

**Juvenile Justice Crime Prevention Act &
Youthful Offender Block Grant (JJCPA-YOBG)
FY 2022-2023
Consolidated Annual Plan**

Date: May 3, 2022

County Name: Santa Clara

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Instructions:

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

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

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

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

Juvenile Justice Plan

Part I. Countywide Service Needs, Priorities and Strategy

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

Part II. Juvenile Justice Crime Prevention Act (JJCPA)

- A. Information Sharing and Data Collection
- B. Juvenile Justice Coordinating Councils
- C. Funded Programs, Strategies and/or System Enhancements

Part III. Youthful Offender Block Grant (YOBG)

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

Juvenile Justice Plan

Part I. Countywide Service Needs, Priorities and 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.

Probation Department, in collaboration with other various partners, publish the Juvenile Justice System Annual Report (Annual Report). The Annual Report provides insight into the juvenile justice process by reporting the number of arrests, referrals to the Probation Department, petitions filed, and dispositions for juveniles tried in court, while highlighting various programs and services available to youth and families throughout the juvenile justice system. Additionally, the report focuses on racial and ethnic disparities and gender differences at various decision points. The report is as part of the comprehensive plan that looks at the justice system including legislative changes and yearly initiatives with oversight of the Juvenile Justice System Collaborative (JJSC).

The Santa Clara County Probation Department has developed a long-term plan to reduce crime committed by youth in the community. This plan is called the Violence Reduction Program (VRP) framework. The VRP model consists of four key program strategies, which include Prevention, Early Intervention, Intervention, and Intensive Intervention. 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. In addition to the VRP framework, the Department also runs several programs involving secure care under their Juvenile Institutions Division, collectively called the Multi-Agency Assessment Center (MAAC). Each key program strategy has a contractor(s) that provide services to youth throughout Santa Clara County, as well as Probation Officers, Group Counselors and Probation Counselors that support and monitor supervision of youth involved with the juvenile justice system. A variety of assessments are completed to evaluate and support the myriad of programs and services available to youth who are referred to the Probation Department, these include the Juvenile Assessment and Intervention Systems (JAIS) which is administered to adjudicated youth, JJCPA-YOBG annual evaluations, and multi-year trend reports identifying key indicators for youth who commit the most serious offenses. Additionally, the Probation Department actively participates and is guided by the yearly work plans overseen by the JJSC which guide the work of the justice system partners in reducing racial and ethnic disparities within the juvenile justice system.

Santa Clara County Annual Report, the VRP Model, JJCPA-YOBG evaluation is included as part of our yearly submission to BSCC.

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

The Santa Clara County Probation Department works collaboratively with the Court, Office of the District Attorney, Office of the Public Defender, Behavioral Health Services Department and the Department of Family and Children Services, to name a few key stakeholders. The Probation Department collaborates with justice system partners in developing and providing programming for youth and in addressing racial and ethnic disparities (RED) in the decision-

making processes. In addition, there are three major committees that help realize internal and external oversight and guide the department in efforts to reduce RED and improve outcomes for youth overall. These committees are the: Juvenile Justice Coordinating Council (JJCC), Juvenile Justice Systems Collaborative (JJSC), and the Juvenile Justice Commission (JJC). Membership of the three oversight groups share members and therefore these group lend themselves to a collaborative atmosphere that allows for positive change in system policy, procedures, and practice. Their scope of work, legislative authority and membership are outlined below.

Juvenile Justice Commission (JJC)

The 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, community, and youth 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)

Senate Bill 1760 (Section 749.22 of the Welfare and Institutions Code, Statutes of 1996) established the Juvenile Crime Enforcement and Accountability Challenge Grant Program. The Juvenile Crime Enforcement and Accountability Challenge Grant Program provides state grants to counties and cities who demonstrate a collaborative and integrated approach for the apprehension, treatment, rehabilitation, punishment, and incarceration of juvenile offenders. Juvenile Justice Crime Prevention Act (JJCPA) requires that the Juvenile Justice Coordinating Council consist of the membership required in section 749.22 of the Welfare and Institutions Code (chapter 325, statute of 1998). The Board of Supervisors adopted a Resolution creating the Juvenile Justice Coordinating Council (JJCC) on November 19, 1996. There are eleven members who serve on the JJCC. The appointments to the JJCC are permanent.

The tasks of the Council include assessing current resources, identifying service areas where resources may not be adequate, and developing proposals to prevent and respond effectively to juvenile crime. The JJCC will oversee this planning process, which will result in a final Local Action Plan to be submitted to the Board of State and Community Corrections. The JJCC meets bi-annually to review program evaluations and the annual expenditure plan for JJCPA and YOBG.

Juvenile Justice Systems Collaborative (JJSC)

The Juvenile Justice Systems Collaborative (JJSC) was established by resolution of the Board of Supervisors on June 3, 2008, after several years of juvenile detention reform efforts, and has been extended through June 30, 2023. The Juvenile Justice Systems Collaborative (JJSC)

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 JJSC works with other juvenile justice bodies to maximize resource efficiency and avoid duplication of efforts. The JJSC addresses the issue of disproportionate minority representation in the juvenile justice system through constant examination of decision points through a race equity lens. The JJSC is committed to upholding racial equity and combating racism in all its forms throughout the youth justice system.

The JJSC has the following duties:

Partner with the community, the Juvenile Justice System, including but not limited to Law Enforcement Agencies, the Probation Department, the District Attorney, the Public Defender, the Independent Defense Counsel Office, and the Juvenile Court to better help our youth, rehabilitate and continually improve system processes.

- Demonstrate a commitment toward a fair justice system for juveniles.
- Work toward preventing children from entering the juvenile justice system.
- Ensure the deployment of evidence-based practices in the county's Juvenile Justice System.
- Create more effective opportunities for rehabilitation for our youth.
- Form the Race Equity in Justice System (REJS) and Race Equity in Prevention (REP) Workgroup to assist in planning, policy, goal and priority recommendations and such functions as the JJSC deems necessary.
- Review and make recommendations provided by the Workgroups to the Board of Supervisors.
- Oversight of the Neighborhood Safety/Services Unit of the Probation Department.
- Grant Oversight Body.

The JJSC membership consists of 30 members and their membership is representative of the justice system stakeholders and those who impact the lives of youth in Santa Clara County. The JJSC has two workgroups and Probation mainly participates in the Race Equity in Justice Systems (REJS) workgroup, which has several subcommittees that focus on how youth of color are impacted by the decisions made at various points in the justice system. The REJS Subcommittees have focused on areas such as the transfer hearing process, the use of electronic monitoring and home arrest programs for youth pre- and post-adjudication, annual oversight and recommendations related to the use of the Juvenile Hall Risk Assessment Instrument, how to better engage the community in justice system policy and practice discussion and decision making and use of data to better understand outcomes of youth within the system. The Race Equity through Prevention (REP) workgroup has focused their efforts on reducing the suspension and expulsion of youth of color in the schools, as well as improving community engagement and school engagement practices on individual campuses throughout Santa Clara County.

The JJSC meets quarterly, while the workgroups and their subcommittees meet monthly or as needed. The JJSC employs a continuous quality improvement approach to our collaborative and policy/practice change efforts, using data driven decision making and Plan, Do, Study, Act cycles to learn how our efforts are impacting youth in the system.

B. Identifying and Prioritizing Focus Areas

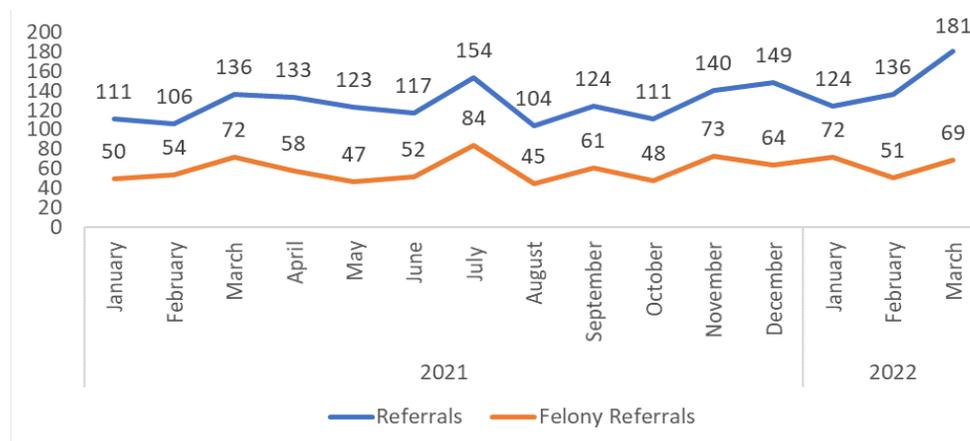
Identify and prioritize the neighborhoods, schools, and other areas of the county that face the most significant public safety risk from juvenile crime.

Most youth referred to the Probation Department are youth of color from low-income communities and experience at least one of the following barriers: educational challenges and low academic achievement, peer influences that negatively affect their decision making, parents that are involved in the criminal justice system, and a history of referrals to child welfare system.

