data on racial or ethnic disparities in use of restorative justice (including restitution payments) and the effectiveness on recidivism for youth of color.

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 Probation Department has been implementing the current Violence Reduction Program (VRP) strategy, grounded in the Office of Juvenile Justice and Delinquency Prevention Comprehensive Gang Model, since 2012. While this strategy is still relevant, it doesn't best respond to the needs of the current population served by the County of Santa Clara Probation Department.

OJDDP Comprehensive Gang Model	
CORE STRATEGY	STRATEGY DESCRIPTION
Community Mobilization	Team meets to provide social interaction opportunities.
Organizational Change and Development of Local Agencies and Groups	Strategy allows former gang members to provide input to the Suppression Team about what is and is not working in the current effort to suppress violence.
Provision of Social Opportunities	Strategy addresses the needs of older youth by providing vocational training and of younger youth by providing educational support.
Social Intervention Team	Team reaches out to youth who are unable to connect through legitimate social institutions and provides referrals to crisis counseling, drug treatment, jobs, training, educational programs, and recreational services. Additionally, the Social Intervention Team will operate a crisis response program for juvenile justice youth 13 years of age and under.
Suppression Team	Team meets to understand the local gang structure and work with youth who score high on the risk/need assessment (JAIS) and are struggling at home on probation.

Specifically, youth are no longer operating in traditional gang networks. The increased use of social networking/media platforms and the impact of the COVID-19 pandemic have highlighted that the traditional way of targeting gang activity through place-based suppression are no longer effective. Both youth service providers and educators have reported increased youth social

disconnection and increased behavioral health needs. Focusing early on will support youth before they engage in harmful activities. However, legal changes have limited the number of youth who can be referred for legal intervention.

Over the years, the VRP strategy has been adjusted to meet the increasing and ever-changing needs of the youth probation population. Meanwhile, the Probation Department has been subject to expansions and contractions of the target population due to state legal changes. This led to the development of a new framework to address the overall needs of clients and the community.

Community Safety & Well-Being Framework

The COVID-19 pandemic exacerbated historical economic inequities between communities of color and more affluent communities. Service providers are faced with having to address the basic needs of families and youth before they can address any other drivers of crime. Services and supports need to be in the community and in schools, in addition to being available to youth referred for legal intervention.

Recognizing these community needs, the Probation Department has expanded its provision of services to include upstream prevention and well-being services in the general community, through the implementation of Wellness Centers and the Neighborhood Safety Unit activities. These additional services are in alignment with the Probation Department's newly revised vision and mission.

Vision

The County of Santa Clara Probation Department is deeply committed to transforming the lives of our community members involved in the justice system and creating a safe, healthy, and equitable community.

Mission:

The mission of the County of Santa Clara Probation Department is to exemplify excellence in Probation Services and promote community safety through compassion and a culture that values diversity, equity, and inclusion.

Purposely, a new framework was developed to connect the Department's values and service delivery strategy. The tiers below represent the new framework by which the Probation Department will implement a comprehensive plan to improve overall community safety and wellbeing in targeted neighborhoods and schools where most juvenile offenders reside and go to school, while holding youthful offenders accountable, and supporting victims of juvenile crime. The new framework will also align with the overall implementation of the Positive Behavior Intervention Supports (PBIS) or Multi-Tiered System of Supports (MTSS) models used throughout the educational system both in the community and probation's custodial and rehabilitation facilities.



Impact

The goal of this new model/framework is to achieve the following:

- Increase access to communitywide supports through place-based activities.
- Prevent first-time and low-level offenders from reoffending.
- Intervene to ensure that all youth who are referred to the Probation Department have access to the behavioral health and education supports needed to address root causes of crime.
- Reduce the future harm caused by our highest need youthful offenders in our most secure care settings upon release.
- The new framework aligns with the Probation Department’s current litany of services, while offering flexibility to build across multiple areas and will allow the Department to look at more comprehensive community-based outcomes.

The tiers described below will support neighborhoods and communities (i.e. Community Safety & Wellbeing Tier) and the clients of the Juvenile Service and Institutions Divisions of the Probation Department (i.e., Prevention through Harm Reduction Tier).

