



Office of Youth and Community Restoration

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

2026 Consolidated Annual Plan

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Instructions:

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

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

The rest of this document is a standardized template for a consolidated county plan. Please use this template or ensure your submission meets the accessibility standards by reviewing either the Microsoft Word or Adobe PDF checklists published by the U.S. Department of Health and Human Services website here [Accessibility Conformance Checklists | HHS.gov](#). Your submission will be posted to the OYCR website once it is confirmed to meet the accessibility standards.

Once the report is complete, attach the file to an email and send it to: OYCRgrants@chhs.ca.gov.

Contents

Juvenile Justice Crime Prevention Act & Youthful Offender Block Grant (JJCPA-YOBG) 2026 Consolidated Annual Plan	1
INSTRUCTIONS:	1
Part I. Service Needs, Priorities & Strategy – (Government Code Section 30061(b)(4)(A))	3
A. Assessment of Existing Services	3
B. Identifying and Prioritizing Focus Areas	4
C. Juvenile Justice Action Strategy	5
D. Comprehensive Plan Revisions	6
Part II. Juvenile Justice Crime Prevention Act (JJCPA) – (Government Code Section 30061(b)(4))	8
A. Information Sharing and Data	8
B. Juvenile Justice Coordinating Councils:	9
C. Funded Programs, Strategies and/or System Enhancements	9
Part III. Youthful Offender Block Grant (YOBG) – (Welfare & Institutions Code Section 1961(a))	10
A. Strategy for Non-707(b) Offenders	10
B. Regional Agreements	10
C. Funded Programs, Placements, Services, Strategies and/or System Enhancements	10

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

A. Assessment of Existing Services

Kings County maintains a comprehensive and collaborative continuum of services designed to address the needs of at-risk youth, justice-involved youth, and their families. These services are delivered through strong partnerships among probation, law enforcement, education, behavioral health, social services, and community-based organizations, ensuring a coordinated and responsive system of care.

The Kings County Probation Department serves a central role in this continuum, providing supervision, intervention, and rehabilitative services across all levels of the juvenile justice system. Probation works closely with partner agencies to deliver evidence-based practices aimed at reducing recidivism, improving youth outcomes, and strengthening family stability. Local law enforcement agencies including the Kings County Sheriff's Office and municipal police departments work collaboratively to maintain public safety through a balanced approach that incorporates enforcement, prevention, and community engagement. These agencies partner with Probation and other stakeholders to address juvenile crime trends while supporting diversion and intervention efforts when appropriate.

The Probation Department provides a range of services including prevention, intake, diversion, field supervision, placement, and custodial rehabilitation. The Facilitating Accountability Victim Offender Restoration (F.A.V.O.R.) Unit serves as the primary intake point for out of custody juvenile referrals, offering diversion options such as warnings, performance agreements, and structured contracts designed to hold youth accountable while avoiding deeper system involvement when appropriate.

Field supervision services include geographically assigned caseloads, specialized high-risk and low-risk supervision models, and the use of Motivational Interviewing to support engagement and behavior change. Placement services are provided for youth who cannot safely remain in their homes, with oversight conducted in accordance with applicable state regulations and in coordination with Child Welfare and Behavioral Health partners. The Department also operates secure custodial rehabilitation services through the Behavioral Rehabilitation Academy – New Chance Hub (BRANCH), which provides structured programming, education, and reentry planning.

The Kings County Office of Education provides year-round educational programming to youth in both community and custodial settings. Services include traditional and alternative education, credit recovery, and specialized instruction for youth with Individualized Education Plans (IEPs). Collaborative efforts support educational stability and success for youth involved in the child welfare and probation systems.

Mental health services are coordinated through the Kings County Behavioral Health Department and providers, including Kings View, Aspiranet, and other community-based organizations. Services include mental health assessments, individual and family therapy,

substance use treatment, crisis intervention, and full-service partnership programs for youth with complex needs. Evidence-based practices, including cognitive-behavioral interventions and Dialectical Behavior Therapy (DBT), are utilized to address criminogenic needs and support long-term behavioral change. Medication-Assisted Treatment (MAT) and other clinically appropriate interventions are available to address substance use disorders.

The Kings County Human Services Agency, in collaboration with the Probation Department, provides critical support to families through Child Protective Services, family reunification and maintenance programs, permanency planning, and services for nonminor dependents under extended foster care. Close coordination between both agencies ensures compliance with state mandates and supports youth.

