



**COUNTY OF ALAMEDA
SB 823 JUVENILE JUSTICE REALIGNMENT
BLOCK GRANT ANNUAL PLAN
2025-2026**

Alameda County SB 823 Realignment Subcommittee
April 23, 2025



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INTRODUCTION

California SB 823 Realignment

On September 30, 2020, Governor Gavin Newsom signed Senate Bill (SB) 823 into law, initiating a significant transformation in California's juvenile justice system. The bill ended new admissions to the State Division of Juvenile Justice (DJJ) as of July 1, 2021, and mandated the full closure of DJJ facilities by June 30, 2023. It also adjusted local jurisdiction by extending the juvenile court's authority over youth up to age 23, or up to 25 for those adjudicated for serious offenses under Welfare & Institutions Code (WIC) Section 208.5.

Additionally, SB 823 established the Office of Youth and Community Restoration (OYCR) to oversee statewide juvenile justice realignment efforts. To support this transition, the Juvenile Justice Realignment Block Grant (JJRBG) Program, created under WIC Sections 1990-1995, provides counties with funding to develop local programs and services tailored to juvenile offenders. This ensures that care, custody, and supervision of youth previously under DJJ jurisdiction are now managed at the county level.

To be eligible for JJRBG funding, counties must establish a subcommittee of the multiagency juvenile justice coordinating council to develop the Juvenile Justice Realignment Block Grant Plan. The subcommittee must meet no less frequently than twice a year and shall update the plan annually. Our current plan is being updated per the template provided to the counties to reflect the amendments effective January 1, 2024, with full ongoing participation and commitment from the majority of the subcommittee members. All citations are to the law as amended.

Alameda County Probation Department

The Alameda County Probation Department (ACPD) has a strong history of working with justice-involved youth⁴, using reformed, rehabilitative, youth-centered approaches, grounded in therapeutic milieu, and a positive youth development approach. In the past 20 years, the department has made significant shifts from a more punitive approach, that emphasizes detention and incarceration, towards more integrated health-education-legal-correctional services in one location with a brand new facility of Juvenile Justice Center (JJC) established in 2007.



The Alameda County Probation Department is on a mission to *support and restore communities by providing supervision and services to justice-involved people, and envision safest communities in*



*the nation*¹. As noted in the ACPD's 2023 Strategic Plan,² The department intentionally shifted towards a therapeutic milieu, emphasizing trauma-informed care, individualized treatment, and community-based alternatives to detention. This transformation reflects a broader commitment to rehabilitation, healing, and reducing recidivism, ensuring that youth receive the support, care and supervision they need in a culturally-responsive, equity-centered approach to successfully reintegrate into their communities towards caring confident adults. The ongoing organizational changes, policy updates, and cross-sector collaborations—including partnerships with education, employment, social services, behavioral health, and public health agencies demonstrate the department's commitment to holistic, evidence-based strategies for youth success.

PART 1: SUBCOMMITTEE COMPOSITION (Welfare & Inst. Code 4 §§ 1995 (B) and (C))

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

Agency	Name & Title	Email	Phone Number
Alameda County Probation Department	Brian K. Ford, Chief Probation Officer (Chair)	brford@acgov.org	(510) 268-7233
District Attorney's Office	Ursula Jones Dickson, District Attorney Tiffany Gipson, Senior Assistant DA (Designee)	ursula.dickson@acgov.org Tiffany.Gipson@acgov.org	(510) 667-4470
Public Defender's Office	Brendon Woods, Public Defender Alphonso Mance, Deputy PD (Designee)	Brendon.woods@acgov.org Alphonso.mance@acgov.org	(510) 272-6624 (510) 667-4496
Alameda County Social Services Agency	Andrea Ford, Agency Director Michelle Love, Assistant Agency Director (Designee)	AAFord@acgov.org lovemi@acgov.org	(510) 567-8100
Alameda County Behavioral Health	Karyn Tribble, Director Juan Taizan, Director Forensic, Diversion, & Re-entry Services (Designee)	Karyn.Tribble@acgov.org Juan.Taizan@acgov.org	(510) 567-8100
Alameda County Office of Education	Alysse Castro, Superintendent Monica Vaughan, Chief of Schools (Designee)	acastro@acoe.org mvaughan@acoe.org	(510) 670-4144 (510) 670-4590
Court Representative	Honorable Judge Scott Jackson	sjackson@alameda.courts.ca.gov	(510) 618-1105

¹ <https://probation.acgov.org/strategic-plan/mission-vision-principle>

² Source: https://probation.acgov.org/probation-assets/files/Strategic_Plan_Vision

⁴ Source: https://probation.acgov.org/about-us/details.page?utm_



Agency	Name & Title	Email	Phone Number
Alameda County Bar Association	Andrea Zambrana, Director, Court Appointed Attorneys Program (CAAP)	andrea@acbanet.org	(510) 302-2202
Oakland Police Department	Floyd Mitchell, Oakland Chief of Police Lt. Marcos Campos (Designee)	fmitchell@oaklandca.gov mcampos@oaklandca.gov	(510) 238-3366
Juvenile Justice Delinquency Prevention Network (JDPC)	Vamsey Palagummi, Chair of JDPC Commission	vamsey@curyj.org	(510) 462-9723
Delinquency Prevention Network (DPN)	Emily Young, Chair of DPN	Emily.Young@hayward-ca.gov	(510) 293-7048
Free Our Kids Coalition	Ericson Amaya	eamaya@afsc.org	
Youth Representative	Jesus Cortez	jesus.cor925@gmail.com	(925) 758-8072
Community Member, District 1 Representative	Vacant		
Community Member, District 2 Representative	Nicole Berrow	nberrow@yahoo.com	
Community Member, District 3 Representative	Hugo Amaya	hugoalbertamaya@gmail.com	(619) 245-8928
Community Member, District 4 Representative	Kelvin Potts	percypotts1952@gmail.com	(510) 917-1505
Community Member, District 5 Representative	Erin Palacios	epalacios@prismalegal.org	(510) 507-7811

A. SUBCOMMITTEE MEMBERSHIP AND CHANGES

In accordance with the state legislation, the Alameda County SB 823 Subcommittee was established in early 2021, taking on the significant responsibility of developing the original Realignment Plan. The SB 823 Subcommittee has been consistently composed of partners, representing a cross-section of stakeholders, including Community members, Youth representatives, Community-based Service providers, Justice-System partners, County Agencies spanning Probation, Education, Employment, Social Services, Behavioral Health Care, Public Health and Health Care Services Agency. Selecting Subcommittee members followed a structured approach to ensure diverse representation and expertise.

Representatives from key partnering agencies in the juvenile justice realignment efforts were identified and requested to join as required by SB 823. In addition, the Chief, with approval from the County Board of Supervisors, selected a few additional members. The subcommittee consists of permanent and non-permanent members. The non-permanent members, including the youth representative, serve a two-year term. There are five district representatives or community members, along with one youth representative, whose current term ends on April 30th, 2025. The new term begins May 1, 2025.



Recruitment for non-permanent members closed on February 28, 2025. Applications are now under review, and appointments will be made by the Board of Supervisors.

Quorum and Majority Voting: To ensure effective decision-making and broad representation, the Subcommittee requires a quorum of ten members to conduct official business. Decisions are made by majority vote, meaning more than half of the eligible voting members present must vote in favor for a motion to pass. By adhering to parliamentary procedures, the Subcommittee maintains a structured, transparent, and inclusive decision-making process that reflects the collaborative nature of its work.

B. SUBCOMMITTEE BYLAWS, CHARTER AND VALUES³

The Subcommittee's Bylaws and Operational Procedures were developed in the original Realignment Plan 2021 and partly as summarized below, in alignment with best practices for state legislative bodies and the Alameda County Juvenile Justice Coordinating Council's (JJCC) guidelines. These include clear protocols for membership turnover and overall governance. The following Charter including Goals, and underlying Values statements were developed to guide the Subcommittee's work.

Charter

The Alameda County SB 823 Subcommittee is responsible for developing a comprehensive plan to serve youth realigned under SB 823. This plan goes beyond detention and housing to encompass treatment, services, reentry preparation, and long-term success of SB 823 youth beyond the justice system. Our change is to identify and implement evidence-based and promising practices that meet the following Goals:

1. Improve youth outcomes and public safety
2. Reduce the transfer of youth into the adult criminal justice system
3. Ensure dispositions occur in the least restrictive, most appropriate environment
4. Address and eliminate racial and ethnic disparities
5. Minimize reliance on confinement by prioritizing community-based interventions

Values and Principles

1. **Evidence-Based, Innovative:** The Alameda County SB 823 Subcommittee is committed to supporting system-involved youth through innovative, evidence-based strategies and best practices that work to most effectively and efficiently address the needs of youth and their families, enhance public safety and foster community well-being.

³ Original Alameda County Realignment Plan 2022, and <https://probation.acgov.org/juvenile-services/SB823.page>



2. **Healing-Centered and Trauma-Informed:** We recognize that many system-involved youth have experienced significant trauma and neglect, often leading to their justice system involvement. As such, we prioritize healing-centered and trauma-informed services to break cycles of harm and prevent future justice involvement. Our commitment extends beyond compliance with SB 823, striving to provide education, programming, treatment, and services that are both developmentally and therapeutically appropriate, ensuring the best possible outcomes for youth.
3. **Restorative:** Our approach is rooted in restorative justice principles, centering the needs of those harmed while providing the necessary support and structure for youth to take responsibility and repair the harm they have caused.
4. **Public Health Approach:** The Subcommittee's work is guided by the public health approach, which engages communities and applies strong evidence-based strategies and practices that eliminate the need for juvenile detention and promote the healthy development and outcomes for system-involved youth, including reducing recidivism and enhancing public safety. A public health approach focuses on rehabilitation and reintegration, partnering with social services and mental health professionals to provide support and resources to individuals exiting the criminal justice system. This reduces the chances of them re-offending, creating safer communities in the long run. The public health approach prioritizes prevention (primary, secondary, and tertiary) and focuses on identifying and reducing risk factors in youth environments individually and as a group; and promoting protective factors.
5. **Youth-Centered, Family-Engaged:** Family engagement and reunification are critical components of youth success. We define family broadly and seek every opportunity to strengthen familial connections as part of the healing and reentry process.
6. **Equity-Centered:** Recognizing the disproportionate impact of the juvenile justice system on communities of color, we are committed to dismantling racial and ethnic inequities that perpetuate harm. Best practices include community-driven decision-making, culturally responsive programming, and restorative justice approaches to promote meaningful change. By integrating trauma-informed care, workforce diversity including those with lived experience, and data-driven accountability measures, we ensure that policies and interventions address systemic disparities. Through culturally affirming practices and programs, we strive to advance equity, ensuring all youth have access to the support and opportunities they need to thrive.

C. SUBCOMMITTEE PROCESS INFORMATION

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



During the May 16, 2024 Subcommittee meeting, the discussion focused on AB 505 and its impact on Welfare and Institutions Code 1995, particularly the provision allowing for a co-chair. After deliberation, the body determined that the Chief Probation Officer would remain the sole chair.

Provide the dates of the last two meetings that the subcommittee convened to discuss your county's JIRBG plan? Additional Meetings dates of the committee, as applicable.

The following table provides the SB 823 Subcommittee Meeting dates, which met on a quarterly basis, and special meetings were held in early 2023 and early 2025 for Plan revision and feedback. The 2025-2026 plan was discussed on November 21st, 2024, February 20th 2025 (briefly), and in-depth at a special meeting on March 20th 2025, and approved on xx date.

Dates of SB 823 Subcommittee Meetings, FY 2023-2025		
May 18, 2023	February 15, 2024	February 20, 2025
August 17, 2023	May 16, 2024	March 20, 2025
October 11, 2023	August 15, 2024	April 23, 2025
November 16, 2023	November 21, 2024	May 15, 2025

Source: SB 823 [Meetings](#). In 2023, additional meetings were held on January 7, January 17, February 16, March 16 and March 30, 2023 to revise the Plan.

Date that the subcommittee approved the plan by a majority vote: April 23, 2025

D. PLAN REVISION PROCESS AND METHODS

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

For the initial Realignment Plan developed in 2021, the SB 823 Subcommittee met regularly for 1.5 years, in public forums and specialized workgroups to discuss key areas of focus. Diverse stakeholders and agencies, extensive research, local data and focus groups with current and formerly incarcerated youth informed the comprehensive plan. Since then, the subcommittee continued to convene quarterly and in Fall 2024, commissioned Data In Action (www.datainaction.org; DNA hereafter), an equity-focused local research and evaluation consulting firm with a long history of working with justice systems reform and youth development efforts in Alameda County and nationally to work closely with the Subcommittee and Project Team to update the annual plan.

Our overall strategic planning approach was youth-centered, data-driven, collaborative and holistic, capturing multi-pronged strategies and programming and diverse perspectives, valuing whether all the programming is meeting the needs of the youth, and making improvements and



revisions accordingly.

For the revision of this plan, the DNA team used the following **methodology**:

1. **Landscape Analysis:** DNA reviewed the County Realignment Plan details, indicators, OYCR requirements, and conducted a landscape analysis of other county plans, relevant research, and best practices.
2. **Data Collection and Analysis:** Primary and secondary data was collected using mixed methods, both quantitative and qualitative, leveraging existing data. Data collection tools and procedures were co-developed with the Project team, ensuring confidentiality and informed consent (including creating an informed consent clause for interviews and surveys) to gather appropriate information in specific areas of focus and strategies being implemented to best engage in plan revisions. DNA also secured access to essential existing secondary data available. Below are the data collection activities:
 - **Youth Demographic and Service Data:** ACPD Research Unit provided data from the Enterprise database (see data section later) as requested for the last 3 years, from 2022 to 2024. The data was analyzed to examine trends over time and examine key characteristics. Program performance data was limited.
 - **Stakeholder Interviews (N=13):** DNA conducted 13 key stakeholder interviews with a diverse group of individuals, with additional interviews with reentry and mental health stakeholders scheduled for the coming week. Thank you to all who participated. These interviews have provided valuable insights.
 - **Youth Participant Feedback Survey (N=10):** DNA captured the youth experience and perspectives through youth surveys on whether Firm Roots Academy Programming is meeting the needs of Firm Roots Academy (FRA) youth, and identified areas of success and improvement. Confidentiality and informed consent were ensured throughout the process. Note, small numbers limitations apply.
 - **Scope of Work Review for Current Contractors:** We reviewed the services provided to FRA youth, including the current curriculum and facilities plan. This will help identify any changes since the last plan.
 - **Documents Review:** DNA reviewed meeting minutes, presentations from partners and providers, among other documents to inform the plan.

For this plan, we focused on making the plan succinct and focused on key 'bucket' areas aligning with the areas of focus and OYCR template and requirements. We also leveraged existing data and documents to gauge progress and understand the current state of activities, aligning those towards meeting set goals and objectives from the Plan.



More specifically, as part of the plan revision process, the following were addressed:

- Programs, services, placements, and facilities for youth beyond those committed to the Secure Track Youth Treatment Facility now known as “Firm Roots Academy”
- A detailed plan for reviewing and assessing data, including tracking trends in the target population and sub-groups, and obtaining feedback from system partners, service providers, and the community.
- A comprehensive range of programs, services, placements, and facilities for girls and gender-expansive youth.
- Less Restrictive Step-Down Options
 - Non-custodial step-downs
 - Custodial step-downs
 - Alternative Options

Specifically, the DNA team reorganized and reworked the plan to better align with the OYCR template and requested details per the original Block Grant outline. The team focused on outlining key goals and objectives, with descriptions of planned activities and strategies, based on current offerings, gaps, and recommendations for improvement. They conducted a comprehensive review of the performance of key activities planned and validated it objectively per review of contracts as well as subjectively per key stakeholder interviews and meetings. The team also focused on keeping the plan straightforward, and easy to understand and implement locally, consolidating feedback from all key partners, providers, and youth. Special meetings were held with the Probation Project team in January, February, and March 2025 to discuss details of specific areas and strategies (e.g., facilities changes), and with the Subcommittee to review, provide feedback, and grant approval.



PART 2: TARGET POPULATION (Welfare & Inst. Code § 1995(D)(1))

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

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

A. REALIGNMENT POPULATION

Alameda County's juvenile justice programs under Senate Bill 823 (SB 823) and the Secure Youth Treatment Facility (SYTF) target youth ages 14 to 25, who have committed serious offenses as defined under California Welfare and Institutions Code section 707(b). These offenses include serious felonies such as robbery, assault with a deadly weapon, voluntary manslaughter, and murder. The realignment population consists predominantly of boys of color, with a significant representation of Black and Hispanic youth. Between 2022 and 2024, target population demographics have remained relatively stable (see Table below).

Table 1. 707(b) Adjudications, DJJ Commitments, and Secure Track Sustained Totals

	2017	2018	2019	2020	2021	2022	2023	2024
Sustained 707(b) Referrals	86	91	106	68	66	70	87	84
Number of Youth w/ Sustained 707(b)	58	73	81	62	54	67	81	75
DJJ Commitments	8	5	2	7	8	N/A	N/A	N/A
SYTF Commitments (New)	N/A	N/A	N/A	N/A	4	11	11	9
SYTF Commitments (Reinstated)	N/A	N/A	N/A	N/A	N/A	0	0	1
Youth Returned from DJJ	N/A	N/A	N/A	N/A	1	8	3	0

Notes. 707(b) referrals sustained during the reporting period are reported here. The 2024 numbers are reported as of 12/31/2024. The SYTF numbers exclude returnees from DJJ. One youth in 2024 had their SYTF temporarily reinstated after previously having their secure track vacated and modified to Formal Probation due to a probation violation.

Data Source: Alameda County End of Year Youth Data (2024)

From 2017 to 2024, the number of sustained 707(b) referrals fluctuated, peaking at 106 in 2019 before declining to 68 in 2020 and stabilizing around the mid-80s in recent years. The number of youth with a sustained 707(b) offense followed a similar trend, reaching a high of 81 in both 2019



and 2023, before slightly decreasing to 75 in 2024. DJJ commitments, which were tracked until 2021, remained low, with a maximum of eight in a given year before being discontinued.

Secure Youth Treatment Facility (SYTF) commitments began in 2021, with new commitments increasing from four in 2021 to 11 in both 2022 and 2023, before slightly decreasing to nine in 2024. Reinstated SYTF commitments were rare, with none recorded until one case in 2024. Additionally, youth returns from DJJ peaked at eight in 2022 before declining to zero by 2024. The data highlights a shift in the handling of serious youth offenses, with DJJ commitments phased out and SYTF commitments becoming more prominent.

Youth Eligible for a SYTF Under WIC 875(a)

Table 2. Youth Age 14+ with Sustained 707(b) Offenses Based on Most Recent Referral

Male						Female			Total
	Black	Hispanic	White	Asian/PI	Other	Black	Hispanic	Other	
2024 Q4	92	78	2	6	2	17	1	2	152
2024 Q3	78	29	2	5	2	14	1	1	132
2024 Q2	97	31	2	7	1	15	2	1	156
2024 Q1	90	28	2	6	1	15	2	1	145
2023	125	43	2	8	2	18	22	2	202
2022	114	30	2	5	3	15	2	1	172
2021	91	38	4	6	3	11	1	1	156

Note. All Youth Active to Probation during the quarter with sustained 707(b) offenses.

Data Source: Alameda County Probation Enterprise Database, 2024

The number of youth aged 14 and older with sustained 707(b) offenses has fluctuated over the past few years, with the highest count in 2023 (202 youth) and the lowest in 2024 Q3 (132 youth). In 2024, the quarterly figures ranged from 152 in Q4 to 156 in Q2, showing relative stability. In terms of demographics, the majority of these youth were Black males, consistently making up the largest group each quarter (e.g., 92 in Q4 2024, 125 in 2023). Hispanic males were the second-largest group, followed by smaller numbers of White, Asian/Pacific Islander, and Other race males. Black and Hispanic females were also represented but in much lower numbers.

