

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

FY 2023-2024 Consolidated Annual Plan

County of Santa Clara

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I. COUNTYWIDE SERVICES NEEDS, PRIORITIES, AND STRATEGY

A. Assessment of Existing Services

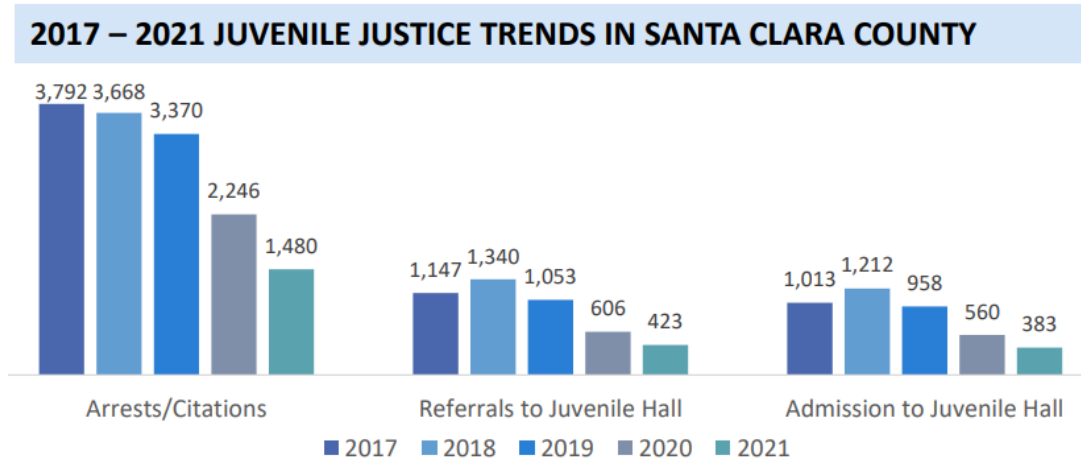
Include here an assessment of existing law enforcement, probation, education, mental health, health, social services, drug and alcohol, and youth services resources that specifically target at-risk juveniles, juvenile offenders, and their families. Describe what approach will be used to facilitate collaboration amongst the organizations listed above and support the integration of services.

The Santa Clara County Probation Department, in collaboration with system partners, has developed a long-term plan to reduce crime committed by youth in the community. This plan is called the Violence Reduction Program (VRP) Framework (see Attachment A). The VRP Framework consists of a continuum of key program strategies, including Prevention, Early Intervention, Intervention, Intensive Intervention, and Secure Programming. The programs work with youth who are already involved, as well as those who are at risk of being involved, in the juvenile justice system. Each key program strategy has system partners, community-based contractor(s), and Probation staff to support youth in the juvenile justice system. Throughout each intervention level, youth may be able to receive the following services:

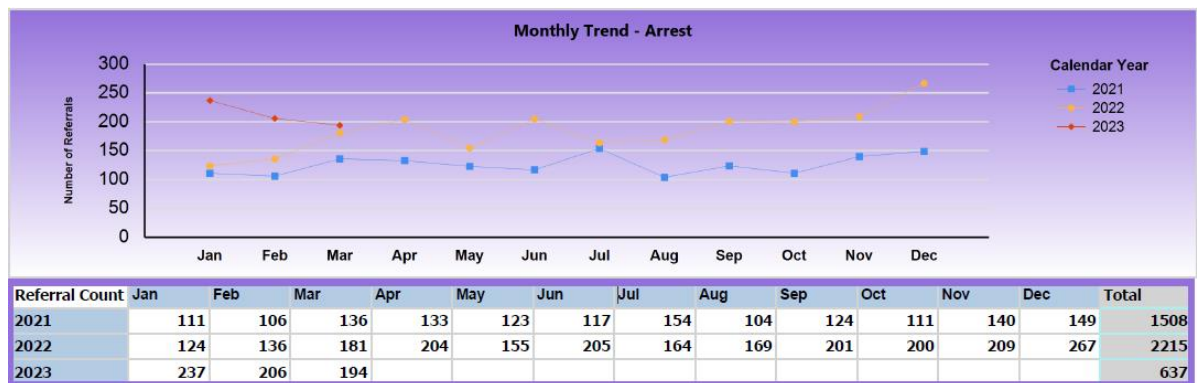
- Educational Services: educational advocacy; college liaisons; high school and college courses for secure settings; high school enrollment & re-enrollment support; special education cases consultation; educational legal advocacy; and tutoring.
- Therapeutic Services: mental health outpatient services; intensive outpatient services; substance use interventions and treatment; animal assisted therapy programs, sexual behavior therapy.
- Advocacy: Legal advocacy, Court appointed friend and advocate, legal education
- Probation Intervention and Intensive Services: specialized supports; case coordination with child welfare system partners for dually-involved youth; school/educational-based supports; family-focused services; wraparound services; investigation, supervision, and case management; reentry services; court services; victim awareness classes; family and parent supports; youth advisory council; case management; mentoring; multi-youth and family-based residential care services; gang interventions
- Prosocial & Life skills: creative writing, community service learning, domestic and family violence intervention, parenting programs for teens, family planning, healthcare, tattoo removal services.

Juvenile Justice Trends in Santa Clara County

Although arrests have been on the decline since 2017, followed by referrals and admissions, which decreased each year since 2018, the policies and practices enacted during the COVID-19 pandemic have further accelerated these downward trends in 2020 and 2021. This downward trend during COVID-19 is not specific to Santa Clara County. Statewide, juvenile arrests decreased 24.7 percent in 2021 compared to 2020, and 40 percent in 2020 compared to 2019¹.