Referrals, Petitions, Detentions Data

The number of juvenile referrals to Probation for both felony and non-felony offenses have declined substantially since the advent of Shelter in Place (SIP) on March 17, 2020. While the number of referrals in February of 2020 was 317, the figure below illustrates that the number of referrals in February 2021 declined to 106, and the number of referrals in February 2022 was 136. The reasons for the decline are similar to those found throughout the state and country: the COVID-19 shelter in place orders and subsequent movement restrictions reduced the number of reported crimes across the board. While the number of referrals has increased to 181 as of March 2022, we do not yet know the extent to which juvenile crime might increase as restrictions are further reduced during the pandemic recovery.

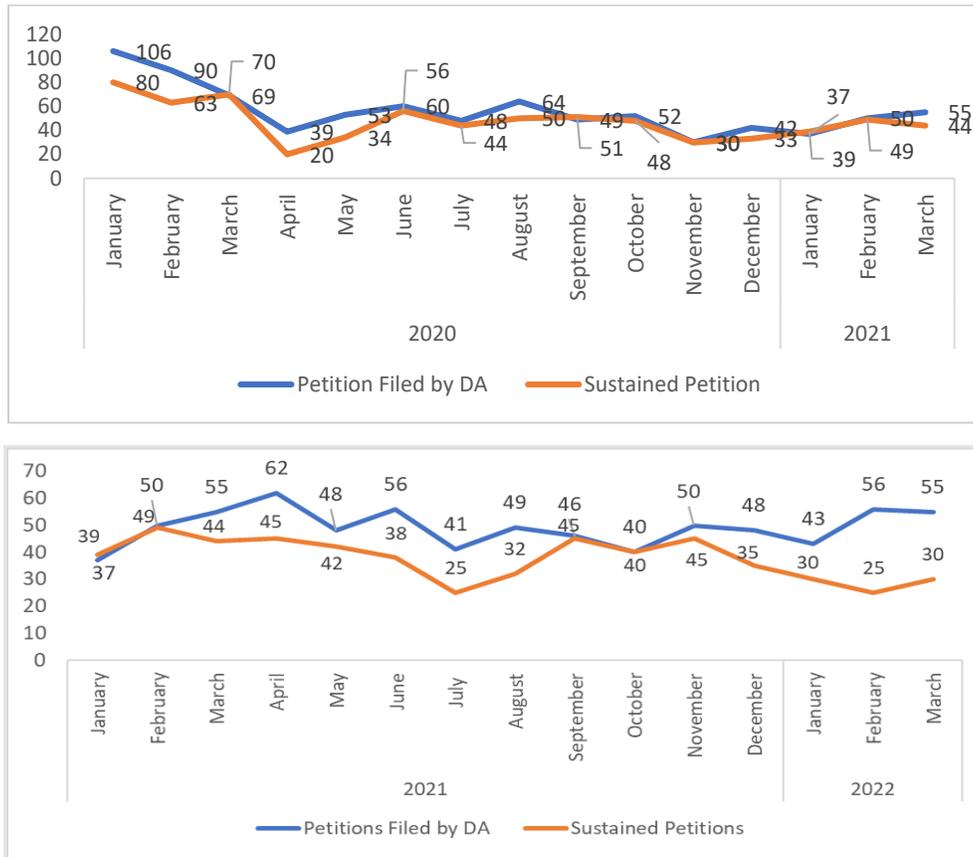
Figure 1: Trends in Referrals and Felony Referrals to Probation (January 2021 – March 2022)



Source: County of Santa Clara Probation's Monthly Trend Report for Juvenile Justice Commission, January 2021 – March 2022

The number of petitions filed and sustained petitions incurred has similarly reduced since the start of the COVID-19 pandemic, as demonstrated in the figure below. For instance, the number of petitions filed went from 90 in February 2020 to 50 in February 2021, and 56 in February 2022. It's important to keep in mind that throughout calendar year 2020 -2021 the Superior Court clerk's office experienced significant budget cuts, furloughs, and layoffs that caused the court to limit the number of cases it could hear. In 2022, Superior Court is not fully staffed.

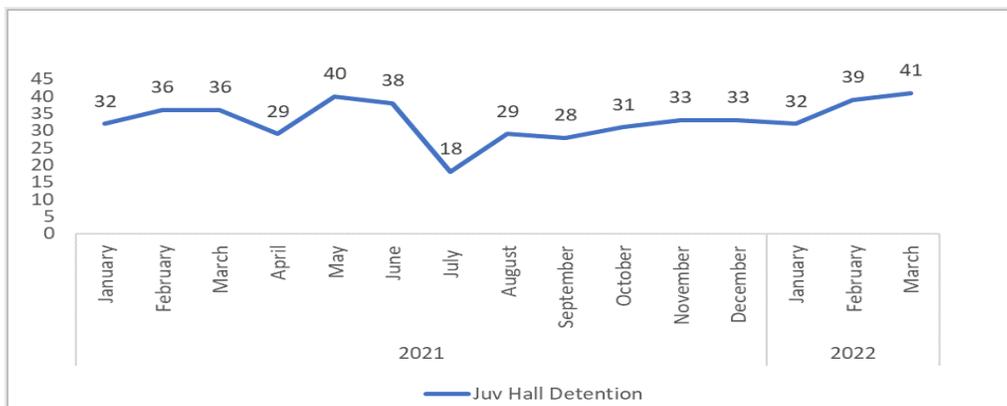
Figure 2: Trends in Petitions Filed and Sustained Petitions (January 2021 – March 2022)



Source: County of Santa Clara Probation’s Monthly Trend Report for Juvenile Justice Commission, January 2021 – March 2022

The number of Juvenile Hall detentions has also declined precipitously from 90 in February 2020 to 36 in February 2021, and 39 in February 2022. This is due to the large decline in arrests and a concerted effort on the part of the county to keep youth out of a custody during the pandemic.

Figure 3: Trends in Juvenile Hall Detention (January 2021 – March 2022)



Since the initial Shelter-In-Place order during COVID-19, the Probation Department has worked hard to minimize service disruption, move services and family visits to a virtual format, and maximize youth engagement. In 2021 surveys were administered to youth who received out-of-custody services during the COVID-19 pandemic, as well as youth at Juvenile Hall and the James Ranch Facility. The most common response regarding one-on-one services was that many youths are more comfortable with virtual services, particularly when it comes to opening up in a one-on-one environment. Most youth noted that they enjoyed receiving services on a virtual platform, felt they had been able to successfully interact with their peers, and noted, when applicable, that they would like to continue to receive virtual services after the pandemic. However, most youth also noted that virtual services compounded the issue of virtual fatigue and excessive screen time that they were experiencing.

While the Department deploys a countywide approach to meet the needs of youth referred to our department, the Violence Reduction Program (VRP) focuses on addressing the needs of youth in services areas listed below. The chart below outlines data related to youth demographics and service need by the violence reduction strategy. Our Annual Report provides a comprehensive analysis of our most significant public safety risks.

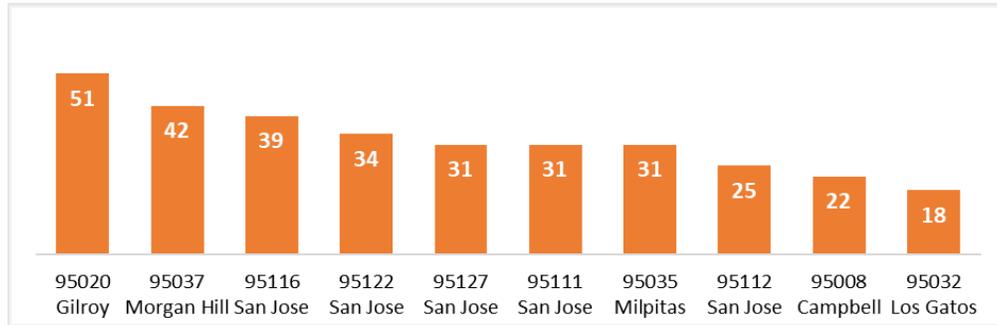
The chart below outlines data related to youth demographics and service need by the violence reduction strategy in CY 2020. Although this data is from CY 2020, the numbers and ZIP codes remain consistent for FY22.

JJCPA Client Demographics & Risk Level, CY20 (Overall & by Program Area)

		<u>All JJCPA Evaluation Group Youth[1]</u>	Prevention and Early Intervention	Intervention (SES & CAFA)	Intensive Intervention (Re-Entry, RISE F.K.A. Pro-GRIP)	MAAC
Number served		1,423	718	150	177	378
Gender	Male	77%	75%	73%	89%	83%
	Female	23%	25%	27%	11%	17%
Race/ Ethnicity	White	16%	21%	11%	5%	10%
	Black	6%	4%	10%	10%	11%
	Latino	64%	57%	71%	81%	73%
	Asian/PI	6%	8%	1%	3%	5%
	<u>Other[2]</u>	7%	10%	7%	<1%	2%
Age (at first entry)	Up to 11	39%	67%	33%	23%	29%
	15-Dec	53%	32%	55%	55%	64%
	16 +	7%	7%	19%	21%	7%

The following figure highlights the zip codes with the highest number of juvenile arrests in CY 2020. Juvenile arrests in Santa Clara County are highly concentrated in the areas of east San Jose and the southern county cities of Gilroy and Morgan Hill.

Santa Clara County Juvenile Arrests, CY20: Top 10 ZIP Codes Where JJCPA Youth Reside



Targeted high need prevention efforts in the community.

