OYCR | Office of Youth and Community Restoration

JUVENILE JUSTICE REALIGNMENT BLOCK GRANT ANNUAL PLAN

Main contact for plan

Date: 4/2/2026

County Name: County of Santa Clara

Contact Name: Nick Birchard, Chief Probation Officer

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Background and Instructions:

Welfare and Institutions Code (WIC) Sections 1990 through 1995 establish the Juvenile Justice Realignment Block Grant (JJRBG) program, which supports county-based care, custody, and supervision of youth who were previously eligible for commitment to the Division of Juvenile Justice (DJJ) prior to its closure. Section 1995, which governs the county planning process, was amended by Assembly Bill 118 (Chapter 96, Statutes of 2025). This template reflects those amendments, which take effect January 1, 2026. All statutory references in this document are to the law as amended. The statutory language can be found here.

To be eligible for funding allocations associated with this grant program, counties shall create a subcommittee of the multiagency juvenile justice coordinating council to develop a plan describing the facilities, programs, placements, services, supervision, and reentry strategies that are needed to provide appropriate rehabilitative services for realigned youth. (Welf. & Inst. Code § 1995(a).) OYCR may request revisions as necessary or request completion of the required statutory elements in the plan prior to final acceptance of the plan. (Welf. & Inst. Code § 1995 (f).) Plans and the date of their acceptance will be posted to the Office of Youth and Community Restoration website. (Welf. & Inst. Code § 1995(g).)

There are ten sections to the plan:

Part 1: Subcommittee Composition
Part 2: Target Population
Part 3: Programs and Services
Part 4: Juvenile Justice Realignment Block Grant Funds
Part 5: Facility Plan
Part 6: Retaining the Target Population in the Juvenile Justice System
Part 7: Regional Efforts
Part 8: Data
Part 9: Other Updates
Part 10: Expenditure Summary

Part 1: Subcommittee Composition and process (Welf. & Inst. Code §§ 1995 (b) and (c))

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

Agency	Name and Title	Email	Phone Number
Chief Probation Officer (Chair)	Nick Birchard, Chief Probation Officer	Nick.Birchard@pro.sccgov.org	(408) 468-1610
Co-Chair (*If Applicable*)			
District Attorney's Office Representative	Paul Jhin, Assistant District Attorney	pjhin@dao.sccgov.org	(408) 792-2486
Public Defender's Office Representative	Damon Silver, Acting Public Defender	damon.silver@pdo.sccgov.org	(408) 299-7702
Department of Social Services Representative	Sarah Duffy, Social Services Agency	Sarah.duffy@ssa.sccgov.org	(408) 755-7707
Department of Mental Health	Rachel Talamantez, Division Director of Enhanced and Intensive Services	Rachel.Talamantez@hhs.sccgov.org	(408) 794 - 0694
Office of Education Representative	Eugene Santillan, Director of Alternative Education	esantillan@sccoe.org	
Court Representative	Andrea Flint, Supervising Judge, Superior Court of Santa Clara County, Juvenile Division	aflint@scscourts.org	
Community Members (*defined as "individuals who have experience providing community-based youth services, youth*	Phillip Rodriguez, Community Member	PRODRIGUEZ@NEWHOPEFORYOUTH.org	

justice advocates with expertise and knowledge of the juvenile justice system, or have been directly involved in the juvenile justice system" (Welf. & Inst. Code § 1995(b).))			
Community Members			
Community Members			

Additional Subcommittee Participants			
Alternate Court Representative	Honorable Sunil Kulkarni	skulkarni@scscourt.org	
Alternate Office of Education Representative	Mark Camilleri	mark_camilleri@sccoe.org	

Describe the process used to determine whether to select a co-chair for your subcommittee (Welf. & Inst. Code § 1995(b)):

The subcommittee engaged in a few discussions at meetings open to the public to determine if a co-chair was desired. While the subcommittee voted to amend its bylaws to include a co-chair, the amendment has not yet been submitted to the County's Board of Supervisors for approval. The subcommittee plans to submit updated bylaws that include a co-chair for approval to the County Board of Supervisors this year.

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

Meeting Date 1: March 5th, 2026 Meeting Date 2: April 2nd, 2026

In 2026, the JJCC Realignment Subcommittee is scheduled to meet on the following dates prior to submission of the annual plan:

- February 5th, 2026
- March 5th, 2026
- April 2nd, 2026

Additional meeting dates of the subcommittee, if applicable:

In 2025, the Juvenile Justice Coordinating Council Realignment Subcommittee met on the following dates:

- February 5th, 2025
- March 4th, 2025
- April 3rd, 2025

Date that the subcommittee approved the plan by a majority vote:

April 2nd, 2026

Describe how the plan was developed, including the review and participation of the subcommittee community members as defined in Welf. & Inst. Code § 1995(b):

The Probation Department held a community meeting on January 20th, 2026, inviting community-based organizations, advocates, and youth. The following organizations were invited to the meeting: Youth Alliance, Silicon Valley Debug, Community Agency for Resources, Advocacy and Services, New Hope for Youth, Bill Wilson Center, Catholic Charities, San Jose City College, Compadres Network, Transforming and Reclaiming Youth Brilliance, Work2Future, and NOVAWorks. The Probation Department had the opportunity to discuss the plan and received feedback. The Probation Department convened a quarterly Secure Youth Treatment Facility (SYTF) working retreat. This collaborative session brought together Probation staff, county partners, and community stakeholders to review the SYTF plan, evaluate current successes, and identify priority areas for improvement. The Probation Department met with the Juvenile Justice Coordinating Council Realignment Subcommittee on February 5th, 2026, March 5th, 2026, and April 2nd, 2026, to present and discuss the plan. The JJRBG Plan was approved on April 2, 2026, by the Juvenile Justice Coordinating Council Realignment Subcommittee.

Part 2: Target Population (Welf. & Inst. Code § 1995(d)(1))

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

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

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

The purpose of the SYTF program is to provide a therapeutic, trauma-informed environment where young people feel safe, loved ones are reassured and connected to their youth, and community-based providers are included. Here, youth receive compassionate care in a healing environment where they can build resilience, strengthen protective factors, and participate in programming that addresses their criminogenic needs. Within the living units, youth will have the opportunity to learn responsibility, social skills, executive functioning skills, life skills, and develop a sense of community. Youth have a structured daily routine that includes a combination of school, vocational prep, groups, 1:1s, enrichment activities, and leisure time. The

living units, staffed with group counselors, aim to provide a safe, supportive, and structured environment, with enough flexibility to address the individual needs of each youth.

The program is guided by four values developed and defined by the members of the Juvenile Justice Coordinating Council (JJCC) Realignment Subcommittee and other community stakeholders, including youth.

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

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

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

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

The realignment target population includes youth who were eligible for commitment to the Division of Juvenile Justice prior to the passage of SB 823, which includes those youth adjudicated to be a ward of juvenile court based on an offense described in Welfare and Institutions Code (WIC) Section 707 (b) or an offense described in Penal Code Section 290.008 (c) (SB 823, Chapter 1.7, Section 1990 (b)) and their reentry process to the community, including planning and linkages to support employment, housing, and continuing education (SB 823, Section 1995, (3) (D)). It is important to note that most of the youth adjudicated for WIC 707 (b) offenses in Santa Clara County have historically been committed to the County's William F. James Ranch (James Ranch). The intent of the plan is to maintain this practice and only recommend commitment to the SYTF for youth who previously would have been recommended for commitment to DJJ. This current practice aligns with the intent of SB 823 to "ensure that dispositions are in the least restrictive appropriate environment…" and "reduce the use of confinement in the juvenile justice system."

As of June 30, 2025, sixty-nine youth and young adults had been committed to the SYTF in Santa Clara County (Table 1). Thirty-four were serving their SYTF commitment, whether in the SYTF at Juvenile Hall or in a Less Restrictive Program. [redacted] young adults had been discharged from their SYTF commitment to a period of community supervision, home on probation. Twenty-seven youth had been dismissed from probation.

Table 1: Status of Youth and Young Adults Committed to SYTF as of June 30, 2025

Probation Status	DJJ Returnees	Direct SYTF Commits	All Youth	
			# of Youth	% of Youth
SYTF at Juvenile Hall	[redacted]	[redacted]	20	29%
Less Restrictive Program: LIFT at James Ranch	0	[redacted]	[redacted]	[redacted]%
Less Restrictive Program: Electronic Monitoring	[redacted]	[redacted]	[redacted]	[redacted]
Less Restrictive Program: Community Supervision	[redacted]	[redacted]	[redacted]	[redacted]%
Discharged from SYTF Commitment to Community Supervision	[redacted]	[redacted]	[redacted]	[redacted]
Probation Dismissed	[redacted]	[redacted]	27	39%
Total	**15**	**54**	**69**	**100%**

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

The figures below outline demographics for youth adjudicated for WIC 707(b) and PC 290.008 offenses in Fiscal Year 2025-2024. [redacted] percent identified as male (Figure 1, n=125), and 70 percent are Latino (Figure 2, n=95). Sixteen- to 17-year-olds made up the largest proportion at 48 percent (Figure 3, n=65). Figure 4 outlines the most serious offense for each youth. Fifty-three percent (n=72) were adjudicated for assault, followed by 31 percent for robbery (n=42).

Figure 1. Sex of Youth Adjudicated for 707(b) and 290.008 Offenses in FY24-25 (n=135)

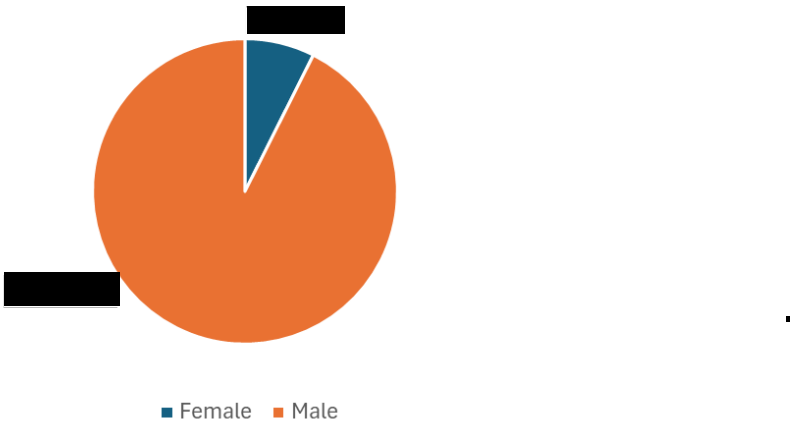


Figure 2. Race/Ethnicity of Youth Adjudicated for 707(b) and 290.008 Offenses in FY24-25 (n=135)

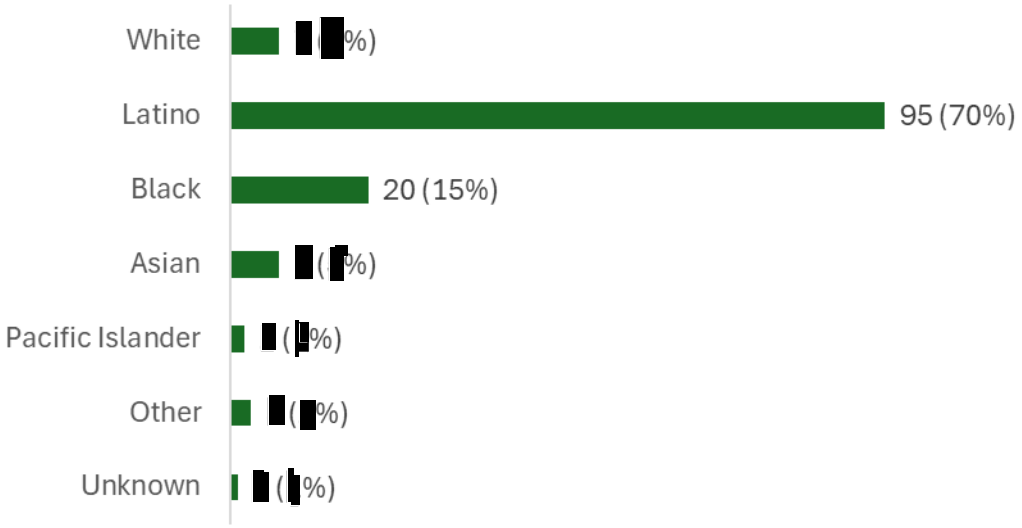


Figure 3. Age of Youth Adjudicated for 707(b) and 290.008 Offenses in FY24-25 (n=135)

