



Office of Youth and Community Restoration

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

FY 2024-2025 Consolidated Annual Plan

Date:	May 1, 2025
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INSTRUCTIONS:

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

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

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

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

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

A. Assessment of Existing Services

Include here an assessment of existing law enforcement, probation, education, mental health, health, social services, drug and alcohol, and youth services resources that specifically target at-risk juveniles, juvenile offenders, and their families.


Alameda County Probation Department (ACPD) has a broad array of youth resources that specifically target at-risk youth and their families. Probation contracts with 19 community-based organizations including non-profits and city-government agencies that work together as the Delinquency Prevention Network (DPN), throughout Alameda County, to serve system-involved and at-risk youth. Collaborative efforts like the DPN can have a significant positive impact on at-risk youth and their families by providing them with the necessary support and resources. By working together, these community-based organizations can address a wide range of needs and challenges faced by youth. This can ultimately prevent further involvement in delinquent behavior and promote positive outcomes.

Prevention Services

Diversion
Ensures low-level youthful offenders are given appropriate intervention services, to prevent further involvement with youth justice.

Delinquency Prevention Network
Services and Programs for at-risk youth and system involved youth (ages 8-21) and their families in Alameda County.

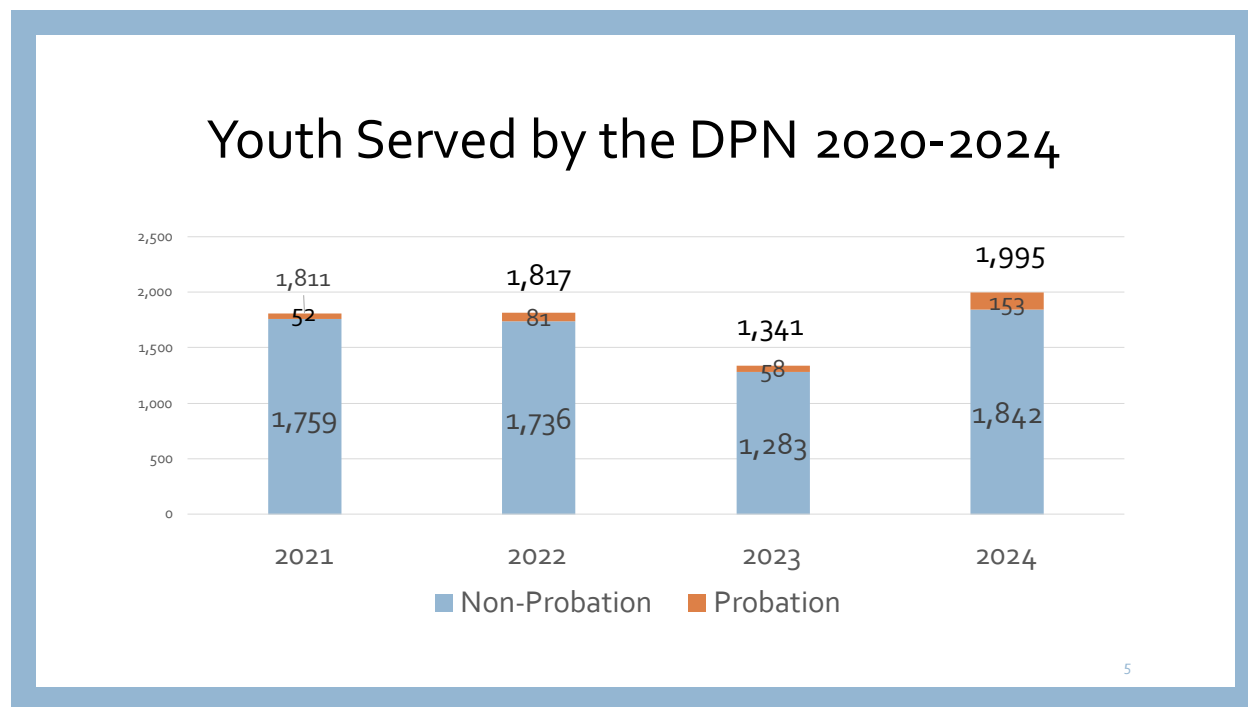
- Case Management
- Civic and Social Engagement
- Counseling
- Crisis Intervention
- Diversion
- Life Skills
- Mentoring
- Restorative Justice
- Truancy Mediation



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Services focus on delinquency prevention, behavioral interventions, and services to support the family unit. Youth service centers, located throughout Alameda County, offer individual and

family counseling services to at-risk youth and their families, and provide case management services where family needs are identified.



Data Source: Mobius

Positive Youth Development Community Supervision Program

Funded by the Juvenile Justice Crime Prevention Act (JJCPA), this program offers rehabilitative services and support for youth involved in the justice system. Key components include:

1. **Funding and Contracts:** The program is funded through JJCPA, with ACPD contracting service providers to deliver interventions.
2. **Services Offered:** A broad range of services is available, including cognitive behavioral therapy, educational support, behavioral modification workshops, self-esteem building, communication skills training, parenting education, cultural awareness, conflict resolution, abuse prevention, substance misuse prevention and treatment, and independent living skills. These services are gender-responsive and include outpatient substance misuse treatment and gang intervention.
3. **Reducing Out-of-Home Placements:** ACPD collaborates with stakeholders to review probation recommendations, aiming to minimize the number of youths placed in out-of-home facilities. This effort emphasizes family-focused, youth-centered, and community-based interventions as alternatives to placement.

4. Alternatives to Out-of-Home Placement: Strategies such as multi-systemic therapy and intensive case management provide community-based support and supervision to keep youth engaged in positive interventions.

Specialized Services

Wraparound Services

Project Permanence follows a Wraparound service delivery model to provide intensive, youth-centered, and family-driven support. Goals include:

- Expanding available services for children, youth, and families in the child welfare and probation systems.
- Enhancing family engagement through individualized casework approaches.
- Improving child safety while reducing reliance on out-of-home care.
- Strengthening permanency outcomes and overall well-being.
- Decreasing recidivism and delinquency among youth on probation.

Collaborative Court (Intensive Case Management - ICM)

The Collaborative Court provides specialized case management services for youth with significant mental health needs, prioritizing family involvement. This team-based approach includes stakeholders such as the court, behavioral health providers, probation officers, and community case management providers. Services aim to:

- Reduce out-of-home placements for youth with high mental health needs.
- Increase family engagement and support.
- Provide weekly court reviews with input from probation officers and clinicians.
- Offer up to 12 months of intensive case management through contracted community providers.

Multidimensional Family Therapy (MDFT)

MDFT is an integrated, family-centered treatment addressing various behavioral challenges in teens and young adults. This approach targets:

- Substance misuse, delinquency, aggression, and mental health disorders.
- School-related challenges and family dynamics.
- Prevention of out-of-home placement through therapeutic and behavioral support for adolescents, parents, families, and communities.

Staff are trained to assess trauma histories and respond in a trauma-informed manner, ensuring a safe and supportive environment that fosters a strong therapeutic alliance.

Through these programs, ACPD prioritizes rehabilitation, community integration, and family involvement, offering evidence-based interventions to support at-risk youth and their families.

Describe what approach will be used to facilitate collaboration amongst the organizations listed above and support the integration of services.

The Alameda County Probation Department (ACPD) has implemented a comprehensive approach to youth justice that emphasizes collaboration, prevention, intervention, and diversion strategies:

Diversion Strategies

ACPD employs various strategies, including diversion, prevention, and intervention, to address the needs of at-risk youth and those involved in the youth justice system. These efforts aim to prevent further justice system involvement and promote positive outcomes for youth and their families.

Expansion of Support Services

The department is dedicated to expanding and enhancing support services to better serve at-risk and justice-involved youth, along with their families. This involves partnering with community organizations and leveraging local resources to provide a comprehensive range of services.

Collaborative Approach

ACPD fosters collaboration with community partners and stakeholders through regular meetings with the Delinquency Prevention Network (DPN). These meetings ensure coordinated and tailored service delivery that meets the specific needs of youth and families.

Integration of Service Information

To enhance service coordination, ACPD has integrated a provider portal within its internal case management system, Enterprise. This portal facilitates efficient communication among service providers supporting youth and families.

Data Sharing

Through the Mobius platform, ACPD shares data with DPN providers, offering a dashboard that tracks service delivery outcomes. This data-driven approach helps stakeholders identify areas for improvement and make informed decisions about service enhancements.

Least Restrictive Environment

ACPD prioritizes alternatives to incarceration, striving to implement the least restrictive environment for youth justice. This approach minimizes the negative impact of justice system involvement and promotes rehabilitation and reintegration into the community.

State-of-the-Art Practices

By expanding its service delivery model, ACPD aims to improve youth outcomes and facilitate successful transitions into the community. The department employs progressive, evidence-based practices that align with the latest advancements in youth justice.

Screening for Out-of-Home Services Committee (SOS)

The Screening for Out-of-Home Services Committee (SOS) utilizes a structured review and approval process to reduce out-of-home placement recommendations by probation officers. SOS is a Multi-Disciplinary Team (MDT) composed of community-based organizations, mental health professionals, social services experts, and probation staff.

- SOS meets twice weekly to evaluate cases involving youth considered for out-of-home placement by a Deputy Probation Officer (DPO).
- The DPO assesses the youth's circumstances under formal supervision and determines whether an escalated level of supervision is necessary.
- During SOS meetings, committee members review the youth's needs, strengths, prior services, and available community resources before making a recommendation.
- The final decision on placement is made by the Court, which may or may not align with the SOS recommendation.

SOS Committee's Areas of Focus

During the SOS Committee meeting, participants discuss the case and all relevant matters concerning the youth including:

- Socio-economic Factors
- Family Dynamics
- Substance Misuse
- Mental Health
- Physical Health
- Academic/Education
- Criminal History
- Previous Interventions



Overall, ACPD's approach to youth justice is comprehensive, collaborative, and focused on achieving positive outcomes for youth and families while integrating innovative, evidence-based practices.

Alameda County Behavioral Health staff conduct Child & Family Team (CFT) meetings. In circumstances where a youth may be better served outside the home because of alleged behavioral issues and/or familial circumstances, a deputy probation officer conducts an initial screening of the case in collaboration with the SOS Committee. If the SOS Committee believes the youth should be removed from the home, the deputy probation officer initiates a Child and Family Team (CFT) meeting. CFT meetings are multidisciplinary meetings, held in partnership with the Behavioral Health Care Services Agency (BHCSA), to assess the youth's strengths and supports. The representative from the BHCSA schedules, facilitates, and documents the recommendations and plan established during the CFT meeting. During the meeting, the youth, family members, trusted adults, and caring professionals work together to seek alternatives to help the youth achieve positive behavioral goals and improve child safety, permanency, and well-being. The recommendations are then submitted by the deputy probation officer to the Juvenile Court for consideration.

Child and Family Team

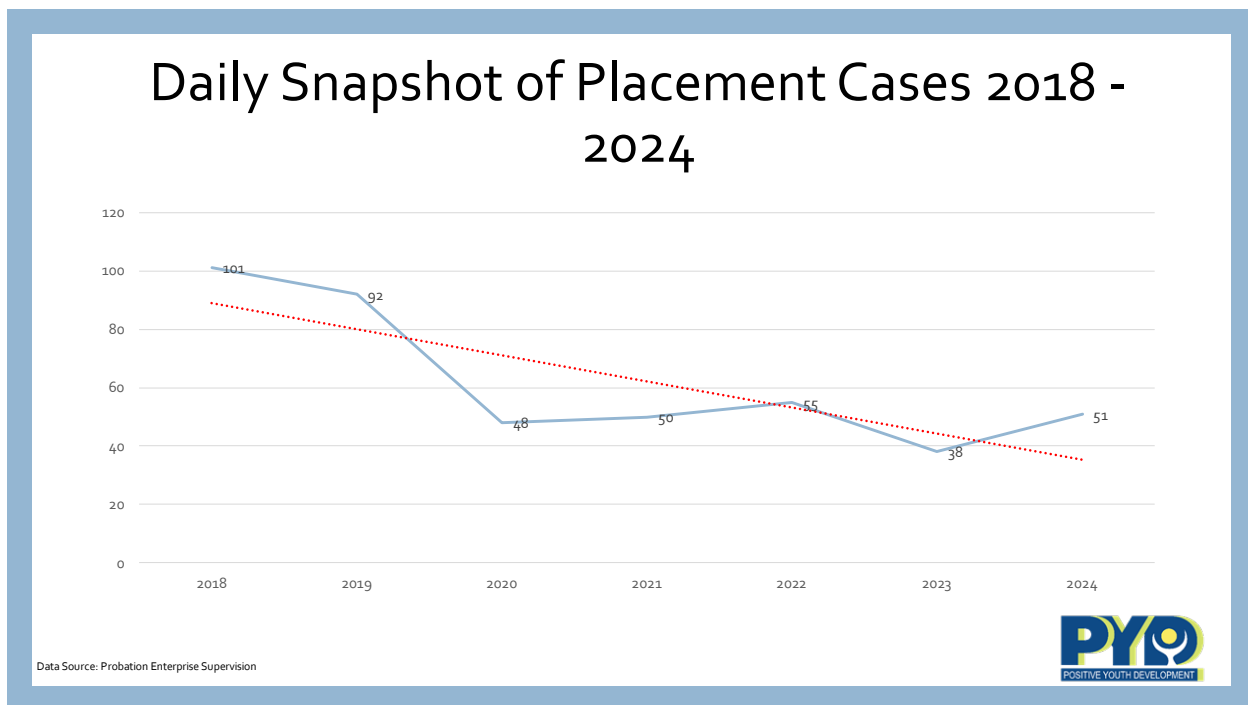
Should the SOS committee determine that an out-of-home placement is the most appropriate recommendation, a Child and Family Team Meeting is held.

