

**Juvenile Justice Realignment Block Grant  
Annual Plan**

**Date:** November 22, 2021

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**County Name:** County of Santa Clara

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**Contact Name:** Laura Garnette, Chief Probation Officer

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**Telephone Number:** 408-468-1655

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**E-mail Address:** [Laura.Garnette@pro.sccgov.org](mailto:Laura.Garnette@pro.sccgov.org)

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**Background and Instructions:**

Welfare & Institutions Code Section(s) 1990-1995 establish the Juvenile Justice Realignment Block Grant program for the purpose of providing county-based care, custody, and supervision of youth who are realigned from the state Division of Juvenile Justice or who would otherwise be eligible for commitment to the Division of Juvenile Justice prior to its closure.

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.

County plans are to be submitted and revised in accordance with WIC 1995, and may be posted, as submitted, to the Office of Youth and Community Restoration website.

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**Part 1: Subcommittee Composition (WIC 1995 (b))**

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

Agency	Name and Title	Email	Phone Number
Chief Probation Officer (Chair)	Laura Garnette, Chief Probation Officer	<a href="mailto:Laura.garnette@pro.sccgov.org">Laura.garnette@pro.sccgov.org</a>	(408) 468-1610
District Attorney’s Office Representative	Stacey Capps, Assistant District Attorney	<a href="mailto:scapps@dao.sccgov.org">scapps@dao.sccgov.org</a>	(408) 792-2516
Public Defender’s Office Representative	Molly O’Neal, Public Defender	<a href="mailto:Molly.ONeal@pdo.sccgov.org">Molly.ONeal@pdo.sccgov.org</a>	(408) 299-7701
Department of Social Services Representative	Robert Menicocci, Director, Social Services Agency	<a href="mailto:robert.menicocci@ssa.sccgov.org">robert.menicocci@ssa.sccgov.org</a>	(408) 755-7704
Department of Mental Health	Zelia Faria Costa, Director of Children, Youth and Family System of Care	<a href="mailto:Zelia.Faria@hhs.sccgov.org">Zelia.Faria@hhs.sccgov.org</a>	(408) 885-5185
Office of Education Representative	Dr. Mary Ann Dewan, Superintendent, Santa Clara County Office of Education	<a href="mailto:mdewan@sccoe.org">mdewan@sccoe.org</a>	408-453-6511
Court Representative	The Honorable Katherine Lucero, Presiding Judge Juvenile Division	<a href="mailto:klucero@scscourt.org">klucero@scscourt.org</a>	(408) 808-6240
Youth Representative	Alvaro Valdivia	<a href="mailto:tg94757@icloud.com">tg94757@icloud.com</a>	408-561-9723
Youth Representative	Juan D. Beltran	<a href="mailto:juanbeltran503@yahoo.com">juanbeltran503@yahoo.com</a>	(408) 839-7987
Community Member	Phillip Rodriguez	<a href="mailto:prodriguez@newhopeforyouth.org">prodriguez@newhopeforyouth.org</a>	(408) 854-9166
Additional Subcommittee Participants			
Community Member	Bobby Welch	<a href="mailto:bobbywelch@att.net">bobbywelch@att.net</a>	(408) 506-4316
Community Member	Kasey Halcon	<a href="mailto:khalcon@dao.sccgov.org">khalcon@dao.sccgov.org</a>	(408) 792-1042
Community Member	Tina Brown	<a href="mailto:cottontwins@gmail.com">cottontwins@gmail.com</a>	(408) 595-1170

Office of Education - Alternate	Dr. Anisha Munshi	<a href="mailto:amunshi@sccoe.org">amunshi@sccoe.org</a>	(408) 453-6842
Court Representative – Alternate	Judge Maureen Folan	<a href="mailto:mfolan@scscourt.org">mfolan@scscourt.org</a>	(408) 808-6220
SSA - Alternate	Debra Pochia-Usher, Chief Deputy Director, SSA	debra.pochia- usher@ssa.sccgov.org	(408) 755-7707
District Attorney’s Office Representative – Alternate	Paul Jhin, Supervising Deputy District Attorney	<a href="mailto:pjhin@dao.sccgov.org">pjhin@dao.sccgov.org</a>	(408) 792-2486
Public Defender’s Office Representative – Alternate	Nisreen Baroudi, Supervising Attorney, Juvenile Division	<a href="mailto:Nisreen.Baroudi@pdo.sccgov.org">Nisreen.Baroudi@pdo.sccgov.org</a>	(408) 299-7227
Department of Mental Health - Alternate	Rachel Talamantez, Division Director of Juvenile Justice Cross Systems Initiatives	<a href="mailto:Rachel.Talamantez@hhs.sccgov.org">Rachel.Talamantez@hhs.sccgov.org</a>	(408) 794-0694

**Part 2: Target Population (WIC 1995 (C) (1))**

Briefly describe the County’s realignment target population supported by the block grant:

Evidence has demonstrated that justice system-involved youth are more successful when they remain connected to their families and communities. Justice system-involved youth who remain in their communities have lower recidivism rates and are more prepared for their transition back into the community. The County welcomes this opportunity to keep youth closer to their communities, families, and natural supports. To this end, the County of Santa Clara intends to use the opportunity presented by Senate Bill (SB) 823 and SB 92 to create a transformative system of care for those within our target population in a Secure Youth Treatment Facility (SYTF) program. This initial plan, drafted by the Probation and Behavioral Health Services Departments with extensive input from the JJCC Subcommittee, juvenile justice advocates, community-based organizations (CBO), the community, and with our technical assistance providers W. Haywood Burns Institute and National Center for Youth Law, addresses the immediate need to place and serve Division of Juvenile Justice (DJJ) eligible youth locally because of the extremely limited amount of time available to respond to such a substantial change in the juvenile justice system. The County of Santa Clara Probation Department is anticipating serving 15 to 30 youth, within two housing units at Juvenile Hall, at any given time within the SYTF program, as this is the only secure place currently available in the county.

The purpose of the program is to provide a therapeutic, trauma-informed environment where young people feel safe, loved ones are reassured and community-based providers are included, to provide a compassionate, healing environment where youth can build and strengthen resilience and protective factors. Within the living units, youth will have the opportunity to learn responsibility, social skills, life skills and develop a sense of community. Youth will have a structured daily routine that includes recreational and leisure time. The living units, staffed with probation group counselors and behavioral health, aim to provide a safe, supportive, and structured environment, with enough flexibility to address the individual needs of each youth.



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



Community



Integrity



Love



Respect

✓ **Centering Community**

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

✓ **Integrity**

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

✓ **Love**

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

✓ **Respect**

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

The realignment target population supported by the block grant includes youth who were eligible for commitment to the Division of Juvenile Justice prior to the passage of SB 823 and SB 92, 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 707 (b) offenses in Santa Clara County are currently committed to the County's William F. James Ranch (James Ranch). The intent of the plan is to maintain this practice and only recommend commitment to the SYTF for youth who previously would have been recommended for commitment to DJJ. This current practice aligns with the intent of SB 823 to "ensure that dispositions are in the least restrictive appropriate environment..." and "reduce the use of confinement in the juvenile justice system."

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

Comparing the youth population of the county with the population of arrests/citations clearly indicates overrepresentation for Latino and Black youth who encounter the juvenile justice system. While Latino youth represent 35 percent of the overall youth population (2019) in Santa Clara County, they represent 68 percent of youth arrested/cited (2020). Black youth represent three percent of the overall youth population, but seven percent of youth arrested/cited.