A wide range of community-based organizations contribute to the county's service continuum by providing job readiness training, housing support, mentoring, substance use treatment, and family support services. Programs such as the Juvenile Work Program offer structured opportunities for youth to develop vocational skills, fulfill court-ordered obligations, and engage positively with their communities.

The Probation Department utilizes validated assessment tools, including the Positive Achievement Change Tool (PACT) and the Detention Risk Assessment Instrument (DRAI), to guide supervision decisions and case planning. These tools identify criminogenic risk factors and inform individualized interventions aligned with the Principles of Effective Intervention, ensuring services are matched to each youth's level of risk and need.

While Kings County benefits from strong interagency collaboration and centralized service locations, challenges remain particularly in rural areas. Limited access to transportation continues to impact service accessibility for families residing outside major population centers. Efforts to mitigate these barriers include co-located services, outreach strategies, and the expansion of service delivery into underserved areas.

B. Identifying and Prioritizing Focus Areas

Kings County continues to assess juvenile justice trends, service utilization data, and community needs to identify and prioritize areas most impacted by juvenile delinquency and risk factors. Based on available data and system observations, the highest concentrations of justice-involved youth and service needs remain within the primary population centers of Hanford, Lemoore, Corcoran, and Avenal, as well as in certain unincorporated communities such as Armona and Kettleman City. Particular attention is given to youth residing in rural and outlying areas, where access to services may be limited due to transportation barriers and fewer local resources. The County also recognizes the unique needs of youth involved in both the child welfare and juvenile justice systems.

In addition to geographic considerations, the County prioritizes specific populations and risk factors that contribute to system involvement. These include youth experiencing behavioral health challenges, substance use, family instability, educational disruption, and those with prior system involvement or elevated criminogenic risk factors as identified through validated assessment tools.

By focusing on both geographic areas and high-need populations, Kings County is able to direct resources and interventions in a manner that promotes equity, improves service accessibility, and addresses the underlying conditions that contribute to juvenile delinquency.

C. Juvenile Justice Action Strategy

Kings County employs a comprehensive, evidence informed juvenile justice strategy that incorporates prevention, early intervention, targeted supervision, and custodial rehabilitation. This continuum of responses is designed to provide swift, certain, and graduated interventions that are proportionate to each youth's level of risk and need.

Prevention and early intervention efforts focus on diverting youth from formal system involvement through programs such as the F.A.V.O.R. Unit, which provides structured alternatives to court processing. Community-based programming and outreach initiatives further support early engagement and promote positive youth development.

For youth requiring formal supervision, the Probation Department utilizes a risk-based supervision model informed by validated assessment tools, including the Positive Achievement Change Tool (PACT). This approach ensures that supervision intensity and service delivery are aligned with each youth's criminogenic risk factors and individual needs. Specialized caseloads, including high-risk and low-risk supervision models, allow for targeted interventions while minimizing unnecessary system involvement. Intervention strategies include the use of Motivational Interviewing, cognitive-behavioral programming, and coordinated case planning through Child and Family Team (CFT) meetings. Additionally, a dedicated mental health therapist is located within the Probation Department to serve justice-involved youth. This has improved access to services, expedited assessments, and increased timely treatment, particularly for youth in rural area.

Across all levels of the continuum, Kings County emphasizes a collaborative approach that integrates services across systems. Through strong interagency partnerships, shared case planning, and ongoing communication, it is ensured that responses to juvenile delinquency are coordinated, effective, and focused on long-term success.

D. Comprehensive Plan Revisions

Key updates include the continued implementation and expansion of services within the Behavioral Rehabilitation Academy – New Chance Hub (BRANCH), enhancements to community-based programming such as the Juvenile Work Program, and strengthened integration of behavioral health services, including the use of evidence-based practices and assessment tools such as the California Integrated Practice – Child and Adolescent Needs and Strengths (IP-CANS).

The County remains in compliance with Assembly Bill 1376, codified under Welfare and Institutions Code 602.05. In accordance with these provisions, a limited number of supervision cases were appropriately terminated, consistent with statutory requirements. This adjustment has allowed Probation Officers to dedicate increased time and attention to youth who remain under active supervision, thereby enhancing the quality and effectiveness of case management and service delivery.

