



JUVENILE JUSTICE REALIGNMENT BLOCK GRANT ANNUAL PLAN

MAIN CONTACT FOR PLAN

Date: 3/25/2024

County Name: County of Santa Clara

Contact Name: Nick Birchard, Chief Probation Officer

Telephone Number: 408-468-1655

E-mail Address: Nick.Birchard@pro.sccgov.org

BACKGROUND AND INSTRUCTIONS:

Welfare & Institutions Code Section(s) 1990-1995 establish the Juvenile Justice Realignment Block Grant program for the purpose of providing county-based care, custody, and supervision of youth who are realigned from the state Division of Juvenile Justice or who would otherwise be eligible for commitment to the Division of Juvenile Justice prior to its closure. Section 1995 was amended by Assembly Bill 505 (Ting, Chapter 528, Statutes of 2023.) This template has been updated to reflect those amendments which will be in effect on January 1, 2024. All citations are to the law as amended. The statutory language can be found [here](#).

To be eligible for funding allocations associated with this grant program, counties shall create a subcommittee of the multiagency juvenile justice coordinating council to develop a plan describing the facilities, programs, placements, services, supervision, and reentry strategies that are needed to provide appropriate rehabilitative services for realigned youth. (Welf. & Inst. Code § 1995(a).)

County plans are to be submitted to the Office of Youth and Community Restoration in accordance with Welf. & Inst. Code §1995. OYCR may request revisions as necessary or request completion of the required planning process prior to final acceptance of the plan. (Welf. & Inst. Code § 1995 (f).) Plans will be posted to the Office of Youth and Community Restoration website. (Welf. & Inst. Code § 1995(g).)

There are nine sections to the plan:

Part 1: Subcommittee Composition

Part 2: Target Population

Part 3: Programs and Services

Part 4: Juvenile Justice Realignment Block Grant Funds

Part 5: Facility Plan

Part 6: Retaining the Target Population in the Juvenile Justice System

Part 7: Regional Efforts

Part 8: Data

Part 9: Other Updates

PART 1: SUBCOMMITTEE COMPOSITION AND PROCESS (WELF. & INST. CODE §§ 1995 (B) AND (C))

List the subcommittee members, agency affiliation where applicable, and contact information:

Agency	Name and Title	Email	Phone Number
Chief Probation Officer (Chair)	Nick Birchard, Chief Probation Officer	Nick.Birchard@pro.sccgov.org	(408) 468-1610
Co-Chair (If Applicable)			
District Attorney's Office Representative	Stacey Capps, Assistant District Attorney	scapps@dao.sccgov.org	(408) 792-2516
Public Defender's Office Representative	Molly O'Neal, Public Defender	Molly.ONeal@pdo.sccgov.org	(408) 299-7701
Department of Social Services Representative	Daniel Little, Social Services Agency	Daniel.little@ssa.sccgov.org	(408) 755-7704
Department of Mental Health	Rachel Talamantez, Division Director of Enhanced and Intensive Services	Rachel.Talamantez@hhs.sccgov.org	(408) 794-0694
Office of Education Representative	Dr. Mary Ann Dewan, Superintendent, Santa Clara County Office of Education	mdewan@sccoe.org	
Court Representative	Jose Franco, Supervising Judge, Superior Court of Santa Clara County, Juvenile Division	jfranco@scscourt.org	

Three Community Members (<i>defined as "individuals who have experience providing community-based youth services, youth justice advocates with expertise and knowledge of the juvenile justice system, or have been directly involved in the juvenile justice system" (Welf. & Inst. Code § 1995(b).)</i>)	Juan D Beltran, Youth Representative	juanbeltran503@yahoo.com	
	Mario Ozuna-Sanchez, Community Member	mos@compadresnetwork.org	
	Phillip Rodriguez, Community Member	PRODRIGUEZ@NEWHOPEFORYOUTH.org	

Additional Subcommittee Participants

Community Member	Angelina Rodriguez, Community Member	linaaa912@gmail.com	
Community Member	Tina Brown, Community Member	cottontwins@gmail.com	

Describe the process used to determine whether to select a co-chair for your subcommittee (Welf. & Inst. Code § 1995(b)): [Click or tap here to enter text.](#)

Provide the dates of the last two meetings that the subcommittee convened to discuss your county's JJRBG plan?

Meeting Date 1:

Meeting Date 2:

Additional meeting dates of the committee, if applicable: [Click or tap here to enter text.](#)

Date that the subcommittee approved the plan by a majority vote. [Click or tap here to enter text.](#)

Describe how the plan was developed, including the review and participation of the subcommittee community members as defined in Welf. & Inst. Code § 1995(b): [Click or tap here to enter text.](#)

PART 2: TARGET POPULATION (WELF. & INST. CODE § 1995(D)(1))

Briefly describe the County's realignment target population supported by the block grant.

The “target population” is defined as “youth who were eligible for commitment to the Division of Juvenile Justice prior to its closure and shall further be defined as persons who are adjudicated to be a ward of the juvenile court based on an offense described in subdivision (b) of Section 707 or an offense described in Section 290.008 of the Penal Code.” (Welf. & Inst. Code § 1990(b))

Evidence has demonstrated that justice system-involved youth are more successful when they remain connected to their families, communities, and natural supports. Justice system-involved youth who remain in their communities have lower recidivism rates and are more prepared for their transition back into the community. Through the implementation of Senate Bill (SB) 823 and subsequent bills, the County of Santa Clara (SCC) is creating a transformative system of care for our target population in the Secure Youth Treatment Facility (SYTF) program. This Annual Plan, outlines our progress and plans to serve youth committed to the SYTF, including youth who would have formerly been eligible for a commitment to the Division of Juvenile Justice (DJJ), as well as those youth returning from the DJJ. As of March 1st, 2024, 53 youth and young adults were committed to the SYTF in Santa Clara County (Table 1).

Table 1: Status of Youth and Young Adults Who Were Committed to SYTF as of March 1, 2024 (n=53)		
Status	# of Youth	% of Youth
SYTF at Juvenile Hall	26	49%
LRP LIFT at James Ranch	10	19%
Discharged	9	17%
County Jail	3	6%
Dismissed	4	8%
Transferred Out of County	1	2%
Total	53	100%

Of those youth and young adults, 26 (49%) are in custody at the Secure Youth Treatment Facility in Juvenile Hall, 10 (19%) are in Learning Independence For Tomorrow (LIFT), the less restrictive program at William F. James Ranch, 9 (17%) have been discharged from their commitment and are receiving reentry support in the community pending dismissal, 3 (6%) adults are serving their SYTF commitment in County Jail, 4 (8%) have been dismissed, and 1 (2%) was transferred out of county.

The purpose of the SYTF program is to provide a therapeutic, trauma-informed environment where young people feel safe, loved ones are reassured and connected to their youth, and community-based providers are included. Here, youth receive compassionate care in a healing environment where they can build resilience, strengthen protective factors, and participate in programming that addresses their criminogenic needs. Within the living units, youth will have the opportunity to learn responsibility, social skills, life skills and develop a sense of community. Youth 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.



The program is guided by four values developed and defined by the members of the JJCC Realignment Subcommittee and other community stakeholders, including youth.



Community



Integrity



Love



Respect

✓ **Centering Community**

- By facilitating and supporting youth and community involvement, we work toward shifting the paradigm from a system-centered culture to a community-centered approach by listening to and incorporating the insight of those with lived experience.

✓ **Integrity**

- We strive to build honest and courageous conversations with and between those harmed and those who contributed to harm, moving toward repairing and building community safety. Keeping with the intention of SB 823, those most impacted, particularly youth and their families, should help guide its implementation.

✓ **Love**

- We practice love through compassion, communication, and inclusion, recognizing that safety is a shared need of every community member. Our compassion will be rooted in relationships and a desire to understand and prioritize what young people need to thrive within community. It will include providing developmentally and culturally responsive services and support.

✓ **Respect**

- We commit to proactively seeking to understand one another. We acknowledge that respect may look different between individuals and cultures and remain open to learning and leaning into those differences. We are dedicated to sharing power with impacted youth, families, and communities.

The realignment target population supported by the block grant includes youth who were eligible for commitment to the Division of Juvenile Justice prior to the passage of SB 823, which includes those youth adjudicated to be a ward of juvenile court based on an offense described in Welfare and Institutions Code (WIC) Section 707 (b)

or an offense described in Penal Code Section 290.008 (c) (SB 823, Chapter 1.7, Section 1990 (b)) and their reentry process to the community, including planning and linkages to support employment, housing and continuing education (SB 823, Section 1995, (3) (D)). It is important to note that most of the youth adjudicated for WIC 707 (b) offenses in Santa Clara County are currently committed to the County’s William F. James Ranch (James Ranch). The intent of the plan is to maintain this practice and only recommend commitment to the SYTF for youth who previously would have been recommended for commitment to DJJ. This current practice aligns with the intent of SB 823 to “ensure that dispositions are in the least restrictive appropriate environment...” and “reduce the use of confinement in the juvenile justice system.”

Demographics of identified target population, including anticipated numbers of youth served, disaggregated by factors including age, gender, race or ethnicity, and offense/offense history.

In fiscal years 2021-2022 and 2022-2023, over 80 percent of youth/young adults adjudicated for 707(b) offenses identified as male (Figure 1), and over 70 percent as Latino (Figure 2). While there was variance in age, over 75 percent of youth ranged in age from 15 to 18 at the time of adjudication (Figure 3). The most common offenses were assault, attributed to 48 percent of youth/young adults in FY 21-22 and 58 percent in FY 22-23, followed by robbery, attributed to 36 percent of youth/young adults in FY 21-22 and 27 percent in FY 22-23 (Figure 4).

Figure 1: Gender of Youth Adjudicated for 707(b) Offenses in FY 21-22 (n=108) and FY 22-23 (n=166)

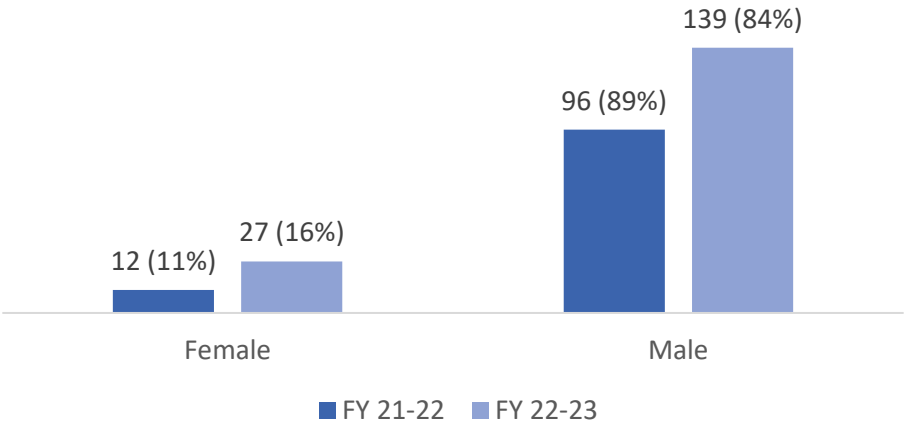


Figure 2: Race/Ethnicity of Youth Adjudicated for 707(b) Offenses in FY 21-22 (n=108) and FY 22-23 (n=166)

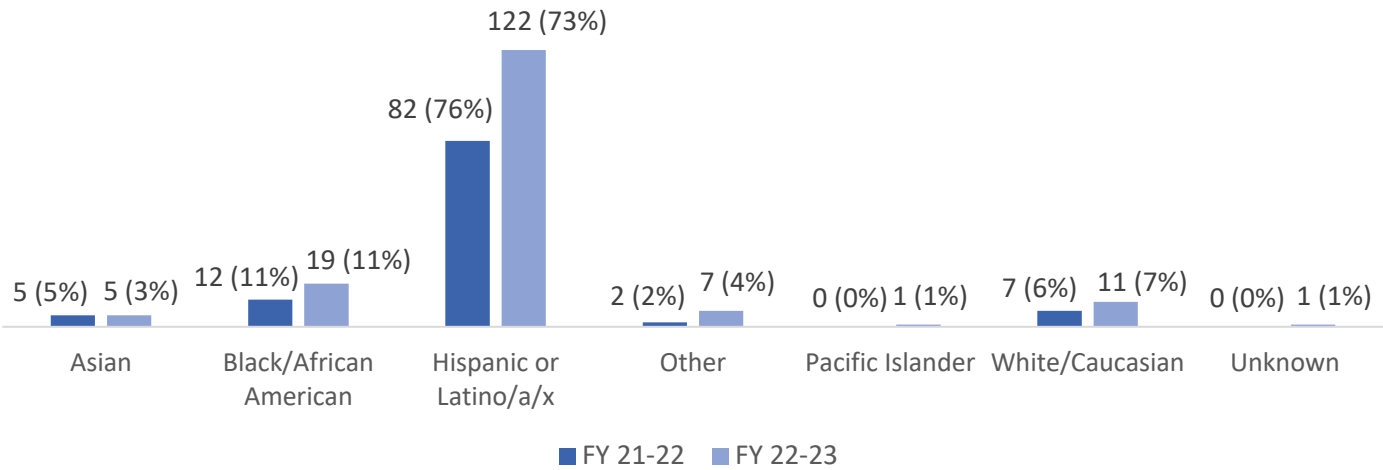


Figure 3: Age of Youth Adjudicated for 707(b) Offenses in FY 21-22 (n=108) and FY 22-23 (n=166)