<i>Number and Rate of Arrests/Citations (2020) to Youth Population (2019)</i>	White	Black	Latino	Asian/PI	Other	Total
<b>Youth Population (10-17)</b>	48,429	5,105	66,083	70,160	581	190,358
<b>Arrests/Citations</b>	316	163	1,535	99	135	2,246
<b>Youth Population Percent</b>	25%	3%	35%	37%	0%	100%
<b>Arrest/Citation Percent</b>	14%	7%	68%	4%	6%	100%
<b>Rate of Arrest (per 1,000 youth)</b>	7	32	23	1	**	12
<b>Disparity Gap: Times More Likely to be Arrested/Cited</b>	1.0	4.9	3.6	0.2	N/A	N/A

Disparities across racial groups continue at every decision point and there continues to be an overrepresentation of Black and Latino youth within the system that persists to those committed to DJJ. Between January 1, 2015 and December 31, 2020 (CY2015-2020), 64 duplicated youth were placed at DJJ (one youth was placed at DJJ twice). Most DJJ youth are male (91%) and ages 17 to 18 years old (59%). Most youth committee were Latino (78%) followed by 11% were Black and the remaining 11% were equally White, Asian, and youth who were in the “Other” category when race/ethnicity was aggregated.

Figure 1: Youth Placed at DJJ from SCC by Year

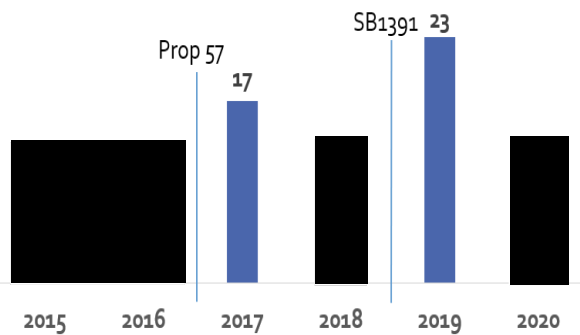
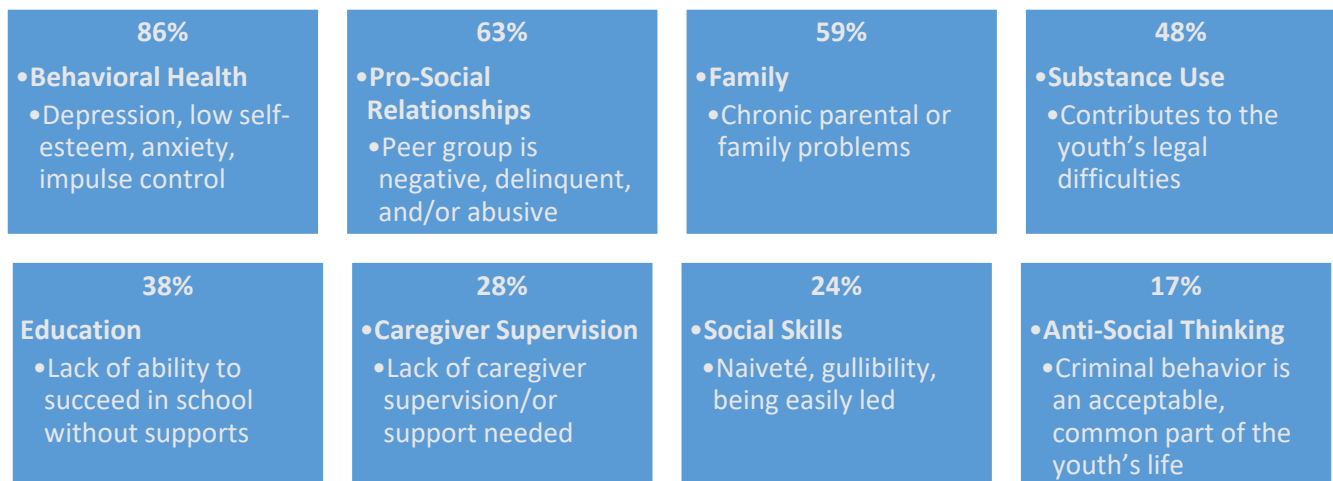


Figure 2: Sex by Percentage of Youth



The age distribution for youth committed ranged from 15 to 24 years old. Only 26 youth (41%) had a previous Ranch history, 13 of those youth exited their last Ranch placement successfully (50%). For the 30 youth who have exited from DJJ during this time frame, the average length of time at DJJ was two years (24 months). While [REDACTED] of youth committed to DJJ during this time frame were girls/young women, it is important to note that most years no girls were committed to DJJ. During this same period, there was an average of 10 girls committed to the Ranch program and JH, respectively. However, that doesn't negate the need for specific programming for girls in our custody, which will be discussed in the program section of the plan along with Probation's partnership with the Vera Institute's Initiative to End Girl's Incarceration (EGI) which has contributed to the low number of commitments to custodial settings. Additionally, on average between 13 to 15 percent of youth in custodial settings are LGBTQ and/or gender nonconforming and specific training staff receive will also be discussed later in the plan.

The Juvenile Assessment and Intervention System (JAIS) was designed to assist staff to supervise youth effectively and efficiently, both in institutional settings and in the community. According to the JAIS tool used for the youth, the following needs have been identified and are being used to develop the Secure Youth Treatment Facility program and services.



Youth adjudicated to DJJ had a variety of offenses, but the largest percentage of youth were committed for Felony Crimes Against People as the primary offenses, which includes Homicide, Assault with a Deadly Weapon, Rape, Robbery and Kidnapping.

Offense Category	Percentage of Youth
Felony Crimes Against People	65.38%
Return From Other Status/Courtesy Hold/Other Admits	[REDACTED]
Other Crimes	[REDACTED]
Property Crimes	[REDACTED]
Weapon Crimes	[REDACTED]



The cases with *Return from Other Status/Courtesy Hold/Other Admits* were mostly youth who failed the Ranch due to absconding. The original committing offenses include Robbery, Carjacking, Battery W/Serious Bodily Injury, Burglary, Cruelty to Animals, and Assault with a Deadly Weapon with Great Bodily Injury.

Over a third of youth were committed with more than one offense. It is important to note that many of the additional offenses were also Felony Crimes Against People.

Number of Offenses Related to DJJ Commitment	Percentage of Youth
Two Offenses	38%
Three Offenses	19%
Four Offenses	█
Five Offenses	█

**Offenses of Current DJJ Youth**

Of the 30 youth who are currently at DJJ, █ were committed with offenses such as Murder and Attempted Murder, █ for Carjacking, █ for Robbery, █ for Assault with a Deadly Weapon with Great Bodily Injury and █ for Burglary of an Inhabited Dwelling with a Firearm. █ for sex related offenses and █ were other felony crimes against people.

Describe any additional relevant information pertaining to identified target population, including programs, placements and/or facilities to which they have been referred.

All the relevant information is described above.

**Part 3: Programs and Services (WIC 1995 (c)(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:

The program has several key phases that guide the youth through the various program elements. The County has been working with Dr. Bruce Perry’s Neurosequential Model of Therapeutics (NMT) as a guiding foundation of the program. 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 that the young person be "in charge of key aspects of the therapeutic interaction." He emphasizes that the brains of young people can be remolded with patterned, repetitive experiences in a safe environment. "Relationships are the agents of change and the most powerful therapy is human love," Perry concludes. The program intends to involve the youth in helping define and drive their Individualized Rehabilitation Plan (IRP) in collaboration with caregivers, program staff and community partners. The aim is to maximize relationships as therapeutic agents of change. This plan is the rehabilitative map for the youth, and it is imperative to have broad input and participation from critical partners in the youth’s life.