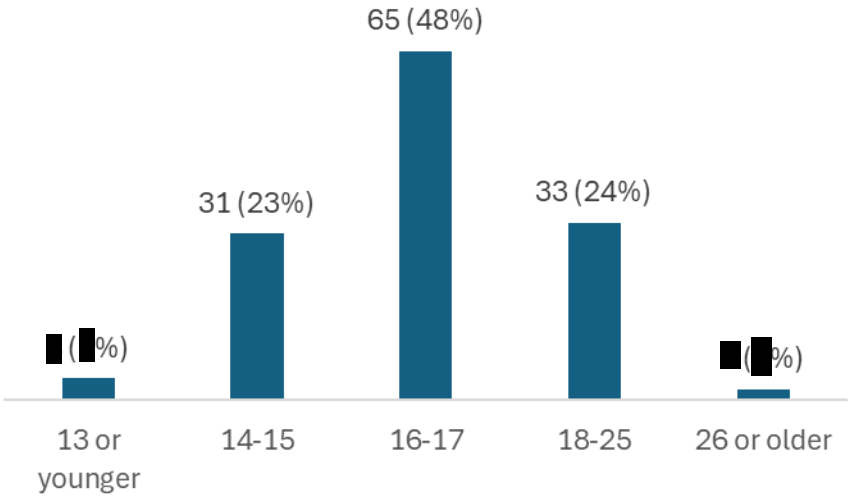
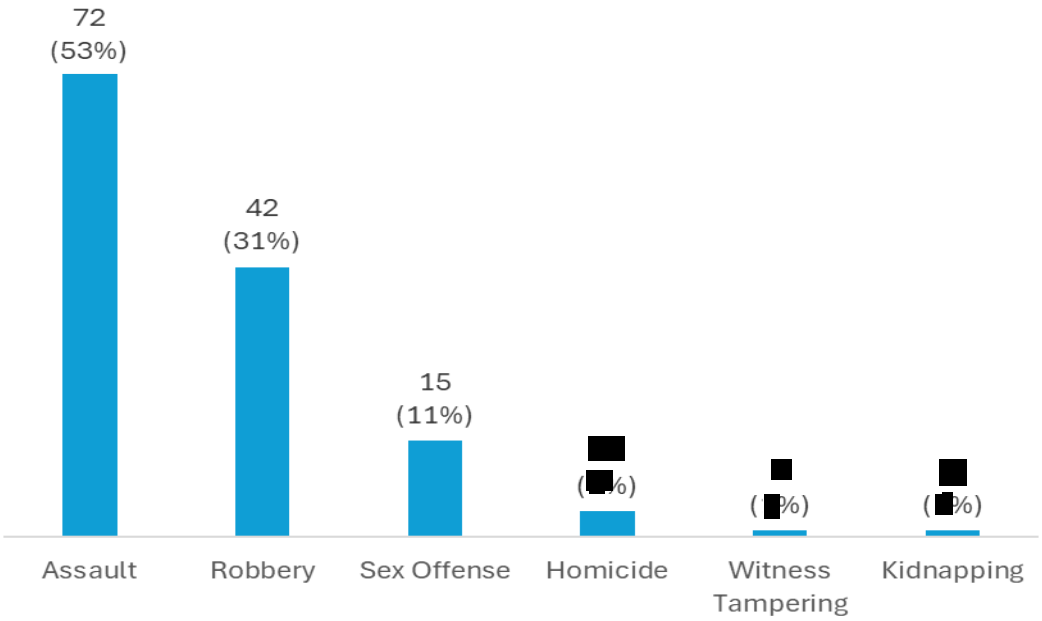


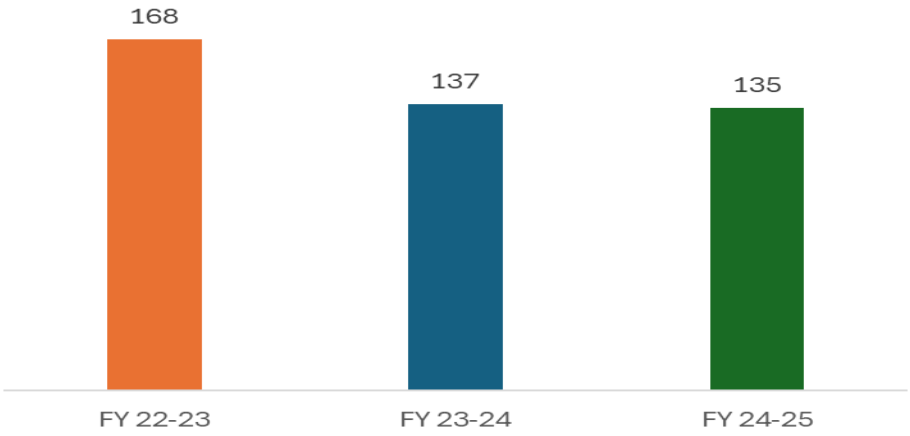
Figure 4. Offenses of Youth Adjudicated for 707(b) and 290.008 Offenses in FY24-25 (n=135)



To plan for needed capacity, the department monitors trends in the number of youth and young adults adjudicated each year, the distribution of dispositional outcomes, and the number of youth and young adults

housed in the juvenile hall security units, which accommodate individuals who have committed serious violent offenses. Figure 5 shows the number of youth adjudicated for WIC 707(b) and PC 290.008 offenses in FY 24-25 (n=135) was comparable with numbers in FY23-24 (n=137) and less than FY22-23 (n=168).

Figure 5. Number of Youth Adjudicated for 707(b) and 290.008 Offenses in FY22-23 (n=168), FY 23-24 (n=137) FY24-25 (n=135)



Though the numbers of youth adjudicated for these offenses are consistent throughout the years, legislative changes have shifted the resources required for supervising youth. While SB 823 has led to a larger number of transitional-aged youth in juvenile facilities, other changes have had an impact as well:

- SB 439 ended the prosecution, detention, and arrest of youth under 12 (except in the case of the most serious crimes) in 2019.

- In 2019, WIC 208.5 established that youth whose cases originated in juvenile court may remain in secure detention within a juvenile facility until the age of 25. For youth aged 19 or older, the Probation Department may petition the court to transfer them to an adult facility, if supported by specific findings that justify such a decision.

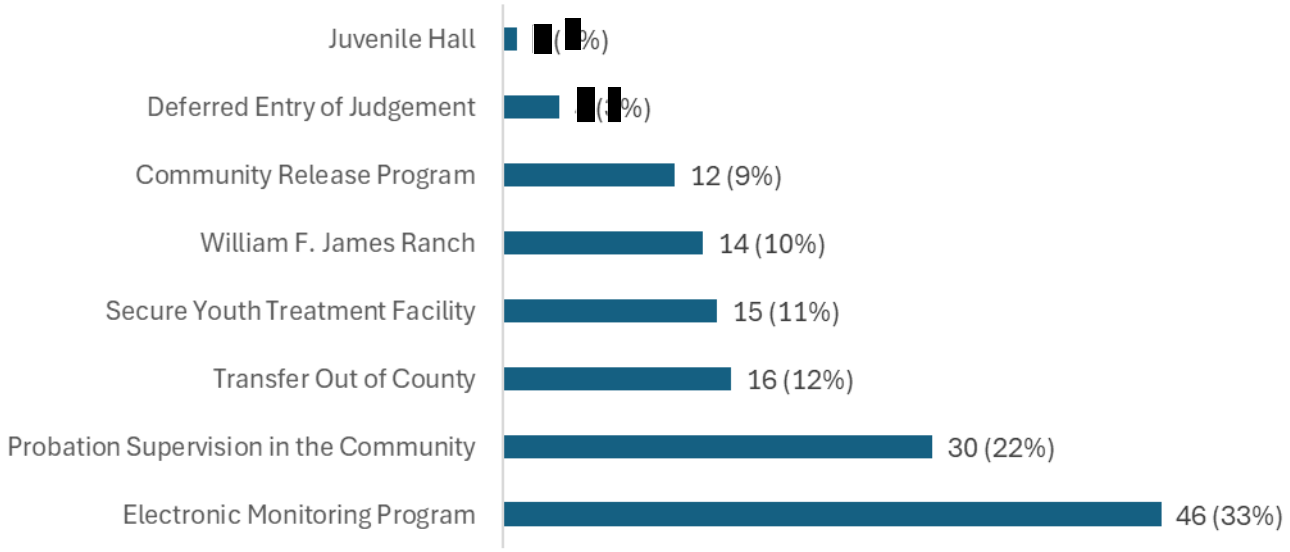
- AB 2167 added Section 17.2 to the Penal Code in 2022, outlining, "the intent of the legislature that the disposition of any criminal case use the least restrictive means available." Legislative findings and declarations explain that the state's overreliance on incarceration has failed to improve public safety and has harmed vulnerable and marginalized communities.

While each of these legislative changes is beneficial in protecting youth from environments that are less conducive to rehabilitation, such as adult facilities, they present new challenges for the Probation Department. New tools, training, and staffing are needed to ensure safe supervision of older, larger youth and to deliver adequate evidence-based programming for those with higher criminogenic needs.

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

The primary dispositional outcomes for youth who were adjudicated for WIC 707(b) and PC 290.008 offenses in FY 24-25 are outlined in Figure 6.

Figure 6: Dispositional Outcomes for Youth Adjudicated for 707(b) and 290.08 offenses in FY 24-25 (n=138)



For youth in the electronic monitoring program, community release program, and those on probation supervision in the community, youth were frequently court-ordered to complete services and programming meant to address their criminogenic needs in the community, such as victim awareness, substance use treatment, and counseling/behavioral health services. Youth 18 and under with a history of child welfare involvement were often supervised by interdepartmental and multidisciplinary teams that deliver comprehensive wraparound services.

Part 3: Programs and Services (Welf. & Inst. Code § 1995(d)(2))

Provide a description of the facilities, programs, placements, services and service providers, supervision, and other responses that will be provided to the target population. Describe any progress made on this element since the previous annual plan submission (Welf. & Inst. Code §1995(d)(2) and (d)(8)):

The program has several key phases that guide the youth through the various program elements. The County continues to use Dr. Bruce Perry's Neurosequential Model of Therapeutics (NMT) as a guiding foundation when setting up treatment services for each youth. Dr. Perry's research found that to facilitate recovery, the loss of control and powerlessness felt by a youth during a traumatic experience must be counteracted. Recovery requires the young person be "in charge of key aspects of the therapeutic interaction." He emphasizes the brains of young people can be remolded with patterned, repetitive experiences in a safe environment. "Relationships are the agents of change, and the most powerful therapy is human love," Dr. Perry concludes. The NMT approach intends to involve the youth in helping define and drive their Individualized Rehabilitation Plan (IRP) in collaboration with natural supports, program staff, and community partners. The aim is to maximize relationships as therapeutic agents of change. This plan is the rehabilitative map for the youth, and it is imperative to have broad input and participation from critical partners in the youth's life. As part of Santa Clara County, we have 29 Behavioral Health clinicians and supervisors that are trained as Phase I NMT Practitioners. Many of these staff are serving youth involved in the Juvenile Justice system, both in and out of custody. We currently have 3 active trainers to train future cohorts of practitioners.

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

UCCI conducted trainings for all facility staff (including clerical, school, medical, behavioral health, etc.) in Core Correctional Practices (CCP). UCCI has also trained Juvenile Hall and JRF staff in Cognitive Behavioral Interventions – Core Youth (CBI-CY). Youth in SYTF participate in CBI groups as planned in their Individual Rehabilitation Plans (IRP). Programs will incorporate a Structured Social Interventions (CBI) model approach and focus on targeting criminogenic risk factors through cognitive restructuring, emotion regulation, and structured skill building. These identified components can better assist youth in conforming to program guidelines and expectations and develop the motivation and skills needed for continued progress and success throughout the program, including reentry. The model will utilize guidelines for effective use of reinforcement and responses to behavior, with a strong emphasis and frequent use of reinforcements to promote positive choices, decision making, and goal attainment. In FY25, UCCI began training all new facility staff in JRF and existing SYTF staff at the JH in the CCP. Trainings for CBI-CY and CCP are ongoing.

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

<u>In-Custody Specific:</u>

The SYTF in-custody programming includes the following components:

- Evidence-based core programming to address criminogenic needs (i.e., CBI or thinking errors, substance use).
- Service array considers ways to engage youth over a longer period of custody time, including but not limited to:
  - Enrichment activities (i.e., music, art, career exploration courses, etc.).
  - Life skills to effectively navigate the demands and challenges of everyday life, leading to greater independence and well-being
  - Innovative approaches to education and vocational services.

- Counseling that addresses complex trauma and stress, while providing youth resilience-building skills for potential challenges they will face when released.
- Youth are connected to credible messengers/mentors that follow youth into the community.

The SYTF in-custody services include the following components:

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

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

The program aims to achieve the following goals:

a. **Ease the transition into the program.** Create a transition so youth are familiar with expectations upon admission to SYTF. This helps reduce the orientation period and provides staff and youth with more time to focus on overall program goals as driven by the IRP.
b. **Acknowledge youth's previous efforts/behavior in JH.** Like DJJ, youth waiting for the program would usually be at a higher level of privileges. The new model rewards youth by giving them "credits" to apply to future level progressions within the SYTF.
c. **Encourage modeling pro-social behaviors.** As the youth progress in the program, there are leadership/mentorship components built into each phase.
d. **Balances short/long-term commitments/goals.** Longer commitments require incentives/goal setting that are individualized accordingly to allow participants the ability to obtain the program's incentives/rewards, regardless of their commitment time.
e. **Increase collaboration/goal setting between youth and staff using consistent progress reporting.** Youth are actively involved in an IRP process that creates their program goals. Progression through the level system, for the most part, is not automatic. It requires active youth engagement and collaboration between staff and youth to achieve their IRP goals. Special attention is paid to those who participate in the development of the IRP and includes critical participants, such as natural support members.