Child and Family Team (CFT):

A group of people who work together to coordinate care and help reach goals for positive change for improving a youth's safety, permanency, and well-being. A CFT is usually attended by the youth, their family, caregiver, probation officer/social worker, and any others providing direct support to the youth.

Most youth are referred to Child and Family Team (CFT) meetings by Probation's Placement unit. Youth are also referred to CFTs by the Investigations unit and the Positive Youth Development Community Supervision program. In addition, youth are referred to CFTs prior to a placement order being issued by the Court.

Over the last six years, the number of youth ordered into Placement has decreased significantly. There was a 50% decrease in the number of youth in placement between 2018 and 2024.



ACPD has historically implemented various programs to address the treatment needs of youth, including several out-of-state options. These out-of-state programs were typically designated for youth with higher levels of criminality and greater mental health or behavioral challenges. However, Alameda County no longer places youth in out-of-state facilities. Instead, youth are now placed in Short-Term Residential Therapeutic Programs (STRTPs) within California or in Resource Family Homes, which may be out of state if they are with relatives.

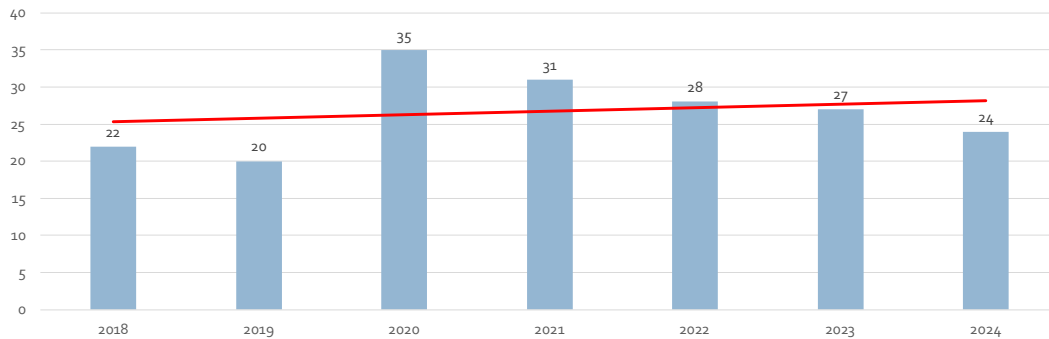
B. Identifying and Prioritizing Focus Areas

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

Alameda County is the seventh most populous county in California, with approximately 1,510,271 residents. It comprises 14 incorporated cities and several unincorporated communities, with Oakland serving as both the county seat and its largest city. The county is racially and ethnically diverse, with no single group forming a majority, according to the U.S. Census. Youth aged 10 to 17 make up about 10% of the total population, totaling approximately 149,857 individuals.

Youth from low-income neighborhoods are generally at higher risk of delinquency, and Alameda County follows this trend. Most youth referred to ACPD come from Oakland (50%) and Hayward (9%). Similarly, among youth on formal supervision, 47% reside in Oakland and 10% in Hayward.

Number of Youth Homicide Victims 2018 – 2024

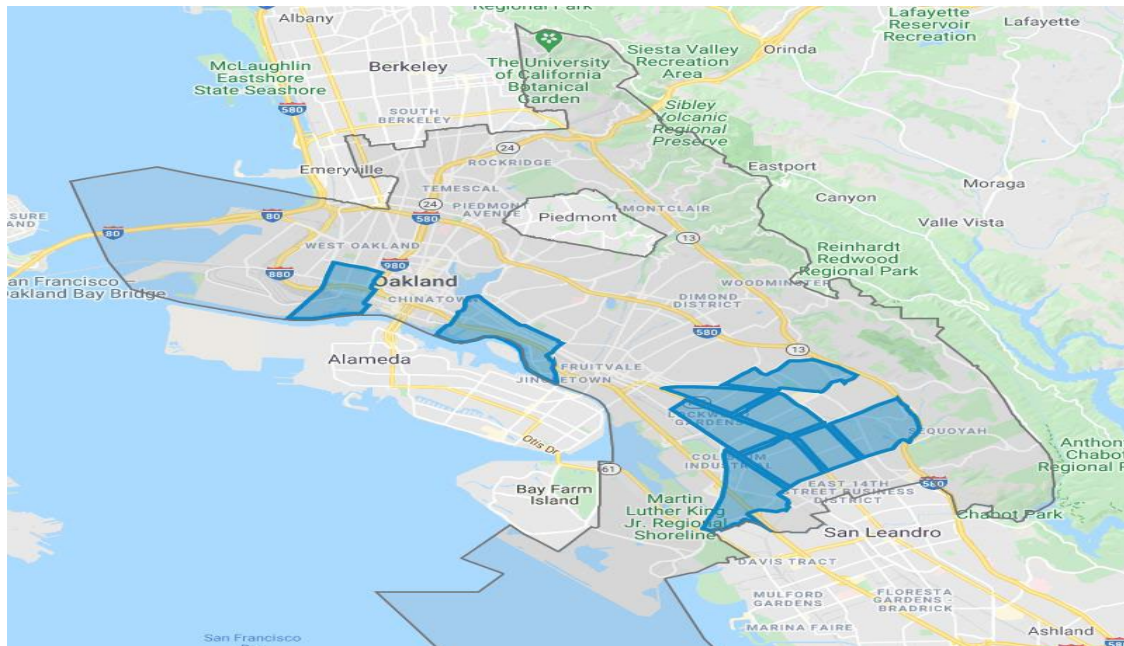


Data Source: Oakland Police Department
Youth homicide victims are between 10 – 25 years of age



In 2024, there were 24 youth homicides in the City of Oakland (an 11% decrease from the year before). Youth are at especially high risk of committing or being a victim of homicide, particularly African American and Latino males.

The highlighted blue sections on the map below show police beats within the City of Oakland most impacted by shootings with injuries. Most zip codes where probation youth reside fall into these police beats putting our young people at a higher risk of experiencing both trauma and violence daily.



Data were provided by the Oakland Police Department and are based on incident-based reporting instead of hierarchy-based reporting.

C. Juvenile Justice Action Strategy

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

The primary role of probation is to serve the courts, supervise adults and youth under its jurisdiction, and provide care and treatment for youth in its facilities. To ensure youth receive individualized support, case planning is a coordinated and collaborative process guided by evidence-based assessments. This approach involves input from youth, probation staff, behavioral health and education partners, and community service providers.

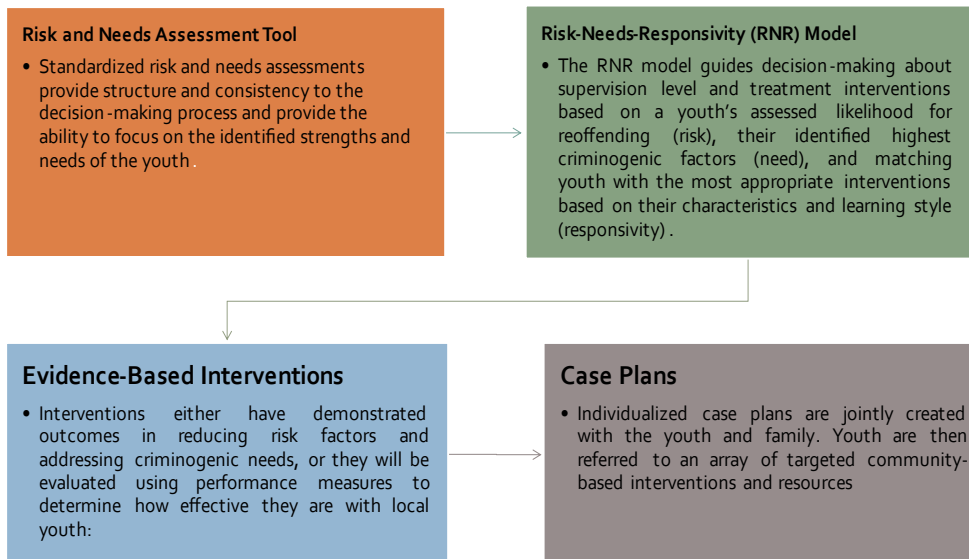
The Importance of Prevention in the Youth Justice System

Prevention plays a critical role in reducing youth involvement in the justice system for several key reasons:

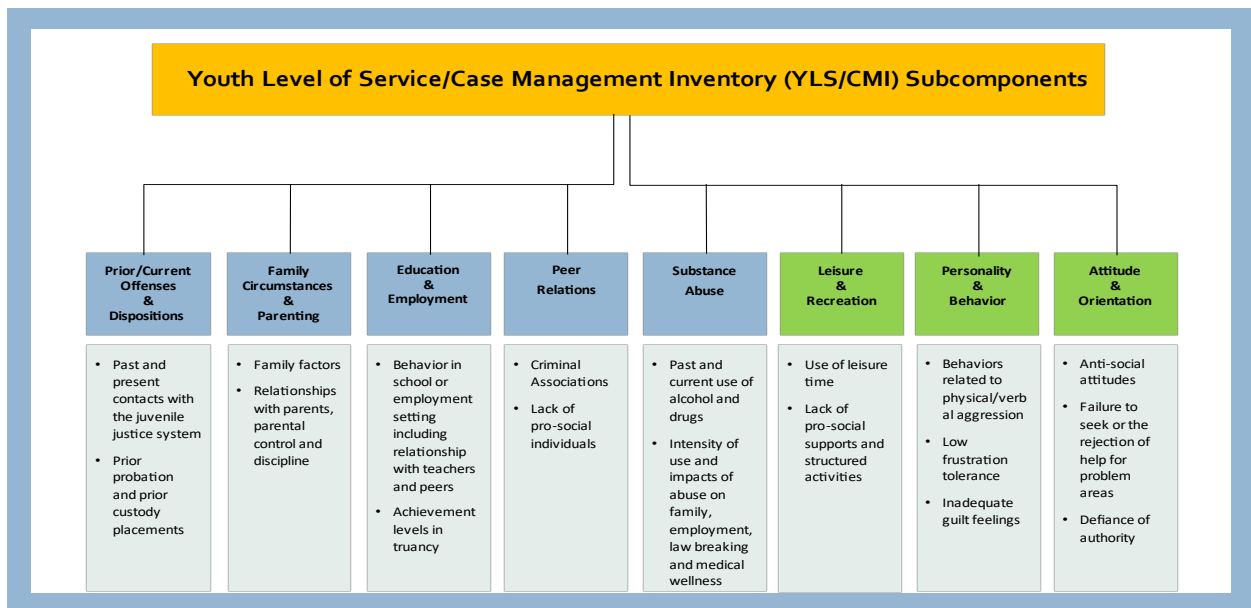
- **Reducing Recidivism:** By addressing root causes such as poverty, family instability, and substance use, prevention programs help lower the likelihood of youth reoffending.
- **Cost-Effectiveness:** Investing in prevention is more economical than managing the consequences of delinquent behavior, reducing costs associated with incarceration and long-term supervision.
- **Enhancing Public Safety:** Engaging youth in positive activities and support services reduces crime rates and strengthens community safety.
- **Promoting Positive Youth Development:** Prevention programs provide education, employment opportunities, mentorship, and social support, helping youth build resilience and make positive life choices.
- **Minimizing Stigmatization:** Justice system involvement can lead to long-term negative labels. Prevention efforts focus on diverting youth from the system to protect their futures.
- **Addressing Systemic Issues:** Prevention initiatives tackle broader social issues such as poverty and inequality, promoting equity and reducing the likelihood of delinquency.