The Probation Department is currently mid-cycle of the Edward Byrne Memorial Justice Assistance Grant awarded by the California Board of State and Community Corrections (BSCC). Through this grant, the Department is working on a

programmatic redesign of the Ranch facility 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 James Ranch. 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 some similarities and connections, in that some Ranch youth have later committed new offenses that led to a DJJ 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 also started trainings for all facility staff (including clerical, school, medical, behavioral health, etc.) in Core Correctional Practices (CCP). UCCI has also trained juvenile hall staff in Cognitive Behavioral Therapy (CBT) and groups are scheduled to start soon. Programs will incorporate a Structured Social Learning (CBT) model approach and focus on targeting criminogenic risk factors through cognitive restructuring, emotion regulation, and structured skill building. These identified components can better assist youth in conforming to program guidelines and expectations and developing motivation and skills needed for continued progress and success throughout the program, including reentry. The model will utilize guidelines for effective use of reinforcement and responses to behavior, with a strong emphasis and frequent use of reinforcements to promote positive choices, decision making, and goal attainment.

Newly designed program components will be rolled out in segments after formal training has taken place. Formal pilot periods will be identified, and Probation staff will be coached on implementation of the program components. Coaching will involve hands on modeling of service delivery, as well as feedback on the implementation of newly adopted material.

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

**In-Custody Specific:**

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

- Evidence-based core programming to address criminogenic needs (i.e., CBT 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, sports, service projects, animal therapy, etc.).
  - Life skills that apply to the real world.
  - Innovative approaches to education and vocational services.

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

The continuation of the Positive Intervention Behavioral Intervention and Supports (PBIS) model will be used in the secure youth treatment facility program but will be modified to account for the length of the program and youth needs. The new program will incorporate the following goals:

- Ease the transition into the program.** Create a transition so youth are familiar with expectations upon admission to the SYTF. This will help reduce the orientation period to provide staff and youth more time to focus on overall program goals as driven by the IRP.
- Acknowledge youth’s previous efforts/behavior in JH.** Like DJJ, youth waiting for the program would usually be at a higher level of privileges. The new model will reward youth by giving them “credits” to apply to future level progressions within the SYTF.
- Encourage modeling pro-social behaviors.** As the youth progress in the program, there will be leadership/mentorship components built into each phase.
- Balances short/long-term commitments/goals.** The longer average commitments require incentives/goal setting needs to be individualized accordingly to allow everyone to obtain the program’s incentives/rewards, regardless of their commitment time.
- Increase collaboration/goal setting between youth and staff using consistent progress reporting.** Youth will be actively involved in an IRP process that identifies their program goals. Progression through the level system, for the most part, is not automatic. It will require active youth engagement and collaboration between staff and youth to achieve their IRP goals. Special attention will be paid to who participates in the development of the IRP. Ideally, a medical provider such as a pediatrician would be an example of a critical participant.

#### **Vocation and Education Opportunities and Supports:**

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

##### **Pathway 1: Youth Have Not Yet Completed High School**

- County Office of Education to assist with High School Diploma or Hi-Set (high school equivalent)

##### **Pathway 2: Youth Eligible for Higher Learning**

- A college liaison will provide the linkages and assist with individualized planning and coordination.
- The following community colleges can work with youth online: San Jose City, Gavilan, De Anza, Foothill, and Mission.
- The Probation Department and County Office of Education are committed to exploring and developing connections to four-year colleges and universities for youth and will provide additional information in a subsequent iteration of the plan.

##### **Pathway 3: Vocational Electives**

- A variety of elective vocation programs will be available in the SYTF, including, but not limited to:

- Certification Completion within 12 months
  - Computer Coding
  - Culinary
  - Garden/Landscape
  - Pet Grooming
  - Yoga instructor
  - Personal Training
- Certification Completion 12 months +
  - Auto Body/Mechanic
  - Barber Program
  - Clean Energy/Solar Program
  - Upholstery

**Pathway 4: Apprenticeships**

- Pre-apprentice and apprenticeship opportunities will be available upon completion of the Vocational Electives, as appropriate.

A program commitment is to work with our partners to ensure that youth can continue with these vocational and educational opportunities and support as they transition into step-down and reentry portions of the SYTF program. The Department is also committed to supporting youth in job search and placement, related to the vocational electives as youth express interest in continuing into apprenticeship and career opportunities.

**Gender Responsive Programming**

The Probation Department has partnered with the Vera Institute Justice’s Initiative to End Girls’ Incarceration (EGI) which has been providing no-cost technical assistance to the County of Santa Clara through a partnership with the Juvenile Justice Gender Responsive Task Force, a collaborative body co-chaired by the Juvenile Court, Office of Women’s Policy, and Probation. Vera has convened government stakeholders, community-based organizations, and directly impacted young people to review data analysis, discuss current system gaps, and identify a set of prioritized solutions to fill these gaps to help the county meet its goal of getting to zero youth incarcerated on the girls’ side of the county’s juvenile justice system.

Vera is a 60-year-old national nonprofit that brings data, evidence, and solutions to build and improve justice systems that ensure fairness, promote safety, and strengthen communities. EGI is working to zero out the country’s confinement of girls and gender expansive youth by 2030. Through partnerships in several jurisdictions, including Santa Clara County, the Initiative aims to create reforms and programs that will better support the well-being of young people in their communities, address the root causes of their incarceration, and permanently close the doors to girls’ juvenile detention and placement facilities.

All female SYTF youth would receive similar programming to our male youth in SYTF, which includes programming from FLY (law education), AARS (substance use), Catholic Charities (family relationship counseling, anger management), New Hope (gang intervention). All vocational and educational pathways include models 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 and Transgender, Non-Conforming (TGNC), youth with a leadership development program using 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 provide weekly leadership training classes focused on self-esteem, gang and crime prevention, and positive life choices. Specialized programming is available to all youth related to intimate partner violence, inappropriate sexual behavior, and programming is gender responsive.

### **LGBTQ+ Youth**

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

### **Enrichment activities via the Multi-Agency Assessment Center (MAAC):**

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

### **Enrichment Activities** may include:

- Animal Therapy
- Art
- Computer Literacy
- CPR
- Creative Writing
- Credible Messengers/Mentoring
- Dance
- Faith-Based Services
- Gardening
- Leadership Skills
- Library
- Life Skills/ Self Sufficiency
- Mindfulness
- Music
- Pet Training/Adoption
- Pro-Social Activities
- Sexual Health Education

- Tattoo Removal Services
- Victim Awareness
- Yoga

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

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

Facilities will be discussed in Part 5: Facility Plan.

#### **Part 4: Juvenile Justice Realignment Block Grant Funds (WIC 1995 (3)(a))**

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:

The Secure Youth Treatment Facility Program has been developed in partnership with the Behavioral Health Services Department (BHSD). The unit(s) will be staffed with both Probation Group Counselors and BHSD staff listed below. The Behavioral Health Services Department (BHSD) will operate the Guadalupe Behavioral Health Clinic at Juvenile Hall and provides integrated (substance use and mental health) behavioral health services, including intake screening, behavior risk and needs assessment, and treatment services for youth at Juvenile Hall and the SYTF.