Youth Screened Per Year



In 2024, the number of youth screened by probation for potential Secure Youth Treatment Facility (SYTF) commitment or adult transfer remained low, with three youth screened in Q4, following similar numbers in Q1 and Q2. None were recommended for adult placement, and only a small number were considered for camp or alternative placements. In Q4 2024, two youth were recommended for SYTF commitment, with final court dispositions still pending.

Looking at previous years, screening numbers were slightly higher in 2022, with a peak of seven screenings in Q1 and multiple cases considered for adult placement or alternative facilities. However, since 2023, there has been a clear trend of declining screenings and fewer recommendations for adult transfer, indicating a shift in probation and court dispositions toward SYTF rather than adult placement.

This data suggests that SYTF remains the primary placement option for serious youth offenders, with minimal use of adult court transfers and a decreasing number of youth being screened overall.

Table 3. Youth Screened by Probation for Potential Commitment (As of Q4 2024)

	Probation		SOS Committee				Court Disposition			
	SYTF	Adult	Placement	Camp	SYTF	Adult	Placement	Camp	SYTF	Adult
2024 Q4	3	0	0	0	2	0	0	0	0	0
2024 Q3	1	0	0	0	1	0	0	0	0	0
2024 Q2	3	0	1	0	2	0	1	0	1	0
2024 Q1	3	0	0	1	2	0	0	0	0	0
2023 Q4	2	0	0	0	0	0	0	0	0	0
2023 Q3	2	0	0	0	4	0	0	1	2	0
2023 Q2	3	0	0	0	2	0	0	0	2	0
2023 Q1	4	0	0	0	4	0	1	0	1	0
2022 Q4	4	0	0	1	3	0	0	1	1	0
2022 Q3	4	1	1	0	3	1	1	0	3	0
2022 Q2	5	0	4	0	1	0	3	0	2	0
2022 Q1	7	1	0	2	5	1	0	1	6	1

Note. In 2024 Q4, three youth were screened for potential commitment to SYTF and transfer to adult court and two were ultimately recommended for SYTF. Recommendations were still pending disposition at the end of 2024.

Data Source: Alameda County Probation, Enterprise Database, 2024



Petitions Filed for 707(b) Offenses by Gender

The number of petitions filed for 707(b) offenses has fluctuated over the past few years, with a general increase in 2024 compared to previous years. In Q4 2024, 132 petitions were filed, marking the highest count in recent years. This followed 94 in Q3, 105 in Q2, and 57 in Q1, showing an upward trend throughout the year.

Gender distribution has remained consistent, with males consistently representing the majority of cases (ranging from 74% to 94% each quarter). In 2024 Q4, males accounted for 80% of petitions, while females made up 20%. The female share has fluctuated but has generally remained between 12% and 26% over the years.

Looking at historical trends, 2021 and 2022 saw lower petition counts overall, with quarterly figures mostly ranging between 50 and 92 cases. In contrast, 2024 showed a resurgence, with Q4 seeing nearly three times as many petitions as Q4 2023 (132 vs. 47).

This data suggests that while males continue to make up the majority of youth facing 707(b) petitions, female involvement has remained relatively stable, with occasional peaks in Q4 2023 (26%) and Q1 2023 (25%). The overall increase in filings in 2024 may indicate a rise in serious youth offenses or increased prosecution efforts.

Table 4. Petitions Filed for 707(b) Offenses by Gender

	Male		Female		Total # of Petitions Filed
	N	%	N	%	
2024 Q4	105	80%	27	20%	132
2024 Q3	75	80%	19	20%	94
2024 Q2	87	83%	18	17%	105
2024 Q1	50	88%	7	12%	57
2023 Q4	35	74%	12	26%	47
2023 Q3	58	87%	9	13%	67
2023 Q2	75	82%	17	18%	92
2023 Q1	60	75%	20	25%	80
2022 Q4	57	84%	11	16%	68
2022 Q3	51	81%	12	19%	63
2022 Q2	62	86%	10	14%	72
2022 Q1	47	94%	3	6%	50

Data Source: Alameda County Probation Dept, Enterprise Database, 2024



B. DEMOGRAPHICS OF YOUTH COMMITTED TO SYTF, END OF 2024

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

At the end of 2024, the youth population under SB 823 supervision in Alameda County consisted entirely of males (100%) with no female representation. The youth came from a variety of cities, with the majority originating from Oakland (31%) and Hayward (23%). San Leandro accounted for 15% of the cases, while Antioch, Fremont, Livermore, and Stockton each contributed 8% of the committed youth. The data indicates that most youth commitments came from Alameda County cities, with a smaller portion from Contra Costa and San Joaquin counties. The racial/ethnic composition was predominantly Black (54%), followed by Hispanic youth (23%) and White (8%), Asian and Pacific Islander youth (15%). The age distribution showed that the majority were older adolescents and young adults, with 18-year-olds comprising the largest group (46%), followed by 19-year-olds (23%), 20-year-olds (15%), and 21-year-olds (21%).

Table 5. SYTF Youth Demographics (End of 2024)

Current Age		Race/Ethnicity	
15 years	8%	Black	54%
16 years	8%	Hispanic	23%
17 years	0%	White	8%
18 years	46%	Asian/Pac Islander	15%
19 years	23%		
20 years	15%	Gender	
		Male	100%
		Female	0%

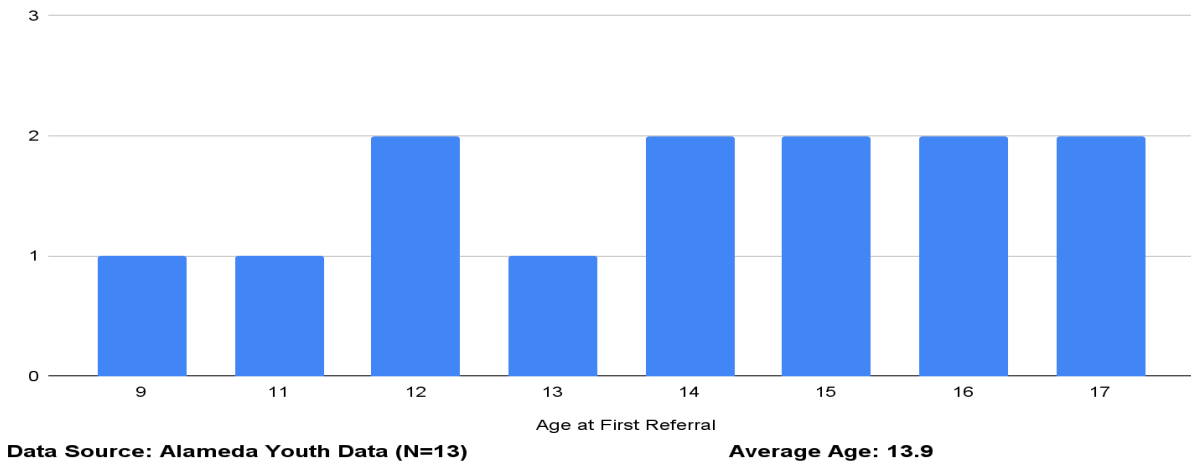
Data Source: Alameda County Youth Data (N=13)

Age at First Referral

The average age at first referral for the youth committed to secure facilities was 13.9 years old, with referrals occurring as early as age 9. The distribution shows that most youth had their first referral between ages 12 and 17, with the highest concentration at ages 12, 14, 15, 16, and 17, each accounting for two cases. This data suggests that most youth entered the system in early to mid-adolescence, with a few cases of involvement beginning in late childhood.



Figure 1. Age at First Referral for Youth Currently Committed to SYTF (Q4 2024)



Age at Commitment

At the end of 2024, the age at commitment for youth in secure facilities ranged from 15 to 20 years old, with the most common commitment age being 17 (five cases). Three youth were committed at 18, while two were committed at 15. The remaining commitments were at ages 16, 19, and 20, each accounting for one case. The average age at commitment was 17.2.

Youth committed to the Secure Youth Treatment Facility (SYTF) had an average of **6 prior referrals** before their commitment, indicating a history of repeated system involvement. On average, there was a **3.2-year gap** between their first referral and their eventual commitment, showing that most had been involved in the justice system for multiple years before placement. Additionally, these youth had an average of **3.2 prior bookings**, reflecting multiple interactions with law enforcement, and an average of **2.5 true findings**, signifying that many had multiple adjudicated offenses before their final commitment. This data underscores a pattern of persistent justice system involvement before being placed in secure treatment. *Time between first referral and commitment was calculated by date of commitment to the SYTF or DJJ.

Education Level of Youth (2024)

The majority of the youth were in high school, grades 10th-12th, while 23% were in middle school and 8% were ninth graders. About 92% of Juvenile Justice-Involved Youth had completed some high school, while only 8% had graduated from high school, indicating that the majority are still in the process of completing their high school education.

Table 6. Education Level of Youth in Firm Roots Academy, at end of 2024

Highest Educ Level	N	%
Some Middle and High School	12	92%



High School Diploma	1	8%
7th Grade	2	15%
8th Grade	1	8%
9th Grade	1	8%
10th Grade	2	15%
11th Grade	1	8%
12th Grade	6	46%

At the end of 2024, 13 youth were currently committed to the Secure Youth Treatment Facility (SYTF), all from Alameda County. No youth returned from DJJ, and five youth stepped down to a less restrictive program. In terms of commitments, three youth (23%) were committed in Q4 2024, one (8%) in Q3 2024, two (15%) in both Q2 and Q1 2024, and several others in previous quarters of 2023. No commitments were recorded in Q1 2023. Among those who stepped down to a less restrictive program, 40% occurred in Q3 2024, followed by 20% each in Q4 2024, Q2 2024, and Q3 2023. No step-downs occurred in Q1 and Q4 2023, or Q1 2024. The data suggests a stable but small population in the SYTF, with gradual movement towards less restrictive placements over time.

Table 7. Overview of Youth Committed to SYTF (Firm Roots Academy), 2024 Year End

	N	%
Youth Currently Committed to SYTF - Summary	13	100%
Alameda County Youth – SYTF	13	100%
DJJ Returnee	0	0%
# Youth Currently Committed to SYTF	13	0%
# Committed 2024 Q4	3	23%
# Committed 2024 Q3	1	8%
# Committed 2024 Q2	2	15%
# Committed 2024 Q1	2	15%
# Committed 2023 Q4	1	8%
# Committed 2023 Q3	2	15%
# Committed 2023 Q2	2	15%
# Committed 2023 Q1	0	0%
# Youth Currently Committed to SYTF Returned from DJJ	0	0%
# Youth Stepped Down to Less Restrictive Program	5	100%
# of youth stepped down 2024 Q4	1	20%
# of youth stepped down 2024 Q3	2	40%
# of youth stepped down 2024 Q2	1	20%
# of youth stepped down 2024 Q1	0	0%
# of youth stepped down 2023 Q4	0	0%
# of youth stepped down 2023 Q3	1	20%
# of youth stepped down 2023 Q2	0	0%
# of youth stepped down 2023 Q1	0	0%



Table 8. Youth in SYTF – Juvenile Hall/Unit 1 (Firm Roots Academy) by Quarter, 2024

Year/Quarter	SYTF Count
2024 Q4	13
2024 Q3	13
2024 Q2	13
2024 Q1	13

C. OFFENSE TYPES

Arrests versus Sustained Offenses

As of Quarter 4, 2024, when comparing arrests to sustained offenses of all current FRA involved youth, there are notable shifts. While murder (PC 187(a)) constituted 38% of arrests, only 11% were ultimately sustained, suggesting that many of these charges may have been reduced, dismissed, or lacked sufficient evidence for responsibility. Similarly, attempted murder (PC 664/187(a)) made up 15% of arrests but only 2% of sustained offenses.

Table 9. Total Youth Arrests vs. Total Sustained Offenses (Q4 2024)

MSO - Arrested	Count	MSO - Sustained	Count
PC 187(A)	18	PC 187(A)	5
PC 209(B)(1)	1	PC 187(A) - 2	4
PC 211	9	PC 192(A)	5
PC 211 - 2	1	PC 211	2
PC 215(A)	5	PC 211 - 2	17
PC 245(A)(2)	3	PC 212.5(C)	1
PC 261(A)(2)	1	PC 215(A)	2
PC 664/187(A)	9	PC 245(A)(2)	6
		PC 245(A)(4)	3
		PC 288(B)(1)	1
		PC 664/187(A)	1
Total	47		47

Data Source: Alameda County Youth Data

Conversely, second-degree robbery (PC 211-2), which accounted for just 2% of arrests, represented a significant 36% of sustained cases, indicating that many charges were likely reduced from more serious offenses like first-degree robbery or carjacking. Assault-related offenses, such as assault with a firearm (PC 245(a)(2)), saw a modest increase from 6% of arrests to 13% of sustained offenses. Overall, the data suggests that while many youth are arrested for the most severe crimes, legal processes often result in reductions to lesser but still serious charges (see Table above).



Most Serious Offenses

From 2021 to 2024, the most serious offenses for youth committed to DJJ and those with new Secure Youth Treatment Facility (SYTF) commitments varied in severity, with a notable increase in murder cases in 2024. In 2021, DJJ commitments included one case of second-degree murder, two cases of voluntary manslaughter, and various other violent offenses, totaling eight commitments. When SYTF commitments began in 2021, they started with four cases, including one assault with a deadly weapon (firearm). By 2022, SYTF commitments rose to 11, with offenses including first-degree murder, voluntary manslaughter, second-degree robbery, and assault-related crimes. This pattern continued in 2023 with another 11 commitments, but the composition shifted slightly, including one attempted murder and one carjacking case. In 2024, the number of SYTF commitments decreased slightly to nine, but first-degree murder cases increased to three. Other serious offenses, such as voluntary manslaughter, second-degree robbery, and carjacking, remained consistent. Assault with a deadly weapon cases fluctuated, with no recorded firearm-related assaults in 2024. The data reflects an evolving trend in serious youth offenses, with violent crimes like murder, robbery, and assault remaining prominent among committed youth.

The data reflects that all youth committed to SYTF in 2024 were involved in serious felony offenses, with murder and robbery-related charges making up the majority of sustained offenses.

Table 10. Most Serious Offenses for Youth Committed to DJJ and New Secure Track Commitments

Penal Code	2021 (DJJ)	2021 (SYTF)	2022	2023	2024
187(a) Murder	-	-	1	1	3
187(a)-2 Murder - 2nd Degree	1	-	-	2	-
664/187(a) Attempted Murder	-	-	-	1	-
192(a) Voluntary Manslaughter	2	-	1	-	2
211 Robbery	1	-	-	1	-
289(a)(1)(A) Sexual Penetration by Force	1	-	-	-	-
211-2 Robbery - 2nd Degree	1	3	6	3	3
215(a) Carjacking	-	-	-	1	1
245(a)(2) Assault with a DW - Firearm	2	1	2	2	-
245(a)(4) Assault with a DW - Great Bodily Injury	-	-	1	-	1
Total	8	4	11	11	9

Placements

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

The SB 823 Youth Placements data from Q4 2022 to Q4 2024 reveals a shift in how youth are placed and supervised under the program. Note, we have limited data on all programming and services provided to the youth in detail at this point (an area to further develop). One of the



most notable trends is the **significant decline in youth who were housed in the secure youth treatment facility at the end of each quarter**. Youth in Secure Treatment Facilities accounted for 75% of cases in Q4 2022 but dropped significantly to 29% in Q4 2023 and 28% in Q4 2024. This suggests a movement away from high-security confinement toward alternative options, potentially because the youth are progressing through the program as intended and eventually successfully completing it. Due to the reduction in secure track placements, there was an increase in warrant-related cases from 2022 and 2024. In 2022, there were no warrants issued, but by 2023, 8% of youth had AWOL warrants, rising to 11% in 2024. Additionally, new arrest/charges warrants (4%) and failure-to-appear warrants (2%) emerged in 2024, due to more youth being in the community.

Overall, youth are progressing through the program as intended (see Table below).

Table 11. SB823 Youth Placements (2022-2024)

SB823 Status	Q4 2022	Q4 2023	Q4 2024
Secure Track	18 (75%)	11 (29%)	13 (28%)
Step Down - Camp	3 (13%)	8 (21%)	2 (4%)
Step Down - Interstate Compact	0	1 (3%)	1 (2%)
Step Down - Community Supervision	0	0	2 (4%)
Warrant (AWOL)	0	3 (8%)	5 (11%)
Warrant (FTA)	0	0	1 (2%)
Warrant (New Arrest/Charges)	0	0	2 (4%)
Closed - Successful	2 (8%)	12 (32%)	15 (32%)
Closed - Interstate Compact	0	1 (3%)	1 (2%)
Closed - Released back to DJJ	1 (4%)	1 (3%)	1 (2%)
Closed - Transferred	0	0	2 (4%)
Closed - Unsuccessful	0	1 (3%)	2 (4%)
Total	24	38	47

Data Source: Alameda County Youth Data

D. NEEDS/RISKS OF TARGET POPULATION (2022-2024)

Over the past three years (2022–2024), the YLS/CMI assessments consistently classified the majority of youth as High-risk, with overall average scores increasing slightly from 23.9 in 2022 to 24.5 in 2024. The mode risk level remained “High” throughout the years, indicating that most youth assessed fell into this category (see all YLS/CMI scores in Appendix C).

Despite some fluctuations in individual risk domains, the most persistent High-risk factors have remained largely unchanged, particularly in Offenses/Dispositions, Peer Relations, and Leisure/Recreation. These areas suggest strong associations with delinquent behaviors, antisocial



influences, and lack of structured positive engagement, making them critical targets for intervention efforts (see Figure below).

The data does show an Increase in Very High-Risk Cases. In 2022, no youth were classified as Very High-risk in any category. By 2023, four youth fell into this category, indicating a significantly growing subset of youth at severe risk. In 2024, the number increased to five, marking the highest recorded Very High-risk cases in recent years. The increase in Very High-risk classifications suggests an escalating risk of chronic delinquency, serious offending, or deepening behavioral challenges, making early intervention strategies critical for this subgroup.

The 2022–2024 data shows persistent and escalating risks in key areas, particularly Peer Relations, Leisure/Recreation, and Offenses/Dispositions. These domains indicate that antisocial peer influence, unstructured free time, and previous delinquent behaviors are among the strongest predictors of continued justice system involvement. While Moderate-risk classifications in Personality/Behavior and Attitudes/Orientation suggest some potential for behavioral change, the increase in Very High-risk youth highlights the need for targeted intervention strategies to prevent further escalation (see Appendix E).

E. YOUTH PERCEIVED IMPACT OF FIRM ROOTS ACADEMY

Probation, and partners deeply value the youth perspective and their experience in Firm Roots Academy. To explore the experience and perceived impacts of SB 823, a Firm Roots Academy Participant Youth Feedback Survey was administered to the youth who are currently enrolled in Firm Roots Academy in February 2025 to gauge the perception of programs and services as well as culture and overall measure of impact. Ten (10) out of eleven (11) youth participated in the survey process; one youth was unavailable due to an appointment.

The survey revealed that the Firm-Roots Academy Secure-track youth perceive many positive impacts of Firm Roots Academy Programming and services (see table below). Per youth, the majority feel better prepared to handle life situations, more confident about a positive future, developed life skills (problem-solving, managing conflict, communication skills), and developed new skills for employment and education. Note, that this is a small sample, though it gives us preliminary information to affirm that Alameda County Secure-Track (and SB823) efforts may be on the right track.