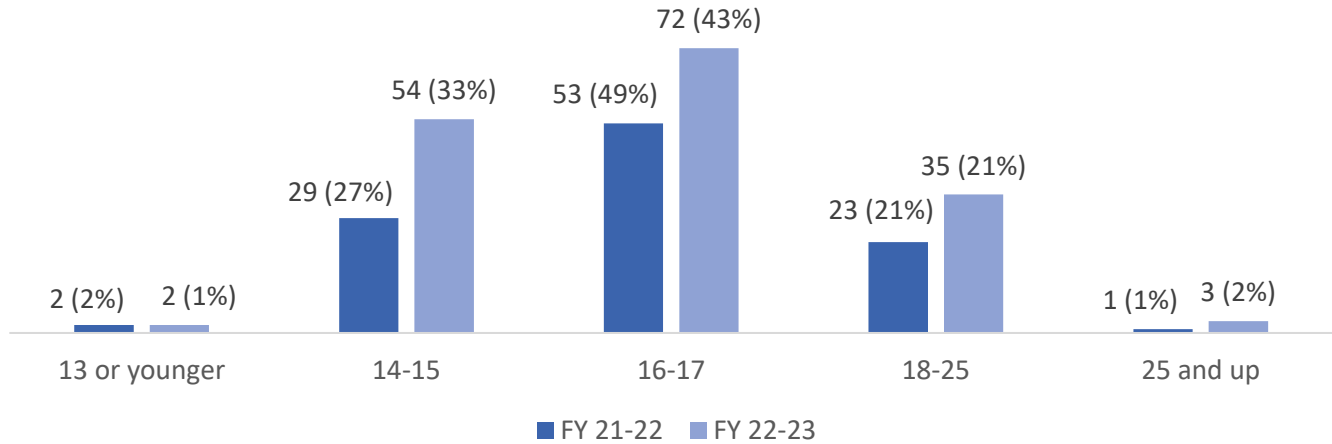
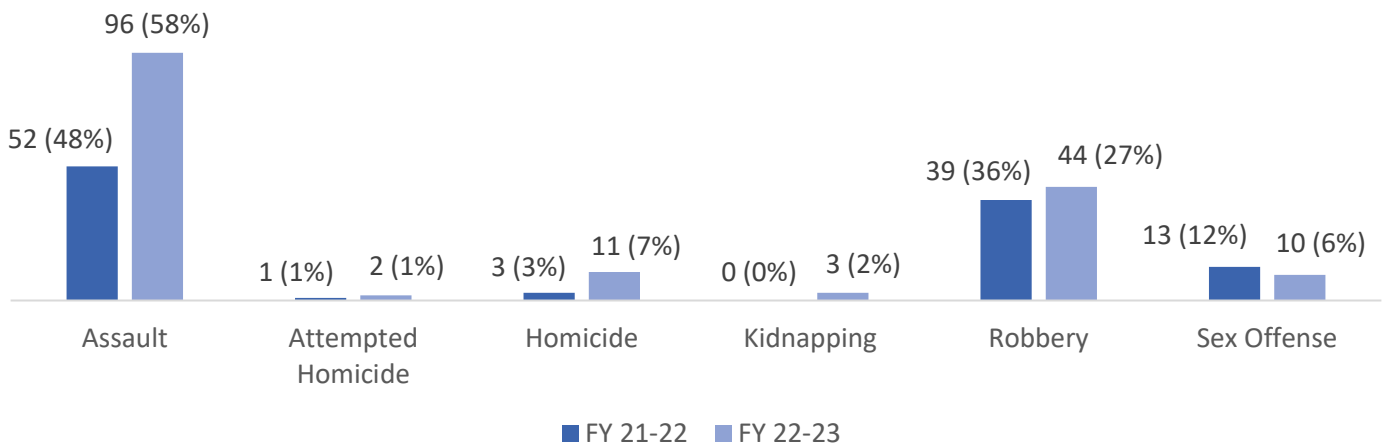


Figure 4: Offenses of Youth Adjudicated for 707(b) Offenses in FY 21-22 (n=108) and FY 22-23 (n=166)



To anticipate capacity needs in relation to offenses and dispositional outcomes, the department monitors trends regarding the number of youth/young adults adjudicated year over year, the proportion of dispositional outcomes for youth adjudicated year over year, and the number of youth in the security unit at juvenile hall, which houses youth who have committed serious violent offenses.

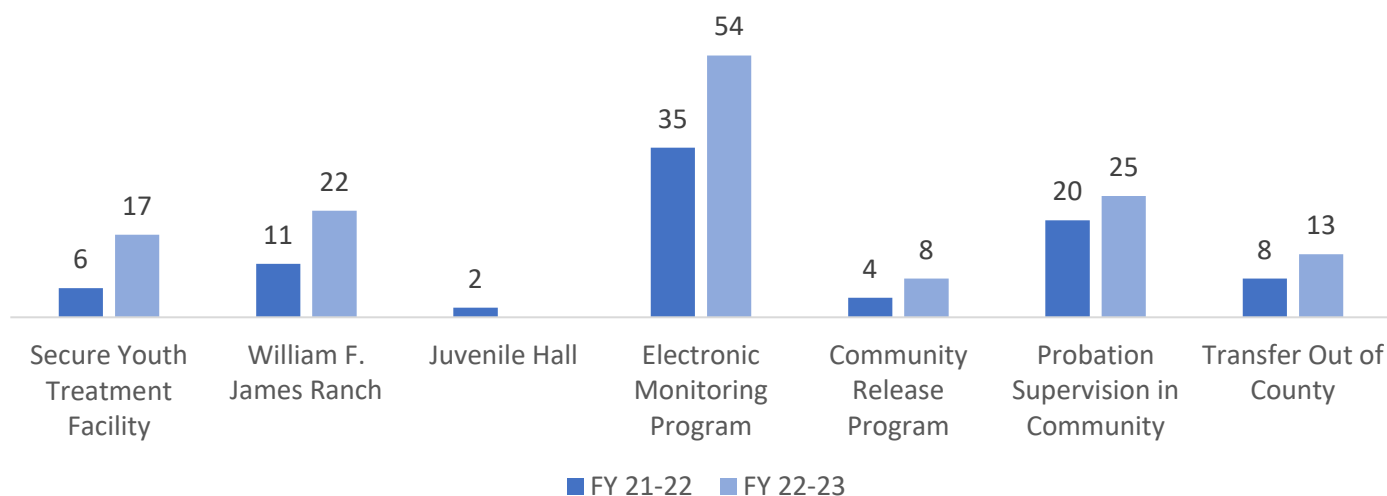
Arrests/citations and felonies dipped substantially while shelter-in-place orders were in place 2020 – 2021, then began to trend back to normal levels as the County reopened and youth were moving freely. This upward trend continued and was influenced by complex and varied external factors, including legislation that impacts the number of arrests as well as the approach to juvenile offenses:

- SB439 ended the prosecution, detention, and arrest of youth under 12 (except in the case of the most serious crimes) in 2019.
- AB2167 added Section 17.2 to the Penal Code in 2022, outlining, “the intent of the legislature that the disposition of any criminal case use the least restrictive means available.” Legislative findings and declarations explain that the state’s overreliance on incarceration has failed to improve public safety and has harmed vulnerable and marginalized communities.

Describe the target population, disaggregated by programs, placements and/or facilities to which they have been referred.

The primary dispositional outcomes for youth who were adjudicated for 707(b) offenses in FY 21-22 and FY 22-23 are outlined in the Figure 5 below.

Figure 5: Dispositional Outcomes for Youth Adjudicated for 707(b) Offenses in FY 21-22 (n=86) and FY 22-23 (n=139)



For youth in the electronic monitoring program, community release program, and those on probation supervision in the community, youth were frequently court-ordered to complete services and programming meant to address their criminogenic needs, such as victim awareness, substance use treatment, and counseling/mental health services. Youth with unique needs, such as those with a history of child welfare involvement, were often supervised by interdepartmental and multidisciplinary teams that deliver comprehensive wraparound services. Youth in the community also had a range of probation requirements, such as attending Victim Awareness classes, writing letters of apology to victims, paying restitution, completing community service, and mandatory school enrollment/attendance.

Between FY 21-22 and FY 22-23, the proportion of youth committed to the Secure Youth Treatment Facility increased from 7 percent to 12 percent of youth adjudicated for 707(b) offenses (Table 2). The County will continue to track these numbers over time to monitor rates of incarceration in relation to offense type and offense history.

Table 2: Percentage of Youth who were Adjudicated for 707b Offenses in FY 21-22 (n=86) and FY 22-23 (n=139) by Dispositional Outcome*

Dispositional Outcomes	FY 21-22	FY 22-23
Secure Youth Treatment Facility	7%	12%
William F. James Ranch	13%	16%
Juvenile Hall	2%	0%
Electronic Monitoring Program	41%	39%
Community Release Program	5%	6%
Probation Supervision in Community	23%	18%
Transfer Out of County	9%	9%
Grand Total	100%	100%

* This figure does not include youth whose records were sealed or who were placed on deferred entry of judgement.

PART 3: PROGRAMS AND SERVICES (WELF. & INST. CODE §1995(D)(2))

Provide a description of the facilities, programs, placements, services and service providers, supervision, and other responses that will be provided to the target population. Describe any progress on this element since May 1, 2023, at the end of your response (Welf. & Inst. Code §1995(D)(2) and (d)(8)):

The program has several key phases that guide the youth through the various program elements. The County has been working with Dr. Bruce Perry's Neurosequential Model of Therapeutics (NMT) as a guiding foundation of the program. Dr. Perry's research found that to facilitate recovery, the loss of control and powerlessness felt by a youth during a traumatic experience must be counteracted. Recovery requires the young person be "in charge of key aspects of the therapeutic interaction." He emphasizes that the brains of young people can be remolded with patterned, repetitive experiences in a safe environment. "Relationships are the agents of change and the most powerful therapy is human love," Dr. Perry concludes. The program intends to involve the youth in helping define and drive their Individualized Rehabilitation Plan (IRP) in collaboration with caregivers, program staff and community partners. The aim is to maximize relationships as therapeutic agents of change. This plan is the rehabilitative map for the youth, and it is imperative to have broad input and participation from critical partners in the youth's life. A total of six Behavioral Health (BHSD) clinicians have been certified in NMT thus far, along with two trainers. An additional 6 BHSD staff (Clinicians and Psychosocial Occupational Therapists) will be certified by May 2024. A new cohort of 8 BHSD staff will commence in June 2024. There is a total of ten BHSD clinicians in progress of acquiring their certification in NMT.

The Probation Department is working on a programmatic redesign of the James Ranch Facility (JRF) with the University of Cincinnati Corrections Institute (UCCI). UCCI was contracted to implement a four-phase process to assist in the design and implementation of an evidence-based model of programming for the JRF. This work is being completed in collaboration with Probation's Research and Development (RAD) Team and incorporates input from Ranch staff, youth, and key stakeholders. The four phases include a comprehensive assessment with action-orientated recommendations, training, implementation, and coaching support, and developing a continuous quality improvement system. The Probation Department has been able to leverage and expand this work to include the Secure Youth Treatment Facility program since the target populations have similarities and connections, in that some JRF youth have later committed new offenses that led to a SYTF Commitment. UCCI conducted a detailed review of the facility's practices and compared them to best practices within the juvenile/criminal justice and correctional treatment literature. Facility strengths, areas for improvement, and specific recommendations to enhance the effectiveness of the services delivered by the facilities will be offered.

UCCI conducted trainings for all facility staff (including clerical, school, medical, behavioral health, etc.) in Core Correctional Practices (CCP). UCCI has also trained juvenile hall and JRF staff in Cognitive Behavioral Interventions – Core Youth (CBI-CY). Youth in SYTF participate in CBI groups as planned in their Individual Rehabilitation Plans (IRP). Programs will incorporate a Structured Social Interventions (CBI) model approach and focus on targeting criminogenic risk factors through cognitive restructuring, emotion regulation, and structured skill building. These identified components can better assist youth in conforming to program guidelines and expectations and developing motivation and skills needed for continued progress and success throughout the program, including reentry. The model will utilize guidelines for effective use of reinforcement and responses to behavior, with a strong emphasis and frequent use of reinforcements to promote positive choices, decision making, and goal attainment.

Newly designed program components, such as the Ranch Behavior Management System, will be rolled out in segments after formal training has taken place. Probation staff will be coached on implementation of the program components. Coaching will involve hands on modeling of service delivery, as well as feedback on the implementation of newly adopted material.

UCCI will facilitate a Continuous Quality Improvement Training and model internal coaching strategies. UCCI will work with Probation to develop/refine performance measures that gauge (1) the engagement of youth, (2) professional development of Probation staff, and (3) program management in meeting program goals. Performance measures will include development (where needed) and training on the use of group observation forms, client experience surveys, staff evaluations, and pre- and post-testing. These learnings will be leveraged and implemented at the Juvenile Hall, as appropriate, and Core Correctional Practice (CCP) and CBI will be the building blocks of the interactions and programming for the SYTF program.

In-Custody Specific:

The SYTF in-custody programming will be initially focused on the following components:

- Evidence-based core programming to address criminogenic needs (i.e., CBI or thinking errors, substance use).
- Service array considers ways to engage youth over a longer period of custody time, including but not limited to:
 - Enrichment activities (i.e., music, art, career exploration courses, etc.).
 - Life skills that apply to the real world.
 - Innovative approaches to education and vocational services.
- Counseling addresses complex trauma and stress, while providing youth resilience building skills for potential challenges they will face when released.
- Youth are connected to credible messengers/mentors that follow youth into the community.

