

# (2024-2025) Annual Plan

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## Instructions:

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

Please submit your most up-to-date consolidated plan. The following is a standardized template for a consolidated county plan. If you find it helpful to use this template, please do so. Each field must be completed before submitting your plan to the BSCC. If you have nothing to report for a field, please indicate 'N/A'. At the end of the template please press the 'Submit' button to be recorded with the BSCC. Your work will be saved each time you log in, if you need to make any edits.

Your Submission will be posted, as submitted, to the BSCC website.eric.olson@marincounty.gov

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

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

## Juvenile Justice Plan

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

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

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

The Marin County Probation Department focuses on the three key areas of accountability, treatment, and opportunity when addressing the needs of at-risk juveniles, juvenile offenders, and their families. This section below focuses on services that provide needed treatment and opportunities to “at-risk” youth. For this report, Marin County identifies youth as “high-risk” when they present a set of circumstances indicating a higher likelihood of becoming involved in the juvenile justice system. Such cases at an individual level could include issues such as impulse control, mental health, drug and alcohol abuse or dependency, learning disabilities, and experiences of trauma.

The group of juvenile offenders under probation supervision is distinct in some cases from the group of youth who are determined to be solely “at-risk” of involvement with the criminal justice system and require different services at times. Below is a description of the services utilized in the “juvenile offender” and “at-risk” populations served by Marin County Probation. The description under each program will help clarify who is served by each program.

#### **Collaboration with the Multicultural Center of Marin (MCM)**

As a result of its work to examine the causes of ethnic disparities in the juvenile justice system, the Probation Department initiated a relationship with the Multicultural Center of Marin in 2012. MCM is a long-standing service provider in one of the communities most impacted by ethnic disparities in juvenile justice issues, which is the 94901 zip code of San Rafael. Staff from this agency work with the Probation Department to support youth and families on probation or at risk of involvement with the juvenile justice system. Marin County Probation funds the MCM programs described below:

**Partners for Success:** A program that connects youth on probation and at risk of deep involvement with the juvenile justice system with mentors from their community. This program serves the intervention population, comprised of youth currently under some form of probation supervision and youth served by a probation-funded prevention early/intervention program. Youth are served in separate groups to acknowledge the differences in developmental maturity, risk level, and sophistication.

**Presente:** A semester-long leadership development program in which youth can explore vocational, academic, and cultural activities while receiving a stipend for their participation. Youth involved in this program have been previously served in Partners for Success and may or

may not be on probation. Presente serves as a transitional/aftercare program for those youth who have made changes during their time on supervised probation. We expanded this program in FY 22-23 to allow for more civic engagement, pro-social activities, leadership development, tutoring/academic support, and case management.

#### Family Spring Mindfulness-Based Substance Abuse Treatment

In April 2023, Probation initiated a pilot substance use treatment group in collaboration with Family Spring. There has been a dearth of available services in Marin County for youth struggling with substance use and other co-occurring issues. Substance use and abuse are common to almost every youth involved with Probation, and it has been a struggle to adequately supervise and intervene with youth who cannot cease their use of drugs and alcohol. Family Spring is currently delivering a group in the Juvenile Hall and providing individual sessions to youth in the community. We intend to expand this service to a year-round group in FY 24-25. The Youthful Offender Block Grant funds Family Spring.

#### Parent Project, Changing Destructive Adolescent Behavior

Probation staff members, both probation officers and mental health staff, are trained to deliver this curriculum. Groups are offered in both English and Spanish (separate groups). The Parent Project was created to meet the needs of parents with strong-willed or out-of-control youth. The curriculum is unique in that it focuses on the most destructive of youth behaviors, which are typical to youth on probation or involved in the Juvenile Justice System. Probation has delivered four curriculum sessions thus far and is planning the next for the Summer of 2024.

#### Opening the World Counseling Services

Marin County, as a community, has struggled to meet the therapeutic needs of youth in the system because of the lack of available services in the community. Opening the World is a local Community-Based Organization that Probation contracts with to provide Cognitive Behavioral Therapy groups and counseling support to youth in the Juvenile Justice System. OTW provides 3 CBT groups per year and individual and family therapy for youth on Marin County Juvenile Probation. The CBT curriculum is from the National Curriculum & Training Institute in partnership with the American Probation and Parole Association (NCTI). The goal of these groups is to assist youth with improving decision-making skills. For youth that are not appropriate for the group setting based upon their specific needs, individual and family therapy is provided.