Table 12. Firm Roots Academy Youth Program/Service Perceived Impact, February 2025

Statement (1=Strongly Disagree - 5=Strongly Agree)	Mean*	Mode**	Lowest	Highest
I feel hopeful about my future and the opportunities ahead.	4.9	5	4	5
I feel better prepared to transition back into my community.	4.9	5	4	5
I feel more confident about a positive future.	4.8	5	4	5
I have learned new skills that will help me in employment and	4.8	5	3	5



education.				
I feel better prepared to handle life situations.	4.7	5	3	5
I have developed better problem-solving abilities.	4.7	5	4	5
My ability to manage conflict has improved.	4.5	5	3	5
I have improved my communication skills.	4.5	5	3	5
Average Impact (1-5)	4.73			

**Mean score represents the averages across all responses on each statement.*

***Mode is the most common response. (N = 10)*

Data Source: Firm Roots Academy Youth Survey, February 2025

Between January 1, 2024 and December 31, 2024 we had:

- 4 high school grads
- 3 college grads who received an AA

Additional outcomes to be tracked in the future (see data section)



PART 3: PROGRAMS AND SERVICES (Welfare & Inst. Code §1995(D)(2))

Provide a description of the facilities, programs, placements, services and service providers, supervision, and other responses that will be provided to the target population. Describe any progress on this element since May 1, 2024, at the end of your response (Welf. & Inst. Code §1995(D)(2) and (d)(8)):

Alameda County continues to provide Firm Roots Academy youth with safe home-like facilities, trained supervision and care, robust youth-centered programming, coordinated re-entry placements and a wide array of services to meet their unique needs. Below is a description of each of these areas.

In the past year, overall significant changes have occurred. A new leadership structure has been implemented, bringing fresh staff to various program areas, including an increase in probation personnel. Program delivery has evolved, with probation staff now playing a role in implementing programs for youth in their units. A behavioral management system has been bolstered, introducing a rewards points system for youth who are performing well in their units. The Last Mile program has emerged as a highly popular initiative, seemingly a favorite among the youth. Additionally, a comprehensive programming schedule has been established within the last year, keeping the youth engaged with a packed lineup of diverse programs, activities, and components focused on education, vocational training, and mental health interventions.

Underlying Guiding Frameworks and Approach:

For all programming and services, Alameda County is committed to fostering an underlying positive and healthy youth development framework, by continuing to refine and build off of decades of justice-related therapeutic approaches. For decades, Alameda County has prioritized a therapeutic environment tailored to the unique requirements of youth within the justice system. Thus, there is a lot to be leveraged for future justice-involved youth programming and FRA youth. Below we highlight the key programs, concepts, and coordinated efforts that are emphasized with the use of this Block Grant.

- **Therapeutic Milieu:** Developing the therapeutic milieu requires a coordinated effort among all partners. This includes creating a structured daily and weekly program schedule that aligns with core program concepts. ACPD does and will continue to collaborate with expert consultants to ensure program fidelity during program implementation. This partnership will facilitate staff training, coaching, and mentoring for the milieu team.
- **Restorative Justice (RJ) Approach:** The milieu's core values and practices stand on pillars of Restorative Justice, namely *accountability, competency development and community safety*, and it incorporates RJ core values of *equity, respect, honesty, humility, accountability, empowerment and hope*. ACPD highly values and ensures, in close collaboration with RJOY, that RJ approach is woven through any level or stage system



designed to encourage progress, youth code of conduct, incident response, disciplinary practices, staff training and supervision.

- **Culturally-Responsive Approach:** ACPD is deeply committed to ensuring a culturally responsive approach across three main program components of structure, staffing and program design (page 18, old plan). Cultural responsiveness takes into account the characteristics, experiences, and perspectives of youth in all aspects of program design and implementation. It is fundamentally youth-centered and puts the needs and strengths of the youth at the center of all programming (cite).

“One of their (DJJ Youth) chief concerns related to services were not culturally congruent and did not provide opportunities to gain needed skills.”

– page 27, DJJ Youth focus group, 2021

- **Gender-Responsive Approach:** Though females are underrepresented with only 1 female, they are a growing population in the justice system. All partners agree that “girls”⁴ will be housed in separate units, and closer to their homes and communities, in the least restrictive environment. They will receive services in their natural communities to enable them to foster healthy family relationships (page 22). ACPD has a policy⁵ to guide the care and services of transgender and intersex youth that is honored for FRA youth as well. The service provider Milk & Honey provides gender-responsive cognitive behavioral therapy groups, supporting youth in understanding how their gender expression, culture, environments, systems, and communities impact their experiences.
- **Principles for Classification & Housing Youth in Secure Track⁶**
 - House youth according to their stated gender identity
 - Consider youth preferences in housing unit placement
 - Take a holistic approach to classification -- draw on all types of information about youth, including mental health, behavioral issues, and personality, vulnerability to sexual abuse, size and strength, and information obtained from families
 - Maintain flexibility around housing unit placement as youth needs and situations may change and require re-classification
 - When possible, limit the number of youth in each housing unit
 - Avoid grouping youth by race, ethnicity, sexuality, or gang affiliation
 - Maintain transparency and keep families informed about housing classification decisions

⁴We define ‘girls’ to refer to all young people who identify as such including those who may be classified as transgender or gender expansive youth. This is aligned with federal and local law.

⁵ Policy states that “if a youth requires clinically necessary treatment that is not available at the juvenile facilities, as determined by a medical or behavioral health provider, the ACPD must provide transportation for the youth to receive treatment.” ACPD Juvenile Hall Facilities Manual. Classification and Separation Transgender and Intersex Youth. December 18, 2019.

⁶ Source: [2021 Addendum A](#)



These principles and values underlie all aspects of facilities, programming, and services provided throughout ACJJC including the SB 823 population.

A. FACILITIES

Overall, the Alameda County Juvenile Justice Center (ACJJC) is designed to provide a secure, supportive, and rehabilitative environment for youth, with a focus on comprehensive care and successful reintegration into the community. The Alameda County Juvenile Justice Center (JJC) is a 24-hour state-of-the-art facility in San Leandro, designed to provide secure detention and comprehensive services for up to 358 detained youth ages 12 to 25 years old (14-25 for secure track). Juvenile Institutional Officers (JIOs) who provide custody, care, and supervision of detained youth staff at the facility. The JJC serves both pre- and post-adjudicated youth who are waiting for court hearings or serving short-term commitments.

Key Features of the Facility:

- **Housing & Security:** The JJC is a locked facility with separate units for different populations based on age, gender, and risk level. ACJC features multiple housing units, each designed to accommodate specific populations by age, gender, and security needs. Each unit has individual sleeping rooms, common areas, and supervised recreational spaces to promote a safe and supportive environment for the youth. In alignment with SB 823, the facility has designated Unit 1 to serve as a Secure Youth Treatment Facility (SYTF). This unit can accommodate up to 20 youths without significant modifications.
- **Education & Programming:** Additionally, the West Side Classrooms are utilized for programming during waking hours, providing spaces for educational and rehabilitative activities. There is a classroom outside of the unit for in-class college classes and a dedicated computer lab for the Last Mile program focused on coding training. Laney College, Butler Academy, operated by the Alameda County Office of Education, provides schooling for detained youth, ensuring they continue their education while in custody.
- **Health & Mental Health Services:** Youth have access to medical, dental, and mental health care with the Guidance Clinic and Transition Center, including trauma-informed and behavioral health services, often in partnership with Alameda County Health Care Services and UC San Francisco Benioff Children's Hospital.
- **Rehabilitation & Reentry Support:** The facility offers counseling, case management, and life skills programs to support rehabilitation and reduce recidivism. Community-based organizations also provide mentoring, restorative justice, and vocational training.
- **Legal & Family Visitation:** The JJC also houses an adjacent court facility with five courtrooms and offices for various legal and support services, including the District Attorney, Public Defender, Behavioral Health Care Services via Guidance Clinic, Court Clerk, Sheriff, and Probation staff. Thus, youth have access to public defenders, social



workers, and family visits, which are crucial for maintaining connections and ensuring fair legal representation. We also have rooms established for confidential visits off the Visiting room on the 3rd floor. Attorneys can visit 24/7 if needed and additionally, the youth can contact their attorney of record via their tablets.

- **Family Engagement:** Family visitation occurs weekly at the JJC, additionally we have family engagement nights and support virtual visiting.

Update:

We continue to explore ways to enhance facilities, originally designed for shorter stays, per youth and stakeholder feedback, to better support the long-term goals of the FRA program. Recently, as supported by SB 823 efforts since 2021, ACPD is refining justice realignment efforts to reduce youth incarceration and enhance community-based alternatives. There is greater effort on diversion programs, equity-focused policies, and culturally responsive interventions. Efforts are underway to adapt the physical environment for expanded educational and therapeutic purposes. Facility plans include optimizing existing spaces to accommodate additional classrooms and intentional learning areas. See below:

- **Expanding Educational Spaces:** We plan to dedicate additional classrooms and intentionally designed educational spaces, specifically to support long-term youth. See updates to ACOE education curricula and classroom space described later.
- **Boosting Technology Integration:** The facility is prioritizing and upgrading the expansion of access to educational tools and digital platforms, carefully balancing security protocols with the need to prepare youth for a technology-driven future. These upgrades aim to enrich educational and rehabilitative opportunities while ensuring real-world relevance. We have increased secure access to digital platforms and learning tools for the youth, maintaining a strong focus on both safety and modern educational needs. Leveraging technology remotely has increased youth's communication with families, and provided them opportunities to learn and develop skills during critical developmental years.
- **Enhancing Program Offerings with Flexible Spaces:** Our team is looking forward to addressing physical space needs by adapting our facilities to support a wider range of activities. This means planning for college labs, technology-based courses, and more outdoor access, so programs like the Deputy Sheriffs Activities League (DSAL) can flourish and youth can enjoy more time in positive, active settings.
- **Structured Weekly Schedule and Curricula:** In response to the evolving needs of youth, feedback from participants, and shifts in partnerships and service providers, we have refined our approach to daily programming. Over the past year, we have developed AM and PM daily calendar curricula that strike a balance between structure and flexibility. This ensures that youth receive consistent support, access to critical services, and opportunities for personal growth while allowing for adaptability based on individual and



group needs. A structured academic daily schedule per ACOE is also included (See Appendix B and C).

- **Staffing and Capacity Building Enhancements remain a top priority.** The facility is strengthening its probation and service delivery teams by expanding recruitment efforts and reinforcing staff retention. Enhanced training initiatives equip personnel with strategies that integrate supervision with mentorship, fostering a more supportive environment for youth. Additionally, the program has increased access to clinicians and culturally responsive services to address the diverse needs of young people. Plans include integrating additional resources to support emotional well-being and address addiction challenges, with probation staff providing valuable insights to tailor these services effectively.

By focusing on tailored educational areas, modern technology, versatile programming spaces, quicker enhancements, and secure transitions, we aim to build facilities that match the incredible potential and thriving of system-involved youth.

Camp Sweeney Enhancements: We are also in the process of assessing whether additional enhancements or modifications are needed to ensure lower recidivism, opportunity for step-down, separation from existing camp population, and costs as noted below. Camp Sweeney serves as a critical step-down option to ease youth reintegration into less restrictive settings. Key features and planned updates include:

- **Current Offerings:** Camp Sweeney provides youth with a state-of-the-art gym, one-on-one literacy tutoring, small group instruction, a full-service library, and workforce development programs such as Multi-Core Craft Curriculum (MC3) and Google Technology Certification courses. The facility does not use isolation, solitary confinement, or Oleoresin capsicum spray, ensuring a supportive environment.
- **Safety and Security Enhancements:** Current evaluations are underway to explore a perimeter option at Camp Sweeney to strengthen safety measures and address youth concerns about vulnerability. Plans include improving oversight and support systems to create a more structured and secure transition experience.
- **Separation of Spaces:** Determining whether FRA secure living/programming spaces need to be separated from the existing camp population. Estimating the costs of necessary modifications to the camp.
- **Transition Process Refinement:** The program is refining Camp Sweeney's role as an effective bridge for reintegration, with adjustments aimed at reducing disruptions and building youth confidence in the step-down process. Probation staff are actively involved in ensuring these changes support successful outcomes.



B. PROGRAMS

“Through our comprehensive approach, we equip young individuals with the tools and resources they need to overcome adversity, break free from incarceration, and transform their futures. Together, we are committed to building a brighter future, rooted in hope, resilience, and transformation.” - Superintendent

Firm Roots Academy - Program Overview

As of 2024, Firm Roots Academy’s mission is to: *“Empower youth by offering a supportive and nurturing environment that fosters personal growth, accountability, education, and skill-building.”* Aligned with this mission, the Firm Roots Academy aims to create a lasting, positive impact on the lives of the young people in our care and their communities. Firm Roots Academy is a therapeutic program designed to foster positive behavioral change through a structured phase system, evidence-based programming, and comprehensive support services. The program is part of Alameda County’s commitment to juvenile justice reform under SB 823. Firm Roots Academy is committed to providing the young people in its care with individualized programming, education, and rehabilitative services aimed at building resilience, promoting positive youth justice, and addressing trauma and skill deficiency. See various programming provided in other parts of this plan.

Within its therapeutic milieu (underlying principle noted earlier), everyone is supported through positive relationships, restorative care, healing, and self-empowerment. Firm Roots Academy is deeply committed to the belief that a strong support system is crucial for encouraging positive behavioral change in youth. Firm Roots Academy is keenly aware of the unique challenges faced by today’s youth, especially youth of color. In response, we are committed to delivering programming that is culturally responsive, developmentally appropriate, and trauma-informed. Through a comprehensive programming and assessment process, the academy ensures that each young person receives the individualized care needed to promote restoration and healing.

UPDATE:

New Leadership Structure: To enhance program consistency and support, a new leadership structure was introduced in mid-2024 with the appointment of a new Superintendent to oversee operations at Firm Roots Academy. This role is responsible for managing program operations, including the Camp Sweeney program, and ensuring the effective implementation of key components. The structure includes a dedicated Institutional Supervisor II (IS2) to ensure effective program implementation. The facility is currently staffed with 10 Juvenile Institutional Officers (JIOs): four on the day shift (7 AM – 3 PM), four on the swing shift (3 PM – 11 PM), and two on the graveyard shift (11 PM – 7 AM).

This leadership framework has been instrumental in strengthening the infrastructure necessary to integrate community-based organizations and county partners. By leveraging existing initiatives within the Juvenile Justice Center, these efforts provide enhanced support for long-



term detained youth. With experienced leadership at the helm, the department remains committed to fostering collaborative, youth-centered, and equity-focused initiatives that drive progress toward shared goals.

Culture of Collaborative Care: We are actively fostering a culture of collaborative care that builds upon our existing multidisciplinary team (MDT) framework. Youth at Firm Roots Academy currently receive comprehensive support from a dedicated team of Academy Community Members—including probation officers, administrative staff, educators, clinicians, family members, and other key stakeholders. This interdisciplinary team works together to develop and continuously monitor each youth's Individual Rehabilitation Plan (IRP). With clearly defined roles and responsibilities, the community members meet regularly to review progress, make informed recommendations, and ensure that each IRP remains aligned with court expectations.

Firm Roots Academy Community Members

- Firm Roots Academy Youth: The young person residing at an Alameda County juvenile facility, receiving personalized rehabilitative care geared towards positive behavioral change.
- Juvenile Institutional Officers (JIO): A direct care mentor providing daily in-unit supervision, guidance, and care to the young person.
- Institutional Supervisor I (IS1): The Community Shift Group Leader/Supervisor is responsible for overseeing daily operations within the living units, ensuring they consistently align with the care-driven approach.
- Institutional Supervisor II (IS2): The Community Team Leader/Supervisor is responsible for overseeing the Supervisors, ensuring all State requirements are being met and collaborating with community stakeholders ensuring the academy program aligns with the care-driven approach.
- Deputy Probation Officers (DPO): Probation Officers play a vital role in guiding youth throughout their journey at Firm Roots Academy, ensuring ongoing case management. They facilitate collaborative meetings centered around the youth's progress, monitor and adjust Individual Rehabilitation Plans (IRPs) to reflect evolving goals, and provide a clear roadmap for both the youth and their family. Additionally, Probation Officers are responsible for drafting court-mandated progress reports, ensuring accurate and timely documentation of each youth's development and achievements.
- Credible Messengers: Community members with lived experience working collaboratively with other community members to mentor, coach, and guide the young people.
- Program Providers: Community members providing high quality programming to the young people to assist in skills development, behavior change, and recreational opportunities.
- Behavioral Health: Behavioral health experts working collaboratively with community members to help assist, diagnose, and treat young people suffering from emotional and mental distress.



- Medical Clinic: Medical experts work collaboratively with community members to help foster health and wellness within the therapeutic milieu.
- Alameda County Office of Education (ACOE): Educational experts working collaboratively with community members to assist with meeting the educational needs of young people.

Day-to-Day Program Structure

Youth follow a structured daily schedule that includes education, vocational training, evidence-based programming, and recreational activities. Below is a program schedule for the morning and night shifts in Unit 1. See Appendix A for the daily schedule.

Evidence-Based Programming (EBP)

Firm Roots Academy utilizes a variety of EBPs based on individual needs to be aligned with EBP principles of responsivity, including Cognitive Behavioral Interventions (CBI), Dialectical Behavior Therapy (DBT), and an EBP Journaling Curriculum, all aimed at fostering positive behavioral change. DBT is provided selectively to youth who demonstrate a clear need for the service. EBPs address specific behavioral, emotional, and cognitive needs of youth, promoting rehabilitation and reducing recidivism.

Academic Advisory Meetings (Newly Implemented)

Firm Roots Academy holds Academic Advisory Meetings to provide youth with the opportunity to review their positive prosocial behaviors and address any challenges encountered during the program. These bi-weekly meetings, held in addition to the multi-disciplinary meeting conducted incident to court, offer a supportive platform for the youth to engage with their Probation Officer and other members of the program community. Additionally, youth may reflect on their progress, while also addressing any areas for improvement. The meetings ensure a collaborative approach to rehabilitation, where youth can receive guidance, celebrate achievements, and make informed decisions regarding their journey within the program. Participants include IS2, IS1, Probation Officer, JIO mentor, ACOE Teacher, Credible Messenger, Guidance Clinic.

Incentives and Behavioral Management Reward System

The Behavior Management Point (BMP) System

At Firm Roots Academy is a structured approach designed to encourage positive behavior and active participation in the program. This system rewards youth for following rules, engaging in programming, and demonstrating pro-social behaviors. Points are earned across different categories during both AM and PM shifts, with additional opportunities for points during the overnight shift.

Gold Room – Incentive-Based Privilege Space

The Gold Room is a designated incentive space within the living unit, specifically established for young people who have achieved Gold and Platinum status in the Behavior Modification Point (BMP) system. This exclusive area serves as a reward for consistent positive behavior and adherence to program expectations. The room is equipped with video game stations, a movie station, and additional recreational activities designed to promote relaxation and social



engagement. Furthermore, specialized incentive programs may be conducted within this space, fostering a motivational environment that reinforces pro-social behavior and personal development.

Post-Secondary In-Class College Program, designated classroom

To enhance educational opportunities for youth at Firm Roots Academy, a dedicated classroom has been established through a collaboration between the Alameda County Probation Department (ACPD) and the Alameda County Office of Education (ACOE). Located just down the hall from the housing unit, this in-classroom setting encourages movement outside the unit during academic hours, creating a dynamic learning environment that fosters engagement, focus, and motivation. This initiative offers young people access to college-level courses in a structured setting that mirrors a traditional classroom experience. Additional classroom space has been created to expand educational opportunities. The Technology Lab, which officially opened on May 22, 2024, as part of Juvenile Hall's technology training program, offers youth a dedicated space to explore introductory computer technology, advanced coding, music recording, production, and audio engineering.