Vocation and Education Opportunities and Supports:

The County continues to work with multiple partners to develop four pathways to provide vocational and educational opportunities for youth. These pathways are not mutually exclusive and can be completed concurrently or sequentially, depending on youth needs and interests. Each youth is supported through a partnership with the County Office of Education to develop an education plan inclusive of high school diploma and/or college/career pathways, depending on their long-term goals.

Pathway 1: Youth Have Not Yet Completed High School

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

Pathway 2: Youth Eligible for Higher Learning

- A college liaison provides the linkages and assists with individualized planning and coordination.

- Educational opportunities are available through multiple modalities, ranging from accessible online college courses for youth to diverse in-person instruction provided by San Jose City College and the Prison Education Project (PEP). The Probation Department and County Office of Education are committed to exploring and developing connections to four-year colleges and universities for youth. Probation has partnered with San Francisco State University Project Rebound. Project Rebound is a collaboration of college support programs equipped to help formerly incarcerated youth access and navigate higher education at California State Universities.
- Tutoring support is provided through multiple no-cost Operational Agreements with Transforming and Reclaiming Youth Brilliance and San Jose City College's Rising Scholars Program. These partnerships ensure that youth have access to academic assistance, enhancing their educational opportunities and success.

Pathway 3: Vocational Electives

- Community colleges allow youth to explore different fields through their department electives, such as cosmetology, business entrepreneurship certifications, clean energy, etc. In addition, the Probation Department contracts subject matter experts and community partners to provide an array of elective opportunities.
- A variety of elective vocational programs are available in the SYTF, including, but not limited to:
    - Construction Management
    - Culinary
    - Garden/Landscape/Hydroponics
    - National Academy of Sports Medicine Personal Training
    - Framework Design Studio (Textile Arts & Digital Design)
    - Virtual Forklift Training
    - Introduction to Trades Curriculum

Pathway 4: Internships

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

Our program is committed to working with our partners to ensure that youth can continue with these vocational and educational opportunities and support as they transition to less restrictive programming and reentry portions of the SYTF program. The Department is also committed to supporting youth with job searches and placements related to vocational electives, as youth express interest in continuing into apprenticeships and other career opportunities.

Gender Responsive Programming

All female SYTF youth can receive similar programming to our male youth in the program. However, with limited number of young women, the Probation Department has been more intentional about strategizing for socialization and engagement of the young women in the program.

All vocational and educational pathways include modules that are gender and culturally-responsive, trauma-informed, and consider the individual needs of each youth. The Young Women's Freedom Center (YWFC) currently provides female, transgender, and non-conforming (TGNC) youth with a leadership development

program. They focus on using the Inside/Outside approach and "Lift Us Up, Don't Lock Us Down" curriculum to reduce youth recidivism and justice system involvement, using both group and individual sessions modalities. The Girl Scouts of Northern California offers leadership training classes through the "Got Choices" Program, which includes a service curriculum focused on promoting a healthy lifestyle. The Girl Scouts provides weekly leadership training classes focused on self-esteem, gang and crime prevention, and positive life choices. Specialized programming is available to all youth related to intimate partner violence, inappropriate sexual behavior, and is gender responsive. We are fortunate to partner with Beloved, who can help with housing for up to three years.

LGBTQ+ Youth

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

Enrichment activities:

Juvenile Hall coordinates contracted community-based organizations that provide an array of enrichment activities and supportive services, including law education, negative peer influence, substance use cessation, family/relationship counseling, intimate partner violence, and anger management. These programs are available to youth in SYTF, as appropriate. Additional activities below were developed with feedback from youth in Juvenile Hall based on their interests, feedback from stakeholder forums, and research on evidence-based practices.

Enrichment Activities may include:

- Art
- Art of Yoga Writing Workshops
- College Liaison Specialized Support
- Computer Literacy
- Coursera Specialized Projects and Certifications
- County Internship Program
- CPR/First Aid
- Creative Writing
- Credible Messengers/Mentoring
- Credit Union Workshops
- Culinary
- Emotional Regulation/Wellness
- Faith-Based Services
- Financial Literacy
- Habitat for Humanity
- Indian Health Center of Santa Clara Valley (Reduce stress and negative energy to promote wellness and resiliency.
- Gardening

- Leadership Development
- Library Program
- Life Skills/Self Sufficiency
- Mindfulness
- Music Production
- Prison Education Project (7-week college introductory courses)
- Pro-Social Activities
- Root of Connection (Emotional Intelligence, Coping Mechanisms, Empathy, Compassion, Non-violent Communication, Forgiveness)
- San Jose City College – Rising Scholars Program
- Sexual Health Education
- Tattoo Removal Services
- Victim Awareness
- Other enrichment program opportunities will be developed in coordination with our partners.

In partnership with Custody Health, a peer-to-peer health education program provided youth with health education. The youth were receptive to the information. The training included general health, sleep, nutrition, activity, reproductive health, consents, anatomy, menses, contraception, STIs, and substance use.

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

Details regarding the progress made in this element are documented below in Part 9: Other Updates.

Part 4: Juvenile Justice Realignment Block Grant Funds (Welf. & Inst. Code § 1995(d)(3))

Describe how the County plans to apply grant funds to address the mental health, sex offender treatment, or related behavioral or trauma-based needs of the target population. Describe any progress made on this element since the previous annual plan submission (Welf. & Inst. Code §1995(d)(3)(A) and (d)(8)):

The Behavioral Health Services Department (BHSD) operates the Juvenile Justice Clinics at Juvenile Hall and the James Ranch Facility, which are funded by other state allocations, however, they have a significant impact on the SYTF population. The BHSD provides integrated (substance use and mental health) behavioral health services, including intake screening, behavior risk and needs assessment, and treatment services for youth.

Screening, Assessment, and Care Planning:
BHSD conducts comprehensive screening and assessments including a behavioral risk+ assessment and an integrated (substance use and mental health) behavioral health assessment. Screening and assessments are an ongoing and critical component of behavioral health services. The Neurosequential Model of Therapeutics (NMT) is utilized as a part of the assessment and clinical care planning process. The assessment includes developmental risk (adversity and resiliency), neurodevelopmental needs and strengths, and provides treatment considerations to guide clinical work through a neurodevelopmental and trauma-informed lens. In addition, the BHSD clinical assessment will include youth needs, strengths, trauma history, readiness for change, safety considerations, and assessment for cognitive, emotional, and behavioral symptoms. Part of the assessment

process includes partnering with a team of psychiatrists to determine any potential benefits of psychotropic medication.

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

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

This includes:

- Individual psychotherapy using psychodynamic, behavioral, and humanistic therapies and evidence-based practice models, including Motivational Interviewing, Interpersonal Psychotherapy, Seeking Safety, Trauma-Focused Cognitive Behavioral Therapy, and Cognitive Behavioral Therapy.
- Medication Support Services are provided by psychiatrists that are co-located and work in partnership with the Medical Clinic and Behavioral Health Team. Youth are evaluated for the need for medication, and if prescribed, psychiatrists will see youth for ongoing monitoring.
- Crisis Intervention is provided for youth who need an immediate response related to a mental health crisis. This includes assessing mental status, acuity of symptoms, and coordination of resources to de-escalate and stabilize the individual in crisis.
- Targeted Case Management (TCM) is provided to assist youth to access medical, education, social, vocational, rehabilitative, and other services. TCM includes communication, coordination, referral, and monitoring access, progress, and care planning.

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

1. UCCI Core Correctional Practices (CCP): CCP are approaches staff should utilize in both planned and unplanned interactions. It can reduce recidivism by teaching individuals how to engage in long-term prosocial behavior.
2. UCCI Cognitive Behavioral Intervention (CBI-CY): A cognitive-behavioral therapy approach to teach youth strategies to manage risk factors in a way that is developmentally appropriate.
3. UCCI Advance Practice (CBI-AP): A cognitive behavioral therapy designed for justice involved individuals who have a moderate or high likelihood to recidivate and have completed a UCCI core

curricula. The Advance Practice Manual targets multiple criminogenic needs and builds on skills taught in core programming by providing practice opportunities with more realistic pressure.

4. Victim Impact: A 13-unit curriculum designed by the U.S. Department of Justice, Office of Justice Programs-Office for Victims of Crime. Empathy and compassion training.
5. Roots of Connection: Youth facilitators received training from Stanford professors to develop and co-lead a trauma-informed curriculum focused on cognitive dissonance, mindfulness, empathy, compassion, humility, non-violent communication, conflict resolution and self-forgiveness/forgiveness.

Treatment for youth who have committed a sexual offense:

A small number of youth are in the program due to committing a sex offense, and they are provided services through a contracted provider who has expertise in the treatment modality. The County of Santa Clara Probation Department leveraged an existing contract to provide individual sexual abuse treatment services for youth with related offenses, who are committed to the SYTF program. In alignment with the Association for the Treatment of Sexual Abusers (ATSA) Practice Guidelines, the provider will complete an intake and assessment for youth using the Juvenile Sexual Offense Recidivism Risk Assessment Tool – II (JSORRAT-II). This tool will reinforce the ATSA Practice Guidelines recommendation to utilize the Risk-Need-Responsivity (RNR) Model. The contracts are in alignment with the Sex Offender Management Board (CASOMB) 2022 report.

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

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

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

Details regarding the progress made in this element are documented below in Part 9: Other Updates.

Describe how the County plans to apply grant funds to address support programs or services that promote healthy adolescent development for the target population. Describe any progress made on this element since the previous annual plan submission (Welf. & Inst. Code §1995(d)(3)(B) and (d)(8)):

Please see Part 3: Programs and Services. The direct services described are funded by the grant. The Probation Department primarily utilizes existing staffing within the SYTF units; however, additional dedicated positions within the Juvenile Hall are funded by the grant. Additionally, four FTE Deputy Probation Officers are funded by the grant to provide supervision in the community.

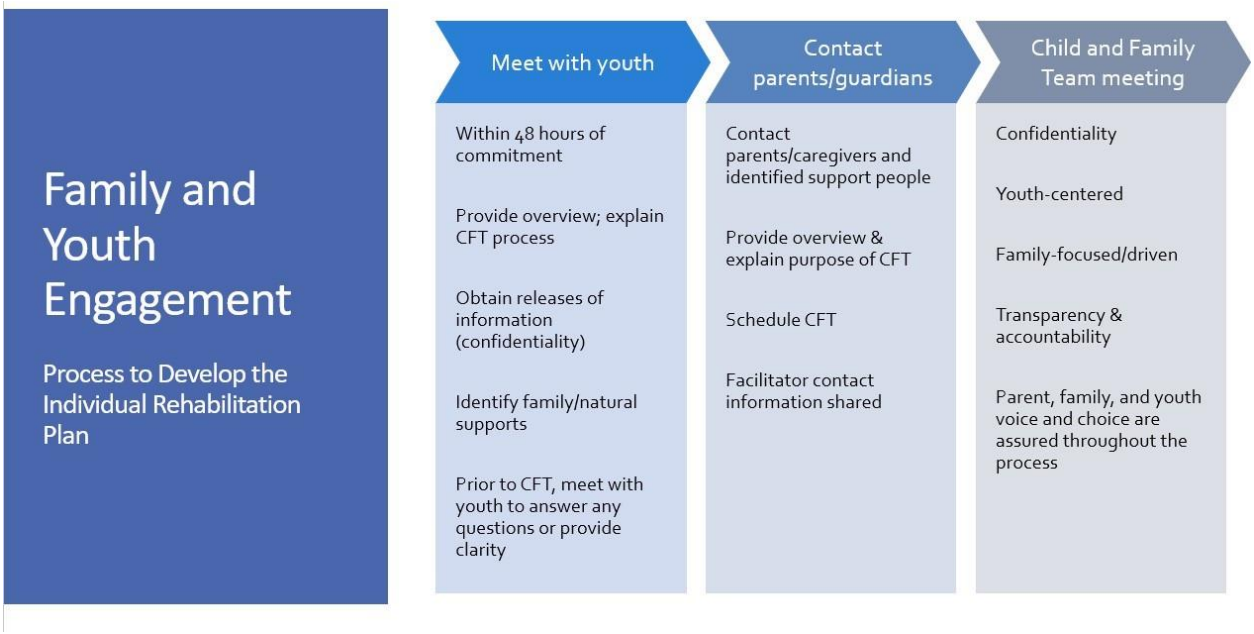
Details regarding the progress made in this element are documented below in Part 9: Other Updates.

Describe how the County plans to apply grant funds to address family engagement in programs for the target population. Describe any progress made on this element since the previous annual plan submission (Welf. & Inst. Code §1995(d)(3)(C) and (d)(8)):

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

The program utilizes Child Family Team (CFT) meetings, as an evidenced based practice, to collaboratively identify treatment goals that become part of a youth's Individualized Rehabilitation Plan (IRP). The CFT approach is inclusive of all pertinent treatment providers, court partners, and natural supports who will be part of the rehabilitation goal setting. The CFTs occur every six months to bring the team to the table and include the SYTF client in the discussion around progress, and areas requiring improvement, as needed.

