

Final Progress Report

*Findings from the implementation review process for
Alameda County's SB823 Plan.*

IMPACT/JUSTICE

About Us

Impact Justice

Impact Justice is a national innovation and research center advancing new ideas and solutions for justice reform. We work to dramatically reduce the massive number of youth and adults in our justice system, improve conditions and outcomes for those who are incarcerated, and provide meaningful opportunities for formerly incarcerated people to rejoin their communities.

Research and Action Center

This report falls under the purview of the Research and Action Center. As a part of Impact Justice, our research catalyzes community efforts to eliminate disparities and propel system change. We focus especially on the populations most impacted by disparities, including youth and adults of color, as well as members of the LGBTQ/GNCT communities.

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Introduction & Background

Senate Bill (SB) 823 stands as a significant legislative initiative in California, aimed at reforming the state's juvenile justice system. It outlined a comprehensive plan to shutter the Division of Juvenile Justice (DJJ) within the Department of Corrections and Rehabilitation, effective July 1, 2021. Under this legislation, youth adjudged wards of the court are no longer placed under DJJ jurisdiction; rather, county authorities assume this role, supported by annual state funding.

The legislation further expands the age range of local juvenile court jurisdiction to include individuals up to the ages of 23 or 25, ensuring that those whose cases originated in juvenile court remain in county facilities until reaching the specified age threshold of 25. SB 823 prioritizes the establishment of local secure rehabilitation programs, facilitating the proximity of youth to their families and communities. It also established the Office of Youth and Community Restoration (OYCR) to oversee the transition of youth from state to local custody, manage funding, collect data, and promote trauma-responsive services. Additionally, it addressed safeguards against the transfers of youth to the adult criminal system and introduced new dispositional tracks tailored for high-needs youth, reflecting a comprehensive effort to improve the juvenile justice system in California.

The collaboration between Impact Justice and Alameda County began in February 2021, initiated by then-Chief of Probation Wendy Still, who sought assistance from a facilitator and subject matter expert to assist the SB 823 Subcommittee. Leading the effort, the Research & Action Center (RAC) at Impact Justice collaborated closely with the Alameda County Probation Department (ACPD) and the Subcommittee, offering subject matter expertise, facilitating connections with local and national experts, and providing structure and guidance throughout the developing and drafting process of the Plan that Alameda County intended for submission to the newly established statewide Office of Youth and Community Restoration (OYCR).

Initially, the RAC conducted one-on-one interviews with Subcommittee members and other stakeholders, and facilitated Subcommittee meetings. These meetings adhered to the Brown Act, California's Sunshine Law, which aims to guarantee transparency in local government decision-making processes, ensuring public participation and public access to the information and discussions that influence the policies and actions of their local governments. The law promotes government accountability and seeks to cultivate trust between the government and the communities it serves. In compliance with the Brown Act, agendas, presentations, reports, and other materials were developed and submitted within a stipulated time frame. The RAC also organized a site visit at the Juvenile Justice Center, and held focus groups with both youth who were previously incarcerated at the Department of Juvenile Justice facilities, and youth currently incarcerated at the Juvenile Justice Center.

Initially monthly meetings were scheduled, but it became evident that additional time was needed for the thorough review of background information and the development of language and recommendations for the forthcoming Plan. Consequently, Subcommittee meetings were adjusted to occur on a monthly basis, and separate workgroups were established. These workgroups allowed a smaller group of Subcommittee members, along with other subject matter experts and community representatives, to delve deeper into more specific areas and craft language for the Plan. The RAC also facilitated these workgroups, which convened weekly over the span of several months. The workgroups were structured around three primary focuses: Core Programming & Facilities; Education, Vocational Training, & Reentry; and Mental Health, Specialized Treatment, & Family Engagement.

Following a monumental collaborative effort from all involved, the final Plan was submitted to both the Alameda County Board of Supervisors and OYCR in compliance with legal requirements. The subsequent phase of work undertaken by ACPD involved examining and documenting the progress made on implementing¹ the original Plan, which contains over 250 recommendations. To facilitate this task, ACPD once again reached out to the RAC at Impact Justice, commencing the implementation review process in June, 2022.

As a first step, the RAC thoroughly documented all 277 individual recommendations, indicating the corresponding page of the Plan for each recommendation, and identifying documents or materials required to verify implementation progress (i.e., whether individual recommendation was implemented or is in progress toward implementation). Regular meetings were held between the RAC and ACPD staff and leadership, during which hundreds of pages of documents, including policies, manuals, schedules, plans, contracts, and reports, were reviewed to evaluate progress. As presented in the subsequent sections, the RAC devised a color-coded system to signify the status of each recommendation: green for implemented recommendation, yellow for those showing progress toward implementation, and white for recommendations unable to be implemented due to various circumstances, detailed individually below in Appendix A.

This process began in June 2022 and continued through June 30th, 2023. After that period, no further progress or implementation was documented as the RAC team shifted its focus to gathering qualitative data from youth and other stakeholders to provide additional contextual and background information. The team conducted interviews with Subcommittee members and ACPD staff, and also conducted two site visits – one at the Juvenile Justice Center and the other at Camp Sweeney – to engage with and solicit feedback directly from youth impacted by the SB 823 Plan and Program. These site visits involved tours of physical facilities and spaces, focus groups with youth committed to the Secure Track per SB 823, and the administration of surveys distributed to and collected by the RAC team. The findings and recommendations resulting from these interviews and site visits are further discussed below.

Please see Appendices C and D for a list of past and current Subcommittee members.²

¹ Note that the intention of this report is to document the implementation of the 277 recommendations found in the original Plan. Evaluation of the outcomes and impacts of the implementation would constitute an entirely different project, and would require a different approach, with additional data that should be collected over a longer period of time. The immediate priority was to investigate and document whether movement was made toward implementation, and those findings are presented here.

² Please see ACPD's website for the most current list of Subcommittee members:

<https://probation.acgov.org/juvenile-services/SB823.page?>

Implementation Progress

The Plan contained 277 individual recommendations. As of June 30, 2023, 266 were verified as “complete” (i.e., implemented), nine were identified as in progress, and two were identified as recommendations that Alameda County Probation will not implement because they are beyond the scope of ACPD’s authority. These recommendations, along with those that are still in progress, will be discussed in more detail below.

It is important to again note that verification of implementation does not account for the quality of services, and also does not assess the outcomes or impacts of services. Evaluating quality, outcome, and impact is vital to the success of the SB 823 Secure Track Treatment Program, but is beyond the scope of this report.

Implementation: Facilities

Facility plans can generally be found on pages 53–60 of the original Plan, and encompass recommendations #202 - #245 (refer to Appendix A). These recommendations are further broken down into Immediate Plans, utilizing existing space(s) within the Juvenile Justice Center (JJC); Intermediate Plans, which generally entail minor changes and/or upgrades to the existing facilities; and Long-Term Plans, which generally entail much more significant construction changes, which will likely require a multi-year process involving multiple County agencies.

General facility plans begin on page 53 of the Plan, and include recommendations #202 - #222. Of these 21 recommendations, all but 2 have been implemented. These include recommendations to consult with a facilities expert (which was fulfilled with a contracted partnership with Dr. Monique Khumalo, a nationally recognized expert in trauma-informed spaces for treatment within the juvenile justice system), as well as ensuring that spaces are available for both leisure and learning. There are also recommendations for specific items to be made available to youth in the Secure Youth Treatment Facility (STYF), such as reading lights, sleeping masks, cabinets or lockers for personal items, etc. These items have been provided to the youth. Recommendations for youth with disabilities, regarding accommodations and ensuring disabled youth have equal access to all facilities, programs, and services, are also included here.

Recommendation #204 (pgs. 53–54 of the Plan) has been found to be in progress and states that, “This milieu shall serve as a nurturing social environment and thus cannot include the tools of degradation and control that create physically and psychologically unsafe environments and have proven to contribute to increased mental health symptomatology and trauma. ACPD shall commit to eliminate these practices in this milieu.” ACPD responds that the environment and practices described here do not occur in the milieu, but has indicated that this item is “in progress” pending further consultation with subject matter experts.

Recommendation #205 (pg. 54 of the Plan) has also been found to be in progress. This recommendation states that “ACPD shall utilize the same policy as Camp Sweeney to eliminate the use of pepper spray on the SB 823 program.” ACPD has engaged an expert in the use of Oleoresin Capsicum Spray (also known as OC spray or pepper spray) and is exploring the possibility of eliminating its use in the JJC.

Additionally, one component of recommendation #203 (pg. 53 of the Plan) also remains in progress. This recommendation states that ACPD will explore all environmental options to ensure that youth have access to: Rooms for sleeping and relaxing that provide some level of privacy and autonomy; Leisure recreation both indoor and outdoor that is not solely adjacent to their sleeping environment; Kitchen space for youth meal preparation and family-style eating; and Appropriately designed space for family engagement including child appropriate spaces with related developmentally appropriate activities. All of these have been implemented, except the stated recommendation for kitchen space. Currently units do not have kitchen space for full meal preparation or typical homelike dining spaces for family-style eating. However, these spaces are currently available at Camp Sweeney, which is being used as a step-down facility. Thus, the kitchen component of this recommendation is indicated as in progress, but the recommendation as a whole is indicated as complete, given that the majority of components have been implemented. See recommendation #203 in Appendix A.