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

1. 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.
2. Bruce Perry's Neurosequential Model: A developmentally sensitive, neurobiologically informed approach to clinical work.
3. Individual Counseling (including substance use and mental health treatment through an integrated model.)
4. Group Counseling (e.g., Seeking Safety, evidence-based present-focused counseling model to help youth attain safety from trauma and/or substance abuse.)
5. Family Therapy and family/caregiver support.
6. Sexual Behavior Treatment services via a contracted provider.
7. Co-occurring/Integrated substance use and mental health care based on screening and assessment

#### **Screening, Assessment, and Care Planning:**

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

Screening and assessment are an ongoing and critical component of behavioral health services. Staff will be trained on the Neurosequential Model of Therapeutics (NMT) to be utilized as a part of the assessment and clinical care planning process. The assessment looks at developmental risk (adversity and resiliency), neurodevelopmental needs and

strengths, and provides treatment considerations to guide clinical work through a neurodevelopmental and trauma-informed lens. In addition, the BHSD clinical assessment will include youth needs, strengths, trauma history, readiness for change, safety considerations, and assessment for cognitive, emotional, and behavioral symptoms. Part of the assessment process includes partnering with a team of psychiatrists to determine any potential benefits of psychotropic medication.

Clinical and outcome tools are utilized, including the NMT Metric, Massachusetts Youth Screening Instrument (MAYSI-2), the Child and Adolescent Needs and Strengths (CANS) focused on identifying and creating a shared vision for overall strengths and a suicide risk screening (e.g., SAFE-T Protocol). The CANS tool supports monitoring of outcomes and guides services throughout the youth's treatment in the following areas: 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.

Additional tools may be utilized depending on the treatment services identified. Person-centered Transformational Care Planning (TCP) is a service planning model that builds on the principles of inclusion, hope, wellness, resiliency, and recovery. TCP is a living document integrated into behavioral health services to support youth in achieving their goals.

#### **Treatment Services:**

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

This includes:

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

- Rehabilitation Services will be provided by rehabilitation counselors as part of the milieu within the Secure Youth Treatment Facility. These services are focused on improving, maintaining, or restoring a youth's functional skills, daily living skills, social and leisure skills, and other supports.
- Medication Support Services are provided by Psychiatrists that are co-located and work in partnership with the Medical Clinic and Behavioral Health Team. Youth are evaluated for the need for medication and if prescribed, Psychiatrists will see youth for ongoing monitoring.
- Crisis Intervention is provided for youth who need an immediate response related to a mental health crisis. This includes assessing mental status, acuity of symptoms, and coordination of resources to de-escalate and stabilize the individual in crisis.
- Targeted Case Management (TCM) is provided to assist youth to access medical, education, social, vocational, rehabilitative, and other services. TCM includes communication, coordination, referral, and monitoring access, progress, and care planning.

**Behavioral Health Services/Supports Staffing within the SYTF:**

Program Manager I (PM I): Leads Child Family Team (CFT)/Multi-disciplinary Team (MDT) meetings and the development of Individual Rehabilitation Plan (IRP) for Secure Youth Treatment Facility program at 30 days and every six months, or as needed. The PM I has oversight of the Behavioral Health Services Department staff through a consulting, supervisory, or direct report relationship. The PM I is responsible for the behavioral health component supporting the SYTF program and coordinating treatment/rehabilitation activities within the SYTF. The PM I provides oversight of evidence-based practices, including training, consultation, and fidelity monitoring. Licensure as a MFT, LCSW, or Psychologist is required for this position.

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

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

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

**Seeking Safety:**



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

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

### **Sex Offender Treatment Services:**

A small number of youth are in the program due to committing a sex offense. Services for these youth will be provided by a contracted provider with expertise in working with youth who commit sex offenses. In July 2021, the County of Santa Clara Probation Department leveraged an existing contract with Pacific Forensic Psychology Associates (dba Sharper Future) 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, Sharper Future will complete an intake and assessment for youth using the Juvenile Sexual Offense Recidivism Risk Assessment Tool – II (JSORRAT-II). This tool will reinforce the ATSA Practice Guidelines recommendation to utilize the Risk-Need-Responsivity (RNR) Model.

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

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

- Stages of Change
- Identifying Goals
- Human Sexuality
- Social Skills
- Intimacy
- Emotional Regulation
- Cognitive Distortions
- Behavioral Regulation
- Sexual Regulation

- Victim Awareness
- Responsibility and Accountability
- Relapse Prevention

Describe how the County plans to apply grant funds to address support programs or services that promote healthy adolescent development for the target population: (WIC 1995 (3) (B))

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

The Probation Department is currently utilizing existing staffing within the Juvenile Hall facility and leveraging existing services coordinated through the MAAC. The positions funded by the Juvenile Justice Realignment Block Grant will be those identified by the Behavioral Health Services Department under Part 4. Additionally, once gaps are identified withing the current service array, the Probation Department will work with the internal Contracts and Grants Unit, and the County Procurement Department, to solicit for the needed services and programs from local community-based providers and non-governmental agencies.

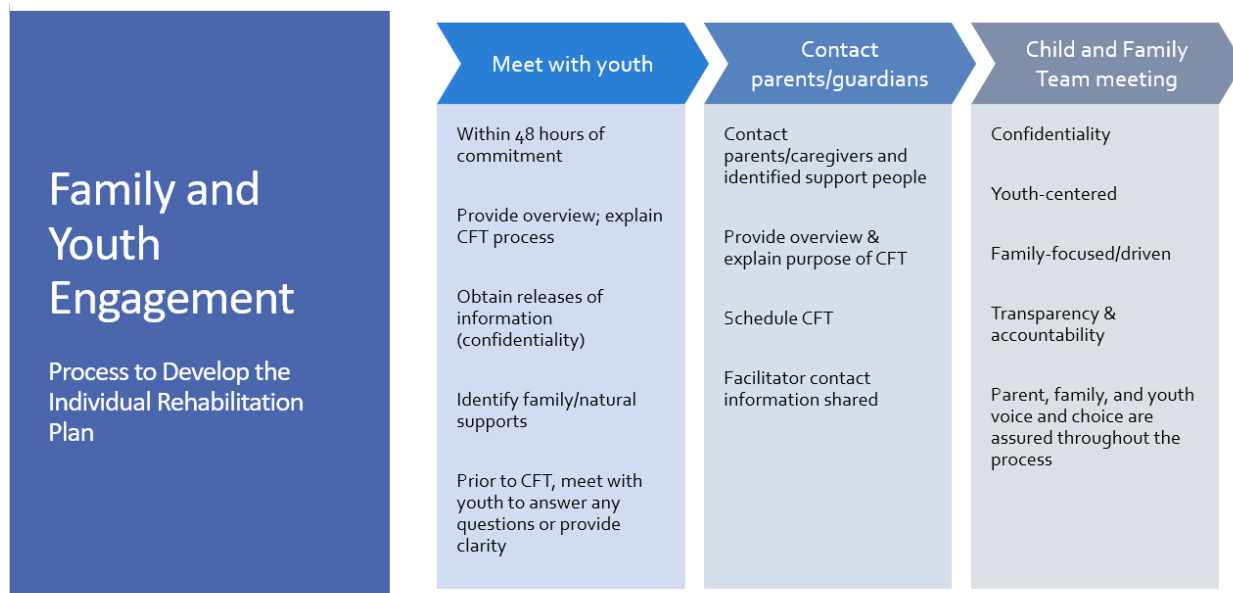
Describe how the County plans to apply grant funds to address family engagement in programs for the target population: (WIC 1995 (3) (C))

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. The Probation Department will use the broadest definition of family, biological and extended, as well as other important individuals involved in the youth's life such as significant others, neighbors, mentors, coaches, and clergy. Youth will be regularly consulted regarding who they want included in their "family" group to ensure that positive, trusted adult relationships are encouraged and supported. Family members under the age of 18, especially children of the youth themselves, will be encouraged to visit the youth/young adult. When the youth's family has been clearly defined and identified, the Probation Department will provide access and will work to remove all physical and economic barriers to ensure that these relationships are encouraged.