A CFT is held by the 15th day of commitment, which includes the youth, family, supports, and stakeholders (medical team, educational liaison, Probation, and Behavioral Health). Prior to the scheduling of the CFT, staff meet with the youth and help them identify family/natural supports to participate in the process. Each department discusses the strengths, needs, areas of concern, and action steps. There is emphasis placed on ensuring youth and their natural supports also speak to the strengths and needs the youth and family possess. They too are included in ensuring the collective plan meets youth's needs. The IRP is finalized by the Probation Officer and their supervisor and once it is approved by the court, a copy is provided to the youth and their family. The engagement with family and natural supports continues throughout the youth's commitment in the program, as family/team meetings will continue to be held as needed and in preparation for court hearings, focusing on the youth's progress and accomplished milestones.



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

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

A core component of ensuring family connection and engagement is the opportunities for youth and families to visit with each other. A family visiting room was built and designed to foster this intention, supporting the value of family engagement. This room has comfortable chairs for parents and children. Acknowledging that due to the age of the population, some youth may be parents themselves, the goal of the family and visiting room is to encourage bonding and relationship building imperative to successful reentry to the community. The room has sensory, age and developmentally appropriate toys for siblings and children to play with. The room is painted in vibrant and/or calming colors and a mural gives a more inviting environment for family visits. Youth can receive visits from parents, guardians or persons standing in loco parentis, and children of youth. Other family members, such as grandparents and siblings, and natural supports, can also be identified as approved visitors. The Probation Department follows all Title 15 guidelines with respect to visiting. Youth have access to phone calls daily and on specific days throughout the week they can complete video calls. The goal is to have access to multiple means of connection and communication for youth with their loved ones.

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

In June 2023, the Probation Department, along with the California Board of State and Community Corrections (BSCC), approved the use of the James Ranch Facility as a least restrictive option for youth committed to SYTF. The James Ranch Facility has established a least restrictive option called the Learning Independence for Tomorrow (LIFT) Program, designed to provide youth with the services and support they need to successfully

reintegrate into their communities. The program is tailored to the youth's individual needs as identified in their Individual Rehabilitation Plan (IRP) goals, such as counseling, behavioral health services, education, vocational education/training, and housing assistance.

The LIFT program provides youth with the following services and supports:

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

The goals of this program are to:

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

Details regarding the progress made in this element are documented below in Part 9: Other Updates.

Describe how the County plans to apply grant funds to address reentry, including planning and linkages to support employment, housing, and continuing education for the target population. Describe any progress made on this element since the previous annual plan submission (Welf. & Inst. Code §1995(d)(3)(D) and (d)(8)):

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

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

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

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

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

Reentry and Discharge Planning

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

Credible Messenger

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

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

The Credible Messengers program is structured so that mentors can spend up to 30 hours a week with youth, connecting them to housing, employment, and helping pay for basic needs, such as phone, laptop, or clothing.

Adult Reentry Resource Center

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

Family and Natural Supports

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

Housing

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

Through the Less Restrictive Program Grant by Office of Youth and Community Restoration (OYCR), awarded in 2024 provides housing support through two temporary positions, Community Office Specialist (COS), to enroll youth in section 8 housing upon being committed to SYTF, the waitlist is long and it make take years to be called. The COS, qualifies youth for other services such as universal basic income, connection to employment to qualify for housing services as some services require six to eight paystubs to be eligible for housing. There are various areas the COS are working toward, such as building credit, life skills, and budgeting. In addition to the two COS, OYCR funds the Bill Wilson Center to provide transitional housing for [redacted] youth up to nine months, this service is available until June 30, 2026. The Probation department has funds to help youth pay for housing for a defined period starting at 90% of housing cost to 0% at the end of their term.

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

Describe how the County plans to apply grant funds to address evidence-based, promising, trauma- informed and culturally responsive programs or services for the target population. Describe any progress made on this element since the previous annual plan submission (Welf. & Inst. Code §1995(d)(3)(E) and (d)(8)):

Gender, Cultural Diversity, and Inclusion

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

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

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

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

These training courses include:

- Ensuring Fairness and Respect for LGBTQI Community in the Justice System – 4 hours
- Gender Identity – 2 hours
- Cultural Diversity & Ethnic Disparity - 4 hours
- Implicit Bias – 8 hours
- Stigma & Bias - 1 hour
- Trauma Informed Care – 4 hours
- Evidenced Based Practices and Programs – 4 hours
- REDI 1.0: Leadership and Communication (Understanding Race, Empathy, Dialogue, and Implementation) – 4 hours
- REDI 2.0: Leadership and Communication (Understanding Race, Empathy, Dialogue, and Implementation) – 4 hours

Trauma Informed

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

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

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

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

i. Understanding Trauma and Stress
ii. Compassion and Dependability
iii. Safety and Stability
iv. Collaboration and Empowerment
v. Cultural Humility and Equity

vi. Resilience and Recovery

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

Evidence-Based Programming (EBP):
Staff continues to be trained by the University of Cincinnati's Corrections Institute via a course called Core Correctional Practices (CCP). The CCP covers the principles of effective intervention, quality interpersonal relationships, and effective reinforcement combined with cognitive interventions, pro-social behavior modeling, and structured learning/skill building and problem solving. The CCP training is ongoing and will assist with the implementation of core programming to address the needs of youth that led to the negative behavior through the development of a behavioral modification program that spans both the SYTF and the LIFT programs. The use of rewards connected to desired behavior will be monitored to ensure consistency of timing between the reward and desired behavior. All staff, regardless of their role, will be trained to understand the utilization of rewards as an effective strategy and the program will strive to achieve a 4:1 ratio favoring rewards to encourage desirable behavior. Whenever possible, social connections will be used to align with the understanding that positive relationships are a key agent of change.

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

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

- Coholic, D., Eys, M., and Lougheed, S. 2012. Investigating the effectiveness of an arts-based and mindfulness-based group program for the improvement of resilience in children in need. Journal of Children and Family Studies 21: 833–844.
- Development Services Group, Inc. 2021. Positive Youth Development. Literature review. Washington, DC:

U.S. Department of Justice, Office of Justice Programs, Office of Juvenile Justice and Delinquency Prevention.

- Gomez, D. M., Pino, D. J., and Pino, D. R. 2020. Self-compassion and predictors of criminal conduct in adolescent offenders. Journal of Aggression, Maltreatment & Trauma 29(8): 1020–1033.
- Rapp–Paglicci, L., Stewart, C., Rowe, W., and Miller, J. M. 2011. Addressing the Hispanic delinquency and mental health relationship through cultural arts programming: A research note from the prodigy evaluation. Journal of Contemporary Criminal Justice 27(1): 110–121.

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

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

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

- Weber, J 2021, *Reducing structural barriers to school and work for people with juvenile records*, Council of State Governments Justice Center, New York. https://www.aecf.org/resources/reducing-structural-barriers- to-school-and-work-for-people-with-juvenile-re/.
- Hassan, N., & Rosly, M. A. A. (2021). Vocational Education and Training for Young Offenders in Juvenile Approved Schools. International Journal of Academic Research in Progressive Education and Development, 10(1), 642-650.
- Shelfer, Zane, "Georgia Department of Juvenile Justice School System - Building a Better Future" (2019). National Youth Advocacy and Resilience Conference. 53.

https://digitalcommons.georgiasouthern.edu/nyar_savannah/2019/2019/53

- Palmer, La Toshia, "The Predictors of Juvenile Recidivism: Testimonies of Adult Students 18 Years and Older Exiting from Alternative Education" (2018). Dissertations. 185.

https://digitalcommons.brandman.edu/edd_dissertations/185

- O'Neill, S., & Cumming, T. (2018). The Ins and Outs: How Principals Can Smooth Transitions Between School and Juvenile Justice Centres. Australasian Journal of Special and Inclusive Education, 42(2), 158-170. doi:10.1017/jsi.2018.15
- Bond, G. R., Drake, R. E., Becker, D. R. (2008). An update on randomized controlled trials of evidence-based supported employment. Psychiatric Rehabilitation Journal, 31(4), 280–290.
- Porch, Lynell, "The Plan Starts Now: A Study of Juvenile Delinquency and a Re-entry Program Back into the Community" (2021). College of Education Theses and Dissertations.

213. https://via.library.depaul.edu/soe_etd/213

- Cuellar, A., McReynolds, L., Wasserman, G. (2006). A cure for crime: Can mental health treatment diversion reduce crime among youth? Journal of Policy Analysis and Management, 25(1), 197–214. https://doi.org/10.1002/pam.20162

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

Details regarding the progress made in this element are documented below in Part 9: Other Updates.

Describe whether and how the County plans to apply grant funds to include services or programs for the target population that are provided by non-governmental or community-based providers. Describe any progress made on this element since the previous annual plan submission (Welf. & Inst. Code §1995(d)(3)(F) and (d)(8)):

Services from non-governmental or community-based providers.

- CCIC LLC: Provide trades instruction for youth and young adults committed to the Secure Youth Treatment Facility program.
- Dr. Kristen Mason: Provide therapeutic services for youth and young adults committed to the Secure Youth Treatment Facility program.
- Gill Psychological Services: Provide sexual behavior treatment to youth and young adults committed to the Secure Youth Treatment Facility program.
- The Counseling and Psychotherapy Center, Inc.: Provide sexual behavior treatment to youth and young adults committed to the Secure Youth Treatment Facility program.
- Faith in Action Community Education Services:: Provide anger management services for youth and young adults committed to the Secure Youth Treatment Facility program.
- Faith in Action Community Education Services: Provide juvenile intimate partner and/or family violence intervention programming for youth and young adults committed to the Secure Youth Treatment Facility program.
- New Hope for Youth: Provide credible messenger mentoring (CMM) to youth and young adults committed to the Secure Youth Treatment Facility program.
- Pacific Clinics**:** Provide sexual behavior treatment to youth and young adults committed to the Secure Youth Treatment Facility program.
- San Francisco State University: Provide access to Project Rebound for youth and young adults committed to the Secure Youth Treatment Facility program.

Supplementary Grant-Funded Programs and Services:

- Catholic Charities of Santa Clara County: Provide Catholic chaplaincy services.
- Correction Institutions Chaplaincy Ministries: Provide multi-faith chaplaincy services.
- National Compadres Network: Provide the Adelante Youth Leader Fellowship for youth and young adults committed to the Secure Youth Treatment Facility Program.
- New Skin Tattoo Removal: Provide tattoo removal services.
- YWCA Golden Gate Silicon Valley: Provide sexual assault hotline, sexual assault awareness workshops, and advocacy services.

In-Kind Programs and Services:

- Beloved: Create community-based housing solutions for women, girls, and trans people of all genders who have experienced violence, incarceration, poverty, and life on the streets.
- Brighter Day: A 13-week mentoring and training program provides youth with the structure to develop the customer service skills necessary to succeed in a supportive and caring environment.
- Girl Scouts of Northern California: Got Choices Program - A year-round healthy lifestyle and prevention program for youth who are involved in the juvenile justice system or gang-involved.
- Green Foothill's Healing in Nature Program: Guided nature outings designed to provide meditative and healing experiences while exploring protected parks and open spaces.

- NOVAWorks: Provide employment services including career exploration, resume development, job search assistance, and interview preparation. Link eligible clients to paid internships in fields of interest, and provide access to wraparound support such as transportation, clothing, and tools needed for interviews, work, or school
- Prison Education Project: Provide academic, life skills, and career development programming to Probation youth and young adults committed to the SYTF program.
- Rising Scholars: Provide an educational pathway to success for incarcerated, formerly incarcerated, and justice-involved students. The program offers academic support services to support justice-involved students who earn degrees, credentials, and certificates.
- San Jose State Underground: Project Rebound supports formerly incarcerated people in pursuing higher education at San José State University
- Transforming and reclaiming Youth Brilliance, TRYB Inc: Provide onsite and virtual college-level tutoring.
- UC Berkley Underground Scholars: Creates a pathway for incarcerated, formerly incarcerated, and system-impacted individuals into higher education.
- Work2Future: Provide career coaching services to youth and young adults: Resume/Cover Letter, Interview Skills, Job Market Guidance, Group Job Readiness, Career Exploration and Planning.
- Young Women's Freedom Center: To provide a leadership development program for women, girls, and transgender and gender-nonconforming youth residing in the County Probation Department.

Programs and services listed under Part 3.

Details regarding the progress made in this element are documented below in Part 9: Other Updates.

Part 5: Facility Plan (Welf & Inst. Code § 1995(d)(4))

Provide a detailed facility plan indicating which facilities the county will use to house or confine realigned youth at varying levels of offense severity and treatment need. Include the following (Welf. & Inst. Code §1995(d)(4)):

- Any less restrictive programs the county uses, and whether those programs are in facilities regulated by Subchapter 5 (commencing with Section 1300) of Chapter 1 of Division 1 of Title 15 of the California Code of Regulations
- Any county juvenile facility improvements made to support long-term commitments
- How the county will ensure youth safety and protection, including for youth of different ages, genders, special needs, and other relevant characteristics

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

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

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

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

The SYTF units currently house male youth and female youth separately and incorporate Behavioral Health staff who are assigned to work within the units to support youth success in their rehabilitation and treatment. The goal of the living units for the SYTF program is to provide a safe, therapeutic, and comfortable environment. However, due to the age of the facility as well as the cost of more structural renovations, only cosmetic changes are planned for completion for the SYTF units.