The SYTF in-custody services will be initially focused on the following components:

- DMV Services (CA ID)
- CPR/First AID
- Creation of Checking & Savings Accounts
- Financial Aid Application Enrollment
- Resume building & interview workshops

The continuation of the Positive Behavioral Intervention and Supports (PBIS) model is used in the SYTF program but will be modified to account for the length of the program and youth needs.

The program will incorporate the following goals:

- a. **Ease the transition into the program.** Create a transition so youth are familiar with expectations upon admission to the SYTF. This will help reduce the orientation period to provide staff and youth more time to focus on overall program goals as driven by the IRP.
- b. **Acknowledge youth's previous efforts/behavior in JH.** Like DJJ, youth waiting for the program would usually be at a higher level of privileges. The new model will reward youth by giving them "credits" to apply to future level progressions within the SYTF.
- c. **Encourage modeling pro-social behaviors.** As the youth progress in the program, there will be leadership/mentorship components built into each phase.
- d. **Balances short/long-term commitments/goals.** Longer commitments require incentives/goal setting to be individualized accordingly to allow participants the ability to obtain the program's incentives/rewards, regardless of their commitment time.

- e. **Increase collaboration/goal setting between youth and staff using consistent progress reporting.** Youth will be actively involved in an IRP process that creates their program goals. Progression through the level system, for the most part, is not automatic. It will require active youth engagement and collaboration between staff and youth to achieve their IRP goals. Special attention will be paid to who participates in the development of the IRP and will include critical participants. Ideally, a medical provider such as a pediatrician would be an example of a critical participant.

Vocation and Education Opportunities and Supports:

The County is working with multiple partners to develop four pathways to provide vocation and education opportunities for youth. These pathways may not be mutually exclusive and could be completed concurrently or sequentially, depending on youth needs and interests. Each youth will be supported through a partnership with the County Office of Education to develop an education plan inclusive of high school diploma and college/career pathways.

Pathway 1: Youth Have Not Yet Completed High School

- County Office of Education assists with High School Diploma, GED or HiSet (high school equivalent)

Pathway 2: Youth Eligible for Higher Learning

- A college liaison provides the linkages and assists with individualized planning and coordination.
- College online programs are accessible to the youth. San Jose City College and Gavilan College provide in person instruction. Prison Education Project (PEP) also provides in-person instruction on a variety of topics.
- The Probation Department and County Office of Education are committed to exploring and developing connections to four-year colleges and universities for youth. Currently, Probation has partnered with San Francisco State University Project Rebound. Project Rebound is a collaboration of college support programs equipped to help formerly incarcerated youth access and navigate higher education at California State Universities.

Pathway 3: Vocational Electives

- The community colleges allow youth to explore different fields through their department electives such as cosmetology, business entrepreneurship certifications, clean energy, etc. In addition, the Probation Department contracts subject matter experts and community partners to provide an array of elective opportunities.
- A variety of elective vocation programs are available in the SYTF, including, but not limited to:
 - Certification Completion within 12 months
 - Hydroponic Production Systems
 - Construction Management
 - Culinary
 - Garden/Landscape
 - Virtual Forklift Training
 - National Academy of Sports Medicine Personal Training
 - Certification Completion 12 months plus
 - Introduction to Trades Curriculum
 - Clean Energy

Pathway 4: Internship

Internship opportunities will be available to youth who are current college students and have an overall GPA of 2.5 or better. Pre-apprentice and apprenticeship opportunities will be available upon completion of the Vocational Electives, as appropriate.

Our program commitment is to work with our partners to ensure that youth can continue with these vocational and educational opportunities and support as they transition to less restrictive programming and reentry portions

of the SYTF program. The Department is also committed to supporting youth with job searches and placements, related to the vocational electives as youth express interest in continuing into apprenticeships and other career opportunities.

Gender Responsive Programming

All female SYTF youth should receive similar programming to our male youth in the program, and while this is a work in progress with only two female youth in the program, the Department is committed to working toward parity and equitable programming.

All vocational and educational pathways include modules that are gender and culturally responsive, trauma-informed, and consider the individual needs of each youth. The Young Women's Freedom Center (YWFC) currently provides female, transgender, and non-conforming (TGNC) youth with a leadership development program. They focus on using the Inside/Outside approach and "Lift Us Up, Don't Lock Us Down" curriculum to reduce youth recidivism and justice system involvement, using both group and individual sessions modalities. The Girl Scouts of Northern California offers leadership training classes through the "Got Choices" Program, which includes a service curriculum focused on promoting a healthy lifestyle. The Girl Scouts provides weekly leadership training classes focused on self-esteem, gang and crime prevention, and positive life choices. Specialized programming is available to all youth related to intimate partner violence, inappropriate sexual behavior, and programming is gender responsive.

LGBTQ+ Youth

Non-conforming, LGBTQ youth are identified through the Juvenile Hall screening and admit process, Sexual Orientation Gender Identity (SOGI) questionnaire. The Probation Department works closely with The Office of LGBTQ Affairs in providing professional development, training, and consulting. This approach helps to increase the volume of government entities and individuals who are trained in working with the LGBTQ+ Community. All staff are required to take a four-hour training related to ensuring fairness for LGBTQIA people in the criminal justice system and a two-hour training related to gender identity.

Enrichment activities:

Juvenile Hall coordinates contracted community-based organizations to provide an array of enrichment activities and supportive services including law education, gang intervention, substance use cessation, family/relationship counseling and anger management. These programs will be available to all youth in SYTF. Additional activities below were developed with feedback from youth in Juvenile Hall based on their interests, feedback from stakeholder forums, and research on Evidence Based Practices.

Enrichment Activities may include:

- Animal Assisted Activities
- Art
- Computer Literacy
- CPR/First Aid
- Creative Writing
- Credible Messengers/Mentoring
- Faith-Based Services
- Gardening
- Library
- Life Skills/ Self Sufficiency
- Mindfulness
- Music
- Pro-Social Activities

- Sexual Health Education
- Tattoo Removal Services
- Victim Awareness

Other enrichment program opportunities will be developed in coordination with our partners.

Later in the plan we will describe how programming will address evidence-based, promising, trauma-informed, and culturally responsive services that overlay all our programs and services, acknowledging that these components are core to positive youth development.

Facilities will be discussed in Part 5: Facility Plan.

PART 4: JUVENILE JUSTICE REALIGNMENT BLOCK GRANT FUNDS (WELF. & INST. CODE §1995(D)(3))

Describe how the County plans to apply grant funds to address the mental health, sex offender treatment, or related behavioral or trauma-based needs of the target population. Describe any progress on this element since May 1, 2023, at the end of your response: (Welf. & Inst. Code §1995(d)(3)(A) and (d)(8))

The Secure Youth Treatment Facility Program has been developed in partnership with the Behavioral Health Services Department (BHSD). The unit(s) are staffed with both Probation Group Counselors and BHSD staff listed below.

The Behavioral Health Services Department (BHSD) operates the Juvenile Justice Clinics at Juvenile Hall and the JRF. The BHSD provides integrated (substance use and mental health) behavioral health services, including intake screening, behavior risk and needs assessment, and treatment services for youth.

Based on the feedback from community, youth, and other stakeholders, as well as the University of Cincinnati Corrections Institute (UCCI), and best practices and treatment models that are gender and culturally responsive, trauma-informed and that consider responsivity issues, the following interventions/practices will be utilized within the facility, some of which will be highlighted below or have been discussed in sections above.

- UCCI Core Correctional Practices (CCP): CCP are approaches staff should utilize in both planned and unplanned interactions. It can reduce recidivism by teaching individuals how to engage in long-term prosocial behavior.
- UCCI Cognitive Behavioral Intervention (CBI-CY): A cognitive-behavioral therapy approach to teach youth strategies to manage risk factors in a way that is developmentally appropriate.
- UCCI Advance Practice (CBI-AP) is designed for justice involved individuals who have a moderate or high likelihood to recidivate and have completed a UCCI core curricula. The Advance Practice Manual targets multiple criminogenic needs and builds on skills taught in core programming by providing practice opportunities with more realistic pressure.
- Dr. Bruce Perry's Neurosequential Model: A developmentally sensitive, neurobiologically informed approach to clinical work.
- Individual Counseling (including substance use and mental health treatment through an integrated model.)
- Group Counseling (e.g., Seeking Safety, evidence-based present-focused counseling model to help youth attain safety from trauma and/or substance abuse,)
- Family Therapy and family/caregiver support.
- Sexual Behavior Treatment services via a contracted provider.
- Co-occurring/Integrated substance use and mental health care based on screening and assessment.

- Psychosocial Occupational Therapy (includes restorative, functional, and preventative therapeutic support through individual and group activities that assist with daily activities, motor/sensory integration, and regulation/impulsivity issues,)
1. Victim Impact: A 13-unit curriculum designed by the U.S. Department of Justice, Office of Justice Programs-Office for Victims of Crime. Empathy and compassion training in FY24.

Screening, Assessment, and Care Planning:

BHSD conducts comprehensive screening and assessments including a behavioral risk assessment and an integrated (substance use and mental health) behavioral health assessment.

Screening and assessments are an ongoing and critical component of behavioral health services. Staff are being trained on the Neurosequential Model of Therapeutics (NMT) to be utilized as a part of the assessment and clinical care planning process. The assessment looks at developmental risk (adversity and resiliency), neurodevelopmental needs and strengths, and provides treatment considerations to guide clinical work through a neurodevelopmental and trauma-informed lens. In addition, the BHSD clinical assessment will include youth needs, strengths, trauma history, readiness for change, safety considerations, and assessment for cognitive, emotional, and behavioral symptoms. Part of the assessment process includes partnering with a team of psychiatrists to determine any potential benefits of psychotropic medication.

Clinical and outcome tools are utilized, including the NMT Metric, and the Child and Adolescent Needs and Strengths (CANS) focused on identifying and creating a shared vision for overall strengths and a suicide risk screening .. The CANS tool supports monitoring of outcomes and guides services throughout the youth's treatment in the following domains: life functioning, strengths, cultural factors, behavioral/emotional needs, risk behavior, and caregiver needs/resources. The CANS tool includes input from the youth, the family, and service providers and aims to be a comprehensive tool that enhances communication and guides individualized treatment.

Treatment Services:

A holistic array of treatment services are provided to address emotional and behavioral needs, including traumatic experiences, substance use issues, emotional dysregulation, life skills, and situational problems utilizing evidence-based or promising practices that address substance use and mental health needs concurrently.

This includes:

- Individual psychotherapy using psychodynamic, behavioral, and humanistic therapies and will include evidence-based practice models, including Motivational Interviewing, Interpersonal Psychotherapy, Seeking Safety, Trauma-Focused Cognitive Behavioral Therapy, and Cognitive Behavioral Therapy.
- Group psychotherapy and group activities will include Seeking Safety, and Cognitive Behavioral Groups. Other groups provided consist of community circles, rehabilitative groups, and wellness activities.
- Family Psychotherapy, couples counseling, and young parent support are an integral part of behavioral health services for youth and young adults. Family-based interventions using Multidimensional Family Therapy will address behavioral health needs through the family system, collectively supporting the family interactions and family functioning. Several BHSD Clinical staff will begin Multi-dimensional- Family Therapy (MDFT) certification training in Spring 2024. Parent workshops using the Triple P - Positive Parent Program will help parents of young children learn strategies to support children's development, build parent/child relational connections, and gain confidence in addressing children's needs and behavior. In addition, we are exploring the use of Child-Parent Psychotherapy for young parents to support the relational connection between the parent and child and to mitigate intergenerational transmission of trauma.

- Rehabilitation Services are provided by rehabilitation counselors as part of the milieu within the Secure Youth Treatment Facility. These services are focused on improving, maintaining, or restoring a youth's functional skills, daily living skills, social and leisure skills, and other supports.
- Medication Support Services are provided by Psychiatrists that are co-located and work in partnership with the Medical Clinic and Behavioral Health Team. Youth are evaluated for the need for medication and if prescribed, Psychiatrists will see youth for ongoing monitoring.
- Crisis Intervention is provided for youth who need an immediate response related to a mental health crisis. This includes assessing mental status, acuity of symptoms, and coordination of resources to de-escalate and stabilize the individual in crisis.
- Targeted Case Management (TCM) is provided to assist youth to access medical, education, social, vocational, rehabilitative, and other services. TCM includes communication, coordination, referral, and monitoring access, progress, and care planning.
- Psychosocial Occupational Therapy is provided to assist youth in independent living skills, motor/sensory integration, and regulation/impulsivity issues. Typical focus areas include education, vocation, leisure activities, social participation (communication skills and self-esteem), sleep, health management, financial management, relaxation strategies, time management, managing transitions, job skill building, all in support of daily living, and their overall behavioral health.

Behavioral Health Services/Supports Staffing within the SYTF:

Program Manager (PMI) provides oversight of the Behavioral Health Services Department staff through a consulting, supervisory, or direct report relationship. The PM I is responsible for the behavioral health component supporting the SYTF program and coordinating treatment/rehabilitation activities within the SYTF. The PM I provides oversight of evidence-based practices, including training, consultation, and fidelity monitoring.

SYTF Clinician: Leads Child Family Team (CFT)/Multi-disciplinary Team (MDT) meetings and the development of the Individual Rehabilitation Plan (IRP) for the SYTF program within 30 judicial days of program admission and every six months hence, or as needed. They can also facilitate case staffings as needed to ensure system partners are collaborating in providing updates and coordinating any interventions needed to support the mutual client. Licensure as a MFT, LCSW, or Psychologist is required for this position.