Additionally, the County has continued to refine its collaborative framework through active participation in interagency committees and system improvement efforts, including coordination with Child Welfare Services, Behavioral Health, the Office of Education, and other partners. These efforts support improved service integration, enhanced data sharing, and more effective case planning across systems.

Kings County continues to strengthen its collaborative and integrated service delivery model through interagency partnerships. The Probation Department is currently working to finalize a Memorandum of Understanding (MOU) with the Behavioral Health Department and Child Welfare Services to implement High Fidelity Wraparound Services in accordance with All County Letter No. 25-47. This initiative represents a significant enhancement to the County's continuum of care and reflects a shared commitment to providing individualized, family-centered services. High Fidelity Wraparound Services are designed to provide the youth and families in need with comprehensive, team-based support that is tailored to their specific strengths, needs, and goals. Each youth will have an individualized plan that is strengths-based, needs-driven, and culturally responsive. The plan will incorporate the IP-CANS assessment to guide service planning and ensure alignment with identified needs.

In addition, the Kings County Probation Department completed its 2026 Five-Year County Self-Assessment and Peer Review process. The selected focus area for Probation was Agency Collaboration, with an emphasis on evaluating how the Probation Department and Child Welfare Services Placement Unit work together, as well as their coordination with community partners, to deliver comprehensive services to youth and families.

The Peer Review identified several key strengths, including strong communication at the practitioner level between Probation, Child Welfare, and community partners; consistent use of Child and Family Team (CFT) meetings; and active engagement of service providers in case planning. Collaborative relationships were noted as a critical component in supporting youth and families across systems. At the same time, the review highlighted

areas for improvement, including gaps in knowledge regarding available services and funding streams and limited availability and accessibility of services, particularly in rural areas. Additional challenges included transportation barriers, variability in service provider quality and availability. Recommendations emerging from the Peer Review emphasized the need for enhanced cross-training among partner agencies.

Kings County will incorporate these findings into its ongoing County Self-Assessment and forthcoming System Improvement Plan (SIP), with the goal of strengthening interagency collaboration, improving service coordination, and enhancing outcomes for youth and families. Overall, the 2026 Plan builds upon prior year's efforts while reinforcing the County's commitment to a balanced, evidence-based approach that prioritizes prevention, rehabilitation, and positive youth outcomes.

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

A. Information Sharing and Data

Kings County utilizes a combination of case management systems, data tracking tools, and interagency communication practices to support the effective sharing of information across agencies serving justice-involved youth. The Probation Department maintains case records, supervision data, and assessment outcomes through internal data systems, including the use of validated tools such as the Positive Achievement Change Tool (PACT) and the Detention Risk Assessment Instrument (DRAI). These systems allow for the collection and analysis of key data elements, including risk levels, criminogenic needs, program participation, compliance with court-ordered conditions, and recidivism indicators. This information is used to inform case planning, guide supervision strategies, and support evidence-based decision-making.

Information sharing across agencies is facilitated through established protocols, multidisciplinary team meetings, and collaborative case planning efforts. These processes allow for the timely exchange of relevant information among Probation, Child Welfare Services, Behavioral Health, education partners, and community-based organizations, while maintaining compliance with applicable confidentiality and privacy requirements.

The Children's Interagency Advisory Committee (CIAC) facilitates coordination among system partners and tracks data through a shared data dashboard, allowing agencies to monitor trends, evaluate outcomes, and identify areas for improvement across systems. Current data trends indicate that all three Probation indices are trending downward, which may reflect positive system outcomes. This trend is believed to correlate with increased access to diversion and prevention, as well as changes in the law within Probation and local law enforcement agencies, or a combination of both.

Data collected through these systems is regularly reviewed to assess program effectiveness, identify trends, and support continuous quality improvement. Performance measures, including changes in risk levels, program completion rates, and reductions in reoffending behavior, are used to evaluate the success of JJCPA-funded programs and strategies.

B. Juvenile Justice Coordinating Councils:

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

☒ Yes ☐ No

The JJCC is comprised of representatives from key stakeholder agencies, including the Superior Court, Probation Department, Sheriff's Office, District Attorney's Office, Minor's Advocate, Board of Supervisors, local law enforcement agencies, Human Services Agency, Behavioral Health Department, County Office of Education, community-based organizations, and Tribal representation.