#### Seneca Marin Youth (MY) Home

Another product of Probation's efforts around addressing racial disparity in the juvenile justice system was the development of a local resource family home for youth who can no longer remain in their parent's homes due to concerns for their or the community's safety. Before the implementation of MY Home in 2016, the only option for a youth needing such a placement was

in a group home, usually many miles away and with minimal opportunity to engage with the youth's parents and family. Congregate care settings have notoriously poor outcomes, so the opportunity to offer a resource family home in Marin was considered significant.

The Probation Department has recently increased the capacity of local Resource Family beds to four. We utilize these homes, when appropriate, as a first option for those youth requiring out-of-home placement. Having this resource also allows youth who initially needed the services inherent to a Short-Term Residential Therapeutic Program (STRTP) an opportunity to step down earlier to their local support network. The Department supports the MY Home structure by providing a monthly stipend to each home to offset the high cost of living in Marin. Probation also provides funding to our CBO partner, Seneca, when a bed remains empty and they cannot draw down State and Federal revenue to support embedded services.

#### Youth Working for Change (YWFC)/Career Explorers

One of the several realizations from the Probation Department's efforts to analyze ethnic disparities in outcomes was the lack of opportunities available for many youth in the justice system. Sadly, we live in a society where the ability to land a job, do well in school, or excel in an activity is often the function of having a relationship with someone who provides the support or makes the connection. For many youth in the juvenile justice system, those people are few and far between; therefore, they do not receive as many opportunities as their peers. Youth Working for Change (YWFC) began in 2011 and is one example of several efforts to address this inequity by supporting youth interested in employment and developing job skills. A trained job developer works with youth, parents, and employers to help youth be employed, gain pay, experience, and references, and create more opportunities. Probation had to pause YWFC services due to the resignation of the Program Coordinator responsible for the program. Probation recently hired a new program coordinator in April 2024 and is happy to report that YWFC services will resume in July 2024.

Probation also collaborates with the County's Human Resources and other agencies to offer the summer Career Explorer Program, where youth who have traditionally experienced barriers to employment are given an opportunity to work within a county department, earn a paycheck, develop skills and networks, all while being supported by the job developer connected to YWFC with any challenges (transportation, appropriate work clothing, soft skills for work, etc.) they may face. The County of Marin is investing in creating actual year-round job classifications to provide realistic pathways to county employment for Career Explorer youth.

Both programs are open to any youth in Marin County, regardless of probation status, who has experienced barriers to gainful employment or has experienced any number of challenges, including parental incarceration, poverty, domestic violence, or placement in foster care.

#### Mental Health/Recovery Services

The Probation Department has a long history of providing treatment services for youth and

families. Marin County Behavioral Health and Recovery Services recently contracted with “Recover,” a telehealth option for youth in need of Substance Abuse Treatment. Youth assessed as requiring more intensive treatment can be served through inpatient programs, contracted with the County, and reimbursable by Drug Medi-Cal. This is a departure from prior years where a youth requiring inpatient treatment would be placed in treatment through the foster care system, which necessitated removal from the custody of the parent.

The Probation Department also offers individual and family counseling through Programs of Responsive Treatment and Linkages (PORTAL), which provides cognitive-behavioral treatment services. PORTAL is a Probation Department program that includes a Mental Health Unit Supervisor and a clinician who supports the mental health needs of youth in Juvenile Hall and the community. In addition, the Probation Department regularly collaborates with staff from the Children’s Services Unit of the County’s Behavioral Health and Recovery Services Division to support families through their Youth Empowerment Services (YES), which includes therapy, medication/psychiatric support, and case management.

#### Alcohol Justice

Alcohol Justice is a local organization with a nationwide impact that advocates for legislation and policy changes around the availability of and advertising used in the sale of alcohol to youth and disadvantaged communities. Alcohol Justice has a facility in the Canal/94901 neighborhood and provides education and programming. The Probation Department has partnered with Alcohol Justice to provide support for the following two programs:

Youth For Justice Summer Academy: An annual program that includes, on average, two dozen local youth who are positively engaged and developing their self-identification and “agency.”

Consejo: A local restorative justice program directed at Spanish-speaking families that is staffed primarily by bilingual community residents. Provides an alternative diversion option for youth referred to the Juvenile Division of the Probation Department.