Marriage and Family Therapist/Psychiatric Social Workers: Licensed or registered master's level clinicians will provide integrated behavioral health services (substance use and mental health). This includes screening, assessment, crisis intervention, care coordination, and individual, group, and family therapy. MDT/CFT facilitation and consultation provided, as needed. The clinicians also provide behavioral health services to youth at Juvenile Hall, and the same clinician assigned at Juvenile Hall will follow the young person when they move to the SYTF.

Rehabilitation Counselor: Provides support for daily activities, including peer/social interactions, group and individual activities, support counseling, participation in MDT/CFT, supports care coordination/client transitions (in/out) of the program, crisis intervention, etc.

Psychosocial Occupational Therapist: Licensed/registered master's level occupational therapist will provide restorative, functional, and preventative therapeutic support through individual and group activities that assist with daily activities, motor/sensory integration, and regulation/impulsivity issues. Is aware of techniques related to assessment/management of client assaultive behavior, develops in-service programs, etc.

Licensed Clinical Supervisor (LCS): Licensed Clinical Social Worker (LCSW)/Licensed Marriage and Family Therapist (LMFT) will provide supervision of licensed and unlicensed clinicians and other behavioral healthcare professions, paraprofessionals, and/or interns. The LCS will provide direct clinical services if needed.

Seeking Safety:

Seeking Safety is conducted in a group modality. It is an extremely safe model as it directly addresses both trauma and addiction, but without requiring the youth to delve into the trauma narrative (the detailed account of disturbing trauma memories), thus making it relevant to a very broad range of youth and easy to implement. Its key principles are:

- Safety as the overarching goal (helping youth attain safety in their relationships, thinking, behavior, and emotions).
- Integrated treatment (working on both trauma and substance abuse at the same time).
- A focus on ideals to counteract the loss of ideals in both trauma and substance abuse; and
- Four content areas: cognitive, behavioral, interpersonal, case management; and attention to clinician processes (clinicians' emotional responses, self-care, etc.).

Sex Offender Treatment Services:

A small number of youth are in the program due to committing a sex offense. Services for these youth is provided by a contracted provider with expertise in working with youth who commit sex offenses. In July 2021, the County of Santa Clara Probation Department leveraged an existing contract to provide individual sexual abuse treatment services for youth with related offenses, who are committed to the SYTF program. In alignment with the Association for the Treatment of Sexual Abusers (ATSA) Practice Guidelines, the provider will complete an intake and assessment for youth using the Juvenile Sexual Offense Recidivism Risk Assessment Tool – II (JSORRAT-II). This tool will reinforce the ATSA Practice Guidelines recommendation to utilize the Risk-Need-Responsivity (RNR) Model.

The RNR Model establishes accurate treatment dosage to ensure treatment services are provided in response to the youth's assessed risk of recidivism; focuses on a youth's need for specific treatment interventions; and requires responsivity, including taking note of a youth's personal strengths, developmental stage, education, and motivation for effective treatment dosage. Upon completion of the intake and assessment, the clinician will complete a treatment plan with the youth to establish goals and mark appropriate milestones towards recovery. The clinician will facilitate individual sessions with the youth, family sessions with identified members, and will participate in Multi-Disciplinary Team meetings. Individual sessions with the youth may include Relapse Prevention, Solution Focused and Cognitive Behavioral Therapy. Upon a youth's completion of therapy and release from SYTF placement, our provider will continue to provide Aftercare Services to support the youth in their transition using a less restrictive model. The Probation Department estimates the annual treatment cost to be \$14,550 per youth.

There are core skills that are taught using a cognitive-behavioral treatment approach. Each treatment session involves an interactive teaching session and an opportunity to practice new skills. Topics will include, but not be limited to the following:

- Stages of Change
- Identifying Goals
- Human Sexuality
- Social Skills
- Intimacy
- Emotional Regulation
- Cognitive Distortions
- Behavioral Regulation
- Sexual Regulation
- Victim Awareness
- Responsibility and Accountability
- Relapse Prevention

Describe how the County plans to apply grant funds to address support programs or services that promote healthy adolescent development for the target population. Describe any progress on this element since May 1, 2023, at the end of your response: (Welf. & Inst. Code §1995(d)(3)(B) and (d)(8))

Please see Part 3: Programs and Services (WIC 1995 (c)(2)).

The Probation Department is currently utilizing existing staffing, Group Counselors, within the Juvenile Hall Facility. The positions funded by the Juvenile Justice Realignment Block Grant will be those identified by the Behavioral Health Services Department under Part 4. Additionally, once gaps in services are identified by evaluating the current service array, the Probation Department will work with the internal Contracts and Grants Unit and the County Procurement Department to open requests for proposals to solicit services from local community-based providers and non-governmental agencies.

Describe how the County plans to apply grant funds to address family engagement in programs for the target population. Describe any progress on this element since May 1, 2023, at the end of your response: Welf. & Inst. Code §1995(d)(3)(C) and (d)(8))

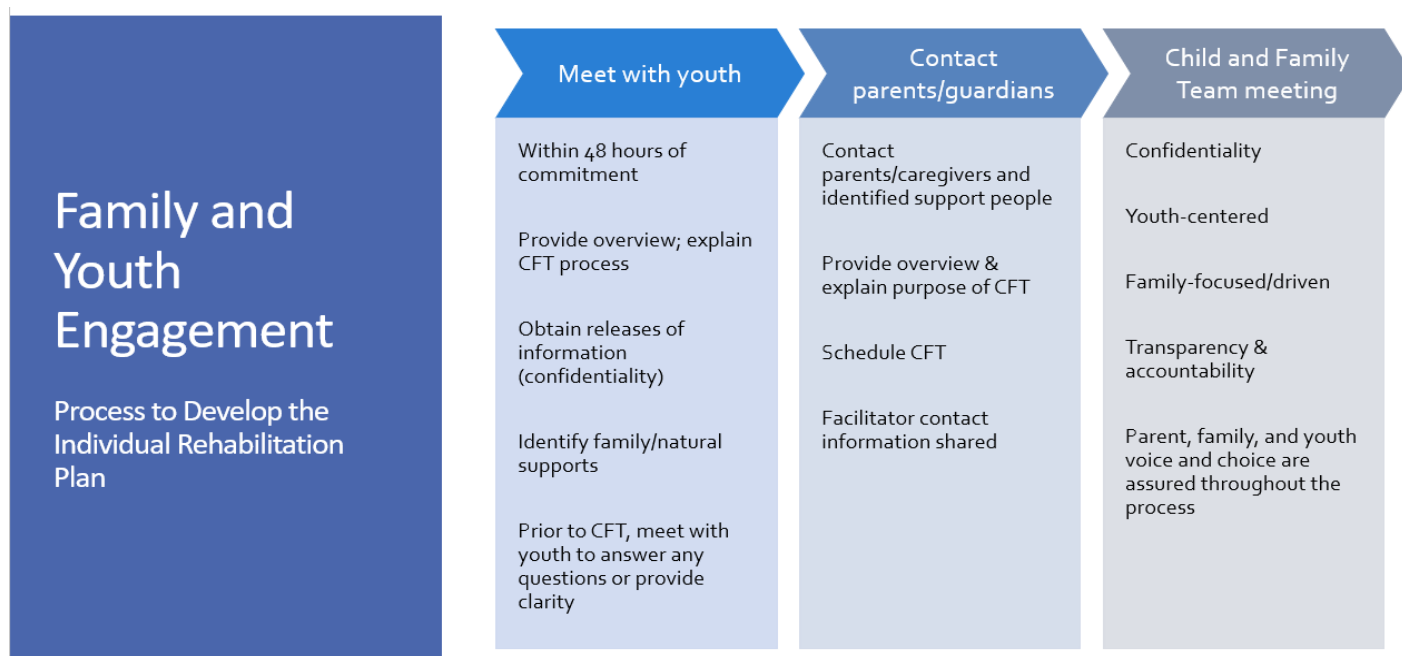
Family engagement begins at the onset of a youth's commitment to the program. Family and natural support members are invited to participate in discussions with the youth, service providers and juvenile justice system partners. Family and natural supports may include, but may not be limited to, biological and extended family members, as well as other important individuals involved in the youth's life such as significant others, neighbors, mentors, coaches, and clergy. Youth are regularly consulted regarding who they want included in their "family support" group to ensure that positive, trusted adult relationships are encouraged and supported. Family members under the age of 18, especially children of the youth themselves, will be encouraged to visit the youth/young adult. When the youth's family has been clearly defined and identified, the Probation Department will provide access and will work to remove all physical and economic barriers to ensure that these relationships are encouraged.

The identification of needs and goals are explored through a Multi-Disciplinary Team (MDT) Meeting using a Child and Family Teaming (CFT) process to support the development and planning of the youth's Individualized Rehabilitation Plan (IRP). The CFT process is designed to promote engagement and youth voice to ensure that each plan is individualized to the needs of the youth and that programs goals are mutually identified that are both achievable and sequenced for maximum success.

Within the first 48 hours of the youth's commitment, the SYTF Clinician meets with the youth to provide an overview of the program, explain the CFT process, obtain releases of information, identify family/natural supports, and explain the IRP process. Shortly after meeting with the youth, the PM contacts parents/caregivers and identified support people to provide an overview, explain purpose of CFT and IRP, and schedule the CFT around their availability. PM provides contact information to the family and supports should they have any questions throughout the process.

In an effort to provide a safe space in which the youth and their family feels comfortable, two CFT meetings are held. The first CFT is held within the first week of the youth being committed. At this CFT, the youth, identified family supports, probation officer, and Behavioral Health treating clinician are present. This small group setting allows for intimate conversation and engagement. In addition, it provides the youth and family an opportunity to ask questions about the program or clarify any information. The second CFT, held by the 15th day of commitment, includes the youth, family, supports, and stakeholders (medical team, education representative, Probation, and Behavioral Health). Each department discusses the strengths, needs, areas of concern, and action steps. The IRP is finalized by the Program Manager I and once it is approved by the court, a copy is provided to the youth

and their family. The engagement with family and natural supports continues throughout the youth's commitment in the program, as family/team meetings will continue to be held as needed and in preparation for court hearings, focusing on the youth's progress and accomplished milestones.



A critical component to the identification of needs is using the Child and Adolescent Strengths and Needs (CANS) tool. This tool supports the prioritization of needs, supports decision-making regarding services, through a strength-based lens. The CANS tool supports monitoring of outcomes and guides services through-out the youth's treatment in the following areas: life functioning, strengths, cultural factors, behavioral/emotional needs, risk behavioral, and caregiver needs/resources. The CANS tool includes input from the youth, the family, and service providers to enhance communication and guide individualized treatment.

Behavioral Health Services will be incorporating Multidimensional Family Therapy (MDFT), as an evidenced based practice. The target age for MDFT ranges between 9-26 years old. The principal treatment objectives of MDFT are to eliminate substance abuse, crime, and delinquency, and to improve mental health, school, and family functioning. MDFT improves the adolescent's emotional regulation, coping, problem-solving, and decision-making skills. It enhances family functioning which is a critical ingredient in positive youth development. MDFT goals target adolescent, parent, family, and community domains. The interventions work to strengthen emotional attachments and connection. The effectiveness of MDFT comes from its focus on known determinants of adolescent problems. Interventions are collaborative, and the treatment emphasizes compassion and respect from highly trained clinicians. Several BHSD staff have completed the Multi-Disciplinary Family Therapy (MDFT) introductory workshop and will receive further training toward certification soon.

Family engagement does expand beyond parents and caregivers. Supportive measures may include the need for couples therapy, young parent(s) support, and parents/caregivers' supportive services.

A core component of ensuring family connection and engagement will be the opportunities for youth and families to visit with each other. There will be a designated room for family visits. This room has comfortable chairs for parents and children. Acknowledging that due to the age of the population, some youth may be parents themselves, the goal of the family and visiting room is to encourage bonding and relationship building imperative to successful reentry to the community. The room has sensory, age and developmentally appropriate toys for

siblings and children to play with. The room is painted in vibrant and/or calming colors and a mural gives a more tranquil environment for family visits. Youth can receive visits from parents, guardians or persons standing in loco parentis, and children of youth. Other family members, such as grandparents and siblings, and natural supports, can also be identified as approved visitors. The Probation Department follows all Title 15 guidelines with respect to visiting. Youth have access to phone calls daily and on specific days throughout the week they can complete video calls. Unfortunately, due to the COVID-19 pandemic, limited in-person visiting has occurred and phone/video calls have been utilized more often for youth to maintain connections to their families. The goal is to have access to multiple means of connection and communication for youth with their loved ones.

In-Custody Specific: SYTF – James Ranch Facility: Learning Independence for Tomorrow (JRF: LIFT)

In June 2023, The Probation Department along with the California Board of State and Community Corrections (BSCC) approved the use of the James Ranch Facility as a least restrictive option for youth committed to SYTF. The James Ranch Facility has established a least restrictive option called the Learning Independence for Tomorrow (LIFT) Program, designed to provide youth with services and support they need to successfully reintegrate into their communities. The program is tailored to the youth's individual needs as identified in their Individual Rehabilitation Plan (IRP) goals with a such as counseling, mental health services, education, vocational education/training, and housing assistance.