If no, please explain what vacancies exist on your JJCC, when those vacancies began, and your plan for filling them:

C. Funded Programs, Strategies and/or System Enhancements

JJCPA Funded Program, Strategy and/or System Enhancement

1. Program Name: **F.A.V.O.R.** (Facilitating Accountability Victim Offender Restoration)

2. Evidence Upon Which It Is Based:

This program is grounded in diversion practices and restorative justice principles, which reduce recidivism and limit deeper system involvement for youth.

3. Description:

The F.A.V.O.R. Unit serves as the primary intake and diversion point for juvenile referrals in Kings County. All law enforcement referrals are reviewed to determine the most appropriate response, including warnings, performance agreements, structured contracts, or referral for formal court processing. The program emphasizes accountability, early intervention, and the use of graduated responses to address delinquent behavior while minimizing unnecessary court involvement. The unit is supported by one Senior Probation Officer, two Deputy Probation Officers, one Senior Juvenile Services Officer to facilitate the Juvenile Work Program, and one Office Assistant.

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

A. Strategy for Non-707(b) Offenders

Kings County utilizes a comprehensive, rehabilitation-focused approach in serving youthful offenders who are not eligible for commitment to the Secure Youth Treatment Facility. This strategy emphasizes individualized case planning, evidence-based interventions, and a continuum of services designed to address the underlying factors contributing to delinquent behavior while promoting long-term success while in the community. The youth are served through structured interventions, community-based supervision, and, when necessary, placement in appropriate out-of-home care settings. The Probation Department employs the PACT to identify each youth's level of risk and criminogenic needs. These assessments guide supervision intensity and inform individualized case plans tailored to address behavioral health needs, educational gaps, family dynamics, and other contributing factors.

This Plan supports the department's overall strategy by prioritizing community-based alternatives whenever appropriate, reserving secure custody for youth who present a higher risk to public safety, and ensuring that all youth receive services aligned with their individual needs and rehabilitative goals.

B. Regional Agreements

At this time, the Kings County Probation Department does not maintain any formal regional agreements supported by Youthful Offender Block Grant (YOBG) funds.

However, the Department continues to collaborate closely with system partners to ensure the application of best practices and effective service delivery strategies. These collaborative efforts include ongoing coordination with Behavioral Health, Child Welfare Services, educational partners, and community-based organizations to support youth with complex needs and to maintain continuity of care, particularly when services or placements are accessed outside of the county.

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

YOBG Funded Program, Placement, Service, Strategy and/or System Enhancement

1. Program Name: **Transitional Reentry Services**

2. Nature of Coordination with JJCPA:

Continuity of care and structured transition planning for youth returning to the community.

3. Description:

Transitional Reentry Services are designed to support youth as they transition from custodial or placement settings back into the community. A dedicated Transitional Deputy Probation Officer coordinates reentry planning, including education enrollment, behavioral health referrals, and linkage to community-based services. Multidisciplinary Transitional Reentry Team meetings are conducted to align service providers, address identified needs, and reduce service gaps, promoting successful reintegration and reducing recidivism.

1. Program Name: **Kings View**

2. Evidence Upon Which It Is Based:

Services are based on evidence-based behavioral health practices, including cognitive-behavioral therapy and Dialectical Behavior Therapy (DBT).

3. Description:

Through a partnership with Kings View, the Probation Department provides integrated behavioral health services to justice-involved youth. Services include individual, group, and family counseling, substance use treatment, and dual diagnosis support. A dedicated therapist is co-located within the Probation Department to improve access, particularly for youth in rural areas. The therapist also facilitates Child and Family Team meetings and administers the IP-CANS assessment to support individualized service planning.

1. Program Name: **Juvenile Court Officer**

2. Nature of Coordination with JJCPA:

Supporting court-based decision-making and ensuring that dispositions are aligned with evidence-based practices and individualized case planning.

3. Description:

This position consists of one full-time Senior Deputy Probation Officer assigned as the Juvenile Court Officer. In this capacity, the officer oversees juvenile court proceedings and supports the application of restorative justice principles during the disposition process.

The Juvenile Court Officer works collaboratively with crime victims, judicial officers, court staff, and partner agencies to promote fair, balanced, and meaningful outcomes. Responsibilities include the preparation of comprehensive sentencing reports and the application of the Positive Achievement Change Tool (PACT) to assess risk and identify criminogenic needs. Also, provides informed recommendations to the court that support accountability, rehabilitation, and community safety. This approach ensures that dispositions are tailored to each youth's individual circumstances.