By prioritizing prevention, the youth justice system fosters long-term positive outcomes for both young people and their communities.

Supervision Strategies

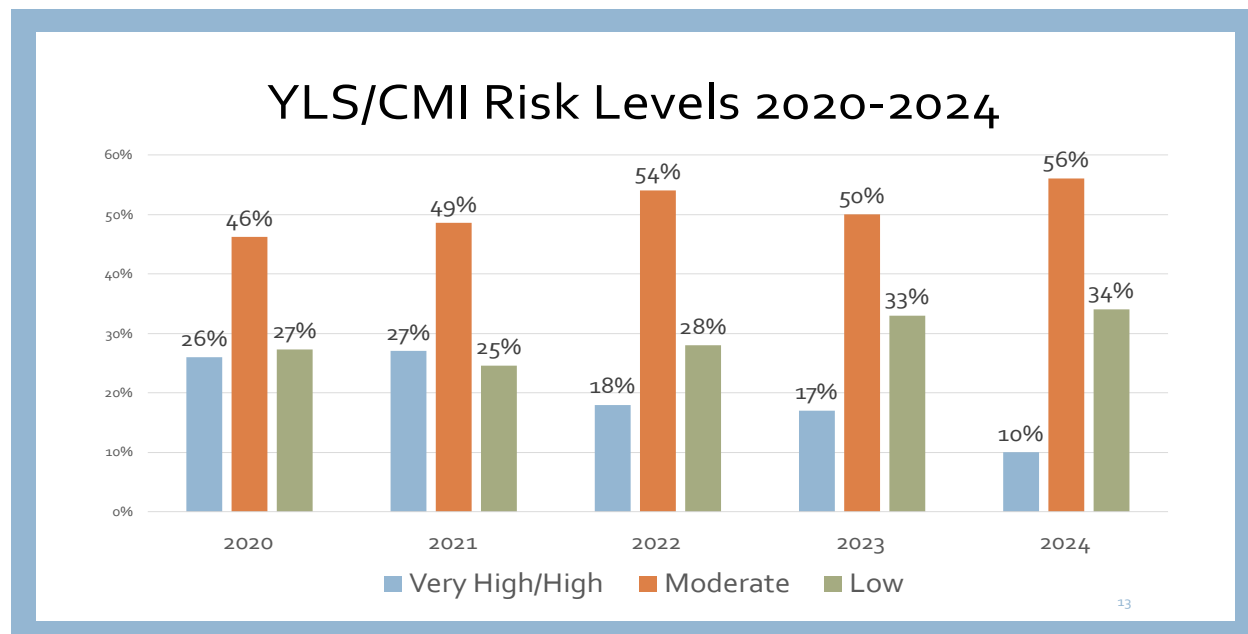


Before disposition, youth in Alameda County Probation undergo an assessment using the Youth Level of Service/Case Management Inventory™ (YLS/CMI™). This tool combines risk and needs assessment with case management to provide a comprehensive evaluation. The YLS/CMI helps probation officers, youth workers, psychologists, and social workers identify key factors such as the youth's needs, strengths, challenges, and motivators. It also assists in setting appropriate goals and developing an effective case management plan tailored to address the identified areas.



The results of the risk and needs assessment, along with other relevant factors, help inform recommendations to the Court regarding a minor’s probation status. These recommendations may include probation in the minor’s home, placement in a Camp, a Resource Family Home, or a Short-Term Residential Therapeutic Program (STRTP) facility.

Deputy Probation Officers (DPOs) manage a mixed caseload of low-, medium-, and high-risk youth. Using the **Youth Level of Service/Case Management Inventory™ (YLS/CMI™)**, they assess each youth’s risk of recidivism and identify their unique criminogenic needs and risk factors to develop appropriate intervention strategies.



Youth in Alameda County receive risk-based supervision through the Positive Youth Development Community Supervision Unit, which operates within their respective regions. Higher-risk youth receive more frequent contact, while lower-risk youth have less frequent supervision. Youth placed in out-of-home settings are overseen by the Placement Unit.

A Deputy Probation Officer (DPO) is specifically assigned to manage a gender-specific caseload, supervising female youth identified as being at risk for child sexual exploitation. During intake, all youth are screened using the Commercial Sexual Exploitation Identification Tool (CSE-IT)—an evidence-based tool designed to identify risk factors associated with exploitation. Through gender-responsive programming, ACPD enhances supervision and treatment strategies to reduce recidivism among female youth.

ACPD also works closely with the State Advisory Committee on Juvenile Justice and Delinquency Prevention (SACJJDP). This advisory group provides critical insight into youth justice issues and ensures that both federal and state funds are directed toward community-based support, with policy and practice decisions grounded in data.

Emphasis on Community-Based Diversion

ACPD prioritizes community-based diversion as the primary response to youth justice involvement, using detention only as a last resort. To support this, ACPD offers various alternatives, including community-based programs, home supervision, and GPS monitoring. These strategies have significantly reduced reliance on detention.

Transition Support for Detained Youth

Youth who are detained, including those from Camp and Placement, have access to the Transition Center (TC) upon release. The TC serves as a hub for sharing critical information with youth and their families, ensuring seamless coordination between Probation, Health/Mental Health, and Education services. ACPD takes a family-focused, trauma-informed approach to improve transitions and continuity of care. Key TC partners include:

- Behavioral Health
- Oakland Unified School District
- Alameda County Office of Education
- Public Health

The TC team also meets regularly to discuss newly detained youth, developing comprehensive transition plans from the point of intake.

Training & Professional Development

All Deputy Probation Officers (DPOs) and staff working directly with youth receive state-mandated core training, as well as additional specialized training to better understand youth potential and support their success. Examples of these trainings include:

- ADA in Corrections
- Crisis Intervention and Behavioral Health
- Diversity, Equity, and Inclusion (DEI) in the Workplace
- Drug Trends and Recognition
- Suicide Awareness and Prevention
- Think Trauma: Trauma-Informed Training for Justice Professionals

Strengthening Community-Based Support

ACPD is collaborating with Elevate Academy to expand and diversify community-based organizations (CBOs) that provide services to system-involved and at-risk youth. Elevate Academy supports organizations by offering funding, technical assistance, and infrastructure-

building training to help them secure and implement County contracts successfully. This initiative ensures that community-based providers are equipped to deliver effective services and track outcomes.

D. Comprehensive Plan Revisions

Describe how your Plan has been updated for this year:

No changes have been made to the plan this year except for adding a few new programs.

If your Plan has not been updated this year, explain why no changes to your plan are necessary:

We are planning to update our plan next year and will be including the following key priorities.

Enhancing Juvenile Justice Strategy: Key Priorities for next year's Annual Plan

1. Trauma-Informed Care

Youth who have experienced trauma are significantly more likely to become involved in the justice system due to its lasting impact. Trauma can shape behavior, decision-making, and emotional regulation, increasing the risk of justice involvement without proper support and intervention.

Accordingly, ACPD will prioritize Trauma-Informed Care. To ensure all juvenile justice services effectively address trauma, we will implement a comprehensive framework that integrates trauma-informed practices at every stage of intervention.

This includes:

- Providing ongoing training for staff and service providers on trauma-informed approaches.
- Implementing standardized assessments to identify trauma histories.
- Tracking key outcome metrics related to trauma-informed interventions, including reductions in recidivism, improved mental health indicators, and increased engagement in services.
- Identifying and strengthening partnerships with culturally relevant/responsive mental health professionals to provide specialized trauma-responsive care.
- Enhancing and developing services to effectively treat complex childhood trauma, including the cultivation of safe, stable, nurturing relationships and environments with the intention of creating and highlighting Positive Childhood Experiences (PCE).

2. Continuity of Care

Youth involved in the justice system require consistent and ongoing support to prevent recidivism and promote successful reintegration. To enhance continuity of care, we will:

- Develop structured transition plans for youth as they exit probation or detention settings.
- Expand and advocate for funding for mentorship and case management programs to ensure youth have a stable point of contact post-release.
- Strengthen coordination between probation, education, behavioral health, and community-based organizations (CBOs) to ensure uninterrupted service delivery.
- Utilize data-sharing agreements to track youth progress across systems and identify service gaps.
- Explore the possibility of paid internships/loan forgiveness in return for County service with the goal of retaining long term clinicians with lived experience and cultural competence.

3. Targeted Services for Specific Populations

Recognizing that different populations have distinct needs; we will tailor services to address disparities in outcomes. A particular focus will be on young Black men in Oakland and other marginalized groups by:

- Ensuring services are culturally responsive and community driven for the youth populations most in need and at-promise.
- Advocating for funding for and partnering with grassroots organizations that have established trust within these communities and prioritize referrals to these organizations, even if they are not part of the provider network.
- Implementing mentorship and workforce development programs that align with cultural and community needs.
- Using data to evaluate the effectiveness of targeted interventions and adjust as needed.
- Explore/Assess whether increased culturally responsive and community driven services are necessary for some female youth populations.

4. Collaborative Staffing of Cases

To improve case outcomes and reduce recidivism, we will implement a multidisciplinary approach to case management by:

- Establishing case review teams that include probation officers, social workers, mental health professionals, education and community service provider representatives.
- Implementing structured case conferencing models that facilitate comprehensive discussions on youth progress and needs.
- Addressing the cost implications of collaborative staffing by exploring sustainable funding sources.

5. Sustainability for Community-Based Organizations (CBOs)

CBOs play a vital role in providing services, but many rely heavily on probation funding, which poses sustainability challenges. To support long-term viability, we will:

- Advocate for increased funding, staffing, and capacity for local CBOs who serve youth with the highest need (African American boys in North County).
- Provide technical assistance to CBOs in accessing funding through CalAIM, private foundations, and other state/federal funding streams.
- Support CBOs in diversifying revenue sources, including partnerships with healthcare providers and educational institutions.
- Emphasize and support long term staff retention with CBOs to facilitate sustained positive youth/adult provider relationships.
- Secure letters of support from policymakers, community leaders, and stakeholders.
- Strengthen data collection to demonstrate the program's effectiveness and impact.
- Engage and partner with community-based organizations or programs that currently serve and have expertise in servicing African American boys, especially those at-promise or already engaged in or impacted by the youth justice system (even/especially if the organizations identified are not funded by probation).

6. Building Infrastructure for Medical Billing

To enhance service delivery and financial sustainability, we will support CBOs in developing capacity for medical billing through:

- Training CBOs on Medicaid and CalAIM billing procedures.
- Assisting organizations in implementing electronic health records (EHR) systems.
- Encouraging predictive modeling to align staffing with anticipated client needs.
- Partnering with healthcare agencies to create streamlined billing and reimbursement processes.

7. Outreach to Youth Who Are Victims

Many justice-involved youth have been victims of violence or trauma themselves. To better connect these individuals to resources, we will:

- Establish outreach programs that identify and support victimized youth who are both justice-involved and at-promise.
- Strengthen partnerships with victim service organizations to ensure access to trauma recovery resources for at-promise youth.
- Provide training for probation and community workers on recognizing and addressing victimization in justice-involved youth.

8. OK Program Expansion

The OK Program, which provides mentorship and support to young Black men, requires additional resources to expand its reach and impact. To support this effort, we will:

- Support the OK Program in securing increased funding and staffing at the local level.
- Secure letters of support from policymakers, community leaders, and stakeholders.
- Strengthen data collection to demonstrate the program’s effectiveness and impact.

9. Longevity of Care: Expanding CBO Service Capacity

Current limitations on service duration hinder long-term success for justice-involved youth. To expand the number of sessions CBOs can provide, we will:

- Assess current service caps and advocate for policy adjustments to allow for extended care.
- Advocate for and support innovative funding mechanisms to support prolonged engagement.
- Evaluate long-term outcomes associated with extended service provision to make data-driven policy recommendations.