In 2023, arrests in January through March are higher than those same months in 2022 and 2021. Currently, the Probation Department Research and Development (RaD) Unit is analyzing data from 2022 to review trends as COVID-era restrictions have been largely lifted. Reporting will be completed through the 2022 Juvenile Justice Annual Report and the 2022 JJCPA-YOBBG Evaluation Report that will be released later this year.



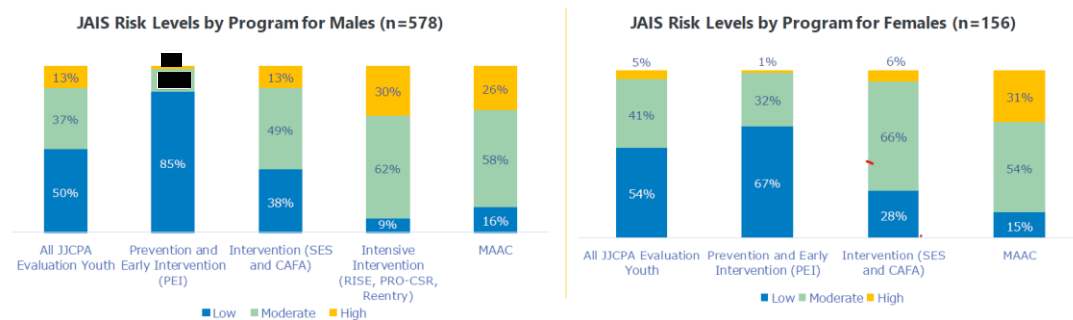
1. Juvenile Justice in California 2021 report, California Department of Justice: https://data-openjustice.doj.ca.gov/sites/default/files/2022-08/Juvenile%20Justice%20in%20CA%202021_0.pdf#page=12&zoom=100,0,0

Risk Level and Criminogenic Needs of JJCPA-YOYG Youth

To determine the appropriate intervention and related services, the Probation Department and system partners use the Juvenile Assessment and Intervention System (JAIS), a research-based risk and needs assessment. The JAIS was developed and validated by Evident Change formerly known as the National Council on Crime and Delinquency (NCCD). The assessment tool covers a variety of domains including criminal history and orientation, educational and vocational needs, interpersonal relationships, parenting and family history problems, substance use, basic living needs, abuse, trauma, and neglect.

KEY FINDING FROM JJCPA/YOYG EVALUATION

- ✓ Youth who were assessed as having **higher recidivism risk levels** were more likely to have received **Intensive Intervention level** services, indicating that youth are being matched with the level of service and support they need.



Youth with higher needs received more intensive services, as intended through the Juvenile Probation VRP Framework (See Attachment A).

Strengthening Evidence-based Programming

To strengthen the use of evidence-based strategies, the Probation Department has partnered with the University of Cincinnati’s Corrections Institute (UCCI), to develop and implement a comprehensive evaluation plan for evidence-based practices (EBPs). This includes evaluation of current services (provided internally or by contracted service providers) and policy development.

In prioritizing EBP evaluation, UCCI will support in developing Probation’s approach to implementing and evaluating EBPs that occur at both Juvenile Hall and the William F. James Ranch (“James Ranch”). UCCI has commenced training designated department staff, to use the UCCI Group Observation Tool to confirm if a contractor’s programming is in alignment with their contract and EBPs. This same tool will be used to confirm if department staff are implementing internal services with EBP standards. Staff utilizing the evaluation tool will work with the Probation Department’s Contracts and Grants Unit if the results from these group observations require corrective action in the event a provider is not implementing services correctly.

The strategies related to effective evaluation of EBP programming and services will become part of department policy and procedures. The proposed policies and procedures will address specific areas related to quality (e.g., appropriate youth placed/referred for group, adequate timeframe, identification, and reduction of barriers to provide quality programming, incorporation of interventions into youth's case plan, etc.). Policies will also be developed that would require all staff who oversee agreements to randomly observe the provider, twice-annually, to determine if the provider is implementing the agreed upon evidence-based practices (EBPs) correctly and to take corrective action in the event a provider is not implementing EBPs correctly.

System Collaboration

The Probation Department, works in strong collaboration with system partners, including the Courts, Office of the District Attorney, Office of the Public Defender, Behavioral Health Services Department, the Department of Family and Children Services, Community-Based Organizations, and other key stakeholders. In collaboration with these system partners, the Probation Department develops a Juvenile Justice Annual report of collaborative efforts providing insight into the juvenile justice process by reporting the number of arrests and referrals to the Probation Department, petitions filed, and dispositions for juveniles tried in court, while highlighting various programs and services available to youth and families throughout the juvenile justice system.

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

Juvenile Justice Commission

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

Juvenile Justice Coordinating Council (JJCC)

Senate Bill 1760 (Section 749.22 of the Welfare and Institutions Code, Statutes of 1996) established the Juvenile Crime Enforcement and Accountability Challenge Grant Program. The

Juvenile Crime Enforcement and Accountability Challenge Grant Program provides state grants to counties and cities who demonstrate a collaborative and integrated approach for the apprehension, treatment, rehabilitation, punishment, and incarceration of juvenile offenders.

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

Separately, the County of Santa Clara has the Juvenile Justice Systems Collaborative (JJSC), to provide a channel for system partners to collaborate on efforts to prevent or reduce the unnecessary detention of minors while addressing the issue of disproportionate minority representation in the juvenile justice system.