1. Program Name: **Transportation Services Officers**

2. Nature of Coordination with JJCPA:

This program supports JJCPA-funded supervision, court operations, and rehabilitative services by ensuring that youth have consistent and reliable access to court proceedings, medical care, and other required interventions.

3. Description:

Funds support the salary, benefits, and associated costs for 2.0 full-time equivalent Juvenile Services Officers positions assigned to the BRANCH. These Transportation Officers are responsible for ensuring the safe, secure, and timely transport of youth in custody to court appearances, medical and dental appointments, and other court-ordered services or interventions provided outside of the facility.

1. Program Name: **Lexipol**

2. Nature of Coordination with JJCPA:

Ensures that staff operate under clear, current, and standardized policies that align with evidence-based practices. It promotes consistency in service delivery across all program areas, including supervision, intervention, and custodial operations.

3. Description:

Ongoing maintenance and development of departmental policies and procedures through contracted services with Lexipol. These policies provide Juvenile Services staff with clear, up-to-date guidance when working with youth across all areas of supervision, custody, and service delivery. Maintaining current policies ensures that departmental practices remain aligned with legal standards, regulatory requirements, and evidence-based approaches. This consistency supports fidelity in the implementation of interventions, enhances staff accountability, and promotes equitable treatment of youth.

1. Program Name: **NOBLE**

2. Nature of Coordination with JJCPA:

This system enhancement supports JJCPA-funded programs by providing the foundational assessment framework used to guide supervision, case planning, service referrals, and court recommendations. It ensures that all JJCPA strategies are aligned with evidence-based practices and tailored to each youth's individual risk level and needs.

3. Description:

Support the ongoing maintenance and utilization of the Positive Achievement Change Tool (PACT) through contracted services with Noble, as well as associated training for staff. This ensures the department can sustain the tool's functionality, data storage, system maintenance, and ongoing staff development.

The PACT assessment tool is a critical component of the department's evidence-based approach to supervision and intervention. It enables probation staff to accurately assess

a youth's risk to reoffend and identify criminogenic needs. Based on these assessments, staff make informed referrals to appropriate evidence-based and community-based programs and develop individualized case plans in collaboration with youth and their families. It also supports key decision-making processes, including recommendations to the court regarding disposition, determining the appropriateness of detention or continued detention, and guiding supervision strategies within the community. By aligning supervision levels and interventions with assessed risk and need, the department is better positioned to promote rehabilitation and reduce recidivism.

In addition, the system provides valuable data that allows the department to analyze trends related to risk levels, criminogenic needs, and outcomes. This information supports ongoing program evaluation, informs system improvements, and ensures that services remain responsive to the needs of the youth population served.

1. Program Name: **Electronic Monitoring Program**

2. Nature of Coordination with JJCPA:

Providing a structured alternative to detention, allowing youth to remain in the community while maintaining accountability and access to rehabilitative programming.

3. Description:

The Electronic Monitoring Program provides an alternative to secure detention by allowing youth to remain in the community under structured supervision while complying with court-ordered conditions. This approach supports continued engagement in education, behavioral health services, and family-based interventions while maintaining public safety.

Funds support the use of Global Positioning System (GPS) monitoring for youth placed on home detention by the Court or identified as requiring enhanced supervision. GPS monitoring is frequently utilized as an alternative sanction to incarceration, enabling youth to remain in their home environment while receiving increased oversight and access to rehabilitative services.

The department contracts with BI Incorporated and utilizes its web-based platform, BI TotalAccess, to monitor compliance and track movement in real time. This system allows probation staff to respond promptly to violations, reinforce accountability, and support behavior change.

By providing a structured and technology-assisted supervision option, the Electronic Monitoring Program enhances the effectiveness of community-based interventions, reduces reliance on custodial placements, and aligns with evidence-based practices that promote rehabilitation while maintaining community safety.

1. Program Name: **Forward Thinking** (The Change Companies)

2. Nature of Coordination with JJCPA:

This program complements JJCPA-funded supervision and intervention services by delivering evidence-based cognitive-behavioral programming that directly addresses criminogenic needs identified through assessment tools. It enhances case planning efforts and supports behavior change interventions implemented through field supervision and custodial programming.