#### Youth Transforming Justice (YTJ)

Youth Transforming Justice accepts referrals from Probation on youth who have been referred for misdemeanor offenses and are statutorily eligible for Diversion. YTJ operates on a peer-led Peer Solutions model based on restorative justice principles and trauma-informed practices. The goal of YTJ is to successfully address juvenile justice and school disciplinary issues in a collaborative rather than authoritative and punitive manner. This successful youth development approach focuses on youth taking responsibility for their poor choices, assigning peers to help them reflect on what led to the poor choice, and finding out more about their support systems, personal challenges, strengths, and needs. Together, youth work with a Peer Team of youth volunteers to build a restorative plan that helps the youth take responsibility, repair harm to the community and their relationships, and support better decision-making in the future.

## Marin's Community School (MCS)

Marin County Office of Education (MCOE) operates the County's continuation school for 7th–12th-grade students and serves primarily at-risk and justice-involved youth. MCS seeks to provide an educational experience that meets the needs of its students, and they do so through various approaches. MCS uses a “personalized learning” system to build on the interests and strengths of its students, employing internship opportunities to support the educational goals. The school also offers learning coaches and mentors, who are on-site daily and are often young adults from the same community where many students live, to help foster a connection between school staff and students. Finally, the school makes efforts to ensure it is trauma-informed and able to appropriately respond to the needs of its students in a manner that is supportive and nurturing rather than punitive and alienating.

## oReducing Barriers to Educational Success (RBES)

The Marin County Office of Education also operates the RBES program, which addresses the well-chronicled and indisputable connection between lack of success at school and delinquent behavior. Providing additional support to Probation youth to increase their likelihood of doing well at school was an easy decision to support. Staff employed in the Marin County Office of Education are assigned to assist youth and families in resolving issues related to a child's school placement after transitioning from Juvenile Hall or being placed by the Court in an out-of-home treatment program or Resource Family Home. Probation staff is assigned as part of the team addressing those youth transitioning from Juvenile Hall or out-of-home placement.

This assistance can take many forms, from resolving relatively simple barriers, such as completing enrollment and accessing records upon transition points, to the more challenging and nuanced, such as facilitating a social connection between the student and school staff.

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

The Marin County Probation Department Juvenile Services Director meets regularly with each of our partners, whether we provide direct funding to them or not. Regular contact is vital to ensuring that each contracted agency stays within the agreement's scope and provides reports on outcomes for the youth served.

Probation also participates in several county-wide initiatives to inform partners and the community about local resources, ensuring knowledge of what is available for underserved youth and families. One such group is the Resource, Opportunity, and Service Marketplace (ROSM). ROSM aims to create space for nonprofit and government agencies to network and build collaborative relationships by informing, educating, sharing, and promoting their agencies' resources, opportunities, and services that benefit Marin County's vulnerable and underserved communities. This process helps inform the community and local providers of who is providing what services to avoid service duplication.

Probation is a member of several mandated initiatives, including the AB 2083 Interagency Leadership Team, the Child Abuse Prevention Council, the CSEC Interagency Leadership Team, the Interagency Wraparound Committee, and regular Interagency Placement Committee Meetings, to name a few. Regular contact between Probation, Child and Family Services, and Children's Behavioral Health ensures the system works together where possible toward the best outcomes for Marin's youth. In Marin, these relationships are intact, and agencies work effectively together to develop programs, implement legislative mandates, and share resources where possible. This includes sharing Resource Family Home beds when appropriate and being flexible with slots in Marin's Wraparound program.

## **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.**

The majority of referrals to the Juvenile Division of Marin's Probation Department from FY 2021-22 through FY 2023-24 were for misdemeanor offenses. Felony referrals accounted for 20% of all referrals in 2021-22, 29% in FY 2022-23, and 32% in FY 2023-24. This is an increase since the years of the pandemic and can be tied to incidents involving youth from the Novato and San Rafael communities who have been engaging in violent acts based on their gang associations. These youth are younger, and most have had minimal prior probation or justice system involvement. Their "gang" associations are atypical from what we have seen in the past, which traditionally involved "Nortenos" or Northerners and "Surrenos" or Southerners who wore red and blue clothing, respectively. The youth who we are seeing recently appear to all fall under the same broad affiliation but are concentrating their groups based upon the neighborhood they reside in locally. There have been multiple acts of violence among these groups that are creating unsafe circumstances for the school system and local community. Probation is shifting our focus to specifically address the community of Novato, where the majority of this new youth population resides, as there are fewer services locally in the community of Novato. These adjustments include inviting Novato Unified School District to participate in our Juvenile Justice Coordinating Council and focusing on delivering services locally through JJCPA and YOBG funds. Probation recently delivered the Parent Project curriculum to Spanish-speaking parents at a Novato Unified School District Site. We plan to partner with NUSD over the summer months to provide services to youth during the months when it will be challenging to constructively occupy the free time they will have.