Immediate plans for the facility begin on page 55 of the Plan, and include recommendations #223 - #230. All eight of these recommendations have been implemented. These include recommendations to provide a space within the unit that can be used as a “cool down” space (i.e., a space to be used for self-regulation). These recommendations broadly intend to encourage making the STYF as homelike as possible within the existing structures of the JJC. Some examples of these changes include:

- Creating micro-kitchen areas in the Unit(s)
- Purchasing more homelike furniture
- Enhancing the gym with additional equipment
- Installing rugs on the floors, with a proposal in development to change the flooring altogether
- Purchasing furniture for outdoor areas
- Creating multiple areas for sitting & relaxing
- Adding multiple large screen televisions
- Creating a gardening program
- Creating a meditation room
- Providing tablets to all youth
- Providing desk lamps and reading lights

Intermediate plans for the facility begin on page 57 of the Plan, and include recommendations #231 - #237. All seven of these recommendations have been implemented as well. These primarily include recommendations to review the possibility of Camp Sweeney to be used as a STYF while long-term planning takes place. This review process has begun, and the creation of a secure perimeter fence is scheduled to begin this year in 2024. Other recommendations similarly encourage ACPD to begin long term planning , which has begun.

Recommendations regarding long-term plans begin on page 57 of the Plan, and include recommendations #238 - #245. Of these eight recommendations, four are complete, three are in progress, and one recommendation has been identified as out of scope. Completed recommendations in this section primarily deal with beginning the planning process to reimagine the facilities necessary to serve the Realigned population. ACPD has begun this process, and has also reviewed a proposal by the Fee Our Kids coalition as recommended. ACPD has also engaged with community partners who serve girls and gender expansive youth as recommended.

Recommendation #238 (pg. 57 of the Plan) states that the “County will develop a full array of juvenile justice housing models to accommodate security, treatment, developmental, and emotional needs.”

ACPD has collaborated with the General Services Agency (GSA) of Alameda County to draft a request for proposals (RFP) to solicit housing models. It has also had meetings with housing providers. This item remains in progress. Similarly, recommendations #243 and #244 (pg. 59 of the Plan) also center on community-based housing and facility options that can be used for step-downs as well as post-release. These items are also in progress.

Recommendation #240 (pg. 58 of the plan) is indicated as out of scope for ACPD to implement. The recommendation itself acknowledges this limitation. It reads: "While the development of such a process is beyond the scope of this Subcommittee, it is the Subcommittee's recommendation that the County immediately begin a redevelopment process. To do this Alameda County must partner with directly-impacted youth and youth advocates to design and deliver a fiscally efficient and equitable plan that transitions the County away from a law enforcement response to children and that (1) builds the capacity of community based organizations to serve young people outside the current justice system; (2) results in a significant reduction in the number of young people who are in contact with the justice system; (3) explores a rehabilitative, health-focused, and care-first model of youth justice that is meaningfully different in operations and outcomes from the current system; and (4) prevents the prosecution and incarceration of children in the adult system."

Implementation: Healthy Adolescent Development

The entire Plan is intended to articulate a Secure Track Program (with associated facilities) that supports healthy adolescent development. Virtually every recommendation could be tied back to healthy adolescent development. The recommendations presented and discussed in this section will be broad and general in nature, forming the foundation for all of the other more specialized recommendations to build upon.

Recommendations under this section deal with the creation and support of a therapeutic Milieu (#1 - #6; pgs. 15–16 in the Plan), articulate a desired focus on relationships and the utilization of Credible Messengers within the milieu (#7 - #10; pgs. 16–17 in the Plan), and recommended commitments to restorative justice practices (#11 - #12; pg. 18 in the Plan). These 12 recommendations have all been implemented. ACPD has created weekly community meetings and daily check-ins, trained all staff on restorative justice practices through SEEDS (a local community based organization), and Credible Messengers (through RJOY, another local community based organization) have been trained and have been integrated into the daily milieu as well.

Recommendations #82 - #85 (pg. 39 of the Plan) also require the consideration of adolescent developmental needs in the creation of schedules. These four recommendations have been implemented, and include the development of varied weekend schedules with more free time and later start times; solicitation and inclusion of youth needs and concerns regarding programming in weekly unit meetings; and ensuring that weekly schedules include plenty of personal time, recreational time, time spent outdoors, and significant time for family engagement.

Similarly, recommendations #44 - #46 (pg. 27 of the Plan) again refer to the integration of Credible Messengers, as well as a recreational therapist. Recommendation #46 requires ACPD to coordinate with other agencies to try and better support youth, who often find court hearings frustrating and demoralizing. These three recommendations have been implemented. As noted above, RJOY has been contracted to staff Credible Messengers, ACPD has contracted with a recreational therapist, and ACPD

coordinates with ACBH to ensure youth have additional support if needed particularly around and after court hearings, etc.

Assessments are a critical component of identifying both needs as well as strengths that can be leveraged to help address those needs. Recommendations #38 - #43 (pgs. 24–26 in the Plan) articulate the multiple types of assessments that are needed to ensure the creation of individualized treatment plans, and the provision of appropriate programming and other services. Multiple County departments are to assist with these assessments, including the Departments of Education (ACOE) and Behavioral Health (ACBH). All six of these recommendations have been implemented, with many of them already existing practice. Alameda County Departments of Behavioral Health, Education, and Probation work closely together to share information from assessments and provide respective services to support the growth of both areas of need and strength. Information from assessments and individualized treatment plans are also shared with the multidisciplinary team (MDT).

Mental health services, broadly speaking, also fall under this section. Recommendations #36 - #37 (pg. 23 of the Plan) require integrated mental health services, viewing well-being holistically, and also ensuring that the daily milieu is supported by a clinician who provides mental health services. Both of these recommendations have been implemented, and licensed mental health clinicians have been hired and are a part of the daily milieu. Recommendation #53 (pg. 29 of the Plan) also requires the availability of family and couples therapy, as well as parenting services and classes for youth who are also parents themselves. This recommendation has also been implemented, with ACBH providing these therapy services as needed, and Centerforce providing parenting classes and support. More specialized treatment is discussed in more detail in the section below.

Core Programming

Many, many recommendations fall under this section, as they form the bulk of the Plan itself. The first group of recommendations (#64 - #74; pgs. 32–37 of the Plan) define the specific subjects, topics, and skills that will be taught and developed as a part of the Secure Track Program. These 11 recommendations have been implemented, and include the development of daily and weekly schedules that incorporate the core components recommended. These Core Competencies include:

1. Develop & Understand the Self as an Individual
2. Develop & Understand the Self Within Community
3. Develop a Sense of Agency
4. See Yourself into the Future
5. Social Connectedness
6. Support Others
7. Health, Well-Being, & Agency
8. Connection to Physical & Natural Environment
9. Cognitive & Creative Competencies
10. Social Justice & Civic Engagement

All of these components are addressed by multiple programs that are provided by ACPD and community-based partners and organizations. There is one aspect which falls under “Support Others” that is beyond the scope of implementation by ACPD. This piece instructs the Juvenile Justice and Delinquency Prevention Commission (JJDP) to “explore the mechanisms and processes needed to

create a youth income plan..." This recommendation (#68) is still counted as complete, as this is only a part of one of ten competencies, which otherwise have been implemented.

Recommendations #69 - #74 (pgs. 36–37 of the Plan) also outline specific course material that should be offered. All six of these recommendations have been implemented as well, and include providing life skills education, civic engagement, voter education, money management and investing, and home ownership. The following services and programs have also been implemented as recommended:

- K–12 education
- Library access
- Community college classes
- Online training through Udemy.com and Coursera.org
- Anger management
- Substance abuse treatment
- Cognitive behavioral therapy
- Restorative justice group
- Write to read
- Supplemental education (tutoring)
- Reading & homework hour
- Mind–body awareness
- Music programming
- Recreational activities

High School, Higher Education, & Vocational Training

Recommendations #86 - #111 (pgs. 40–43) all relate to high school and traditional higher education. All of these 26 recommendations have been implemented, with the vast majority already having been existing practice. These include ensuring every youth has an Individualized Learning and Transition Plan (ILTP), evaluating each youth for Individual Education Plans (IEPs), assessing the needs of English Language Learners, ensuring youth have a voice in giving feedback on educational programs, ensuring that the MDT has access to the ILTPs, and ensuring that eligible high school students will be given the opportunity to dually enroll in community college or vocational training courses. Recommendations that have been more recently implemented include contracts with Restoring our Community (ROC) and Laney College to coordinate community college instruction, and entering into an agreement with the Deputy Sheriff's Activities League (DSAL) in Alameda County for sports and recreation programming.

Recommendations #112 - #120 (pgs. 43–44) all relate to vocational training, recognizing that not all youth have the desire to pursue traditional higher education. All nine of these recommendations have been implemented. They include contracting with individual providers including Construction Trades Workforce Initiative and farming through DSAL; installing career aptitude and assessments on youth tablets; and providing access to online courses and certifications in coding and other technology related skills, real estate licensing, etc.

Behavior Management

Recommendations #246 - #249 (pgs. 60–61) have to do with the use of pepper (OC) spray and other uses of force. The first two recommendations are in progress, as they require ACPD to develop and

implement a plan to eliminate the use of pepper spray and prone restraints. ACPD has contracted with an expert consultant for recommendations. The latter two recommendations have been implemented - they require all use of force incidents to be reviewed by the Chief Probation Officer, according to existing policy, as well as use of force data to be provided to an appropriate body that includes community representation, and ACPD currently provides these data to the JJDP.

Recommendations #250 - #254 (pg. 61 of the Plan) describes a Positive Behavior Model that uses rewards and incentives, and also specifies that restrictions of basic items or items of comfort (such as family photos, religious materials, etc.) shall not be used as sanctions. These five recommendations have all been implemented. Similarly, recommendations #255 - #258 (pg. 62 of the Plan) are designed to address program refusal. In such cases, ACPD does not use formal sanctions to deal with program refusals. Initial attempts to intervene will be informal or formal check ins from a trusted member of the milieu to see what might be wrong, further interventions might include further discussions and strategy development with the MDT, or perhaps a restorative process if needed. These four recommendations have been implemented as well.