By facilitating post-secondary education within Firm Roots Academy structure, this program helps to:

- Prepare youth for higher education opportunities.
- Enhance career readiness by fostering academic discipline and skill development.
- Reinforce the importance of education as a pathway to personal and professional success.
- This enhancement supports a holistic approach to rehabilitation, ensuring that youth are provided with meaningful educational experiences that contribute to their long-term success beyond Firm Roots Academy.

Highlights in the Past Year

Higher Education

Two youth from Firm Roots successfully transitioned to four-year colleges—an achievement that reflected both personal determination and the impact of supportive programming. One youth's journey, in particular, stood out as a powerful story of perseverance and triumph. After dropping out of high school in the tenth grade, they faced significant obstacles. However, during their time in Secure Track at Firm Roots, they not only earned a high school diploma but also completed an Associate's Degree in African American Studies from a local college. Although safety concerns prevented them from participating in their graduation ceremony, their accomplishments drew the attention of another college, which graciously invited them to walk in its commencement ceremony.

They began a new chapter at a Historically Black College and University (HBCU), ultimately selecting the school based on housing availability. Reflecting on their journey, the youth shared:



"There's going to be times you want to give up. Don't! I took in all the resources the county provided me with and made it to university. I'm a firm believer in faith and God, but you still need a village like Camp Sweeney to help you achieve your goals."

Honors Unit (Unit 11, PENDING), Behavioral Management Point System

- The Honors Unit (Unit 11) is a dedicated living area designed to provide an enhanced living experience for youth who have attained Platinum Status within the Behavior Management Point system (BMP). During the weekdays, the unit is utilized by other youth in Juvenile Hall; however, on weekends, it is designated exclusively for Firm Roots Academy participants who have demonstrated exemplary behavior and commitment to their rehabilitation goals.
- This less restrictive environment offers expanded privileges, including:
 - Increased freedom of movement within the unit, reducing reliance on permission-based movement.
 - Enhanced recreational opportunities, such as access to video game stations, comfortable lounge furniture, and outdoor seating areas.
 - Designed relaxation spaces, including reading and lounging rooms on the first floor, where youth can engage virtually with family and friends through tablets furnished with reading pillows and comforters.
 - A structured yet relaxed atmosphere that promotes responsibility, autonomy, and continued personal growth within a supportive peer setting.
 - The Honors Unit is designed to encourage responsibility and independence while maintaining a safe and structured setting that prepares youth for reintegration into the community.

Cognitive Behavior Interventions (CBI), Therapeutic Journaling Training

- Implemented Cognitive Behavioral Intervention (CBI) through Interactive Journaling which refers to a therapeutic approach where individuals use structured journaling prompts and exercises to identify and modify negative thought patterns and behaviors, essentially applying the principles of Cognitive Behavioral Therapy (CBT) through the act of writing in a journal, often with guided prompts designed to encourage self-reflection and behavioral change.

CHOICES, Life Skills Training

- Introduced the evidence-based programming curriculum CHOICES."CHOICES" refers to an evidence-based curriculum that focuses on teaching critical thinking, historical analysis, and problem-solving skills by presenting students with complex current issues and diverse



perspectives, often used in social studies classrooms; it is designed to promote informed decision-making based on research and reliable information, with a strong emphasis on developing media literacy and the ability to navigate complex topics with nuance.

Multi-Craft Core Curriculum (MC3), Construction Course, Vocational training

- Launched the Multi-Craft Core Curriculum (MC3), a standardized, comprehensive, 120-hour construction course designed to help young people and transitioning adults choose and succeed in registered apprenticeship programs.

The Last Mile (TLM)

- A technical education program that aims to break the cycle of incarceration with technical and technology education and training that champions students' success after their release. The program provides technical training, particularly in coding and web development, to incarcerated individuals, aiming to prepare them for employment in the tech industry upon release (see thelastmile.org)

Academic Advisory Meetings, Education

- Implemented Academic Advisory Meetings to inform youth of their goals, achievements, and progress.

Progress in Implementation of the Paxton Patterson System, Career Development

- Lab focused educational program with highly engaging, hands-on, career-focused learning experiences to guide students toward the next step in their learning journey.

Dual Enrollment in High School and College

- Collaborated with county partners and ACOE to establish dual enrollment for high school youth, enabling them to earn college credits.

Virtual Visit Incentive through Tablets

- Launched a virtual visit incentive accessible through youth tablets.

Increase Therapeutic Services

- Partnered with Occupational Therapy Training Program (OTTP) to provide additional therapeutic services.

Implemented Weekly Athletic Programs/Commitment to Youth Recreation

- Implemented a weekly athletic program featuring activities such as flag football, basketball, indoor soccer, and kickball.

The blacktop area used by youth was closed from August 2024 to December 2024 to allow for the construction of a new outdoor recreation space. Partially funded by a grant from the Board of State and Community Corrections, the renovated area features CrossFit-themed equipment that enhances the existing range of recreational activities. Full utilization of the equipment is anticipated in the spring, once inclement weather conditions subside. During the construction



period, youth continued to access the indoor gym or participated in large muscle exercises with DSAL. **Firm Roots Academy Youth Feedback**

Overall, the SB 823 youth perspective reflects high levels of satisfaction and support across multiple aspects of their experience, with some room for improvement. We asked them to reflect whether facilities were safe and secure, their future aspirations, family support, whether needs are being met, meaningful opportunities, developing new skills, satisfaction with supervision and services etc (see Table 14). Youth strongly agree that they have meaningful opportunities to explore new interests and develop new skills (mean 4.8, median 5), as well as a clear understanding of the Academy's rules and expectations(mean 4.8, median 5). Additionally, they feel well-supported by their families while staying at the Academy (mean 4.7, median 5), indicating a strong connection between the program and external support systems.

Youth also report feeling that the Academy is helping them prepare for the future (mean 4.5, median 5) and assisting in their self-understanding and reflection (mean 4.5, median 5). Interactions with peers (mean 4.5, median 5) and the respect shown by probation staff and service providers (mean 4.4, median 5) contribute to a generally positive environment. However, areas with slightly lower satisfaction include feeling valued and heard by most staff and service providers (mean 3.9, median 5) and feeling safe and secure in the provided facility and communal spaces (mean 4.1, median 4.5).

Overall, the findings suggest that Firm Roots Academy provides a supportive and structured environment, with youth feeling engaged, prepared for their future, and supported by both staff and family. However, there may be opportunities to strengthen perceptions of safety, security, and being heard by staff, which could further enhance the program's impact (see Table below).

Table 13. Firm Roots Academy Youth Perspective, February 2025

Statement (1=Strongly Disagree to 5=Strongly Agree)	Mean	Median	Lowest	Highest
The Academy's rules and expectations are clear to me.	4.8	5	4	5
I have meaningful opportunities to explore new interests and develop new skills.	4.8	5	4	5
I feel supported by my family while I stay here.	4.7	5	3	5
My needs are being met by the Academy.	4.56	5	4	5
The Academy/Program is helping me understand myself and my actions.	4.5	5	3	5
I interact positively with my peers.	4.5	5	3	5
The Academy is helping me prepare for the future.	4.5	5	3	5
The majority of probation staff and service providers treat me with respect.	4.4	5	3	5
I am satisfied with the care, supervision, and custody provided by Probation.	4.3	5	2	5
I feel supported by the staff.	4.2	5	1	5
I feel safe and secure in the provided facility and	4.1	4.5	2	5



communal spaces.

I feel comfortable speaking to the Probation staff about any concerns or problems.	4.1	5	2	5
I feel valued and heard by most of the staff and service providers.	3.9	5	2	5

**Measured on a Likert Scale (1=Strongly Disagree, 5 = Strongly Agree) (N = 10)*

Data Source: Firm Roots Academy Youth Survey



C. PLACEMENTS - Secure Track Youth Treatment Program Less Restrictive Options

Consistent with Article 23.5. Secure Youth Treatment Facilities, the following less-restrictive options are available to the juvenile court for consideration based on the individual needs of each youth. These options support the County's commitment to offering less restrictive options, including the use of community-based models, aligned with the goal of successful rehabilitation in accordance with the youth's Individual Rehabilitation Plan (IRP), and in the interest of public safety. An integral part of any less restrictive program is ensuring that the youth has wraparound services including physical and mental health care but also emphasize education, housing, and vocational training.

All stakeholders [(i.e Behavioral health stakeholders such as Psychological Assessment Inc, social workers, and Family Spring; community-based organizations such as RJOY and Occupational Therapy Training Program (OTTP, Education stakeholders such as Laney College and Hayward Unified School District, and vocational stakeholders such as The Last Mile (TLM)], play a key role in reentry services. The current reentry services for youth focus on providing structured support to reduce recidivism and ensure continuity of care. The reentry team will implement 15-day and 45-day follow-ups after youth are released to monitor their progress and address any challenges. Warm handoffs to community providers will be prioritized, with mental health staff increasing referrals and direct transitions to ensure youth receive ongoing support. Additionally, the Guidance Clinic team is working to enhance collaboration with community-based organizations (CBOs) for post-release mental health and substance use services. To ease the transition, community providers may begin relationship-building with youth before their release.

Psychiatrists will also prepare e-prescriptions or paper prescriptions before release to ensure continuity of psychotropic medications. Recognizing the critical role of family support, the Guidance Clinic team will increase contact with family members, caregivers, and guardians to help youth reintegrate successfully. Mentorship programs are being explored to strengthen youth connections with community providers after release. The transition center's reentry program is undergoing improvements to include more structured services and follow-ups. Efforts are being made to guide youth toward education, music, sports, or other positive interests to prevent them from falling back into harmful patterns. Overall, these initiatives aim to improve mental health and substance abuse services, strengthen family connections, ensure medication continuity, and provide structured support for a successful transition back into the community.

1. Camp Sweeney (Ages 15 – 25)

This is an *unsecured* facility which is used as part of the transition of youth from secure facilities to the community. The current program offers an inside/outside model where youth participate in programs in the facility and the community. Youth are also employed in the community and are allowed to earn weekend home passes as they progress through the program. The County is moving forward with plans to secure the facility with a perimeter fence to allow the juvenile court access to a less restrictive second, yet secure option. Once the camp is secured, more robust



programming will be implemented at this site (vocational, CTE, etc.) see camp programming in Appendix C.

2. Short-Term Residential Therapeutic Program (Ages 14 – 18)

- a. On a case-by-case basis, when appropriate STRPs will continue to be leveraged as a less restrictive option for the Court's consideration.
 - i. In and out of the County.

3. Transitional Housing Program + Foster Care (Ages 17.5 and older)

- a. Vetted and approved a local THP+FC program called Journey2Success that houses youth at age 17 1/2 so that youth do not have to stay in the more structured setting of a STRTP if they have completed their goals and are ready to transition to a less restrictive setting but cannot return to family or do not want to return to family they were removed from.

4. Pine Grove Youth Conservation Camp (Ages 18+) – Contract is in place with CDCR; however, it has not been utilized to date as no youth have volunteered to participate, yet.

- a. Eligibility criteria include:
 - i. Release date of no less than six (6) months and no more than seventy-two (72) months from the date of approval
 - ii. High School Diploma/GED & DNA sample required
 - iii. No serious rule violations for the past sixty (60) days
 - iv. Exemptions may be requested for youth with a history of certain behaviors and/or serious and violent offenses (i.e. runaway history and/or murder), while exemptions not permitted for other actions (i.e., arson and/or medically unfit)

5. Alameda County Career Technical Education HUB – Pending Development -Implementation, which will be evaluated for feasibility in 2026 given on-going fiscal challenges.

- a. A local coalition which includes stakeholders from Oakland Unified School District, City of Oakland, Alameda County, Peralta Colleges, faith-based organizations, and community-based organizations have developed plans and continue to seek and identify funding to build and establish a CTE HUB location in the city of Oakland to serve system impacted transition-aged youth. The site is slated to include on-site housing.

6. Family Finding and Recruiting Alameda County Families to be Resource Parents for Placement Youth

Family Builders, the FFA contracted by Alameda County to approve Resource Parents, has had a dedicated social worker assigned to the JJC since 2017 to help identify family members for youth in custody who have been removed from their parents. In partnership with Alameda County Probation, Family Builders launched a social media campaign to recruit resource families, ensuring compliance with least restrictive placement options. Since July 2022, RFA families can now be located outside of California, allowing the County to place youth with relatives in other states, such as a recent placement with a grandmother in Seattle. Using the Level of Care tool,



Alameda County families housing high-needs youth can receive higher adjusted rates, increasing incentives to support youth with mental health or behavioral challenges. Additionally, the Alameda County Placement Unit has joined the Department of Social Services' statewide Resource Family Campaign to expand social media outreach and encourage more families to complete foster care requirements for youth on Placement orders.

7. Child-Specific Support – Strategy utilized since 2022

- a. Beginning in FY 2021/22, the State began offering a new source of funding for individual youth services or care that will keep them in a family setting or the least restrictive environment. Some examples of covered services include: additional intensive mental health services that are not billable to Medi-Cal, respite care provided by ISFC/TFC parents as part of a transition plan, a higher stipend so a caregiver can serve as a “professional” foster parent, enhanced rates for FFA-based ISFC programs that provide additional supportive services to youth and families, provision of coaching visits for parents, payment for extracurricular activities, supplementing current wraparound contracts, paying for open bed space to allow for immediate placement, respite care, or to hold a bed when a youth needs more acute treatment temporarily, intensive family finding activities, and costs of travel and activities to support bonding between a youth and family members to re-establish familial connections.
- b. Implementing less restrictive placements is vital to removing youth from locked facilities as soon as possible while ensuring community safety. Accordingly, stakeholders will continue to work collaboratively to effectively identify, provide, and access funding streams. Ongoing.

D. SERVICES AND SERVICE PROVIDERS

The following table summarizes a wide range of service providers and services, community-based in addition to county partners and services that SB 823 youth continue to receive. Note, some county services and programs that exist within JJC, maybe providing support to SB 823 youth as well. These include mental health, social-emotional, behavioral, academic, vocational and life skills that continue to be provided, monitored and enhanced as appropriate. ACPD has some long-standing partnerships and new ones to leverage and utilize as needed.



Table 14. Services and Service Providers as of 2025, Alameda County

Service Area	Program Name	Description of Services	Program Updates
Mental/ Behavioral Health Services (6)	Family Spring Psychology	Provides culturally responsive, evidence-based anger management, mental health, and substance abuse treatment for youth using Cognitive Behavioral Therapy (CBT), with flexible 4-12+ week programs.	The program continues to be offered with a focus on tailoring treatments based on individual needs and family dynamics.
	Psychological Assessments, Inc.	Specializes in youth sex offender treatment services, including intake assessments, risk evaluations, and tailored therapy.	Continues to offer evidence-based treatments with a focus on individual risk and rehabilitation
	Milk & Honey Consulting	Delivers gender-responsive CBT, life coaching, and trauma-focused psycho-education. The program runs a 12-week curriculum integrating mindfulness and trauma-informed practices.	The program continues to operate and has expanded its focus on mindfulness to address trauma recovery.
	HOPE Psychotherapy	Provides psychosexual evaluations and youth sex offender treatment services, including weekly 90-minute group sessions and individual therapy.	The program maintains its regular service delivery and continues adapting treatment approaches based on individual needs.
	Norbert Ralph, DBA Center for Prosocial Development	Offers youth sex offender treatment with risk assessments and monthly collaboration with stakeholders to develop individualized treatment plans. Individual and group therapy options are available based on the therapeutic environment needed for each youth.	The program has been enhancing collaboration with key stakeholders for more comprehensive case management.
	Occupational Therapy Training Program (OTTP)	Delivers a form of therapy that helps youth develop the skills they need to participate in everyday activities, such as self-care, school tasks, social interaction, and play. It focuses on promoting independence, improving motor and cognitive abilities, and supporting emotional and behavioral regulation to help youth succeed in their daily environments. Delivered through group and individual therapy sessions.	Continued provision of services to support self-management and emotional well-being.
For additional information related to Mental Health Services, please refer to <i>MENTAL HEALTH ASSESSMENT AND TREATMENT</i> p. 47			



Community-Based Services (7)	Golden Mean Management - Music & Audio Program	Offers a comprehensive music education and production experience, including songwriting, vocal coaching, and music production.	A new music studio has been built at Juvenile Hall, expanding opportunities for youth to create and produce music.
	Bay Area Community Health	Offers monthly vision care, including eye exams and corrective lenses, for youth aged 14-24 at Juvenile Hall.	Expanding coverage for youth aged 14-24 to include regular vision assessments and corrective treatments.
	Restorative Justice for Oakland Youth (RJOY) Credible Messenger Mentoring Program	Provides daily mentoring, conflict management, and life coaching to detained youth, focusing on goal setting, social-emotional skills, healing, behavior change and reintegration support through mediation and role playing. Trains mentors with lived experiences to guide justice-involved youth through trauma-informed support, life planning, and RJ including a 35 hour training and TA	Ongoing support services with a focus on reentry and emotional growth, with a new emphasis on restorative justice practices. Expanded mentorship program with more focused training to enhance mentor-youth relationships.
	Community-Based Violence Intervention & Prevention - Positive Communication Practices	Provides life coaching, emotional maturity training, and conflict resolution through five 10-week cohorts annually, offering 2-hour weekly sessions.	The program has expanded its life coaching cohorts with more frequent sessions for deeper engagement.
	Genesis Worship Center	Offers spiritual counseling, worship services, and faith-based mentoring to youth, focusing on personal growth, healing, and reintegration. Flexible sessions available in person or virtually	Continues to offer flexible, individualized faith-based mentorship for youth both in detention and post-release.
	DSAL	Provides recreational and permaculture/agriculture programs to build self-regulation and skills. Youth participate in activities such as basketball, yoga, dance, and hands-on agricultural work.	Expanded program with increased hours for recreational activities and new agriculture-based skill-building programs.



Vocational Services (2)	The Last Mile	Offers a 6-month technology professional development curriculum, focusing on web development, digital literacy, financial literacy, and life skills like workplace preparedness. The program includes onsite and remote training.	Expanded curriculum with additional focus on coding languages and increased cultural responsiveness to better support youth development.
	Construction Trades Workforce Initiative	Provides 128-hour construction technology training for youth at Camp Sweeney, preparing them for certification and apprenticeship programs in the construction industry.	The program continues to grow with new union collaborations, apprenticeship placements, and expanded guest speaker involvement.
Education Services (5)	Alameda County Office of Education	Deliver's structured daily academic programming to FRA youth.	expanded schooling, digital/tech usage, college-level courses, and expanded classrooms space and curricula, including career lab.
	Write to Read Program	A collaborative initiative between the Alameda County Library, ACOE, and ACPD to provide literacy assessments, individual/group literacy support, and library services at Juvenile Justice Center and Camp Sweeney.	Ongoing literacy services with a focus on improving post-release literacy skills and ongoing library engagement.
	Incarceration to College Program	Offers A-G verified career training and educational services to incarcerated youth, integrating culturally relevant materials and college readiness preparation.	Expanded partnerships with additional mentors and more comprehensive college preparation, including mental health support.
	Restoring Our Communities (Peralta/Laney College)	Offers up to six 3-unit transferable community college courses annually, plus reentry services to support youth in continuing their education post-incarceration.	Increased focus on post-release transitions with enhanced support for continuing education at Laney College.
	Raising Leaders Workshop & Internships	Offers workshops and internships targeting at-risk youth, providing life skills development, resume building, and career exploration, followed by paid internship opportunities.	Expanded workshop series and increased internship placements with regular progress tracking and more collaboration with ACPD.