Over the last three years, probation violations have been trending slightly lower, indicative of probation officer staff working with youth to address technical violations without filing petitions to revoke in Court to address youth behavior. In FY 2023-24, VOPs accounted for 6% of youth referrals. For youth who have been placed on Probation for felony offenses in the last year, the most common felony offenses are violent in nature. These offenses include PC 245(a)(4), PC 243(d), PC 211, and PC 182. The most common offenses for youth placed on some level of probation (654.2 WIC, 725(a) WIC, 602 WIC) for misdemeanor offenses are PC 242, VC 23152, and PC 148(a)(1).

Over the last three years, most referrals to probation, 64%, have come from the Novato and San Rafael areas, with the city of Novato accounting for the majority, 33%, in FY 2023-24. Both areas have higher numbers of Hispanic youth, and youth of color are overrepresented in the number of youth that are referred to Probation. Hispanic youth account for approximately 50% of referrals over the last three years despite being about 25% of the population. African



American youth account for about 11% of all referrals during the same period despite being approximately 2.6% of the population.

The Marin County Office of Education operates Marin's Community School (MCS) in San Rafael and receives youth from across the county who have been referred via the School Attendance Review Board or expulsion processes. MCS has a higher at-risk youth population than other schools in Marin County. The JJCPA funding stream supports MCS for this reason and has proven to be a great partner to the Probation Department. Services at MCS are described in the section above.

## 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 goal of Marin County Probation is to reduce recidivism and improve the outcomes of youth. In coordination with community-based organizations and other stakeholders, Marin County will facilitate positive behavior change by offering a range of services that include:

- Evidence-based, cognitive-behavioral programming (PORTAL, Opening the World)
- Mental health and substance use treatment (PORTAL, Family Spring)
- Quality academic support (MCOE, RBES)
- Job training curriculum (YWFC)
- Holistic and restorative interventions (Youth Transforming Justice)
- Culturally appropriate services (MCM, Family Spring)

These services will be combined with efforts to ensure accountability for youth, respect, and restitution for victims, and safety for all.

To address the over-representation of youth of color in juvenile justice, Marin County's Juvenile Justice System shall also pursue opportunities tied to prevention/early intervention efforts in those communities most impacted by ethnic disparities.

Youth and families will be treated based on their individual needs and behaviors as assessed. They will not be discriminated against based on gender, race, ethnicity, sexual orientation, or gender identity. Marin County is committed to accomplishing all this while serving everyone in the community with dignity, respect, and compassion.

Marin's juvenile justice system will have a balanced set of services to respond to crime, including accountability, treatment, and opportunity. For several years now, Marin's Probation Department has prided itself in offering a range of responses to meet the needs of juvenile offenders.

Ensuring accountability is a core function of all probation departments. Marin accomplishes this primarily through supervised probation based on actuarial risk assessments and employing graduated sanctions when necessary and appropriate. The Department also offers a range of services to meet the treatment needs of youth and their families. However, what separates Marin County from most other jurisdictions is its commitment to fostering opportunities for youth in the system. Whether it be with supporting employment (Youth Working for Change/Career Explorers), education (Reducing Barriers to Education Success), or just pro-social relationships (mentoring through Partners for Success and internship opportunities with our partner agencies), Marin's juvenile justice system recognizes the need to help youth and families by creating pathways for success.

1) Increase the capacity of Marin County to provide intensive services for high-risk youth in the

community

The State has shifted the responsibility for managing youth they had traditionally handled to the local level. The clearest example of that was the passage of SB823 in 2020, which closed the Division of Juvenile Justice and its facilities, which had been used to house those youth charged with the most serious crimes. Among the many things this law amends in California's juvenile justice system, SB823 mandates that counties convene a committee of stakeholders to develop a plan for how violent youth offenders will be managed given this realignment of secure detention from the State to local jurisdictions.

However, there have been multiple other indications of this need to increase intensive local services for high-risk youth. Continuing Care Reform, which significantly reduced access to congregate care facilities, and the de-certification of out-of-state residential programs also reflect a trend toward youth needing to be managed locally. Unfortunately, after decades of being able to refer such youth to other services, local jurisdictions need to be well-positioned to manage this population now. Most California juvenile hall facilities were not designed or constructed with long-term commitments in mind. The lack of affordable housing options makes creating local residential facilities challenging for many jurisdictions. Marin Probation is fortunate to have had the MyHome model in place and the recent opportunity to expand to 4 total beds, providing immediate local placement options.

