

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:

Alameda County Probation will adhere to the tenants and principle outlined in the Youth In Custody Practice Model (YICPM) developed by the Center for Juvenile Justice Reform (CJJR) and Georgetown University. Informed by research on “what works” in serving youth in custody, as well as professional standards and the field’s preeminent thinking on best practices, the Youth in Custody Practice Model (YICPM) initiative is designed to assist state and county juvenile correctional agencies and facility providers in implementing a comprehensive and effective service delivery approach. Alameda County Probation has been participating in the YICPM since 2018.

Utilizing the YICPM monograph as a roadmap, the Council of Juvenile Justice Administrators (CJJA), the Center for Juvenile Justice Reform at Georgetown University’s McCourt School of Public Policy (CJJR), and a team of consultants provide participating agencies with 18 months of Training and Technical Assistance (TTA) to align core, research-based principles with everyday practice, and achieve more positive outcomes for youth, families, staff and communities.

The Youth in Custody Practice Model offers guidance on essential practices in four key areas:

1. Case planning;
2. Facility-based services (e.g., education, behavioral health, behavior management, rehabilitative programming);
3. Transition/reentry; and
4. Community-based services.

The delineated practices stem from the view that services and approaches for post-dispositional youth and their families should be: research-based; developmentally appropriate; family-centered; individually focused and predicated on validated assessments; strength-based; trauma-informed; data-informed and outcome-driven; culturally responsive; and coordinated.

ACPD operate an “inside-outside” program model wherein youth participate in treatment and rehabilitation in-custody for an established duration based on need (inside), while earning the opportunity to begin programming, attending school and/or work in the community (outside) during the middle to last stages of their custody commitment (Phase III – further described in Part 4).

In addition to a variety of other programs and services, youth will be placed in cognitive-behavioral interventions based on their identified risks and according to established intervention needs. Treatment dosage will be provided to youth based on the findings of the age-appropriate assessment tool, which will be designated as the Youth Level of Service Case Management Inventory (YLS/CMI) for youth under the age of 18, and the COMPAS risk assessment for those 18 years of age or older. Designated Youth Counselors will develop individualized treatment plans and will also be responsible for the facilitation of some interventions in conjunction with assigned clinicians and community-based partners. All staff providing direct services will receive training in any and all interventions offered by the department.

Youth served by ACPD will receive developmentally appropriate case management, coaching and supportive services. There will be a collaborative approach exerted to connect participants

to restorative practices, healing and wellness programs, employment, educational, therapeutic, recreation, art and music programs and services. Services will be provided by county and community-based service providers. Partnerships will include, but not be limited to, Alameda County Behavior Health, Youth Counselors, the District Attorney's Office, and the Public Defender's Office/Defense Attorney, Conflict Counsel, Community-Based Organizations, and the youth's family and community supports. As such, the collaborative team will work to increase reintegration, healing, independence, self-sufficiency, and promote wellness for all youth.

Alameda County Probation will work in partnerships with the youth and a multi-disciplinary team (MDT) to develop an Individualized Treatment and Rehabilitation Plan (ITRP), which will be a shared commitment between the youth and the other members of the MDT. The ITRP details will include any personal goals and any steps which the youth and their team believe will aid in the successful completion of the program. The ITRP will be an evolving document that is designed to help the youth identify and achieve life goals. It will be used as a reference tool to ensure that each youth is making progress through the program.

Alameda County recognizes the need to address employment, education, health needs, creativity, and build on existing relationships and community engagement. Education and vocational training will be a key factor of daily programming. Alameda County Office of Education (Butler Academy) will continue to operate the onsite high school. ACOE will assist youth seeking a traditional high school education or General Education Development (GED) certificate. For those youth who seek post-secondary education, Alameda County Probation will extend existing agreements with the Peralta Community College System to serve those youth.