The LIFT program will provide youth with the following services and supports:

- Individual and group counseling
- Education and vocational training
- In-person college courses and tutoring,
- Construction Program
- Housing assistance
- Substance use treatment.
- Mental health services
- Parenting education/reunification with children (for young parents)
- Life skills training
- Financial literacy
- Budgeting
- Cooking
- First Aid
- CPR
- DMV services
- Recreation and leisure activities

The goals of this program are to:

- Reduce recidivism (through the completion of evidenced based practices, e.g.Cognitive Behavioral Interventions – Core Youth Program)
- Improve educational outcomes
- Promote healthy relationships
- Enhance employment opportunities
- Strengthen family and community ties

Describe how the County plans to apply grant funds to address reentry, including planning and linkages to support employment, housing, and continuing education for the target population. Describe any progress on this element since May 1, 2023, at the end of your response: (Welf. & Inst. Code §1995(d)(3)(D) and (d)(8))

Based on feedback from youth and community, the goals of Reentry Services will focus on the following:

- Starting reentry planning early and developing supports for youth in the community prior to release.
- Continuing with the same providers and services from custody to community, as appropriate.
- Identifying safe and stable housing.

Prior to Senate Bill (SB) 823, youth exiting the Division of Juvenile Justice (DJJ) were supervised by Deputy Probation Officers (DPO) assigned to the Adult Services Division.

In July of 2023, the Probation Department created the Secure Youth Treatment Facility Support Unit, within the Juvenile Services Division, which consists of Deputy Probation Officers with caseloads dedicated to the supervision of youth reentering the community from the DJJ facility and youth committed to the local Secure Youth Treatment Facility (SYTF) program.

The Deputy Probation Officers assigned to supervise SYTF youth assist and support them and their families in preparing for a less restrictive program and ultimately their return to the community. Reentry planning and preparation begins at the time of the youth's initial commitment. Specialized strategies and approaches include a youth and family reintegrative approach to establish connections through collaboration with the community and resources to ensure the delivery of identified services and supervision. The Deputy Probation Officers work collaboratively with the in-custody program and system and community partners focusing on engagement, planning, and resource building for the youth's safe and fluid reintegration from the SYTF program into the community. The assigned DPO works flexible hours to accommodate a client-centered approach and partner to have varying work schedules.

Reentry and Discharge Planning

The SYTF Support Unit PO is assigned to the youth's case once a youth is committed to the SYTF Program. The Deputy Probation Officer is an integral partner throughout the youth's commitment to the program and reentry, monitoring progression through the IRP and supervision. The IRP is inclusive of short term and long-term goals that include reintegration into the community when the time is appropriate. As the youth gets closer to reentry and/or discharge, concrete actions steps include identification of documents needed, housing, medical and health insurance needs, educational and trades planning, employment planning, including barriers to employment, and identification of other legal needs. The DPO consults with Behavioral Health Services, College Liaisons, medical staff, and the Reentry Group Counselor regarding the youth's treatment needs and the suitability for participation in existing leveraged services. The DPO and BHSD Program Manager I, through the CFT and Case Staffing process, will work with youth and their family/caregiver/natural supports to develop a plan and make the necessary referrals to services to ensure the youth can be successful upon reentry to the community and/or discharge from the program.

Credible Messenger

Credible Messengers are mentors who have passed through the justice system and sustainably transformed their lives. Often community members, previously incarcerated, and others with similarly relevant experiences, want to give back to help others. Their life experience provides them with a special ability to connect with younger, justice-involved people.

From the same background and speaking the same language, Credible Messengers are able to break through to these individuals and form powerful, transformative, personal relationships. With the development of trust over time, they provide these young people a living example of hope and opportunity and are able to equip them with new tools to manage their emotions and behavior and thus change their lives.

Credible Messengers are structured to spend up to 30 hours a week with youth, connect them to housing, employment, and help pay for resources, such as phone, laptop or clothing.

Adult Reentry Resource Center

In preparation for their return to the community, youth are taken to the Adult Reentry Resource Center with 60 days of release. The purpose is to connect them with programs and services offered through the Reentry Resource Center. This includes access to Public Benefits (general cash assistance, CalFresh, and Medi-Cal), Behavioral Health and Substance Use Treatment Services, Housing, and Faith-based services. The youth become familiar with the Reentry Resource Center and apply for any identified programs and services prior to release. In addition, they will connect with the staff so they can access the services at any time should the need arise post-release.

Family and Natural Supports

Family and natural support members continue to be encouraged to engage with the youth and the Deputy Probation Officer throughout the reentry and/or discharge planning stage. The continued development of those relationships is integral in the successful reintegration of the youth during and after program participation and completion.

Housing

The early stages of reentry planning begins when the youth is initially committed to the SYTF Program to ensure housing needs are addressed if the youth does not have a home to return to upon release. The DPO along with the youth discuss and explore all possible housing options in an effort to secure the youth stable and supportive housing. Assisting the youth with returning home with a supportive family member is the most ideal; however, there are some youth who may not have that option and/or have identified that they would like to live independently upon release. For this population preparation and planning needs to begin early on so all housing options can be explored. This includes the DPO collaborating with CBO's and partners who are working with the youth. DPO's assure the youth completes all housing applications early on, due to the fact that housing continues to be challenging, and there are often wait lists.

The Probation Department is expanding efforts to identify housing options within the youth's family network and community. The focus of these efforts and engagement is to discover and build connections for youth, which may help to prevent future episodes of homelessness and incarceration and expand options for residing temporarily with family or other natural supports. The goal of engaging in these efforts with SYTF youth will be to identify safe and stable housing upon youth's release from custody.

Describe how the County plans to apply grant funds to address evidence-based, promising, trauma- informed and culturally responsive programs or services for the target population. Describe any progress on this element since May 1, 2023, at the end of your response: (Welf. & Inst. Code §1995(d)(3)(E) and (d)(8))

Gender, Cultural Diversity, and Inclusion

Two key components of positive youth development are a positive sense of self and a sense of belonging. For youth of color, this requires intentional disruption of negative stereotypes created by a society steeped in racial hierarchy. Culturally rooted programs provide Black, Indigenous, Latinx and youth of color a positive frame free of racism, where their identities, language, art, foods, and traditional practices are reflected and affirmed through the contributions, power, and resiliency of their peoples. When youth can learn about their heritage from a positive perspective, it helps them heal and develop a positive sense of self. Culture is a resource that should be leveraged to support the self-determination among Black, Indigenous/Native, and Latinx communities. Youth describe a sense of healing and belonging when embraced by the community and learning about their culture. In essence, it serves as a container where their identities are free of racism. Through coordination with the Multi-Agency Assessment Center (MAAC), there are cultural celebrations, guest speakers, workshops, and activities available to all youth within the Juvenile Hall including the SYTF.

Additionally, the Probation Department has other enrichment program opportunities developed in coordination with our partners. Probation staff within the county are trained in La Cultura Cura, El Joven Noble and Girls Intergenerational Rites of Passage program Advancing Sisterhood Opportunities Leadership (Girasol) curricula. Youth in Juvenile Hall have access to El Joven Noble and Girasol, restorative practice and healing circle groups that are facilitated by community-based organizations. El Joven Noble is a comprehensive indigenous based, youth leadership development program that supports and guides youth through their “rites of passage” process while focusing on the prevention of substance abuse, teen pregnancy, relationship violence, gang violence and school failure. The Girasol curricula training is designed to support community, educational institutions, community-based organizations, and other systems with the goal of developing and implementing a culturally rooted, trauma-informed, and healing-centered leadership development program for adolescent young women. This promising practice curricula incorporates the crucial elements of being culturally responsive to embrace, engage and assist fem identified youth as they face life’s challenges in a healthy, pro-social way. It also focuses on reducing school suspensions and expulsions, increasing academic achievement, stronger connections to social supports, and school completion. Thus, also improving health outcomes for youth in general. All programs serving clients are required to follow the Risk, Need and Responsivity Principle, and be evidence based, trauma-informed, culturally, and linguistically competent.

All services are provided in a culturally responsible manner to the entire target population, demonstrating fair and equitable practices for participants of diverse identities including gender, age, religion, race, ethnicity, sexual orientation, gender identity, and disability. It is the policy of the County of Santa Clara Probation Department to maintain and promote an organization that provides the highest quality of services to clients regardless of actual or perceived sexual orientation, gender identity, or gender expression. Lesbian, Gay, Bisexual and Transgender (LGBT) clients under the supervision of the Probation Department shall receive fair and equitable treatment, without fear of negative bias or discrimination and in a professional and confidential manner based on principles of sound professional practice.





Finally, all staff are trained in gender and cultural responsivity, including training related to implicit bias and structural racism within the justice system. These trainings are available both in a one-time academy session and through yearly training opportunities offered by the Probation Department Training Unit and in conjunction with the Santa Clara County Office of LGBTQ Affairs.

These training include:

- Ensuring Fairness and Respect for LGBTQI Community in the Justice System – 4 hours
- Gender Identity – 2 hours
- Cultural Diversity & Ethnic Disparity - 4 hours
- Implicit Bias – 8 hours
- Stigma & Bias - 1 hour
- Trauma Informed Care – 4 hours
- Evidenced Based Practices and Programs – 4 hours

Trauma Informed

The local program follows a trauma-informed and healing-oriented approach that holds youth accountable for their behavior while promoting an environment where youth feel safe disclosing their trauma experiences. There are several ways in which the Juvenile Hall will raise awareness as well as change behaviors, actions, and responses among staff to provide youth and families with a trauma informed system of care utilizing the following four principles:

 Realizes	The impact of trauma and paths to recovery and healing is foundational to rehabilitation and reentry.
 Recognizes	Signs and impact of trauma in youth, families, and staff.
 Responds	Integrates knowledge about trauma and healing into policies, practices & the environment.
 Resists Re-Traumatization	Works to ensure policies and procedures do not re-traumatize youth and are trauma-shielding.

Delivering services using trauma-informed approaches, which are policies, practices, and procedures that ensure that all parties involved recognize and respond appropriately to the impact of traumatic stress and support the physical and psychological safety of all youth, family members, and staff.

Trauma-informed services embraces the six core guiding principles of trauma-informed care:

- Understanding Trauma and Stress
- Compassion and Dependability
- Safety and Stability
- Collaboration and Empowerment
- Cultural Humility and Equity
- Resilience and Recovery

By providing services with a trauma-informed healing perspective and practicing the six core principles, contractors can promote a climate and culture of wellness which is cultivated for youth, family members, and staff.

Evidence-Based Programming (EBP):

Staff continues to be trained by the University of Cincinnati's Corrections Institute via a course called Core Correctional Practices (CCP). The CCP covers the principles of effective intervention, quality interpersonal relationships, and effective reinforcement combined with cognitive interventions, pro-social behavior modeling, and structured learning/skill building and problem solving. The CCP training is ongoing and will assist with the implementation of core programming to address needs of youth that led to the negative behavior. The use of rewards connected to desired behavior will be monitored to ensure consistency of timing between the reward and desired behavior, which is optimized. All staff, regardless of their role, will be trained to understand the utilization of rewards as an effective strategy and the program will strive to achieve a 4:1 ratio favoring rewards as a way to encourage desirable behavior. Whenever possible social connection will be used to align with the understanding that positive relationships are a key agent of change. Identification of natural supports within the youth's family and community, as well as those relationships with trusted community-based organizations will happen early in the development of the Individual Rehabilitation Plan (IRP) and will be leveraged to ensure that those connections remain and/or grow within the custody setting and through reentry.

Over the last few years Juvenile Hall staff worked to implement the EBP Positive Behavioral Intervention Supports (PBIS) model with the County Office of Education (SCCOE) PBIS Technical Assistance Office and Dr. Patti Hershfeltd. Dr. Hershfeltd was the Co-Director of the Center for Social Behavior Support at Old Dominion University, an affiliate of the national Center on PBIS. PBIS has been noted as a successful EBP in juvenile justice settings. Research on PBIS can be found here: <https://www.pbis.org/>. Additionally, youth within the SYTF are engaged in UCCI Cognitive Behavioral Intervention (CBI-CY). CBI relies on a EBP cognitive-behavioral therapy approach to teach youth strategies to manage risk factors in a way that is developmentally appropriate: <https://cech.uc.edu/about/centers/ucciproducts/interventions/group-interventions.html>.

Youth at Juvenile Hall are consistently asked for feedback on their experience, including enrichment activities. Youth are asked to suggest/recommend what enrichment activities they would be interested in attending. In addition, research was conducted to explore which programs match youth needs and responsivity issues.

Some studies include:

- Coholic, D., Eys, M., and Loughheed, S. 2012. Investigating the effectiveness of an arts-based and mindfulness-based group program for the improvement of resilience in children in need. *Journal of Children and Family Studies* 21: 833–844.
- Development Services Group, Inc. 2021. Positive Youth Development. Literature review. Washington, DC: U.S. Department of Justice, Office of Justice Programs, Office of Juvenile Justice and Delinquency Prevention.
- Gomez, D. M., Pino, D. J., and Pino, D. R. 2020. Self-compassion and predictors of criminal conduct in adolescent offenders. *Journal of Aggression, Maltreatment & Trauma* 29(8): 1020–1033.
- Rapp–Paglicci, L., Stewart, C., Rowe, W., and Miller, J. M. 2011. Addressing the Hispanic delinquency and mental health relationship through cultural arts programming: A research note from the prodigy evaluation. *Journal of Contemporary Criminal Justice* 27(1): 110–121.

Dr. Bruce Perry's Neurosequential Model is a national EBP that uses a developmentally sensitive, neurobiologically informed approach to clinical work: <https://www.neurosequential.com>. Additional information about this model is provided in previous sections of this document.