The probation department employs several strategies for prioritizing these geographic areas. For instance, the department maintains a Neighborhood Safety Unit that leverages school linked services, community engagement strategies, and neighborhood activities to foster community cohesion and to provide services to the most high-need neighborhoods. The probation department also maintains an Education Services Unit that serve as liaisons to school staff and help to provide group programming and supportive services to students. Furthermore, many staff from provider agencies are highly familiar with these communities, having either originated from these communities themselves or having developed longstanding relationships with clients, families, and community leaders through their work.

Secure Youth Treatment Facility

Through Senate Bills 823 and 92, the Legislature is closing the Division of Juvenile Justice within the Department of Corrections and Rehabilitation, by shifting responsibility for all youth adjudged a ward of the court to county governments and providing annual funding for county governments to fulfill this new responsibility.

As of July 1, 2021, a youth shall not be committed to the Department of Corrections and Rehabilitation, Division of Juvenile Justice, except in specified instances.

Program Purpose

The purpose of the program is to provide a therapeutic, trauma-informed environment where young people feel safe, loved ones are reassured and community-based providers are included, to provide a compassionate, healing environment where youth can build and strengthen resilience and protective factors.

Within the living units, youth will have the opportunity to learn responsibility, social skills, life skills and develop a sense of community. Youth will have a structured daily routine that includes recreational and leisure time. The living units, staffed with probation group counselors and

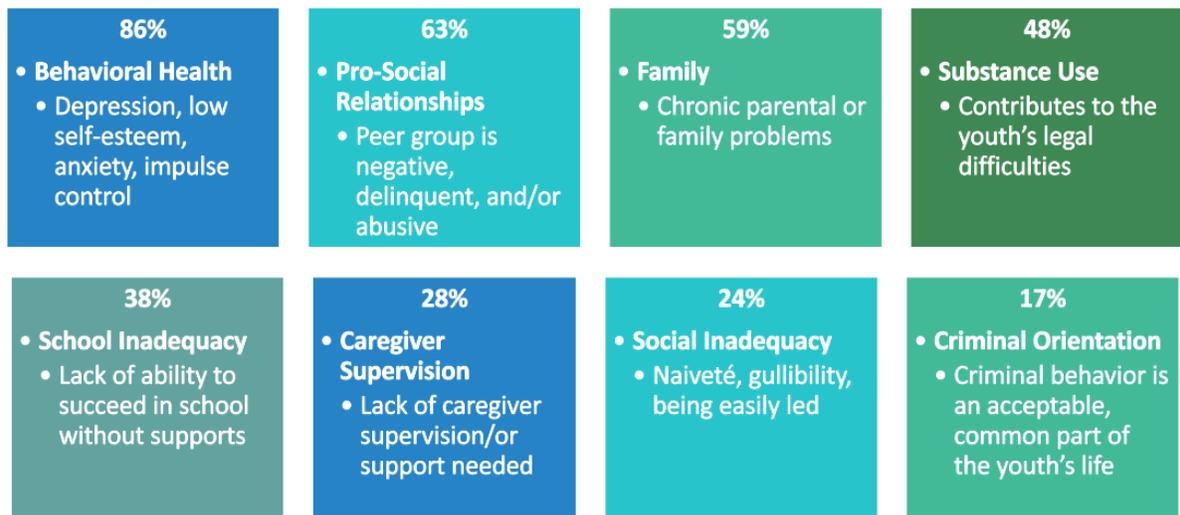
behavioral health, aim to provide a safe, supportive, and structured environment, with enough flexibility to address the individual needs of each youth.

As of March 31, 2022, there are eight youth committed to the Secure Track program at Juvenile Hall.

Youth Placed at DJJ from SCC by Year



The outline below is based on a needs assessment of the DJJ population.



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.

JJCPA and YOBG funded programs are embedded in the Violence Reduction Program framework, except for the Multi-Agency Assessment Center (MAAC) program which provides assessment, treatment, and prosocial activities in Juvenile Hall. The VRP model blends funding

from various state allocations as well as County General Fund, Mental Health Services Act, and partnerships with other County agencies. Please see Violence Reduction Strategy for a complete graph of all programs.

The programs and services work in concert to complement and build on each other to properly address risk, need, and strengths of the youth. The VRP framework has four tiers of services: 1) *Prevention/Diversion/Assessment*; 2) *Early Intervention*; 3) *Intervention*; and 4) *Intensive Intervention*. JJCPA also supports *Secure Care Programming and Services* through the Multi-Agency Assessment Center (MAAC). Youth can move throughout the continuum based on their risk and need at a given time. To ensure appropriate probationer supervision, clients are classified and supervised based on their level of risk of re-offending and the needs that are most likely driving their criminal behavior using the Juvenile Assessment and Intervention System (JAIS) which is administered to adjudicated youth. The factors impacting risk and need include offense type, age, and areas of need (such as mental health, substance use, family dysfunction, prosocial peers, and activities). The Department provides three levels of supervision: high, moderate, and low with corresponding levels of services and contact.

The desired outcome of the Violence Reduction Program (VRP) framework is to provide a continuum of services under five identified principles:

RISK PRINCIPLE: The intensity of the intervention should match the level of risk of recidivism (i.e., the higher the risk of future criminal behavior, the more intense the intervention.) There are three things to consider with the risk principle:

- Target those offenders with a higher probability of recidivism,
- Provide most intensive treatment to higher risk offenders; and
- Intensive treatment for lower risk offenders can increase recidivism.

NEED PRINCIPLE: For programs to effectively reduce recidivism, they must target offender needs that are directly linked to continued criminal activity. These are called criminogenic needs. Offenders have multiple needs, but not all are linked to recidivism. Non-criminogenic needs are those that are not linked to criminal behavior (anxiety, self-esteem, depression). Addressing these affects general offender wellbeing but will not affect the likelihood of criminal behavior.

RESPONSIVITY PRINCIPLE: The responsivity principle tells us that services must be delivered in ways that match the learning styles and abilities of the client; in ways that will increase the likelihood that the client will be responsive to the intervention.

TREATMENT PRINCIPLE: The most effective interventions are behavioral focused. These types of programs target current factors that influence behavior and are action oriented. Youth behaviors are appropriately reinforced. The most effective behavioral models are social learning (practice new skills/behaviors) and cognitive behavioral (target criminogenic needs).

PROGRAM INTEGRITY: Some research has been done linking the degree of program integrity to the program's ability to reduce recidivism.

JJCPA VRP Framework

Prevention/Diversion/Assessment

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

Early Intervention

The Prevention and Early Intervention (PEI) program is the primary diversion program for low level and early offenders referred to the probation department and employs a light touch approach. PEI employs a positive youth development approach focused upon appropriate responses to typical adolescent behaviors. The PEI program has two tiers of service which may include the issuing of a Letter of Acknowledgement and/or an Encouraging Conversation with referred youth. Where appropriate, service provision includes a program/case plan for 30-90 days with a referral(s) to needed services such as, behavioral health services, mentoring, and community service-learning opportunities. The objective is to prevent further entrenchment into the Juvenile Justice System, or re-offending. Service needs address four key life domains including personal, family, school, and community domains. As needs are identified referrals to community-based organizations for support, counseling services, mentoring, victim services, parenting classes, parent-teen mediation, education support, and job search services are initiated.

Intervention

The intervention tier focuses on youth who may be participating in the Deferred Entry of Judgement Program, who may be Wards of the Court, and who are frequently home under Probation supervision. Intervention services and supports include mentoring, pro-social activities, community service, behavioral health services, electronic monitoring supervision, wraparound services, parent education and support, conflict resolution, educational service and support, victim services, and support for students requiring Special Education services including students who may be credit deficient and need academic support.

The Responsive Intervention Services and Empowerment (RISE) Formerly known as Support and Enhancement Services (SES) Program targets minors throughout Santa Clara County, including service areas such as South County (Gilroy, San Martin, and Morgan Hill), who traditionally have minimal access to services in their community due to the rural nature and distance from San Jose. The service population includes post dispositional youth in two custody alternatives: Community Release Program (CRP) and Electronic Monitoring Program (EMP), as well as youth under general Probation supervision. RISE is designed to link youth and their families to services that target and address the specific needs of the participant and their family through intensive case management and behavioral health services addressing mental health and substance use issues.

Court Appointed Friends and Advocates (CAFA) Mentoring began as a pilot that focused on Black youth on Deferred Entry of Judgment and was extremely successful. The program was expanded to all court wards in FY2018 through a competitive procurement process. The program includes 12-14 months of weekly mentoring from a community member who provides support by writing court reports and appears in court on the youth's behalf.

Prosocial Activities is a program that provides prosocial activity opportunities, with the goal to engage at-risk youth who often struggle with barriers that limit their access to, and participation in, positive community activities. Its intent is to help youth improve their ability to redirect their

energy and time towards positive activities, that will help them develop prosocial skills and to thrive in their schools and communities.

Intensive Intervention

This level of services includes youth who are post-adjudication but also show higher risk and need based on the risk assessment tool. RISE, Prosocial Activities, CAFA Mentoring, educational support services and other programs like the *Intervention* tier are also available to youth. Additionally, youth at this level are also part of specialty courts and programs specific to intimate partner and family violence, substance use and behavioral health needs that are driving criminality, and gang specific supervision.