Additionally, Alameda County Probation's programming will include a holistic approach, and will encompass, but not be limited to the following services:

- Restorative justice (healing and accountability)
- Case management
- Housing, upon program completion and release
- Job training and placement (preparedness, work experience, apprenticeships, income/independence)
- Education (learning skills and career planning)
- Group and/or individual counseling
- Health (well-being, physical activity, nutrition, lifestyle, behavioral)
- Relationships (communication, conflict resolution, family support)
- Creativity (arts, music, video and personal expression)
- Community Engagement (service, responsibility)

Alameda County Probation will operate the program in a three-phased highly structured program. The length of time in each phase will be dependent upon the youth's progress. The phases will include:

- Phase I: Orientation (Engagement, Assessment and Enrollment)
- Phase II: Treatment and Restoration (Participation, Stability and Accountability)
- Phase III: Community Reentry and Maintenance (Wellness and Community Connection)

Each phase includes activities and accomplishments and consists of achievements and milestones to move into the next phase. The youth and Youth Counselor, as well the collaborative team, will determine readiness for phase advancement based on the identified goals in the ITRP.

Phase I will address any immediate needs and exist for the purpose of completing the intake, assessment, and orientation. This phase will include any behavioral health screening and life skills and strengths discovery assessment. Subsequently, a meeting with the collaborative team will occur, thus resulting in the development of the ITRP and attendance in group and/or individual therapy sessions. The ITRP will include key life components such as a personal vision and mission statements, housing and living environment goals, employment and education goals, financial independence goals, daily life and wellness goals and pro-social connection goals. Each of these life areas will have short term, medium term, long term, and ongoing goals. The youth will identify the required steps and the supports that will be used to work towards the goals. The youth will focus on the gestation of specified goals and attend supportive groups and classes as directed by the ITRP, including cognitive behavioral and any designated assignment from Alameda County Behavioral Health.

Phase II will explore the participation, stabilization, and accountability aspect of the youth's commitment. It is the expectation that upon achievement of this phase, youth will be actively striving to achieve the goals of the ITRP and fully engrossed in treatment efforts. The youth will continue to work towards these goals and the ITRP will be updated regularly and adjusted accordingly in order to keep an accurate account of progress made and document any necessary changes. Simultaneously, the youth will continue to participate in services provided by Alameda County Behavioral Health, partake in secondary education and/or vocational training, and continue to attend supportive groups, classes and programs as directed. Additional services will also be offered to the youth during this phase, including the completion of a financial literacy program and the initiation of a mentor relationship to link the youth with positive supportive community members who will remain present in the youth's life following release.

Phase III of the youth's programming will involve wellness and community reintegration. This phase will be considered a maintenance period where progress with educational and/or vocational goals will continue to be monitored and participation in any supportive groups, classes, and programs should be nearing completion. Alameda County Probation intends to involve the youth in community restoration and assist with the formation of a life map to address independence and self-sufficiency following release.

Programing which will be offered to youth served by Alameda County Probation will include, but not be limited to the following:

Restorative Justice

(Insert narrative)

Cognitive Behavioral Intervention

Part of the program will consist of a review of the decisions and choices which led to the youth's commitment. The youth will be required to work in unison with their Youth Counselor to take a closer look at their thoughts and feelings. They will be required to participate in supplemental groups in specialized areas. These groups will assist the youth with key areas such as anger management, better decision-making, alcohol and drug issues, mental health support, recovery from trauma, and building healthy relationships.

Education, Vocational Training & Workforce Development

The Alameda County Office of Education (ACEO) and the Alameda County Probation Department (ACPD) continue existing agreements to include the development of educational curriculum as part of the treatment program to assist the youth in work toward earning a high school diploma. Classes will be accelerated to help recover credits to propel the youth to their proper grade level more quickly than in public school. Youth absent a high school diploma or General Education Development (GED) certification will be in school for a large portion of the day. The education program will comply with the State Education Code and County Board of Education policies and provide for an annual evaluation of the education program offerings. Attendees are provided a quality of educational programming that includes instructional strategies designed to respond to the different learning styles and abilities of students. Courses which are offered include but are not limited to instruction in English/Language Arts, Social Sciences, Physical Education, Science, Health, Mathematics, Fine Arts/Foreign Language, and Electives (including career education).