While the JJSC and JJCC have slightly different approaches, both work to shape the juvenile justice programs and policies of the County and to improve the lives of young people in Santa Clara County. In addition to similar bodies of work, the memberships of the JJSC and JJCC are similar. The vast majority of JJCC members (15 of 16) are also members of the JJSC. Because there are 30 JJSC members, there are JJSC seats that are not represented on the JJCC.

In April 2023, the JJCC approved amendments to its bylaws to combine the two bodies by expanding the JJCC membership to add youth voices and community stakeholders such as a parent advocate, victim advocate, or other seats from the JJSC. The updated JJCC membership will be positioned to address juvenile justice policy, implementation, and funding more comprehensively while still reflecting the various perspectives currently represented across the two bodies. Further, this new structure includes a focus on racial equity through prevention and in justice systems. By June 30, 2023, the Juvenile Justice Systems Collaborative's charter will come to an end.

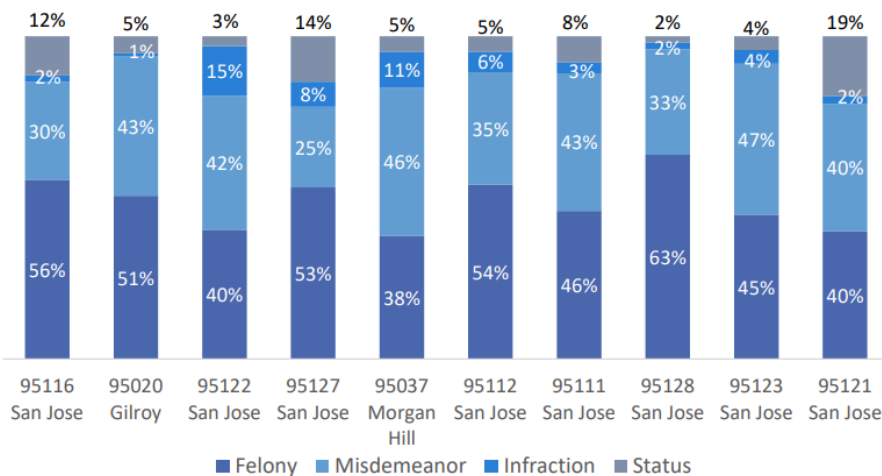
B. Identifying And Prioritizing Focus Areas

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

Santa Clara County is the sixth most populous county in the state, with a population of 1.9 million people. Of its 15 cities, San José is the largest, with over 983,489². Virtually all of Probations contracted, direct service providers have operational sites within San José, with some having operational capacity in North and South County.

The top 10 zip codes that the highest arrest and citations were in East San Jose and in Gilroy (South County).

ARRESTS AND CITATIONS: GEOGRAPHY IN 2021



Location-Specific Services

All programs within the VRP Framework are provided to youth according to the risk level and needs. To help make services more accessible, the Department utilizes JJCPA-YOBG funds for transportations costs, such as providing public transportation passes or ensuring contracted service providers have included client transportation costs in their budgets. Further, the Probation Department employs the following location-specific services:

1. Neighborhood Safety Unit

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

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

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

2. East Side Union High School

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

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

3. School-based Wellness Centers

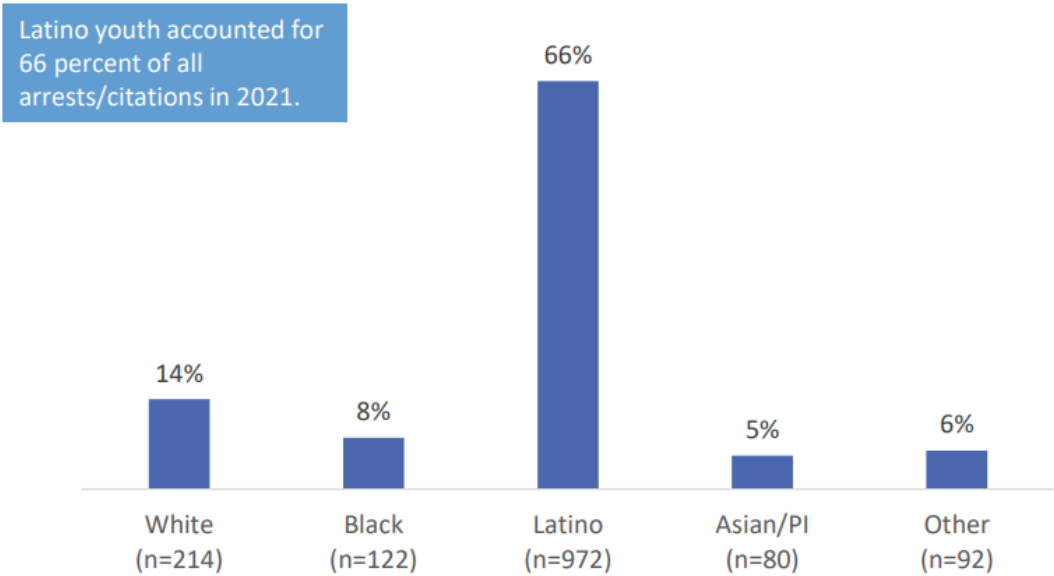
A school-based Wellness Center is one component of a “whole child approach” to supporting students and to bringing the vision of schools as centers of wellness to life. School Wellness Centers provide safe, supportive environments on school campuses where students can go to de-stress before, during,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

Behavioral Health Services Department (BHSD) to deploy Wellness Centers at schools in areas where there is a high risk for juvenile crime. Specific locations will be selected through a data-driven process, which may include East San José and Gilroy, where arrest and crime rates are highest.