Reentry Services is a highly structured, six-month, interagency, community-based program designed to assist youth in preparing for a smooth transition from secure care back into their families and communities. The three primary program goals are to: (1) reintegrate youth into prosocial community life through independent living, foster homes, or home family reunification; (2) eliminate delinquency and self-defeating behaviors; and (3) promote prosocial self-sufficiency through healthy behaviors in employment, school, social activities, etc. Multi-disciplinary professionals provide a range of services and create a transition plan before youth are released from James Ranch. Vocational/education support and reenrollment services are also available to this population.

Secure Care Programming and Services

The Multi-Agency Assessment Center (MAAC) provides comprehensive assessments for youth admitted and detained in Juvenile Hall for longer than 72 hours. Youth receive mental health, educational, and medical screening assessments. The assessment information is used to develop individual case plans for each youth, in that the assessment results help to inform and assist staff in identifying the appropriate support services for youth while in custody.

Community-based organizations (CBOs) are contracted to provide workshops and one-on-one counseling in the units of Juvenile Hall and make every effort to connect with the youth so that when the youth return to his/her family and community, they can continue providing services. School reenrollment support is also provided through a partnership with the largest high school district in the county.

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.

Every year, Justice System partners, including Superior Court complete a comprehensive Annual Report which includes legislative changes and the JJSC annual workplan. The Annual Report incorporates new initiatives and collaborative efforts to address changes and the assigned workgroups report back to the JJSC for oversight.

In FY2020-FY2021 Comprehensive Plan included Division of Juvenile Justice (DJJ) youth planning and expansion of services to youth until the age of 25. In FY2021-FY2022, continued efforts for youth under the age of 25 include expansion of services in education, employment, and vocational apprenticeship programs. This includes in custody and out of custody.

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.

The County of Santa Clara's Chief Data Officer works with the Chief Information Officer (CIO), the Chief Data Officer is responsible and accountable for the County's information assets, including data and information governance, control, policy development, and effective utilization of data as an asset. This executive leadership position provides data insights that help drive strategic and tactical opportunities, and be the champion for a data-driven, decision-making culture.

Furthermore, the Probation Department has the Research and Development (RaD) Unit that 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. In FY20, the Probation Department implemented the use of the Child Adolescent Needs and Strengths (CANS) assessment to track changes over time in the areas of Youth Strengths, Life Domain Functioning, Youth's Behavioral/Emotional Needs - Adjustment to Trauma, Substance Abuse only, as appropriate to each service being delivered. The Department also updated our contracts to collect universal outcome measures developed by RaD for all JJCPA and YOBG programs. Using these measures, the Department will be better able to understand how services are delivered, the appropriate dosage and impact services. In FY22, the RaD team will focus on specific areas comparing changes over time.

1. Access for New Clients (Timeliness/Access)
 - a. Time to initial client contact (phone or in person) is no more than 3 business days.
 - i. Metric: Time to initial contact from referral
 - ii. Metric: Time to first visit/appointment is within 14 calendar days from referral.
2. Engagement in Services (Timeliness/Access) & Dosage (Treatment)
 - a. Clients are engaged in services within 30 days from 1st client contact.
 - i. Metric: Based on model proposed, number and length of sessions/activities/classes required for completion of program.
 - ii. Metric: Contractor will provide the number and length of sessions/activities/classes attended per client.
 - iii. Metric: No show rate for follow-up visits after 1st visit
3. Discharge Status (Quality)
 - a. Based on model proposed, define "successful" completion of program?
 - b. Metric: Discharge reason per client
4. Service Delivery (Capacity and Fidelity)
 - a. Number and type of youth that can be reasonably served in a fiscal year by your program model.
 - i. Metric: Number of staff and caseload per staff assigned to program model proposed.

- ii. Metric: Based on program model proposed: demographics of clients and geographic region served.
- b. Narrative regarding any staffing or programmatic issues that could impact client outcomes

Finally, to ensure appropriate probationer supervision, clients are classified and supervised based on their level of risk of re-offending and the needs that are most likely driving their criminal behavior. The department uses the Juvenile Assessment and Intervention System (JAIS) which is administered to adjudicated youth by a Probation Officer using motivational interviewing techniques. The factors impacting risk and need include offense type, age, and areas of need (such as mental health, substance use, family dysfunction, prosocial peers, and activities). The Department provides three levels of supervision: high, moderate, and low with corresponding level of services and contact. Data is collected aggregately and reported annually through the JJCPA evaluation report. The evaluation is being integrated into the Juvenile Justice System annual report starting in 2018. For calendar year 2022 due to COVID-19 less comprehensive report will be provided.

The importance of data and information sharing is embedded in multiple business process, and it is also shared with the public; access to various reports listed on the Probation Department's webpage under reports. In addition, the Probation Department has data rich systems that feed the collaborative infrastructure and oversight bodies that guide policy and decision making for the organization. Accessible reports include: Annual Reports; Juvenile Justice System Collaborative documents and information; Juvenile Justice Coordinating Council documents and information; and Prison Rape Elimination Act. The website also features monthly trend reports that consist of arrests, Juvenile Hall intakes, Juvenile Hall detentions, referrals to the District Attorney, petitions filed by the District Attorney, detention hearings, sustained petitions, commitments, petitioned violation of probation referrals, and key arrest demographics. Committee meetings are held monthly or quarterly to discuss the trends, needs and reform efforts.

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 No

C. Funded Programs, Strategies and/or System Enhancements

JJCPA Funded Program, Strategy and/or System Enhancement

Program Name: Prevention/Diversion/Assessment

Evidence Upon Which It Is Based:

Through the Neighborhood Safety/Services Unit, the Probation Department engages with two community-based providers to offer National Compadres Network curriculum, Joven Noble and Xinachitl. Joven Noble is a legacy program listed on NREPP and is youth development, support, and leadership enhancement curriculum designed to strengthen protective factors among male

Latino youth ages 10-24. The curriculum aims to promote the character development of young men and facilitate continued "rites of passage" development with the goals of reducing and preventing unwanted or unplanned pregnancies, substance abuse, community violence, and relationship violence. The curriculum also promotes responsible and respectful behavior in relationships with significant others. Joven Noble is based on the philosophy that male youth need other men and women, their family, and community to care for, assist, heal, and guide them, and successfully prepare them for true manhood. The intervention is informed by positive youth development theory, the risk and protective factors model, acculturation, and Latino cultural values. Delivered by facilitators in 10 weekly sessions, the curriculum focuses on four core teachings: *conocimiento* (acknowledgment), which addresses social and cultural attachment; *entendimiento* (understanding), which addresses social and behavioral factors such as violence and aggression as well as the ability of youth to focus on goals; *integración* (integration), which addresses factors in the broader culture that may lead to feelings of isolation and sadness; and *movimiento* (movement), which addresses how the physical and emotional aspects of teenagers' lives intersect. *Xinachitl* is the female version of *Joven Noble*. The Youth Fellowship program is also informed by the Center for Disease Control's Shared Framework for youth Violence Prevention and OJJDP's Protective Factors for Delinquency.

Description:

This program is a consortium of services that Probation offers via partnership with government agencies and community-based organizations to support violence prevention at a community and neighborhood level.

The Probation Department leverages JJCPA funding to support the Neighborhood Safety/Services Unit who partners with ConXion to Community and Project Access to provide a youth fellowship program that utilizes the National Compadres Network curriculum to support youth and families, as well as incorporating community service-learning opportunities. Youth are also connected with mentors for the duration of their fellowship involvement and are provided with incentives for program participation and completion. The hope is that through early connection to positive adults and programming that fosters relationship development and sense of self, that youth will be less likely to engage in criminal behavior in the future. The Department also supports the provision of pro-social and community building activities in selected neighborhoods in East San Jose and Gilroy.

Program Name: Prevention and Early Intervention (PEI) Unit

Evidence Upon Which It Is Based:

The Prevention and Early Intervention (PEI, formerly Restorative Justice Program) program targets early offenders with the goal of preventing further penetration into the Juvenile Justice System. PEI has three primary programs/services, treatment focused services (behavioral health), community service learning and mentoring.

The treatment focused services will provide intensive case management services, and utilize the following EBPs: Seeking Safety, Aggression Replacement Therapy (ART) and Seven Challenges. The evidence-based practices (EBP)s are included in the California Evidence-Based Clearinghouse for Child Welfare with a scientific rating of "Promising Research Evidence." Each EBP is specialized for a specific population, providing Seneca with the capacity to individualize treatment by using the EBP(s) that best address each youth's identified needs.

The structure of the Community Service-Learning component is individualized for each youth participant, 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 OJJDP's 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.

The mentoring program employs best practices from The National Mentor Partnership, Elements of Effective Practice for Mentoring (4th Edition).