Following are county-level or government services that continue to be provided and enhanced. Note, several other partnering agencies including courts, DA's office, probation as well as Camp Sweeney and JJC providers and staffing continue to provide numerous services and supports, as noted throughout our plan.



- **Alameda County Office of Education (ACOE)** - Delivers schooling at JJC and Camp Sweeney, including high school and college-level courses (e.g., via Laney College) ensuring educational continuity with transcript consolidation and IEPs.
 - **Ongoing updates:** established a new Office of Education to oversee programming, expanded academic space and curricula, and added a career lab for hands-on learning.
- **Alameda County Behavioral Health Care Services, Health Care Agency** - Provides mental health assessments, psychiatric evaluations, and therapy through the Guidance Clinic, coordinated via Multi-Disciplinary Team (MDTs) meetings every six months.
 - **Ongoing updates:** Behavioral intervention capacity has increased, resulting in fewer incidents; however, high turnover among mental health staff continues. Recent hires are expected to improve fidelity to best practices.
- **Alameda County Social Services Agency** - Supports reentry through public housing and public assistance through the Transition Center. Collaborates with probation for family and youth resources.
 - **Ongoing updates:** Enhanced Transition Center collaboration through stakeholder meetings, though a fully structured reentry process is still developing.

Program and Service Satisfaction by Youth (Quality of Services)

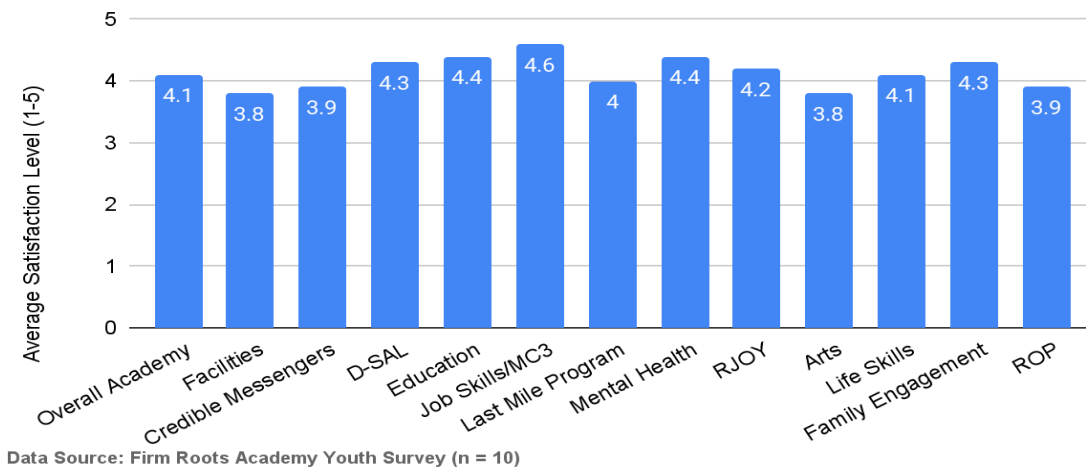
Firm Roots Academy Youth (n=10) were surveyed regarding their satisfaction with program offerings and services within Alameda County's Firm Roots Academy (1=Strongly Disagree, 5 = Strongly Agree). The Job Skills/MC3 program received the highest ratings, with an average satisfaction score of 4.6 and a median of 5. This suggests it is the most well-liked program among participants. Other top-rated programs include Education (4.4 avg, 5 median) and Mental Health



(4.4 avg, 5 median). Programs like DSAL (4.3 avg, 5 median), Family Engagement (4.3 avg, 5 median), and RJOY (4.2 avg, 5 median) also received high satisfaction scores.

The programs with the lowest average ratings were Facilities (3.8 avg, 4 median) and Arts (3.8 avg, 4 median), indicating that youth may see room for improvement in these areas. The academy as a whole received an average rating of 4.1 and a median of 4.5, indicating general satisfaction

Figure 3. Firm Roots Academy Youth (Secure Track) Program Satisfaction (2025)



with room for some enhancements. In summary, FRA youth seem to value Job Skills/MC3, Education, and Mental Health the most, while Facilities and Arts may need some improvements to boost satisfaction (see Figure 3).

E. SUPERVISION

Juvenile Institutional Officers (JIOs) provide engaged supervision to support youth throughout their participation. Engaged supervision involves active participation in youth activities, offering guidance and consultation, and assisting with homework or other tasks to promote their development. JIOs also play a key role in helping youth build and practice essential skills while encouraging motivation and success. Once adequately trained, JIOs take on expanded roles as co-facilitators within the program's core services, contributing directly to its implementation. Additionally, JIOs participate in weekly meetings, providing formalized feedback in collaboration with the Institutional Supervisor to assess and track youth progress.

Youth with significant mental health needs receive tailored supervision that may include psychiatric and psychological treatment to maintain their participation in the program. A clinician with expertise in assessing, diagnosing, and treating complex mental health conditions supervises these youth, ensuring their needs are met under the program's oversight. This clinician, experienced in working with adolescents and young adults, supports JIOs in managing these



cases. Alameda County Behavioral Health (ACBH) clinicians assess, diagnose, develop treatment plans, and provide individual therapy, strengthening the supervision structure for youth with heightened acuity.

F. OTHER RESPONSES

All key information and updates added throughout.



PART 4: JUVENILE JUSTICE REALIGNMENT BLOCK GRANT FUNDS (Welfare & Inst. Code § 1995 (D)(3)(A) AND (D)(8))

Describe how the County plans to apply grant funds to address the mental health, sex offender treatment, or related behavioral or trauma-based needs of the target population. Describe any progress on this element since May 1, 2024, at the end of your response.

The County plans to apply grant funds to enhance mental health services, sex offender treatment, and trauma-based interventions for justice-involved youth. These funds will support staffing expansion, specialized training, and culturally responsive programming.

A. MENTAL HEALTH ASSESSMENT AND TREATMENT

Mental health assessments are conducted by ACBHC/Guidance Clinic, one primary clinician works with all youth, with support from the clinical manager and director, and follows state mental and behavioral health mandated guidelines. Youth treatment plans are updated once a year, with MDTs being conducted once every 6 months. Depending on the youth's mental health needs, severe mental health needs are assigned a specialty therapist that provides weekly support.

Table 14. Mental Health Program Descriptions

Mental Health Program/Service*	Description of Services
Family Spring Psychology	Provides culturally responsive anger management and substance abuse treatment using Cognitive Behavioral Therapy (CBT). Sessions run 12 weeks for anger management and 4-12+ weeks for substance abuse, with flexible scheduling. Ends with a graduation and certificate ceremony.
Occupational Therapy Training Program (OTTP)	Offers occupational therapy at Juvenile Hall and Camp Sweeney, helping youth build self-regulation, decision-making, and vocational skills. Therapists provide real-time strategies and collaborate with staff.
Milk & Honey Consulting	Delivers gender-responsive CBT, life coaching, and trauma-focused psycho-education. The program runs a 12-week curriculum integrating mindfulness and trauma-informed practices.

**For Additional Information regarding services and service providers, please see Table 13, pg. 40*

Grant Fund Allocation:

ACBHCS and mental health community-based partners with a strong collaboration with Probation, and on-site clinician and other mental health professionals will continue to build on



existing relationships with the youth, daily check-ins, MDTs, weekly unit meetings and ensure continuity of care for reentry mental health services and family engagement. Grant funds may support collaboration with licensed mental health clinicians ensuring collaborative care, individualized care, crises management and behavioral support and therapies expanded into group therapy and family therapy. The structure and processes are being implemented consistently and collaboratively across partners to ensure youth needs are continually being met.

Youth receive annual treatment plan updates and biannual multidisciplinary team (MDT) reviews, with severe cases assigned weekly specialty therapists. Providers like Family Spring Psychology offer evidence-based Cognitive Behavioral Therapy (CBT) for anger management (90-minute weekly sessions over 12 weeks) and substance abuse treatment (2-3 sessions weekly, 4-12+ weeks), incorporating group discussions and role-playing. Special Service for Groups Inc. delivers occupational therapy to enhance self-management skills.

Update:

Since May 1, 2024, significant improvements have been made in mental health programming and infrastructure, guided by community and youth feedback. Modifications include expanded services, increased accessibility, and tailored interventions to better meet the needs of the target population. Recent improvements in mental health at the JJC include a re-designed Guidance Clinic model, implemented since November 2024, with increased staffing from 13 to 19 full-time positions, including clinicians and supervisors (ACBHD presentation, p. 21, 29). Behavioral Health is staffing up the Guidance Clinic to increase coverage. This will allow us to have a dedicated clinician for Firm Roots who will be able to support the milieu. New clinicians trained in Trauma-Focused CBT enhance therapeutic support for high-acuity youth, like those in the Secure Youth Treatment Facility (p. 29). Crisis intervention now spans seven days a week, addressing rising behavioral health needs (p. 16). Care coordination has improved with new initial assessments and reentry plans meeting CalAIM mandates, ensuring better linkages to community providers like Lincoln and Seneca (p. 30). These changes reflect a shift to a holistic, integrated approach for JJC youth (p. 11). Additionally, there is increasing awareness around men's mental health, with efforts to address disparities and break the silence. Mindfulness interventions are gaining recognition for their effectiveness in reducing anxiety and stress especially for youth (old plan) that continue to be incorporated.

B. SEX OFFENDER TREATMENT

Juvenile sex offender treatment services are provided by Psychological Assessment Inc., Norbert Ralph DBA Center for Prosocial Development, and the HOPE program following the California Sex Offender Management Board (CASOMB) Collaborative model, see table below.

Table 14. Sex Offender Treatment Description of Services

Program Name	Description of Services
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Psychological Assessment, Inc.	Provides intake assessments, risk evaluations, therapy, and case management. Tailors treatment plans using cognitive, social-emotional, and behavioral assessments. Collaborates with probation officers and stakeholders through monthly meetings. Ensures cultural sensitivity, special needs accommodations, and victim reunification considerations. Staff must meet CASOMB guidelines, undergo background checks, and comply with PREA regulations. Progress reports submitted to probation and courts.
Norbert Ralph, DBA Center for Prosocial Development	Offers juvenile sex offender treatment under the CASOMB Collaborative Model. Uses risk assessments (JSORRAT-II, SAVRY) to develop individualized plans, including group or individual therapy with cultural and language accommodations. Monthly case management meetings track progress, with reports submitted to probation. Initial case conferences occur within 45 days, and evaluations within 30 days.
HOPE Program	Provides juvenile sex offender treatment with psychosexual evaluations assessing risk, mental health, and cognitive function (SOTRS, DASH-13, Youth Needs and Progress Scale). Offers weekly 90-minute group therapy (5-8 youth) and individual therapy as needed. Monthly case management meetings and probation officer communication required. Additional support services address mental health, substance abuse, and education. Staff follow CASOMB guidelines, undergo background checks, and comply with PREA policies.

Grant Fund Allocation:

Grant funds will continue to support juvenile sex offender treatment programming as needed, via Psychological Assessment Inc., Norbert Ralph DBA Center for Prosocial Development, and the HOPE Program, adhering to the California Sex Offender Management Board (CASOMB) Collaborative Model. Services include psychosexual evaluations, risk assessments (e.g., JSORRAT-II, SOTRS), and tailored individual/group therapy (5-8 youth per group, 90-minute weekly sessions). Funding will cover case management, monthly probation collaboration, and staff training to ensure culturally sensitive care.

Update:

Since May 1, 2024, the program has conducted multiple psychosexual evaluations using validated assessment tools, ensuring individualized treatment plans tailored to each youth's needs. Individual therapy has been provided based on assessed risk levels. Monthly case management meetings have facilitated collaboration between treatment providers, probation officers, and stakeholders, improving communication and service coordination, with 90% of progress reports submitted on time to probation and courts, ensuring accountability and ongoing treatment adjustments.

C. TRAUMA-INFORMED AND FOCUSED CARE

In addition to the mental health services and non-exclusive, the following related behavioral or trauma-informed service providers and services are being provided.



- **RJOY** also provides case planning and acts as advocates and provides program services and case planning. The Credible Messengers assist youth in developing skills necessary to thrive in community. JIO's provide engaged supervision by participating in activities with youth, providing advice and consultation, and assisting with homework assignments or other tasks to support the youth. They also assist with developing and practicing skills and motivating youth to succeed. Once trained, JIOs are integrated into more of the core programmatic services as co-facilitators. JIOs are responsible for providing input to the weekly meetings to determine youth progress via a formalized feedback process with the Institutional supervisor. This was previously named Credible Messenger Mentoring Movement (CM3) in 2023.
- **Bay Area Community Health** provides comprehensive vision care for youth aged 14-24 at the Alameda County Juvenile Justice Center. The contractor supplies all necessary equipment, eyewear, and professional staff, including optometrists, ophthalmologists, medical assistants, and a healthcare transportation associate.
- **Milk & Honey Consulting, LLC** provides **life coaching** and **gender-responsive cognitive behavioral therapy (CBT)** groups for youth at Juvenile Hall and Camp Sweeney. Their services include structured group-based CBT sessions incorporating dialogue, role-playing, and homework to address criminogenic factors. They also support youth in exploring their gender expression and understanding its societal impacts. The program follows a trauma-informed, culturally humble, and manualized 12-week curriculum, using materials like *Voices: A Program of Self-Discovery and Empowerment for Girls*, with four cohorts per year. Mindfulness-based approaches are integrated to teach self-regulation, emotional awareness, and non-violent communication. Additionally, the program includes psycho-educational sessions covering substance use, trauma, relapse prevention, and addiction cycles. Sessions are held on weekday evenings and flexible weekends, culminating in graduation ceremonies.

To enhance engagement, digital resources such as audio and video content, including sleep meditations, are provided. The program emphasizes evaluation and reporting, tracking youth progress through written reports, bi-monthly updates, and pre/post-intervention assessments. Collaboration with probation department staff is also a key component, ensuring coordinated support and participation in relevant meetings.

- **Rites of Passage, Positive Communication Practices** provides **Youth Life Coaching Services**. We deliver five 10-week cohorts per year, each consisting of weekly 2-hour ROP group programming, totaling 400 hours annually. These sessions are conducted at the JJC (Units 4, 5, and 6 for female youth) and Camp Sweeney. The programming includes biweekly one-on-one sessions for participants and concludes with a graduation ceremony. The services involve interactive group discussions, multimedia presentations, guest speakers, trade exposure, and cognitive behavioral techniques, aimed at developing communication skills, emotional maturity, conflict resolution, decision-making, self-awareness, and cultural sensitivity.



The program also includes a follow-up for graduates, leadership opportunities, skill-building workshops, and one-on-one mentoring. Additionally, the program engages families by conducting assessments, offering workshops to align family members with the program's goals, and providing community resources and referrals. Staff undergoes required training in various areas, including positive youth justice, adolescent brain development, crisis intervention, and life path planning.

- **Education & Treatment Alternatives, Inc.** has provided probation staff with 30 hours of **Aggression Replacement Training (ART)** to address anti-social cognitions and promote prosocial development. FRA staff will now teach ART to youth starting April 2025. An essential developmentally appropriate training for high-risk youth to learn to manage their behaviors and reasoning and develop prosocial life skills.

ART includes 3 components: Skillstreaming, Anger Control Training, and Moral Reasoning Training. Staff are completing the training and look to implement it in May of 2025 as the CHOICES cohort concludes. The training, delivered by a Master Trainer, includes a 2-day initial session (12 hours), a 1-day booster (6 hours), ongoing phone coaching, and fidelity assessments via tools and videotape reviews. Staff must lead or co-lead 36 ART groups (at least 12 per component) within 12 months to demonstrate proficiency, with adherence confirmed by a competency rating. The training schedule spans three days—Day 1 (7 hours) covers introductions and Skillstreaming, Day 2 (6 hours) focuses on Anger Control and Moral Reasoning, and Day 3 (7 hours) includes role-plays and feedback. The staff keep attendance logs, provide training records, and issues' completion certificates which are maintained, with key personnel.

- **DSAL** provides two primary programs for youth at Juvenile Hall and Camp Sweeney: **Recreational Programming**. Recreational Programming involves structured indoor and outdoor group activities, totaling 70 hours weekly and 3,640 hours annually. Activities include basketball, soccer, futsal, badminton, yoga, dance, volleyball, and flag football. The schedule is designed for various youth units within Juvenile Hall, with daily sessions for male and female youth across different units, totaling between 546 and 728 hours annually per unit.

Grant Fund Allocation:

Grant funds will continue to support behavioral and trauma-informed programming as a key area of focus for FRA youth. These include Milk & Honey Consulting which provides gender-responsive CBT and life coaching via a 12-week curriculum, integrating mindfulness and psycho-educational sessions on trauma and substance use. Positive communication Practices offers five 10-week Youth Life Coaching cohorts annually (2-hour weekly sessions), focusing on emotional maturity and conflict resolution. DSAL delivers 3,640 hours of recreational programming (e.g., basketball,



yoga) yearly, fostering skill-building and self-regulation. Funds will support staffing, materials, and expanded capacity for these culturally responsive interventions.

Update:

As of May 1, 2024, Milk & Honey Consulting launched two CBT cohorts, serving 20 youth with a 75% attendance rate. Positive Communication Practices completed three cohorts, with 25 graduates earning certificates. DSAL expanded recreational programming to include 50 additional youth weekly, alongside certifying 10 youth in permaculture design. Community feedback has driven tailored interventions, enhancing program effectiveness.

Additional Post Release Services are funded this year (see Reentry Section) to provide educational support to youth going to college.

D. HEALTHY ADOLESCENT DEVELOPMENT

Describe how the County plans to apply grant funds to address support programs or services that promote healthy adolescent development for the target population. Describe any progress on this element since May 1, 2024, at the end of your response: (Welf. & Inst. Code §1995(d)(3)(B) and (d)(8))

The County plans to continue to strategically utilize grant funds to enhance youth-centered programming and services that foster healthy adolescent development for youth in Firm Roots Academy. These embody and put into proactive the positive youth development principles as noted earlier and extensively in our original plan. It includes multi-level multifaceted programming that supports multidimensional development of youth from risk to resilience and successful outcomes using restorative, therapeutic, and holistic approaches (as noted earlier). We continue to prioritize and implement principle-driven adolescent development programming including education (college and career readiness), mental health/trauma-informed practices, life skills (self-awareness and self-regulation, see Appendix competencies outcomes), and strengthen positive environments and relationships during and post release.

A key focus is expanding post-secondary education opportunities, recognizing that education serves as a powerful intervention to disrupt future contact with the criminal justice system. Funds will support the delivery of college-level classes, resources, and wraparound services, ensuring access to culturally responsive educators who reflect the youth's backgrounds and experiences. This approach aims to build confidence, self-efficacy, and long-term engagement by offering diverse pathways, such as college credits for physical activities like basketball to engage those less inclined toward traditional academics.

Grant funds will also address critical infrastructure needs, such as creating dedicated educational spaces and upgrading facilities to include technology access (e.g., secure platforms for coursework), and overcoming current physical constraints like limited classrooms. Additionally, the County intends to bolster mental health and behavioral support by continuing to integrate



evidence-based interventions, such as cognitive behavioral therapy and trauma-informed practices, delivered through consistent mentorship from credible, relatable figures. This will continue to promote emotional regulation, identity development, and resilience, crucial for healthy adolescent growth.

Beyond education and mental health, the County plans to use grant funds to strengthen family engagement, a vital component of adolescent development and successful reentry. Resources will support structured family involvement activities, such as the existing video conferencing program and special events, alongside parenting education to equip families with tools to reinforce youth progress. Funds will also facilitate reentry planning by enhancing coordination among providers, ensuring youth transition to less restrictive environments with individualized plans that include life skills training (e.g., communication, career readiness), workforce development, and connections to community resources like housing and employment opportunities. A centralized coordination system, potentially supported by a technology platform, will streamline communication among stakeholders to reduce conflicts and ensure continuity of services, fostering a supportive ecosystem for youth development.