Beginning at the Prevention Tier and moving up the pyramid, youth may be supervised in the community by deputy probation officers based on risk to reoffend and principal service needs or be served in one of the programs within the custodial facilities. As we move up the pyramid tiers, the target populations will decrease in number but increase in need, deployment of intervention services, and/or severity of offense. However, the impact of each of the tiers should flow to those tiers below.

The bottom tier **Community Safety & Wellbeing** is the broadest tier that will touch the most people but will not be focused on probation clients. Instead, it will focus on increasing services and supports in schools and neighborhoods that have been traditionally under-resourced. The goal of this broad reaching tier is to end the impacts of years of systemic racism by helping communities lift themselves out of poverty through leadership and economic development. It also aims to support the mental and physical health of adults and youth through a multi-generational approach.

The **Prevention** tier encompasses the lowest severity youthful offenders, such as misdemeanor or low-level property crimes, and can be the youngest offenders served by probation. The approach is to intervene early, but with the lightest touch to prevent deeper penetration into the system. These youth will not be formally engaged in the court system. Traditionally, 98 percent of youth served by this approach do not recidivate within six months. Services begin with a referral to the Prevention and Early Intervention Unit of Juvenile Services Unit and can include a Letter of Acknowledgement, or an Encouraging Conversation, with referral to appropriate services such as family or individual counseling, community service learning, mentoring or victim awareness. In this tier, education services are also integrated to ensure that lack of access to appropriate educational services are not a contributing driver of crime. While traditionally the largest number of referrals have resided in the Prevention tier, legal changes have decreased the overall number of youth who qualify for these services.

The **Intervention** tier encompasses those youth who are official wards of the court but may only reside in a custodial or rehabilitation setting for a short period of time. These youth have also primarily committed felony offenses, such as drug or property crimes, but may have some serious or violent offenses, as well. The goal is to identify and address principal services needs to reduce recidivism and increase success in the community.

Services include, but are not limited to, mentoring, behavioral health treatment, case management, dually involved youth case coordination, education supports, pro-social activities, family and parenting supports, legal education, credible messenger mentoring, and wraparound services.

The **Harm Reduction** (“Reduction”) encompasses youth in both the William F. James Ranch and the Secure Youth Treatment Facility programs, which can include custodial time from six months to several years. These youth have committed serious or violent felony offenses, and generally have many principal service needs. The goal of this tier is to ensure a reduction (and ultimately elimination) of harm upon reentry.

Many of the services available in the intervention tier are available in the reduction tier, but the dosage and duration may be increased based on need. Additional services include, but are not limited to, cognitive behavioral treatment, legal education, college courses and vocational opportunities for youth/young adults in secure settings, co-occurring mental and substance use needs, reentry, and housing support.

A detailed list of programs by tier is included in Attachment A: YP3 Framework.

D. Comprehensive Plan Revisions

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

While the Probation Department updated its framework to the new community safety and well-being framework, “Youth Pathways for Positive Progress (YP3),” many of the funded programs within the strategies remain the same as compared to last fiscal year. Development of this new framework provided the Probation Department with an opportunity to realign its resources to the appropriate 2011-Realignment (juvenile) funding streams. As a result, programming for Juvenile Hall (Reduction Tier) that that was previously funded by JJCPA for many years was realigned and moved to other appropriate 2011-Realignment funding streams. This change allowed the Probation Department to increase supports for its existing strategies within JJCPA and YOBG, such as increasing capacity Community Safety and Wellbeing, Prevention, and Intervention Tier programming.

II. JUVENILE JUSTICE CRIME PREVENTION ACT

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.

The Probation Department’s Research and Development (RaD) Unit addresses the research, qualitative and quantitative data needs of the department and provides the internal and external framework and analysis that enables data driven decision-making. The RaD Unit employs the following methods to facilitate the sharing of data across agencies and with the public.

Data Dashboard & Juvenile Justice Annual Report

The Santa Clara County Juvenile [annual reports](#) provide insight into the juvenile justice process and reflects the state of the local juvenile justice system. For calendar year 2022, the Annual Juvenile Probation Data Book presents data elements on arrests/citations, custody population, Electronic Monitoring Program (EMP), Community Release Program (CRP), Secure Youth Treatment Facility (SYTF), Juvenile Assessment Intervention System (JAIS) risk assessment results, and appendices with data focused on girls and juveniles residing in South County and City of San José.