The Prevention and Early Intervention (PEI, formerly Restorative Justice Program) program targets early clients with the goal of preventing further penetration into the Juvenile Justice System. Services include mentoring, parent-youth conferences, family mediation, community service learning and behavioral health intervention, when needed. The Probation staff associated with victim services and PEI programs also focus on providing compensation to crime victims, through victim awareness/effects of crime workshops and oversight of restitution payments to victims. There are two distinct groups of PEI youth: PEI youth who receive a Letter of Acknowledgement ("PEI: LOA/VR only"), and PEI youth who are referred to services ("PEI: Services"). The program focuses service needs that address all four key life domains (personal, family, school, and community) and include referrals to needed services. Although a range of services are provided through PEI, the length of the program varies based on the needs of each client; duration can be up to 180 days. The treatment focused services provide intensive case management services, and in addition to linking clients to relevant community resources, provides individual, family, and group interventions as determined by the youth's individualized assessment and treatment plan. Treatment modalities may include evidence-based groups and individual interventions utilizing cognitive based treatment (CBT) techniques. The program emphasizes the provision of group treatment, to match the lower acuity of needs in youth referred to a diversion program as well as to serve more youth with greater frequency of face-to-face contact.

The community service-learning program entails, classroom-style teach-ins, and project preparation for groups of 8-10 youth. The teach-ins include education as well as opportunities to learn and apply skills. The teach-ins will be followed by the actual project in the same week. As needed and relevant, the program will place the youth at community-based sites to complete their projects.

Historically, one third of referrals to the Probation Department are diverted from Court, and recidivism has been between two and four percent annually.

Program Name: Responsive Intervention Services and Empowerment (RISE) (formerly known as Support and Enhancement Services)

Evidence Upon Which It Is Based:

Responsive Intervention Services and Empowerment (RISE) is an evidence-based model of providing mental health and pro-social competency skills, empathy and resiliency through family, school, and community involvement. In alignment with the Risk, Need, Responsivity (RNR) framework, RISE aims to provide both intensive case management (ICM) and evidence-based, cognitive behavioral therapy (CBT) techniques to increase community safety and help youthful offenders to successfully complete probation and end legal involvement in the justice system. In addition to linking clients to relevant community resources, Care Coordinators will

deliver brief, therapeutic interventions rooted in the principles of CBT, a therapeutic modality that has been well validated for justice-involved youth. (Landenberger, N.A. & Lipsey, M.W. (2005). The positive effects of cognitive-behavioral programs for offenders: A meta-analysis of factors associated with effective treatment. *Journal of Experimental Criminology*, (1), 4, 451-476).

These CBT-informed techniques (i.e., scaling exercises, self-monitoring and charting exercises, goal setting, behavioral activation exercises, etc.) illuminate the connection between thoughts, behaviors, and emotion, while facilitating the development of increased pro-social skills, alternative coping strategies, and aggression replacement techniques. In addition, Care Coordinators are trained on several evidence-based practices that can be implemented as needed to meet the individualized needs of clients. For instance, all Care Coordinators are currently trained to implement Seven Challenges, and they will receive training on Seeking Safety, an evidence-based practice that draws on CBT-principles to address the trauma-related roots of substance abuse and other co-occurring mental and behavioral health concerns. Additionally, the Care Coordinators receive training on the National Compadres Network curricula Joven Noble and Xinachitl which is evidence based and culturally informed is available to support RISE youth.

Description:

Responsive Intervention Services and Empowerment (RISE) Formerly known as Support Enhancement Services is under the Intervention Services as part of the Violence Reduction Program. RISE includes youth under general probation supervision who may utilize post dispositional custody alternative programs such as Community Release Program (CRP) and Electronic Monitoring Program (EMP). RISE is designed to link youth and their families to services that target and address the specific needs of the participant and their family through an integrated mental health, intensive case management and counseling. Although a range of services are provided through RISE, the overall goal is to implement and provide a culturally appropriate Cognitive Based Therapy program that assists probation youth to become cognitively aware of their decision-making process, learning pro-social decision-making steps, and becoming self-sufficient and positive contributors to our community. Youth are linked with providers close to their home address; they are provided an array of services including cognitive behavioral therapy, group and individual counseling, and substance use services.

RISE Youth Risk Factors

Youth served by RISE enter the program with an array of needs and challenges, including:

- Substance use
- Gang affiliation/entrenchment
- Aggressive or violent behavior
- Illegal behavior
- Impulse control issues
- Lack of understanding of the consequences of such behavior
- Anti-social thinking
- Poor life choices (including lack of pro-social skills, job skills, education)
- Lack of short-term, long-term goals (including education & job)

Parents' needs and challenges include:

- Dysfunctional families; poor family relationships
 - Ineffective communication
 - Substance use
 - Lack of educational support
 - Lack of understanding of gangs
 - Negative peer subculture
 - Lack of understanding of justice system
 - RISE is designed to link youth and their families to services that target and address the specific needs of the participant and their family through intensive case management.
- The goals of RISE include:

1) Linking post-dispositional youth on community release (CRP) and electronic monitoring (EMP), and youth under Deferred Entry of Judgment (DEJ) and general Probation supervision, and their families to services that target and address the specific needs of the youth and his/her family through intensive case management services.

2) Assisting post-dispositional youth on CRP and EMP to increase healthy behaviors; and

3) Providing post-dispositional youth with opportunities to gain recognition and self-esteem through positive actions.

Probation requires RISE providers to connect youth, ages 11 to 21, and their families to services as outlined in their Individual Service Plan (ISP) and provide guidance and direction so youth may successfully fulfill court mandates and achieve ISP goals. Activities such as one-to-one coaching, case management, home visits, school visits, parent visits, probation advisory conferences and field trips are part of the strategy of services to strengthen youths' developmental assets and increase their academic achievement. Program staff provide advocacy services on behalf of their youth clients, and coordinate community service hours, to provide youth with every opportunity to positively impact their community with healthy contributions.

Program Name: Multi-Agency Assessment Center (MAAC)

Evidence Upon Which It Is Based:

The Multi-Agency Assessment Center works with youth through assessment, case management, and skill-specific group workshops. Two effective practices in working with youth are also recommended in the Huskey & Associates Continuum of Services report: (1) working with youth in groups; and (2) implementing cognitive behavioral and social learning models.

Working with Youth in Groups

“There is an emerging trend within probation departments across the country to deliver some probation services in groups and to collaborate with community-based organizations to conduct this intervention.” The report describes the benefits of working with youth in groups, including reaching more youth at one time.

Research indicates that working with youth in groups is also effective since service providers have an opportunity to use the biggest influence on youth - other youth. Research on youth

dynamics and pro-social behaviors indicate that working with youth in groups is beneficial for the following reasons:

- Youth do not need to feel alone in their experience.
- Youth develop a sense of belonging to a prosocial entity.
- The group setting is a practice field and increases pro-social experiences; and
- Youth can identify and build on strengths.

Cognitive Behavioral Interventions

Programs designed to address juvenile delinquency in Santa Clara County have gradually been moving towards incorporating cognitive behavioral change features. The Continuum of Services report explains “Cognitive behavioral interventions assist youth to change the way they think by providing facts to alter distorted values and thinking patterns and by teaching them skills that result in positive behavioral change.”

Dr. Edward Latessa's research, indicates that treatment and services should be behavioral in nature. Programs seeking to reduce recidivism in juvenile offenders should use empirically valid behavior/social learning and cognitive behavioral services specific to risk level. Interventions for offenders need to provide “...structured social learning programs where new skills are taught, and behavior and attitudes are reinforced. Cognitive behavioral programs target attitudes, values, peers, etc. Family-based interventions should train families on appropriate behavioral techniques.”

Youth are matched with workshops and one-on-one counseling/support that matches their identified needs.

Description:

The Multi-Agency Assessment Center (MAAC) provides comprehensive assessments for youth admitted and detained in Juvenile Hall longer than 72 hours. Youth receive mental health, educational, and medical screening assessments. The assessment information is used to develop individual case plans for each youth. The assessment results help to inform and assist staff in identifying the appropriate support services for youth while in custody. Contracted community-based organizations provide cognitive-based workshops using curriculums to address their areas of expertise, as well as critical thinking/decision making, communication skills, anti-criminal thinking, and prosocial activities. They also provide one-on-one counseling in the units of Juvenile Hall and make every effort to connect with the youth so that when the youth return to his/her family and community, they can continue providing services.

Youth Risk Factors

Youth served by MAAC enter the program with an array of needs and challenges, including:

- Limited critical thinking/decision making skills
- Limited communication skills
- Family issues/dysfunction
- History of domestic violence/family violence (including dating violence)
- Substance abuse/use issues
- Gang affiliation/entrenchment
- Criminal thinking and attitudes
- Difficulty resolving conflicts in a non-violent manner

- Limited understanding about legal consequences of actions
- Lack of prosocial activities

Youth who are to be detained for longer than 72 hours are referred to the Assessment Center for a mental health assessment (conducted by Behavioral Health Services Department) and a risk/classification assessment that occur during the intake process. Educational testing (Conducted by County office of Education) takes place within the first 72 hours of a youth's admission, as does the medical screening. Drug and alcohol-related referrals takes place within the first week.

Each community-based provider rotates through the units to perform group workshops and one-on-one counseling based on referrals from staff or other providers. Group workshop services include substance abuse/relapse prevention, life skills and communication development, conflict resolution, anti-criminal thinking patterns, gang intervention, parenting/family skills, family/domestic violence education, and character building. A new addition to MAAC was prosocial activities such as art therapy, yoga, meditation, breathing and coping skills.