Marin Probation has entered into an MOU with two partner probation agencies to house youth in the event that youth require the services of a secure youth treatment facility. This will remove significant barriers as far as the distance a family would have to travel to see their youth and allow for more realistic reentry planning.

2)When resources allow, invest strategically in prevention programs

Probation has historically invested in prevention and early intervention efforts and has applied for and received grants to fund services for this population. Most recently, we implemented programming as a result of the BSCC's Youth Reinvestment Grant to create a school-based resource for youth. Unfortunately, that grant ended in 2022, and we have not created the capacity to seek further grant opportunities. We have consistently funded programming in the Marin City Area for the prevention/early intervention population. This is an area of Marin County that historically had higher levels of youth referrals and is predominantly represented by underrepresented minority families. Referrals from this area have decreased significantly in recent years due partly to the supportive programming funded by Youthful Offender Block Grant dollars. Marin County Probation also supports Youth Transforming Justice (YTJ), a local CBO that provides a peer-driven accountability process for youth referred from the school system and local law enforcement. YTJ also provides drug and alcohol education for parents and a harm reduction curriculum for youth as part of their programming.

3)Constantly monitor, and adjust when necessary, to ensure that culturally relevant, appropriate,

and effective services are being provided

Outcomes for youth of color in Marin's juvenile justice system appear to be improving, if only incrementally, over years past. Black and Hispanic youth are overrepresented in referrals to Marin's Juvenile Justice system. Over the last three years, Black youth accounted for 11% of referrals to probation while representing only 2.6 % of the total youth population. Hispanic youth accounted for 50% of all referrals over the last three years while accounting for 25% of the youth population. White youth, by comparison, comprise 60% of the total youth population in Marin County and account for only 31% of referrals to probation. Many factors contribute to the higher number of youth of color referred to probation. Many of these factors are not under our direct control due to the systemic nature of the issues driving this overrepresentation. Probation is responsible for ensuring that the services funded for youth on probation are relevant and effective for the youth referred to probation.

In FY 2023-24, 86% of all youth receiving probation supervision successfully completed probation. There appears to be a positive trend that 66% of those successful closures represent the youth of color. In FY 2022-23, 79% of all youth who received probation supervision completed probation successfully. Of those youth who were successful in completing probation, 55% represent youth of color. The challenging nature of this effort indicates a continuing need to ensure that sufficient funding is being dedicated to this population and that those efforts are relevant, appropriate, and effective. This year's plan intends to continue to address the need for substance use treatment services for youth, adequate resources for parents of youth in the juvenile justice system, and services for younger youth who are engaging in violent activity based upon their perceived gang affiliations. We will propose a new intervention to a subcommittee of the JJCC involving credible messengers, former inmates with lived experiences, who deliver a curriculum that assists youth in identifying and addressing traumatic events from their own lives and helps to connect their own traumatic experiences with their acting-out behaviors. Interventions of this kind are sorely needed, given what we are seeing locally, specifically in the community of Novato.

**D.Comprehensive Plan RevisionsDescribe how your Plan has been updated for this year.**

Marin County Probation intends to expand youth Substance Use Disorder (SUD) treatment so that we have at least three sessions of the 12-week SUD group facilitated by Family Spring to meet the needs of youth year-round.

As stated above, Marin County Probation will propose new programming from “Self Awareness and Recovery” (SAR). SAR’s program is “...designed to reduce recidivism and incarceration rates. The goal is to help ...offenders heal from the emotional wounds they experienced during their formative years. Through self-awareness, we seek to explore positive factors that lead to destructive lifestyles. Through recovery, we aim to teach healthy coping skills for the preservation of freedom and prosperity for those who serve.” Given that this has not yet been approved by the JJCC, we will not be including it as a funded program.

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

n/a

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

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

The Marin County Probation Department maintains its data in a proprietary system known as "Odyssey," which serves as a case management system capable of producing reports on both individual and aggregate levels. In addition, the Probation Department contracts with Noble to support the use of the PACT risk/needs assessment instrument. This system is integrated with Odyssey to improve the accuracy of the risk assessments produced in PACT. Finally, the Department utilizes the State's Child Welfare Services database for managing cases involving youth in foster care.

Regarding information sharing, the Probation Department ensures the confidentiality of all juvenile records. Aggregate information, with no identifying information, is frequently analyzed and shared as necessary with system stakeholders to assist in decision-making, presentations, and assessments of the effectiveness of services.