A focus on employment for our youth must elicit and develop their strengths and skills, be meaningful, and assist in the selection of a field which can promote sustainability. Work which is offered will be structured, closely monitored, and not interfere with other important adolescent development activities. Currently at Camp Sweeney workforce development programs create employment and educational pathways for sustainable careers. On campus programs such as Multi-Core Craft Curriculum (MC3) and Cisco Certification courses will allow youth to develop the skills and obtain the certifications needed to obtain employment. Youth who have earned a high school diploma, GED or CHSPE, will be afforded the opportunity to continue with secondary education opportunities at the local community colleges. Alameda County Probation will provide a college coordinator that will assist youth in enrolment and provide study support.

In addition, Youth Beat will deliver high-quality media arts programming for video and music production. The course will consist of multimedia instruction in both music production and filmmaking for youth and include technical training in video production as well as beatmaking/music production, with the goal of building skills, exposing students to career pathways in the media industry, and helping youth reflect on their experiences while allowing them to tell their stories. The Future Filmmakers Class will teach youth camera techniques, visual composition, lighting, sound, and editing. Youth also create reflective personal projects as well as group music videos. The Music Production Class teaches youth the basics of beat-making, recording and audio production with a focus on technical skills in the studio. The goal is for the students to create a mixtape of original music as well as music videos in collaboration with the video class.

Community Engagement

Community Building

Youth will participate in the Young Men's Council. This group will be facilitated by Youth Counselors and is a strength-based group approach to safe and healthy passage through adolescent years. The youth will gain the opportunity to address the ideas of gender roles. Value will be obtained through the of building a strong community, both individually and collectively.

Circles

Daily community check-in circles will be held at the beginning of the AM and PM shifts. A circle is a healing practice. A circle can be used to develop relationships and build community. A circle is also a way to resolve conflicts and problems. Circles give people an opportunity to speak and listen to one another in a safe environment.

Service Work

Civic engagement will assist the youth in making a difference in the lives of others. Their contribution to the community will help to develop relationships and will provide the youth with the opportunity to gain work experience. These activities will serve as enrichment opportunities and allow for positive community engagement.

Multi-Disciplinary Team and Case Planning

At minimum once every 60 days, the Multi-Disciplinary Team (MDT) will meet with the youth to review progress on ITRP and program goals. The MDT will include the Youth Counselor, educational representatives, mental health professionals (if applicable), the youth's family and community supports. The MDT will check on the youth's progress and collectively decide how to help the youth remain on track for successful program completion. Progress on identified treatment goals and action steps will be discussed in addition to insight, knowledge, and awareness regarding the commitment offense and victims. Furthermore, any discipline issues, pertinent matters related to health care, mental health, and/or disability, and reentry planning will be addressed.

Success Team

On a weekly basis, a Success Team which includes a Youth Counselor, facility staff and management, as well as the youth's family will meet with youth to discuss program performance. At the Success Team meeting the youth will share a "Weekly Reflection" sheet and discuss program progress. The youth will have an opportunity to lead the discussion and express positive progress, as well as any concerns the youth may be experiencing. The Success Team will convene and work with the youth to establish a Star Goal, an individual goal that targets a specific behavior each week. The team will assist in identifying new ways to cope with and better strategies to help the youth achieve weekly Star Goals. Youth will be asked to develop and maintain a Success Folder during each of the Success Team meetings so that they can share their progress towards meeting program goals, objectives, and benchmarks with the team.

Law Library

All youth will be trained on the procedures for accessing the law library upon their admittance. In addition, posters and Law Library Request forms will be available on the living unit. Upon the youth's first appointment, and subsequently on an as needed basis, staff will train youth on usage of electronic and other legal reference materials.

Special Programs & Services

Special Programs and Services for youth will also include:

- Restorative Justice programming
- Re-entry planning
- Individual counseling
- Parent education and support groups
- Anger management and violence prevention programs
- Gang awareness and prevention programs
- Drug and alcohol treatment and education programming
- Life skills development programming
- Mentoring
- Structured recreational and social activities

**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:

Alameda County is committed to pursuing local solutions to address youth crime by means of implementation of innovative practices. Staff will undergo extensive training in individualized, strength-based practices, which have proven to be successful in addressing the needs of youth with high behavioral needs and an extensive documented history of trauma. Youth located within the program will be regularly engaged with staff throughout the program which will aid in the strengthening of relationships, thereby increasing the level of trust built. Youth Counselors and health staff responsible for the supervision and treatment of youth within the facility will receive orientation and ongoing training regarding the population's adolescent development, history of trauma, mental health needs, developmental and educational needs, and cultural nuances.