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

A. Information Sharing and Data

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

The Alameda County Probation Department (ACPD) collects extensive data across various aspects of agency operations. In January 2019, ACPD implemented the cloud-based case management system, Enterprise Supervision, for the Adult Field Services Division, followed by the Positive Youth Development Division in October 2020. This system enables Deputy Probation Officers (DPOs) to track client demographics, contact history, case plan progress, and other essential data. Integrated with the Alameda County Superior Court, Enterprise Supervision provides real-time updates on court dates, sentencing decisions, arrests, warrants, and other critical information.

Enhancing Case Management and Efficiency

Enterprise Supervision streamlines case management by allowing staff to:

- Refer clients to community-based programs and services

- Access the system via desktop, laptop, or mobile application
- Generate automated reports for supervisors, stakeholders, and compliance requirements
- Improve data-driven decision-making to enhance programs, policies, and cost efficiency

With this system, reports that once took days or weeks to compile are now available instantly and can be customized. Using Microsoft Power BI, data can be displayed in interactive charts and graphs, making it easily interpretable for executives. Staff can also generate documents with pre-populated templates and upload paper documents digitally.

Enterprise Supervision also captures data on youth in Juvenile Hall and Camp Sweeney, maintains and scores Youth Level of Service (YLS) assessments, and provides access to court dockets, petitions, dispositions, co-responsible details, victims, and restitution information.

Commitment to Transparency and Public Data Sharing

To enhance transparency and collaboration, ACPD now publicly shares aggregate-level demographic data on probation clients via its website. Updated quarterly, these datasets include de-identified information on:

- Cities of residence
- Supervision types
- Race and ethnicity
- Age and gender

This initiative promotes government transparency, increases public awareness of probation services, and strengthens collaboration between government agencies and community organizations. The datasets and dashboards are among the first interactive public resources released by a probation department, providing valuable insights while maintaining client confidentiality.

Supporting Service Providers and Community Engagement

Feedback from community partners and county agencies indicates that these public dashboards are widely used to:

- Improve service delivery
- Support funding applications
- Enhance data-sharing between ACPD and service providers

Additionally, ACPD has integrated a provider portal within Enterprise Supervision to facilitate seamless data exchange with community-based organizations. Through the Mobius platform,

DPN providers also receive comprehensive service dashboards, ensuring effective collaboration and improved support for youth and families.

B. Juvenile Justice Coordinating Councils:

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

☒ Yes ☐ No

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

C. Funded Programs, Strategies and/or System Enhancements

Using the templates below, provide details for each program, strategy, and/or system enhancement that will be funded by the Juvenile Justice Crime Prevention Act (JJCPA), identifying any program that is co-funded with Youthful Offender Block Grant (YOBG) funds.

To include multiple programs, copy and paste the template fields "1. Program Name," "2. Evidence Upon Which It Is Based," and "3. Description" as many times as necessary.

JJCPA Funded Program, Strategy and/or System Enhancement

This template should be copied as many times as needed to capture every program, strategy, and system enhancement you plan to fund next year.

1. Program Name:

Positive Youth Development Community Supervision

2. Evidence Upon Which It Is Based:

Over the past several decades, we have gained significant insights into what works to improve public safety and outcomes for youth involved in the justice system. Across the United States, states and localities have increasingly applied this knowledge, leading to notable changes in how system-involved youth are managed and supported. For example, research has shown that removing young people from their homes disconnects them from vital family and social support networks, hinders their prosocial development, and is generally ineffective at preventing reoffending—especially for those at low risk of future delinquency (Fabelo et al. 2015; NRC 2013; Ryon et al. 2013). Between 1999 and 2015, the number of youth detained or placed out of home was halved. Many practitioners highlight this shift as one of the most impactful applications of research, though several gaps still remain (Love et al. 2016).

Research identifies five key probation practices that are essential to implementing a research-informed approach:

- Screening, assessment, and structured decision-making
- Case planning
- Matching services and promoting positive youth development
- Structuring supervision to foster long-term behavior change
- Incentivizing success and applying graduated responses

These practices closely align with evidence-based frameworks for supervision in criminal justice (see, for example, Crime and Justice Institute 2009; Taxman 2002, 2012; Taxman, Shepardson, and Byrne 2004).

3. Description:

The Positive Youth Development Community Supervision program offers enhanced services for youth by integrating the efforts of Deputy Probation Officers (DPOs), local law enforcement, and other youth-serving agencies, such as schools, recreation departments, and community-based organizations. These collaborative partnerships allow a multi-disciplinary team to work together, solving problems by supporting clients and their families. To better serve the community, probation staff are assigned to specific geographic areas.

The primary goal of Positive Youth Development Community Supervision is to provide clients and their families with the necessary services and support to promote stability and success within the community. This is achieved by fostering a therapeutic alliance, building trusting relationships, restoring hope, and demonstrating a genuine investment in achieving positive outcomes for the family. The team adopts a proactive, non-traditional approach, helping clients develop the skills needed to meet the Court's expectations. DPO offices are in the North, South, and Central regions of the county to effectively serve the diverse population.

Positive Youth Development Supervision

Positive Youth Development Supervision cases are assigned to the unit closest to the youth's residence. Additionally, the youth is assigned to a specific caseload based on the Youth Level of Service (YLS). The higher the YLS score, the increased frequency of contact with the youth.

Types of caseloads:

- Low
- Medium
- High

Community Supervision Units:

- North (Oakland)
- Central (San Leandro)
- South (Hayward)

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1. Program Name:

Centerforce

2. Evidence Upon Which It Is Based:

Young people transitioning out of youth justice residential placements face numerous challenges as they reenter their communities, homes, and schools/workforce. Reentry refers to the activities and tasks designed to prepare youth for their return to families and communities after being placed out of home.

Unfortunately, many youth face unstable home environments, struggle to stay in school, and lack the necessary skills for employment upon leaving secure care. Additionally, a significant number of youth involved in the justice system have mental health disorders, and coordinating support services in their home communities can be difficult until formal release. This gap in services often undermines the reentry process.

To improve the chances of success for youth reintegrating into the community, the justice system, related agencies, and communities must proactively plan for reentry as soon as youth enter the juvenile justice system. Coordination and collaboration between agencies and across services are essential at multiple stages of the reentry process (Nellis & Wayman, 2009, p. 5).

Effective reentry programs should ensure that youth receive the necessary services and supervision in the community. By fostering improved family relationships, reintegration into school, and the development of independent life skills, successful programs help youth build resilience and positive development, diverting them from delinquent and other problematic behaviors (Nellis & Wayman, 2009, p. 5).

3. Description:

Centerforce is a prominent provider of reentry services, dedicated to supporting individuals with a history of incarceration, as well as their families and communities. Centerforce offers evidence-based programs that represent best practices in reentry. The organization provides comprehensive services both during incarceration and throughout the reentry process after release.

One of their key offerings, the Centerforce Parenting Program (CPP), leverages their expertise in parent coaching, case management, and parenting classes to reduce youth justice involvement and strengthen family relationships. Centerforce works closely with justice-involved and at-risk youth, along with their parents, to improve parenting skills, foster greater youth-parent engagement, and ultimately reduce youth delinquency.

1. Program Name:

The City of Fremont

2. Evidence Upon Which It Is Based:

Cognitive-Behavioral Therapy (CBT) is a problem-focused approach designed to help individuals identify and change the dysfunctional beliefs, thoughts, and behaviors that contribute to their challenges. The core principle of CBT is that thoughts influence emotions, which, in turn, affect behaviors. CBT integrates two highly effective types of psychotherapy: cognitive therapy and behavioral therapy.

Cognitive therapy focuses on thoughts, assumptions, and beliefs. It encourages individuals to recognize and modify faulty or maladaptive thinking patterns. This form of therapy helps individuals gain control over inappropriate, repetitive thoughts that often trigger or sustain various issues (Beck, 1995).

Behavioral therapy, on the other hand, targets specific actions and environmental factors that either reinforce or alter behaviors. When combined, cognitive and behavioral therapies have proven to be highly effective in promoting positive change (Skinner, 1974; Bandura, 1977).

3. Description:

The City of Fremont offers trauma-focused Cognitive Behavioral Groups that provide youth with tools to manage stress, alter negative thinking and behavior patterns, and enhance self-awareness. Additionally, the city provides Parent Classes & Support Services designed to help parents learn effective, positive parenting strategies and connect with community resources that support their efforts. The goal of these parenting classes is to strengthen and empower families by developing self-advocacy skills and improving parenting techniques.

1. Program Name:

Fresh Lifelines for Youth (FLY)

2. Evidence Upon Which It Is Based:

Over the past decade, mentoring programs for disadvantaged children and adolescents have gained significant attention as an effective strategy for enriching young lives. These programs address the need for positive adult interaction, offering one-on-one support and advocacy for those who need it (Freedman, 1992).

In a mentoring relationship, adult volunteers and participating youth make a meaningful commitment of time and effort to build connections focused on personal, academic, or career development, as well as growth in social, athletic, or artistic areas (Becker, 1994).

3. Description:

Fresh Lifelines for Youth (FLY) is dedicated to preventing juvenile crime and incarceration by offering legal education, leadership training, and one-on-one mentoring. FLY provides cognitive behavioral groups for youth in Hayward through its Law Program, an innovative law-related education and life skills training initiative. The program is taught over 12 weekly sessions by FLY staff and volunteers at alternative/continuation schools and community-based locations.

FLY's nationally recognized curriculum, supported by the OJJDP's law-related educational research, is an interactive, evidence-based program designed to engage youth through role-plays, debates, and mock trials. These activities not only capture the youth's interest but also educate them about the law and the consequences of crime.

1. Program Name:

Youth Uprising (YU)

2. Evidence Upon Which It Is Based:

The principles of positive youth development emphasize that most young people can grow up successfully and avoid negative behaviors if they have access to a range of social resources that promote healthy development and discourage harmful actions. By focusing on positive development goals when working with young offenders, the juvenile justice system could adopt a more effective framework for service delivery. This approach is particularly beneficial for younger juveniles or those involved in less serious offenses (Butts, et al., 2005).

3. Description:

Youth Up Rising (YU) is a community transformation hub based in East Oakland, dedicated to enhancing the health and economic vitality of the area by empowering youth and young adults. YU's mission is to create positive change in East Oakland by fostering leadership development among youth while improving the systems that influence them. Serving youth and young adults ages 13 to 24, YU offers integrated services in three core areas: Career & Education (C&E), Health & Wellness (H&W), and Arts & Expression (A&E).

In addition to daily trauma-informed programming, YU runs a social enterprise that provides sector-specific skills training in high-demand fields such as food and hospitality management,

landscaping, and digital arts. YU believes that through comprehensive programming and the support of caring adults, youth can build social-emotional skills, develop the tools needed to thrive, and reduce risky behaviors that may hinder their success.

1. Program Name:

Cross-Age Mentoring Program (CAMP)

2. Evidence Upon Which It Is Based:

Cross-age peer mentoring is a long-term, sustained relationship in which an older peer helps guide a younger mentee's development of interpersonal skills and self-esteem, while fostering a sense of connection and positive attitudes (Karcher, 2005). Older adolescent mentors, who are often from the same community as their mentees, tend to be more accessible than adult or college mentors due to fewer responsibilities (Grossman, Chan, Schwartz, & Rhodes, 2012), which may result in a greater impact (Karcher, 2005). These teen mentors help reduce cultural barriers and can create lasting, positive social networks.

Research shows that older peer mentors have been effective in promoting various positive outcomes for mentees, including increased school connectedness and academic achievement (Karcher, 2005; Karcher, Davis, & Powell, 2002; Westerman, 2002; Johnson, Simon, & Mun, 2014), as well as enhanced social competence and prosocial behavior (Karcher, 2005; Herrera, Kauh, Cooney, Grossman, & McMaken, 2008; Bowman & Myrick, 1987; Sheehan, DiCara, LeBailly, & Christoffel, 1999). Additionally, the mentoring relationship is bidirectional, meaning that mentors also benefit by improving their interpersonal skills, leadership abilities, knowledge of child development, and personal growth (Herrera et al., 2008).

3. Description:

The Cross-Age Mentoring Program (CAMP) is a school-based peer mentoring initiative where high school students mentor middle school students on a one-on-one basis. The program aims to enhance high school students' leadership and relationship-building skills, foster a sense of community service, and strengthen academic engagement. At the same time, it seeks to boost the self-esteem, academic success, and school, family, and future connections of middle school mentees.