Program Name: Mentoring Services & Pro-social Activities

Evidence Upon Which It Is Based

The Court Appointed Friend and Advocate (CAFA) Mentoring Program incorporates evidence-based and evidence-informed practices shown to reduce youth violence. One sourcebook published by the Center of Disease Control names mentoring (such as CAFA) as an effective strategy for preventing youth violence. “Social-cognitive interventions incorporate didactic teaching, modeling, and role-playing to enhance positive social interactions, teach nonviolent methods for resolving conflict, and establish or strengthen nonviolent beliefs in young people” and “the presence of a positive adult role model to supervise and guide a child's behavior is a key protective factor against violence.” All of FLY's staff practitioners are trained to work with high-risk youth under the following Evidence-Informed frameworks: 1) Cognitive-Behavioral-Based Therapy (CBT) - CBT allows youth to make more positive choices by creating a new neural pathway (memory) to develop alternative ways of thinking about old behaviors. 2) Motivational Enhancement Therapy, Motivational Interviewing (MET/MI) - MI is a collaborative conversation to strengthen a person's own motivation for and commitment to change. (www.motivationalinterviewing.org - Miller and Rollnick); (www.nacbt.org); 3) Developmental Assets (DA)/Sparks - Dr. Peter Benson at the Search Institute developed the theories of DA and Sparks. Research shows a high correlation between increases in internal and external Developmental Assets and decreases in risky behaviors (www.search-institute.org); 4) Growth Mindset - The concept and practice of the “Growth Mindset” developed by Dr. Carol Dweck is centered on the belief that one that can change with enough effort and the right strategy. (www.mindsetonline.com) and 5) Social Emotional Learning (SEL) - a process through which children and adults acquire and effectively apply the knowledge, attitudes, and skills necessary to understand and manage emotions, set and achieve positive goals, feel and show empathy for others, establish and maintain positive relationships, and make responsible decisions. FLY staff also receive training in gang awareness. FLY's Mentor Program specifically uses the Critical Time Intervention (CTI) model for supporting mentor-mentee matches and administers trainings specific on CTI (www.criticaltime.org) and is based on Elements of Effective Practice for Mentoring.

Research show that prosocial activities focus on the healthy development and engagement of young people. Research on adolescent development, resiliency, education, and prevention all help to corroborate a youth development approach. This research focuses on the nature of development, but also on youth problems and on programs that help youth get involved and make a difference. When researchers and practitioners ask what motivates young people to become engaged, build their capacity and link with opportunities for real community impact, the answers are the same basic list of essential youth development inputs. Quality relationships with adults are critical. High-quality instruction blended with opportunities to test new skills in real-life situations are critical. Role models and networks are critical. (Irby, Ferber and Pittman, 2001; Tolman and Pittman, 2001).

Description

The CAFA program is an enhanced mentoring program created in collaboration between Superior Court, Probation, and community-based organization Fresh Lifelines for Youth (FLY). Originally, the CAFA program began with the goal of improving the performance of African American Youth on Deferred Entry of Judgement (DEJ), FLY mentors are appointed by a judge in the juvenile justice system to provide mentoring as well as court advocacy (e.g., submitting court reports, attending juvenile court proceedings, and addressing the court on behalf of the youth. CAFA's success with African American youth expanded to Latino youth, then all youth on probation.

The goal of the mentoring services is to provide rich and diverse mentoring programs for youth at-risk and/or engaged in the juvenile justice system. Mentoring provides young people with a positive, caring adult role model who is someone who cares about them, assures them they are not alone in dealing with day-to-day challenges, and makes them feel like they matter. Research confirms that quality mentoring relationships have powerful positive effects on young people in a variety of personal, academic, and professional situations. Ultimately, mentoring connects a young person to personal growth and development, and social and economic opportunity. There will be three levels of service available to youth throughout the continuum of mentoring services: Prevention/Early Intervention Services, Intervention, and Intensive Intervention.

Prosocial Activities

The Probation Department's Violence Reduction Program provides services to youth in the community to reduce gang-related violence and provide youth with access to pro-social activities. One of the key priorities of the Violence Reduction Program is to ensure youth have constructive prosocial activities to occupy their free time. Prosocial activities are those that direct a youth's energy and time toward building positive life, social, and interpersonal skills that allow them to thrive in their schools and communities. Additionally, the mentoring services offer youth the opportunity to make a long-term, positive connection with an adult role model. It is intended to help youth improve their ability to redirect their energy and time towards positive activities that will help them develop prosocial skills to thrive in their schools and communities. Prosocial Activities include:

Case management and opportunities to develop positive attitudes, behaviors, and life skills by engaging them in prosocial activities in their community.

- Theater, Dance, Music or Arts (photography, painting, sculpture, etc.);
- Team sports and individual sports (e.g., swimming, gymnastics, martial arts);
- Social/community activism.

- School-based sports, clubs and other after school programs.
- Special interest activities (e.g., robotics, astronomy, science, fashion, beauty, culturally based clubs/activities, etc.).
- Digital literacy media class for youth.

Program Name: Reentry Services Unit

Description:

Reentry services is a highly structured, six-month, interagency, community-based program designed to assist youth in preparing for a smooth transition back into their families and communities. The three primary program goals are to:

- 1) Reintegrate youth into pro-social community life through independent living, foster homes, or home family reunification;
- 2) Eliminate delinquency and self-defeating behaviors; and
- 3) Promote prosocial self-sufficiency through healthy behaviors in employment, school, social activities, etc. Multi-disciplinary professionals provide a range of services and create a transition plan before youth are released.

Reentry Youth Risk Factors

Reentry youth's successful transition from institutions back into their homes, schools and communities depend on the following:

- Connection with prosocial activities & peers (gang avoidance)
- Connection to a positive role-model
- Critical thinking and/or decision-making support
- Behavioral health (mental health/ psychiatric support and avoiding substance use)
- Educational/vocational support (reducing truancy)
- Family support (reducing absconding/run-away behavior)
- Housing support
- Probation compliance

This program is co-funded by Youthful Offender Block Grant.

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

A. Strategy for Non-707(b) Offenders

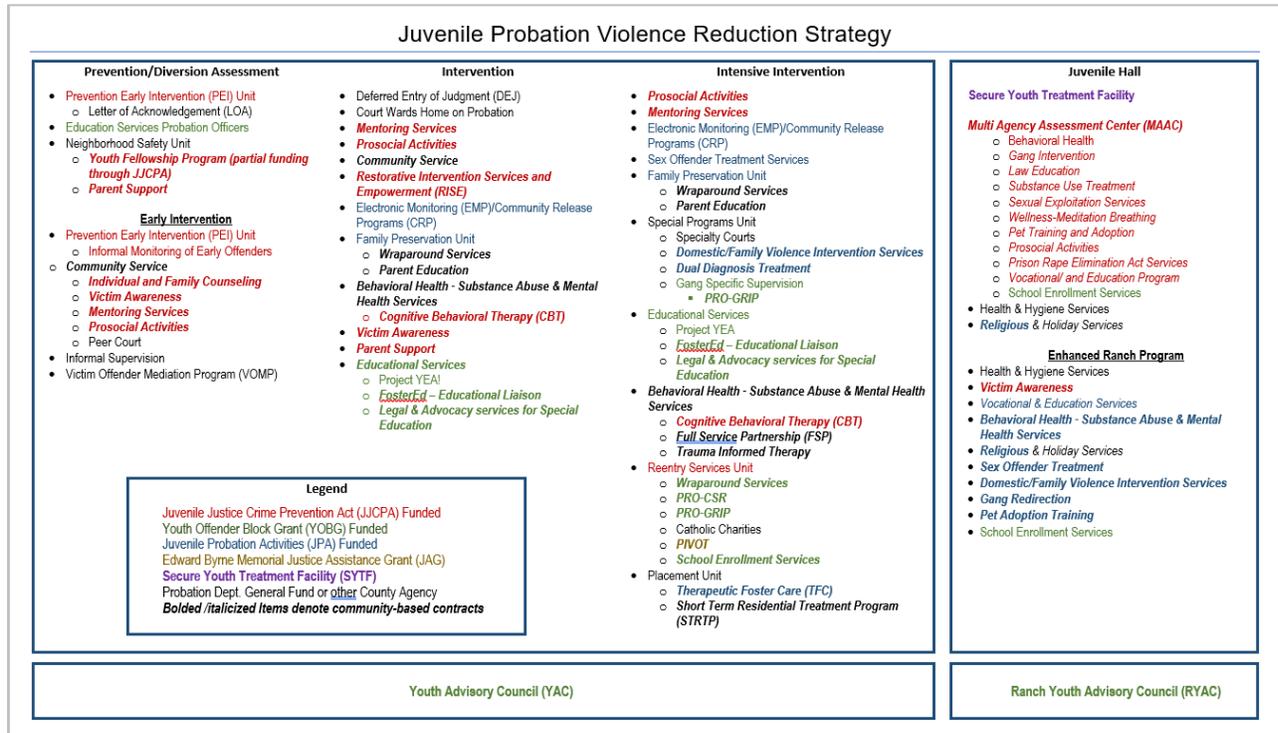
Describe your county's overall strategy for dealing with non-707(b) youthful offenders who are not eligible for commitment to the Division of Juvenile Justice. Explain how this Plan relates to or supports that strategy.

Various community and government agencies have worked in partnership to develop and implement JJCPA-YOBG programs. In FY 2014, Probation expanded the Violence Reduction Program to implement a broader community safety strategy that integrated the Department's Prevention and Early Intervention Program, Responsive Intervention Services and Empowerment (RISE), and Reentry/Aftercare Program into the Violence Reduction Program.