In addition to the data presented in the data book, the Probation Department continues scaling development of dynamic data dashboards built to visualize and organize data with an aim toward making real time data more accessible to the public. [Reports and dashboards](#) each offer key benefits. The Probation Department’s annual reports are broader and feature historic data; they represent a snapshot of specific service initiatives or Probation’s service populations. Meanwhile, the have indicators such as average daily population at Juvenile Hall or surges in particular juvenile offenses that are updated in real time. Dashboards and annual reports, both useful tools, complement each other—we wouldn’t look in the rear-view mirror, exclusively, while driving, yet we do need to check it periodically.

JJCPA-YOBG/YP3 Framework Evaluation

With the updated service delivery framework, the RaD Unit plans to conduct a comprehensive Harm Reduction study to include our broader juvenile service population. The study will include all youth whose probation ended in Calendar Year (CY) 2022 and examine the severity of recidivated offenses through one year after their probation ended. Herein, recidivated offenses refer to sustained petitions for juveniles and convictions for when they become adults. The initial offense on the referral at the start of youth's probation will be compared with the recidivated offense to determine whether the severity changed and if so, in which direction. Youth probation completion status will be included in analyses. Preliminary findings from this study are expected to be included in the 2024 JJCPA/YOBG evaluation presentation to the JJCC.

In addition, the RaD team will delve into one intervention level in more depth in next year's evaluation report to give a more comprehensive picture on programming and youth recidivism by comparing recidivism from multiple cohorts and incorporating the comparison between index offense and recidivated offense for the JJCPA/YOBG population at the focused intervention level.

JJCC Workplans

As mentioned earlier in this report, the Juvenile Justice Coordination Council (JJCC) develops work plans in support of addressing the disproportionality of youth of color in the juvenile justice systems. The Probation Department's RaD unit and contracted technical assistance consultant support the work by providing and presenting data and research to the JJCC to help inform and execute the work plans.

B. Juvenile Justice Coordinating Councils

Does your county have a fully constituted Juvenile Justice Council as prescribed by Welfare & Institutions Code 749.22?

Yes.

C. Funded Programs, Strategies and/or System Enhancements

Using the spaces below describe each program, strategy and/or system enhancement that will be supported with funding from JJCPA, identifying anything that is co-funded with Youthful Offender Block (YOBG) funding.

The Probation Department uses JJCPA funding to support programs and strategies in the Community Safety & Well-Being Tier and the Prevention Tier.

1. Community Safety & Well-Being

a. Funded Program: Neighborhood Safety Services

The Neighborhood Safety/Services Unit (NSU) is a unique, place-based violence prevention initiative within the Justice Planning Services Division of the County of Santa Clara Probation Department. The NSU is currently operating in two neighborhoods in Santa Clara County: Valley Palms Apartment Complex in East Side San José (ZIP Code 95122), and San Ysidro Community Center in East Gilroy (ZIP Code 95020).

The NSU approaches violence prevention through a public health lens and concentrates its resources in primary prevention. At the community level, our focus is to prevent violence before it occurs, by helping to strengthen relationships between residents in our partner communities and assisting them in identifying meaningful community action goals that aim to improve short- and long-term health and well-being outcomes for themselves and their neighbors. Core strategies include:

- Increase of leadership skills of residents, including a youth fellowship program, and develop pathways to economic progress.
- Support school violence prevention plans, learning goals, and PBIS models.
- Support development of First 5 Family Resource Centers
 - Early learning and childhood education
 - Parenting support
 - Linkages to behavioral health services
- Increase access to services addressing basic needs.
 - Second Harvest Food Distributions
 - Medi-Cal redetermination support
 - Baby formula, diaper, and period product distribution
 - Backpack and school supply giveaways
 - Increase pro-social activities in schools and neighborhoods
 - Support gun prevention activities
 - Develop community action plans
- School-based wellness centers
- Collaborative partnerships across County and city agencies/departments

Evidence Upon which it is Based:

The unit employs research-informed approaches when implementing youth and community violence prevention programs or services. Relevant frameworks include: (1) the results-based accountability framework (RBA) which is used to align NSU to the larger system of change efforts; (2) the socioecological model, which emphasizes multiple levels of influence (individual, relationships, community and societal); and (3) the protective factors framework which “aims to reduce risk and promote healthy development and well-being of children and families.”