Update:

Since May 1, 2024, progress has been made in several areas.

- The establishment of a **new office to oversee post-secondary programming** has begun improving coordination, laying the groundwork for more effective educational delivery.
- **A career lab** has been introduced, offering hands-on learning and career exposure, which is still in its growth phase but shows promise in engaging youth.
- **Behavioral intervention and increased Guidance Clinic capacity** have led to tangible improvements, such as reduced incidents and enhanced conflict resolution skills among youth, reflecting the impact of consistent staff engagement and culturally responsive support.
- **Family engagement** efforts have expanded with initiatives like special celebrations, digital technology to connect, and reentry collaboration has advanced through increased meetings at a transition center, though a fully structured process remains in development (expanded in next section).

Robust Academic Support via ACOE since 2024: The Alameda County Office of Education (ACOE) has continued to be a strong partner with ACPD, and continues to offer robust K-12 and post-secondary educational programming for FRA youth. In ACOE's K-12 program, students have access to a full range of high school courses and students' academic schedules are individualized to meet their educational needs. Students are taught in classrooms with less than 16 students per class. ACOE's classroom teachers interface with classroom-based paraprofessionals who assist with student Individual Education Plans (IEPs), academic and language needs; the resource specialist, the school counselor, the school psychologist, speech and language pathologist, and the principal. School staff provide the student individualized services, interventions, accommodations, or modifications to meet students' needs. ACOE administers reading and math



assessments three times a year to monitor student's academic growth and provide guidance to school staff on how to best support each student academically. To best support literacy, ACOE is beginning a reading intervention program focused on providing one-on-one targeted reading support and partnering with the library for a weekly book club.

Technology is infused in everyday classroom instruction by teachers and paraprofessionals. A digital curriculum, Edgenuity, is used when necessary to help students complete their graduation requirements. Edgenuity is also a tool used for credit recovery throughout the school year.

College and Career Readiness: Through a partnership with Laney College, students are able to participate in dual enrollment community college courses and earn high school and college credit. The dual enrollment courses FRA youth participated in during 2024 are: Asian and Asian American Popular Culture, Basketball, Counseling 30, African American Culture: Black Music, Art, and Literature, and M/LAT 30A: Survey of Latin-American Films.

In 2024, ACOE launched a post-secondary program to support youth's education beyond high school. Youth have access to in-person community college courses taught by a professor who comes to juvenile hall and asynchronous online college courses. Students also participate in The Last Mile, a web development job training program, and ACOE is launching a Career Lab and working to expand other career technical education and certification opportunities. A team of program managers supports all of the graduates in developing post-secondary education plans, supporting and monitoring their academic growth, career exploration and working to expand and align vocational opportunities to student interest. ACOE has a partnership with UC Berkeley's Incarceration to College program (ITC), who provide tutors to work with youth and their academic courses.

In sum, ACPD continues to deal actively with challenges of limited pre-structured space, technology access and limited daily time, as well as developmental considerations of adolescents to late adolescents (delayed start of the day, too much programming), underscoring the need for continued investment, monitoring and continuous quality improvement. The County is actively addressing gaps and expanding what works including evidence-based practices and principles of criminal justice reform, ensuring that programs not only meet the immediate needs of youth, but also promote sustainable, healthy development and successful outcomes into young adulthood for the growing target population.

E. FAMILY ENGAGEMENT

Describe how the County plans to apply grant funds to address family engagement in programs for the target population. Describe any progress on this element since May 1, 2024, at the end of your response: Welf. & Inst. Code §1995(d)(3)(C) and (d)(8))

"Family support helps them get through their stay. Having family's support gives them hope."
- Key Stakeholder Interview, 2025



Family Engagement⁷

The Firm Roots Academy (FRA) program in Alameda County is rooted in a restorative framework. Many youth express a desire to heal relationships with their family of origin or partners. This is an area that must be systematically addressed. While there is strong interest from youth, clinicians, probation staff, and provider teams, a more concrete strategy will be implemented this year to strengthen these efforts.

Family engagement for justice-involved youth—particularly FRA youth, who are typically younger and experience longer periods of detention—is ultimately about healing and restoring family connections. ACPD adopts a broad definition of “family,” recognizing not only biological and extended relatives, but also mentors, romantic partners, close friends, and other trusted individuals who play significant roles in the youth’s life.

Aligned with best practices, ACPD will continue prioritizing family engagement through its Youth in Custody Practice Model (YICPM). Activities will continue to be co-designed with clinicians, unit staff, Credible Messengers, and restorative justice facilitators to ensure they are responsive to the diverse needs of youth and their families.

Youth who step down to Camp Sweeney enjoy a number of special events, including activities, sponsored field trips, and shared meals with their families. This successful engagement strategy is now being brought to the Juvenile Justice Center for FRA youth detained in Juvenile Hall. Recent efforts include **Family Fun Nights**, where youth on platinum status choose activities to enjoy with their families, and beginning in **June, FRA Family Dinner Nights** will launch for all FRA youth at Juvenile Hall—further supporting connection and healing.

Restorative Justice Relationship-focused Approach: Given that some families may have experienced harm caused by or directed toward the youth, a restorative justice approach is necessary for healing familial bonds. ACPD, ACBHC and RJOY work together to expand restorative justice (RJ) principles to help youth repair relationships, address harm, and develop healthier family dynamics. This is one area that was offered to youth and they were encouraged to engage

⁷ Barr, R., Brito, N., Zocca, J., Reina, S., Rodriguez, J., & Shauffer, C. (2011). *The Baby Elmo Program: Improving teen father–child interactions within juvenile justice facilities*. *Children and Youth Services Review*, 33(9), 1555-1562. <https://doi.org/10.1016/j.chilcyouth.2011.03.020>

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- Department of Youth and Rehabilitation Services. *Anchored in the Strength Family Support Group*.
- Martinez, D. J., & Christian, J. (2009). *The familial relationships of former prisoners: Examining the link between residence and informal support mechanisms*. *Journal of Contemporary Ethnography*, 38(2), 201–224.
- Shanahan, R., & Agudelo, S. V. (2012). *The family and recidivism*. *American Jails*, 18(2), 40-55.
- Vera & MILPA Collective. *Restoring Promise*. <https://restoringpromise.vera.org/about>



with families and support system; however, it could benefit from a more systemic family engagement and empowerment initiative.

Family Finding Services: ACPD continued to prioritize family finding services to help youth connect with familial support. Currently, ACPD partners with a foster family agency to provide extensive family finding services from the moment youth enter the system. These efforts assist youth in SYTF with locating and developing meaningful family connections and support networks. Once a youth's family connections are identified in consultation with the Multidisciplinary Team (MDT), ACPD ensures access to these relationships through both formal and informal means.

Develop Meaningful Family Connections and Re-build Relationships: To further promote family involvement, youth and their families have opportunities to co-design family activities such as shared meals, recreational activities, communication via tablets, and participation in community events. For youth who are parents, ACPD offers programs such as: 1) Baby Elmo Program, which supports young parents in developing healthy parenting skills while incarcerated (Barr et al., 2011). 2) Parenting Inside Out Program, an evidence-based parenting skills training for incarcerated parents (Barr et al., 2011).

Recognizing the importance of family-centered environments, ACPD is also considering incorporating the following **Evidence-based Programs**:

- **Restoring Promise** which transforms correctional housing units for young adults to eliminate barriers to family connection. Family orientations allow loved ones to visit the facility, see where youth live, and even bring personal items to create a more familiar and comforting environment (Vera & MILPA Collective).
- **A Relational Inquiry Tool (RIT)** was explored to help detained youth and staff identify and strengthen family resources, fostering trust and rapport between youth, families, and facility staff.
- **Strength-Based Training to Family Engagement** to ensure staff are equipped to facilitate meaningful family interactions. Additional spaces for family visits will be designed, as much as possible, to reflect a home-like environment—creating a sense of normalcy and dignity for youth and their families. As youth develop social skills, emotional regulation, and healthy boundaries, family engagement opportunities provide a space to practice and strengthen these abilities.
- **In-Person or Virtual Family Engagement Opportunities** were offered, with priority given to in-person contact, supplemented by virtual and telephone connections. Tablets worked really well and will continue to be encouraged. Any exceptions to daily engagement will be documented and monitored to identify and address barriers.
- **Family Therapy:** Guidance Clinic staff and clinician on site, conduct initial family consultation at intake with the family and keep them informed and contact them regularly. Family therapy was requested by a couple of the youth; though logistics and



more structure would be beneficial. There is a growing emphasis on family therapy. The Guidance Clinic team is working to expand family engagement to strengthen youth family connections. Therapists maintain contact with family members, even if family therapy sessions are not always feasible. In collaboration with ACBHC/Guidance Clinic, the program offers access to family and couples therapy, as well as parenting services, based on the youth's requests. To maintain professional boundaries, the youth's primary therapist will not provide these services directly but will assist in preparing the youth for family sessions. Family involvement plays a crucial role in reducing recidivism and improving reentry outcomes.

- **Anchored in Strength**, one promising program model we will further explore is designed for families of justice-involved youth. This group provides a safe space for families to share experiences, support one another, and develop strategies for navigating their loved ones' involvement in the juvenile justice system (Department of Youth and Rehabilitation Services).

By prioritizing family engagement, ACPD reinforces its commitment to fostering strong, supportive relationships that promote youth success both during confinement and post-release.

F. REENTRY PLANNING AND LINKAGE

Describe how the County plans to apply grant funds to address reentry, including planning and linkages to support employment, housing, and continuing education for the target population. Describe any progress on this element since May 1, 2024, at the end of your response: (Welf. & Inst. Code §1995(d)(3)(D) and (d)(8))

To improve the success of youth reentering their communities, Alameda County prioritizes comprehensive reentry planning and collaboration. Beyond ensuring safe and secure confinement, the focus must be on equipping youth with viable skills for education and employment. ACPD recognizes that juvenile hall plays a critical role in the reentry process and that Alameda County has a strong history of leveraging Reentry Network partners to support FRA efforts. The emphasis extends beyond confinement to fostering vocational, life, and psychosocial maturity skills, as well as establishing positive connections and opportunities that contribute to long-term success post-release. Effective coordination across service providers, continuity of care, and access to supportive, caring adults are essential for sustained reintegration. However, significant work remains in identifying and addressing gaps in service integration.

Phased Approach to Reentry

We are currently finalizing a new structured phase system that is founded in daily tasks and behavior, CBI/EBP participation and program participation. The system will consist of a four-phase program at the JJC followed by two additional phases if the youth is stepped down to Camp Sweeney.



Phase 1: Orientation (First 30 Days) Once a youth is ordered into the FRA program by the Court, Phase 1 begins with orientation and assessment. During this period:

- The Multi-Disciplinary Team (MDT) convenes to assess needs and develop an individualized plan. MDT meetings are conducted every 6-months.
- Youth are introduced to the Secure Treatment Facility, their assigned housing unit, and key program expectations.
- Additional assessments are administered, and individualized programming is assigned.
- Credible Messengers and program staff provide intensive monitoring and support.
- Youth receive a handbook, similar to Camp Sweeney's, outlining program phases, expectations, and the disciplinary process.

Per Welfare and Institutions Code 875(d), within 30 days of commitment to a Secure Youth Treatment Facility (SYTF), the Court must receive, review, and approve an Individual Rehabilitation Plan (IRP). ACPD, in coordination with relevant agencies, submits the IRP, ensuring compliance with WIC 875(d) and alignment with the reentry plan's objectives.

Phase 2: Core Programming - Phase 2 provides structured, individualized programming in a least restrictive environment. Key elements include:

- A reward/sanction system designed to incentivize positive behavior and promote long-term success.
- Regular contact with the community through Credible Messengers and community-based staff providing in-facility programming.
- A step-down approach that integrates inside-outside components to facilitate early community reintegration.
- Clear articulation of step-down goals to the Court, ensuring informed, timely decisions regarding reentry.
- If community reintegration is not initially approved, an eligibility assessment for step-down components occurs every 60-90 days.

Throughout this phase, reentry plans are continuously updated, and youth receive close monitoring and support from program staff and Credible Messengers. Importantly, failure to comply with FRA program agreements does not result in regression to Phase 1 but rather in targeted interventions to address challenges.

Phase 3: Community Reintegration - Community reintegration ideally begins 6-9 months before a youth's anticipated release. To ensure a smooth transition and robust reentry support, planning starts no later than 9 months before release and may be adjusted for earlier transitions. ACPD is committed to ensuring that youth have access to stable support systems, employment opportunities, and essential services post-release.

Update:



Reentry efforts currently are described as a complex, individualized process aimed at helping youth reintegrate into the community through comprehensive support. Stakeholders emphasized the need for more wraparound services—behavioral health, education, workforce development, and social interventions—to ensure a smooth transition. Stakeholders noted, “reentry looks very different for each youth,” highlighting the challenge of individualized tailored plans to diverse needs. The process is “disjointed” and “not coordinated,” such that “everyone’s holding a component of reentry, but no one’s really talking.” The state mandates behavioral health assessments, referrals, and post-release plans to ensure continuity of care, with the ACBH working closely with probation and CBOs for a “professional to professional behavioral health linkage.” And, unpredictability, premature releases by judges, and lack of structure complicate efforts, making it “hard to track reentry.” Concurrently, Probation and ACBH continue to develop and plan for the implementation of various CalAIM initiatives that will help support re-entry coordination and planning, including the development of formal 90-day pre-release plans and warm handoffs to various community-based programs and supports.

Transition Center: The Transition Center connects released youth and their families to critical resources, including housing (e.g., Section 8), public assistance (e.g., SNAP, Medi-Cal), and employment services. The JJC Transition Center is a bright spot, with probation leading collaboration efforts: “more collaboration, more conversations, and more daily meetings has really helped support reentry.” The JJC Transition Center is being emphasized as a model, and there’s an experimental approach to reentry planning: “Kind of just bring everyone in and try to see what works and what doesn’t by trying everything.” Daily huddles and collaboration with education and public health partners are in place, especially for high-need youth, but stakeholders stressed the need for more structure.

Reentry Case Management & Support Services

Based on the above feedback and aligned with evidence-based reentry practices, ACPD is in the process of strengthening reentry efforts to provide seamless reentry services earlier and better coordinated. Recent changes include:

- **Reentry Case Manager and Team:** A culturally responsive Reentry Case Manager was hired in 2024 to ensure coordinated care across service providers.
- **Aftercare System Navigation Support:** ACPD is adding a contract effective April 2025, for aftercare system navigation to help youth navigate the reentry process and provide barrier removal services in areas of employment, housing, transportation, and basic goods.
- **Early Reentry Planning:** Reentry planning needs to begin at disposition, incorporating youth and their families in decision-making. Service plans from multiple agencies must be more integrated. While JJC partners deliver many supports directly, additional partnerships help align services with the youth’s needs, strengths, and interests.



- **Continuity of Care Enhancements:** The Reentry Service Coordinator will coordinate with various agencies, departments, and community-based organizations to ensure smooth continuity of care without interruption in physical and mental health, education, and services. They will ensure that warm handoffs occur—not just passive referrals to services. Currently prescribed medications will be refilled before release. The prescribing physician, who will be informed of the transition to release will determine the amount of medication provided. Ideally, 30 days or more of medication will be provided. In cases where this is not indicated due to safety or health considerations, transportation to and from necessary appointments and the appropriate pharmacy will be provided.
- **Additional Considerations for Transitional-Aged Youth (TAY)** - Transitional-aged youth face unique challenges in vocational and educational success, relationship development, and mental health stability. This population has higher levels of mental health needs compared to younger youth in the juvenile justice system, with serious mental illnesses often emerging. The shock, anxiety, and stress of release—despite being long anticipated—underscore the need for robust transition support. The TAY Full Service Partnership, coordinated through ACBH, offers a full spectrum of mental health and community support services for exceptionally high need/high risk TAY living with serious mental health conditions. Services include medication support, as needed.

Expanding Reentry Educational, Vocational, and Employment Support and Opportunities

This is a strong area of interest for FRA youth, probation staff, county and community-based partners and research alike. Thus, ACPD is making a concerted effort in 2025 to ensure that youth exiting secure track have access to college, paid employment, vital documents, and strong community support networks. Mentors and Credible Messengers play a key role in providing early and ongoing support to youth. This section builds on the education section under the healthy adolescent development section.

Educational Support – High school and College Continuation:

- High school: ACOE and ACPD will ensure youth are enrolled in a school or program that aligns with their educational goals. The Reentry Service Coordinator facilitates this coordination, engages parents, and ensures warm handoffs. Resources such as transportation, school supplies, and uniforms will be provided. ACOE will ensure that all transcripts and student records, including consolidated transcripts and updated IEPs, are transferred appropriately. ACOE will collaborate with K-12 schools to develop 30-Day Change of Placement IEPs upon enrollment.
- College: For youth pursuing higher education, ACPD is coordinating with Laney College (ROC) and other college service providers, to support enrollment and transitions. Educational records and necessary accommodations are outlined in an Exit Individualized Education Plan (IEP).



Employment & Financial Stability: Many FRA youth especially as this is a long-term program, lack financial resources and cannot afford unpaid internships or volunteer work as they are released into the community. ACPD is committed to ensuring that youth have immediate access to wage-subsidized internships, stipends for community service, and full- or part-time jobs to ease financial burdens. ACPD is expanding partnerships to provide subsidized employment programs and paid internships. **Vital Documents Preparation:** ACPD assists youth in obtaining essential documents such as Social Security cards, birth certificates, California IDs/Driver's Licenses, and voter registration. 1) SSI applications are initiated while youth are in custody to prevent post-release delays. 2) Ensuring access to these documents is crucial, as lack of identification can be a major barrier to securing housing and employment.

Enhancing Family Engagement and Positive Peer Relationships and Networks: (see earlier section), need to expand to ensure successful youth reintegration into positive influences and systems. ACPD will develop individualized plans that move away from a one-size-fits-all approach. Youth will be actively consulted regarding who they want to be included in their "family" group to foster supportive relationships. Family members under the age of 18, especially the children of the youth parents, will be allowed to visit as part of this commitment.

In terms of the next steps for reentry, efforts will focus on filling in current gaps and improving reentry coordination and supports, to include:

1. **Better Coordination and Collaboration:** Stakeholders repeatedly called for "more coordination, collaboration, more communication," including "daily huddles, weekly coordinated team meetings, and multiple sessions of reentry team meetings," to address the "clear lack of collaboration and coordination" across providers, judges, probation, and education.
2. **Clearly Defined Roles and Structure:** Stakeholders said, "they need to make sure that there is structure and that there are defined roles and responsibilities as it relates to reentry," to fix the lack of oversight and disjointed efforts.
3. **Support for Families:** Families of youth in FRA are also struggling, and need more support and resources such as housing, financial stability, jobs, and mental health support, parenting classes to provide support to their youth. *"families just need a lot more support and resources in order to be able to be the supportive factor for their loved ones."*
4. **Education and Vocational Support in Community:** Stakeholders emphasized creating more positive, strength-based protective factors in youth environments at home, schools and communities, and ensuring we are not returning them to the same negative peers or toxic environments: *"I think if we put youth back into the same circumstances, we cannot expect different results,"* advocating for education, workforce training, and relocation if funding allowed.