Family-based interventions using Multidimensional Family Therapy (MFT) can address behavioral health needs through the family system, collectively supporting the family interactions and family functioning (www.mdft.org). Parent workshops using the Triple P - Positive Parent Program may help parents of young children learn strategies to support children's development, build parent/child relational connections, and gain confidence in addressing children's needs and behavior (www.triplep.net). In addition, we are exploring the use of Child-Parent Psychotherapy for young parents to support the relational connection between the parent and child and to mitigate intergenerational transmission of trauma.

Group based interventions planned include: Seeking Safety <https://www.treatment-innovations.org/seeking-safety.html>).

Using the JAIS risk and needs assessment, 38% of DJJ youth would not be able to succeed in school without supports and most of the youth need some level of academic support. Based on input from DJJ and juvenile hall youth, reentry officers, and community partners, we understand that a core education and vocational foundation is key to a youth's success upon release. Many youth request the knowledge and/or skills to gain employment for long term sustainability planning.

Some supportive research that has guided the development of educational and vocational planning and supports include:

- Weber, J 2021, *Reducing structural barriers to school and work for people with juvenile records*, Council of State Governments Justice Center, New York. <https://www.aecf.org/resources/reducing-structural-barriers-to-school-and-work-for-people-with-juvenile-re/>.
- Hassan, N., & Rosly, M. A. A. (2021). Vocational Education and Training for Young Offenders in Juvenile Approved Schools. *International Journal of Academic Research in Progressive Education and Development*, 10(1), 642-650.
- Shelfer, Zane, "Georgia Department of Juvenile Justice School System - Building a Better Future" (2019). National Youth Advocacy and Resilience Conference. 53. https://digitalcommons.georgiasouthern.edu/nyar_savannah/2019/2019/53
- Palmer, La Toshia, "The Predictors of Juvenile Recidivism: Testimonies of Adult Students 18 Years and Older Exiting from Alternative Education" (2018). Dissertations. 185. https://digitalcommons.brandman.edu/edd_dissertations/185

- O'Neill, S., & Cumming, T. (2018). The Ins and Outs: How Principals Can Smooth Transitions Between School and Juvenile Justice Centres. *Australasian Journal of Special and Inclusive Education*, 42(2), 158-170. doi:10.1017/jsi.2018.15
- Bond, G. R., Drake, R. E., Becker, D. R. (2008). An update on randomized controlled trials of evidence-based supported employment. *Psychiatric Rehabilitation Journal*, 31(4), 280–290.
- Porch, Lynell, "The Plan Starts Now: A Study of Juvenile Delinquency and a Re-entry Program Back into the Community" (2021). College of Education Theses and Dissertations. 213. https://via.library.depaul.edu/soe_etd/213
- Cuellar, A., McReynolds, L., Wasserman, G. (2006). A cure for crime: Can mental health treatment diversion reduce crime among youth? *Journal of Policy Analysis and Management*, 25(1), 197–214. <https://doi.org/10.1002/pam.20162>

Development Services Group, Inc. (2017). Model programs guide literature review: Juvenile reentry. Office of Juvenile Justice and Delinquency Prevention. <https://www.ncjrs.gov/App/Publications/abstract.aspx?ID=271832>

Describe whether and how the County plans to apply grant funds to include services or programs for the target population that are provided by nongovernmental or community-based providers. Describe any progress on this element since May 1, 2023, at the end of your response: (Welf. & Inst. Code §1995(d)(3)(F) and (d)(8))

Services from nongovernmental or community-based providers since May 1, 2023:

- Dr. Kirsten M. Mason: Provides therapeutic services for young adults committed by the Juvenile Court to the Secure Youth Treatment Facility Program.
- Faith in Action Community Education Services (FACES): Provides juvenile intimate partner and/or family violence intervention and anger management programming to youth and young adults in the Secure Youth Treatment Facility program.
- Gill Psychological Services: Provides sexual behavior treatment to clients committed to the Secure Youth Treatment Facility program.
- New Hope for Youth (NHFY): Provides credible messenger mentoring to youth committed by the Juvenile Court.

PART 5: FACILITY PLAN (WELF & INST. CODE § 1995(D)(4))

Provide a detailed facility plan indicating which facilities will be used to house or confine the target population at varying levels of offense severity and treatment need, and improvements to accommodate long-term commitments. Facility information shall also include information on how the facilities will ensure the safety and protection of youth having different ages, genders, special needs, and other relevant characteristics. Describe any progress on this element since May 1, 2023, at the end of your response: (Welf. & Inst. Code (d)(8))

The Juvenile Hall has been identified as the facility where youth begin the SYTF program. Two pods within the William F. James Ranch (James Ranch) are being utilized as a less restrictive program. The existing capacity within Juvenile Hall and the James Ranch allow for flexibility in the number of pods dedicated to the SYTF and LIFT depending on census and youth's commitment status.

As part of Senate Bill 823, \$9.6 million was set aside for the BSCC to "award one-time grants, to counties for the purpose of providing resources for infrastructure-related needs and improvements to assist counties in the development of a local continuum of care." The Probation Department applied for and was awarded \$356,000

to address the confinement of youth with varying levels of offense severity and individual treatment needs who are committed to the SYTF program.

This competitive grant funding has allowed the County to “soften” the look and feel of one designated living environment within the Juvenile Hall to the extent feasible. The funding has supported limited infrastructure redesign and improvements that are rooted in a trauma-informed design. The goal is to create spaces that are welcoming, demonstrating a holistic environment, and provide some degree of privacy for youth and young adults. Funding has also been utilized to redesign the existing double occupancy rooms to single occupancy rooms, which include a desk and appropriate furniture within each room. Funds have been used to paint the space and include comfortable furniture which encourages social interaction between staff and youth. Youth are anticipated to be residing in the renovated unit by the end of fiscal year 2024.

The Probation Department has designated four living units in a separate wing and area of the Juvenile Hall to accommodate the DJJ realigned and SYTF populations. The SYTF units currently house male youth and female youth separately, and incorporate Behavioral Health staff who are assigned to work within the units to support youth success in their rehabilitation and treatment. The goal of the living units for the SYTF program is to provide a safe, therapeutic, and comfortable environment. Within the living units, youth will learn coping, social and life skills, and develop a sense of community. Youth will also have a structured daily routine, inclusive of enrichment and leisure time. The living units, staffed with probation group counselors and behavioral health staff, aim to provide a safe, therapeutic, supportive, and structured environment. Youth have significant time outside of their rooms throughout the day, including meals, programs related to education/vocation, enrichment, treatment, and leisure time. The Probation Department exceeds all Title 15 standards in this area. **Youth Rooms:** The rooms are transitioning to single occupancy. A single room will create a larger space for the youth. The rooms will be equipped with a bed, shelving space, a desk, and a chair. The shelving space will allow youth to store clothing and other personal items. The desk and chair will allow youth to have a space to work on unfinished schoolwork, study for tests/exams, or participate in leisure activities such as drawing or letter writing. This set-up is significantly different from the other rooms and units of Juvenile Hall and is intentionally responsive to both the longer time the youth will likely remain in custody and the likelihood these youth will be older than the other Juvenile Hall youth. **Lounge/Relaxation Area:** There are two areas for youth to lounge. One area a couch, chairs, and a small table. This space can be utilized for lounging or watching television and can be used for individual or group counseling sessions. The other has been furnished with comfortable furniture and has an age-appropriate gaming section.

Classroom: The classroom is equipped with individual desks, a large monitor and video conferencing equipment, and an enrichment corner. The enrichment corner has books for personal development, education, and life skills, etc. Youth also have access to a Library operated by the County of Santa Clara Library District.

Behavioral Health Room: This room is utilized for Behavioral Health sessions/therapy. The room is painted to provide a holistic atmosphere to promote the therapeutic environment. This space has been furnished with a comfortable couch and chairs for sessions.

Wellness Room: This room will be utilized for youth who need to decompress or need some time alone. The youth will be able to listen to music with headphones, read a book, or just hang out in a room without a locked door.

Visiting rooms/family rooms: There are designated room for family visits. This room has comfortable furniture for visitors. The room also has sensory, developmentally- and age-appropriate toys for children, such as for siblings or the children of youth committed to the program. The room has been painted and will have a mural to give a more inviting environment for family visits.

Outdoor Facility Improvements

As the Secure Youth Treatment Facility population grows, space to perform educational, vocational, elective and enrichment services has become impacted. The Probation Department is working to identify viable solutions to provide additional space. The Probation Department is working with the Facility and Fleets (FAF) Department on a Capital Improvement Project Bringing in Group 4 Architecture to conduct a site and program assessment. This assessment will lead to a preliminary site design which will ensure an efficient layout that incorporate security, circulation, and allows for future expansion. The consulting group is allocating square footage for additional modular classrooms, agriculture and landscaping programs, outdoor workshop space, and a recreational field. The modular classrooms will have both a lecture area and hands-on area to allow for programs like culinary, barbering and cosmetology. The layout design will integrate the designated workspace pavilion with the outdoor family visiting area seamlessly. This integration aims to optimize space utilization and enhance the overall functionality of the facility. The pavilion will serve multiple purposes including facilitating vocational and enrichment workshops, educational courses, outdoor workspace, and visiting. Adding an outdoor pavilion will allow adequate coverage for the youth, staff, and instructors throughout the various seasons.

PART 6: RETAINING THE TARGET POPULATION IN THE JUVENILE JUSTICE SYSTEM (WELF & INST. CODE § 1995(D)(5))

Describe how the plan will incentivize or facilitate the retention of the target population within the jurisdiction and rehabilitative foundation of the juvenile justice system, in lieu of transfer to the adult criminal justice system. Describe any progress on this element since May 1, 2023, at the end of your response: (Welf. & Inst. Code (d)(8))

The Probation Department utilizes evidence-based practices at all intervention levels to reduce youth recidivism and mitigate the need for the transfer of cases to the Adult Criminal Court. The Department utilizes a violence reduction strategy that includes Prevention/Diversion/Assessment, Early Intervention, Intervention, Intensive Intervention, Enhanced Ranch Program (custody), and the Secure Youth Treatment Facility Program (custody), providing a robust continuum of services and interventions at all levels.

The Probation Department connects youth to community-based and county services that deliver educational/vocational programming, counseling and therapeutic services, substance use services, pro-social activities, mentoring, family engagement and preservation services, as well as rehabilitative and reentry services. The Juvenile Assessment and Intervention System (JAIS) assessment identifies criminogenic risk, principal service needs, and in turn informs case planning and related Court obligations to develop an individualized case plan with achievable and attainable goals.

The Department has collaborative partnerships with the Juvenile Justice Court, Office of the District Attorney, Office of the Public Defender, Office of the Alternate Defender, Independent Counsel Office, Behavioral Health Services, the Department of Family and Children's Services, and various community-based organizations to create checks and balances around the tenets of best interest of the youth, least restrictive environment, and community safety.

With the enactment of Assembly Bill (AB) 2361 in 2023, Welfare and Institutions Code (WIC) 707(a)(3) now states, "in order to find that the minor should be transferred to a court of criminal jurisdiction, the court shall find by clear and convincing evidence that the minor is not amenable to rehabilitation while under the jurisdiction of the juvenile court." Although transfer to adult court has been reserved for the most serious and violent offenses as governed by law and upon motion of the Court for consideration, this legislation may further decrease the number of youth considered for transfer, while increasing the number of participants in the SYTF program. The juvenile court must consider the degree of criminal sophistication, whether the minor can be rehabilitated prior to expiration of the juvenile court's jurisdiction, and the minor's previous delinquent history. An overarching

County goal is that the SYTF program will serve as a robust alternative, meeting security and service needs, thereby limiting the need for cases to be transferred to the Adult Criminal Justice System for eligible youth.

The District Attorney's Office (DAO) remains committed to reducing the number of incarcerated youth in our county. The DAO has made tremendous strides in these efforts through collaboration with justice partners. Likewise, the DAO remains committed to requesting transfer of a youth to adult court in the narrowest of circumstances and for only the most violent crimes. The DAO is committed to working collaboratively with the Probation Department to broaden the inquiry into those rare instances where a juvenile is transferred to adult court.

Between 2017 and 2023, 122 unique youth and young adults had one or more judicial transfer hearings. Among them, the number of youth and young adults transferred to adult criminal court decreased in recent years, coinciding with legislative changes, such as Prop 57 in 2017, SB 1391 in 2018, AB 1423 in 2019 SB 823 in 2021, and AB 2361 in 2023. Table 3 below outlines the number of youth and young adults who had judicial transfer hearings and their outcomes. From 2017 through 2019, 37 youth/young adults were transferred to adult criminal court. By comparison, only 5 youth/young adults were transferred from 2021 through 2023, representing an 86% decrease in transfers between the two time periods.

Table 3: Number of Youth/Young Adults who Had Judicial Transfer Hearings in Santa Clara County by Year, 2017-2023 (n=122)				
YEAR	# of youth who had Judicial Transfer Hearings	# who remained in Juvenile Court	# transferred to Adult Criminal Court	
2017	17	7	10	← 2017 Prop 57 ends direct file for adults
2018	27	12	15	← 2018 SB 1391 ends adult court prosecution for 14- and 15-year-old youth
2019	18	6	12	← 2019 AB 1423 youth can return to juvenile court if found not guilty or entered plea to less serious offense
2020	17	14	3	
2021	15	12	3	← 2021 SB 823 juvenile justice realignment
2022	4	4	0	
2023	24	22	2	← 2023 AB 2361 requires court to find clear and convincing evidence that youth are not amenable to rehabilitation through the juvenile jurisdiction prior to transfer
TOTAL	122	77	45	

PART 7: REGIONAL EFFORT (WELF & INST. CODE § 1995(D)(6))

Describe any regional agreements or arrangements supported by the County's block grant allocation. Describe any progress on this element since May 1, 2023, at the end of your response: (Welf. & Inst. Code (d)(8))

The County of Santa Clara does not have any agreements with other Counties.