Youth Rooms: The rooms are transitioned into single occupancy. A single room will create a larger space for the youth. The rooms will be equipped with a bed, shelving space, a desk, and a chair. The shelving space will allow youth to store clothing and other personal items. The desk and chair will allow youth to have a space to work on unfinished schoolwork, study for tests/exams, or participate in leisure activities such as drawing or letter writing. This set-up is significantly different from the other rooms and units of Juvenile Hall and is intentionally responsive to both the longer time the youth will likely remain in custody and the likelihood these youth will be older than the other Juvenile Hall youth.

Lounge/Relaxation Area: There are two areas for youth to lounge. One area is a couch, chairs, and a small table. This space can be utilized for lounging or watching television and can be used for individual or group counseling sessions. The other has been furnished with comfortable furniture and has an age-appropriate gaming section.

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

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

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

Visiting rooms/family rooms: There are designated rooms for family visits. This room has comfortable furniture for visitors. The room also has sensory, developmentally, and age-appropriate toys for children, such

as for siblings or the children of youth committed to the program. The room has been painted and will have a mural to give a more inviting environment for family visits.

Describe any progress made on this element since the previous annual plan submission (Welf. & Inst. Code §1995(d)(8)):

Learning Independence For Tomorrow – LIFT

The LIFT (Learning Independence for Tomorrow) Program is designed to support young adults in the Secure Youth Treatment Facility (SYTF) in achieving successful reentry through structured programming that promotes accountability, personal growth, and skill development. The mission of LIFT is to foster independence, instill responsibility, and prepare youth for meaningful participation in their families, communities, and future workplaces.

Vision

To create a rehabilitative pathway that empowers system-involved young adult with the tools, experiences, and support needed to transition from custody to community as self-sufficient, law-abiding, and contributing individuals. LIFT envisions a future where youth exit the juvenile justice system with purpose, confidence, and access to opportunity.

The primary goals of the LIFT Program are to:

- **Prepare young for successful community reintegration** through access to transitional services and support.
- **Promote personal responsibility and independence** by gradually increasing young adult autonomy through structured phases.
- **Support skill development and employability** by providing vocational training in construction and career readiness preparation.
- **Strengthening family and community connections** by facilitating positive engagement and supervised home visits.
- **Reduce recidivism** by fostering pro-social behavior, long-term planning, and access to meaningful resources.

These goals are achieved through a multidisciplinary approach combining behavioral accountability, educational advancement, workforce development, and individualized case management.

The LIFT Program aligns with SYTF's overall commitment to providing young adult with opportunities for growth, healing, and restoration. As a step-down component of the SYTF continuum of care, LIFT reinforces the following system-wide outcomes:

- **Continuity of Care:** LIFT maintains structured oversight while introducing increased community exposure, ensuring a seamless transition from secure confinement to less restrictive environments.
- **Graduated Reentry:** By integrating furloughs (home, school, and work) and community-based programming, LIFT bridges the gap between institutional programming and community reintegration.
- **Restorative Reentry Planning:** The program supports restorative practices, victim restitution planning, and transition strategies that are trauma-informed and family-centered.

- **Collaborative Case Management:** Probation, education, behavioral health, and workforce partners work together to monitor progress and address barriers to long-term success.

The LIFT Program plays a critical role in preparing youth for life beyond SYTF by ensuring they leave the system with more opportunity, stability, and hope than when they entered.

The LIFT Program is located at the William F. James Ranch, as a least restrictive program alternative to the SYFT Facility. The James Ranch Facility is an open space campus environment with designed amenities to provide young adults with diverse opportunities to rehabilitate, foster educational and vocational growth, reconnect with family and the community, within a supportive and welcoming setting.

The James Ranch has two designated Por for two targeted LIFT population. One Pod is designated for the male population, and the second Pod is designated for the female population. Each pod can house up to 12 young adults.

- G-Pod – for female SYTF: LIFT population
- H-Pod – for male SYTF: LIFT Population

Housing: Each Pod is a spacious dormitory-style living space with six sturdy bunk beds, with assigned armoire.

Common Area: Adjoining the bunkbeds is the common shared space with two couches, a small table for watching television. Adjacent to this space is a large table for residents to utilize for homework, study, art and other recreational activities.

Education Room: This room is furnished with individual desks, a couch, a large monitor and computer equipment, and an enrichment corner. This room is partnered with the Santa Clara Office of Education and has computers for education and employment opportunities.

Counseling Room: Two counseling rooms are located outside of the Pods designated for the SYTF: LIFT Population. Residents would utilize this room when they are working with a community-based organization member, and other counseling services.

Weight Room: A fully equipped fitness center with modern strength-training and cardio equipment, perfect for guided physical therapy or independent workouts to regain mobility and confidence.

Recreation Hall: A spacious and inviting social hub featuring billiards tables, comfortable seating, and space for games and gatherings—ideal for relaxation, laughter, and building meaningful connections with peers.

Library: A peaceful, well-stocked reading room filled with books, magazines, and quiet corners for reflection, learning, or simply escaping into a good story.

Indoor Gymnasium: A versatile full-size gym for basketball, volleyball, group exercise classes, and therapeutic activities, offering year-round opportunities to stay active regardless of the weather conditions.

Outdoor Recreation Area: Full-sized outdoor space for basketball, volleyball, and pickleball, with walking paths, seating areas, and recreational options designed to enjoy fresh air, sunshine, and outdoor activities.

Swimming Pool: A heated outdoor pool available for recreational swimming, relaxing laps, or pool basketball activities.

Legacy Kitchen for Culinary Arts: Our dedicated professional-grade kitchen where young adults participate in culinary classes and develop practical life skills through hands-on meal preparation and nutrition education.

Construction Cohort Education Sites: On-site cohort workshops and training areas focused on vocational skills in construction trades, providing structured, real-world education and certification opportunities to empower young adults for successful futures.

These amenities are more than just facilities; they're integral to our approach to rehabilitation, encouraging personal growth, community, and lasting positive change.

All ranch programs within the SYTF continuum are governed by Title XV regulations, inspected regularly by the Board of State and Community Corrections, the Juvenile Justice Commission, and the Juvenile Justice Court Judges.

Part 6: Retaining the Target Population in the Juvenile Justice System (Welf & Inst. Code § 1995(d)(5))

Describe how the plan will incentivize or facilitate the retention of the target population within the jurisdiction and rehabilitative foundation of the juvenile justice system, in lieu of transfer to the adult criminal justice system. Describe any progress made on this element since the previous annual plan submission (Welf. & Inst. Code §1995(d)(8)):

The Probation Department utilizes evidence-based practices at all intervention levels to reduce youth recidivism and mitigate the need for transferring cases to the Adult Criminal Court. The Department uses a violence reduction strategy -- the Youth Pathways for Positive Progress (YP3) framework -- that includes tiers and correlating services in Community Safety and Wellbeing, Prevention, Intervention, and Harm Reduction, providing a robust continuum of services and interventions at all levels.

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

The Department maintains collaborative partnerships with the Juvenile Justice Court, Office of the District Attorney, Office of the Public Defender, Office of the Alternate Defender, Independent Defense Office, Behavioral Health Services Department, Department of Family and Children's Services, County Office of Education, and various community-based organizations to identify the best interests of the youth, to determine the least restrictive environment appropriate, and to protect community safety.

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

The District Attorney's Office (DAO) remains committed to reducing the number of incarcerated youth in the county and has made significant progress through collaboration with justice partners. Likewise, the DAO limits requests to transfer youth to adult court to the narrowest circumstances and only for the most violent offenses. The DAO also works closely with the Probation Department to broaden the inquiry in those rare cases where a juvenile transfer is considered.

Since the implementation of SB 823, the number of youth transferred to adult criminal court has decreased substantially and a larger number of high-need youth are being retained within the juvenile justice system. Prior to the implementation of SB 823, 20 juvenile cases were transferred to adult criminal court between 2018 and 2020. By comparison, [redacted] juvenile cases were transferred between 2022 and 2024.

Part 7: Regional Effort (Welf & Inst. Code § 1995(d)(6))

Describe any regional agreements or arrangements supported by the County's block grant allocation. Describe any progress made on this element since the previous annual plan submission (Welf. & Inst. Code §1995(d)(8)):

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

Part 8: Data (Welf & Inst. Code § 1995(d)(7))

Describe how data will be collected on youth served by the block grant. Describe any progress made on this element since the previous annual plan submission (Welf. & Inst. Code §1995(d)(8)):

The Probation Department's electronic records system is supplemented by internal databases and reports from system partners, which collectively inform the department about youths' activities and programming, educational and vocational progress, demographics, and more. In 2025, the Department worked diligently to enhance existing data systems to better capture outputs (i.e., type and frequency of services) and outcomes (i.e., services utilization, successes and challenges in reentry). Data from Individual Rehabilitation Plans further inform the department and the courts about each youth's progress toward rehabilitation goals and emerging or ongoing needs.

The Probation Department is currently piloting two data collection tools with the SYTF population. First, the Probation Department worked closely with the University of Cincinnati Corrections Institute to develop a pre- and post-assessment for the core treatment programming, Cognitive Behavioral Interventions-Core Youth (CBI-CY), to measure knowledge and skill acquisition. Second, the Monthly Progress Report tracks youth's successes and challenges in areas such as engagement in programming and academics, use of pro-social skills, and more.

To guide assessment, case planning, and supervision, the Probation Department uses the Juvenile Assessment and Intervention System (JAIS). The JAIS is a comprehensive risk and needs assessment designed to assist staff and system partners in supervising youth in institutional settings and the community. The JAIS identifies youth's strengths and challenges, the risk of reoffending, and the principal service needs that contributed to their illegal behavior. Additionally, the Behavioral Health Services Department conducts comprehensive screening and assessment, including a behavioral risk assessment and an integrated (substance use and mental health) behavioral health assessment.

Below is an overview of the data collected by the Probation Department and our partners, to inform everyday operations, continuous quality improvement (CQI), and evaluation:

Youth-Level Variables:

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

System- Level Variables:

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

Details regarding the progress made in this element are documented below in Part 9: Other Updates.

Describe outcome measures that will be utilized to measure or determine the results of programs and interventions supported by block grant funds. Describe any progress made on this element since the previous annual plan submission (Welf. & Inst. Code §1995(d)(8)):

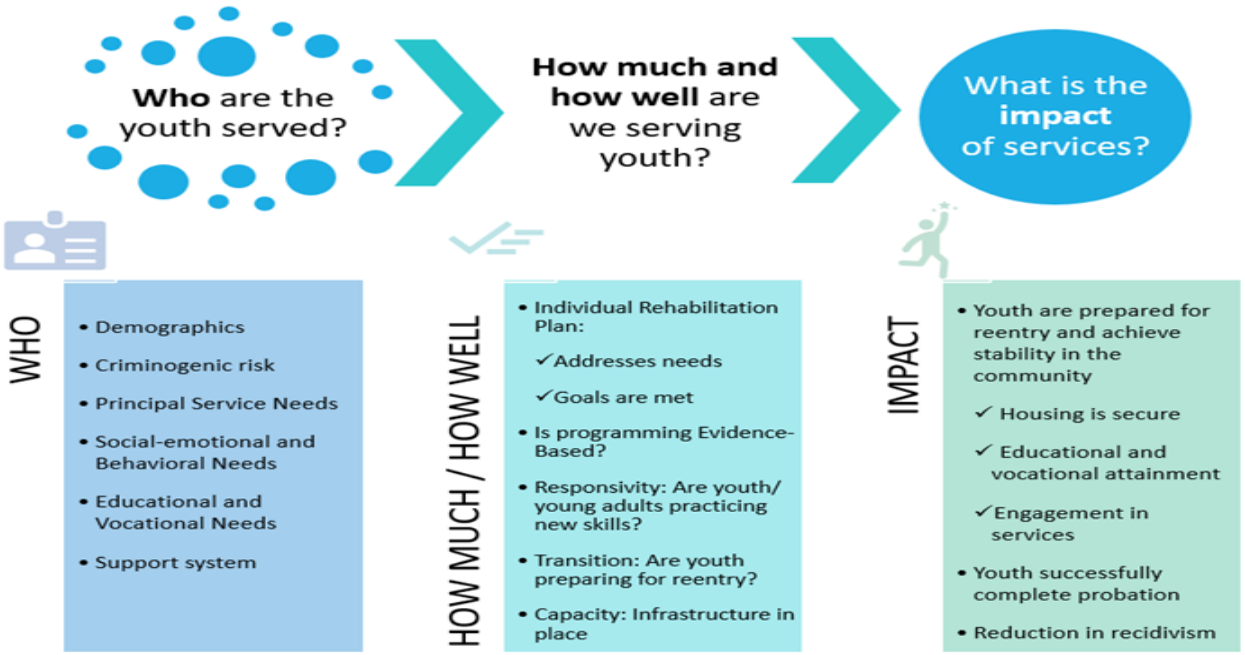
The Probation Department will utilize the Results Based Accountability (RBA) framework for evaluating the Secure Youth Treatment Facility (SYTF) program. RBA is used by community programs to improve quality of life and program performance to best meet the needs of the people they serve:

Figure 7: Results Based Accountability Framework

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

Applying the RBA framework, the following model captures Probation's approach for evaluating the Secure Youth Treatment Facility:

Figure 8: Model for Secure Youth Treatment Facility Evaluation



The Probation Department's Research and Development (RaD) team supports data collection, data management, evaluation and reporting. RaD is finalizing the first SYTF Data Book. This report succinctly highlights the following information about Santa Clara County's SYTF population and program:

- Characteristics of the SYTF population
  - Risk, needs, and strengths
  - Demographics
  - Offense history
- Services and programming delivered:
  - What services and programming have been provided to address the youth's needs?
  - Is programming evidence-based?
  - Do Individual Rehabilitation Plans address youth's principal service needs?
- Youth achievements:
  - Treatment and Programming
  - Education and Vocation
- What is the impact? What are the outcomes?
  - Recidivism
  - Housing, employment and education
- How is the Probation Department working to build capacity to address the needs of youth committed to SYTF

RaD is also working closely with SYTF program staff and the Probation Department's Information and Technology Division (ITD) to develop data collection tools, refine database infrastructure and to build dynamic data dashboards that will make data more accessible for internal and external audiences.