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

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

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



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

Behavioral Health Services will be incorporating Multidimensional Family Therapy (MDFT), as an evidenced based practice. The target age for MDFT ranges between 9-26 years. The principal treatment objectives of MDFT are to eliminate substance abuse, crime, and delinquency, and to improve mental health, school, and family functioning. MDFT improves the adolescent's emotional regulation, coping, problem-solving, and decision-making skills. It enhances family functioning which is a critical ingredient in positive youth development. MDFT goals target adolescent, parent, family, and community domains. The interventions work to strengthen emotional attachments and connection. The

effectiveness of the MDFT program comes from its focus on known determinants of adolescent problems. Interventions are collaborative, and the treatment emphasizes compassion and respect from highly trained clinicians.

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

A core component of ensuring family connection and engagement will be the opportunities for youth and families to visit with each other. There will be a designated room for family visits. This room will have 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 will be to encourage bonding and relationship building imperative to successful reentry to the community. The room will have sensory, age and developmentally appropriate toys for siblings and children to play with. The room will be painted in vibrant and/or calming colors and will have a mural to give a more tranquil environment for family visits. Youth can receive visits from parents, guardians or persons standing in loco parentis, and children of youth. Other family members, such as grandparents and siblings, and supportive adults, can also be identified as approved visitors. The Probation Department follows all Title 15 guidelines with respect to visiting. Youth have access to phone calls daily and on specific days throughout the week they can complete video calls. Unfortunately, due to the COVID-19 pandemic, limited in-person visiting has occurred and phone/video calls have been utilized more often for youth to maintain connections to their families. The goal is to have access to multiple means of connection and communication for youth with their loved ones.

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: (WIC 1995 (3) (D))

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

- Start reentry planning early and develop supports for youth in the community prior to release.
- Continue with the same providers and services from custody to community, as appropriate.
- Identify safe and stable housing.

Prior to SB 823, youth exiting DJJ were supervised by Probation Officers assigned to the Adult Services Division. The Probation Reentry Services Unit (RSU) within the Juvenile Services Division includes Deputy Probation Officers with caseloads dedicated to the supervision of youth reentering the community from the Department of Juvenile Justice (DJJ) facility and youth committed to the local Secure Youth Treatment Facility program. Based on the needs of the Reentry Services Unit, the assigned Deputy Probation Officers may supervise a hybrid caseload including traditional Ranch Reentry Services cases.

The Deputy Probation Officers assigned to supervise these youth will assist and support them and their families in preparing for their return to the community. The specialized strategies and approach to work with youth will utilize youth and family reintegrative approaches to establish connections through collaboration with the community and resources to ensure the delivery of needed services and supervision. Continuing from the in-custody portion, cases will be highly collaborative with system and community partners focusing on engagement, planning, and resource building for youth's safe reintegration from the Secure Youth Treatment Facility program into the community. The assigned Deputy Probation Officers will work flexible hours to accommodate a client-centered approach, partner schedules and to facilitate the continuum of services, supports, mentors, interventions, and support services for victims of crime. The

IRP Reentry Section includes identification of the following: documents needed, housing, medical and health insurance needs, educational planning, youth employment planning, including barriers to employment, and identification of other legal needs. The probation officer and BHSD Program Manager I, through the CFT process, will work with youth and their family/caregiver to develop a discharge plan and make the necessary referrals to services to ensure that youth can be successful upon reentry to the community.

Additionally, they will consult with Behavioral Health Services and the Group Counselor regarding the youth's treatment needs and the suitability for participation in existing leveraged services such as Probation Continuum of Services to Reentry (Pro-CSR), Providing Individual Opportunities Together (PIVOT), Probation Gang Resistance and Intervention Program (Pro-GRIP) or Wraparound Services.

**Pro-CSR:**

Fresh Lifelines for Youth (FLY) will provide intensive case management services with integrated vocational and educational services and counseling and support services to youth who are committed to the local Secure Youth Treatment Facility program. FLY will begin visiting youth 60 calendar days prior to release from the program at a minimum once per week thereafter, until reentry occurs. FLY will use the Juvenile Assessment and Intervention System (JAIS) and Child and Adolescent Needs and Strengths (CANS) Assessment to identify the youth's needs that will inform the Transitional Care Plan (TCP) for the client on case manager's caseload. FLY works collaboratively with Seneca Family of Agencies to support on-going needs related to substance use and behavioral health treatment.

**PIVOT:**

FLY will connect youth in the local Secure Youth Treatment Facility program to trained and certified Credible Messenger Mentors who have prior lived experience in the justice system. Certified Mentors are defined as those who have prior lived experience, either through their own/familial experience or with the justice system/child welfare system and/or have knowledge of systems and communities where youth reside. The specific function and/or activities will be dictated through each client's case plan. Credible Messenger Mentors will engage with youth and their families to reinforce the goals set forth in the case plan which is developed in collaboration with Probation to address the youth's attitudes and behavior by connecting them to services in the community and by strengthening their bonds to family members, caregivers, and the community. Additional PIVOT services that can be leveraged to support the SYTF population include coordination of pro-social activities and access to housing. PIVOT currently includes a housing component that utilizes a small residential home and/or a transitional housing unit for youth being released from DJJ. This housing option will be available to SYTF youth exiting the facility.

**Family Finding:**

The Probation Department is expanding the use of Family Finding to identify housing options within the youth's family and community. The focus of Family Finding 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 Family Finding with SYTF youth will be to identify safe and stable housing upon youth's release from custody.

**Pro-GRIP:**

Catholic Charities of Santa Clara County will provide intensive case management services with integrated vocational and educational services, behavioral health and support services to gang involved youth, high risk offenders entrenched in the gang lifestyle or at risk of being entrenched in the gang lifestyle as identified by the Juvenile Assessment and Intervention System (JAIS) assessment tool and/or the Probation Department. Catholic Charities will conduct an evidence-based risk and needs assessment utilizing the Child and Adolescent Needs and Strengths (CANS) to determine the youth's individualized needs. They will also assist youth and the family in the development of the Transformation Care Plan (TCP) that addresses the individualized case management, behavioral health, and criminogenic needs of the youth, honors the youth's and family's voice, maximizes their natural supports, and supports the youth's behavioral and cognitive treatment goals.