Recommendations #259 - #261 (pg. 62 of the Plan) address conflict resolution and recommend restorative justice approaches that should include the entire therapeutic milieu, and that Credible Messengers be relied upon to facilitate these processes. These three recommendations have been implemented. ACPD has provided training for staff and youth on restorative practices, and during such processes, attempts are made to maximize the participation of all members of the unit.

Recommendations #262 - #267 (pgs. 62-65) refer to the creation of a Youth Bill of Rights, and a grievance and review process. These six recommendations have been implemented. ACPD has developed a Youth Bill of Rights that mirrors the existing Bill included in the Camp Sweeney handbook, and also affirms the rights of youth to appeal all disciplinary and/or sanction decisions. Information on the grievance process and procedure is provided to all youth, and incident data are presented to the JJDP.

Key Staff & the Milieu

Recommendations #268 - #277 (pgs. 65-67) describe the staffing makeup of the daily milieu, and their required training. These ten recommendations have been implemented as completely as staffing levels allow. ACPD, like many Bay-area counties, struggles with hiring and retaining Juvenile Institutional Officers (JIOs), which does at times negatively impact programming. Implemented recommendations include adhering to PREA standards for staff-to-youth ratios, fully documenting any deviations due to exigent circumstances; developing a unit management structure with clear lines of supervision and reporting; ensuring clinicians and Credible Messengers are included in the daily milieu; ensuring staff receive specialized training to carry out the roles and responsibilities of the Secure Track Program; ensuring interdisciplinary training for partners in ACOE and ACBH; providing Credible Messenger training by Clinton Lacey, nationally recognized expert in the Credible Messenger model; and providing trainings in a variety of other topics including:

- Effective strategies for youth and family engagement
- Group facilitation
- Conflict resolution
- Behavior management principles

- Effective case planning and case management
- Secondary and vicarious trauma
- Mindfulness and self-regulation

Implementation: Specialized Treatment

Youth with Serious, Persistent Mental Illness

Recommendation #47 (pg. 27 of the Plan) sums up the approach to serving youth who have more significant mental health needs than the average youth: “Alameda County Department of Behavioral Health will provide individual services to youth who present mental health needs that are not addressed by the more general program.” ACPD has implemented this recommendation through the hiring of an embedded clinician who serves the Secure Track Unit, as well as contracted relationships who can provide specialized services.

Recommendations #50 - #52 (pgs. 28–29 of the Plan) require the hiring of an embedded clinician who has expertise working with individuals who have significant mental health needs to serve as a consistent member of the therapeutic milieu. Recommendation #52 also outlines the process if an involuntary hold is needed: youth will be transferred to the crisis stabilization units at either Willow Rock or John George (depending on age), and then return to the unit once stabilized. If a higher level of care (i.e., a hospital setting) is needed, ACBH will work closely with ACPD and Court partners to ensure that that care is provided. ACPD has implemented all of these recommendations.

Girls, Transgender, & Gender Expansive Youth

While girls, transgender, and gender expansive youth are referenced throughout the Plan, the majority of recommendations can be found in recommendations #26 - #35 (pgs. 21–22 of the Plan). Of these 10 recommendations, all have been implemented. These include encouraging gender-responsive programming; ensuring trauma-informed programming; maintaining structures, policies, and programs to support pregnant and parenting youth; and partnering closely with community-based organizations with expertise in serving girls and gender-expansive youth. ACPD has implemented these recommendations through partnerships with Dr. Maisha Scott, Youth Women’s Freedom Center, Raising Leaders, and other local expert service providers, including clinicians who can provide cognitive behavioral therapy specifically for girls and gender expansive youth.

Youth Convicted of Sex Offenses

Two recommendations (#48 - #49; pg. 28 of the Plan) refer to providing specialized support and services to youth who have been convicted of sex offenses. The first requires a comprehensive assessment to be provided by a clinician with expertise in this area, to integrate these youth with other youth for regular programming, as well as to provide specialized clinical therapy services with a clinician whose scope of practice includes youth who have committed sexual offenses. ACPD has implemented this recommendation through identifying and engaging two contractors, and is in the process of developing an RFP for long-term services.

The second recommendation requires ACPD to partner with at least one community-based provider to coordinate therapeutic services to ensure consistency and a strong continuum of care. ACPD has implemented this recommendation through its contract with Hope Psychotherapy.

Implementation: Family Engagement

Recommendations #54 - #63 (pgs. 29–31) all have to do with supporting and encouraging family engagement as much as possible. Of these ten recommendations, nine have been implemented. These include providing robust family finding services for youth in foster care; ensuring that youth are able to define and identify their own family members, regardless of blood relation; working to identify structural and material barriers to family engagement and assisting with resources whenever possible; planning family engagement activities and events; providing family-friendly, homelike spaces for family visits; ensuring daily opportunities for family connection; and providing family therapy opportunities.

Recommendation #60 (pg. 31 of the Plan) is indicated as in progress. This recommendation asks that ACPD review the Restoring Promise approach to family engagement. ACPD is currently in the process of identifying and reviewing this approach.

Recommendations #184 - #185 (pg. 50 of the Plan) also deal with ensuring a broad definition of family, and that those family members be allowed to visit. These recommendations have also been implemented.

Implementation: Evidence-Based, Trauma-Informed, & Culturally Responsive Services

All services and programs under the Secure Track Program are intended to be Evidence-Based, Trauma-Informed, and Culturally Responsive. Virtually all programming and service related recommendations could be tied to this section. The recommendations discussed in this section will be those which explicitly call out one of these specific aspects of approach.

Recommendations #13 - #20 (pgs. 18–19 in the Plan) deal explicitly with culturally responsive programming. These eight recommendations have been implemented, and include the provision of programming that provides the history of youth's respective cultures, races, and/or ethnicities; providing religious and spiritual services that support all faith traditions that youth identify; soliciting youth input in program design and content; and maintaining flexibility in programming in services to ensure individualized treatment. ACPD issues all RFPs with requirements that proposals articulate plans for culturally appropriate and responsive services, ensures that all faith traditions are supported in compliance with Title 15, and has also implemented weekly unit meetings where youth input is solicited regarding program interests, goals, and concerns.

Recommendations #21 - #25 (pg. 20 of the Plan) encompass culturally responsive mental health services. All five of these recommendations have been implemented. They require all mental health services to be culturally responsive, and encourage the development of Culturally Adapted Treatments. They also recommend programming that emphasizes and helps to develop racial/ethnic pride as a way to build resilience. ACPD requires all programming, including mental health services, to be culturally

responsive, and has also partnered with community based organizations to provide Growth and Rites of Passage (both culturally responsive programs that also enhance racial/ethnic pride). ACPD also sponsors multiple cultural heritage and pride events throughout the year for both youth and their families.

Implementation: Partnering with Community-Based Organizations

Partnering with community-based organizations (CBOs) to provide programming and services both inside the JJC and Camp Sweeney, as well as in the community, is emphasized throughout the Plan. ACPD has contracted with many community-based organizations (refer to Appendix B for a complete list of documents reviewed during the creation of this report, including many contracts with CBOs), and has also stated their commitment to actively and continuously searching for additional community-based partners.

Specific recommendations regarding partnerships with community-based organizations can be found on pages 37-38 of the plan (recommendations #75 - #81), and six of these seven have been implemented. These include partnering with CBOs for reentry services, prioritizing programs developed locally in Alameda County, and partnering with CBOs to plan and host community events for family and friends to be held at the facility. Recommendation #78 (pg. 37 of the Plan) is indicated as in progress. This recommendation requires the identification of other innovative programs, including animal therapy. ACPD is currently in the process of reviewing various therapeutic dog visiting options including Marley's Mutts and Alameda County Animal Services. ACPD is planning to pilot a therapeutic dog visiting program in the girls' unit.

Implementation: Reentry

Many recommendations deal with reentry preparation, coordination, and support. Recommendations #121 - #125 (pgs. 45-46 of the Plan) give a broad overview of the recommended approach to reentry. These five recommendations have been implemented, and include ensuring that the strengths, assets, and aspirations of youth and their support systems are tapped and taken into consideration; that a broad array of needs are taken into consideration in the development of transition plans: housing, employment, education, substance abuse, and physical and mental health; social-emotional development, mental, legal, and familial support, and transportation; a commitment to start thinking and planning for reentry upon intake of a youth; and a commitment that every aspect of the Secure Track Program will be aimed toward preparing youth to become contributing members of their communities upon return. These services most often involve the Transition Center, and also rely on the Reentry Deputy Probation Officer (DPO) to effectively coordinate services. These approaches and services are also outlined in the Youth Handbook.

In accordance with the commitment that reentry planning "begins on Day 1," the Plan recommends a Phased approach to assessments, programming, and services. Recommendations #126 - #155 (pgs. 46-47 of the Plan) all describe such a phased approach, consisting of Phase 1 (Orientation), Phase 2 (Core Programming), and Phase 3 (Community Reintegration). All 30 of these recommendations have been implemented, except for one (discussed in more detail below). Implemented recommendations include ensuring that essential assessments and the first MDT meeting occur during the first 30 days of

intake; ensuring the creation and sustainment of an interdisciplinary milieu; and developing a behavior management system that is not reliant on sanctions, but instead relies on rewards and incentives.

One note to make here is that the Plan refers to a Reentry Service Coordinator, who will serve a pivotal role in ensuring continuity of care and coordination of services before reentry transition actually begins. The functions of this role are fulfilled by the assigned Reentry DPO. This Reentry DPO serves as more than a case manager, and will manage all reentry activities including coordinating services. This DPO is assigned prior to reentry transition to ensure continuity in case management as well. Recommendations #156 and #157 (pg. 48 of the Plan) also refer to the role of the Reentry DPO, and require that the Reentry Service Coordinator attend collaborative meetings with ACPD and the Public Defender's office. This function is fulfilled by the Reentry DPO.