Further, the Probation Department works with consultants to ensure NSU strategies have clear objectives goals, performance data driven to work toward secured intergenerational wellbeing in historically underserved communities.

2. Prevention

The Prevention framework of the Probation Department is multifaceted including support of youth in the community through education, family strengthening and pro-social activities.

The Prevention and Early Intervention (PEI) program is the primary diversion program for low-level and early offenders referred to the Probation Department. It employs a light touch approach focused on responses to typical adolescent behaviors using

positive youth development. The objective is to prevent the youth's further entrenchment into the juvenile justice system, or re-offending.

This includes two tiers of intervention:

- Issuing of a Letter of Acknowledgement and/or facilitating an Encouraging Conversation with referred youth.
- Where appropriate, developing a program/case plan for 30 to 90 days with referrals to needed services such as, behavioral health services, mentoring, and community service-learning opportunities.

As needs are identified, referrals to community-based organizations (CBOs) for support, counseling services, mentoring, victim services, parenting classes, parent-teen mediation, education support, and job search services are initiated.

b. Treatment-focused Services (TFS) Clinical Services

Treatment Focused Services will provide short-term outpatient mental health services combined with case management services. Services will be identified to enhance or address each youth's individualized strengths and needs, with an emphasis on identifying resources that are responsive to the intersectional factors that comprise each youth's identity, including, race or ethnicity, sexual orientation, gender expression or identity, and primary language. In addition, the contractor staff will provide individual, family, and group interventions as determined by the youth's individualized assessment and treatment plan.

c. Sexual Behavior Therapy for low level offenses (Clinical Services)

This program will provide sexual behavior therapy (SBT) and intervention services to low-level offending juvenile justice youth who are supervised by probation. The goal of the program is to prevent further delinquent and aggressive behaviors and sexual preoccupations lessening the need for more intensive interventions later. More specific goals are to:

- Provide a lower level of sexual behavior intervention to target erroneous attitudes and beliefs related to the sexual behaviors that brought referred youth to the attention of probation;
- Help youth develop appropriate boundaries;
- Avoid the development of problematic sexual behaviors;
- Respond appropriately to the normal onset of sexual interest and impulses;
- Learn rules and laws regarding sexual behavior;
- Learn to develop appropriate and healthy relationships; and
- Learn strategies to promote positive behaviors.

d. Community Service Learning

The structure of the Community Service-Learning component is individualized for each youth participant, and dependent on the offense committed. The standard design, which can be modified as needed, includes a three-week program, with sessions two days per week, and four hours of program per day. Staff draws from the model and curriculum contained in U.S. Department of Justice's Office of Juvenile Justice and Delinquency Prevention's (OJJDP) Giving Back Action Guide to ensure that each project supports the goals and objectives of balanced and restorative justice through a positive experience for the youth.

Evidence Upon Which It Is Based:

The community service-learning program is an evidence-informed practice that combines a restorative justice approach with service-learning techniques commonly used in education settings. Many studies show that high quality service-learning programs are an effective instructional tool. In an evaluation of K-12 service-learning projects done by RMC Research Corporation, it was found that students benefited by service-learning projects in the areas of personal and social responsibility, self-efficacy, motivation to learn, improved academic skills, leadership skills, avoidance of risk behavior, interpersonal skills, and connection with heritage.³ In addition, RMC Research Corporation collaborated with the National Youth Leadership Council to develop the K-12 Learning Standards for Quality Practice.⁴ The OJJDP Giving Back Action Guide uses principles consistent with the standards and indicators provided in the K-12 Learning Standards for Quality Practice.

e. Victim Awareness

The Victim Awareness class is a restorative justice educational program designed to teach offenders about the human impact and consequences of crime. Offenders are taught how crime affects the victim and the victim's family, friends, and community, and how it also affects them and their own families, friends, and communities.