**Wraparound Services:**

Rebekah Children's Services, Uplift Family Services, Seneca Family Services and Star View Children and Family Services will provide intensive, individualized, and community-based services, including intensive case management and family centered approaches utilizing a Child and Family Team process which emphasizes family voice and choice, cultural humility, the building of natural supports, and a strengths-based, needs-driven approach. They will also provide linkages to education, behavioral health, and community resources. Available treatment methods include assessments, medication evaluations and support services, crisis intervention, individual, group, collateral, and family therapy; rehabilitation; substance abuse treatment and case management. Services will be provided in a variety of settings, including home, clinic, school, and community as necessary and as needed by the clients served. Wraparound services are only available to youth 18 and younger.

Describe how the County plans to apply grant funds to address evidence-based, promising, trauma- informed and culturally responsive services for the target population: (WIC 1995 (3) (E))

**Gender, Cultural Diversity, and Inclusion**

Two key components of positive youth development are a positive sense of self and a sense of belonging. For youth of color, this requires intentional disruption of negative stereotypes created by a society steeped in racial hierarchy. Culturally rooted programs provide Black, Indigenous, Latinx and youth of color a positive frame free of racism, where their identities, language, art, foods, and traditional practices are reflected and affirmed through the contributions, power, and resiliency of their peoples. When young people 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. Young people described a sense of healing and belonging when embraced by the community and learning about their culture. In essence, it serves as a container where their identities are free of racism. Through coordination with the Multi-Agency Assessment Center (MAAC), there are cultural celebrations, guest speakers, workshops, and activities available to all youth within the Juvenile Hall including the SYTF.

Additionally, the Probation Department has other enrichment program opportunities will be developed in coordination with our partners. Probation and BHSD staff within the county are trained in La Cultura Cura, El Joven Noble and Xinachtli curricula. Youth in Juvenile Hall have access to El Joven Noble and Xinachtli, restorative practice and healing circle groups that are facilitated by community-based organizations. El Joven Noble is a comprehensive indigenous based, youth leadership development program that supports and guides youth through their "rites of passage" process while focusing

on the prevention of substance abuse, teen pregnancy, relationship violence, gang violence and school failure. Xinachtli (Nahuatl for germinating seed) is a gender-responsive, culturally based rites of passage philosophy, process, and curriculum that promotes healing, resilience, and leadership capacity of Chicana, Latina and Indigenous girls and gender expansive youth. The philosophy and curriculum supports the reframing of a new narrative of transformation healing and advocacy rooted in a gender, racial justice, anti-oppression framework. The Xinachtli curriculum provides a dialectic process of: • Reflexión (reflection) • Concientización (critical consciousness) • Creación (creation) • Acción (action). 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 must be provided in a culturally responsible manner to the entire target population, demonstrating fair and equitable practices for participants of diverse identities including gender, age, religion, race, ethnicity, sexual orientation, gender identity, and disability. It is the policy of the County of Santa Clara Probation Department to maintain and promote an organization that provides the highest quality of services to clients regardless of actual or perceived sexual orientation, gender identity, or gender expression. Lesbian, Gay, Bisexual and Transgender (LGBT) clients under the supervision of the Probation Department shall receive fair and equitable treatment, without fear of negative bias or discrimination and in a professional and confidential manner based on principles of sound professional practice.





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

These training include:

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

### **Trauma Informed**

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

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

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

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

- 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 healing perspective and practicing the six core principles, contractors can promote a climate and culture of wellness is cultivated for youth, family members and staff.

**Evidence-Based Programming (EBP):**

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

Over the last few years Juvenile Hall staff worked to implement the EBP Positive Behavioral Intervention Supports (PBIS) model with the County Office of Education (SCCOE) PBIS Technical Assistance Office and Dr. Patti 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 Secure Youth Treatment Facility will be 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.

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

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

Group based interventions planned include: The Seven Challenges ([www.sevenchallenges.com](http://www.sevenchallenges.com)) and Seeking Safety (<https://www.treatment-innovations.org/seeking-safety.html>).

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

Some supportive research that has guided the development of this plan includes:

- 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](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](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](https://via.library.depaul.edu/soe_etd/213)
- Cuellar, A., McReynolds, L., Wasserman, G. (2006). A cure for crime: Can mental health treatment diversion reduce crime among youth? *Journal of Policy Analysis and Management*, 25(1), 197–214. <https://doi.org/10.1002/pam.20162>
- Development Services Group, Inc. (2017). Model programs guide literature review: Juvenile reentry. Office of Juvenile Justice and Delinquency Prevention. <https://www.ncjrs.gov/App/Publications/abstract.aspx?ID=271832>

Describe whether and how the County plans to apply grant funds to include services or programs for the target population that are provided by nongovernmental or community-based providers: (WIC 1995 (3) (F))

The Probation Department, in collaboration with the Juvenile Justice Coordinating Council Realignment Subcommittee, is currently working to identify gaps in the service array that may not be filled by leveraging existing services within Juvenile Hall MAAC and the community. Many services for this population are currently funded via the Youthful Offender Block Grant (YOBG) and the Edward Bryne Memorial Justice Assistance Grant. Once gaps are identified the Department will work with the Contracts and Grants Unit and the County Procurement Department to solicit for the needed services and programs from local community-based providers and non-governmental agencies. A program priority is to have broad ongoing community support for the design and implementation of the SYTF.

### **Part 5: Facility Plan**

Describe in detail each of the facilities that the County plans to use to house or confine the target population at varying levels of offense severity and treatment need, and improvements to accommodate long-term commitments. Facility information shall also include information on how the facilities will ensure the safety and protection of youth having different ages, genders, special needs, and other relevant characteristics. (WIC 1995 (4))

The Juvenile Hall has been identified as the current facility to begin the Secure Youth Treatment Facility program. The Probation Department acknowledges that the Juvenile Hall is being used as an initial option but may not be the ideal setting for a long-term treatment facility for youth and young adults. The Probation Department is committed to a collaborative, inclusive process to work toward the development of a long-term plan for the SYTF and various options for "SYTF step-down model" to a less restrictive facility or placement as appropriate for the youth in our care.

Given the timing of the passage and implementation of Senate Bills 823 and 92, this is the only facility currently available to the Probation Department that is both secure and appropriately rated for the population being served. The SB 81 James Ranch Operational Program Statement includes information pertaining to the intended capacity of the facility. This statement currently notes, "Santa Clara County intends to construct a *minimum-security facility* that supports the unique cognitive rehabilitation program offered to the youth who are committed to the James Ranch." Currently the James Ranch has no single rooms and is surrounded by minimum security fencing. The Probation Department would need approval from the California Board of State and Community Corrections (BSCC) and SB 81 bond holders to adjust the intended use of the James Ranch.

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 Secure Youth Treatment Facility program.

This competitive grant funding will allow the County to "soften" the look and feel of the two designated living environments within the Juvenile Hall to the extent feasible. This will support limited infrastructure redesign and improvements that are rooted in a trauma-informed design. The goal is to create spaces that are welcoming, demonstrating a safe environment and providing some degree of privacy for youth and young adults. Funding will also be utilized to redesign the existing double occupancy rooms to single occupancy rooms and add a desk and appropriate furniture within each room. Funds will be used for paint, comfortable furniture to encourage social interaction between staff and youth, carpeting, and sound panels to reduce noise.

The Probation Department has designated two living units in a separate wing and area of the Juvenile Hall to accommodate the realigned population. This designated location will allow youth who are not committed to the Secure Youth Treatment Facility program to move freely and without restrictions while not compromising their safety. Work has begun in one unit converting the existing two occupancy room design to single occupancy rooms to afford this population privacy and room for their stay within the facility.