Race/Ethnicity of Youth Arrested/Cited in 2021

In 2021, data has continued to show the disproportionate number of Latino and Black youth in the juvenile justice system. Currently, we Latino and Black people make up 25% and 2.9% of Santa Clara County, respectively². As the table illustrates below, Latino and Black youth make up 66% and 8% of youth arrested or cited in 2021.

RACE/ETHNICITY OF DUPLICATED YOUTH ARRESTED/CITED IN 2021



The Juvenile Justice Systems Collaborative (JJSC) provides a channel for system partners to work together in the best interest of the minors in the juvenile justice system, while preventing or reducing the unnecessary detention of minors. The JJSC is committed to upholding racial equity and combating racism in all its forms throughout the youth justice system by addressing the issue of disproportionate minority representation in the juvenile justice system through constant examination of decision points through a race equity lens. While the JJSC charter ends on June 30, 2023, the Juvenile Justice Coordinating Council approved amendments to its bylaws to incorporate the work of the JJSC under the JJCC moving forward. With this merge, the JJCC will absorb the work of the two workgroups: Race Equity through Prevention (REP) and Race Equity in Justice Systems (JJSC).

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

The REJS Subcommittees have focused on areas such as the transfer hearing process, the use of electronic monitoring and home arrest programs for youth pre- and post-adjudication, annual oversight and recommendations related to the use of the Juvenile Hall Risk Assessment Instrument, how to better engage the community in justice system policy and practice discussion and decision making and use of data to better understand outcomes of youth within the system.

The Race Equity through Prevention (REP) workgroup has focused their efforts on reducing the suspension and expulsion of youth of color in the schools, as well as improving community engagement and school engagement practices on individual campuses throughout Santa Clara County.

While it has been difficult for the workgroups to meet in the last three years due to on the pandemic, they have returned to meeting in-person in 2023. Currently, the workgroups are building their workplans for future work. Given the workplan is in development, workplan initiatives may carry over through 2024.

C. Juvenile Justice Action Strategy

Describe your county's juvenile justice action strategy. Include an explanation of your county's continuum of responses to juvenile crime and delinquency as well as a description of the approach used to ensure a collaborative and integrated approach for implementing a system of swift, certain, and graduated responses for at-risk youth and juvenile offenders.

In partnership with various community and government agencies, the Probation Department has developed a long-term plan to reduce crime committed by youth in the community. This plan is guided by the VRP Framework (See Attachment A). The VRP model consists of the following key Juvenile Probation strategies:

Prevention/Diversion/Assessment

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

Early Intervention

The Prevention and Early Intervention (PEI) program is the primary diversion program for low-level and early offenders referred to the Probation Department. It employs a light touch approach focused on responses to typical adolescent behaviors using positive youth development. The objective is to prevent the youth's further entrenchment into the juvenile justice system, or re-offending. Services address four key life domains including personal, family, school, and community. As needs are identified, referrals to community-based organizations (CBOs) for support, counseling services, mentoring, victim services, parenting classes, parent-teen mediation, education support, and job search services are initiated.

Intervention

The intervention tier focuses on youth who may be participating in the Deferred Entry of Judgement Program, who may be Wards of the Court, and who are frequently home under Probation supervision. Intervention services and support include mentoring, pro-

social activities, community service, behavioral health services, electronic monitoring supervision, wraparound services, parent education and support, conflict resolution, educational service and support, victim services, and support for students requiring special education services including students who may be credit deficient and need academic support.

Intensive Intervention

This level includes youth who are in post-adjudication but still show higher risk and need based on the risk assessment tool the Juvenile Assessment and Intervention System (JAIS). Youth served at this level are also part of specialty courts and programs specific to intimate partner and family violence, substance use and behavioral health needs that are driving criminality, and gang specific supervision. While youth are provided with more intensive interventions, support services and programs offered in the intervention tier are also available to youth at this level. Program goals include the following: (1) reintegrating youth into prosocial community life through independent living, foster homes, or home family reunification; (2) eliminating delinquency and self-defeating behaviors; and (3) promoting prosocial self-sufficiency through healthy behaviors in employment, school, social activities, etc. Multi-disciplinary professionals provide a range of services and create a transition plan before youth are released from James Ranch. Vocational/education support and reenrollment services are also available to this population.

Secure Care Programming and Services

- *The Multi-Agency Assessment Center (MAAC)* provides comprehensive assessments for youth admitted and detained in Juvenile Hall for longer than 72 hours. Youth receive mental health, educational, and medical screening assessments. The assessment information is used to develop individual case plans for each youth, in that the assessment results help to inform and assist staff in identifying the appropriate support services for youth while in custody. CBOs are contracted to provide workshops and one-on-one counseling in the units of Juvenile Hall and make every effort to connect with the youth so that when the youth return to his/her family and community, they can continue providing services. School reenrollment support is also provided through a partnership with the largest high school district in the county. Additionally, the Probation Department actively participates and is guided by the yearly work plans overseen by the JJSC which guide the work of the justice system partners in reducing racial and ethnic disparities within the juvenile justice system.