3. Description:

Funds help support one Senior Juvenile Services Officer assigned to facilitate the Forward Thinking Interactive Journaling Program, utilizing evidence-based curriculum developed by The Change Companies. This program is delivered to both in-custody and out-of-custody youth and focuses on promoting cognitive-behavioral skill development. Through structured journaling sessions, the assigned officer engages youth in self-reflection, decision-making, and critical thinking exercises designed to promote positive behavioral change. The curriculum addresses key criminogenic needs, including problem-solving, impulse control, and pro-social skill development, reinforcing the department's evidence-based approach to rehabilitation.

This position also supports equitable access to services for youth residing in rural and underserved areas of the county. Services may be delivered in community-based settings, such as local centers, or directly within the youth's home environment when appropriate. Additionally, program materials and supplies are provided to ensure youth have the necessary tools to fully participate and benefit from the intervention.

1. Program Name: **Postsecondary Education**

2. Nature of Coordination with JJCPA:

This system enhancement complements JJCPA-funded education and rehabilitation services by expanding access to academic programming and supporting long-term educational attainment for youth. It aligns with JJCPA strategies that emphasize skill development, pro-social engagement, and successful reintegration.

3. Description:

Youthful Offender Block Grant (YOBG) funds were utilized to purchase Postsecondary Education Access Computers for youth in custody to support access to college-level coursework and other postsecondary educational opportunities. These resources enhance the educational programming available within the juvenile facility by providing youth with the tools necessary to engage in advanced academic instruction.

Access to postsecondary education supports the development of critical thinking skills, increases motivation, and promotes long-term goal setting. These opportunities are particularly important for youth in custody, as they help bridge educational gaps and prepare participants for continued education or workforce entry upon release.

By integrating technology into the educational environment, the department is able to expand available learning opportunities and support individualized academic pathways. This enhancement strengthens the overall rehabilitative framework by reinforcing the connection between education, personal development, and reduced recidivism.

1. Program Name: **Monetary Incentives**

2. Nature of Coordination with JJCPA:

Reinforcing positive behavior, supporting goal attainment, and addressing barriers identified through case planning. It aligns with JJCPA strategies that emphasize accountability, motivation, and individualized, strength-based interventions.

3. Description:

Provides limited financial support to assist youth in achieving identified goals, overcoming barriers, and supporting their success in education, employment, and pro-social development. Incentives may include items or resources that directly contribute to a youth's progress, such as educational materials, work-related supplies, transportation support, or other necessary items. These incentives are provided in alignment with individualized case plans and are intended to reinforce positive behaviors, increase engagement in services, and support successful completion of program goals. By addressing practical barriers and recognizing progress, the program enhances motivation and promotes sustained participation in rehabilitative services.

1. Program Name: **Juvenile Services Training**

2. Nature of Coordination with JJCPA:

This program supports JJCPA-funded supervision and intervention services by ensuring that staff are trained in current evidence-based practices, enhancing the quality and consistency of service delivery across all program areas.

3. Description: Support ongoing training for staff assigned to supervise the juvenile population. These trainings are designed to enhance staff knowledge, skills, and competencies in areas critical to effective supervision and rehabilitation, including evidence-based practices, cognitive-behavioral interventions, Motivational Interviewing, trauma-informed care, de-escalation techniques, and legal updates.

1. Program Name: **radKIDS**

2. Nature of Coordination with JJCPA:

Prevention and early intervention strategies by providing youth with proactive safety education, skill development, and empowerment. It supports JJCPA goals of reducing delinquency and victimization through early engagement, education, and strengthening protective factors.

3. Description:

Support the implementation of the radKIDS Personal Empowerment Safety Education Program, an evidence-based, activity-driven curriculum designed to teach children critical safety and life skills. The program focuses on empowering youth to recognize, avoid, resist, and, when necessary, escape situations involving violence, harm, or victimization.

The program is delivered by trained and certified staff, including law enforcement or probation professionals, and incorporates hands-on learning, skill-building exercises, and family engagement components. It addresses a range of safety topics, including bullying prevention, abuse awareness, personal boundaries, and decision-making skills, while promoting self-confidence and resilience. Through participation in radKIDS, youth develop increased awareness, critical thinking abilities, and practical strategies to navigate potentially harmful situations. The program also encourages communication between youth and their families, strengthening protective support systems.