Recommendation #144 (pg. 47 of the Plan) has been indicated as outside of the scope of ACPD's ability to implement. This recommendation reads: "If a youth is not approved by the court to begin community reintegration through a step-down approach, an eligibility assessment for 'inside-outside' components should take place every 60-90 days." ACPD notes that this eligibility assessment decision is made by the Juvenile Court, not ACPD.

Recommendations #186 and #187 (pg. 51 of the Plan) provide additional considerations for supporting transitional-aged youth (TAY). Both of these recommendations have been implemented and include supporting mental health during transitions from juvenile to adult systems of care, as well as coordinating with Credible Messengers to provide programming and support for TAY and their unique needs.

Basic Needs & Continuity of Care

Much attention was paid to supporting youth with basic needs upon release, seeing this as an essential component of successful reentry and a positive life trajectory. Recommendations #158 - #169 (pg. 49 of the Plan) outline the basic needs that ACPD will coordinate and/or provide. All 12 of these recommendations have been implemented. These include: utilizing paid internships and employment programs to help bridge the unemployment gap that youth face upon release; utilizing the Transition Center to ensure youth and their families are connected to housing supports (such as Section 8) and other forms of public assistance (SNAP, Medi-Cal, etc.); ensuring the Reentry DPO provides assistance in preparing and procuring vital documents such as Social Security Cards, birth certificates, California ID or Driver's License, voter registration, etc.; provide concrete services such as transportation, food vouchers, relocation supports, clothing, school supplies, and household items; information and support on Record Sealing according to WIC 781; and ensuring that this information and services are provided to the youth and their family prior to reentry, throughout Phase 3 of the Program.

Recommendations #170 - #173 (pg. 50 of the Plan) all outline how the continuity of care will be established, requiring that ACPD coordinates with various agencies, departments, and CBOs to ensure that smooth continuity is achieved without disruptions in physical and mental health, as well as educational services. All four of these recommendations have been implemented, with the Reentry DPO fulfilling these duties (instead of the named Reentry Services Coordinator).

Recommendations #174 - #183 (pg. 50 of the Plan) all refer to how coordination between ACPD and ACOE and/or ROC and/or the appropriate institute of higher education will ensure that no gaps in

education occur due to transitioning back into the community. Whether youth are still in the process of obtaining their high school diploma, or enrolled in a community college, ACPD will coordinate that all transcripts and other student records are given to the appropriate offices and agencies. All ten of these recommendations have been implemented.

Implementation: Data Collection

Recommendations #188 - #201 (pg. 52) all have to do with data collection and reporting. Some of this reporting has not yet begun (such as reporting on program successes and challenges from each program provider, whether that be ACPD or an external CBO), but systems and processes are in place to ensure data collection and reporting take place. All 14 of these recommendations have been implemented to the extent they can be at this time (i.e., putting systems and processes into place). These recommendations include requiring ACPD to provide demographic and other relevant data on the target population to the SB 823 Subcommittee; providing historical data along with current data for comparison; ensuring that data reporting requirements are included in each contract; utilizing a data-driven accountability framework as a part of its program evaluation efforts; gathering qualitative and quantitative data from youth through focus groups, surveys, suggestion boxes, weekly meetings, etc.; and a commitment to make program evaluations available to the public through reports to the JJDPD and the Youth Advisory Council.

Appendices

Appendix A: SB 823 Recommendations & Status

	Description of Item/Deliverable	Page	Status as of 6/30/23
	Therapeutic Milieu		Response provided by ACPD, verified by Impact Justice
1	The program will focus on development of core competencies and respond to youth's individual needs.	15	Program focuses on youth needs combined with development of core competencies.
2	The program and environment will be enriching, nurturing, and designed to ensure that all youth feel safe, cared for, and valued supporting their inherent potential to succeed.	16	ACPD strives to provide and maintain a nurturing environment. We continue to receive recommendations to enrich the community further.
3	The program shall be developmentally appropriate with a restorative "milieu," or social environment.	16	ACPD strives to maintain a restorative milieu with weekly community meetings and daily check-ins. Staff have received training in restorative justice practices from SEEDS..
4	MDT shall consist of the assigned mental health clinician, Credible Messenger, JIO, DPO, and education representative.	16	Participants are currently captured on the IRP form.
5	MDT will work closely with the youth and their family to ensure that the Individualized Rehabilitation Plan (IRP) meets the needs of the youth and supports their healthy development.	16	Current practice.
6	When Reentry Case Manager is assigned, they will begin attending MDT meetings. MDT will regularly include, at the request of the youth, the youth's defense team including the defense social worker, and other relevant supports from the community.	16	ACPD will not be hiring a Reentry Case Manager; this role is fulfilled by the outside DPO. Reentry services will be maintained by the unit and release DPO's along with various CBO's hired. All other stakeholders are currently included.
	Focus on Relationships		
7	A comprehensive team of staff will be developed—through training and instructive supervision—who will collaborate with contracted providers and volunteers to offer an array of services and supports for youth.	16	All identified training has been completed. Sealed Record training was built as an internal program. RJ and ART was completed.
8	Opportunities for peer support and empowerment, as well as agency and self-direction, will be actively sought out and encouraged.	16	ACPD currently has a peer support program : https://probation.acgov.org/about-us/directory.page
	Credible Messengers		
9	Credible Messengers will have access to youth throughout their waking hours.	17	Contract effective 4/1
10	Credible Messengers will be incorporated into staff meetings, trainings, and other processes that inform the way the facility is run.	17	Contract effective 4/1
	Restorative Justice Practices		
11	Restorative justice (RJ)/transformative justice principles and practices will guide the SB 823 milieu community structure and all related policies, practices, programs, and procedures.		Restorative Justice Facilitation Training Completed 11/1/2022
12	The milieu's core values and practices will stand on the pillars of restorative justice: accountability, competency development, and community safety. It will also incorporate common RJ core values: equity, respect, honesty, humility, accountability, empowerment, and hope. This approach will be woven through any level or stage system designed to encourage progress, youth code of conduct, incident response, disciplinary practices, staff training, and supervision.	18	These competencies are being included in the youth handbook, MDT, unit, and success plan meetings. Training Completed 1/22.
	Culturally Responsive Programming		
13	The three main program components: structure, staffing, and program design, will take on a culturally responsive approach.	18	All programming is developed with culturally responsive design. RFP's include language that requires programming to be culturally responsive.
14	ACPD will adhere to the Risk, Need, Responsivity principle. To ensure adherence to the Responsivity Principle, programs, services, and interventions adopted will be relevant to youth of color, given the disproportionate rate at which they are represented in the target population.	19	We currently utilize validated risk assessment that address dynamic needs, including RNR. RFPs will include language that requires programming to be culturally responsive.
15	Programs will be implemented that youth can connect with, understand, and find value in.	19	All RFP's, Contracts and programs are built around culturally responsive instruction.
16	Youth will be offered programs that provide the history of their respective cultures, races, and/or ethnicities, and employ relevant indigenous/ancestral practices and frameworks that support youth development.	19	All RFP's, Contracts and programs are built around culturally responsive instruction.
17	Youth will be offered religious and/or spiritual services to assist with providing a holistic array of services that they can choose from as part of their growth and development.	19	A multitude of religious and/or spiritual services are offered. This is a requirement of Title 15 and we are currently operating on an existing contract.
18	Appropriate training will be provided to all facility staff, including how to engage youth in the design and implementation of program activities. Staff will be prepared and willing to actively seek youth's input regarding their interests, goals, and community concerns.	19	Weekly workgroups occur where staff are provided training with discussion on engaging youth in program design and implementation. Weekly unit meetings are held to actively seek youth's input regarding interest, goals, and concerns.
19	Staff will help youth thrive by ensuring that materials are written in a language that is accessible for all literacy levels and remain attentive for when interpretation or translation services are needed.	19	Utilizing IEPs to determine ADA issues. Program and materials are adapted to meet the individual needs. We're currently in compliance with Title 15 requirements.
20	Staff will remain flexible and prepared to adapt programs in order to remain responsive to the youth	19	ACPD is responsive to youth needs singularly or in groups.
	Culturally Responsive Mental Health Services		
21	Based on historical Youth Level of Service (YLS) assessment information, youth committed to the SB 823 program will require programming to target judgment and decision-making, emotional regulation/management, and social engagement. ACPD will ensure that these services are provided via an interwoven mechanism that clearly shows how building these skills helps the youth move from surviving to thriving.	20	Current practice. Evidence based curriculum in place
22	ACPD will adopt theoretically relevant, evidence -informed, and/or promising interventions developed by BIPOC individuals for BIPOC individuals and/or will commit to delivering or contracting for the delivery of Culturally-Adapted Treatments (CATs).	20	Current practice. Culturally response curriculum in place. ACPD does not subscribe that only BIPOC can create curriculum. All RFPs require culturally response services and treatment.
23	Youth shall be provided with curriculum related to restorative justice practices.	20	RJ practices and services are part of the CM contract.
24	ACPD will ensure a rich array of programs that provide youth opportunities to explore their history and culture to enhance BIPOC racial/ethnic pride as a way of building resilience and combating criminogenic knowledge structures (CKS).	20	Growth an Rights of Passage currently include this in curriculum and in addition ACPD sponsors multiple events that includes this recommended content.
25	The primary interventions selected will have a manual or written protocol, facilitators who have been trained in the interventions, and a mechanism to ensure fidelity to the interventions.	20	Current training in various curriculums to address.
	Gender Responsive Approach		