Alameda County Probation does not intend to operate a sex offender treatment or serve youth that require significant mental health needs during Fiscal Year 2021/2022. We do intend to enhance existing mental health services through our partnership with Alameda County Behavioral Health (ACBH). Treatment will include, but not be limited to screenings, assessments, crisis evaluations, trauma-based services, individual and group counseling, and medication management. For those youth who require services to address identified sex offending behavior as part of their ITRTP, programming will be offered in the form of group/individual therapy, appropriate journal/homework, and family/support counseling.

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))

Research has shown that youth are more susceptible to engaging in risky behaviors due to the brain's prefrontal cortex, which is responsible for complex reasoning and functioning, and will not fully mature until their mid-twenties. Alameda County Probation is committed to providing services to encourage the continued growth and enrichment of youth committed to our program. In alignment with appropriate practices, we will offer the following services:

- Write to Read Program: Local and renowned authors inspire youth to read, learn and change their lives. The program provides relevant, informative, high-quality books, which are available for check out by the youth in classrooms and housing units.
- Library: Partnership with Alameda County Library to maintain and operate the library services in the facilities as well as coordinate with nationally recognized authors to come present to the youth.
- Supplemental Education (tutoring): Supplemental educational services are offered through Sylvan Learning Center and Excel.
- Reading and Homework Hour: Volunteers from the community come in and help youth work on their reading skills with the goal of improving the young people's academic abilities and forging meaningful relationships between the youth at Juvenile Hall and responsible adults.
- Mind Body Awareness Program: Mindfulness-based techniques are taught through meditation and yoga to the detained youth.
- The Beat Within: Creative writing workshops are conducted resulting in a magazine that features the work of the participating youth.

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

As outlined in the Youth In Custody Practice (YICPM), ACPD will prioritize family engagement and family focused strategies. This commitment is reflected in our policies and procedures as well as VISION 2023: Alameda County Probation Department's Strategic Plan. It is understood that in order for youth to be successful it is important to have strong bonds with family and/or community support person(s). These are the individuals who will help guide and support youth when they reintegrate back into the community.

Family remains a key factor to youth involved in the juvenile justice system and can be loosely defined as both biological and extended family, as well as other important individuals involved in their life such as mentors and coaches. Regardless of the definition, youth with strong familial ties tend to generate better outcomes. ACPD will work to use the broadest definition of family, and subsequently allow those individuals access through both formal and informal means. Once the family has been clearly defined and identified, Alameda County Probation will strive to remove all physical and economic barriers to ensure that the relationship is preserved. Any grant funds obtained will be used to ensure that staff are fully trained on the importance of family engagement and presenting a strength-based approach.

Families will have the opportunity to engage in regular weekly visitation, both in-person (post-COVID) as well as by phone and video, and quarterly family events. Families are also encouraged to be actively involved with their youth's treatment and case planning through the case conference process and through Individual Education Planning (IEP) meetings. Post COVID, Alameda County Probation will host family engagement events at the facility to encourage regular interaction and will assist families in removing any transportation barriers. Additionally, ACPD to ensure that any spaces identified for family engagement events mirror a home-based setting environment in order to provide a sense of normalcy to the involved parties.

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))

Alameda County Probation intends to partner with community-based organizations (CBOs) as well as utilize dedicated Re-entry staff to serve as a reentry coordinator for youth returning to the community.