1. Program Name:

Youth Alive!

2. Evidence Upon Which It Is Based:

Violence interrupters are individuals, often with personal experience in high-risk communities or prior involvement in gangs, who act as mediators to prevent violence, particularly gang-related violence. They use their knowledge of local dynamics, trust built within the community, and relationships with key individuals to intervene in potentially violent situations before they escalate. By engaging directly with those involved in conflicts, violence interrupters work to

defuse tensions, offer alternatives to violence, and facilitate communication between opposing parties. Their role often includes interrupting retaliatory violence, providing conflict resolution, and connecting individuals with support services to reduce long-term violence risks. The goal is to break the cycle of violence through proactive, on-the-ground intervention and by addressing underlying tensions before they lead to harm (National Gang Center, Office of Justice Programs, 2022).

3. Description:

The threat of violence in Oakland's streets remains constant and ever-changing. Youth ALIVE!'s intervention programs and Violence Interrupters work directly with young people caught in the cycle of violence, stepping into high-tension situations to prevent retaliation, de-escalate conflicts, and offer pathways to a safer and healthier future.

Through the Caught in the Crossfire (CiC) program, Youth ALIVE! Intervention Specialists meet with young victims of violence at their hospital bedsides to: 1) urge them, along with their friends and family, to avoid retaliation; and 2) provide practical support and a clear path toward safety and healing.

1. Program Name:

Union City Youth & Family Services

2. Evidence Upon Which It Is Based:

The core principle of Cognitive Behavioral Therapy (CBT) is that thoughts influence emotions, which in turn affect behaviors. CBT integrates two highly effective forms of psychotherapy: cognitive therapy and behavioral therapy. Cognitive therapy focuses on thoughts, assumptions, and beliefs, encouraging individuals to identify and alter maladaptive thinking patterns. This approach helps individuals gain control over repetitive, inappropriate thoughts that often trigger or reinforce various issues (Beck, 1995). On the other hand, behavioral therapy emphasizes specific actions and environments that can either change or sustain behaviors. When combined, cognitive and behavioral therapy proves to be particularly effective (Skinner, 1974; Bandura, 1977).

The principles of positive youth development suggest that most youth can thrive and avoid problematic behavior if they are connected to a range of social resources that support healthy development. Focusing on positive developmental goals when working with young offenders can offer the juvenile justice system a fresh and compelling framework for service delivery. This approach is especially effective for younger juveniles and those charged with less serious offenses (Butts, et al., 2005).

3. Description:

Union City Youth & Family Services offers an innovative community school model, serving as the anchor organization for over 40 regional partners. Through collaboration with educators,

employers, public officials, social service providers, and local residents, they create an integrated system of care that supports the community from cradle to retirement, utilizing evidence-based practices.

The organization provides trauma-focused Cognitive Behavioral Groups, helping youth manage stress, alter negative thought patterns and behaviors, and enhance self-awareness. Additionally, Union City Youth & Family Services offers financial coaching, employment readiness skills, and personalized life and career coaching to support youth in their growth and development.

1. Program Name:

Raising Leaders Program

2. Evidence Upon Which It Is Based:

While it is essential to hold youth accountable for their status offenses and delinquent acts, it is equally important to provide them with opportunities to develop the skills needed to become productive, law-abiding citizens. One effective way to achieve this is by offering training and employment opportunities that help these youth successfully transition into the labor market, which can, in turn, reduce the likelihood of recidivism. This is especially crucial for court-involved youth, but the challenge lies in the lack of collaboration between those focused on employment and training and those working directly with justice-involved youth.

The link between joblessness and crime, as well as between job preparation and earning potential, highlights the need to address this gap in collaboration. Youth crime and the readiness of justice-involved youth to enter the labor market are pressing issues across the nation. While many promising programs exist to address job-training needs for at-risk youth, justice-involved youth face unique challenges that require tailored, collaborative solutions.

The lack of alignment between policymakers and practitioners in both youth justice and workforce development sectors has hindered progress in creating effective pathways for court-involved youth to enter the workforce. To remove the barriers preventing these youth from participating in the workforce, it is critical that policymakers and workforce development professionals work together to forge solutions (Juvenile Justice and Delinquency Prevention, November 2000).

3. Description:

The Raising Leaders Program is an eight-week workshop series conducted online via Microsoft Teams. The program aims to equip students with essential life skills in areas such as Interview & Employability Skills, Financial Awareness, Career Exploration, and Educational Opportunities. Upon completion, students will have a broader understanding of the various careers available within their community. Those who successfully complete the program will be eligible for a paid internship.

Throughout the workshop series, students will develop skills in Interview & Employability Skills, Financial Awareness, Career Exploration, and Educational Opportunities. The program features guest speakers from a diverse range of professions, including Judges, Nurses, Firefighters, California Highway Patrol officers, Comerica Bank representatives, and other local leaders from cities, districts, and Alameda County departments.

The custom-tailored workshops are designed to teach students crucial life skills while also preparing them to become the next generation of professionals in the workforce. Students will learn about career fields of interest, understand what is expected in interviews, and receive tips on how to succeed in the job application process. Most importantly, students will gain the confidence and tools needed to move forward in their careers and personal lives.

Upon completion of the eight-week series, students will earn five elective credits, receive an updated resume, receive certificates from local politicians, and earn a CHP START SMART Certificate.

1. Program Name:

Catholic Charities of the East Bay

2. Evidence Upon Which It Is Based:

Cognitive-Behavioral Therapy (CBT) is a problem-focused approach designed to help individuals identify and change the dysfunctional beliefs, thoughts, and behaviors that contribute to their challenges. The core principle of CBT is that thoughts influence emotions, which, in turn, affect behaviors. CBT integrates two highly effective types of psychotherapy: cognitive therapy and behavioral therapy.

Cognitive therapy focuses on thoughts, assumptions, and beliefs. It encourages individuals to recognize and modify faulty or maladaptive thinking patterns. This form of therapy helps individuals gain control over inappropriate, repetitive thoughts that often trigger or sustain various issues (Beck, 1995).

3. Description:

Catholic Charities of the East Bay has been dedicated to supporting individuals facing challenging circumstances, helping them build greater independence and move forward in life. One of their key programs is a 10-week youth program that blends restorative practices with cognitive behavioral therapy. This program includes eight 2-hour weekly meetings, and two Saturday workshops (4-6 hours each) focused on fostering healthy communities and repairing harm.

The groups, consisting of 10-15 participants, typically start with two groups for the initial cycles. These meetings are held at Sacred Heart Church in Oakland on Wednesdays and Thursdays. The Saturday workshops are a collaborative effort with the school-based Health Alliance and other community organizations, all of whom are dedicated to supporting young people.

1. Program Name:

Midnight Basketball-JJCPA

2. Evidence Upon Which It Is Based:

Midnight Basketball is a prime example of a new wave of community-focused programs aimed at strengthening the social fabric of inner-city neighborhoods. Research on Midnight Basketball shows that the benefits of investing in this program far outweigh those of many widely endorsed punitive and paternalistic policies. The program has been shown to reduce crime rates in targeted areas, offer a safe space for participants and spectators to engage in positive social activities, redirect the energy of gang members toward constructive pursuits, and significantly enhance the educational and career aspirations of those involved (Ferrell, et al., 1996).

3. Description:

Since its return to Oakland in the summer of 2018, the Alameda County Probation Department (ACPD) has proudly supported the Oakland Midnight Basketball League (OMBL). The OMBL is a violence-reduction and youth-development program with three main objectives: 1) to provide a safe activity during the late hours when violence typically increases in Oakland; 2) to connect participants and attendees with valuable community resources and services; and 3) to foster positive relationships between players, their peers, and adult mentors.

Each season, youth and young adults ages 16-25 participate in the league, which includes 12-16 teams over an eight-week period. Games are played between 9:00 pm and 1:00 am, with players required to attend a one-hour life skills workshop before each game. These workshops aim to connect players with resources and opportunities in areas like employment, legal aid, and parenting. Additionally, players and spectators receive a free meal each week from a rotating selection of food trucks.

The OMBL is the result of a collaborative partnership between four public entities: the Alameda County Probation Department, the Oakland Safety Impact Table, the Oakland Police Activities League (OPAL), and Oakland Unite, a division of the City of Oakland's Human Services Department. The Alameda County Probation Department is a key funder and recruits youth on probation to participate. The Oakland Safety Impact Table handles fundraising, communication, evaluation, and purchasing. OPAL oversees league operations, including recruiting players, managing team rosters, organizing schedules, coordinating referees, and handling game-day logistics. Oakland Unite leads the player workshops, inviting relevant organizations to speak and utilizing violence interrupters to recruit participants.

1. Program Name:

Alameda Family Services

2. Evidence Upon Which It Is Based:

Understanding the impact of mental health issues on justice-involved youth presents challenges for research, policy, and practice. While mental health disorders are typically not considered risk factors for criminal behavior within the risk-needs-responsivity (RNR) framework of correctional psychology, the prevalence of such issues is notably high. RNR principles indicate that mental health can act as a responsivity factor, potentially influencing the effectiveness of interventions aimed at addressing criminogenic needs (McCormick et al., 2017).

3. Description:

Alameda Family Services offers a range of school-based, early childhood, family support, and clinic/community behavioral health services.

The Clinic and Community Behavioral Health Division provides counseling for families, children, adults, couples, and groups. Services are delivered by licensed clinicians and professional therapists-in-training under the supervision of licensed clinical supervisors. These services are available in English, Spanish, and Mandarin, and include:

- Family therapy for children and adolescents
- Therapy for youth on probation
- Individual or family therapy for adults
- Couples counseling
- Psychological assessments
- Group therapy
- Alameda County Medi-Cal eligible child-parent psychotherapy
- Counseling at Alameda Point Collaborative
- Referrals and resources

All services are also available via Telehealth.

Psychological assessments focus on attention, executive functioning, academic/learning disorders, and social-emotional functioning.

1. Program Name:

Berkeley Youth Alternatives (BYA)

2. Evidence Upon Which It Is Based:

The concept of positive youth development suggests that most young people can thrive and avoid negative behaviors if they are connected to various social resources that promote healthy growth and discourage harmful actions. Focusing on positive development goals when working

with young offenders may offer the juvenile justice system a fresh and effective framework for service delivery, particularly for younger juveniles and those charged with less severe offenses (Butts, et al., 2005).

3. Description:

Berkeley Youth Alternatives (BYA) is a community-based organization with a vision to provide a safe and supportive environment for all children, youth, and families in their community. BYA aims to help individuals reach their fullest potential, fostering the freedom to develop personal skills and unique perspectives on the world.

BYA's mission is to support children, youth, and families by addressing challenges through Prevention—engaging youth before problems escalate—and Intervention, providing services to those involved in the juvenile justice system. BYA works to build the capacity of individuals to realize their innate potential.

The organization's holistic services are designed to transform “at-promise individuals” into “individuals with promise.” This is achieved through a continuum of care that focuses on three core areas: Education, Health and Well-Being, and Economic Self-Sufficiency. To implement this approach, BYA assembles diverse teams of professionals from fields such as education, mental health, workforce development, and recreation, who work together to address the psycho-social, emotional, and economic needs of the community's most vulnerable members. BYA meets individuals where they are and builds upon their unique talents, inspiring them to reach their full potential with staff who act as coaches and mentors, guiding them to take charge of their own futures.

BYA is committed to diversity and providing culturally competent, holistic services that enhance the lives of children, youth, and families. The organization strives to amplify the voices of the voiceless and advocate for the underserved, working to reform the educational, youth justice, foster care, and healthcare systems. BYA seeks to provide individuals and families with the opportunities they need to reach their potential and control their own destinies. Ultimately, BYA is dedicated to empowering the next generation and repairing the harm caused by political, educational, and economic systems, helping those most vulnerable to live their best lives.

1. Program Name:

Carl B. Metoyer Center for Family Counseling

2. Evidence Upon Which It Is Based:

Understanding the impact of mental health issues on justice-involved youth presents challenges for research, policy, and practice. While mental health problems are typically not considered risk factors for criminal behavior under the risk-needs-responsivity (RNR) framework in correctional psychology, their prevalence among youth is notably high. According to RNR principles, mental health can function as a responsivity variable, meaning it may influence the effectiveness of interventions aimed at addressing criminogenic needs (McCormick, et al., 2017).