Evidence Upon Which it is Based:

The Victim Awareness classes provided in Santa Clara based off the curriculum, "Victim Impact: Listen and Learn," developed by the California Department of Corrections and Rehabilitation (funded by Office for Victims of Crime) for youth and adults. In 2015, a study noted participants improvement in sensitivity to crime victim's experience, however, the study was conducted with adult offenders.⁵

To make the program more responsive to Probation youth in Santa Clara County, it was necessary to update the curriculum with the aim of achieving similar outcomes to the original curriculum. To monitor the outcomes, the Probation Department utilizes pre- and post- survey data monitor improvements in prosocial attitudes.

3. RMC Research Corporation, W.K. Kellogg Foundation (2002). [Service Learning RetrospectiveFullPublic.PDF \(issuelab.org\)](#)

4. National Youth Leadership Council (2008). [K-12 Standards - National Youth Leadership Council \(nylc.org\)](#)

5. Baird, Janette, et al (2015). [An Evaluation of the Effects of the Victim Impact: Listen and Learn Program on Prisoner Recidivism and Prisoner Behavior \(ovcttac.gov\)](#)

While there are many studies that support the use of victim awareness programs and curriculums to adult populations, one study conducted by A.L. Putins, on youthful offenders ages 12-18, treatment groups participating in a victim awareness program showed positive effects on moral reasoning.⁶

3. Educational Services

Education Services are an integral to the overall YP3 Strategy and youth participating in JJCPA and YOBG-funded programs can access these educational services as needed and at any intervention level.

Throughout the educational continuum, deputy probation officers in Educational Services work toward student success by utilizing a positive youth development approach while providing direct service and support to students, families, and partners. Deputy probation officers assigned to serve as a liaison, focusing on establishing, developing, and fostering relationships with youth, school staff, districts, and education experts.

Educational Services include enrollment stabilization, school enrollment support, assessment support for special education, school attendance and engagement support, tutoring services, assistance with obtaining a high school diploma or equivalency, and/or college enrollment for older youth. These services are provided through the following programs:

- a. Project YEA! Is a cross- system collaborative for student support focusing specifically on Special Education assessments and needs of students.
- b. Legal Advocacy is legal consultation, support, and representation to obtain and ensure appropriate educational services for students.
- c. Justice Ed is an educational liaison program designed to support, coach, and advocate on behalf of students and families as they navigate school districts throughout the County.
- d. School Enrollment Services builds off partnerships with school counselors, youth can receive tutoring services, school enrollment, attendance, and educational goal planning. Providers will link the youth to school credit recovery services to remain on track with high school graduation requirements.

4. Administrative Support

To fully implement the strategies in YP3 Framework as funded by JJCPA, administrative personnel are required to support the work. This may include in-house research and evaluators, fiscal staff, program managers, and information technology staff. Administrative personnel help strengthen the implementation of the YP3 through data collection, evaluation, program oversight, and fiscal and programmatic reporting.

6. Putins, A.L. (1997). "Victim Awareness Programs for Delinquent Youths: Effects on Moral Reasoning Maturity." *Adolescence* 32, 709-715.

III. Youthful Offender Block Grant

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 YP3 Framework consists of a continuum of key program strategies: (1) Community Safety & Wellbeing, (2) Prevention, (3) Intervention, and (4) Harm Reduction. The Probation Department uses YOBG funds to implement intervention services. The Probation Department utilizes YOBG funds to uphold YP3 framework by funding interventions that support the continuum of care. The programs work with youth who are already involved, as well as those who are at risk of being involved, in the juvenile justice system. See Section III.C. for more information regarding the YP3 Framework. See Section III.C. for detailed description of YOBG-funded programs.

B. Regional Agreements

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

In addition to working with our local community-based organizations to deliver direct services to youth, the Probation Department partners with government agencies to strengthen the coordination of services.