While the primary focus of SYTF evaluation is on program delivery and outcomes for youth committed to the SYTF, we recognize these outcomes are influenced by the infrastructure in place. Because development of the

SYTF—from the facility to the programming—required immediate implementation in 2021, the Probation Department prioritized establishing the most essential components for program delivery. This continued as less restrictive programs and other essential program components were implemented. As a result, less time was initially devoted to infrastructure development, which has now become a major focus of the department's evaluation efforts.

To address lingering infrastructure needs through evaluation, the Probation Department contracted with the University of Cincinnati Corrections Institute (UCCI) to conduct an Evidence-Based Correctional Program Checklist (CPC) in February of 2024. The CPC is a robust evaluation that identifies the extent to which SYTF adheres to evidence-based practices. The Probation Department received the assessment at the end of 2024, which offered specific recommendations for improvement and capacity-building across a broad set of domains, ranging from staffing and treatment to development and training.

After an intensive review of UCCI's recommendations for prioritization and feasibility, Probation leadership identified the top priorities for implementation over the next three years. A cohort of Probation staff, along with partners from the Behavioral Health Services Department (BHSD) and the County Office of Education (COE), reviewed the recommendations and has developed an implementation plan for the next two years.

Broadly, the Probation Department is dedicated to collecting and monitoring data to (1) ensure there are no net-widening impacts in commitments to the local SYTF compared to commitments to DJJ prior to the passage of SB 823 and DJJ intake closure; (2) monitor for any possible increases in adult court prosecutions; (3) apply ongoing racial and ethnic disparity analysis to monitor the impact of decisions on youth of color compared to white youth; (4) implement systematic evaluation of performance measures and continuous quality improvement as additional system components rollout; and (5) address the broader "realignment target population" identified in W.I.C. 1990.

Details regarding the progress made in this element are documented below in Part 9: Other Updates.

Part 9: Other Updates: Describe any progress on elements since the previous annual plan submission: (Welf. & Inst. Code § 1995 (d)(8))

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

Sixty-nine youth were committed to the SYTF from July of 2021 through June of 2025. Figures 8 through 10 highlight sex, age at commitment, and race/ethnicity for the population by fiscal year. Most youth committed to SYTF are male (n=65), Latino (n=58), and were committed to SYTF between age 18 and 25 (n=47). When reviewing Figure 10, it's important to note that FY 22-23 data include 15 youth who were committed to SYTF following the closure of the Division of Juvenile Justice to complete their original commitments. As a result, there was a larger number of older youth in that cohort and a larger number of overall youth committed to SYTF that fiscal year compared to other years.

Figure 8: Sex of Youth Committed to SYTF by Fiscal Year (n=69)

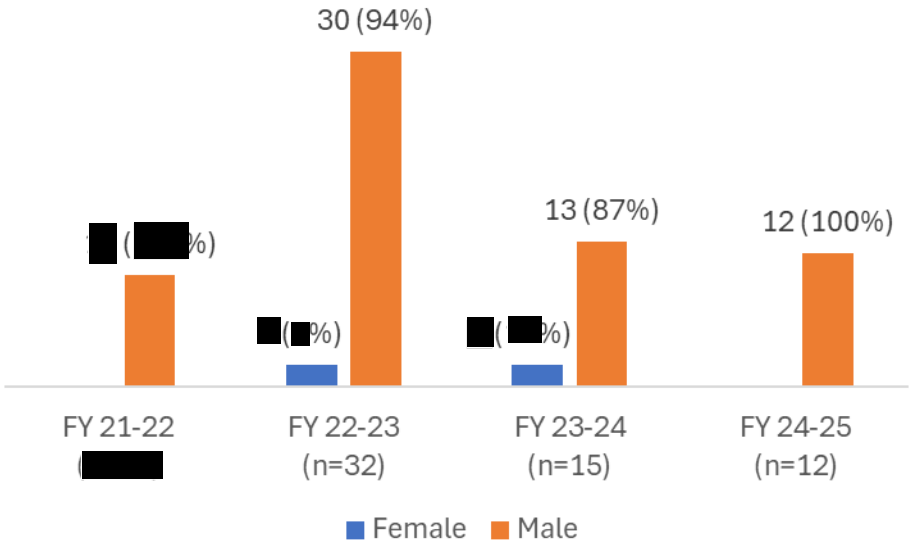


Figure 9: Race/Ethnicity of Youth Committed to SYTF by Fiscal Year (n=69)

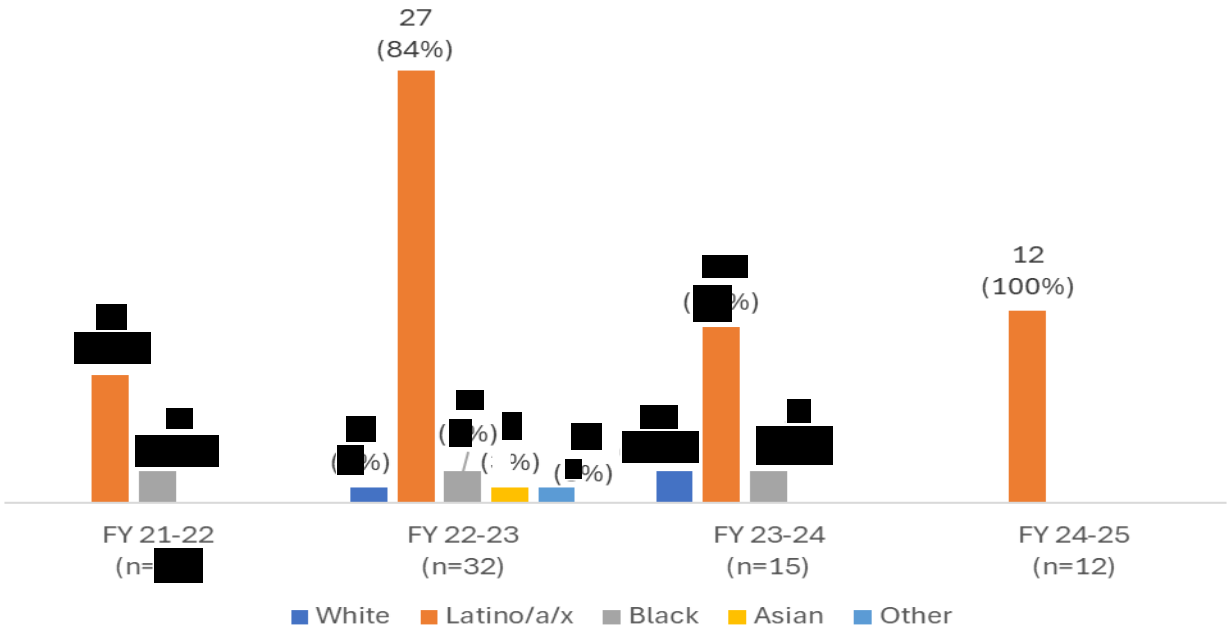
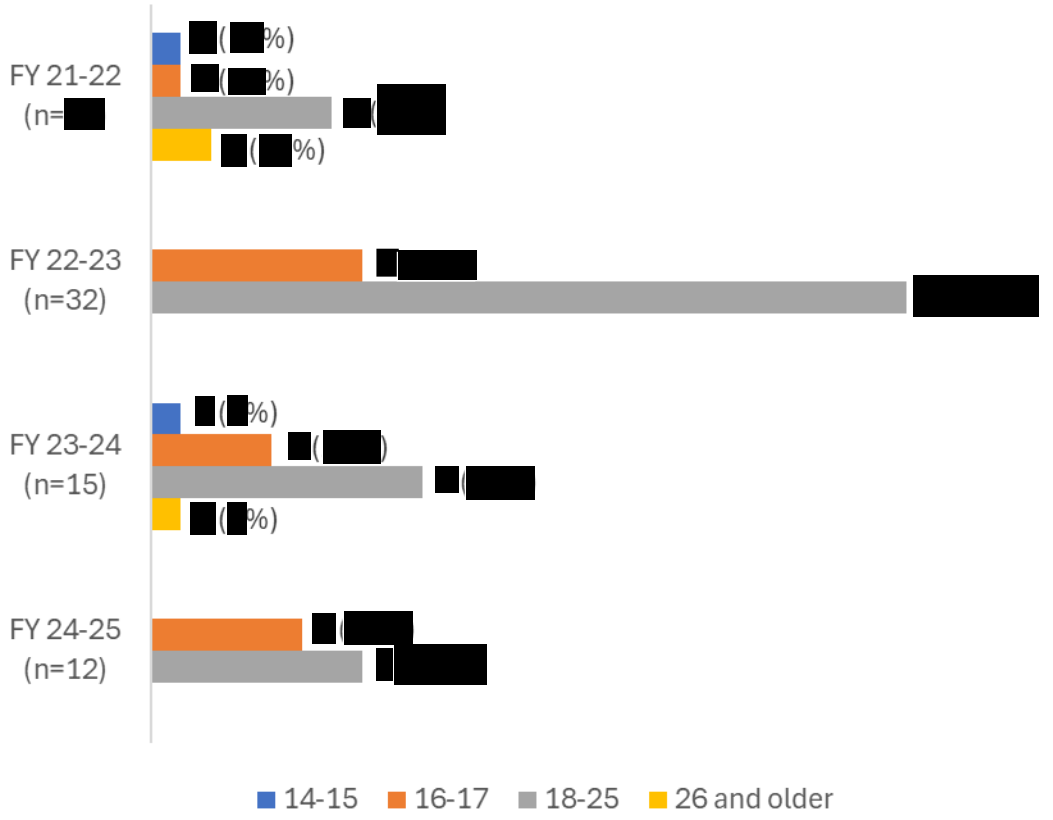


Figure 10: Age at Commitment for Youth Committed to SYTF (n=69)



COMMITMENTS

The offenses that led to each youth's SYTF commitment are outlined in Table 2. Thirty-nine percent of youth were committed for homicide (n=27), 28 percent for robbery (n=19) and [redacted] percent for assault (n=[redacted]).

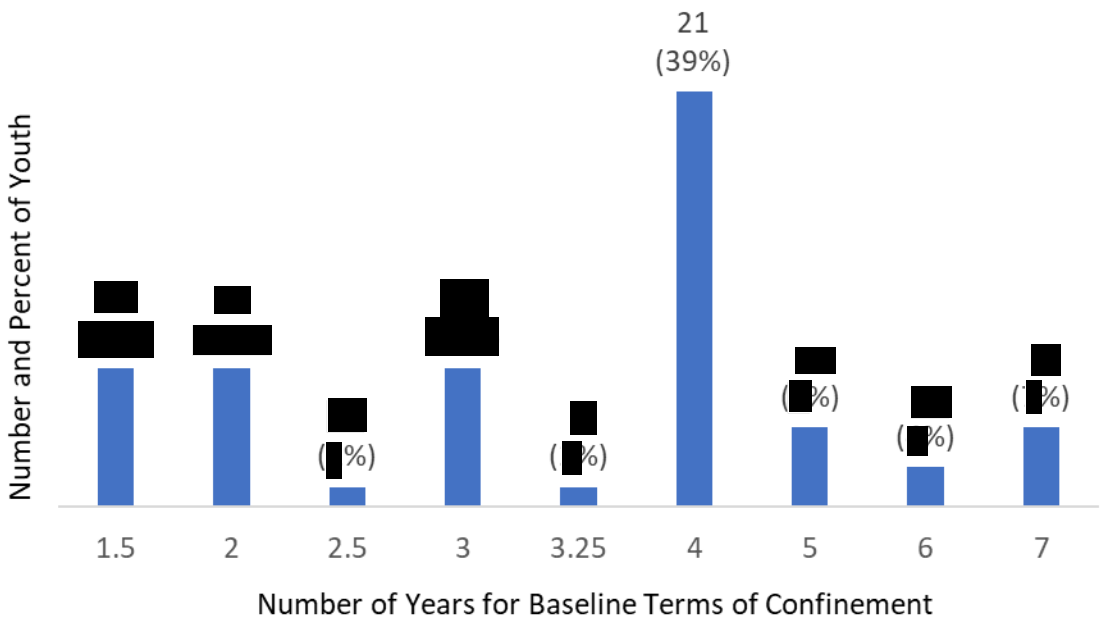
Table 2: Adjudicated Offenses of Youth Committed to SYTF (n=69)

Offense Type	FY 21-22 (n=[redacted]	FY 22-23 (n=32)	FY 23-24 (n=15)	FY 24-25 (n=12)	Total	Percent
Homicide	[redacted]	14	[redacted]	[redacted]	**27**	**39%**
Robbery	[redacted]	[redacted]	[redacted]	[redacted]	**19**	**28%**
Assault	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
Attempted Homicide	[redacted]	[redacted]	[redacted]		[redacted]	[redacted]%
Kidnapping		[redacted]		[redacted]	[redacted]	[redacted]%
Sex Offense		[redacted]	[redacted]		[redacted]	[redacted]%
Use of Firearm		[redacted]			[redacted]	[redacted]%
Total	[redacted]	**32**	**15**	**12**	**69**	**100%**

Baseline terms of confinement for youth ranged from 1.5 to 7 years, as shown in Figure 11. This figure reflects 54 youth committed directly to SYTF following adjudication. Youth returning to SYTF from the Department of

Juvenile Justice are not included, as their baseline terms were determined differently to account for time already served at DJJ.