PART 8: DATA (WELF & INST. CODE § 1995(D)(7))

Describe how data will be collected on youth served by the block grant. Describe any progress on this element since May 1, 2023, at the end of your response:

The Probation Department will utilize the Results Based Accountability (RBA) framework for evaluating the Secure Youth Treatment Facility (SYTF) program. RBA is used by community programs to improve quality of life and program performance to best meet the needs of the people they serve.

	Quantity	Quality
Effort	How much was done?	How well was it done?
Effect	Are the people we serve better off?	
	#	%

The Probation Department is using several tools and data sources to monitor and evaluate the SYTF program, including the department's electronic records system that tracks youths' activities and programming, educational and vocational progress, demographics, and more. Data from Individual Rehabilitation Plans further informs the department how individual youth are progressing toward their rehabilitation goals over time.

The Probation Department uses the Juvenile Assessment and Intervention System (JAIS) to understand and monitor the needs of youth. The JAIS is a comprehensive risk and needs assessment designed to assist staff and system partners to supervise youth both in institutional settings and in the community. The JAIS highlights youth's strengths and challenges, risk of reoffending, and the principal service needs that contributed to their illegal behavior. Additionally, the Behavioral Health Services Department conducts comprehensive screening and assessment, including a behavioral risk assessment, an integrated (substance use and mental health) behavioral health assessment, and the Child and Adolescent Needs and Strengths (CANS) tool.

The department is measuring youth engagement and participation in:

- Evidence-based programming that is designed to address criminogenic and principal service needs.
- Counseling and supportive services that address wellbeing and protective factors.
- Educational, vocational, and extracurricular programming that will further prepare youth for successful reentry to the community.

- Participation in independent living skills programming and attainment of resources essential to their successful transition back to the community (i.e., housing, financial resources, ongoing support services, career linkage, ongoing education, and more).

The department is also applying evaluative measures to our own systems and procedures for continuous quality improvement. Coinciding with the implementation of SYTF programming, the Department is simultaneously developing policies and procedures that outline the operational and administrative components required to sustain programming, define our goals and roles (beyond those of the legislation), refine evaluation measures/variables, and identify effective data collection and tracking procedures to improve workflow within the program. For example, the department is developing new forms and procedures for tracking and reporting SYTF data. The Department is also developing tools and training staff to conduct program observations to monitor program fidelity, enrich our understanding of program effectiveness, and to identify gaps or areas in need of improvement (i.e., training, capacity, programming, facilities, etc.).

Since the outset of SYTF, the Probation Department and our partners, such as the Behavior Health Services Department, have collected the following data elements:

Youth-Level Variables:

- # of youth committed to SYTF by risk level and principal service needs
- Baseline commitments and baseline reductions
- Offense history
- # of JAIS assessments completed
- # of BHSD assessments completed (i.e., TCP, Integrated Behavioral Health Assessment, CANS, NMT, etc.)
- # and type of other assessment tools used (i.e., educational/vocational assessments, etc.)
- # of CFTs/MDTs/case staffings
- # and nature of IRP goals
- # of dosage hours by type of programming that targets each youth's criminogenic and principal service needs
- # of counseling/supportive service hours by type of service
- # of enrichment activities
- Notes regarding engagement/participation in programming
- # of youth who complete programming/treatment
- # of educational and vocational achievements
- # of PBIS rewards
- # of sanctions/disciplines and incident reports
- # of youth who connect to reentry service providers prior to reentry
- # of home visits/off-site work/ furloughs (if/when applicable)
- Duration of youth's SYTF commitment and time in each phase (i.e., SYTF at Juvenile Hall, less restrictive programs, time discharged leading up to dismissal)

System-level variables:

- # and type of trainings for staff
- # of staff trained
- # and nature of programs/services available to youth in SYTF, less restrictive environments and the community
- Policies and procedures implemented that guide the structure and workflow of SYTF:
 - Roles and responsibilities
 - IRP development

- Sequencing of programming
- Fidelity monitoring, data tracking and continuous quality improvement

PROGRESS ON THE DATA ELEMENT

Presently, each team working with the youth/young adults maintains their own records. Policies and procedures have been put into place to ensure that data is entered into the departments electronic records system. Partner agencies track and submit their service/program/outcomes data directly to Probation, and the Research and Evaluation team works to collate the data. The systems in place, while thorough, are not consistently capturing data in easily translatable or quantifiable ways. For this reason, the Probation Department and the Behavior Health Services Department have worked to create a new Individual Rehabilitation Plan for use in 2024 that will better identify exactly which principal service needs are to be addressed by which services. Additionally, the Research and Development team has been working across the Probation Department to develop simpler data tracking tools for daily use, while we undertake a larger effort to improve our records system for SYTF in the future.

Going into 2024, the Research and Development team has two priority needs regarding data outcomes. First, the team intends to conduct a survey among youth/young adults committed to SYTF regarding their experiences and needs throughout their commitments. Now that more youth have received services and programs in various settings, it is an ideal time to seek their feedback.

Second, there is a growing need to develop more robust data tracking tools. As the number of service providers from various teams have expanded to serve the population, there is an increased programmatic need to ensure essential data is centralized and accessible. Since 2023, the Research and Development team, and the Information Technology Division have been working on plans to develop new and improved data records systems and corresponding data dashboards that will enable us to capture progress in real time. While these efforts will provide immediate information to program staff, the Research and Development team will also have increasingly reliable and quantifiable data from which to measure outcomes.

Describe outcome measures that will be utilized to measure or determine the results of programs and interventions supported by block grant funds. Describe any progress on this element since May 1, 2023, at the end of your response:

Applying the Results Based Accountability framework, the primary outcomes and measures for the Secure Youth Treatment Facility include, but are not limited to, the following:

1. Progress is made toward addressing youth's criminogenic needs:
 - a. Documented engagement in programming/treatment
 - b. Completion of programming/treatment
 - c. Demonstrated improvement in behavior, successes, and skill development (i.e., success plan from CBI groups, improvement demonstrated in progress reports, etc.)
 - d. Reduction in responsivity risk level/score and needs (i.e., JAIS reassessment, CANS)
 - e. Increased strengths (i.e., JAIS reassessment, CANS)
 - f. Demonstration of victim awareness (i.e., compassion/empathy for victims and remorse for crimes committed)
2. Progress is made in other areas of wellbeing:
 - a. Documented engagement in programming/treatment
 - i. Demonstrated growth and skill development (i.e., behavioral health, life skill development, inner resources and coping skills, motivation/initiative, leadership, etc.)
 - ii. Improvement in wellbeing areas (CANS)

- b. Enrollment in new activities (i.e., pro-social, extracurricular)
 - c. Increased family/caregiver/natural support connections
- 3. Educational and vocational advancement:
 - a. Courses and trainings completed
 - b. Academic improvements (i.e., grading, progress reports)
 - c. Certificates and degrees conferred
 - d. Job preparedness (i.e., resume, cover letter)
- 4. Youth are prepared prior to reentry:
 - a. Engagement in transition plan
 - b. Completion of basic needs tasks prior to reentry (i.e., banking, ID, plan for housing and employment/ education, support system, referrals for ongoing programming, healthcare and medication access, etc.)
- 5. Youth engagement in reentry:
 - a. Youth continue to work toward educational/vocational goals (i.e., enrollment in school/training, labor union, etc.)
 - b. Youth secure/retain housing
 - c. Youth secure/retain employment
 - d. Youth continue to engage in referred services (i.e., mental health, case management/mentoring, recovery)
 - e. Youth report increase in hope and outlook for the future
- 6. Youth remain in the community after release - no new placements
- 7. Youth successfully completes probation
- 8. Reduction in new arrests and/or sustained petitions
- 9. Increase in staff knowledge and skills
- 10. Probation systems improvement, adherence to program fidelity and CQI

The Probation Department commits to publishing data related to the SYTF program while protecting the privacy and confidentiality of youth served. Data collection, evaluation and reporting are critical to (1) ensure there are no net-widening impacts in commitments to the local SYTF compared to commitments to DJJ prior to the passage of SB 823 and DJJ intake closure; (2) monitor for any possible increases in adult court prosecutions; (3) apply ongoing racial and ethnic disparity analysis to monitor the impact of decisions on youth of color compared to white youth; (4) implement systematic evaluation of performance measures and continuous quality improvement as additional system components rollout (i.e. new less restrictive programs, services) to address emerging needs; and (5) address the broader “realignment target population” contemplated in W.I.C. 1990.

Progress regarding Outcomes and Results

In the best-case scenario, a new program would be designed and developed, with all necessary resources in place prior to implementation. Implementation would coincide with ongoing needs assessment, continuous quality improvement (CQI), monitoring of outputs, and the evaluation of short- and long-term outcomes. The broader the program, the more is required up front to ensure the success of the first cohort. Workflows, funding, flexible and adaptive infrastructure, staffing, training for staff, programming, services, and administrative systems (i.e., communications, policies and procedures, data tracking, roles and responsibilities) are the essential building blocks that would be in place for success at the implementation stage.

Coinciding with the implementation of SB 823, the courts simultaneously began to commit youth and young adults who were pending disposition for serious violent offenses to the Secure Youth Treatment Facility. The new legislation presented the possibility of more promising outcomes for youth and young adults and led to the

imminent closure of the Department of Juvenile Justice. As a result, the probation department prioritized resources for the incoming youth and young adults as their rehabilitation became the utmost priority for SYTF implementation. With the understanding that youth and young adults would begin in the SYTF facility at Juvenile Hall, that component of SYTF became the primary focus. The department worked zealously to develop the infrastructure, such as facilities and staffing, administrative processes, such as establishing comprehensive individual rehabilitation plans, and programming and services, that were necessary and appropriate to meet the complex needs of the population. Thus, from the outset, the development of each component of the SYTF coincided with its implementation, rather than preceding it.

Due to the varying timeframe of youth commitments, the pathways of youth/young adults committed to SYTF will vary over time, stretching our ability to measure long-term outcomes into the future. At this stage, of the 53 youth/young adults committed to SYTF since July 2021, nine youth have been discharged, and four have been formally dismissed. Since most youth are still in the very early stages of their commitments and corresponding programming, we are evaluating the SYTF in phases that correspond to the rolling implementation of programmatic and logistical components of SYTF. Below, we outline our evaluation plan.

Phase 1 Evaluation: July 2021 – June 2024

- Process: How has SYTF been implemented?
 - Timeline, stages, and data
 - What steps have been taken to address barriers and challenges?
 - What efforts have been successful?
- What are the characteristics of the SYTF population?
 - Youth strengths, risk and principal service needs
 - Demographics – Age, Gender Identity, Race/Ethnicity
 - Offense history and other relevant case information
 - Individual Rehabilitation Plans:
 - Principal service needs, assets and strengths
 - Goals for rehabilitation and reentry
 - Do services and programming address the needs and goals set forth for each youth? Are they evidence-based?
- What activities, programming and treatment have been delivered?
 - Dosage, frequency and duration
 - Results and impact (as applicable)
- How are youth doing at discharge and dismissal?
- Recommendations for addressing challenges/barriers

Phase 2 Evaluation: July 2024 – June 2025

- Includes primary outputs/outcomes in previous evaluation
- Does treatment address youth's individual needs? How much programming was provided? How effective was it?
 - Dosage and demonstrated progress
 - Criminogenic and principal service needs
 - Behavioral health and well-being needs
 - Life skills
 - Educational and vocational attainment
- What goals have been met and achievements accomplished?
- Are youth prepared for and successful in reentry?
- What does recidivism look like?
- How many youth successfully complete probation? (as applicable)

Following implementation of SB-823, the Secure Youth Treatment Facility and its various components have expanded and have grown increasingly responsive to the population served. Most recently, in February 2024, the University of Cincinnati Corrections Institute (UCCI) conducted the Evidence-Based Correctional Program Checklist (CPC) at the Secure Youth Treatment Facility in Juvenile Hall. The CPC was, “developed for assessing correctional intervention programs, and...used to ascertain how closely correctional programs meet known principles of effective intervention” (UCCI, 2024, “Evaluations” section). The Probation Department is currently awaiting findings and recommendations from this assessment.