Behavioral Health Services Department

The Probation Department has intra-agency agreements in place with the Behavioral Health Services Department (BHSD) to support the following programs and services funded through YOBG:

- **Medi-Cal Leveraging.** The BHSD supports the Probation Department in leveraging Medi-Cal for the outpatient behavioral services in the Treatment-Focus Services and the Response Intervention Services and Empowerment (RISE) Programs. While the County of Santa Clara is able to leverage Medi-Cal funds through BHSD contracts, the Probation Department also contracts with the same service providers for youth that have private insurance. This ensures that all Probation youth have equitable access to individualized behavioral services with providers experienced in juvenile justice.
- **Wraparound Services.** Wraparound service providers under contract with BHSD will provide case management and planning support services to pre-adjudicated youth and adjudicated youth 60 days prior to their release from the William F. James Ranch ("James Ranch").
- **Competency Evaluation & Development.** BHSD arranges for the provision of juvenile competency evaluation and development services as described in the Protocol of the Santa Clara County Superior Court, Juvenile Division (2011). Competency to Stand Trial (CST) is a constitutionally based legal right that is designed to protect the autonomy and decision-making rights of a person who is charged with a criminal offense. By protecting these rights, it helps to avoid erroneous convictions and preserves the fundamental dignity and integrity of the

legal process.

- **Clinical Program Management.** BHSD provides Probation with one Full-Time Equivalent (FTE) Program Manager to support program development and implementation and monitor contracted providers and services that are leveraged between BHSD and Probation including outpatient services, court-ordered psychological evaluation and psychological competency evaluations, co-occurring treatment, and provider trainings for substance use treatment services.
- **In-Custody Behavioral Health Treatment.** While in-custody services do not utilize JJCPA or YOBG funds, it is important to recognize the Probation's partnership with BHSD throughout the continuum of services. The BHSD treatment team will focus on the continuity of care between Juvenile Hall (Guadalupe Behavioral Health Services Clinic) and the James Ranch and an enhancement of services at both Juvenile Hall and the James Ranch.

Screening and assessments are an ongoing and critical component of behavioral health services. The BHSD Staff are being trained on the Neurosequential Model of Therapeutics (NMT) to be utilized as a part of the assessment and clinical care planning process. The assessment looks at developmental risk (adversity and resiliency), neurodevelopmental needs and strengths, and provides treatment considerations to guide clinical work through a neurodevelopmental and trauma-informed lens. The approach guides enrichment, educational, and therapeutic interventions. In 2023, Probation Department funded training of 11 BHSD staff in the Neurosequential Model of Therapeutics.

To enhance the trauma-informed and healing-oriented focus of behavioral health services, the program has been developed to ensure that youth can be served by the same clinician at Juvenile Hall and the James Ranch, whenever clinically indicated. The programs' services include individual therapy, group therapy, and case management, assessments, treatment plans, co-partnering with facilitators during the Child and Family Team and Multi-Disciplinary Team meetings, and support with care coordination as youth transition to the community when youth leave Juvenile Hall and the James Ranch.

Department of Family Children Services & Public Health

The Probation Department partners with the Department of Family and Children Services (DFCS) to fund one FTE Public Health Nurse assigned to attend Multi-Disciplinary Team (MDT) meetings for commercially sexually exploited children (CSEC) and coordinate appropriate response and services to youth at risk by utilizing trauma-informed strengths-based case management.

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

Using the spaces below, 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.

The Probation Department use YOBG funds to implement intervention services in support of the YP3 Framework. The **Intervention** tier encompasses those youth who are official wards of the court but may only reside in a custodial or rehabilitation setting for a short period of time. These youth have also primarily committed felony offenses, such as drug or property crimes, but may have some serious or violent offenses, as well. The goal is to identify and address principal services needs to reduce recidivism and increase success in the community.

Services include, but are not limited to, mentoring, behavioral health treatment, case management, dually involved youth case coordination, education supports, pro-social activities, family and parenting supports, legal education, credible messenger mentoring, and wraparound services.