- *Secure Youth Treatment Facility (SYTF)*

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

Within the living units, youth will have the opportunity to learn responsibility, social skills, life skills and develop a sense of community. Youth will have a structured daily routine that includes recreational and leisure time. The living units, staffed with probation group counselors and behavioral health, aim to provide a safe, supportive, and structured environment, with enough flexibility to address the individual needs of

each youth.

- *William F. James Ranch (James Ranch)*

The James Ranch is a secure 108 bed residential rehabilitative facility operated by the Probation Department of Santa Clara County. The facility is approved by the State for youth between the ages of 13 and 19 who are committed to six-to-eight-month terms by the County's Juvenile Justice Court. When the commitment period ends and they return to the community, the Department provides a 10-week Aftercare program, followed by six months of case management provided by the Reentry Services Unit. The Ranch uses rehabilitative methods that include group therapy, teaching and modeling pro-social skills, and family and community engagement, among others. Youth committed to the Ranch live in small residential units, or pods, attend school and vocational training classes at the Ranch, and receive physical health, mental health, substance use and other services from County staff and contractors located at the facility.

Mental Health & Substance Use Treatment Services

Throughout the intervention levels within the VRP Framework, youth can receive mental health and substance use treatments including preventative and early interventions; outpatient services; and intensive outpatient; and residential treatment. Further, mental health services are provided in secure care settings through the County's Behavioral Health Service Department and contracted providers. Comprehensive Plan Revisions

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

New Program: Credible Messenger Mentoring

To strengthen gang intervention strategies, the Probation Department will be implementing the Credible Messengers model, an evidence-based mentoring model connecting youth to trained and certified Credible Messenger Mentors, that have lived experience that youth may related to, including former incarceration, having lived a high-risk lifestyle, or directly affected by the criminal and/or juvenile justice system. The Credible Messenger Mentors will aim to transform attitudes and behaviors around violence, provide companionship, build confidence, and provide guidance in all areas of a mentee's life through reentry to community.

New Program: Sexual Behavioral Treatment for low level offenses

There is a gap in services for youth who have committed offenses that are categorized in a broader group of sexually related offense but are low level misdemeanor offenses and/or do not result in formal Juvenile Justice Court intervention. These offenses result in diversion or informal supervision. Service needs for youth on this lower end of the offense category are related more closely to prevention and education. By funding sexual behavior treatment, services would be inclusive of individualized and/or group sessions that focus on healthy relationships, sexual education, healthy sexual and peer boundaries, effective ways of expressing emotions, adaptive and maladaptive coping skills, safety issues, self-protection, empathy training, strategies to enhance impulse control and facilitate good judgement, internet safety and positive sexual

identity. This programmatic array of service would be versatile and tailored to the needs of the youth.

System Enhancement: Capital Improvement Projects for Secure Care Programming

To enhance services for community and secure care settings, the Probation Department plans to fund capital projects that include one-time expenditures for: (1) Sports & Multi-Use Field for recreational activities, and other outdoor programming; (2) facility safety and security upgrades; and (3) enhancing office space to maximize operational capacity.

System Enhancement: School-based Wellness Centers

The Probation Department will work in collaboration with Santa Clara County Office of Education as well as the Behavioral Health Services Department (BHSD) to deploy Wellness Centers at schools in areas where there is a high risk for juvenile crime. Specific locations will be selected through a data-driven process, which may include East San José and Gilroy, where arrest and crime rates are highest. These wellness centers will provide timely access to mental health and wellness services to students and families with access to a full continuum of care.

II. JUVENILE JUSTICE CRIME PREVENTION ACT

A. Information Sharing and Data

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

The Probation Department Research and Development (RaD) Unit addresses the research, qualitative and quantitative data needs of the department, and provides the internal and external framework and analysis that enables data driven decision-making. Beginning in Fiscal Year 2019-2020, the Probation Department implemented the use of the Child Adolescent Needs and Strengths (CANS) assessment to track changes over time in the areas of Youth Strengths, Life Domain Functioning, Youth's Behavioral/Emotional Needs - Adjustment to Trauma, Substance Abuse only, as appropriate to each service being delivered. The Department also updated our contracts to collect universal outcome measures developed by RaD for all JJCPA and YOBG programs. Using these measures, the Department will be better able to understand how services are delivered, the appropriate dosage and impact services.

1. Access for New Clients (Timeliness/Access)
 - a. Time to initial client contact (phone or in person) is no more than 3 business days
 - i. Metric: Time to initial contact from referral
 - ii. Metric: Time to first visit/appointment is within 14 calendar days from referral.
2. Engagement in Services (Timeliness/Access) & Dosage (Treatment)
 - a. Clients are engaged in services within 30 days from 1st client contact.
 - i. Metric: Based on model proposed, number and length sessions/activities/classes required for completion of program.
 - ii. Metric: Contractor will provide the number and length of sessions/activities/classes attended per client.
 - iii. Metric: No show rate for follow-up visits after 1st visit

3. Discharge Status (Quality)
 - a. Based on model proposed, define “successful” completion of program?
 - i. Metric: Discharge reason per client
4. Service Delivery (Capacity and Fidelity)
 - a. Number and type of youth that can be reasonably served in a fiscal year by your program model.
 - i. Metric: Number of staff and caseload per staff assigned to program model proposed.
 - ii. Metric: Based on program model proposed: demographics of clients and geographic region served.
 - iii. Narrative regarding any staffing or programmatic issues that could impact client outcomes.

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

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

B. Juvenile Justice Coordinating Councils

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

Yes.