3. Description:

The Carl B. Metoyer Center for Family Counseling provides a variety of culturally sensitive mental health services to youth and their families, including prevention, early intervention, clinical case management, and collaboration with community support services.

The center primarily offers family counseling for families with youth aged 7 to 18 years. Clinical case managers work with youth and their families to assess and prioritize immediate needs, as well as address underlying risk factors contributing to the referral. The center also provides crisis intervention services for youth placed at local crisis receiving homes. Additionally, the center offers family counseling and case management for students referred by the Oakland Unified School District's Student Attendance Review Board (OUSD SARB) and the Alameda County Truancy Mediation Program, aiming to help habitually truant students improve school attendance and avoid involvement with the justice system.

1. Program Name:

City of Hayward - Youth and Family Services Bureau

2. Evidence Upon Which It Is Based:

The principles of positive youth development propose that most young people can grow up successfully and steer clear of trouble if they are connected to a range of social resources that support healthy development and prevent harmful behavior. Focusing on positive development goals when working with young offenders could offer the juvenile justice system a fresh and effective framework for service delivery, particularly for younger juveniles and those facing less severe charges (Butts, et al., 2005).

3. Description:

The Youth & Family Services Bureau (YFSB) is a unique division of the Hayward Police Department, where police officers and professional counselors work together to provide a variety of services to the residents of Hayward. For over 40 years, YFSB has been dedicated to helping families thrive at home, in school, and within the community. The bureau aims to strengthen the Hayward community by creating opportunities for children to grow up in safe, healthy neighborhoods and schools.

YFSB's dedicated staff works to reduce delinquency and crime through a wide range of services tailored to meet the specific needs of each family. While law enforcement can sometimes be part of the solution when a child is facing trouble, YFSB recognizes that other approaches may be more effective in certain situations. By combining the expertise of both officers and counselors, YFSB ensures that each family's unique needs are properly assessed.

In addition to its intervention services, YFSB offers various prevention programs designed to help youth avoid trouble and engage with their peers and community in positive ways. The programs and services provided by YFSB include:

- Family Counseling, Crisis Intervention, and Case Management
- School Resource Officer Program
- School-Based Counseling Program
- Youth Diversion Program
- Junior Giants Summer Baseball Program
- Police Explorer Program

1. Program Name:

Eden Counseling Services

2. Evidence Upon Which It Is Based:

Understanding the impact of mental health issues on justice-involved youth presents challenges for research, policy, and practice. While mental health problems are typically not considered risk factors for criminal behavior within the risk-needs-responsivity (RNR) framework of correctional psychology, their high prevalence rates cannot be overlooked. According to RNR principles, mental health may act as a responsivity variable, potentially influencing the effectiveness of interventions aimed at addressing criminogenic needs (McCormick, et al., 2017).

3. Description:

Eden Counseling's mission is to offer affordable, professional, and confidential counseling services to youth, adults, couples, and families in Alameda County. With over 20 years of experience, Eden Counseling Services provides a compassionate and multicultural environment for individuals and families navigating times of stress or crisis.

Specializing in family therapy, Eden places particular emphasis on addressing teen-related issues. The focus is on fostering positive solutions to help heal relationships and resolve challenges, empowering youth and families to thrive in their own unique ways.

Eden Counseling also offers the following services:

- School-based anger management groups
- Cognitive behavioral groups for teens
- Crisis shelter home for at-risk youth
- School-based counseling

1. Program Name:

Bay Area Community Resources, Inc. - Probation Youth Employment Program

2. Evidence Upon Which It Is Based:

Encountering the youth justice system often sets off a complex cycle of bias, racial discrimination, and structural barriers that can hinder young people from leading healthy and productive lives. One significant factor that can make a difference is workforce development, particularly approaches that combine education with occupational training. These programs, which also offer support services, paid work experiences, and opportunities to connect with caring adults, can provide crucial opportunities for youth (O’Sullivan, K., Spangler, D., Showalter, T., & Bennett, R. (2020). Job Training for Youth with Justice Involvement: A Toolkit. National Youth Employment Coalition).

3. Description:

Bay Area Community Resources, Inc. (BACR) is dedicated to promoting the healthy development of individuals and families, fostering service and volunteerism, and strengthening communities. BACR achieves its mission by (1) offering direct school- and community-based services, (2) connecting volunteers with opportunities to best serve their communities, and (3) building and enhancing the communities they serve, empowering members and institutions to create meaningful change.

Guided by a set of core values and beliefs, BACR shapes its approach to services, personnel recruitment, and professional development. Annual program evaluations consistently highlight positive outcomes, including improved youth development, better school performance, and enhanced family functioning.

1. Program Name:

Safe Passages

2. Evidence Upon Which It Is Based:

Engaging with the youth justice system often sets in motion a complex web of bias, racial discrimination, and structural barriers that can obstruct young people from living healthy, productive lives. A key factor that can make a significant difference is workforce development, particularly strategies that combine education with occupational training. These approaches, which also provide support services, paid work experiences, and opportunities to connect with caring adults, can have a profound impact on youth (O’Sullivan, K., Spangler, D., Showalter, T., & Bennett, R. (2020). Job Training for Youth with Justice Involvement: A Toolkit. National Youth Employment Coalition).

3. Description:

Safe Passages breaks the cycle of poverty by engaging youth and families, operating on the belief that access to education, health services, and family support should not be determined by race or socio-economic status. It emphasizes that healthy, supported young people are better equipped to learn, succeed, and become the next generation of community leaders. Safe

Passages Family Resource Centers are committed to helping families access services that address immediate needs and provide pathways to financial independence.

1. Program Name:

Intensive Case Management (ICM) – Seneca Family Agencies

2. Evidence Upon Which It Is Based:

Systems of care for children with serious emotional disturbances and their families have often been lacking in intensive, community-based programs.

Mental health challenges are the primary health issue faced by adolescents and young adults in the developed world today. Epidemiological studies have shown that mental disorders are most prevalent and contribute significantly to the overall burden of disease in individuals aged 15 to 24. However, young people in this age group are the least likely to seek mental health services. This presents a significant problem, as untreated or poorly managed mental health conditions are linked to ongoing disability, including impaired social functioning, poor academic performance, unemployment, substance abuse, and violence—often leading to a cycle of dysfunction and disadvantage that is difficult to overcome. Many young people are hesitant to discuss emotional issues with a general practitioner, if they even have one, and traditional mental health services, which are typically designed for children or older adults, can feel alienating to them (Rosemary Purcell, et al. 2011).

3. Description:

Intensive Case Management (ICM) at Seneca Family Agencies provides tailored case management services for youth with significant mental health needs, with a strong emphasis on family engagement. ICM uses a team-based approach, bringing together key stakeholders, including the Court, behavioral health care providers, probation officers, and community-based intensive case management providers. The primary goal of ICM is to reduce out-of-home placements and increase family involvement for this specific population.

Probation officers and clinicians offer essential community support and services for youth, providing critical input to the Court on a weekly basis. The treatment model follows a wraparound approach, where multiple team members—including a clinician, parent partner, and youth counselor—work with the youth for a period of 12 to 18 months or until the youth is discharged from probation. Youth and their caregivers meet with the team multiple times a week. Case management and referral services are integral components, aiming to stabilize the youth in their home environment.

1. Program Name:

Horizons Family Counseling-The City of Livermore

2. Evidence Upon Which It Is Based:

Status-offending behavior often signals deeper personal, familial, community, and systemic issues, much like the risk factors associated with general offending. These underlying challenges can contribute to delinquent behavior later in life, increasing the risk of drug use, victimization, engagement in risky behaviors, and heightened physical and mental health issues, including addiction (Greenwood and Turner, 2011; Chuang and Wells, 2010; Buffington, Dierkhising, and Marsh, 2010; Henry, Knight, and Thornberry, 2012; Mersky, Topitzes, and Reynolds, 2012). There is significant evidence showing that less serious forms of delinquency often precede more severe delinquent acts (Huizinga, Loeber, and Thornberry, 1995; Elliott, 1994).

Research has shown that community-based programs are often more effective than detention in preventing future criminal behavior (Hughes, 2011; Holman and Ziedenberg, 2006; Kendall, 2007; Salsich and Trone, 2013; Petittclerc et al., 2013).

3. Description:

Horizons Family Counseling, a division of the Livermore Police Department, was established in 1973 after the City Manager received a grant for a Juvenile Delinquency Prevention Program. Since its founding, Horizons has expanded to provide a range of services for Tri-Valley families and their children, including family counseling, case management, and parent training. Currently, the Alameda County Probation Department funds approximately half of Horizons' services, with the remaining funding coming from the Cities of Livermore, Pleasanton, and Dublin.

Horizons offers a variety of programs, including Family Counseling, which supports Tri-Valley youth under 18 and their families in improving relationships during times of stress. Crisis Intervention services are available to assist youth and families facing issues such as running away, truancy, and out-of-control behaviors. Additional services include case management and on-site school counseling at select Livermore schools. Livermore Police Department Diversion Counseling is also provided for Livermore youth who qualify after a first-time offense.

1. Program Name:

The Youth Employment Partnership- Probation Employment Program

2. Evidence Upon Which It Is Based:

Encountering the youth justice system often initiates a complex web of bias, racial discrimination, and structural barriers that can hinder young people from leading healthy and productive lives. A key factor that can make a significant difference is workforce development, especially programs that integrate education with occupational training. These programs also provide support services, paid work experiences, and opportunities to connect with caring adults, which can significantly improve outcomes for youth (O'Sullivan, K., Spangler, D., Showalter, T., & Bennett, R. (2020). *Job Training for Youth with Justice Involvement: A Toolkit*. National Youth Employment Coalition).

3. Description:

The Youth Employment Partnership (YEP) is dedicated to creating meaningful change and transformative outcomes for its youth participants. In addition to job placement, YEP provides educational support, workforce training, vital resources, and real opportunities for young people seeking a growth partner. YEP offers job readiness training, education, and summer employment opportunities for at-risk youth and young adults in Oakland. The organization also provides a variety of job training and educational programs for individuals ages 18 to 24.

1. Program Name:

East Bay Agency for Children (EBAC)

2. Evidence Upon Which It Is Based:

Truancy often signals deeper personal, familial, community, and systemic issues, similar to the risk factors that contribute to general offending. These underlying problems can sometimes lead to delinquency later in life, increasing the risk for drug use, victimization, engagement in risky behaviors, and a higher likelihood of physical and mental health challenges, including addiction (Greenwood and Turner, 2011; Chuang and Wells, 2010; Buffington, Dierkhising, and Marsh, 2010; Henry, Knight, and Thornberry, 2012; Mersky, Topitzes, and Reynolds, 2012). There is substantial evidence indicating that less serious forms of delinquency often precede the development of more serious criminal behavior (Huizinga, Loeber, and Thornberry, 1995; Elliott, 1994).

Research shows that community-based programs can be more effective than detention in preventing future crime among young people (Hughes, 2011; Holman and Ziedenberg, 2006; Kendall, 2007; Salsich and Trone, 2013; Petitclerc et al., 2013).

3. Description:

Since 1952, East Bay Agency for Children (EBAC) has been addressing the mental health needs of children, investing over \$16.5 million annually in more than 16,000 children and families across the East Bay. Through a comprehensive range of services, EBAC aims to reduce the impact of childhood trauma and adverse experiences, resulting in both immediate and long-term improvements in the lives of these children and their families.

EBAC's programs are especially effective due to the agency's deep expertise, cultural humility, and language competence in serving communities disproportionately affected by poverty, violence, loss, marginalization, and other forms of trauma.

EBAC offers services that:

- Build Resilience to help children and families shield themselves from long-term harm caused by chronic adversity.

- Aid in Recovery by treating children displaying symptoms of traumatic stress, emotional, or behavioral disorders.
- Prevent the risk of adverse childhood experiences that can affect long-term well-being.

To maximize their impact, EBAC provides a variety of complementary services tailored to address the complex needs of children and families. They minimize barriers to access by offering most services in schools and community locations where children and families already gather. Additionally, staff members are often from the communities they serve, fostering a sense of comfort and trust. The agency operates within a trauma-informed framework, recognizing that children exposed to trauma often view the world differently and may be misunderstood.

EBAC's program areas include intensive therapeutic health, school-based behavioral health, and family and community wellness.