**B. Juvenile Justice Coordinating Councils**

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

yes

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

No vacancies exist.

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

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

Below are JJCPA funded programs reported by the county.

## **Program Name:**

Opening the World Counseling Services

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

Cognitive Behavioral Therapy Groups  
Individual and Family Counseling

## **Description:**

Opening the World is a local CBO that provides CBT therapy groups and counseling support to youth in the Juvenile Justice System. OTW provides 3 CBT groups per year and individual and family therapy for youth on Marin County Juvenile Probation. The CBT curriculum is from the National Curriculum & Training Institute (NCTI) in partnership with the American Probation and Parole Association. The goal of these groups is to assist youth with improving decision-making skills. Individual and family therapy is provided for youth who are not appropriate for the group setting based on their specific needs.

**Program Name:**

Youth Working for Change/Career Explorers

**Evidence Upon Which It is Based:**

Removing barriers to employment. Vocational skill development. Job acquisition and retention training.

**Description:**

One of the realizations from the Probation Department's efforts to analyze ethnic disparities in outcomes and the needs of youth stepping down from higher levels of care was the dearth of opportunities available for many youth in the system. Sadly, we live in a society where the ability to land a job, do well in school, or excel in an activity is often the function of having a relationship with someone who provides the support or makes the connection. For many youth in the juvenile justice system, those people are few and far between; therefore, they do not receive as many opportunities as their peers. Youth Working for Change is an employment program housed in the Juvenile Division of the Probation Department. YWC began in 2011 and is one example of several efforts to address this inequity by providing support to youth interested in employment and developing job skills. A trained job developer and related support staff work with youth, parents, and employers to help youth be employed, gain pay, experience, and references, and create more opportunities for themselves. YWC also collaborates with the County's Human Resources and other agencies to offer a summer "Career Explorer Program," where a diverse group of youth who typically experience barriers to career opportunities are given a chance to work in a County department, earn a wage, develop skills and networks, all while being supported by the job developer connected to YWC with any challenges (transportation, appropriate work clothing, soft skills for work, etc.) they may encounter. The broader goal is to create a year-round classification for these youth, leading to permanent employment with the County of Marin.



**Program Name:**

Marin's Community School (MCS)/Reducing Barriers to Educational Success (RBES)

**Evidence Upon Which It is Based:**

Educational engagement, supportive transition from custody or placement to home district, removing barriers to educational success.

**Description:**

Marin County Office of Education (MCOE) operates the County's continuation school for 7th–12th-grade students. Many at-risk and system-involved youth attend MCS, and Probation funds supportive services and programming on the campus. MCS seeks to provide an educational experience that meets the needs of its students, and they do so through various approaches. MCS uses a "personalized learning" system to build on the interests and strengths of its students, employing internship opportunities to support the educational goals. The school also offers learning coaches and mentors, often young adults from the same community where many students live, to help foster a connection between school staff and students. Finally, the school makes efforts to ensure it is trauma-informed and able to appropriately respond to the needs of its students in a manner that is supportive and nurturing rather than punitive and alienating.

The connection between lack of success at school and delinquent behavior is well-chronicled and indisputable. Providing additional support to Probation youth to increase their likelihood of doing well at school was an easy decision to support. Staff employed in the Marin County Office of Education are assigned to assist youth and families in resolving issues related to a child's school placement after transitioning from Juvenile Hall or being placed by the Court in an out-of-home treatment program or Resource Family Home. This assistance can take many forms, from resolving relatively simple barriers, such as completing enrollment or arranging transportation, to the more challenging and nuanced, such as facilitating a social connection between the student and school staff.

**Program Name:**

Presente Leadership/Alumni Program-Multi-Cultural Center of Marin (MCM)

**Evidence Upon Which It is Based:**

Leadership development, engagement with prosocial activities, culturally appropriate mentoring.

**Description:**

A semester-long leadership development program in which youth can explore vocational, academic, community engagement, and cultural activities while receiving a stipend for their participation. MCM does two cohorts of youth per year.

**Program Name:**

.50 FTE Recovery Coach

**Evidence Upon Which It is Based:**

Support for those youth with substance youth disorder, linking youth with treatment supports in the community, accessing sober housing.

**Description:**

Providing support to transitional-aged youth and the AB 12 population. It also provides support, intervention, and linkage to treatment for youth with substance use disorder.