SB823 Plan Requirements

	Description of Item/Deliverable	Page	Status as of 6/30/23
26	Programs for girls and gender expansive youth will include the key elements of gender responsive programming (relational, restorative, socio-culturally anchored, individualized, multi-level, community-based and strengths-based).	21	We currently have a contract with Dr. Maisha Scott who provides gender responsive and gender expansive services. We also have contracted with a provider who specializes in gender responsive credible messenger mentoring. .
27	For the purposes of this section, "girls" shall refer to all young people who identify as such, including those who may be classified as transgender or gender expansive youth. They will be housed in units that are exclusive to young women and are as close to their homes as possible in order to maintain family and other social and community relationships.	21-22	Our current Transgender and Intersex Youth policy addresses this. Placement options will remain at the discretion of the Juvenile Court.
28	Specifically, programs will be developed in line with female adolescent development. This includes providing girls with spaces and opportunities to build and maintain healthy romantic and non-romantic relationships.	22	ACPD has established CBT for females through Dr. Scott, and adding Young Womand Freedom Center.
29	Programs will stress the role of relationships between staff and girls.	22	Built into orientation of new youth
30	Programs and services should also be restorative in nature, helping them navigate the system with attention to their trauma and victimization histories.	22	All programming are trauma-informed centered
31	There will be program activities designed to encourage leadership and develop other key strengths.	22	Raising Leaders Program
32	Programs will be individualized and tailored to meet the specific situation of each girl, including having the structures in place to address parenting and pregnant youth and to serve youth and their children in the least restrictive appropriate environment to the greatest extent possible.	22	Provided Maisha Scott and YWF and SS
33	ACPD will engage in discussions with other Bay Area counties to co-develop a program for young women. Prior to housing Alameda County girls in any out-of-county facility, Alameda County shall ensure that the facility provides a therapeutic model that is in line with the County's own program, and that the facility adheres to the same minimum standards of care, treatment, and honoring of children's rights as the County's own program.	22	CPOC developed a consortium for continued discussions regarding housing options for various populations including girls/young women. This consortium was disbanded when it was determined that the need for such consortia was not needed. Further updates will be provided accordingly.
34	ACPD will work closely with community-based organizations with expertise in serving girls and gender expansive youth, such as the Young Women's Freedom Center, to create a plan to better support gender-responsive and culturally affirming programming for young women, transgender and intersex youth, and LGBTQ youth.	22	YWFC Submitted invoice but has not started training. Programming specifically for LGBTQ was obtained through vendor (Tia Boatman)
	Transgender and Intersex youth		
35	Contracting with a provider who has the requisite training and practice to provide onsite services will be considered. If unable to contract for onsite services, transportation for the youth to receive treatment will be provided consistent with current ACPD policy.	22	We have current services in place and on call. Tia Barnes contract. (Copy of Contract/Proposal)
	Mental Health Services		
36	ACPD will be holistic in their approach to achieving broad mental, physical, and spiritual wellness and healing and take the opportunity to address these needs in a restorative and sustainable manner that places the youth in the position to flourish, not just survive.	23	Existing Practice
37	A comprehensive healing community on the SB 823 unit will be created and led by Probation staff and supported by the consistent, integrated partnership of a licensed mental health provider that has requisite training and experience working with youth and young adults, educational and/or vocational specialists, and trained juvenile specific Credible Messenger mentors all working collaboratively to identify and meet youth needs via culturally responsive, developmentally appropriate, and innovative services and opportunities.	23	Permanent Clinician Activated
	Assessments of Needs and Case Planning		
38	ACPD will see the youth through neither pathological nor moral lenses, but rather as youth in need of support to overcome strategies developed to deal with the structural challenges experienced in their everyday lives.	24	the ACPD culture is to observe all youth as youth who need the tools, training and healing to overcome current and future adversity and challenges.
39	ACPD and its partners will commit to comprehensively identifying the "criminogenic" and mental health needs that must be addressed to support the youth to become thriving community members.	24	Existing practice between ACBH and ACPD
40	Assessment will be a multidisciplinary process. ACPD and other service providers will develop a unified assessment and case planning process in which the individual Rehabilitation Plan completed is informed by both formal and informal assessments. Each Department/service provider will also develop their individual plans to detail and document their specific services, but these plans will reflect a shared vision and the role each will play in assisting the youth along the journey to successful return to their community of choice.	24	Consistent with the requirement of law, ACPD is in compliance with this process.
	Probation Assessment		
41	The SB 823 deputy probation officer will review the YLS and collateral documentation, including reports submitted by the youth's defense team, for all newly placed youth to ensure that the information entered is comprehensive and consistent with the current understanding of youth need. If the tool was administered greater than 6 months ago or appears to lack the necessary information to appropriately contribute to the development of an Individual Rehabilitation Plan (IRP), the tool will be readministered by the SB 823 deputy probation officer.	26	Consistent with the requirement of law, ACPD is in compliance with this process.
42	Given that the normal youth sample for the YLS-CMI ranges between 12 and 18, ACPD will explore the use of this tool for youth above age 18 when re-assessing youth.	26	ACPD uses COMPAS given this tool is integrated into our case management system and investments in training and system enhancement have already been made.
	Mental Health Assessment		
43	ACBH will use standardized screening and assessment tools designed specifically to measure the presence of depression, anxiety, substance use, and trauma-related symptoms (including race-related trauma). The information gathered by ACBH will be shared in the coordinated assessment process with ACPD and the other service team members.		Existing Practice
	Conceptualization of Needs and Approach to Care		
44	ACPD will contract with a community-based organization (CBO) to provide Credible Messenger services that include the provision of qualitative assessment of youth needs utilizing culturally relevant assessment modalities.	27	Contract awarded to RJOY

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	Description of Item/Deliverable	Page	Status as of 6/30/23
45	The SB 823 program will employ a recreational therapist to provide services. The therapist will participate in the assessment process, particularly in terms of determining appropriate leisure and recreation services. The therapist will also ensure these services incorporate a wide variety of activities that include culturally specific activities as well as exposure to activities that can help youth enhance their emotion and behavior regulation skills.	27	ACPD is establishing a permanent position. ACPD is currently utilizing a contract recreational therapist.
46	ACPD will work with Credible Messengers, the Court, Public Defender, District Attorney, and others to discuss and develop practices for progress review hearings that aim to avoid the demoralization, frustration, and anger youth reported experiencing at progress review hearings.	27	SB823 does not have a process similar to parole hearings. Youth attend Court every six months. However, ACPD collaborates with all parties named to take input on any reporting that demonstrates that a youth is ready for step down or even release. ACPD also shares relevant information with the unit clinician when court dates are coming up, etc, to allow for additional support if needed.
	Individual Services		
47	ACBH will provide individual services to youth who present mental health needs that are not addressed by the more general program.	27	Embedded clinician in the unit as well as contracted providers who can address mental health needs.
	Sex Offender Services		
48	Youth committed on charges related to sexual offenses will receive a comprehensive assessment provided by a clinician who has the requisite skills to assess the needs of sexual offenders. These youth will participate in all other programming and receive sex offender programming individually or in a small group (if there are enough youth) with a licensed and trained therapist whose scope of practice includes youth who have committed sexual offenses.	28	This is the current practice in these types of cases. We have two existing contractors and developing an RFP for long term services.
49	Partnering with at least one community-based provider to coordinate and synchronize therapeutic methods for the purpose of ensuring consistency and continuity of service across the continuum of care will be considered.	28	ACPD has contracted with Hope Psychotherapy to provide these services
	Youth with Significant Mental Health Needs		
50	A clinician with the requisite training in assessment, diagnosis, and treatment of individuals with significant mental health needs will be required. This person must also have been trained or show significant supervision experience working with adolescents and young adults.	28	Current Practice
51	This individual will provide joint services in the milieu, serving as the MH specialist for all youth and monitoring for destabilization.	29	Current Practice
52	In cases when youth need to be placed on an involuntary hold, they will be transferred to the crisis stabilization units at Willow Rock (< 18 years old) or John George (18 years+). Youth will return to the unit once stabilized. If youth are not stable enough to be on the unit because of their mental health, then ACBH will work with Probation, the Court partners, and Willow Rock or John George to identify other solutions to meet the youth's level of care (e.g., a hospital setting).	29	Current Process
	Family Interventions		
53	ACBH, in collaboration with ACPD, will contract family and couples therapy and parenting services as requested by youth in the program. The youth's primary therapist will not serve this dual role but will participate in assisting the youth in preparing for family sessions.	29	Parenting with Centerforce Begins 1/9/2023
	Family Engagement		
54	Robust and diligent family finding services to help connect youth to familial resources will continue.	29	Current practice. Child Family Teams occur. ACPD currently has a contract with a foster family agency to provide extensive family finding services to any youth served by ACPD.
55	Family engagement and family-focused strategies will be prioritized and the broadest definition of family will be utilized. This includes both biological and extended family members, as well as other important individuals involved in the youth's life such as romantic partners, friends, neighbors, mentors, coaches, and clergy. Following evidence-based practices, ACPD will consider the use of a Relational Inquiry Tool (RIT), which allows individuals who are detained to work with staff in identifying their family resources.	29	Current practice and the Wellness Recovery Action Plan is utilized. We will also explore use of the RIT
56	Once the youth's family has been clearly defined and identified in consultation with the MDT, ACPD will provide access through both formal and informal means and will work to remove all physical and economic barriers to ensure that these relationships are preserved.	30	Current practice.
57	Youth and their families will be offered formal and informal opportunities to provide input and plan family activities that occur on a regular basis.	30	Family engagement activities will be planned collaboratively with the residents and their families and are funded in the budget.
58	Youth will be provided opportunities for family engagement on a daily basis, with emphasis and preference placed on in-person opportunities, but also utilizing virtual and telephone contact as well.	30	This practice has been delayed due to Covid. There is currently in-person visiting on Saturdays and virtual visiting on Sundays as well as special visits by request. Phone calls are also provided daily.
59	Opportunities to practice engaged parenting for youth who have children will be provided.	30	Currently there is one youth with a child who will be participating in online curriculum (unable to get contract with First Five) Onlineparenting.com; only one ACPD could get
60	Since ACPD already plans to train facility staff on the importance of family engagement and presenting a strength-based approach, consideration will be given to training for the facilitation of family visits using a similar approach [as Restoring Promise]	31	IJ & ACPD will review Restoring Promise
61	Spaces identified for family engagement events, to the degree possible, will mirror a home-based setting environment to provide a sense of normalcy that is grounded in dignity for youth and their families.	31	Implementing further enhancements recommended by the space consultant. The visiting area that has been updated to mirror a homelike setting environment.
62	Exceptions to daily family engagement opportunities will be documented and monitored to help identify barriers.	31	Noted in shift report, unit log and Tyler Supervision.
	Family Therapy		
63	Family engagement opportunities will be co-created by the clinician unit staff, Credible Messengers, restorative justice facilitators, or other team members who can help in healing.	31	A family Wellness Recovery Action Plan is offered to improve family relationships by strategizing solutions to daily challenges and supporting growth, happiness, and wellness.
	Identifying & Defining Core Competencies: Program Development		