1. Program Name:

La Familia

2. Evidence Upon Which It Is Based:

Understanding the impact of mental health issues on justice-involved youth presents challenges for research, policy, and practice. While mental health disorders are not typically considered risk factors for criminal behavior under the risk-needs-responsivity (RNR) framework of correctional psychology, the prevalence of these issues is notably high. According to RNR principles, mental health may serve as a responsivity factor, potentially influencing the effectiveness of interventions aimed at addressing criminogenic needs (McCormick, et al., 2017).

3. Description:

With over 45 years of experience, La Familia has provided high-quality mental health, community support, and advocacy services throughout the San Francisco Bay Area. They empower underserved multicultural communities by offering the tools and support needed to build resilience, promote wellness, and enhance economic opportunities. La Familia envisions healthy, thriving, and safe communities for all. They work with teens to help them discover and highlight their unique strengths, develop their skills, and secure meaningful employment. Employment coaches have successfully assisted hundreds of individuals, including those with justice system involvement, in overcoming challenges and achieving their career goals.

1. Program Name:

Hope Psychotherapy

2. Evidence Upon Which It Is Based:

In recent years, treatment for sex offenders has evolved similarly to the approach used for substance misuse, shifting towards a cognitive-behavioral model focused on relapse prevention

(Marshall & Laws, 2003). However, the relapse prevention model has given way to treatment approaches that consider multiple "pathways" to offending (Marques, et al., 2005).

3. Description:

The HOPE Program is a Northern California-based outpatient mental health agency specializing in general psychotherapy and CASOMB-certified treatment for both adult and adolescent clients. HOPE offers evidence-based sex offender treatment for youth in Alameda County, providing individual and group psychotherapy, as well as support groups. Each client's treatment plan is customized based on their individual needs, as identified during the intake and initial evaluation process. The program aims to integrate the latest research with practical psychotherapy techniques, delivering personalized, affordable care that leads to meaningful outcomes. HOPE's unique clinical approach involves a multidisciplinary team of Licensed Clinical Social Workers, Licensed Marriage and Family Therapists, Licensed Professional Clinical Counselors, and Licensed Psychologists.

1. Program Name:

Community & Youth Outreach

2. Evidence Upon Which It Is Based:

Cognitive-Behavioral Therapy (CBT) is a problem-focused approach designed to help individuals identify and change the dysfunctional beliefs, thoughts, and behaviors that contribute to their challenges. The core principle of CBT is that thoughts influence emotions, which, in turn, affect behaviors. CBT integrates two highly effective types of psychotherapy: cognitive therapy and behavioral therapy.

Cognitive therapy focuses on thoughts, assumptions, and beliefs. It encourages individuals to recognize and modify faulty or maladaptive thinking patterns. This form of therapy helps individuals gain control over inappropriate, repetitive thoughts that often trigger or sustain various issues (Beck, 1995).

3. Description:

Community & Youth Outreach (CYO) offers services aimed at preventing violence and helping disadvantaged individuals thrive. CYO provides outreach, mentoring, case management, and support to high-risk youth and young adults across the Bay Area. They offer weekly culturally relevant, trauma-informed Cognitive Behavioral Therapy (CBT) sessions to clients from various programs, including those who are justice-involved or at high risk of violence.

One of CYO's key programs is Healthy, Wealthy, & Wise (HWW), a fourteen-week course that includes a companion CBT journal. This program addresses key issues such as decision-making, identity, overcoming pain and trauma, and life skills/financial literacy. HWW is designed to help individuals affected by incarceration and community violence tap into their strengths, heal from trauma, refrain from violence, access necessary services, and navigate support systems.

HWW also enhances the capacity of CYO's case managers and street outreach workers—nearly all of whom are formerly incarcerated—to provide trauma-informed support to clients who are returning from incarceration or at risk of engaging in violence.

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

A. Strategy for Non-707(b) Offenders

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

The JJCPA programs are designed to primarily support low to moderate-risk youth, providing preventive services early in their involvement with the justice system. These programs focus on offering guidance and assistance to both youth and their families, with an emphasis on enhancing effective parenting skills.

In contrast, YOBG programs and ACPD's non-707(b) strategy concentrate on high-risk youth, who are at immediate risk of being placed outside their homes. These youth undergo assessments using the Youth Level of Service/Case Management Inventory™ (YLS/CMI™) to evaluate their needs, strengths, challenges, and incentives. Based on these assessments, high-risk youth receive intensive supervision through a risk- and gender-responsive approach and are provided with enhanced program services. These services involve a collaborative effort among probation officers, law enforcement agencies, and other youth service organizations.

ACPD offers three comprehensive interventions aimed at keeping high-risk youth in their homes and promoting reunification efforts when out-of-home placement is necessary. These interventions include Wraparound services provided by Lincoln Center through Project Permanence, Multidimensional Family Therapy (MDFT), and Intensive Case Management (ICM) through a partnership with Seneca Center. These interventions address various behavioral, mental health, and family-related issues, working to prevent out-of-home placements or to facilitate successful reunification.

Together, these evidence-based models and collaborative efforts with key stakeholders strive to enhance the overall health and well-being of justice-involved youth, reduce out-of-home placements, and support successful family reunifications.

B. Regional Agreements

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

N/A

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

Using the templates below, provide details for each program, strategy, and/or system enhancement that will be funded by the Juvenile Justice Crime Prevention Act (JJCPA), identifying any program that is co-funded with Youthful Offender Block Grant (YOBG) funds.

To include multiple programs, copy and paste the template fields "1. Program Name," "2. Evidence Upon Which It Is Based," and "3. Description" as many times as necessary.

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

This template should be copied as many times as needed to capture every program, placement, service, strategy, and system enhancement you plan to fund next year.

1. Program Name:

Positive Youth Development Intensive Community Supervision

2. Evidence Upon Which It Is Based:

Over the past several decades, we've gained a deeper understanding of effective strategies for enhancing public safety and improving outcomes for youth involved in the justice system. Across the United States, both states and localities have increasingly adopted these insights, making significant changes in how they address and manage system-involved youth. For example, research has demonstrated that removing youth from their homes disrupts critical family and social connections, hinders prosocial development, and generally fails to prevent reoffending, especially among those at low risk of future delinquency (Fabelo et al. 2015; NRC 2013; Ryon et al. 2013). Between 1999 and 2015, the number of youth detained or placed out of home was reduced by half. Practitioners often cite this shift as one of the most successful implementations of research in practice, although challenges remain (Love et al. 2016).

Research highlights five essential probation practices for implementing a research-driven approach:

- Screening, assessment, and structured decision-making

- Case planning
- Matching services and promoting positive youth development
- Structuring supervision to foster long-term behavior change
- Incentivizing success and applying graduated responses

These practices closely align with established frameworks for evidence-based supervision in criminal justice (e.g., Crime and Justice Institute 2009; Taxman 2002, 2012; Taxman, Shepardson, and Byrne 2004).

3. Description:

The Positive Youth Development Intensive Community Supervision program provides enhanced services for youth by integrating the efforts of DPOs, local law enforcement, and various youth-service agencies, including schools, recreation departments, and community-based organizations. These collaborative partnerships form a multi-disciplinary team that works together to address challenges by supporting both clients and their families. Probation staff are assigned to specific geographic areas to better meet the needs of the population.

The program's goal is to offer services and supports that help ensure stability and success for clients and their families in the community. This is achieved by focusing on building strong therapeutic relationships, fostering trust, restoring hope, and showing a genuine commitment to achieving positive outcomes for the family. The Positive Youth Development Intensive Community Supervision team takes on a proactive, non-traditional approach, helping clients develop the skills necessary to meet court expectations. DPOs are assigned to the North, South, and Central regions of the county.

1. Program Name:

Camp Sweeney

2. Evidence Upon Which It Is Based:

Camp Sweeney aligns with the core philosophy of the JJCPA Positive Youth Development Intensive Community Supervision program, aiming to leverage the resources of the minor's family, school, and community to address key factors that could lead to recidivism if left unaddressed. Eligible youth at Camp Sweeney participate in contractual services funded through YOBG. DPOs also play an active role in supporting programming, referring youth to Cognitive Behavioral Treatment, and facilitating transition and aftercare service planning.

3. Description:

Youth transitioning out of Camp Sweeney move into aftercare, where they receive services through the Positive Youth Development Intensive Community Supervision program, funded by YOBG. These services include mentoring groups and workshops covering various life skills topics such as personal organization, hygiene, social etiquette, and budgeting. DPOs work closely with

a Behavioral Health Clinician from the County's Behavioral Health Care Services Agency to identify youth with mental health needs, connect them to appropriate community services, and facilitate Multi-Disciplinary Team meetings involving the youth, parents, mental health professionals, schools, probation, and community partners.

Eligible youth released from Camp Sweeney can also participate in contractual services funded through the JJCPA Positive Youth Development Intensive Community Supervision program, which includes multi-disciplinary teams. Alameda County Probation offers a restorative justice program that holds youth accountable for their actions while providing the support needed for positive growth. DPOs engage families, communities, and systems to repair harm and reduce the risk of reoffending. They also work to identify barriers to re-entry, develop strategies to overcome them, and implement accountability measures to encourage youth to take responsibility and make amends for any harm caused.

Supervision and reentry are designed to build on the work initiated during the youth's detention at Camp Sweeney, ensuring a seamless transition to restorative justice care once they are released.

1. Program Name:

The Transition Center (Reentry or Aftercare Services)

2. Evidence Upon Which It Is Based:

Young people leaving youth justice residential placements face numerous challenges as they reenter their communities, homes, and schools or workforce. Reentry encompasses the activities and processes that prepare youth for reintegration into their families and communities after being placed out-of-home.

Unfortunately, many youth return to unstable home environments, struggle to stay in school, and lack the necessary skills for employment after leaving secure care placements. Additionally, a significant number of youth involved in the justice system have mental health disorders, and support services in their home communities are often difficult to arrange until their formal release. This gap in services can hinder the reentry process and negatively impact their chances of success.

To improve the likelihood of successful reentry, the justice system, related agencies, and communities must proactively plan for the youth's transition as soon as they enter the justice system. Therefore, coordination and collaboration across agencies, services, and supports are essential at every stage of the reentry process (Nellis & Wayman, 2009, p. 5).

Effective reentry programs should focus on delivering the necessary services and supervision within the community. Specifically, these programs should aim to strengthen family relationships, promote reintegration into school, and help youth develop independent life skills. By building resiliency and fostering positive development, these programs help divert youth from delinquent behaviors and other issues (Nellis & Wayman, 2009, p. 5).

3. Description:

Established in 2009, the Transition Center (TC) facilitates the exchange of critical information between providers, parents, and youth to enhance coordination among Probation, Health/Mental Health, and Education services during detention, release, and post-release. The Probation Department employs a family-focused, trauma-informed approach to strengthen the TC's ability to create "warm hand-offs" and ensure continuity of care.

At the TC, a DPO, supervised by a Unit Supervisor, meets with youth returning from Detention and Placement, along with their parents or caregivers, to connect them with the programs, services, and resources needed for a successful transition back into the community. Staff assists youth and families by providing administrative services and helping them navigate the Juvenile Justice Center and other community resources.

The core objective of the TC is to enhance its capacity to identify and address the support needs of youth at intake and as they transition. By linking them to available benefits and resources, the TC aims to facilitate successful reentry. The goal is to ensure that youth successfully transition from custody back into the community by partnering with county and community stakeholders to develop reentry transition plans for all youth released.

Key TC partners include Behavioral Health, Oakland Unified School District, Alameda County Office of Education, and Public Health. In 2017, the TC refined its reentry model to ensure that youth and their families are provided with appropriate resources and referrals to support their success. The TC team also regularly meets to discuss newly detained youth, preparing comprehensive transition plans from detention. This approach ensures continuity of care in a setting where access to community services can significantly impact the lives of youth and their families or caregivers.

Additionally, the Alameda County Probation Department (ACPD) runs a restorative justice program that holds youth accountable for their actions while offering support to help them move forward in a positive direction. This evidence-based program provides education and training to incarcerated youth and actively engages families, communities, and systems to repair harm and prevent reoffending. It identifies barriers to reentry for individual youth, develops strategies to overcome these barriers, and facilitates accountability measures to encourage youth to take responsibility and make amends for the harm they caused. The program ensures a seamless continuum of restorative justice care, linking the work done during detention with ongoing support once the youth is released.