At this time, the newly converted unit will house male youth and young adults and will incorporate Behavioral Health staff who are assigned to work within the unit to support youth success in their rehabilitation and treatment. Each of these units contain two office spaces each, one of which will be specifically dedicated to Behavioral Health staff to conduct Individual treatment/counseling in a confidential environment, but within visual supervision of assigned probation staff to ensure safety and security of youth and staff. As our program progresses, and if a need arises, there will be a second unit with similar design features discussed above. Below you will find a more detailed description of the anticipated use of space within our Secure Youth Treatment Facility units.

The goal of the living units for Secure Youth Treatment Facility program is to provide a safe, therapeutic, and comfortable environment. The unit(s) will be painted and furnished with new furniture to provide a "softer" look. The department is seeking an architect firm to redesign some areas of the unit(s). The unit redesign will focus on elements that support a rehabilitative and trauma informed environment. No SB 823 funds are currently being used to support

the softening of the Juvenile Hall; these funds are allocated through a competitive grant awarded to the Probation Department from BSCC.

Within the living units, youth will learn coping, social and life skills, and develop a sense of community. Youth will also have a structured daily routine, inclusive of enrichment and leisure time. The living units, staffed with probation group counselors and behavioral health staff, aim to provide a safe, therapeutic, supportive, and structured environment. Youth have significant time outside of their rooms throughout the day, including meals, programs related to education/vocation, enrichment, treatment, and leisure time. The Probation Department exceeds all Title 15 standards in this area.

**Youth Rooms:** The rooms will be 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 or study for tests/exams. 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 will be two areas for youth to lounge. One area will be created downstairs in front of the unit courtyard. This area will have a couch, chairs, and a small table. This space can be utilized for lounging or counseling. The other area will be located on the top tier of the unit. This area will be furnished with comfortable furniture and have a gaming section.

**Classroom:** The classroom will be equipped with individual desks and an enrichment corner. The enrichment corner will have books for personal development, education, and life skills, etc.

**Behavioral Health room:** This room will be utilized for Behavioral Health sessions/therapy. The room will be painted to set a therapeutic environment. It will be furnished with a comfortable couch and chairs for sessions.

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

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

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

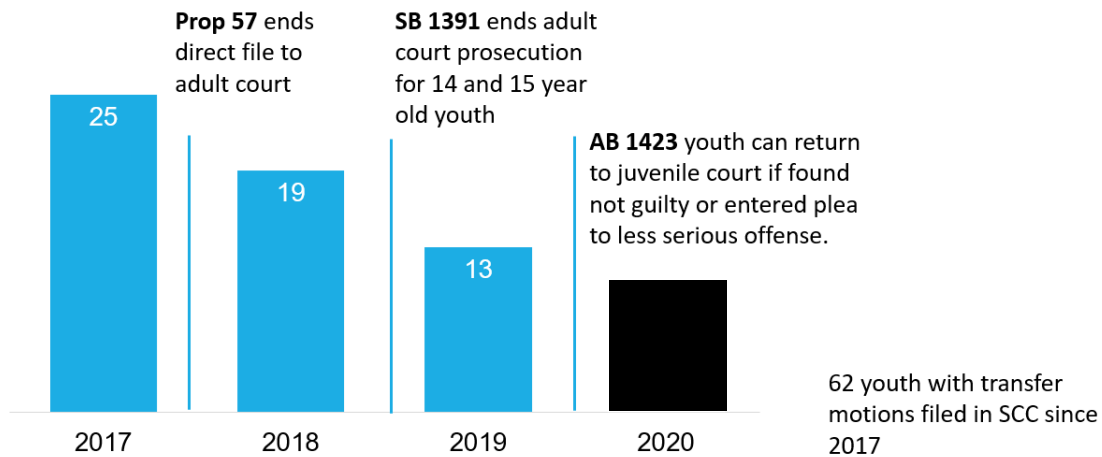
Describe how the plan will incentivize or facilitate the retention of the target population within the jurisdiction and rehabilitative foundation of the juvenile justice system, in lieu of transfer to the adult criminal justice system: (WIC 1995 (5))

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

Some of the services utilized include referral to community-based and County services that deliver educational/vocational resources/services, counseling and therapeutic services, substance abuse services, pro-social activities, mentoring, family engagement and preservation services, and rehabilitative and reentry services. The Juvenile Assessment and Intervention (JAIS) is utilized for case planning that incorporates criminogenic risks and needs, and related Court obligations to develop an individualized case plan with achievable goals.

The Department has collaborative partnerships with the Juvenile Justice Court, Office of the District Attorney, Office of the Public Defender, Office of the Alternate Defender, Independent Counsel Office, Behavioral Health Services, the Department of Family and Children Services, and community-based organizations to create checks and balances around the tenets of best interest of the youth, least restrictive environment, and community safety. Transfer to the Adult Court is reserved for the most serious and violent offenses as governed by law and upon motion of the Court for consideration. The Court must consider degree of criminal sophistication, rehabilitative efforts and amenability, previous delinquency history, and the gravity of the offense. It is the goal that this program will be adequate regarding both security and service provisions to be a robust alternative and thereby limit the need for cases to be transferred to the Adult Criminal Justice System for those youth eligible.

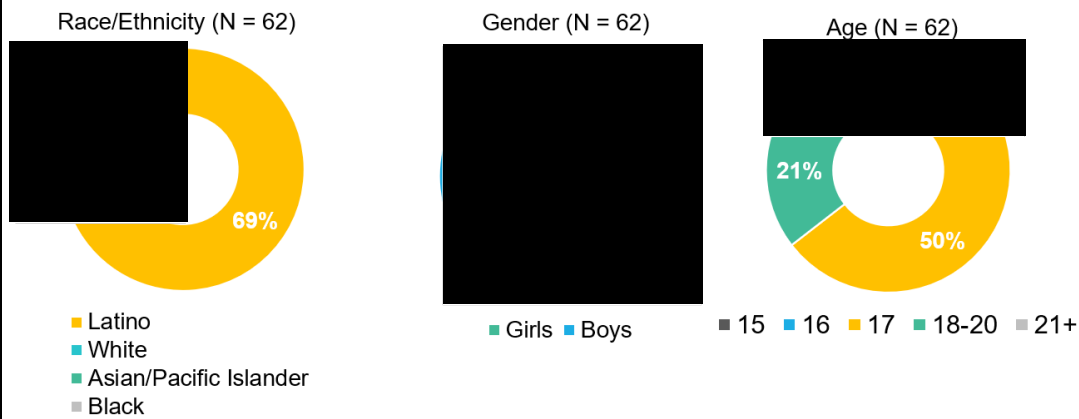
## Changes in Transfer Process Since 2017