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	Description of Item/Deliverable	Page	Status as of 6/30/23
64	A coordinated effort among all partners is required to develop the therapeutic milieu and shall include the development of a full daily and weekly program schedule that embraces the core concepts of the program.	32	Through a coordinated effort, staff and all partners create the daily and weekly program schedules that embraces the core concepts.
65	ACPD will partner with an expert consultant(s) to assist in developing, implementing, and ensuring the core program's fidelity over the course of the first two years of implementation, at a minimum.	32	Entered contract with Impact Justice to perform this work. [Impact Justice hired for first portion. Second contract after implementation of SB 823]
66	[ACPD will partner with an expert consultant to] design a training program for staff and coaching and mentoring sessions for the milieu team.	32	ACPD contracted with Recreational Therapist
67	Thriving will be the key outcome that the youth's individual success plan and programming ultimately seek to achieve. Twenty core competencies have been identified as necessary to support "thriving." These competencies are success indicators, allowing adequate measurement of youth progress, determining which types of programming should be offered, creating staff training and accountability frameworks, and guiding the design of the environment.	32-35	Ongoing training and implementation phase and classification system.
	Competencies identified include:		
	Develop and Understand Self as Individual: The Program will provide multiple opportunities for youth to engage in various activities, based on their interests, but also through exposure to new experiences that will push them out of their comfort zone, in a safe and structured setting. Examples include Ted Talks and engaging in new experiences (e.g., cooking, coding, etc.).		
	Develop and Understand Self Within Community: Therefore, youth will understand how they fit in within their immediate environment, and how their actions affect others. They will also be able to make sense of, and begin to transform, their social world. Youth shall explore their own and others' experiences with oppression and privilege to understand and change the underlying causes of social and historical processes that perpetuate problems that they face daily.		
	Develop Sense of Agency: Mindfulness techniques and practices shall be incorporated throughout critical programming aspects, along with facilitated programming. For example, morning circles will begin with mindfulness techniques, and ACPD will partner with experts to explicitly teach youth and staff about the most effective practices.		
	See Yourself into the Future: Helping youth develop a sense of optimism, an expansive view of their potential and options for the future, and self-efficacy should be reinforced through as many programs and policies as possible.		
	Social Connectedness: These skills include self-discipline and decision-making; the ability to work and communicate with others; develop financial literacy; technological access and skills; parenting skills; empathy for others; and the ability to solve problems without domination, retribution, or violence.		
	Support Others: ACPD will explore the mechanisms and processes needed to implement a program in which youth are paid for their work and contributions made to maintain the facility. Youth will be given opportunities to financially contribute to their families or loved ones which will help foster their sense of pride, empathy, and dignity and help mitigate negative feelings such as guilt and shame, which are common occurrences among those who have experienced incarceration.		
68	In partnership with ACPD, the JDPC will immediately explore the mechanisms and processes needed to create a youth income plan, outlining the process in which youth can earn income during and after their incarceration. While the details of the plan are still in progress, youth shall be given the opportunity to earn no less than \$500 per month (this amount is aligned with cutting-edge research, stating that merely \$500 per month can support agency and a reduction of stress and anxiety).		This is a proposal for JDPC, outside of the scope of ACPD. NOTE: This "white" part is not counted as an individual recommendation; it's a component of Recommendation #68
	Health-Wellbeing and Agency: Youth will have access to trauma-informed physical, emotional, and mental health services and healing; substance use services; and nutrition, sports, and recreation services. Youth will also be given the information and freedom to make healthy choices (health agency) regarding nutrition, participation in mindfulness, yoga, etc.		
	Connection to Physical and Natural Environment: Youth will learn about the policies, laws, and regulations that impact one's healthy development as well as access to and knowledge about green jobs, urban farming, and environmentally sustainable agricultural, housing, and urban development.		
	Cognitive and Creative Competencies: Knowledge and ability to appreciate and participate in areas of healing-centered, creative expression will be fostered. This includes access to quality education, critical thinking pedagogy, analysis, and problem solving; literacy, academic support, and college preparation; self-expression and empowerment through the arts; ability to examine and address systemic oppression and root causes of inequity; and awareness of power, privilege, prejudice, and social justice.		
	Social Justice & Civic Engagement: Youth will be offered opportunities to understand and develop skills related to personal values, moral and ethical decision-making, and participation in efforts contributing to the greater good. This includes the right to speak out, organize to serve and change one's school, community, and society (e.g., leadership pipelines, advisory groups, County commissions and board memberships). Youth shall also be given opportunities to register to vote in local, state, and national elections.		
	Life Skills Programming		
69	Life Skills education will be provided, including programs related to meal planning and preparation that allow youth to cook some meals for themselves and eat family style.	36	Current practice. Youth do weekly meal planning for family style meals. They also choose their own chores to keep the unit clean.
70	Courses will also be offered regarding civic engagement and responsibility. All youth who are old enough will be given the opportunity to pre-register/register to vote, with voting actively supported and encouraged by ACPD. Prior to each election, ACPD will ensure that youth are provided information on ballot issues by a non-partisan group such as the League of Women Voters.		Youth have the opportunity to participate in the YAC. All youth are educated on civic engagement and eligible youth receive assistance in registration and voting.

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	Description of Item/Deliverable	Page	Status as of 6/30/23
71	Programs will be offered that are designed to teach about money management and investing with the opportunity to begin an investment portfolio while in the facility, based upon funds earned in the program.		Youth currently have access through tablets and ACPD provides a 18 module FDIC Money Smart
72	Programs will be offered on housing and home ownership.		Youth currently have access through tablets and part of Financial Literacy
	Currently Available Programming		
73	The following services will be offered: - K-12 Education - Library access - Community college (in person at JJC and online) - Coursera.org (online training) - Udemy.com (online training) - Anger management - Substance abuse treatment groups - Cognitive behavioral therapy - Restorative justice group - Write to Read program - Supplemental education (tutoring) - Reading and homework hour - Mind Body Awareness program - Music programming - The Beat Within - Recreational activities	36-37	All subject areas noted are currently being offered; however, may not be specific provider listed.
74	For the immediate future, ACPD will replicate the TAY programs and Camp Sweeney contractors in the SB 823 program and will continue to seek opportunities to partner with community-based organizations to fill any gaps in programming, as well as to provide additional opportunities for programming to meet any individual needs.	37	Current Practice
	Partnerships with Community-Based Organizations		
75	ACPD will partner with community-based organizations (CBOs) to provide a vast array of re-entry services including but not limited to case management, housing, mental health, systems navigation, substance use, education/vocation/college, employment, mentoring, and on-going cognitive behavioral treatment, as necessary.	37	Juvenile Field Services carries contracts for these services. New field services contracts are being written to instruct CBO's that filed services begin before release.
76	ACPD will incorporate structured decision-making based on a foundation rooted in Evidence-Based Practices (EBP), but also open to locally developed and other promising practices.	37	We have developed a rewards and sanctions policy. Our current behavior management policy uses structured decision making.
77	ACPD will identify locally developed programs that have offered indicators of success as part of its commitment to support the growth and work of its community Partners.	37	Program Partners based in Alameda County are priority
78	Identification of other innovative programs within the community including but not limited to emotional or therapeutically trained animals will also be pursued.	37	Reviewing various therapeutic canine visits/options, including Marley's Mutts and the Alameda County Animal Services. Will pilot in the girls' unit.
79	Participation in these types of programs will be based on the individual youth's assessed needs and their expressed interest to participate in such programs.	38	Youth will have required, as well as elective, programming based on their needs and interests.
80	ACPD will partner with CBOs to plan and "host"—whether at the facility or in the community, as appropriate—community events on a regular, hopefully monthly, basis. This event planning may involve the youth themselves, not only on the "theme" or focus of the event, but also planning the logistics.	38	Currently Occurring - Previously stated not occurring because of COVID
81	Input from the youth themselves, as well as from the Youth Council, will be taken into consideration when planning the content and scheduling for these events.	38	Input from youth and Youth Council will be sought.
	Developmentally Appropriate Scheduling		
82	Programming and daily schedules will meet the sleep hygiene needs of youth. This will be routinely reassessed and include increased flexibility on weekends.	39	Weekly unit meetings are held allowing youth to address needs and concerns.
83	ACPD will consider and implement options to accommodate the needs of young people in its facility setup and provisioning— for example, ensuring young people are able to have lights for reading or other nightly activities, are offered sufficient darkness and quiet for sleeping, and meeting other such needs as they arise.	39	Working on implementing recommendations from Dr. Khumalo to assess and address the facility set up.
84	The established daily schedule, or a sampling of weekly schedules, and any accommodations or modifications made to meet these needs will be reported to the subcommittee prior to the approval of the Annual Realignment Plan.	39	We will provide a sampling of schedules.
85	Key features of this sample schedule include relatively later shower/personal hygiene time, plenty of personal time, varied weekend schedules, daily outside time, and significant time for family engagement. Weekend schedules should be varied and include more time for family engagement and personal time.	39	
	Focus on High School Diplomas & Higher Education		
86	The ACOE and ACPD will continue existing agreements to include the development of educational curriculum as part of the treatment program to assist the youth in work toward earning a high school diploma.	40	Current Practice
87	Credit recovery courses, in addition to regular course enrollment, will be offered to propel the youth to their proper grade level more quickly than in public school.	40	Current practice.
88	Where appropriate and desired by the youth, ACOE will utilize dual enrollment in community college as a credit recovery strategy.	40	Current practice.
89	Youth absent a high school diploma or General Education Development (GED) certification will be in school for a large portion of the day.	40	Current practice.
90	The education program will comply with the State Education Code and County Board of Education policies and provide for annual evaluations of the education program offerings through existing evaluative processes, such as WASC and Local Control and Accountability Plan (LCAP).	40	Existing Practice
91	Attendees are provided quality educational programming that includes instructional strategies designed to respond to the different learning styles and abilities of students.	40	Existing Practice
92	Courses which are offered include, but are not limited to, instruction in English/Language Arts, Social Sciences, Physical Education, Science, Health, Mathematics, Fine Arts/Foreign Language, and Electives (including career education).	40	Existing Practice