Figure 11: Baseline Terms of Confinement in Years for Youth Committed Directly to SYTF (n=54)



RISK LEVEL AND PRINCIPAL SERVICE NEEDS

To guide the supervision of youth and identify the underlying factors contributing to their legal issues, the Probation Department uses the Juvenile Assessment Intervention System (JAIS), a gender-specific risk, needs and responsivity tool. The figures below are drawn from JAIS results for all youth committed to SYTF from July 2021 to June 2025.

The JAIS Assessment identifies if youth are at low, medium, or high risk of reoffending (Figure 12). The risk level is informed by factors such as prior involvement in the justice system, peer relationships, substance use, and school history. Fifty-one percent of youth committed to SYTF were assessed to be at high risk for reoffending (n=35), followed by 46 percent at moderate risk (n=31). [redacted] youth [redacted]%) were assessed at low risk.

Figure 12: Risk Levels of Youth Committed to SYTF by Fiscal Year (n=68)

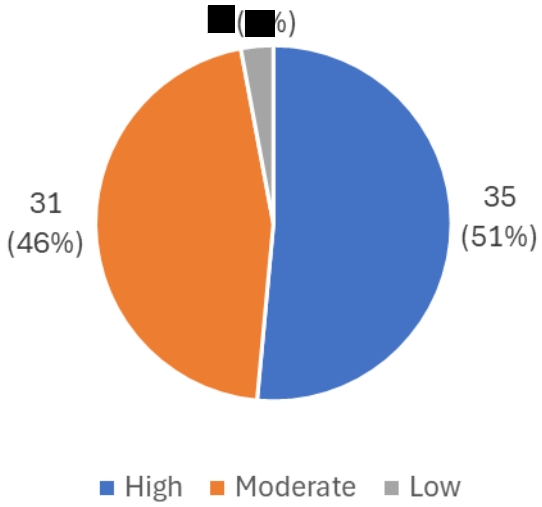


Table 3 outlines the top five principal services needs among youth committed to SYTF. The top three principal service needs include peer relationships (82%, n=56), emotional factors (68%, n=46), and criminal orientation (63%, n=43). To effectively reduce recidivism, youth require programming that targets their unique principal service needs.

Table 3: Top 5 Principal Service Needs

Principal Service Needs	Number and Percent of Youth
Relationships Youth's peer relationships are negative, criminal, or abusive.	56 (82%)
Emotional factors Emotional problems (e.g., depression, low self-esteem, anxiety) significantly contribute to the youth's legal issues.	46 (68%)
Criminal orientation The youth views crime as acceptable, aligns with criminal peers, and makes little effort to live pro-socially.	43 (63%)
Family history problems Chronic parent/family/guardian issues impact youth.	39 (57%)
Substance Use Alcohol and/or drug use contributed significantly to the youth's legal difficulties.	39 (57%)

INDIVIDUAL REHABILITATION PLAN

When a youth is committed to SYTF, a team of stakeholders, including system partners, and the youth, collaborate to develop an Individual Rehabilitation Plan (IRP). Based on the youth's assessed principal service needs, rehabilitation goals are established. For each goal, a corresponding intervention is identified. An example is outlined in Figure 13.

Figure 13: Sample Logic Map for IRP Development

PROGRAMMING

Youth committed to the SYTF between July 2021 and December 2024 who had Cognitive Behavioral Interventions – Core Youth (CBI-CY) included in their IRP have completed the program. Youth committed between January and June of 2025 are currently participating in the program or are scheduled to begin with the next cohort. Forty-six youth who had Victim Impact in their IRP have either completed the course or are currently in progress. Where relevant, youth are taking or have completed other targeted programming, such as Sexual Behavior Therapy and Intimate Partner Violence classes, as outlined in their IRP's.

To boost internal capacity for delivering treatment services that target criminogenic needs, UCCI began training Probation Department and Behavioral Health Services Department (BHSD) staff to facilitate Cognitive Behavioral Interventions – Advanced Practice (CB-AP). CBI-AP is offered individually and builds upon the lessons youth learn in CBI-CY by guiding youth in the application of skills and tools beyond the classroom. By the end of December 2024, youth in the less restrictive program LIFT completed their CBI-AP orientation and have been actively participating in sessions since that time.

Through Probation's partnership with BHSD, youth in the SYTF participate in ongoing individual therapy, as outlined in their IRP's, to address a range of needs from trauma to substance use, antisocial thinking patterns, and more. Additionally, youth in Juvenile Hall work with rehabilitation counselors who provide milieu support in the units, and psychosocial occupational therapists, who help youth develop new skills, habits and routines, reinforcing the skills they learn in CBI-CY. Family therapy has also been provided to youth, as included in the IRP, to them repair and rebuild relationships for more successful outcomes when they return to the community.

SYTF youth participate in a range of community-based services from organizations like New Hope for Youth and Young Women's Freedom Center. New Hope for Youth provides Credible Messenger, a program where mentors build relationships with you while they are in custody and continue to work with them upon reentry to the community. Credible messengers may provide additional support with family reunification, help youth prepare for job interviews, provide rides for job interviews, and equip youth with cell phones.

OTHER PROGRAM HIGHLIGHTS

Roots of Connection Pilot
Three youth facilitators received training from Stanford professors to develop and co-lead a trauma-informed curriculum focused on cognitive dissonance, mindfulness, empathy, compassion, humility, non-violent communication, conflict resolution and self-forgiveness/forgiveness. The course is in its first pilot with youth in the Youth Advisory Council (YAC), who provide ongoing feedback to facilitators and course designers for improvement.

Less Restrictive Program Grant
In 2024, Probation was awarded a Less Restrictive Program (LRP) grant to support youth with less restrictive options in addition to reentry-related needs. Two Community Outreach Specialists provide support to youth around housing access, employment search, and more. The grant also provides transitional housing, vocation/university support and paid fellowship internal and external training program.

Community Outreach Specialists

In 2025, Community Outreach Specialists (COS) joined the Probation team to support youth with navigating the County of Santa Clara's resources to best leverage services in particular with housing and stability in collaboration with Probation Officers. COS help youth with applications for permanent supportive housing, Housing Choice Vouchers, and other housing assessment and placement tools, prior to or during their exit from custody. They also support reunification efforts for youth who are considering living with family and provide youth with resources during their search for employment, such as covering the cost for notary public certification, security guard card, etc. At the direction of the Probation Officer, the COS help with providing youth services to help them be successful as they are stepped down and their journey navigating reentry, including enrolling in school, preparing for job interviews, connecting and attending job fairs, conducting research for community services for needs such as food, transportation, and access to government services. These positions are currently funded through a grant from the Office of Youth and Community Restoration (OYCR).

Education

College Liaisons from the Santa Clara County Office of Education provide one-on-one support to youth in SYTF and LIFT to help them navigate college access, select courses relevant to their educational goals, and connect them to tutoring. College Liaisons are pivotal in connecting youth to Rising Scholars and other school-based services to ensure youth have support when they transition from custody to reentry. All eligible youth in custody are enrolled in online college courses, and those in the LIFT program can attend community college in person. [redacted] youth transferred to prestigious four-year universities, [redacted] will transition in the summer, while others continue earning college credits. Some have earned the Ethnic Studies Certificate through UC Berkeley.

Trades and Vocations

Youth in our facilities are taught various introductory to trades programs such as electrical, roofing, HVAC, pluming for a total of 12 trades, earning various certificates, including forklift certification. Several youth have entered the union following reentry to the community.

Employment

[redacted] participated in paid internships through County of Santa Clara and [redacted] others participated in paid internships through community organizations. The County paid student internship programs allow youth who may have been incarcerated for long periods of time an opportunity to learn job skills, create a history of employment, and have the necessary check stubs to qualify for housing. The Probation Department can provide job experience based on job specification to qualify youth for their desired job in the community. Student interns are provided with office training including MS Office, professional writing, Adobe Illustrator, Canva, presentation skills, research, and professional development based on the County of Santa Clara employee skills assessment. Several youth in LIFT have worked off-site at stores in the community, while others who completed trades certificates found jobs in construction upon reentry.

RECIDIVISM

To monitor recidivism, we identified sustained petitions and convictions for rearrests that occurred in Santa Clara County following each youth's SYTF commitment date and up to June 30, 2025 (Table 4). [redacted] youth were convicted of misdemeanor assault for fighting while in SYTF custody, and [redacted] youth [redacted] convicted of a felony traffic offense after being discharged from SYTF (while under probation supervision). Most recently, [redacted] youth [redacted] convicted for driving under the influence, an offense that occurred within one year of his

probation dismissal. All sustained petitions and convictions have been for less severe offenses than those for which they were committed to SYTF.

Table 4: Youth with Sustained Petitions and Convictions for New Law Violations as of June 30, 2025 (n=[redacted])

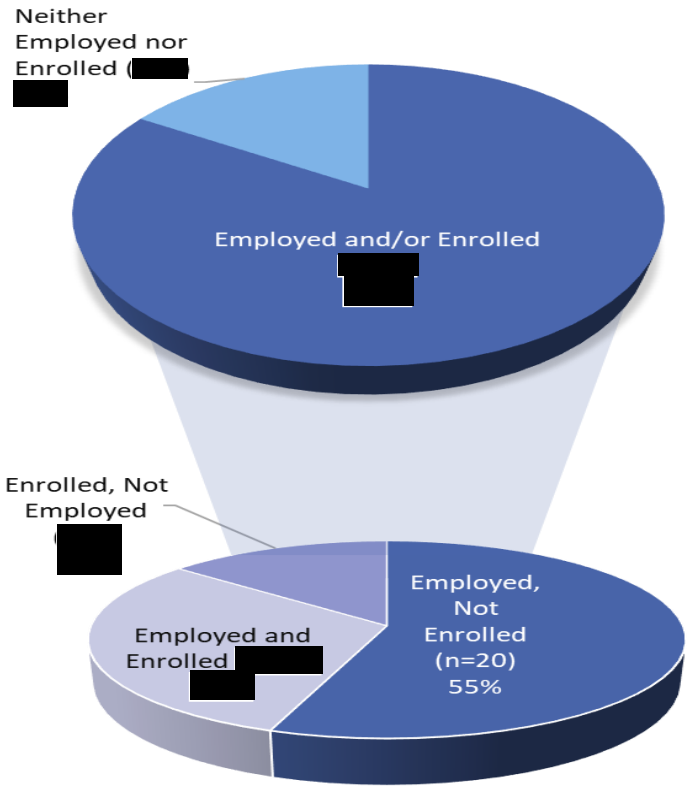
Timeframe for New Law Violations	Offense Category	Offense Type	Number of Youth
During SYTF (in custody)	Misdemeanor Assault, Fighting	Misdemeanor	[redacted]
After Discharge from SYTF (while on community supervision)	Traffic Violation	Felony	[redacted]
Within One Year After Case Dismissal	Driving Under the Influence	Misdemeanor	[redacted]

Some youth who were rearrested following their commitment to the Secure Youth Treatment Facility (SYTF) are not represented in the figure above. Though these youth were rearrested, their charges have either been dismissed or are pending resolution. As a result, it is possible that additional sustained petitions and/or convictions for pending cases from this time period may emerge in the future.

OTHER OUTCOMES

The employment and education status (i.e., college or vocational programming) of 43 youth who returned to the community by June 30, 2025, are outlined in Figure 14. Thirty-six were employed and/or enrolled in educational or vocational programming. Among them, 20 were employed but not pursuing education, and [redacted] were employed and enrolled in college/ vocational programming. [redacted] were enrolled in college/vocational programs but were not employed, including [redacted] youth who were pursuing bachelor's degrees at California universities (UC and CSU, respectively). [redacted] youth were unemployed and were not enrolled in educational/vocational programs at the end of June 2025.