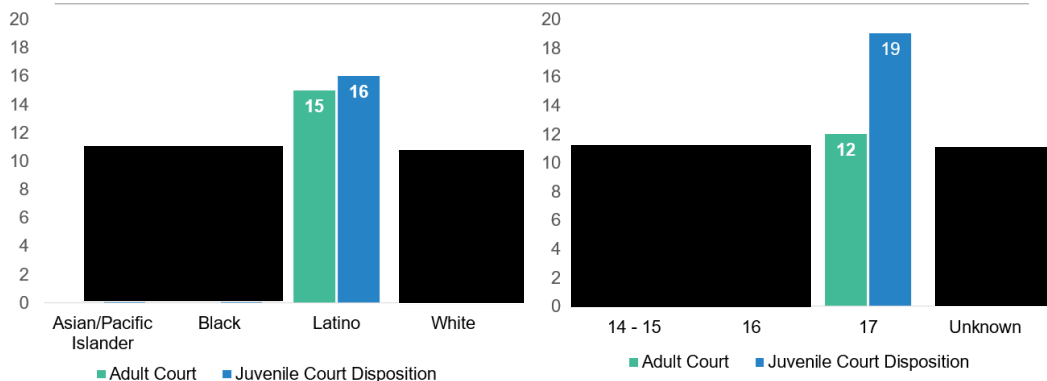
The District Attorney’s Office (DAO) remains committed to reducing the number of incarcerated youth in our county. The DAO has made tremendous strides in these efforts through collaboration with justice partners. Likewise, the DAO remains committed requesting transfer of a youth to adult court in the narrowest of circumstances for the most violent crimes such as: murder, attempted murder, home invasion robbery with a weapon or where injury was caused,

aggravated robbery, aggravated carjacking, kidnap, and aggravated sex offenses. Both aggravating and mitigating factors pertaining to the crime and the youth are considered. Recently, the Probation Department produced a report on Juvenile Transfer Cases from 2017-2020. The DAO independently reviewed the number of Juvenile Transfer Cases from the last five years or since the passage of Proposition 57. Between 2017 and 2020, the DAO requested a formal contested hearing for the transfer of 15 youth who committed extremely violent crimes to adult court. 13 of those matters have proceeded to a contested hearing, of which █ were transferred to adult court. The circumstances of those cases included █ murders, █ attempted murder and █ cases involving violent robberies, carjackings and shootings. The DAO is committed to working collaboratively with the Probation Department to broaden the inquiry into those rare instances where a juvenile is transferred to adult court. To further understanding of the issue, the DAO will publish an annual report on this topic.

## Demographics of Youth With Transfer Motions



## Result of Transfer Hearing by Race/Ethnicity & Age (n =49)



**Part 7: Regional Effort**

Describe any regional agreements or arrangements supported by the County’s block grant allocation: (WIC 1995 (6))

A collaborative consortium is being established to assist counties in filling gaps that cannot otherwise be addressed in the short-term. The purpose of a statewide collaborative consortium is to ensure that there is a high-quality secure youth treatment program available for any youth in the state who, absent SB 823, would have been committed to DJJ. CSAC, CACE and CPOC established a joint workgroup to establish the shared principles underlying this collaborative effort:

- Prevent an increase in youth transferred to adult criminal court by:
  - Ensuring secure-track placement options are available when required by the judge
  - Ensuring sufficient specialized treatment and programming options exist at the local level to meet high-need youth and garner confidence of juvenile court judges
- Prevent “justice by geography” by:
  - Ensuring the availability of high-quality programs in different regions that are culturally responsive, trauma-informed, evidence-based, age appropriate, as close to home as possible, centered on youth and family engagement, and based on positive youth development
- Prevent net-widening by:
  - Avoiding the need to establish and staff in all 58 counties a secure treatment facility and specialized programming for youth with the highest needs

The specific functions of the Consortium will be determined based on decisions by participating members, but are expected to include: the development of standardized language and rates for counties who contract with each other for secure youth treatment beds or services; assistance with finding appropriate housing or treatment options for youth ordered by the court into a secure youth treatment facility; and other supports, as funding allows, to ensure high-quality services and programs across the state. Participating counties will determine the extent to which a longer-term collaborative consortium function is needed.

**Part 8: Data**

Describe how data will be collected on youth served by the block grant: (WIC 1995 (7))

The program will utilize the Results Based Accountability (RBA) framework. Results-Based Accountability (RBA) is a framework used by community programs to improve quality of life and program performance to best meet the needs of the people they serve.

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

Different tools and data sources will be used to measure outcomes. The Probation Department maintains an electronic records system that will allow key data points to be collected and tracked. The department is currently developing a new case management system and data points for this program will be integrated to allow for dashboard views of data.

To understand the needs of youth, the Juvenile Assessment and Intervention System (JAIS) will be employed. The JAIS is a risk and needs assessment designed to assist staff and system partners to supervise youth both in institutional settings and in the community. The JAIS is a research-based risk assessment instrument that considers factors of strengths and needs which are gender specific. There are three parts to the JAIS assessment: Part I is a risk-assessment, consisting of eight to ten items which, depending on the score, will determine the need for a full JAIS assessment (Part II). The risk assessment also yields an overall risk level and Part III is a reassessment of risk and needs.

BHSD will conduct a comprehensive screening and assessment that includes a behavioral risk assessment and an integrated (substance use and mental health) behavioral health assessment. These tools are described in relation to the BHSD services listed in Section 4.

Data that will be collected on the youth served will include:

- Youth demographics – age, gender identity, race and ethnicity, zip code (for connecting to community services)
- Case information – charges, start and end dates
- MDT/CFT dates
- Assessment data and IRP, including needs and goals
- Progress through program phases
- PBIS data
- Educational and vocational programs
- Programs and Services – type of program, engagement, dosage, and discharge reason
- Surveys and interviews of youth on their experience and feedback
- Qualitative data from other stakeholders such as caregivers, community partners and system partners
- Recidivism data
- Other pertinent data elements will be developed within the JJCC Subcommittee.

Describe outcome measures that will be utilized to determine the results of the programs and interventions supported by block grant funds: (WIC 1995 (7))



Probation is working on performance metrics in collaboration with the JJCC Subcommittee and the University of Cincinnati's Corrections Institute.

The following outputs will be tracked and reported regularly but will also grow as the program continues to be refined:

1. Number of youth with a completed IRP
2. Number and timeliness of CFTs
3. Amount of treatment youth received by service
4. Number of behavioral incident reports
5. Educational and vocational youth accomplishments
6. Number of youth contacts
7. Number of days per phase and entire duration of stay
8. Number of youth who successfully complete the custody phase
9. Number of days in reentry

Key outcomes questions include but are not limited to the following:

1. Increase in youth hope and outlook for the future
2. What youth are adjudicated to the local secure youth treatment facility program compared to other programs?
3. What services did youth receive for each behavioral health need?
  - a. What dosage for each service and/or intervention modality did youth receive and what services had positive impacts?
  - b. What behavioral health outcomes did youth experience?
4. Youth is enrolled in pro-social activities, school and/or employed
5. Increased family/caregiver or natural support connections
6. Increase/retain youth strengths
7. Increase in coping skills
8. Improvement in well-being measures
9. Reduction in criminogenic needs
10. Youth remains in the community after release - no new placements
11. Youth successfully completes Probation
12. Reduction in new arrests and/or sustained petitions
13. Increase in staff knowledge and systems improvement
14. Improvement in youth experience

The Probation Department commits to publishing data related to the SB 823 program while ensuring data is provided in a manner that individual youth are not identifiable. The data collection and reporting are critical to ensure (1) 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) there is an ongoing racial and ethnic disparity analysis to monitor the impact decisions on youth of color compared to white youth; (4) If a "Step-Down" model is implemented, then specific performance measures and reporting will be developed at that time; and (5) the broader "realignment target population" contemplated in W.I.C. 1990.

Although the subcommittee is only mandated to meet once every third year, Santa Clara County commits to meeting on a regular basis to review data, learn from youth and stakeholders, and course correct as necessary.