**Program Name:**

Community Liaison Deputy Probation Officer

**Evidence Upon Which It is Based:**

Supportive transition for youth leaving juvenile hall, serves as connection with school placements to ensure equitable treatment of youth in their school environment.

**Description:**

Serves as a connection to the community and schools. Engages in transition planning for youth leaving Juvenile Hall. Coordinates prevention services with agencies that serve at-risk youth.

**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.**

Marin County Probation's overall Juvenile Justice Action Strategy described above does not differ significantly from our strategy in dealing with non-707(b) offenders. We have relatively few sustained petitions involving 707(b) WIC offenses. In our estimation, this is a sign of a system that understands the specific developmental issues, including brain development, impulsivity, and self-regulation, that impact youth decision-making. There exists excellent collaboration among justice partners in Marin County. From the Court team to our partner CBOs to our local law enforcement agencies, there is the awareness and agreement that the approach to juvenile crime does not simply involve "arresting our way out of the issue." There is a common understanding of the role of trauma and the part it plays in driving youth behavior, from disconnectedness in school to acting out violently. Simply addressing those behaviors is only a portion of what needs to happen when youth are referred to the juvenile justice system.

Addressing the behaviors must be followed by an accurate assessment of each youth's risks and needs. The assessment needs to be capitalized on by building strength-based relationships with youth and families and the subsequent development of case plans that drive what services need to be in place to assist youth with a path away from the juvenile justice system.

Probation is focused on serving three primary functions (accountability, treatment, and opportunity) in the lives of the youth referred to the Juvenile Justice System. It is critical that we are balanced in our approach to addressing the needs of youth and that we can provide the resources necessary to address the underlying needs and risk factors driving problematic behaviors.

The following three key points are central to our strategy for dealing with juvenile delinquency:  
1. Increase the capacity of Marin County to provide intensive services for high-risk youth in the community.

With the State continuing to shift the responsibility of our highest-needs youth back to the local level, Marin County must have sufficient resources at the prevention, intervention, and aftercare/reentry levels.

Our primary focus is to create and support the necessary programming in the community so that youth do not need to be detained in Juvenile Hall, placed in STRTP programs, or committed to a Secure Youth Treatment Facility. This involves assessing what is necessary regarding substance use treatment, mental health treatment, vocational training and support, trauma-informed and cognitive-behavioral programming, culturally appropriate mentoring and leadership

development, and local options for placement when needed. Marin has services in all areas referenced and is building capacity in areas required with this year's JJCPA funding.

2. When resources allow, invest strategically in prevention programs.

Increasing the ability to identify, assess, and intervene with youth prior to their referral to the justice system is a priority for Marin County. We are aware that one of the primary strategies for dealing with the disproportionate numbers of youth of color in the justice system is to provide needed assessment and intervention earlier.

3. Constantly monitor and adjust, when necessary, to ensure that culturally relevant, appropriate, and effective services are being provided.

Outcomes for the youth of color in Marin's juvenile justice system continue to trail those of their white counterparts despite efforts to address them. The challenging nature of this effort indicates a continuing need to ensure that sufficient funding is being dedicated to this population and that those efforts are relevant, appropriate, and effective. While the numbers of youth from San Rafael and Novato are considerably higher, the Marin City community also experiences a disproportionate impact from the juvenile justice system. An important strategy is to continue engaging with community stakeholders from all impacted communities to develop interventions that affect the disproportionality in Marin's juvenile justice system.

## **B. Regional Agreements**

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

Marin County does not have any regional agreements or arrangements to be supported through YOBG funding.

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

**Below are YOBG funded programs reported by the county.**

## **Program Name:**

Family Spring Mindfulness-Based Substance Abuse Treatment

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

This program serves youth regardless of their underlying offense or justice history. Due to Marin's relatively small justice involved youth population, youth who are served by JJCPA funded programming are very often also served by this program.

## **Description:**

In April of 2023, Probation initiated a pilot substance use treatment group in collaboration with Family Spring. There has been a dearth of available services in Marin County for youth struggling with substance use and other co-occurring issues. Substance use and abuse are common to almost every youth involved with Probation, and it has been a struggle to adequately supervise and intervene with youth who cannot cease their use of drugs and alcohol. This group is being delivered in the custody setting with individual sessions being delivered to youth in the community. We will be expanding the community-based group to a more consistent format in the coming year. The group is currently funded with YOBG funds.

**Program Name:**

Parent Project, Changing Destructive Adolescent Behavior

**Evidence Upon Which It is Based:**

Serves all parents of youth in Marin County regardless of justice system involvement. This program has been delivered to parents of youth in the prevention/early intervention population as well as to parents of youth with significant justice system involvement.