1. Program Name:

The Youth Advocate Program (YAP)

2. Evidence Upon Which It Is Based:

The YAP services model integrates key principles, strategies, and interventions from the fields of wraparound and mentoring, incorporating recent advancements from positive youth

development and positive youth justice research. This has led to the creation of YAPWrap, a distinctive, comprehensive services model designed to achieve positive outcomes for youth with the highest needs. It is grounded in evidence that connects strategies, interventions, and outcomes.

YAP's wraparound approach ensures that youth and families have a voice, access, and ownership over their individualized service plans. Each plan brings together a team of formal stakeholders and informal community supports to help the family address their needs while leveraging their assets and interests. Staff utilize strength-based, solution-focused strategies to foster engagement, encourage active participation, and promote success. Crisis plans are developed promptly, addressing known triggers and available resources. Positive behaviors are reinforced and built upon through opportunities for skill development and meaningful community involvement.

A growing body of research demonstrates the effectiveness of wraparound processes, particularly when implemented with high fidelity. Compared to traditional methods, High Fidelity Wraparound (HFW) has been shown to produce significantly better outcomes for children and families with complex needs. These outcomes include increased permanency and stability for children, improved behavior and mental health, better school and family engagement, and increased family resources to support their children (VanDenBerg et al., 2000).

3. Description:

In March 2020, Probation received a grant from the Youth Advocacy Program (YAP) to support 30 high-risk youth on probation and their families. YAP provides intensive mentoring and wraparound services in the youth's home, school, and community for up to six months. For each youth referred, a holistic assessment is conducted, followed by the development of an individualized service plan based on the assessment. This plan helps address areas such as crisis intervention, skill development, and vocational work. Additionally, the model includes family support, mentoring, positive youth development, and restorative justice to enhance outcomes.

The individualized service plans strike a balance between involuntary service requirements and activities based on the family's prioritized needs and desires. The activities vary with each youth and family but are goal-oriented, typically including case management, 24/7 crisis intervention services, skill development, and educational or vocational support. The program was fully funded for one year, and the department has committed to continuing funding based on the positive outcomes observed during the initial year. The program serves a total of 30 youth and families for 10 hours per week, for up to six months. The current goal is that 70% of youth referred will remain in the home, and no more than 30% will commit a new offense.

Advocates have been successful in engaging both youth and families, with sustainable community resources serving as the primary connection. Older youth are connected to GED programs and job training, while younger youth are linked to community arts programs and

tutoring services. Staff maintain regular contact with clients through face-to-face meetings, phone calls, text messages, and Zoom. However, text messaging is not considered a reportable means of contact, and advocates do not log time for text messaging interactions.

1. Program Name:

Education and Treatment Alternatives, Inc

2. Evidence Upon Which It Is Based:

Aggression Replacement Training® (ART) was initially introduced and evaluated in schools and delinquency centers in 1978. Since then, a series of studies have demonstrated its effectiveness in teaching skills, controlling anger, and reducing recidivism. ART has become widely used in schools, delinquency centers, prisons, and various community-based agencies focused on reducing school violence and youth aggression both in the community and beyond.

The Office of Juvenile Justice and Delinquency Prevention (OJJDP) has recognized Aggression Replacement Training® as a Model Program: [OJJDP Model Program Guide](#).

3. Description:

Aggression Replacement Training® is an intervention tailored for aggressive adolescents, children, and adults. It consists of three key components:

- SkillStreaming: A curriculum designed to teach prosocial, interpersonal skills, providing participants with alternatives to aggression.
- Anger Control Training: Focuses on teaching participants how to manage their emotions and what to avoid when provoked.
- Moral Reasoning Training: Aims to promote values that respect the rights of others, helping participants develop a genuine desire to apply the interpersonal and anger management skills they have learned.

1. Program Name:

Family Spring, Inc

2. Evidence Upon Which It Is Based:

The use of technologies like videoconferencing and the Internet is becoming increasingly important in the future delivery of mental health programs, including prevention, assessment, diagnosis, counseling, and treatment. Research suggests that these technologies have the potential to improve the quality of mental health information, enhance the effectiveness and cost-efficiency of services, and provide greater opportunities for preventing mental health disorders (Boydell, 2014).

3. Description:

Evidence-based counseling, both in-person and through tech-enabled digital platforms, is offered for children, adolescents, young adults, and their families. These services include

comprehensive assessments and personalized treatment plans to ensure the best possible outcomes.

1. Program Name:

Positive Communications Practices (PCP)

2. Evidence Upon Which It Is Based:

In the past decade, mentoring programs for disadvantaged children and adolescents have gained significant attention as an effective way to enhance children's lives, meet their need for positive adult connections, and provide one-on-one support and advocacy for those who require it (Freedman, 1992).

Through mentoring, adult volunteers and participating youth make a meaningful commitment of time and effort to build relationships focused on personal, academic, or career development, as well as growth in areas such as social, athletic, or artistic skills (Becker, 1994).

3. Description:

Senate Bill 823 creates a Juvenile Justice Realignment Block Grant Program to provide county-based custody, care, and supervision for youth who are realigned from the Department of Juvenile Justice (DJJ) or would have otherwise been eligible for commitment to the division. This is a promising and necessary change that will allow young people to stay closer to their families and communities. However, it requires counties to carefully assess the best methods for supervising and providing essential services to high-risk, high-need youth who have committed serious offenses and would have previously been placed in a locked facility.

Positive Communications Practices (PCP) will enroll 12 young men currently under ACPD supervision and placed in DJJ into their Rites of Passage DJJ program. In collaboration with ACPD, PCP will support these youth during the final 12 months of their incarceration, preparing them for re-entry, and will continue to provide support for 6 months after their release to ensure successful reintegration into Alameda County communities.

1. Program Name:

Community & Youth Outreach

2. Evidence Upon Which It Is Based:

Cognitive-Behavioral Therapy/Treatment (CBT) is a problem-focused approach that helps individuals identify and change dysfunctional beliefs, thoughts, and behavior patterns contributing to their challenges. The core principle of CBT is that thoughts influence emotions, which in turn affect behaviors. CBT integrates two effective psychotherapy methods: cognitive therapy and behavioral therapy.

Cognitive therapy focuses on thoughts, assumptions, and beliefs, encouraging individuals to recognize and change faulty or maladaptive thinking patterns. This approach helps people gain

control over repetitive, inappropriate thoughts that often contribute to various problems (Beck, 1995).

Behavioral therapy, on the other hand, focuses on specific actions and environmental factors that either alter or reinforce behaviors. The combination of cognitive and behavioral therapies has proven highly effective (Skinner, 1974; Bandura, 1977).

Justice-involved youth often experience higher rates of trauma exposure and trauma-related symptoms, making it crucial to provide appropriate treatment and targeted case planning for these individuals. Traumatic stress symptoms are recognized as a risk factor for delinquent behaviors, though effective practices for treating justice-involved youth with traumatic stress symptoms are limited. Evidence-based practices have emphasized trauma-focused treatment in both residential and community settings.

3. Description:

Community & Youth Outreach (CYO) offers services aimed at preventing violence and helping disadvantaged individuals thrive. CYO provides outreach, mentoring, case management, and support to high-risk youth and young adults in the Bay Area. They offer weekly culturally relevant, trauma-informed Cognitive Behavioral Therapy (CBT) sessions to clients across various CYO programs, including young people who are justice-involved and at high risk of violence.

One of CYO's key programs, Healthy, Wealthy, & Wise (HWW), is a fourteen-week course that includes a companion CBT journal. The program addresses critical issues such as decision-making, identity, overcoming pain and trauma, as well as life skills and financial literacy. HWW helps individuals affected by incarceration and community violence harness their strengths, heal from trauma, avoid violence, access necessary services, and navigate support systems.

Additionally, HWW enhances the ability of CYO's case managers and street outreach workers—many of whom are formerly incarcerated—to provide trauma-informed support to clients returning from incarceration or those at risk of engaging in violence.

1. Program Name:

Pranamind – Youth Anger Management Group Therapy

2. Evidence Upon Which It Is Based:

PranaMind's integrative neuroscience approach combines therapies from psychology, neuroscience, neurotechnology, and alternative medicine to help individuals achieve their highest potential.

3. Description:

The PranaMind philosophy is centered around achieving optimal health through mind-body unity. At PranaMind, the goal is to enhance the intellectual, emotional, physical, social, occupational, environmental, and spiritual aspects of an individual's life by promoting brain health and wellness to support brain function throughout the human lifespan.

Changing lives through brain fitness.

1. Program Name:

Gender Responsive Cognitive Behavioral Therapy-Dr. Maisha Scott

2. Evidence Upon Which It Is Based:

Gender Cognitive-Behavioral Therapy (CBT) is a specialized, problem-focused approach aimed at helping individuals identify and change dysfunctional beliefs, thoughts, and behaviors that contribute to their challenges. The core principle of CBT is that thoughts influence emotions, which in turn affect behaviors. CBT integrates two powerful forms of psychotherapy: cognitive therapy and behavioral therapy.

Cognitive therapy focuses on thoughts, assumptions, and beliefs, encouraging individuals to recognize and modify maladaptive or distorted thinking patterns. This therapy helps individuals gain control over repetitive, inappropriate thoughts that often contribute to or trigger various issues (Beck, 1995).

Behavioral therapy focuses on specific actions and environmental factors that either reinforce or change behaviors. When combined, cognitive and behavioral therapies have proven to be highly effective in addressing a wide range of psychological issues (Skinner, 1974; Bandura, 1977).

3. Description:

Experienced Clinical Forensic Psychologist with over 15 years of law enforcement experience and a proven track record in government administration. Expertise in adult and adolescent therapy, case management, administration, depression treatment, and mental health care. Dedicated to justice reform and delivering impactful solutions.

1. Program Name:

Restorative Justice for Oakland Youth (RJOY)

2. Evidence Upon Which It Is Based:

Restorative justice focuses on repairing the harm caused by criminal behavior (Bazemore, 1998). Juvenile restorative justice programs bring together those most affected by the offense—the justice-involved youth, the victim, and community members—in a collaborative, nonadversarial process. This approach encourages accountability and addresses the needs of the victim and the community in repairing the damage caused by the crime (Bergseth and Bouffard, 2007; Bouffard, Cooper, and Bergseth, 2017). Key elements of restorative justice programs include: 1)

the justice-involved youth taking responsibility for their actions, 2) a dialogue between the youth and the victim, and 3) the youth performing an action to repair the harm, such as writing an apology letter, paying restitution, or engaging in community service (Zehr, 2002).

3. Description:

Restorative Justice for Oakland Youth (RJOY) work to break cycles of violence and incarceration by promoting restorative justice (RJ) practices and policies across schools, communities, and the youth justice system. Since its founding in 2005, RJOY has been a national leader in pioneering race-conscious restorative justice. While the RJ movement initially lacked significant racial justice focus, RJOY's leadership has helped shift this perspective dramatically. RJOY provides speaking engagements, training, workshops, and technical assistance to communities, schools, and justice groups across California and nationwide.

Credible Messengers will offer mentoring, conflict management, and youth life coaching services. They will also provide youth with rapport-building, goal setting, life planning, and social-emotional learning support. Credible Messengers will engage in one-on-one sessions with clients as needed, based on the needs of the client, Messenger, or probation staff. Their work will focus on enhancing youth's interpersonal skills, developing social-emotional learning competencies, strengthening critical thinking, and improving conflict management abilities.

1. Program Name:

The Alameda County Deputy Sheriffs Activities League (DSAL) - Recreation and Permaculture

2. Evidence Upon Which It Is Based:

Integrating green activities into traditional reentry programs offers a fresh approach to working with justice-involved youth, providing numerous benefits. Engaging in activities like gardening and caring for plants is considered therapeutic, as exemplified by the Mississippi Band of Choctaw Indians' Green Reentry Program, also known as Osapausi Amasalichi, or "Little Garden of Healing." Beyond emotional healing, the program also equips youth with practical skills, such as horticultural techniques, solar panel installation, and greenhouse construction, all of which can enhance employability and foster greater self-sufficiency (Lindquist, Pecos Melton, McKay, and Martinez, 2013).

3. Description:

Founded in 2005, the Alameda County Deputy Sheriffs Activities League (DSAL) is a nonprofit organization dedicated to bringing together Alameda County Sheriff's Office (ACSO) personnel, local citizens, and youth to create and implement initiatives aimed at reducing crime, improving the quality of life for residents, and strengthening community health. DSAL invests in key community resources by offering free recreational activities and food equity programs to support the well-being of the community.