The identified Re-entry staff will ensure the following:

- Collaboration with the multi-disciplinary treatment staff, including community-based partners;
- Increased re-entry opportunities for youth, and include probation and families in the re-entry planning process;
- Communication of discharge needs early and plan in conjunction with the Youth Counselor;
- Facilitation of reentry meetings for new arrivals and assist youth in setting reentry goals;
- Facilitation of discharge meetings for youth preparing to transition and ensure the completion of an Integrated Re-entry Plan for each youth;
- Provision of referrals to community resources; and
Hosting of speaking engagements, transition workshops, and improved communication and awareness of resources

While the Re-entry staff will be responsible for youth within the program, they will be an expansion of the Alameda County Probation Department's Transition Center, which is collaboration of partners, who stand in alignment with our mission to support and restore communities. Alameda County Probation recognizes that engaging in the justice system can be emotionally difficult for those involved. As such, we place emphasis a family focused and trauma-informed process. The Transition Center empowers youth, families, and their caregivers by removing barriers to success and connecting them to supportive resources and healthy alternatives in the community. The Transition Center, with the Probation Department as the lead agency, works in partnership with Alameda County Office of Education, the Center for Healthy Schools and Communities, Oakland Unified School District, Oakland Unite, Alameda County Behavioral Health, and Alameda County Public Health. The Transition Center is equipped with two confidential conference rooms furnished with computers, telephones, and current community resources and events. Alameda County Probation has committed to addressing all the stabilizing needs of a family and is prepared to provide concrete service such as transportation and food vouchers; relocation supports, clothing, school supplies, and household items.

Additional provision of services will also include:

Life, Education and Career Planning and Services:

- Supportive educational services to include assistance with completing high school, college preparatory tasks including completing admission and financial aid applications, basic computer literacy, support and visits to potential vocational training centers, trades programs, colleges, or other college opportunities.

- Employment support with completing job applications, job searching, and interviewing processes.
- Life skills and Independent living skills workshops and classes covering a range of barriers and transitional challenges.
- Added technology upgrades to support video conferencing, educational needs, counseling services, programming, etc.).

Reentry, Aftercare and Housing Assistance:

- Transition and re-entry services to include transportation resources, housing stabilization support, connection to permanent housing support services, direct linkage to employment and school readiness services, and other barrier removal services available both in the community and in custody.
- Collaboration with the Workforce Investment Board (WIB), and vocational training and employment services.
- Community service and mentoring services.

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))

Alameda County's will incorporate structured decision-making based on a foundation rooted in Evidence-Based Practices (EBP), subsequently using proven and validated measures. The framework for established programming will contain all necessary components of EBP, including risk assessment, evaluation of needs/strengths, a dispositional matrix, and an evaluation of program effectiveness. In evaluating risk, it is the intent of this department to review static factors, or those items which remain unchangeable, in addition to dynamic factors, or those which can be changed through treatment/services and dynamic factors. By specifically targeting the dynamic factors, which are commonly referred to as criminogenic needs, Alameda County believes that it can effectively address a youth's underlying cause of the delinquent behavior.

Alameda County Probation plans to focus efforts towards the Balanced and Restorative Justice (BARJ), which is recognized by the Office of Juvenile Justice and Delinquency Prevention (OJJDP). This model outlines an alternative philosophy and will require a concerted effort towards enabling youth to make amends with their victims and community, increasing the youth competencies, and protecting the public by actively involving the victims, community, and the youth in the process. It is the belief that through the incorporation of the BARJ Model, Alameda County Probation will be able to actively involve the victims in case matters by lending a forum for their voice in a method which follows a framework that supports restorative practices. It is the hope that Alameda County Probation can implement this model to complement our existing programming and apply learned methods to enhance group conferencing, mediation service, restitution, and community service.

The Balanced and Restorative Justice Model identifies distinct factors including key characteristics of appropriate practices, promising practice examples, common barriers encountered during implementation, specific roles and benefits for juvenile justice professionals, as well as expected outcomes. We plan to use the BARJ model to learn facilitation of victim involvement, increased partnerships with community stakeholders, and the development of positive outcomes for the youth which we serve. Alameda County plans to allocate funding for a part-time coordinator to assist with material, the coordination of training, technical assistance, developing policy, and outreach to local community/victim groups.