**Description:**

In the Fall of 2022, in response to a need for intervention with parents of youth in the Juvenile Justice System, Probation sent three DPO staff to be trained as facilitators in the Parent Project Curriculum. The Parent Project was created to meet the needs of parents with strong-willed or out-of-control youth. The curriculum is unique in that it focuses on the most destructive of youth behaviors, and those behaviors are typical to youth on probation or involved in the Juvenile Justice System.

**Program Name:**

Alcohol Justice

**Evidence Upon Which It is Based:**

Serves youth on the early end of justice system involvement and is focused on the diversion population of youth. Youth may receive support from JJCPA funded Community Liaison Deputy Probation Officer.

**Description:**

Serves diversion-eligible youth as well as youth from the San Rafael community in need of a prosocial opportunity (Youth for Justice Summer Camp). Provides a restorative diversion option. Youth served in this program do not interact with more sophisticated youth with more serious behaviors in the community. The goal is to provide the family with community-based resources to meet their youth's needs and keep them out of the juvenile justice system. If they do not comply with the program, the case is referred back to probation.

Alcohol Justice provides two programs for the community:

- Consejo: A local restorative justice program directed at Spanish-speaking families that is staffed primarily by bilingual community residents. Provides an alternative diversion option for youth referred to the Juvenile Division of the Probation Department.
- Youth For Justice Summer Academy: An annual program that includes, on average, two dozen local youth who are positively engaged and developing their self-identification and "agency."



**Program Name:**

Partners for Success (Multicultural Center of Marin)

**Evidence Upon Which It is Based:**

Provides needed positive role models and support services for those youth who are also served through JJCPA-funded programs. Connects youth on probation and at risk of deep involvement with the juvenile justice system with mentors from their community. Serves non-707 (b) youth and youth who may be reentering from placement programs or SYTF commitments.

**Description:**

As a result of its work to examine causes of ethnic disparities in juvenile justice, the Probation Department initiated a relationship with the Multi-Cultural Center of Marin (when it had been named Canal Welcome Center) in 2012. MCM is a long-standing service provider in the community that is most impacted by ethnic disparities in juvenile justice issues, which is the Canal neighborhood of San Rafael (while disproportionality for African American youth, many of whom live in Marin City, is also a significant issue, more youth who live in the Canal neighborhood are impacted). Staff from this agency work in tandem with the Probation Department to support youth and families at risk of probation involvement.

**Program Name:**

Portal Mental Health Services

**Evidence Upon Which It is Based:**

Provides needed mental health intervention and treatment for those youth who are also served through JJCPA-funded programs.

**Description:**

Provides assessment, individual and family counseling, and cognitive-behavioral groups to youth on probation in the community and juvenile hall settings. It serves youth in the system regardless of the level of probation involvement (informal, formal, reentry, AB 12).

The Probation Department offers individual and family counseling through Programs of Responsive Treatment and Linkages (PORTAL), which provides cognitive-behavioral treatment services. PORTAL is a probation department program that includes a mental health unit supervisor and a team of clinicians who support the mental health needs of youth in Juvenile Hall and the community. In addition, the Probation Department regularly collaborates with staff from the Children's Services Unit of the County's Behavioral Health and Recovery Services Division to support families.

**Program Name:**

Marin Youth Home (My Home)

**Evidence Upon Which It is Based:**

Provides a local resource family home option to those youth requiring out-of-home care below the level of an STRTP. These youth may be concurrently receiving services from Marin's Community School and Youth Working for Change/ Career Explorers.

**Description:**

A local resource family home for youth who can no longer remain in their parent's homes due to concerns for their or the community's safety. Before the implementation of MY Home in 2016, the only option for a youth needing such a placement was in a group home, usually many miles away and with minimal opportunity to engage with the youth's parents and family. Congregate care settings have notoriously poor outcomes, so the opportunity to offer a resource family home in Marin was considered significant.

The Probation Department has a four-bed capacity in the My Home program. We utilize these homes, when appropriate, as a first option for those youth requiring out-of-home placement. Having this resource also allows youth who initially required the services inherent to an STRTP an opportunity to step down earlier to their local support network. The Department supports the MY Home structure by providing a monthly stipend to each home to offset the high cost of living in Marin. Probation also provides funding to our partner agency, Seneca, when a bed remains empty and they are unable to draw down State and Federal revenue to support embedded services.