5. **Continuous built-in Training and Capacity Building for all:** Consistent and ongoing training and individualized coaching and follow-up, be integrated and further enhanced to ensure that cross-sector collaborators and service providers possess a unified comprehension and methodology for adapting to the evolving needs, risks, and dynamics of youth. As articulated during the 2025 Key Stakeholder Interview, *"Training should be instituted as a foundational, continuous process."* This suggests a more cohesive all-encompassing training curricula, subject to annual updates, and disseminated across all providers and partners towards collective capacity.

By strengthening coordination, expanding employment opportunities, and addressing service gaps, ACPD aims to enhance reentry outcomes and promote long-term success for youth transitioning out of the FRA program.

G. EVIDENCE-BASED, PROMISING, TRAUMA-INFORMED AND CULTURALLY RESPONSIVE SERVICES

Describe how the County plans to apply grant funds to address evidence-based, promising, trauma-informed and culturally responsive programs or services for the target population. Describe any progress on this element since May 1, 2024, at the end of your response: (Welf. & Inst. Code §1995(d)(3)(E) and (d)(8))

Alameda County Probation and partners continue to be deeply informed by, implement and refine evidence-based, promising, trauma-informed, and culturally responsive programming and services as mentioned throughout our plan in the past and now. Specific enhancements include:

1. **Trauma-Informed Educational Interventions:** Grant funds will support educational components like the college program, which stakeholders view as "an intervention [that] can disrupt future contact with the criminal justice system." The program incorporates trauma-informed approaches by building confidence and pride, with culturally responsive strategies such as offering college credits for basketball courses to engage youth from diverse backgrounds.
2. **Amplify Youth Voices and Empowerment:** Funding will support the rebranding initiative, transitioning from the "Senate Bill 823" designation to "Firm Roots Academy." This shift aims to inspire and engage youth by fostering a sense of inclusion and affiliation with a meaningful program identity. This culturally sensitive approach, paired with youth councils and in-unit meetings, amplifies youth voices and fosters a sense of belonging, addressing trauma through empowerment and identity.
3. **Recreational Programming:** The Deputy Sheriffs Activities League (DSAL) has been a well-received program, aligning with promising strategies of what works to support high-risk youth. Funds may be used to expand sports activities like basketball and soccer or enhance gym or hours, as FRA youth see it as a "a positive outlet for energy" that they



look forward to daily. D-SAL is a trauma-informed program which promotes emotional regulation, self-confidence and has many physical, mental and cognitive benefits on the youth.

4. **Building Youth-Centered, Cultural Responsiveness Capacity:** Continuing to offer training and technical assistance and coordination across providers to ensure culturally responsive and youth-friendly services is a priority. Consistent, relatable staff, particularly Juvenile Institutional Officers and credible messengers—build trust, as seen in youth aspiring to emulate them, addressing trauma through stable, culturally resonant relationships.
5. **Conflict Resolution and Behavioral Shifts:** Grant funds will bolster cognitive behavioral interventions and aggression replacement training, which have shown results like youth resolving conflicts. This evidence-based, trauma-informed approach is culturally tailored by staff who understand youth contexts.

These programs are evidence-based (e.g., cognitive behavioral interventions), promising (e.g., educational and recreational outlets), and trauma-informed by fostering consistency, trust, and emotional safety. Cultural responsiveness is embedded through staff diversity, relatable mentors, and youth-centered strategies that reflect their lived experiences and interests. Many programs and providers embody culturally responsive practices as detailed prior.

Update:

Since May 1, 2024, the program's ongoing strengths continue to evolve, particularly through the success of culturally responsive and trauma-informed approaches. The rebranding to "Firm Roots Academy" remains a source of inspiration for youth, fostering a sense of pride and belonging. The DSAL program's implementation of engaging activities serves as a consistent, positive outlet for energy, drawing youth in daily. Staff dedication further enhances this progress, creating a safe, trauma-informed environment, with feedback highlighting probation staff as key supporters and mentors. The program's commitment to recruiting individuals with lived experience, who reflect the youth's backgrounds underscores its culturally responsive approach. Annual trauma-informed training for staff reinforces this dedication, ensuring probation staff remain equipped to support youth effectively.

H. NONGOVERNMENTAL OR COMMUNITY-BASED PROVIDERS

Describe whether and how the County plans to apply grant funds to include services or programs for the target population that are provided by nongovernmental or community-based providers. Describe any progress on this element since May 1, 2024, at the end of your response: (Welf. & Inst. Code §1995(d)(3)(F) and (d)(8))



Alameda County has built a strong network of community based providers over the years, which it continues to leverage to meet specific youth needs, including reentry support, educational, vocational, employment, mental health and other services or supports as needed. These partnerships leverage the expertise, cultural relatability, and flexibility of CBOs to complement County-led efforts. These CBOs will be funded to expand staffing, train personnel in trauma-informed and culturally responsive practices, and increase program capacity, ensuring seamless collaboration between ACBH and Probation. The inclusion of CBOs enhances accessibility, fosters trust through relatable staff and supports reentry. Also see the list of CBOs and service providers listed in Table earlier.

Table 15. Firm Roots Academy Community-Based Service Providers, As of 2024 (see other service providers list)

Mentoring and Life Coaching	Restorative Justice for Oakland Youth (RJOY) Credible Messenger Program	Deploys mentors with shared lived experiences to provide daily trauma-informed guidance, mentoring, case planning, life coaching, and skill-building support (conflict resolution, life skills), emphasizing social-emotional skills and community reintegration.
Behavioral and Vocational Programs	Milk & Honey Consulting	Gender-responsive CBT and life coaching with a trauma-informed curriculum
	Positive Communication Practices	Youth Life Coaching through five annual cohorts, engaging families and providing follow-up support.
Sex Offender Treatment	1. Psychological Assessments Inc. 2. Norbert Ralph DBA Center for Prosocial Development 3. The HOPE Program	Use CASOMB Collaborative Model. These providers will conduct risk assessments, therapy (individual and group), and case management, integrating culturally sensitive care and monthly collaboration with probation officers.
Spiritual/faith-based Support	Genesis Worship Center	Group spiritual counseling, worship services, and faith-based mentoring, available both in-person and virtually, supporting youth in detention, on probation, and post-release.



Vision care/health	Bay Area Community Health	Comprehensive vision care monthly, including eye exams, prescriptions, and eyewear, enhancing youth well-being and reporting outcomes to inform program improvements.
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Update:

Community-based providers have made significant strides in enhancing support for youth within the FRA program, reflecting progress in collaboration, service delivery, and cultural alignment. Partnerships with CBOs have expanded with enriched programming through the integration of credible messengers and external agencies that provide mental health and clinical services. These collaborations have strengthened the program's ability to offer diverse, tailored interventions, contributing to a more holistic approach to rehabilitation. The emphasis on recruiting staff and mentors who share similar backgrounds and lived experiences with the youth has deepened cultural responsiveness, fostering stronger connections and trust. Additionally, the involvement of CBOs has supported the program's adaptability, allowing it to shift from a one-size-fits-all educational focus to individualized plans that better meet the diverse needs of participants.



PART 5: FACILITY PLAN (Welfare & Inst. Code § 1995(D)(4))

Provide a detailed facility plan indicating which facilities will be used to house or confine the target population at varying levels of offense severity and treatment need, and improvements to accommodate long-term commitments. Facility information shall also include information on how the facilities will ensure the safety and protection of youth having different ages, genders, special needs, and other relevant characteristics. Describe any progress on this element since May 1, 2024, at the end of your response: (Welf. & Inst. Code 1995 (d)(8))

Facilities Immediate, Intermediate and Long-Term Plan 2021-2024:

In 2021, Alameda County Probation Department set in motion an immediate, intermediate and long-term Facilities Plan, as highlighted in the Alameda County's 2021 Realignment Plan and summarized below (see Appendix A: Facilities Plan Details). It has been implemented in the past couple of years as such, with significant improvements being made in secure track housing, facility improvements and additional safety measures and protections.

- **Immediate Plan:** Continue using Unit 1 at the JJC, while exploring better, long-term options. The JJC is not ideal for long stays. Efforts have been made to make Unit 3 more therapeutic and youth-centered with improvements like new furniture, culturally relevant décor, Wi-Fi access, and personal touches in each room. De-escalation spaces will also be added.
- **Creating more Home-like Environment:** ACPD continues to adapt the current Juvenile Hall to create a more home-like environment. This involves changes like providing kitchen access, replacing furniture, adding recreational enhancements, installing mood lighting, improving the gym and outdoor spaces, removing restrictive elements, creating relaxation areas, enhancing entertainment, adding outdoor comforts, integrating plants, developing de-escalation spaces, and purchasing additional equipment.
- **Intermediate Plan:** ACPD is assessing the feasibility of using Camp Sweeney as a Secure Youth Treatment Facility or a "step-down" facility. The goal is to ensure youth only stay in secure facilities when necessary.
- **Long-Term Vision:** In the long run, Alameda County aims to move away from the current juvenile hall, ultimately closing or repurposing the facility. The plan is to create a range of smaller, **homelike juvenile justice housing models** that support development, healing, and connection. The county will partner with impacted youth, advocates, and community members to develop a more effective and compassionate approach. This was highlighted last time, and is still the plan; yet not set in motion as of yet.



Update

(Also, see earlier Facilities section)

Since early 2024, under the leadership of the new Alameda County Probation Juvenile Facilities management team, significant improvements have been made to the Facilities in alignment with the vision for a safe, supportive, and home-like environment for youth in the Firm Roots Academy. Several key objectives have been accomplished, particularly in enhancing educational and recreational spaces.

Feedback from key stakeholder interviews and supporting data indicate meaningful progress over the past year. Notable efforts include the addition of a career lab to provide hands-on learning and career exploration, as well as plans to construct a gym to expand access to exercise equipment. These initiatives reflect a clear commitment to improving the physical environment and fostering continuous improvement.

However, longstanding challenges persist due to the facility's original design as a short-term detention center, which lacked dedicated educational spaces and classrooms. Limited outdoor access and staffing constraints for outdoor areas remain concerns among stakeholders. The recent construction of a new structure on the blacktop—funded by the state—is expected to help address some of these limitations.

Innovative features such as a facility dog to support youth mental health are also being explored, although implementation has been slowed by bureaucratic processes. Overall, while space, design limitations, and execution timelines continue to present challenges, the Facilities are steadily improving through thoughtful, phased changes.

Capacity Building in the Past Year

In the past year, staffing or workforce development, programming and service providers, training and overall capacity has been built, in addition to infrastructure development of Firm Roots Academy. Staffing has seen positive significant developments in the past year, with several probation positions filled, and increased staff engagement noted across the program. This is reflected in a growing sense of staff buy-in, with staff working more consistently with clearer protocols and operations. Leadership roles are stabilizing and providing necessary oversight and direction, with administrative positions filled within the last year. Additionally, a new program within the Office of Education was established to coordinate and support post-secondary educational programming. The program is focused on expanding educational opportunities for FRA youth and serving as the subject-matter expert in educational services.



Recognizing the turnover and staffing challenges among county behavioral health/mental health, and probation, which has disrupted continuity, new staff and leadership have been hired to strengthen service delivery. Efforts are ongoing to improve fidelity in implementing best practices, and continued progress is expected.

More specifically, the Academy could use more staff time or transport staff to support youth outdoor activities or educational spaces - an area of great interest by the youth.

The education and vocational services continue to be prioritized and have significantly expanded in the past year, partly to respond to youth perspective and needs, and staff dedication is evident, with many working overtime to support the youth. Overall, staffing has improved with filled probation, mental health and provider positions with deep commitment though additional training and technical assistance, relationship development, inter-agency collaboration and service coordination could continue to be refined.

Key stakeholder interviews and evidence suggests that facilities are continuously being improved over the past year, with major additions like the career lab and gym plans, though physical limitations and delays temper progress. Staffing has also advanced, with probation positions filled and stronger staff engagement, yet turnover and understaffing remain concerns. These updates align with the observation of ongoing enhancements, while highlighting areas needing further attention to fully realize the program's potential.



PART 6: RETAINING THE TARGET POPULATION IN THE JUVENILE JUSTICE SYSTEM (Welfare & Inst. Code § 1995(d)(5))

Describe how the plan will incentivize or facilitate the retention of the target population within the jurisdiction and rehabilitative foundation of the juvenile justice system, in lieu of transfer to the adult criminal justice system. Describe any progress on this element since May 1, 2024, at the end of your response: (Welf. & Inst. Code (d)(8))

Alameda County has successfully retained their target population over the last three years with only 1 youth being transferred to adult court since 2021.

Table 16. Transfers to Adult Criminal Court per Year

	N
2024	0
2023	0
2022	1
2021	0

Alameda County has implemented several strategies under FRA to retain youth within the juvenile justice system and avoid transfers to the adult criminal system. A high priority, there have been no transfers to adult court in the past year (see Table 18). The legislation extended the local jurisdiction age to 23 years old, and it requires youth who began in the Juvenile Justice System to remain in the Juvenile Facilities, minimally, until 19 years of age, at which point the County can petition for youth to be transferred to an adult detention facility.

In addition, ensuring comprehensive assessments (including specialized mental health), individualized case planning and treatment, earlier reentry and other services noted, with underlying principles of therapeutic milieu, healthy youth development, restorative justice approach and others, we are continually working together to implement the following evidence-based practices. This shall continue to be better monitored and integrated, ensuring any support and more cohesiveness across the providers and partners.

- 1. Evidence-Based and Promising Practices:** The county has emphasized using evidence-based and promising practices, aligned with criminal justice's eight evidence-based principles for years, to improve outcomes for youth and public safety. This approach aims to reduce the transfer of youth into the adult criminal justice system by ensuring dispositions are in the least restrictive appropriate environment and utilizing community-based responses and interventions.



2. **Comprehensive Support Services:** Alameda County provides services that promote healthy adolescent development, including mental health care, education, vocational training, and family engagement. These services are tailored to address the individual needs of youth, facilitating their rehabilitation within the juvenile system.
3. **Data Collection and Reporting:** The county commits to publishing timely data related to SB 823 implementation. This includes monitoring the number of youth eligible for Secure Youth Treatment Facilities (SYTF), those committed, and those transferred to adult criminal court. Regular data collection ensures transparency and helps in assessing the effectiveness of programs in retaining youth within the juvenile system.
4. **Family Engagement:** Recognizing the importance of family in rehabilitation, the county promotes and strengthens familial connections. This approach supports youth success outside of the system and reduces the likelihood of transfer to the adult system.
5. **Restorative Justice Principles:** The county is committed to restorative justice, centering the needs of victims while providing support and structure to the young person as they seek to make amends. This approach offers meaningful accountability and supports rehabilitation within the juvenile system.

We will continue to enhance individualized step down programs to support FRA youth as they transition from secure facilities to less restrictive environments. These programs include:

1. **Camp Wilmont Sweeney:** An unsecured facility serving youth aged 15 to 25, offering both in-facility and community-based programs. Youth can participate in community employment and earn weekend home passes as they progress. Plans are underway to secure the facility with a perimeter fence to enhance programming options.
2. **Short-Term Residential Therapeutic Programs (STRTPs):** Available since July 1, 2021, these programs provide individualized therapeutic services for youth aged 14 to 18. Placements are considered on a case-by-case basis, both within and outside the county.
3. **Transitional Housing Program Plus Foster Care (THP+FC):** Active since March 2022, this program provides housing for youth aged 17.5 and older who are transitioning from more structured settings but cannot return to their families.



PART 7: REGIONAL EFFORT (Welfare & Inst. Code § 1995(D)(6))

Describe any regional agreements or arrangements supported by the County's block grant allocation. Describe any progress on this element since May 1, 2024, at the end of your response: (Welf. & Inst. Code (d)(8))

There are currently no regional agreements or arrangements in place for the block grant; though in the justice system in Alameda County youth are transferred or placed in other counties.



PART 8: DATA (Welfare & Inst. Code § 1995(D)(7))

Describe how data will be collected on youth served by the block grant. Describe any progress on this element since May 1, 2024, at the end of your response:

Data and Continuous Quality Improvement

The Research & Evaluation Unit at ACPD has tracked data on youth served by the block grant since 2021. This includes demographics, case details, and service utilization. Facilities staff also track grievances, day-to-day operations and programming details for specific youth. The Youth Level of Service/Case Management Inventory (YLS/CMI cjcj.org) and mental health assessments are captured by ACPD and are available to support case planning. The Guidance Clinic/ACBHCS tracks mental health services for youth.

Since October 2020, ACPD - Positive Youth Development Division has utilized the Enterprise Supervision case management system developed by Tyler Technologies for its juvenile justice program data collection. This cloud-based system allows deputy probation officers to input and track information on client demographics, contacts, case plan progress, and more. It integrates with the Alameda County Superior Court to provide up-to-date information on court dates, convictions, arrests, and warrants. The system also facilitates referrals to community-based programs and services, supporting data-driven decisions and improving efficiency⁸.

The ACPD has also maintained **public datasets and dashboards** that represent the performance of agency programs across three divisions: Adult Field Services, Positive Youth Development, and Juvenile Facilities. SB823 data is not presently available on public dashboards but likely will be in the future. Efforts to enhance data integration and coordination remain a priority to improve tracking, accountability, and service delivery across agencies.

Describe outcome measures that will be utilized to measure or determine the results of programs and interventions supported by block grant funds. Describe any progress on this element since May 1, 2024, at the end of your response:

Outcome Measures

ACPD has been collecting and regularly reporting on an array of key indicators and outcome measures to determine the results of programs and interventions on FRA Youth as listed below. Though a more comprehensive critical review of outcomes measures aligned with key strategies and program goals, summarized into a logic model shall be conducted. That will provide clarity on SMART objectives and outcome measures aligned with data availability.

- Numbers of FRA youth served in SYTF and youth adjudicated for 707(b) offenses.

⁸ Source: [2021-2024 consolidated annual plan](#)



- Disaggregated by factors including:
 - Age at first referral and current age (averages and or # of each age year),
 - offense and offense histories (# of violent, property, personal, misdemeanor, infractions, status),
 - # of re-offenses, violations.
 - Gender
 - Race/ethnicity
 - Education level
 - Referral and disposition numbers
 - Length of stay
- Program data including, history and current program placement and involvement, duration, violations during program enrollment.
- Numbers of facilities, programs, placements, services and service providers, supervision, and other responses that are provided to the target population and enrollment in each. Further, the:
 - facilities to which they are referred or enrolled in year,
 - discharge data,
 - youth transferred to adult criminal court, motion filed or step downs and any other youth outcomes being tracked.

Additionally, CBOs and specific partnering agencies track their own service delivery. Most service providers are required to track data on:

- The amount of time services were provided (contact hours).
- Types of services provided.
- Detailed notes of youth progress.

Assessments

Additionally, assessment data is available on risks and needs that shall inform key short-term and intermediate and long-term outcomes of youth in key mental health functioning, behavioral, social-emotional and key developmental areas. We plan on examining these further collectively, aligned with youth supervision, programming and recidivism outcomes in the future.

- **Probation Youth Level of Service (YLS) Assessment and Needs of Youth:** At pre-commitment, ACPD routinely conducts the validated YLS-CMI 2 tool on each individual youth entering the justice system. It helps provide the Court comprehensive risk and needs information that helps the Court in making determination about his/her care and placement.
- **Mental Health Assessment:** in addition, ACPD conducts a biopsychosocial assessment including the CANS on select youth as needed. Youth mental health assessments and psychiatric evaluations are conducted annually, while multi-disciplinary team (MDT)



meetings occur every six months to coordinate mental health services and case planning. Treatment plans may extend for up to one year.

Update:

Data In Action was contracted, in collaboration with ACPD Research & Evaluation Unit, to review and analyze data on all target youth who received services in the past 3 years. In addition to quantitative data, ACPD and the Subcommittee highly value the narrative and stories of the Firm Roots Academy youth, thus youth surveys were administered in early 2025. The following data points were captured from diverse stakeholders, service providers, Firm Roots Academy Youth themselves, and pulled from an existing central database, supplemented by a thorough document review.