Alameda County plans to implement evidence-based programming to specifically address trauma. We recognize the unique population which we serve and the intergenerational trauma which a great number of our youth experience. One particular identified method, Prolonged Exposure Therapy, is a cognitive-behavioral treatment program to reduce the symptoms of posttraumatic stress disorder (PTSD), depression, anger, guilt, and anxiety. PE has been effective at reducing symptoms of PTSD including intrusive thoughts, intense emotional distress, nightmares and flashbacks, avoidance, emotional numbing and loss of interest, sleep disturbance, concentration impairment, irritability and anger, hypervigilance, and excessive startle response. This method of treatment has been identified for a target population which would be applicable to the youth which would be participants in the program such as those with either a sub-diagnosis of PTSD or an actual PTSD diagnosis, as well as victims of crimes and adults who have been exposed to violence as children.

The components of PE are delivered through individual therapy and introduce participants to imaginal exposure (revisiting the traumatic memories), in-vivo exposure (approaching non-threatening reminders causing distress), psychoeducation (common causes and reactions to post trauma), and retraining breathing to manage anxiety. This treatment method can be provided in a custody setting and involves 8 to 15 sessions which may occur 1-2 times per week. PE may be delivered by a trained therapist and course of treatment outlines treatment procedures for each session.

DRAFT

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))

Community-based partnerships are essential and key to the success of this program model. ACPD plans to contract with a variety of community-based services providers to facilitate in-custody programs and services, as well as to provide re-entry and family-based services. Furthermore, ACPD plans to increase the coordination and collaboration of a victim service delivery model, with the intent to improve victim safety, reduce costs through shared resources, and decrease youth's exposure to violence by supporting victims' long-term safety through economic empowerment.

Grant funding will allow Alameda County Probation to fund a Victim Resource Specialist (VRS) through a community-based organization, to assist in effective planning and related needs required to ensure that family engagement remains fruitful and addressing their unique needs. A VRS would provide the ability to respond to the mental, physical, financial, social, and emotional needs of victims and survivors. It is the intent that this identified position will perform work based in theory, methods, and ethics including multiple fields which will include criminal justice, social work, and behavioral and health services. This position will provide services to both indirect victims and survivors of crime. The recipients of these services will include family members, significant others, community members, and others impacted by the crime. This position will also serve as a conduit of services for any youth in-custody who require services related to domestic violence and sexual abuse, as well as the deliverance of crisis intervention. The expectation for a VRS will be to provide nonjudgmental social, informational, and practical support, promote safety and healing, and ensure a voice for victims and survivors by means of a victim-centered approach. Additionally, they will facilitate justice interventions while offering culturally and logistically competent services and promoting consideration of the impact of crime in all of the major justice settings.

Alameda County would also like to utilize grant funding to bring Functional Family Therapy (FFT) to youth located within the program, with the intent to provide family-based prevention and intervention programming to address complex and multidimensional problems through flexible clinical work which is culturally sensitive. This method has been applied to youth who have been identified in both multiethnic and multicultural populations. FFT is designed to deliver 8 to 12 one-hour sessions. However, FFT can also provide up to 30 sessions of direct services to families who have encountered more challenging situations.

The FFT identifies a total of five distinct phases which include engagement, motivation, relational assessment, behavioral change, and generalization. Funding for FFT would require the identification and acquisition of community-based staff with specific training in this arena, as well as consultation to ensure that they maintain adherence to the delivery model.

Alameda County Probation will also seek community-based organizations to provide Balanced and Restorative Justice (BARJ), which is a model that will require a concerted effort towards enabling youth to make amends with their victims and community, increasing the youth competencies, and protecting the public by actively involving the victims, community, and the youth in the process. These services will actively involve the victims in case matters by lending a forum for their voice in a method which follows a framework that supports restorative practices. Alameda County Probation plans to implement this model to enhance our existing programming

and apply learned methods to enhance group conferencing, mediation service, restitution, and community service.

Alameda County will also utilize community-based organizations to provide the following services:

- Restorative Justice
- Culturally Competent Cognitive Groups
- Re-Entry Case Management Services
- Substance Abuse Services
- Culinary Programming,
- Music and Video Production
- Art & Poetry Classes
- Mentoring and Life Skills
- Civic and Social Engagement

DRAFT