C. Funded Programs, Strategies and/or System Enhancements

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

VRP Framework consists of five key strategies: (1) Prevention/Diversion/Assessment, (2) Early Intervention, (3) Intervention, (4) Intensive Intervention, and (5) Secure Programming The following strategies and programs are funded by JJCPA, and organized by intervention level. In addition, the JJCPA funds the staffing required to implement these five key strategies.

1. Prevention/Diversion/Assessment

The Prevention framework of the Probation Department is multifaceted including support of youth in the community through education, family strengthening and pro-social activities. This strategy is a consortium of services that Probation offers via partnerships with government agencies and community-based organizations to support violence prevention at a community and neighborhood level. This includes two tiers of intervention:

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

a. Funded Program: Youth Fellowship Program

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

The program utilizes curricula that promotes responsible and respectful behavior in relationships with significant others. The El Joven Noble curricula is based on the philosophy that male youth need other men and women, their family, and community to care for, assist, heal, and guide them, and successfully prepare them for true manhood. The intervention is informed by positive youth development theory, the risk and protective factors model, acculturation, and Latino cultural values. The curriculum aims to promote the character development of young men and facilitate continued "rites of passage" development with the goals of reducing and preventing unwanted or unplanned pregnancies, substance abuse, community violence, and relationship violence. The Girasol curricula is similar to Joven Noble for female-identifying participants.

Evidence Upon Which It Is Based: El Joven Noble is a legacy program listed on National Registry of Evidence-based Programs and Practices (NREPP) and is youth development, support, and leadership enhancement curriculum designed to strengthen protective factors among male Latino youth ages 10-24.

b. Funded Program: School-Based Wellness Centers (Clinical Services and Behavioral Health Supports)

Emotional factors are the highest criminogenic need for youth in the juvenile justice system, the Probation Department will work in collaboration with Santa Clara County Office of Education(SCCOE) as well as the Behavioral Health Services Department (BHSD) to deploy school-based Wellness Centers. Specific locations will be selected through a data-driven process, which may include East San José and Gilroy, where arrest and crime rates are highest. These wellness centers will provide timely access to mental health and wellness services to students and families with access to a full continuum of resources.

Service at wellness centers include:

- i. **Connect & Counseling Groups** – The wellness team facilitates and partners with a variety of community-based organizations to provide groups which may include clubs, peer led groups, arts, music, animals, movement groups and confidential group counseling and therapy. Groups vary based on school site need but may include LGBTQ+ groups, relationship goals, anxiety, depression, peer led groups, and more.
- ii. **One-on-One Counseling** – Individual counseling and therapy is provided by certificated or licensed mental health professionals through our network of schools and community-based providers.
- iii. **Community Resources** –Supports students and families with getting connected to resources in the community, including food, shelter, health care, counseling, and more.
- iv. **Crisis Intervention & Support** – Clinical staff conduct risk assessments and provide support with follow up care when a student may be experiencing a mental health crisis or there is concern about harming self or others.

2. Early Interventions

The Probation Department’s, Prevention and Early Intervention (PEI) Unit, works with low level and early offenders referred to the probation department and employs a preventative approach. PEI employs a positive youth development approach focused upon appropriate responses to typical adolescent behaviors. The objective is to prevent further entrenchment in the Juvenile Justice System, or re-offending. Service needs address four key life domains including personal, family, school, and community domains. As needs are identified, referrals are made to community-based organizations for support, treatment focused services (behavioral health), community service learning and mentoring.

a. Community Service Learning

The structure of the Community Service-Learning component is individualized for

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

Evidence Upon Which It Is Based:

The mentoring program is evidence-informed and employs best practices outlined in the National Mentor Partnership, Elements of Effective Practice for Mentoring (4th Edition).

b. Treatment-focused Services (TFS)

Treatment Focused Services will provide intensive case management services, and utilize the following EBPs: Seeking Safety and Aggression Replacement Therapy (ART). Each EBP is specialized for a specific population, helping each of the providers with the capacity to individualize treatment by using the EBP(s) that best address each youth's identified needs.

Evidence Upon Which It Is Based:

Seeking Safety and Aggression Replacement Therapy programs are included in the California Evidence- Based Clearinghouse for Child Welfare with a scientific rating of "Promising Research Evidence."

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

This program will provide sexual behavior treatment and intervention services to low-level offending juvenile justice youth who are supervised by probation, and/or referred by Probation Officers. Historically, the Probation Department has utilized Sexual Behavior Therapy (SBT) for those youth who require higher dosage and intensity of treatment due to committing sexual offenses which warrant Juvenile Justice Court oversight. However, there is a wide continuum of behaviors, and in the past year, Probation has seen a greater number of cases referred to the Department that are on the lower end of the continuum and in need of a lower dosage of service intervention. This request for proposal is intended to fill gaps in services and provide the proper level of intervention for lower-level sexual offenses. The goal of the program is to prevent further delinquent and aggressive behaviors and sexual preoccupations lessening the need for more intensive interventions. More specific goals are to:

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

- Learn to develop appropriate and healthy relationships; and
- Learn strategies to promote positive behaviors.

d. Victim Awareness

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

Evidence Upon Which it is Based:

The Victim Awareness classes are derived from the evidence-based curriculum, “Victim Impact: Listen and Learn.” In 2015, a study conducted by Janette Baird report the following findings:

From the available data on 333 prisoners who had attended the Victim Impact: Listen and Learn program prior to their release back into the community, 118 (35 percent) re-offended and were recommitted back into prison within the state of Delaware within a 3-year period following release. Comparable data provided by a 2013 DELJIS report on prisoner recidivism reported that within 3 years of release, 67 percent of prisoners re-offended and were recommitted back into Delaware prisons. Prisoners who attended the program and remained in prisons after attending the program showed a reduction by one-third in the frequency of disciplinary charges for the period of imprisonment after attending the program. (Baird & Alpert School of Medicine at Brown University, 2015)

The Probation Research and Development (RaD) Team began evaluating the class using pre- and post- survey data beginning in September 2012. Based on results of the survey the curriculum was revised by Probation Staff, researchers, and facilitators to have curriculum that was more responsive to the youth we were serving. The new curriculum was rolled out in 2018. Data was analyzed every six months by RaD which show an increase in positive outcomes.

3. Intervention

This level includes youth who show higher risk and need based on the risk assessment tool, the Juvenile Assessment and Intervention System (JAIS). Youth served at this level may be participants of specialty courts and programs specific to intimate partner and family violence, substance use, behavioral health needs that are driving criminality, and gang specific supervision. In addition, services listed in the early intervention tier also remain available to youth at this level.

a. Court Appointed Friends and Advocates (CAFA) Mentoring

The Court Appointed Friend and Advocate (CAFA) program is an enhanced mentoring program created in collaboration with the Juvenile Justice Court, Probation, and a community-based organization. Probation-referred youth paired to a mentor through an extensive matching process by a community-based provider. Mentors build relationships with the youth by providing one-on-one mentoring services, as well as court advocacy (e.g. submitting court reports, attending juvenile court proceedings, and addressing the court on behalf of the youth). After being personally matched with a mentor, youth remain connected to the mentor for

approximately one year of services.

Evidence Upon Which It Is Based:

Of the 51 youth in CAFA in 2021, most youth in CAFA were initially assessed as posing moderate recidivism risk. Thirty-nine youth enrolled in CAFA successfully completed the program (81 percent). [REDACTED] failed the program due to a Violation of Probation, while [REDACTED] exited because they failed to participate in services and/or stopped responding to service providers. [REDACTED] [REDACTED] exited for other reasons, such as being dismissed from probation or moving to a different level of care.

[REDACTED] CAFA youth in this cohort ([REDACTED] percent) recidivated with a new law violation before completing the program. New law violations included second degree burglary, auto theft, and robbery. Of these [REDACTED] also received a Violation of Probation prior to program completion.

4. Intensive Intervention

Reentry services are highly structured, six to twelve-month, interagency, community-based programming designed to assist youth in preparing for stabilization as well as a smooth transition back into their families and communities.

This level of services includes youth who show high risk and needs based on the JAIS risk assessment tool. Responsive Intervention Services and Empowerment Program (RISE), Prosocial Activities, CAFA & Credible Messenger Mentoring, educational support services and other programs like in the Intervention tier continue to also be available to youth in this tier. Additionally, youth at this level are may also participate in specialty courts and programs specific to intimate partner and family violence, substance use, behavioral health needs that are driving criminality, and gang specific supervision.

Youth also have access to prosocial activities programs that provide opportunities for participation in positive social activities, with the goal to engage at-risk youth who often struggle with barriers that limit their access to, and participation in, positive community activities. The intent is to help youth improve their ability to redirect their energy and time towards positive activities that will help them develop prosocial skills and lead to thriving in their schools and communities.

5. Secure Programming

Multi-Agency Assessment Center (MAAC) at Juvenile Hall

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

a. Behavioral Health & Substance Use Treatment Services

The County's Behavioral Health Services Department and community-based partners provide a continuum of services including assessment and evaluation, outpatient services and substance use interventions and/or treatment.

b. Educational & Vocational Services

The Probation Department partners with Santa Clara County Office of Education to provide high school, as well as, enrollment in online college courses while youth are in the custodial setting. Some students may be eligible to enroll in both concurrently. Transition Aged Youth (ages 16-24) who are seeking to continue their education can be connected to the Opportunity Youth Academy through the Santa Clara County Office of Education. The Opportunity Youth Academy (OYA) provides students with a blended program of teacher-directed instruction and online credit accrual and recovery options. Students enrolled in OYA can have a personally tailored educational pathway to their high school diploma and a path to postgraduation college or career.

In addition, youth are able to access vocational programs including hands-on and theoretical instruction related to the construction industry. Career education programs provide students with support and opportunities including job search and placement assistance.

c. Art Education

Art Instructors provide a unique multimodal curriculum designed to educate youth about the therapeutic nature of art and self-expression. The workshops occur weekly, alternating amongst the locations (Juvenile Hall and the James Ranch facilities) and various housing units/pods. The facilitator provides all materials and design unique projects based on current events, cultural holidays, and youth interest.

d. Gender-specific Programming

The El Joven Noble program is an evidence-based trauma informed curriculum that focuses on empowerment, inviting youth to use their voice, speak for themselves, and recognize the power of choice. Youth develop a sense of self and self-esteem, and learn how to establish and nurture trusting, growth-fostering relationships. Derived from the El Joven Noble philosophy, Girasol is a curriculum with similar objectives, however, adapted to be more responsive to young women and female-identifying youth.