- ACPD Automated Data System - Target Population Data, Offense Types (Arrested and Sustained), Program Enrollment and Placement, Transfer/Closed Case Data and YSLI/CMI Scores for all FRA Youth.
- Key Stakeholder Interviews - 13, Key stakeholder interviews were conducted with representatives from the following staffing areas: Alameda County Probation Department (ACPD), Restorative Justice Oakland Youth (RJOY), Incarceration to College Program, Alameda County Behavioral Health (ACBH), DSAL, Alameda County Office of Education (ACOE), and the Restoring Our Communities Program. The key themes and focus areas of the questions asked in the interviews included: an overview of the program and its effectiveness, identifying strengths and challenges, evaluating how well the program meets the needs of youth, assessing staff capacity and preparedness, examining collaboration and communication among stakeholders, exploring youth connections and support systems, gathering feedback on program operations, identifying opportunities for growth, and capturing any additional insights or recommendations for improvement.
- Firm Roots Academy Participant Feedback Survey - while upholding all confidentiality and ensuring voluntary participation (solidified by an informed consent protocol) was developed and administered in February 2025. Youth were surveyed regarding their satisfaction with specific services, staffing, facilities and other aspects of their experience, and asked to respond to some open-ended questions to provide insights, suggestions and concerns that youth would like to see in the future. To our understanding, this is the first time this current group of detained Firm Roots Academy youth provided feedback on a survey.
- Grievance Process Form There is also an established grievance process in place, consistent with Title 15 §1361. If youth have any issues, complaints, or suggestions, they may submit a grievance form at any time. These forms are reviewed by the Facilities management team—or the appropriate partner agency—and are addressed in a timely and appropriate manner.



PART 9: OTHER UPDATES (Welfare & Inst. Code (d)(8))

Provide a description of progress made regarding any plan elements and any objectives and outcomes in the prior year's plan, to the extent that they have not already been described above since May 1, 2024.

There are numerous efforts going on in the ACPD and justice system that inform and enhance the services and programming and structure provided for FRA youth. Some additional strategies that we plan to focus are noted below:

SB 823 Strategic Direction: Next Steps

As we move into the next reporting cycle, our focus will remain on advancing a rehabilitative, youth-centered environment through targeted strategies that promote voice, data-informed decision-making, and meaningful family involvement.

Amplifying Youth Voice (pg. 36)

We will continue to elevate the perspectives of young people in Firm Roots Academy by:

- Expanding structured feedback tools (e.g., surveys, listening sessions)
- Continuing to support youth-led initiatives and leadership roles
- Further integrating youth input into case planning and facility operations

Using Data for Actionable Insights (pg. 70)

To drive continuous improvement, we will monitor and analyze the following key indicators:

- Outdoor Access: Track average hours of outdoor time, daily access rates, and document and address any barriers to outdoor access. Track compliance with Title 15 standards, which require youth to be offered at least one hour of outdoor activity per day, weather permitting.
- Program Participation: Measure enrollment, frequency, and completion by program type
- Family Engagement: Monitor visit frequency, and participation in case planning
- OC Spray Usage (FRA): Track incident totals, and context of use

These metrics will guide operational decisions and support ongoing evaluation of safety, engagement, and service delivery.

Enhancing Family Engagement (pg. 61)

Strengthening family connections remains a strategic priority. Key initiatives include:

- Tracking visit frequency and family involvement in case planning



- Leveraging the Teach N Go platform to share real-time updates with families on youth progress
- Increasing open house events to highlight youth accomplishments in vocational, wellness, and enrichment programs
- Expanding services and supports available to families to empower sustained involvement

These efforts reflect our commitment to fostering a restorative, accountable, and supportive environment that aligns with the core values of SB 823.

JJDPC & Youth Advisory Council: Programmatic Advisory

- We hope to expand youth voice and involvement and leverage credible messengers with lived experience even more to engage and ensure all programming and services are adequately meeting the long-term multi-faceted needs of the youth during their critical fundamental developmental years; and setting them up for success. We will also continue to seek invaluable community perspectives and engagement, to ensure more cohesiveness, sense of collective impact and shared accountability towards a set of SMART objectives most effectively for the youth.

Program Evaluation & Advisory Process

- In consultation with ACPD leadership and the Youth Advisory Council, the JJDPC will:
 - Review and advise on programming needs and service provision.
 - Recommend evaluation processes to ensure program effectiveness.
 - Expand ACPD's reach into the community by integrating diverse perspectives.

This collaborative approach ensures that all programmatic decisions align with the overarching goal: fostering youth thriving through intentional, research-based interventions.



Appendix A: Firm Roots Academy Daily Schedule

Unit 1: Program Schedule

	Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
7:00-7:30	Shift Change	Shift Change	Shift Change	Shift Change	Shift Change	Shift Change	Shift Change
7:30-8:00	Community Check-in/ Room Cleaning	Community Check-in/ Room Cleaning	Community Check-in/ Room Cleaning	Community Check-in/ Room Cleaning	Community Check-in/ Room Cleaning	Community Check-in/ Room Cleaning	Community Check-in/ Room Cleaning
8:00-8:30	Breakfast	Breakfast	Breakfast	Breakfast	Breakfast	Breakfast	Breakfast
8:30-10:00	Large Muscle Exercise	Large Muscle Exercise: DSAL	Large Muscle Exercise: DSAL	Large Muscle Exercise: DSAL	Large Muscle Exercise: DSAL	Large Muscle Exercise: DSAL	Right of Passage Group Circle
10:00-10:30	Staff break	Staff break	Staff break	Staff break	Staff break	Staff break	Staff break
10:30-12:00	Staff Led Programming: Goal Setting	High School/ College	High School/ College	High School/ College	High School/ College	High School/ College	Large Muscle Exercise
12:00-12:30	Lunch	Lunch	Lunch	Lunch	Lunch	Lunch	Lunch
12:30-1:00	Staff break	Staff break	Staff break	Staff break	Staff break	Staff break	Staff break
1:00-2:30	Recreation: free phones, gold room, ping pong	High School/ College/ The Last Mile Program	High School/ College/ The Last Mile Program	High School/ College/ The Last Mile Program	High School/ College/ The Last Mile Program	High School/ College/ The Last Mile Program	Recreation: free phones, gold room, ping pong
2:30-3:00	Group Secure/ Shift Change	Group Secure/ Shift Change	Group Secure/ Shift Change	Group Secure/ Shift Change	Group Secure/ Shift Change	Group Secure/ Shift Change	Group Secure/ Shift Change
3:00-3:30	Shift Change	Shift Change	Shift Change	Shift Change	Shift Change	Shift Change	Shift Change
3:30-3:35	Community Check-in	Community Check-in	Community Check-in	Community Check-in	Community Check-in	Community Check-in	Community Check-in
3:35-4:35	Life Skills	Family	Choices/	Airballing	Choices/	Grow	Stress



Alameda County Juvenile Justice
Realignment Block Grant Plan 2025-2026

	Workshop	Springs Individual Sessions	Journaling/ OTTP Therapy (Alina)	Art/Journaling OTTP Therapy (Alina)	Journaling/ Music Program Bi-weekly	Program Individual Sessions	Management Workshop
4:35-5:35	Large muscle exercise	Large muscle exercise	Large muscle exercise	Large muscle exercise	Large muscle exercise	Large muscle exercise	Large muscle exercise
5:35-6:00	Dinner	Dinner	Dinner	Dinner	Dinner	Dinner	Dinner
6:00-6:30	Staff break	Staff break	Staff break	Staff break	Staff break	Staff break	Staff break
6:30-7:30	Recreation(Phones, gold room, ping pong)	Recreation (Phones, gold room, ping pong)	Recreation(Phones, gold room, ping pong)	Recreation(Ph ones, gold room, ping pong)	Recreation(P hones, gold room, ping pong)	Recreation(Phones, gold room, ping pong)	Incentive programming (staff led) / recreation
7:30-9:00	Showers	Showers	Showers	Showers	Showers	Showers	Showers
8:30-9:00	More Recreation (Phones, gold room, ping pong)	More Recreation (Phones, gold room, ping pong)	More Recreation (Phones, gold room, ping pong)	More Recreation (Phones, gold room, ping pong)	More Recreation (Phones, gold room, ping pong)	More Recreation (Phones, gold room, ping pong)	More Recreation (Phones, gold room, ping pong)
9:00-9:30	Incentive Time (Gold Only)	Incentive Time (Gold Only)	Incentive Time (Gold Only)	Incentive Time (Gold Only)	Incentive Time (Gold Only)	Incentive Time (Gold Only)	Incentive Time (Gold Only)
9:30-10:00	Group Secure & Staff Break	Group Secure & Staff Break	Group Secure & Staff Break	Group Secure & Staff Break	Group Secure & Staff Break	Group Secure & Staff Break	Group Secure & Staff Break
10:00-11:00	Staff Duties & Case Management	Staff Duties & Case Management	Staff Duties & Case Management	Staff Duties & Case Management	Staff Duties & Case Management	Staff Duties & Case Management	Staff Duties & Case Management

As of January 2024.



Appendix B: Alameda County Office of Education Programming - Current

K-12 Program

Time	Monday	Tuesday	Wednesday	Thursday	Friday
8:30-10	PE	PE	PE	PE	PE
10:30-12	Math/Science	Math/Science	Library/ Advisory	Math/Science	Math/Science
1-2:30	ELA/History	ELA/History		ELA/History	ELA/History

Post-Secondary Program

Time	Monday	Tuesday	Wednesday	Thursday	Friday
8:30-10	PE	PE	PE	PE	PE
10:30-12	English 1A	Music	English 1A	Music	Counseling 30
	College Lab	College Lab	College Lab	College Lab	College Lab
1-2:30	The Last Mile	The Last Mile	The Last Mile	The Last Mile	The Last Mile
	College Lab	College Lab	College Lab	College Lab	College Lab



Appendix C: Camp Sweeney Programming, Alameda County

8:00 AM - 2:30 PM

1. **Open Recreation**
 - Studio, Weight Room, Rec Hall, Game Room, Tablets
2. **Educational Programs**
 - Library Open / Butler Academy School
 - Write To Read (Literacy Program)
 - School Breaks as scheduled
3. **Physical Activities**
 - Large Muscle Exercise: Ace Kids Golf
 - Large Muscle Exercise: Fitness Program
4. **Scheduled Programs**
 - Raising Leaders Employment Hours
 - Rights of Passage Program - Group
 - Virtual/In-Person Visits (select days)
5. **Afternoon Transition**
 - **1:30 PM:** Drop off youth at school (Monday-Friday)
 - Family Springs Individual Sessions (select days)
 - Airballin Art Program (specific day)
 - Rites of Passage - Group Sessions.

3:00 PM - 10:00 PM

1. **Recreation Time**
 - Open Rec: Studio, Weight Room, Rec Hall, Game Room, Tablets
 - Incentive Store (specific day)
2. **Educational & Emotional Development**
 - Raising Leaders Employment Hours
 - Structured Programs:
 - **G.R.O.W. Program - Group**
 - **Choices Program - Group**
 - **Making Proud Choices - Group**
 - **Spiritual Service - Group**
 - **Emotional Intelligence - Group**
 - **Family Springs - Group**
3. **Physical Activities**
 - Large Muscle Exercise: Fitness Program
4. **Scheduled Programs**
 - Rites of Passage - Individual Sessions
 - Inside Out Dad Program



- CTWI - MC3 Program (two instances)
- 5. **Evening Transition**
 - **3:30 PM:** Pick up youth from school (Monday-Friday)
 - Success Team Meeting (select day)

Appendix D Youth Level of Service/Case Management Inventory Assessment, 2022-2024

Standard Cut-Off Scores Used to Determine Risk Level for Each Area of YLS/CMI 2.0 Assessment

Area of Assessment	Low	Moderate	High
1. Offenses/Dispositions	0	1-2	3-5
2. Family/Parenting	0-2	3-4	5-6
3. Education/Employment	0	1-3	4-7
4. Peer Relations	0-1	2-3	4
5. Substance Abuse	0	1-2	3-5
6. Leisure/Recreation	0	1	2-3
7. Personality/Behavior	0	1-4	5-7
8. Attitudes/Orientation	0	1-3	4-5

2022 - YLS/CMI Assessment Scores for FRA Youth						
YLS/CMI	Very High	High	Moderate	Low	Average	Mode Level
Offenses/Dispositions	0	17	4	3	3.2	High
Family/Parenting	0	7	11	6	3.5	Moderate
Education/Employment	0	12	6	6	3	High
Peer Relations	0	18	6	0	3.5	High
Substance Abuse	0	8	13	3	1.8	Moderate
Leisure/Recreation	0	21	1	2	2.2	High
Personality/Behavior	0	7	17	0	3.6	Moderate
Attitudes/Orientation	0	8	14	2	3	Moderate
Overall Score	0	15	7	2	23.9	High
*Averages taken out of 46 youth as one returnee youth did not have individualized numerical scores reported						

2023 - YLS/CMI Assessment Scores for SB823 Youth						
YLS/CMI	Very High	High	Moderate	Low	Average	Mode Level



2023 - YLS/CMI Assessment Scores for SB823 Youth						
Offenses/Dispositions	0	29	4	5	3.2	High
Family/Parenting	0	15	13	10	3.6	High
Education/Employment	0	20	10	8	3.1	High
Peer Relations	0	28	9	1	3.5	High
Substance Abuse	0	14	18	6	1.8	Moderate
Leisure/Recreation	0	33	1	4	2.2	High
Personality/Behavior	0	15	21	2	3.6	Moderate
Attitudes/Orientation	0	17	19	2	3.2	Moderate
Overall Score	4	18	13	3	24.3	High
<i>*Averages taken out of 37 youth as one returnee youth did not have individualized numerical scores reported</i>						

2024 - YLS/CMI Assessment Scores for SB823 Youth						
YLS/CMI	Very High	High	Moderate	Low	Average	Mode Level
Offenses/Dispositions	0	35	5	7	3.2	High
Family/Parenting	0	18	18	11	3.7	High/Mod
Education/Employment	0	24	15	8	3.2	High
Peer Relations	0	34	12	1	3.5	High
Substance Abuse	0	19	21	7	2	Moderate
Leisure/Recreation	0	41	2	4	2.2	High
Personality/Behavior	0	17	28	2	3.6	Moderate
Attitudes/Orientation	0	22	23	2	3.3	Moderate
Overall Score	5	21	18	3	24.5	High
<i>*Averages taken out of 46 youth as one returnee youth did not have individualized numerical scores reported</i>						



Appendix E. Service Providers Details

- **The Last Mile:** Develops and delivers a 6-month (480-hour) Technology Professional Development curriculum for up to 20 youth in the Alameda County Probation Department's (ACPD) Juvenile Hall Secure Track Unit. The program adapts an existing curriculum from the California Department of Corrections and Rehabilitation, focusing on fundamental web development (HTML, CSS, JavaScript, Python, etc.), digital literacy, financial literacy, and life skills like workplace preparedness. Services are provided through 20 hours of weekly training (4 hours daily), facilitated onsite or remotely by a former program graduate, at the Juvenile Hall in San Leandro, CA. The program ensures cultural responsiveness, tracks performance with metrics like 75% attendance and 25% goal completion, and submits detailed monthly, quarterly, and annual reports via ACPD's Enterprise Supervision system to optimize youth reentry and workforce readiness.
- **Construction Trades Workforce Initiative:** Provides a 128-hour Construction Technology Training program for youth at Camp Sweeney under the Alameda County Probation Department (ACPD), utilizing the Multi Craft Core Curriculum (MC3) to certify participants. The service involves two-hour training sessions twice weekly, covering construction industry basics, hands-on projects, and job readiness skills (e.g., resume writing, interview prep) through the MC3 framework. Post-certification, the program provides placement services into union apprenticeship programs, collaborates with unions and employers for workshops, and creates alternative pathways for graduates, including grounds and landscaping skills aligned with Alameda County job series. Training is supported by guest speakers, ongoing assessments, and monthly progress tracking via the Enterprise Supervision Portal, with bi-annual reports submitted to ACPD detailing participant outcomes and program effectiveness.

Education Service Providers

- **Write to Read Program:** The Alameda County Library, Alameda County Office of Education (ACOE), and Alameda County Probation Department collaborate to provide library and literacy services at Camp Sweeney and the Juvenile Justice Center. The Library administers literacy assessments, offers one-on-one and group literacy support, operates on-site libraries, and connects students to literacy services post-release. ACOE provides space, student lists, and funding, while the Probation Department ensures a secure learning environment, schedules students, and provides funding.
- **Incarceration to College Program:** A youth justice initiative that offers incarcerated youth an A-G verified Career Training Education course to earn up to eight CTE credits toward high school graduation. Taught inside juvenile facilities, it uses multicultural materials, culturally relevant instructors, and Black Feminist Pedagogies to enhance college readiness through a nine-area curriculum covering degree programs, applications, financial aid, and more. Open to all youth regardless of status, ITC provides a "College Readiness" certificate upon completion, ongoing support until college admission, and



mentorship from alumni leaders. Partnering with the Alameda County Office of Education and Laney College, ITC began in Alameda Juvenile Hall in 2021, expanding in 2022, and includes cognitive behavioral therapy and life coaching to support educational and personal success (<https://undergroundscholars.berkeley.edu/itc>).

- **Restoring our Communities (Peralta Community College District and Laney Community College):** Restoring Our Communities (ROC) through Laney College, operating under the Peralta Community College District, provides Post K-12 Educational Programs and Educational Transition Services to youth up to 25 years old who are in custody at the Alameda County Juvenile Hall or Camp Sweeney, as well as those enrolled in the Butler Youth Academy. In collaboration with the ACPD, Alameda County Office of Education (ACOE), and Court Schools, ROC administers a comprehensive educational initiative designed to support incarcerated youth in their academic and personal development. This includes offering up to six 3-unit transferable community college semester courses annually, and up to six 1-unit technology-focused courses, delivered at the juvenile facilities, with the option for on-campus attendance at Laney College when authorized. ROC provides educational reentry and transition services to ensure eligible youth can continue their community college education after release, fostering a seamless continuum of learning. A full-time Student Services Specialist (Coordinator), stationed at the JJC oversees these programs, while administrative services such as project management, data collection, quarterly reporting on enrollment and completion, and staff recruitment ensure smooth operation. ROC works closely with ACPD to schedule courses, identify participants, and support youth prior to their transition back into the community. ROC's services aim to empower incarcerated youth with educational opportunities and pathways to further their studies and career prospects post-incarceration.
- **Raising Leaders Workshop & Internships:** Delivers a comprehensive program targeting low-income high school students and youth from Alternative Education Schools, such as adult schools, continuation high schools, independent studies, teen parent programs, and expelled students, within Alameda County, with services extending to students up to 25 years old, including 14-year-old 8th graders. The program comprises two key components: the Raising Leaders-Workshop Series and the Raising Leaders-Internship Series. The workshop series, conducted virtually via Microsoft Teams over eight weeks, offers participants five school credits or 16 hours of community service upon completion. The internship series provides paid opportunities for workshop graduates, selected via panel interviews. The program submits CVs for vacant positions within 60 days of contract execution, and provides monthly progress reports and a final impact report in collaboration with ACPD, tracking deliverables like graduation rates, workshop completion, reduced recidivism, and community service through the Hayward Adopt-A-Block Program. The program aims to equip participants with life skills—such as interview techniques, resume building, financial awareness, and career exploration—while



fostering educational and career development, supported by funding acknowledgments to ACPD and a performance improvement framework to maintain service quality.

Note, there may be additional service providers.