On April 21, 2015, the Board of Supervisors approved the FY 2016 JJCPA plan with two programs, the Violence Reduction Program, and the Multi-Agency Assessment Center (MAAC). In FY 2020, the Department increased focus on the educational attainment of probation youth, FY21 and FY22, due to the legislative changes and the Department of Justice (DJJ) closures programming aspects were incorporated into the plan including expanding the age to 25.

Community Safety Strategy

The Probation Department utilizes a community safety strategy that spans the spectrum of services from prevention through custodial care.



JJCPA-YOBG funds will be utilized to continue implementation of the Office of Juvenile Justice and Delinquency Prevention (OJJDP) Comprehensive Gang Model as the Violence Reduction Program to serve youth in the community, while MAAC will continue to provide services to youth in custody.

Every year, the Juvenile Justice Systems Collaborative (JJSC) through its two workgroups develop yearly workplans. The plans are the priorities for the year, system partners focus their efforts to address priorities set forth by 30 collaborative members with input of various stakeholders, community partners, and youth. A consultant supports the subcommittees with data analysis, technical assistance, evaluation results and address key decision points through a race, equity lens.

Violence Reduction Program

FY 2023 will be the 11th year of the Violence Reduction Program (VRP). The VRP provides services in the community and addresses prevention, early intervention, intervention, and intensive intervention in the spectrum of the community safety strategy. The VRP is based on

the OJJDP Comprehensive Gang Model which includes five core components. The following table lists the five strategies and a description of each one:

CORE STRATEGY and 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.

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.

The spectrum of the community safety strategy begins with Prevention which includes services to prevent entry into the juvenile justice system and/or further penetration into the juvenile justice system. This includes healthy teen relationship workshops in the community and at schools as well as victim awareness and advocacy services and the provision of prosocial and community building activities and to ensure youth are engaged in constructive activities. Early Intervention includes informal monitoring of early offenders, cognitive behavioral treatment, prosocial activities, and mentoring. Intervention services will serve youth who are wards of the court or on Deferred Entry of Judgment and who are at home on probation. This will include electronic monitoring of youth when increased accountability is indicated, case management, mentoring, vocational and educational services, parent support and more. Intensive Supervision is warranted for youth on formal probation with a higher level of need than youth receiving services in Intervention. Intensive intervention supported by the JJCPA/YOBG includes reentry wraparound, educational services, and gang resistance and intervention services. The Violence Reduction Program along with the department's strategic plan covers the spectrum of youth who touch the justice system.

B. Regional Agreements

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

The County of Santa Clara promotes interagency partnerships strongly reflected in the reporting structure to the County Executive and the Board of Supervisors. The Probation Department has internal and external committees that guide the department and collaborate on system improvements. TriWest Group, a technical assistance contractor, provides independent guidance to the Juvenile Justice System Collaborative and the various sub-committees. TriWest Group provides data analysis with a racial and equity lens that focus the sub-committees work with a work plan; they also provide sub-committee assistance and information on jurisdictional trends. Outside of the Juvenile Justice System Collaborative, there are internal committees, composed of Probation staff that look at evidence-based practices (EBP) to address various issues identified by the Probation Department's strategic plan. The EBP groups

priorities are modified annually to align with the mission to improve systems, workflow, and services to Santa Clara County Probation clients.

In addition to including staff and system partners, there are several collaboratives throughout the County, City and community liaisons that work in concert to provide enhanced services to youth and their families. Such as, the SJ Mayor's Gang Prevention Task Force, which was established in 1991, and is a broad coalition made up of: residents; city, county, state government leaders, school officials; community, faith-based organizations, and local law enforcement. The Task Force brings these diverse stakeholders together and leverages each group's expertise as part of a coordinated, interagency effort to curb gang-related activity in San Jose.

The Task Force's work is guided by a comprehensive strategic workplan and encompasses a continuum of prevention, intervention, suppression, and rehabilitation services. The strategic workplan complements the Probation Department's Violence Reduction Strategy.

The Mayor's Gang Prevention Task Force has been recognized as a national model and is one of six cities that were chosen to participate in the National Forum on Youth Violence Prevention that was established by President Obama in 2010. Similar task forces exist in North County (Mountain View) and South County (Gilroy, Morgan Hill, and San Martin).

The main regional agreements and oversight for YOBG include the Juvenile Justice System Collaborative. The JJSC 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 JJSC works with other juvenile justice bodies to maximize resource efficiency and avoid duplication of efforts. The JJSC addresses the issue of race and equity disparities in the juvenile justice system through constant examination of decision points through a race equity lens. The JJSC is committed to upholding racial equity and combating racism in all its forms throughout the youth justice system. This body is made up of 30 system stakeholders, including county, city, schools, law enforcement agencies that look at Santa Clara County's regional plan to problem solve and jointly address issues.

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

Program Name: Educational Services

Nature of Coordination with JJCPA

Educational Services are provided to the spectrum of youth referred to the Juvenile Probation Department. Youth referred to the Probation Department may be receiving services including prevention, diversion, intervention, intensive intervention, supervision, and custodial care. Education Services are an integral and integrated aspect of the overall Violence Prevention Reduction Strategy and are interconnected with other JJCPA funded programs.

Educational Services are initiated via a referral from a Deputy Probation Officer. The referral is reviewed by the Supervising Probation Officer who determines the appropriate level of support. There are three programs to which a referral can be assigned: Project YEA!, Legal Advocates for Children and Youth (LACY), Justice Ed. or a combination thereof. Project YEA! is a cross-system collaborative student support focusing specifically upon the Special Education assessment and needs of students. LACY's primary focus is legal consultation, support, and representation to obtain and ensure appropriate educational services for students. 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.

Deputy Probation Officers assigned to Educational Services support students, families, and school officials by serving as a liaison. They also focus upon establishing, developing, and fostering relationships with youth, school staff, districts, and education experts. 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.

Included in our educational continuum are vocational/educational services. Many of our education partners and contracted community-based organizations support and provide vocational/educational services as part of their student support strategy. Vocational and Educational Services include enrollment stabilization, school enrollment support, school attendance and engagement support, tutoring services, assistance with obtaining a high school diploma or equivalency, and/or college enrollment for older youth.

Vocational/Educational services provide vocational training and career education programs which provide student support opportunities including job search and placement assistance. To provide additional opportunities for student success, services for the removal of visible tattoos are also offered. Transitional aged youth (ages 16-24) seeking to continue their education can be connected to the Opportunity Youth Academy through the Santa Clara County Office of Education. The Opportunity Youth Academy (OYA) provides students with a blended program of teacher-directed instruction and online credit accrual and recovery options. Students enrolled in OYA can have a personally tailored educational pathway to their high school diploma and a path to postgraduation college or career.

Program Name: Wraparound Services: Reentry Services

Nature of Coordination with JJCPA

The Probation Department has made an intentional effort to serve youth in their homes and reduce the use of residential and foster care placements, in county, out of county, and out of state. This targeted effort focused on intensive services for youth and their families utilizing the Wraparound service delivery model. This service model uses targeted funding (combined with Early Periodic Screening, Diagnosis, and Treatment (EPSDT) funding) to create an interagency team comprised of Probation Officers and community-based professionals to provide intensive family driven services. These services aim to keep youth at home with their families, rather than in group homes or other custodial settings. The interagency teams provide intensive case management/treatment utilizing field-based behavioral health services, substance abuse, counseling family support services, and probation supervision strategies to improve family and youth outcomes.

The Wraparound Service Delivery Model remains the primary intervention strategy for the Probation Department and is the mandated statewide intervention model for probation in the Title IV-E Family First Prevention Services Act, formerly known as the Well-Being Project. The County of Santa Clara provides wraparound services to the following target populations: (1) pre-adjudicated youth who are assessed as high need and moderate to high risk of escalating within the juvenile justice system; (2) 602 Welfare and Institutions Code (602 WIC) adjudicated wards of the court who are assessed as moderate to high risk to re-offend and are at imminent risk of removal to out of home care; and (3) 602 WIC adjudicated wards of the court who are within 60

days of graduating from the James Ranch Program, and are returning to reside with their parent/guardian/caregiver on a program of aftercare (i.e., Ranch Re-Entry youth).

The Title IV-E Family First Prevention Services Act (FFPSA), allows child welfare and probation to utilize Federal foster care funds for children and families not otherwise eligible to receive Title IV-E support and provides funding for specified services not traditionally covered under Title IV-E guidelines.

Efforts to keep youth at home safely and out of foster care placement include:

- Pre-Adjudicated/Competency Development: Pre-Adjudicated youth who are high risk, high need, low criminality, or pending competency proceedings.
- Placement alternative: Adjudicated youth with Court Orders for wraparound services while living at home instead of being placed in foster care placement or institutional care.
- Step-down from foster care: Youth returning home from out-of-home placement with wraparound services.

Probation Officers in partnership with ranch staff and community-based organization collaborate to connect youth with school enrollment, vocational or higher education enrollment and training.