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93	Older youth who have already completed their GED or high school diploma will spend much of their day in workforce development, higher education, and other programming areas.	40	Current practice.
94	Every student should have an Individualized Learning, and Transition Plan (ILTP)	40	Every student enrolled for 20 days+ has an ILTP completed.
95	It is recognized that a disproportionate number of students in custody have IEPs, and special attention will be given to special education needs.	40	As of 2/17/22, 48% (23) of current enrollees have IEPs. IEP services are being delivered and IEPs are updated as needed.
96	The needs of English Language Learners will be addressed in culturally appropriate ways.	40	Language status is determined upon enrollment. Appropriate English Learner supports are delivered. An English Learner Teacher on Assignment supports classroom teachers in development of appropriate curricula and instructional strategies.
97	Students will have the opportunity to provide feedback regarding education and other services they are receiving while in the SB 823 program. A clear and meaningful protocol for response to feedback will be developed.	40	Youth are working with an educational specialist on developing individualized education/workforce plans.
98	Learning environments will be integrated with other youth whenever possible, knowing that some individualization will likely be needed.	41	Existing Practice
99	The youth's input and preferences will be discussed during MDT meetings and included in the ILTP.	41	Youth are present and given a voice at the MDTs.
100	If there are enough older students, regardless of SB 823 status, ACPD will consider the creation of a cohort of older students with separate classes. This determination should be made by age or educational needs, not SB 823 status.	41	In process. Will fully implement when have the population.
101	College-level courses that would be available to students who are not yet in a position to go out of the secure setting into the community will be brought in, if feasible. Given the wide array of online courses available, ACPD will provide internet access consistent with Title 15 and the Welfare & Institutions Code, necessary technology and equipment, and the opportunity to take advantage of online higher education options as soon as possible.	41	Consistent with the requirement of law, ACPD is in compliance with this process. ACPD contracts with ROC/Laney College to operate the community college instruction in JJC and the subsequent reentry servicing. Youth also have access to Coursera and Udemy
102	We emphasize that many students may need foundational courses that may not be credit-bearing but are nonetheless essential to their success in college. Thus, ACPD will focus on these courses for those still in the secure setting.	41	Current Practice
103	Eligible high school students will also be given the opportunity to participate in dual enrollment in community colleges and vocational training.	41	Current Practice
104	ACPD will consider expansively college courses that may also promote wellness and self-care (e.g., yoga, meditative practices, etc). ACPD is also considering programs such as San Mateo's Project Change program, since such a program could be adapted and/or improved for local use.	41	Utilizing Restoring Our Community/ Laney College
105	For both youth still in the secure setting and those in an inside/outside setting, ACPD will develop partnerships with community colleges. These institutions will offer transition support, enrollment services, academic advising, financial aid, etc.	41	Consistent with the requirement of law, ACPD is in compliance with this process.
106	ACPD will pursue partnerships with existing campus-based groups that are supporting formerly incarcerated students and will prioritize relationships with groups that are able to bring in programming and supports into the facility. Post-high school education will be formally managed by an educational third party.	41	Current practice. We have a partnership with ROC.
107	ROC currently provides postsecondary services to students at the Alameda County Juvenile Hall through an established MOU with the Alameda County Office of Education. The intent is to expand this contract to include Alameda County Probation, and to expand the scope of services to serve all youth interested in and eligible for college programming, including DJJ Realignment youth. This expanded MOU between Laney College, Alameda County Probation, and Alameda County Office of Education creates the opportunity for establishing comprehensive college programming inside (the juvenile hall and SYTF) and outside (on the college campus) for both students who have not yet completed their high school diplomas and for those who have. The MOU process will allow for the key stakeholders: Laney College, ACOE, and ACPD, to create the additional logistics needed to expand their already existing college program Model. The goal of the program partnership with an organization such as ROC is to provide postsecondary pathways that a) prepare youth for a variety of career and technical pathways; b) allow students to build and maintain positive connections to the community; and c) serve as a framework for community re-integration.	41-42	Current Practice
108	Recognizing that higher educational opportunities will be extremely limited for those still in the secure setting, ACPD will provide the supports and resources needed for students to "step-down" and move into an inside/outside setting as quickly as possible. Although this decision is ultimately made by the Court, the MDT and assigned DPO will keep this goal in mind and will provide the Court with detailed updates that would be sufficient for the Court to make informed and timely decisions in the best interest of the youth.	42	Current practice.
109	An important aspect of any educational program is the opportunity to engage in developmentally appropriate activities that develop a sense of community, leadership and social skills, artistic expression, cultural identity, and self. ACOE and ACPD will work with community partners, students, and families to regularly assess the availability, quality, and accessibility of these activities.	43	Current Practice
110	ACOE and ACPD will work with community partners, students, and families to identify academic supports and extracurricular activities that are responsive to students' interests and will support continued academic and community engagement. Examples of such activities include, but are not limited to, sports and recreation, visual and performing arts, creative writing, tutoring and mentoring, and student government.	43	Entering into an agreement with DSAL for sports and recreation. Visual and Performance Arts by Youth Beat, tutoring occurring with college tutors.

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111	ACOE and ACPD will also work with community partners, students, and families to ensure families and supportive adults have opportunities to engage with and support their students in their educational progress. Examples of such activities include, but are not limited to, graduation ceremonies, open houses, college nights, and performance opportunities for extracurriculars. ACPD will consider both in-person and virtual opportunities for youth and family engagement.	43	Current practice.
	Vocational Training		
112	Vocational Program training will be expanded through community partnerships with local colleges—ideally, coordinated by ROC. The mission of these vocational programs will be to create meaningful, living wage career pathways and provide opportunities for in-person apprenticeships and employment outside of Juvenile Hall.	43	Contract with ROC completed. ROC will not be the coordinator of vocational training. Vocational is individual contractors overseen by ACPD.
113	ACPD will explore collaborative opportunities with local unions, which will be able to provide training and apprenticeships for which youth will be eligible.	43	Contract with Construction Trades Workforce Initiative (CTWI) complete. Program will start in August
114	For those youth who are interested in vocational training outside of union trades, efforts will be made to connect them with a vocational mentor working in their desired field.	43	Contract with Construction Trades Workforce Initiative (CTWI) complete. Program will start in August
115	ACPD will pay initial union dues for those youth who successfully complete union-trade related programs. ACPD will also purchase the first set of tools and supplies for graduates.	43	This is current practice
116	ACPD will actively engage SB 823 youth and provide youth with career aptitude and assessment tests in order to explore their skills and interests.	43	Career aptitude and assessment tests software is included on the tablets. Selected staff have received training on the specific program through the manufacturer. Basic Work Readiness, Ready To Work Credential, National Corrections to Work.
117	Based on these assessments and discussions, youth will be provided access to a direct linkage to training in that field in the community. Access to facilities that enable hands-on learning (e.g., auto repair shops, commercial kitchens, computer labs, etc.) will also be provided when feasible.	44	Youth have access to a computer lab. Youth have farming through DSAL and Construction through MCE (CTWI) and basic construction terms (ROP)
118	In addition to Multi-Core Craft Curriculum (MC3) and Google Technology Certification courses, other vocational training programs will be explored and pursued as well—including, but not limited to, coding and technology-related certifications, real estate licensing, etc. All of these programs will be available for SB 823 youth at JJC and will work to create a direct connection between training and actual jobs.	44	Youth have access to Udemy.Com and Coursera.org for multiple types of training in these areas. Remote learning is utilized when there is not sufficient youth to run full classes.
119	ACPD will continue to offer innovative programs with demonstrated success, such as Raising Leaders workshops for SB 823 youth, which are already in progress, and will explore the expansion of the program as well.	44	Current practice.
120	ACPD will make it a priority to support opportunities for SB 823 youth to obtain their driver's license or California ID while they are in custody.	44	Will be facilitated through the re-entry process.
	Reentry Planning, Coordination, & Services		
121	To ensure better reentry outcomes as they transition from confinement to their communities, the County's reentry support system will tap into the strengths, assets, and aspirations of justice-involved youth and their support systems, and combine targeted programs and services to address the immediate needs of youth returning to their communities. Some of these needs include, but are not limited to: housing; employment; education; substance abuse; physical and mental health; social-emotional development; mental, legal, and familial support; and transportation.	45	Accomplished through Transition Center, Reentry DPO coordinating existing field services programs.
122	A plan for what a youth needs to be successful in their reentry process will begin when they first enter the juvenile justice system.	45	Current practice with Transition Center.
123	The reentry services and supports youth need to succeed will be tailored, high quality, and provided in the least restrictive environment possible.	45	Current Practice
124	Programming will allow youth to build psychosocial maturity skills through activities that mirror typical adolescent responsibilities, behaviors, and tasks.	46	Current practice.
125	ACPD will purposefully and clearly articulate the goals of preparing youth to become contributing members of their community upon their return. Consistent with that mission, every aspect of confinement programs should be designed and evaluated through the lens of how well they meet that goal. This will require, where needed, changing the focus of institution programs and policies from simply managing youth inside the facility to promoting skills that lead to successful reentry.	46	The Youth Handbook addresses this.
	Phased Approach		
126	Phase 1 (Orientation): Thirty days or less, MDT convenes, orientation to SB823 program is provided, and additional assessments administered as needed to ensure proper programming.	46	Consistent with the requirement of law, ACPD is in compliance with this process.
127	Youth successfully complete orientation of housing unit with probation staff.	46	Current practice.
128	Program staff and Credible Messengers closely monitor and support youth progress first 30 days.	46	Contract start 5/1/23
129	Youth provided SB 823 programming handbook outlining the phases and process for working toward "stepping down."	46	This will be addressed in the Youth Handbook.
130	Handbook clearly and transparently outlines the disciplinary process.	46	This will be addressed in the Youth Handbook.
131	Within 30 days of order to commit, Court receives, reviews, and approves IRP. ACPD submits IRP to Court and any other agencies or individuals the Court deems necessary.	46	Current practice.
132	MDT primarily responsible for development of individual rehabilitation plan (IRP).	46	Current practice.
133	Prior to submission to Court, IRP undergoes a quality control mechanism to ensure compliance with WIC 875(d) and is reflective of additional parameters set forth by SB823 Plan.	46	Supervising DPO provides quality control.
134	Phase 2 (Core Programming): Bulk of programming, education, training, and skill and relationship building will take place in this phase.	47	Current practice.
135	Before transitioning to Phase 2 (core programming phase), program staff will hold an MDT meeting with the youth and their community supports to review progress in their first 30 days.	47	Current practice.
136	Progress reports should highlight the youth's strengths and areas for opportunity.	47	Current practice.
137	After the MDT meeting, the youth will be moved to the core programming phase	47	If recommended by the MDT, youth would be moved. Contained in Youth Handbook