Evidence Upon Which It Is Based:

El Joven Noble is a legacy program listed on National Registry of Evidence-based Programs and Practices (NREPP) and is youth development, support, and leadership enhancement curriculum designed to strengthen protective factors among male Latino youth ages 10-24.

e. Mentorship program

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

Evidence Upon Which It Is Based:

The New York City Arches Program combined credible messenger mentors and journaling curriculum to justice-involved youth which showed that participants were less likely to be reconvicted of a crime than members of the comparison group³.

f. Legal Education

Informative workshops include relevant legislation, legal terms, definitions, and practices affecting youth and young adults. Facilitators provide presentations at each facility (Juvenile Hall and the James Ranch Facilities) once per month, for multiple housing units/ pods.

Evidence Upon Which It Is Based:

Legal education workshops utilize an evidence-based approach including motivational interviewing and social emotional learning. On average, over 75% of youth in the Law Program increase their social-emotional learning skills in at least one of the following domains: self-awareness, social awareness, critical thinking, and self-advocacy. In addition, over 75% of youth in the Law Program also increase their knowledge of the law and one's rights.⁴

6. Administrative Support

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

III. Youthful Offender Block Grant

A. Strategy for non-707(b) Offenders

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

Various community and government agencies have worked in partnership to develop and implement JJCPA-YOBSG programs through the VRP Framework (See Attachment A).

The VRP Framework consists of a continuum of key program strategies, including Prevention, Early Intervention, Intervention, Intensive Intervention, and Secure Programming. The programs work with youth who are already involved, as well as those who are at risk of being involved, in the juvenile justice system. Each key program strategy has system partners, community-based contractor(s), and Probation staff to support youth in the juvenile justice system.

3 . [Arches Transformative Mentoring Program \(urban.org\)](http://urban.org)

4 . [Law Program - FLY \(flyprogram.org\)](http://flyprogram.org)

The Probation Department utilizes YOBG funds to uphold VRP framework by funding educational services that are available as needed throughout each intervention level, intensive intervention services, and system enhancements that support the continuum of care. See Section I.C. for more information regarding the VRP Framework, as well as Attachment A for a list of JJCPA & YOBG funded programs within the VRP Framework. See Section III.C. for detailed description of YOBG-funded programs.

B. Regional Agreements

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

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

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

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

Using the spaces below, describe the programs, placements, services, strategies, and system enhancements to be funded through the YOBG program. Explain how they complement or coordinate with the programs, strategies and system enhancements to be funded through the JJCPA program.

VRP Framework includes the following key strategies: (1) Prevention/Diversion/Assessment, (2) Early Intervention, (3) Intervention, (4) Intensive Intervention, and (5) Intensive Intervention, and (6) Secure Programming. YOBG funds intensive intervention services; educational services (available to youth at all levels), and supports for secure programming and administration of the strategies.

1. Educational Services

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

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

Many of our education partners and contracted community-based organizations support and provide educational services as part of their student support strategy. Educational Services include enrollment stabilization, school enrollment support, assessment support for special education, school attendance and engagement support, tutoring services, assistance with obtaining a high school diploma or equivalency, and/or college enrollment for older youth. These services are provided through the following programs:

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

2. Intensive Interventions

This level includes youth assessed with high risk and need based on the Juvenile

Assessment and Intervention System (JAIS) risk assessment tool. Youth served at this level may also participate in specialty courts and programs specific to intimate partner and family violence, substance use, behavioral health needs that are driving criminality, and gang specific supervision. While youth are provided with more intensive interventions, support services, and programs offered under this intervention strategy lesser interventions continue to be available to youth at this level.

Intensive Intervention Program goals include the following: (1) reintegrating youth into prosocial community life through independent living, foster home placements, or with home family reunification support; (2) eliminating delinquency and self-defeating behaviors; and (3) promoting prosocial self-sufficiency through healthy behaviors in employment, school, social activities, etc. Multi-disciplinary professionals provide a range of services and create a transition plan before youth are released from the James Ranch facilities. Vocational/education support and reenrollment services are also available to this population.

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

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

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

RISE includes all genders, high risk youth in gang lifestyle; or youth who have recently been released from the State Division of Juvenile Justice (DJJ) facilities ages 12 to 25 years old. The program is approximately eight to ten months.

b. Continuum of Services to Reentry (Pro-CSR) – Clinical Services

Pro-CSR is under the Intensive Intervention Services and within the VRP Framework. This Reentry Program helps youth in long-term incarceration build social-emotional learning skills and connections in the community, so they can seamlessly transition back into the community and remain free from further justice system involvement.

The program services cater to moderate or high-risk youth who are under the supervision of Probation, youth exiting the James Ranch Facilities, or youth

exiting from Foster Care Placement or Secure Youth Treatment Facility. The youth will have access to four program components.

- Case management and coaching,
- Prosocial events & civic engagement
- System and community collaboration
- Cognitive Behavioral Based therapy/ Trauma-Focused Cognitive Behavioral Therapy

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

The department Provides prosocial activity opportunities, with the goal to engage at-risk youth who often struggle with barriers that limit their access to, and participation in, positive community activities. The intent is to help youth improve their ability to redirect their energy and time towards positive activities, that will help youth develop prosocial skills and lead to thriving in their schools and communities.

3. System Enhancements

To enhance services for community & secure care settings, the Probation Department plans to fund capital projects that include one-time expenditures; (1) Sports & Multi-Use Field for recreational activities, and other outdoor programming; (2) Safety and Security upgrades; (3) enhancing office space to maximize operational capacity.

4. Administrative Support

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

Juvenile Probation Violence Reduction Strategy