In the first two fiscal years following the passage of SB-823, 42 youth/young adults were committed to SYTF. Demographics for FY 21-22 and FY 22-23 are outlined below:

Figure 6: Gender of Youth Committed to SYTF in FY 21-22 (n=10) and FY 22-23 (n=30)

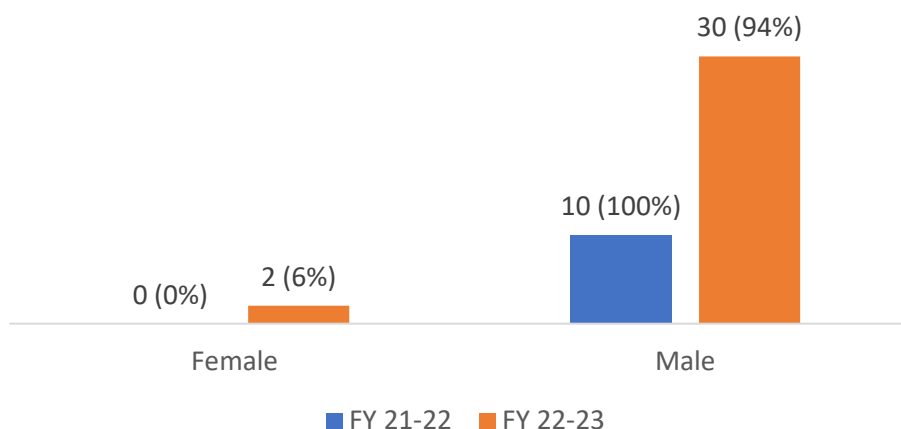


Figure 7: Age of SYTF Youth at Adjudication in FY 21-22 (n=10) and FY 22-23 (n=30)

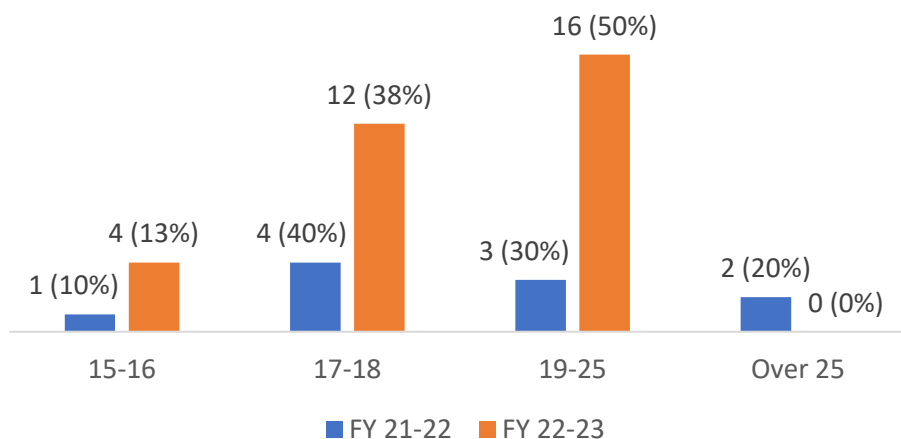
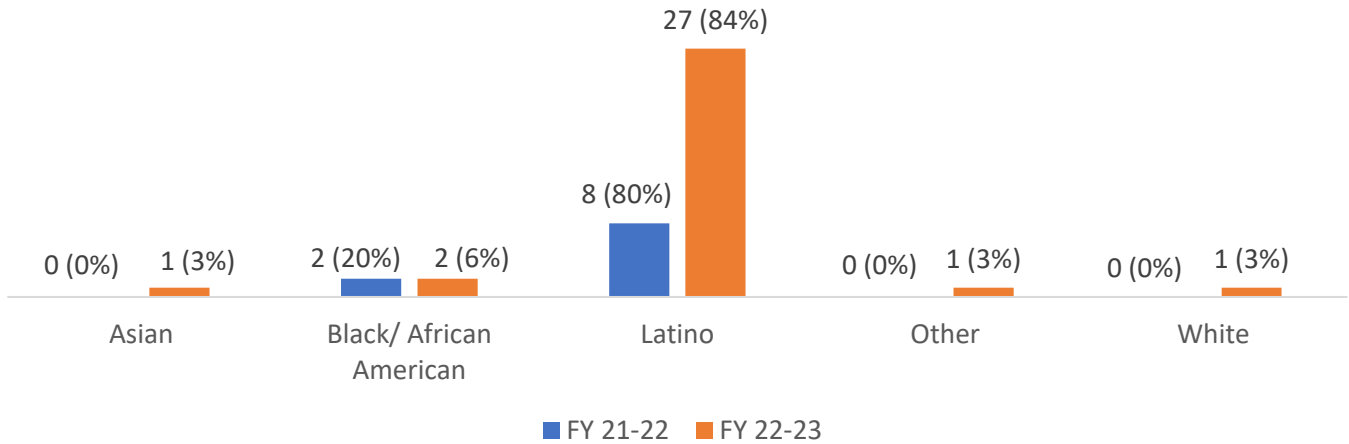
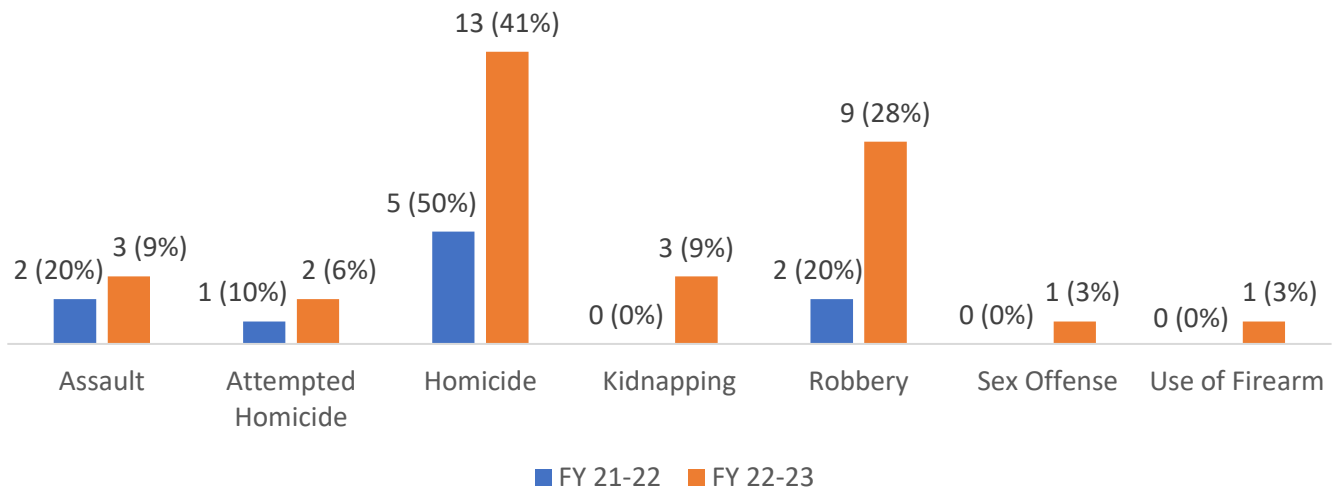


Figure 8: Race/Ethnicity of Youth Committed to SYTF in FY 21-22 (n=10) and FY 22-23 (n=30)



The offenses youth were adjudicated for vary, but the most common offense was homicide (Figure 9).

Figure 9: Offenses of Youth Committed to SYTF in FY 21-22 (n=10) and FY 22-23 (n=30)

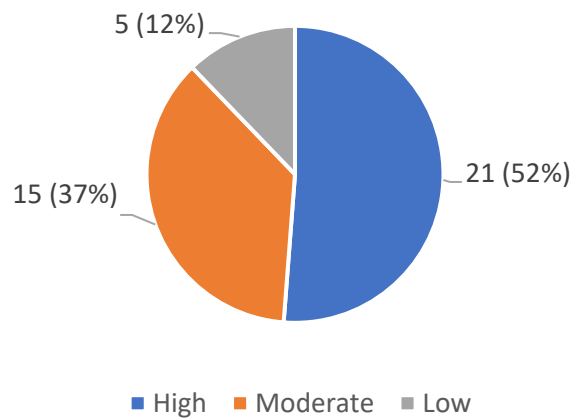


To guide the supervision of youth and identify the underlying factors contributing to their legal issues, the Probation Department uses the Juvenile Assessment Intervention System (JAIS), a gender-specific risk, needs and responsivity tool.

The figures below are drawn from JAIS results for youth who were committed to SYTF in FY 21-22 and FY 22-23:

- **Risk level:** this data stems from the Pre-JAIS, a brief risk-screener that yields an overall recidivism risk level for youth entering probation supervision (Figure 10).

Figure 10: Risk Level of Youth/Young Adults Committed to SYTF in FY 21-22 (n=9) and FY 22-23 (n=32)



- **Principal Service Needs:** the full JAIS assessment identifies youth’s strengths and needs. Principal Service Needs are defined as needs that “significantly” or “highly significantly” contributed to a youth’s legal issues, and are targeted through evidence-based programming, as outlined in each youth/young adult’s individual rehabilitation plan (Table 4).

Table 4: Principal Service Needs of Youth/Young Adults Committed to SYTF in FY 21-22 (n=9) and FY 22-23 (n=32)		
Principal Service Needs	# of youth	% of youth
Relationships	33	80%
Emotional factors	28	68%
School inadequacy	26	63%
Family history problems	23	56%
Other drug abuse	23	56%
Parental supervision	22	54%
Criminal orientation	21	51%
Social inadequacy	17	41%
Abuse/neglect and trauma	16	39%
Physical safety	14	34%
Alcohol abuse	9	22%
Basic living needs	6	15%
Vocational skills	6	15%
Interpersonal manipulation	4	10%
Isolated-situational or temporary circumstances	3	7%

Among youth/young adults committed to the Secure Youth Treatment Facility in Juvenile Hall, or who have been ordered to the Less Restrictive LIFT Program at William F. James Ranch, all have either completed or are in progress to complete their Cognitive Behavior Interventions – Core Youth (CBI-CY) programming (excluding a small number of Department of Juvenile Justice returnees who were discharged before having a chance to

begin). The department is currently training staff to facilitate Cognitive Behavior Interventions – Advanced Practice (CBI-AP), so youth can continue to practice new skills and apply them in a range of settings and scenarios. CBI programming is designed to address a broad set of criminogenic and principal service needs. Youth are also meeting with their individual therapists regularly to supplement those lessons and target behavioral health needs, such as substance abuse and antisocial cognition/thinking. Youth are further supported in practicing the skills they learn in CBI-CY through staff-led programming and milieu support with Rehabilitation Counselors in their living units.

Nineteen youth committed in FY 21-22 and FY 22-23 have also begun working with a Credible Messenger Mentor for support rebuilding positive family relationships, guiding prosocial engagement, and addressing negative peer influences. Thirty-one youth have completed or are in progress to complete Victim Awareness/Victim Impact classes. For those the programming was relevant to, other youth are taking or have completed Sexual Behavior Therapy and Intimate Partner Violence classes.

In addition to programming that targets principal service needs, youth are heavily engaged in academics, specifically college. Youth in the SYTF at Juvenile Hall and those in the LRP LIFT program are or have been enrolled and engaged in online college, and some are even attending in-person labs at community college. Youth have been engaged in a range of vocational courses, ranging from trades and CPR/First Aid Certification to financial literacy and culinary programs. As reported by two group counselors who lead staff programming, such as cooking and gardening for youth/young adults in the SYTF at Juvenile Hall, some youth are completing projects from start to finish for the first time. Not only are they learning skills for the future and experiencing their potential, they are also working in groups cooperatively, practicing conflict management and emotional regulation, building confidence, and cultivating aptitudes, from soft skills, to hard skills, to life skills.

Concurrently, youth are making strides in education as they work toward or complete AA degrees. Metaphorically speaking, the photos seen below demonstrate the before-and-after growth, learning, and skill development demonstrated by youth committed to SYTF. In the photos, we see a before-and-after example of applied construction education. Youth have gone from learning how to build picture frames to constructing a full-sized shed.

From this:





To this...

PART 9: OTHER UPDATES: DESCRIBE ANY PROGRESS ON ELEMENTS SINCE MAY 1, 2023: (WELF. & INST. CODE (D)(8))

Provide a description of progress made regarding any plan elements and any objectives and outcomes in the prior year's plan, to the extent that they have not already been described above.

The Probation Department, in partnership with various system partners have made progress on various elements of the plan. We are proud of our youth and their hard work and dedication. One of the greatest strengths of SYTF is the education program.

In November 2023, a collaborative initiative led by Santa Clara County Juvenile Probation Department, Santa Clara County Office Education, and San José City College facilitated a remarkable opportunity for four promising scholars from our SYTF program. SA's journey through education was far from ordinary. Beginning as a dual enrolled high school student, he faced incarceration, teen parenthood, and academic struggles. Yet fueled by unwavering perseverance, he persisted. After five years of relentless effort, he earned three AA degrees. This May, he graduates, a testament to his extraordinary strength. But his story doesn't end there. SA has been accepted into four CSUs, with UC acceptances pending, his future shines brightly, a testament to his dedication. This is one of many stories of youth who are completing community college courses and are now moving on to four-year universities upon release.

JD, along with other members of his family, has been navigating the system since he was ten years old, and was initially committed to SYTF with a seven-year base line term. Throughout his time in SYTF, JD wholeheartedly embraced all available programs and treatment opportunities, displaying unwavering commitment and perseverance. As he progressed, JD transitioned to a less restrictive program, seizing the opportunity to participate in the Department's inaugural paid internship program. In this role, JD contributed significantly by evaluating and enhancing various programs, such as financial literacy, and revamping the victim awareness curriculum in collaboration with Behavioral Health, resulting in more engaging interactions and increased youth involvement. Recognizing the value of peer support, JD proposed a peer-to-peer mentoring initiative, which not only garnered inclusion in a grant to OYCR but also proved instrumental in facilitating

connections for five youths to the trades, all of whom are currently employed. Beyond employment, JD actively assists youths with housing and accessing essential resources, demonstrating a profound commitment to their well-being. JD's impact extends beyond his direct involvement, as evidenced by his keynote speaking role at a youth justice conference, where he shared his journey and inspired others with his message of resilience and hope. Despite his many accomplishments, JD remains grounded, continuing his education at a community college with an outstanding 3.8 GPA while simultaneously exploring various job opportunities and building a solid financial foundation. His dedication to empowering others is further evidenced by his current placement within a nonprofit, where he is honing his skills as a credible messenger, committed to removing barriers and fostering positive change within the community.