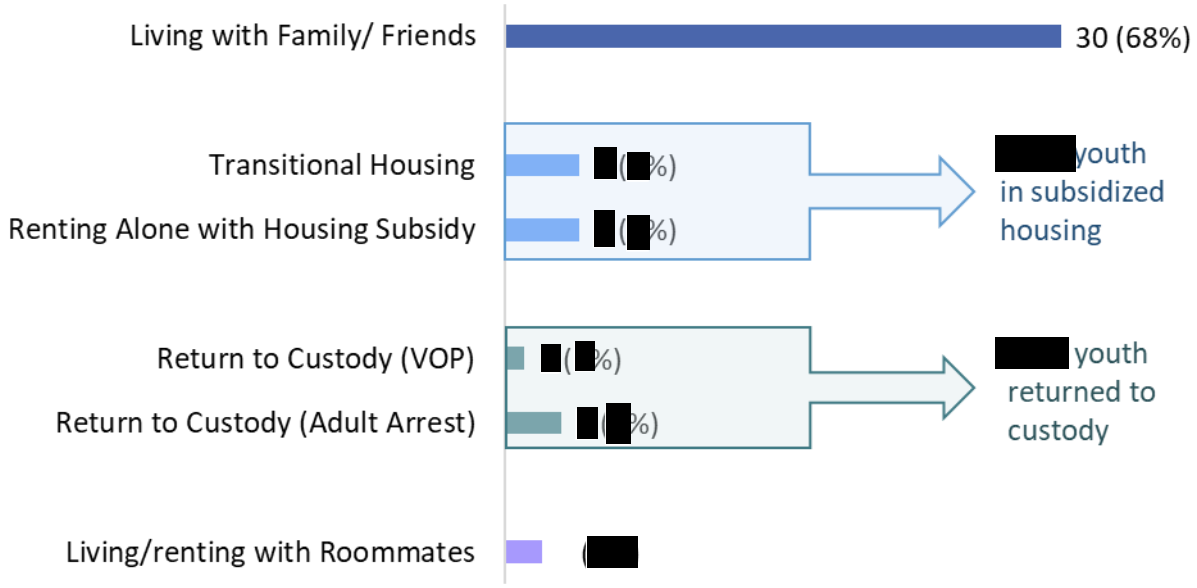
Figure 14: Employment and Education Status for Youth who Reentered the Community as of June 30, 2025, or at time of Probation Dismissal (N=43)



Employment and education status is unknown for [redacted] of the 45 SYTF youth who returned to the community by June 30th. They each exited from custody, were discharged from SYTF and dismissed from Probation on the same day, after which point Probation was unable to verify their status.

The Probation Department also tracks the housing status of youth when they return to the community and throughout their time on supervision. Figure 15 outlines the housing status of youth who returned to the community on June 30, 2025, or at the time of dismissal. Data is unavailable for one of the 45 youth who reentered the community and is not counted in this figure.

Figure 15: Living Arrangements of Youth who Reentered the Community by June 30, 2025, or at time of Probation Dismissal (N=43)



Probation Officers report that many youth returning to the community move-in with family as a temporary arrangement while they seek full-time employment and work toward achieving the financial independence necessary to secure their own housing. While the immediate priority for reentry transition is to identify the most safe, stable and suitable option available to each youth, their options are limited. In response, the Probation Department will prioritize the expansion of housing options as a key focus for program development in 2026.

Part 10: Prior year expenditures Summary of outcomes/Impacts: (Welf. & Inst. Code § 1995(d)(9))

Please use the table provided below to summarize prior-year expenditures (e.g. for the 2025 JJRBG plan the summary entered into the table below would be for FY 2024-25 expenditures) in accordance with Welf. & Inst. Code §1995(d)(9), which requires counties to report:

- Total expenditures of block grant funds;
- Whether these expenditures were consistent with the plan described in subdivision (a); and
- How the expenditures improved outcomes for the realignment target population described in Section 1990.

Please itemize expenditures by each subject area described in Part 4 of the annual JJRBG plan(s) that governed the fiscal year being reported (e.g., for FY 2024-25 expenditures, refer to the subject areas defined in your 2024 plan submission and any updates provided in your 2025 plan submission). When itemizing expenditures, counties may choose the format that works best for their internal reporting processes; however, the content must match the structure and content of the following outline:

1. Expenditure Subject Area[1]

[1] This outine corresponds to Part 4 of the JJRBG County Plan Template and fulfills the reporting requirements of WIC §1995(d)(9) by itemizing expenditures according to the five areas of need or development for realigned youth described in WIC §1995(d)(3)(A)–(E).

a. Total Expenditures ($)
b. Were the expenditures consistent with the plan described for this subject area? (Yes/No)
c. Please describe why the expenditures were or were not consistent with the plan described for this subject area.
d. Please describe how the expenditures improved outcomes for the realignment of target population described in Section 1990.

Please note: If this design is chosen, the county would repeat this format for each subject area WIC §1995 (d) (3) (A)-(E).

FY25 Total JJRBG Expenditures: $9,055,682

Expenditure Subject Area:	**Total Expenditures ($):**	Were the expenditures consistent with the plan described for this subject area? (Yes/No):
WIC §1995(d)(3)(A) Mental health, sex offender treatment, or related behavioral or trauma-based needs.	$1,063,272	Yes

Please describe why the expenditures were or were not consistent with the plan described for this subject area:

The plan accounts for providers who specialize in age-appropriate evidence-based programming. Sexual Behavior Treatment, Anger Management, and Cognitive Behavior Interventions-Interpersonal Violence (CBI-IPV), directly fulfilled the plan's objective to expand specialized rehabilitative programming through strategic partnerships. A small number of young adults required contracted specialized services. Most behavioral health needs are managed by the Behavioral Health Services Department (BHSD) Guadalupe Clinic and reflected in this subject area, the services also overlap with subject areas B, C, D, and E. Additional positions within the Guadalupe Clinic are funded by alternative funding sources to ensure robust resources are available to serve the needs of all youth in Juvenile Hall, including SYTF.

Please describe how the expenditures improved outcomes for the realignment of target population described in Section 1990:

Funding in this area covered the cost of specialized individual treatment and facilitation of curriculum-based group programming. Programs, such as Sexual Behavior Treatment and Cognitive Behavior Interventions-Interpersonal Violence (CBI-IPV), were delivered to youth to address their assessed criminogenic and behavioral health needs, as outlined in their Individual Rehabilitation Plans.

Expenditure Subject Area:	**Total Expenditures ($):**	Were the expenditures consistent with the plan described for this subject area? (Yes/No):
WIC §1995(d)(3)(B) Support programs or services that promote healthy adolescent development.	$5,959,673	Yes

Please describe why the expenditures were or were not consistent with the plan described for this subject area:

In direct fulfillment of the previous annual plan's commitment to enhancing healthy adolescent development, the Probation Department had allocated funding to establish higher-level educational supports and vocational pathways.

Additionally, these expenditures allowed for the integration of Rehabilitation Counselors and Psychosocial Occupational Therapists into the SYTF milieu (Subject Area A overlap). These positions operationalized the plan's goal of providing holistic, daily-living support, specifically addressing motor and sensory integration, impulse regulation, and peer restoration.

The Root of Connection was created by youth to connect with people; relationships were identified as the top principle need. Youth focused on mindfulness, non-violent communication, conflict resolution, self-forgiveness, forgiveness, empathy, compassion, and humility.

Finally, these expenditures allowed for staff within Probation to support youth while in the SYTF.

Please describe how the expenditures improved outcomes for the realignment of target population described in Section 1990:

As a result of these expenditures, youth in the SYTF have received robust support and guidance at every step of their college and vocational journeys. College liaisons meet with youth when they first come into the SYTF and provide support with college registration, completion of the FAFSA, and help youth select classes. Rising Scholars meets with youth to complete assessments to help youth identify a discipline or career of interest that the youth can learn about and work toward. Nearly all youth in the SYTF have taken college courses, though some youth find they are more interested in a vocational pathway and participate in the Trades program. Some youth have earned AA degrees, while others work toward transferring to pursue bachelor's degree. Other youth have exited the SYTF to pursue work in the trades, with several successfully joining trade unions. These services and support have been available to youth broadly to accommodate varying levels of interest and needs that arise along the way.

Rehabilitation Counselors provide individualized and milieu support to help youth navigate daily challenges that impact their school, training and success working with others. Psychosocial Occupational Therapists provide developmentally appropriate supports to youth while they work toward their goals, such as building resumes.

Additionally, a group of youth interns worked with professors from Stanford to develop a workshop series for the SYTF, called Roots of Connection, that provides peers with meaningful opportunities to practice the tools and skills they have learned throughout their treatment programming, focusing on mindfulness, emotional regulation, forgiveness, nonviolent communication and more.

Juvenile Hall Group Counselors provide support to youth throughout their time in the facility and counsel youth to help them stay on track in achieving Individualized Rehabilitation Plan goals and progressing in school and trades. Probation Officers support youth beyond the SYTF when they return to the community ensuring they have the resources and connections they need to continue working toward educational and career goals.

Expenditure Subject Area:	Total Expenditures ($):	Were the expenditures consistent with the plan described for this subject area? (Yes/No):
WIC §1995(d)(3)(C) Family engagement in programs.	$374,624	Yes

Please describe why the expenditures were or were not consistent with the plan described for this subject area:

There are key Behavioral Health Services Department staff who provide clinical and administrative oversight for the youth from commitment to reentry. These staff members ensure that the 'family voice' remains central to the IRP and CFT processes, costs for these positions are reflected in Subject Area A. Furthermore, grant-funded positions, including Probation Counselors, within less-restrictive Probation settings have strengthened youth familial and community ties, facilitating the necessary support for successful community reintegration. Additionally, Supervising Probation Counselors at the LIFT program support youth as they plan for family reintegration.

Please describe how the expenditures improved outcomes for the realignment of target population described in Section 1990:

Youth receive robust supports to address harm that has occurred in their close personal relationships, to assess readiness for reconnection, and to plan for reunification with family and support people in a way that centers emotional and physical safety. BHSD staff offer clinical support on an individual and family basis throughout the duration of youth's time in the SYTF, and as they move on to LIFT. Probation staff in the LIFT program provide Cognitive Behavioral Interventions – Advanced Practice. These one-on-one sessions help youth develop strategies and practice skills to navigate family dynamics during overnight trips with family and to prepare for their permanent transition back to the community.

Expenditure Subject Area:	Total Expenditures ($):	Were the expenditures consistent with the plan described for this subject area? (Yes/No):
WIC §1995(d)(3)(D) Reentry, including planning and linkages to support employment, housing, and continuing education.	$1,503,598	Yes

Please describe why the expenditures were or were not consistent with the plan described for this subject area:

The SYTF Program maintained a continuous support model from commitment through reentry. A dedicated Probation Officer Support Unit managed each case, utilizing the Individualized Rehabilitation Plan to track long-term community reintegration goals. This process remained highly collaborative, as the staff coordinated with Behavioral Health, medical staff, community-based organizations, community outreach specialists, and education liaisons to address concrete needs such as housing, education, employment, and healthcare. Furthermore, the Credible Messengers program continued to provide intensive, transformative mentorship and financial assistance for essentials like emergency client needs and housing financial assistance related to ensure a stable transition.

Please describe how the expenditures improved outcomes for the realignment of target population described in Section 1990:

This funding supports probation supervision and case management of youth as they prepare for, and transition, back to the community. The SYTF Reentry Support Unit works closely with youth to secure housing and plan for employment and self-sufficiency upon a youth's return to the community. Probation officers have secured paid internships, introduced youth to the college campus, accompanied youth to apply for public benefits, and gave referrals to essential community services to meet their immediate self-sufficiency needs.

New Hope for Youth's Credible Messengers provide mentoring to youth in the community along with basic need assistance, such as procurement of cell phones and furniture, or providing youth with rides to job interviews.

Expenditure Subject Area:	Total Expenditures ($):	Were the expenditures consistent with the plan described for this subject area? (Yes/No):
WIC §1995(d)(3)(E) Evidence-based, promising, trauma-informed, and culturally responsive practices.	$154,515	Yes

Please describe why the expenditures were or were not consistent with the plan described for this subject area:

The plan maintained its commitment to evidence-based programming through its partnership with the University of Cincinnati Research Institute (UCRI). UCRI was contracted to implement a four-phase process to assist in the design and implementation of this model. Furthermore, the County continued to utilize Dr. Bruce Perry's Neurosequential Model of Therapeutics (NMT) as a guiding foundation for treatment services. This approach remained centered on Dr. Perry's research, which found that facilitating recovery requires counteracting the loss of control and powerlessness of youth experience during traumatic events.

Please describe how the expenditures improved outcomes for the realignment of target population described in Section 1990:

Expenditures contributed to staff training and capacity-building within the Probation Department and Behavioral Health Services Department.

UCRI provided direct training to staff in Core Correctional Practices, behavior management, and the Cognitive Behavioral Interventions – Core Youth curriculum, a 47 – session skill-building course that broadly addresses criminogenic needs. UCRI also offered training-the-trainer training to ensure the Probation Department has internal capacity to train new staff in the future. Staffing to support CBI is reflected in Subject Area A.

Clinical staff were also training in the Neurosequential Model of Therapeutics, a developmentally sensitive, neurobiological, trauma informed approach to working with youth who have a variety of clinical developmental challenges. This approach guides enrichment, educational, and therapeutic interventions to ensure each youth's most essential developmental needs are addressed.