Probation Services

- a. **Special Programs Unit:** Staff in the Special Programs Unit provides support to youth and victims by coordinating restitution, victim offender mediation, and oversight of the Victim Awareness Workshop program. In addition, they support youth who have committed sexual offenses and/or domestic/intimate partner violence and ensure youth receive appropriate services such as learning healthy relationship behaviors.
- b. **Family Preservation Unit:** The Family Preservation Unit uses family-focused services designed to assist families in crisis by improving parenting and family functioning while keeping the youth safe.
- c. **Dually Involved Youth (DIY) Unit:** The DIY Unit provides a coordinated approach between the Department of Children's Services (DFCS) and Probation. This model enables social workers, deputy probation officers, and youth advocates to be co-located to provide intensive services for youth and their families and a united case management approach. The goal is to keep kids in their homes with their families as often as possible with community based, family-driven services. When appropriate, staff locate short-term residential facilities for youth with specific treatment needs and who are ordered by the Juvenile Justice Court. They also identify permanent families, while providing ongoing transitional services, within the community and/or to support family reunification efforts.
- d. **Reentry Services (RSU)** – This program focuses upon the success of youth reentering the community from the Juvenile Rehabilitation Facility – James Ranch Enhanced Ranch Program. RSU emphasizes the support of the youth and family for successful transition into the community from a custodial setting. Services are highly structured, six to twelve-month, interagency, community-based programming designed to assist youth in preparing for stabilization as well as a smooth transition back into their families and communities.

Interventions

a. **Responsive Intervention Services and Empowerment Program (RISE) – Clinical Services**

RISE institutes a collaborative systems effort to facilitate outpatient services, with co-occurring diagnosis service capabilities, and case management services for youth with low, moderate, or high behavioral health needs. Services include assessment, individual, family, and group therapy, intensive case management, medication, collateral, prosocial activities, and rehabilitation.

b. **Sexual Behavior Treatment – Clinical Services**

The Probation Department works with its contractors to provide individualized outpatient treatment for sexually abusive behaviors to reduce sexual violence victimization. Contractors are required to use psychosexual assessment and intake forms as referenced in the in the California Sex Offender Management Board (CASOMB) 2022 Report titled “Guidelines for Treating and Supervising Youth Who have Committed a Sexual Offense.”

c. **Domestic and Family Violence Intervention**

The Probation Department works with community-based organizations to provide intimate partner and/or family violence intervention programming to youth ordered to receive services by the Santa Clara County Superior Court, Juvenile Division (“Juvenile Court”), and referred by the Probation Department. Services address the following themes: gender roles; socialization; the nature of violence; the dynamics of power and control; and the effects of abuse on children and others.

Contractors are required to utilize the Cognitive Behavioral Therapy (CBT) Guide for Intimate Partner Violence for youth between the ages of 12 and 14 and Intimate Partner Violence Curriculum for youth between the ages of 15 and 25 as developed by University of Cincinnati Research Institute (UCRI).

Evidence Upon Which It Is Based:

The UCCI CBT-IPV curriculum is an evidence-informed curriculum that follow the Risk Need Responsivity Model of effective practices. It is designed for moderate to high-risk individuals with a flexible dosage to match individual risk level and targets multiple criminogenic needs. Further the model emphasizes the fidelity principle in that it has learn learning objectives, scripted session, and availability of observation, coaching, and tracking.⁷

7. University of Cincinnati. [Group Interventions | University of Cincinnati \(uc.edu\)](https://www.uc.edu/group-interventions)

d. Mentorship program

The Credible Messengers model is an evidence-informed mentoring model connecting youth to trained and certified Credible Messenger Mentors, that have lived experience including formerly incarcerated, lived a high-risk lifestyle, or were directly affected by the criminal justice system. The contractor provides an outline of the one-on-one sessions and rehabilitative work planned for each youth. Credible Messenger Mentors also aim to transform attitudes and behaviors around violence, provide companionship, build confidence, and provide guidance in all areas of a mentee’s life through reentry.

Evidence Upon Which It Is Based:

The New York City Arches Program combined credible messenger mentors and journaling curriculum to justice-involved youth which showed that participants were less likely to be reconvicted of a crime than members of the comparison group.⁸

Administrative Support

To fully implement the strategies in YP3 Framework as funded by YOBG, administrative personnel are required to support the work. This may include in-house research and evaluators, fiscal staff, facilities staff, program managers, and information technology staff. Administrative Personnel help strengthen the implementation of VRP Framework through data collection and evaluation, program oversight, fiscal and programmatic reporting, and facilities management.

8. Urban Institute (2018). [Arches Transformative Mentoring Program \(urban.org\)](https://www.urban.org/press-release/2018/05/arches-transformative-mentoring-program)

YP3 Framework

Youth Pathways for Positive Progress (YP3)