Program Name: Gang Specific Supervision RISE (Responsive Intervention Services and Empowerment)

Nature of Coordination with JJCPA

Gang specific supervision and the Responsive Intervention Services and Empowerment Program (RISE), formerly known as Pro-Grip. The RISE program resides within the Intensive Intervention area of the Violence Reduction Strategy. It has eight categories of services: Pro-Social activities, Mentoring, Electronic Monitoring and Community Release, Sex Behavioral Therapy, Family Preservation Unit; Special Programs, Behavioral Health-Substance Abuse and Mental Health Services, Reentry Services Unit, and the Placement Unit. RISE is a one stop shop; they broker services based on the needs of gang impacted youth to help them succeed.

RISE institutes a collaborative effort to provide intensive case management services, with integrated vocational and educational services, counseling, and support services to eligible, gang-involved youthful offenders throughout Santa Clara County. The objective of the intensive case management system is to make youth cognizant of their behavior, hold them responsible for their actions, and provide them with opportunities to develop prosocial competency skills, empathy, and resiliency through family, school, and community involvement.

All youth receive intensive case management services, which may include mental health services. Youth also receive additional counseling and support services, as identified in their Transformational Care Plan (TCP) to address the individualized needs of youth. The TCP will incorporate a range of both behaviors and attitudes that will be addressed and changed through the course of the program services.

RISE includes all genders, high risk youth in gang lifestyle; or youth who have recently been released from the State Division of Juvenile Justice (DJJ) facilities ages from 12 to 25 years old. The program is approximately eight to ten months. Intensive case management, counseling, and support services help youth to be cognizant of behavior and responsible for their actions. RISE provides opportunities for youth to develop prosocial competency skills, empathy and resiliency through family, school and community involvement.

Intensive Case Management involves assessment of the youths' risk and needs, in collaboration with the probation officer to create an individualized service plan which includes:

- Crisis Support
- Independent living skills
- School Support
- Support for family environment
- Connecting youth to prosocial activities
- Weekly meeting with youth to evaluate progress
- Job search training and assistance

The case management includes Cognitive Behavioral Treatment (CBT) and Trauma-Focused CBT curriculum that address gang entrenchment, anti-social thinking, including a multi-generational gang component for youth presenting behaviors by providing individual/group counseling and parenting services.

Providers integrate Mental Health and Substance Abuse Treatment services to youth to reduce high-risk behaviors, increase resiliency factors, developmental assets, and replacing delinquency and self-defeating behaviors. Medication support is also provided.

Providers also identify and provide prosocial activities that connect and engage youth with opportunities to participate in athletic and/or community activities, where there are currently barriers to access and engagement, and ultimately to learn prosocial attitude and life skills by being actively involved in their community.

Vocational and Educational Services include school enrollment, school stabilization, attendance, and tutoring services for younger youth; assistance obtaining high school diploma and college enrollment for older youth. The priority is to enroll youth in their home school, however if that is not possible then obtaining their General Educational Development (GED), enrollment into vocational training programs, or assistance with job search and placement. Removal of visible tattoos is also provided.

Some clients may require more intensive case management services than others to be successful in the program. Some clients may only need one type of service, while others may need a combination of services. Services may be provided internally or achieved through collaboration with other agencies.

Program Name: Probation Continuum of Services to Reentry (Pro-CSR)

Nature of Coordination with JJCPA

Pro-CSR is under the Intervention Services area as part of the Violence Reduction Program. This Reentry Program helps youth in long-term incarceration build social-emotional learning skills and connections in the community, such that they can successfully transition back into the community and remain free from the justice system.

The average length of the program is six to nine months and provides services to youth between 13 and 25 years of age. The population will be comprised of moderate or high-risk youth who are under the supervision of Probation, youth exiting Juvenile Rehabilitation Facilities, or youth exiting from Foster Care Placement. The youth will be exposed to four program components:

- Case management and coaching,
- Prosocial events & civic engagement
- System and community collaboration
- Mental health services

Pro-CSR provides intensive case management (ICM) with integrated vocational, educational, counseling and support services. Utilizing Evidence-Informed frameworks to provide a Cognitive Based Therapy program that assists probation youth to become cognitively aware of their decision-making process, learning prosocial decision-making steps, and becoming self-sufficient and positive contributors to our community.

Providing prosocial activity opportunities, with the goal to engage at-risk youth who often struggle with barriers that limit their access to, and participation in, positive community activities. Its intent is to help youth improve their ability to redirect their energy and time towards positive activities, that will help them develop prosocial skills and to thrive in their schools and communities. Services include, but are not limited the following:

- Theater, Dance, Music or Arts (photography, painting, sculpture, etc.);
- Team sports and individual sports (e.g., swimming, gymnastics, martial arts);
- General fitness (yoga, running, biking)
- Social/community activism.
- School-based sports, clubs and other after school programs.
- Special interest activities (e.g., robotics, astronomy, science, fashion, beauty, culturally based clubs/activities, etc.).

Building partnerships with school counselors to provide vocational and educational services to enhance 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.

Using a Transition Care Plan providers will work closely with the youth and their families to have a plan on how to gradually become disengaged with services, but still be informed of where to find resources after Pro-CSR ends. Using a Critical Time Intervention (CTI) model the TCP plan will include a transition of step-down services providing a seamless continuum of care.

Positive behavioral and mental health allows the youth to work more productively, cope better with everyday stress, and maintain a positive outlook. Pro-CSR has comprehensive behavior health services utilizing evidence-based models to build assessments, arrangement for medication evaluation, outpatient treatment services, and intervention will be provided in an individual, group or family setting.

Juvenile Probation Violence Reduction Strategy

Prevention/Diversion Assessment

- **Prevention Early Intervention (PEI) Unit**
 - Letter of Acknowledgement (LOA)
- Education Services Probation Officers
- Neighborhood Safety Unit
 - **Youth Fellowship Program (partial funding through JJCPA)**
 - **Parent Support**

Early Intervention

- **Prevention Early Intervention (PEI) Unit**
 - Informal Monitoring of Early Offenders
- **Community Service**
 - **Individual and Family Counseling**
 - **Victim Awareness**
 - **Mentoring Services**
 - **Prosocial Activities**
 - Peer Court
- Informal Supervision
- Victim Offender Mediation Program (VOMP)

Intervention

- Deferred Entry of Judgment (DEJ)
- Court Wards Home on Probation
- **Mentoring Services**
- **Prosocial Activities**
- **Community Service**
- **Restorative Intervention Services and Empowerment (RISE)**
- Electronic Monitoring (EMP)/Community Release Programs (CRP)
- Family Preservation Unit
 - **Wraparound Services**
 - **Parent Education**
- **Behavioral Health - Substance Abuse & Mental Health Services**
 - **Cognitive Behavioral Therapy (CBT)**
- **Victim Awareness**
- **Parent Support**
- **Educational Services**
 - Project YEA!
 - **FosterEd – Educational Liaison**
 - **Legal & Advocacy services for Special Education**

Intensive Intervention

- **Prosocial Activities**
- **Mentoring Services**
- Electronic Monitoring (EMP)/Community Release Programs (CRP)
- Sex Offender Treatment Services
- Family Preservation Unit
 - **Wraparound Services**
 - **Parent Education**
- Special Programs Unit
 - Specialty Courts
 - **Domestic/Family Violence Intervention Services**
 - **Dual Diagnosis Treatment**
 - Gang Specific Supervision
 - **PRO-GRIP**
- Educational Services
 - Project YEA
 - **FosterEd – Educational Liaison**
 - **Legal & Advocacy services for Special Education**
- **Behavioral Health - Substance Abuse & Mental Health Services**
 - **Cognitive Behavioral Therapy (CBT)**
 - **Full-Service Partnership (FSP)**
 - **Trauma Informed Therapy**
- **Reentry Services Unit**
 - **Wraparound Services**
 - **PRO-CSR**
 - **PRO-GRIP**
 - Catholic Charities
 - **PIVOT**
 - **School Enrollment Services**
- Placement Unit
 - **Therapeutic Foster Care (TFC)**
 - **Short Term Residential Treatment Program (STRTP)**

Juvenile Hall

Secure Youth Treatment Facility

- **Multi Agency Assessment Center (MAAC)**
 - Behavioral Health
 - **Gang Intervention**
 - Law Education
 - **Substance Use Treatment**
 - **Sexual Exploitation Services**
 - **Wellness-Meditation Breathing**
 - **Pet Training and Adoption**
 - **Prosocial Activities**
 - **Prison Rape Elimination Act Services**
 - **Vocational/ and Education Program**
 - **School Enrollment Services**
- Health & Hygiene Services
- **Religious & Holiday Services**

Enhanced Ranch Program

- Health & Hygiene Services
- **Victim Awareness**
- **Vocational & Education Services**
- **Behavioral Health - Substance Abuse & Mental Health Services**
- **Religious & Holiday Services**
- **Sex Offender Treatment**
- **Domestic/Family Violence Intervention Services**
- **Gang Redirection**
- **Pet Adoption Training**
- **School Enrollment Services**

Legend

- Juvenile Justice Crime Prevention Act (JJCPA) Funded
- Youth Offender Block Grant (YOBG) Funded
- Juvenile Probation Activities (JPA) Funded
- Edward Byrne Memorial Justice Assistance Grant (JAG)
- Secure Youth Treatment Facility (SYTF)**
- Probation Dept. General Fund or other County Agency
- Bolded /italicized Items denote community-based contracts**

Youth Advisory Council (YAC)

Ranch Youth Advisory Council (RYAC)