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138	Phase 2 will include a reward/sanction system that rewards good behavior, disincentivizes poor behavior, and allows for increases in freedom and privileges over time.		Contained in Youth Handbook
139	Reward/sanction system should be less focused on short-term rewards and behavior management and should instead be oriented toward long-term goals.	47	Short and long-term incentives are provided. Sanctions are short term.
140	During this Phase, close attention will be paid to ensure that the "least restrictive environment" is used to engage youth and provide services.	47	Current Practice
141	Phase 2 will include regular contact with the community, both "inside" (through Credible Messengers and other community-based staff who will provide programming within the facility) and also through utilizing a step-down approach that will incorporate an inside/outside component.	47	Credible messenger program has begun in Secure Track. CM's are involved at all tracks in program. Anger Management, SUD and ROP all have community services that follow upon release.
142	ACPD will clearly articulate the goal of "step-down" and will provide the Court with the information it needs to make informed, timely decisions.	47	Current practice.
143	If a youth is approved by the Court to begin community reintegration through step-down approaches, an MDT meeting will be scheduled with the youth to explore next steps and update reentry goals.	47	Formal MDTs are convened within 30 days of commitment and every six months thereafter. Youth also participate in weekly Success Team (MDT) meetings throughout their commitment.
144	If a youth is not approved by the court to begin community reintegration through a step-down approach, an eligibility assessment for "inside-outside" components should take place every 60-90 days.	47	This decision is made by Juvenile Court.
145	Youth's reentry plan will be updated to reflect new goal in preparation for community reintegration.	47	Current practice.
146	Program staff & Credible Messengers will closely monitor and support youth progress throughout Phase 2.	47	Contract start 4/1/23
147	Youth will be expected to follow SB 823 program agreements; however, failure to comply will not revert youth back to Phase 1.	47	Will not occur. Phase one is for new youth orientation.
148	Phase 3 (Community Reintegration): Ideally community reintegration will begin 6 to 9 months before anticipated release.	47	Phase 3 will account for community integration.
149	To ensure youth have the smoothest transition and greatest access to reentry support, planning will begin during phase 2 and no later than 9 months prior to the initial baseline date set for release and adjusted to be earlier as soon as it becomes apparent that release will be earlier.	47	ACPD reentry support and planning starts at day one of commitment.
150	To help address some of these challenges, ACPD will ensure that Community Reintegration planning, services, and programming begins well before any anticipated release	47	Current Practice
151	Phase 3 includes evidence-informed reentry case management, access to education, vocational training, and employment outside of the facility.	47	Phase 3 will account for community integration.
152	The Reentry Service Coordinator employed by ACPD will serve as a case manager and will be assigned during this time, along with a community-based Credible Messenger who will continue to mentor the youth throughout their reentry journey, including post release.	47	The reentry services coordinator is more than a case manager and will manage all reentry activities including coordinating reentry services from our existing pool of providers and the assigned DPO. This provides continuity in case management as well.
153	These individuals will begin attending the MDT meetings.	47	These individuals will be assigned and attend the MDT.
154	Ideally, these supports will continue throughout the duration of the youth's community supervision. After 180 days post-release, required youth meetings/engagement should decrease.		Based on youth's needs
155	The youth will be expected to engage in face-to-face meetings with the Reentry Case Manager once per month to review progress, reinforce positive behaviors, and provide support on reentry plan goals. The DPO should begin assessment for program completion.	47	Based on youth's needs, at least monthly
Reentry Case Management			
156	The Reentry Case Manager will ensure that care is coordinated among all service-providing agencies.	48	Duties of Reentry DPO
157	CJCJ delivers most of these supports directly, but also brokers access to outside programs that correspond to the youth's needs, strengths, and interests. ACPD and the Public Defender's office already have an existing collaboration with many of these practices in place (which will be expanded to include the youth's defense counsel) however further coordination with the Court, the Reentry Case Manager, and the Reentry Services Coordinator would be a significant benefit to the youth.	48	Existing Practice
Addressing Basic Needs Upon Release			
158	ACPD will expand the use of subsidized employment programs and paid internships to help bridge the unemployment gap that many youth face upon release.	49	Currently in hiring process for two in custody paid interns. On a case by case basis youth are evaluated for internships inside and outside.
159	Services will be provided based on youth needs and where they reside. ACPD will ensure equitable access to resources for all youth in Alameda County.	49	Current Practice
160	If services are not available where a youth resides, ACPD will provide transportation and ameliorate any other barriers to access.	49	Current practice. Transition Center coordinates this process.
161	Ideally, all youth will have access to these opportunities well before their release.	49	Current practice. Transition Center provides these services.
162	ACPD will utilize the existing innovative Transition Center and expand services to ensure that youth—and the families they are returning to, where applicable—are connected to resources they are eligible for. These resources are not limited to housing, (including, Section 8) and other forms of public assistance (including SNAP, Medi-Cal, etc.).	49	Current practice.
163	ACPD will offer assistance in preparing vital documents (e.g., Social Security Card, original birth certificate, CA ID and/or Driver's License), SSI (needs to start while in custody), and voter registration (if changing address, etc.).	49	Current practice. DPO responsibility.
164	Transition Center and its services will remain available to youth (and their families where appropriate) post-release.	49	Current practice.
165	Through the Transition Center, ACPD will develop an MOU with the Social Service Agency to ensure that youth and their families are maximizing their social service benefits.	49	Current practice.
166	ACPD re-entry staff will be connected to the Transition Center— a collaboration of partners, who stand in alignment with the mission to support and restore communities.	49	Existing Practice

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167	ACPD will address all the stabilizing needs of a family and provide concrete services such as transportation, food vouchers, relocation supports, clothing, school supplies, and household items.	49	Current practice.
168	Re-entry staff will be trained in the procedures required to seal records according to Welfare and Institution Code 781.		Curriculum Completed
169	Re-entry staff will relay such information to the youth and their families during and throughout Phase 3 [reentry] while the youth prepare to transition back to the community.	49	Current practice of assigned DPO
	Continuity of Care		
170	The Reentry Service Coordinator will coordinate with various agencies, departments, and community-based organizations to ensure that smooth continuity is ensured without interruption in physical and mental health, as well education services.	50	Current practice of reentry DPO in lieu of RSC
171	The Reentry Service Coordinator will ensure that warm handoffs and transportation occur—not just passive referrals to services.	50	Current Practice with Transition Center
172	Any medications currently prescribed will be filled prior to release. The amount of medication provided will be determined by the prescribing physician, who will be informed of the transition to release. Ideally 30 days or more of medication will be provided.	50	Medical responsible and this is their current practice.
173	In the case that this is not indicated by the prescribing physician due to safety or health considerations, transportation to and from necessary appointments and the appropriate pharmacy will be provided.	50	Probation will provide transportation services if necessary. This is current practice
	Education		
174	For youth still pursuing their high school diploma, ACOE and ACPD will coordinate to ensure youth are enrolled.	50	All students in need of high school diploma are enrolled in Butler Academic Center.
175	Transportation support, school supplies, uniforms, etc. will be provided as necessary to foster a successful transition.	50	Current practice through Transition Center.
176	ACOE will ensure that all needed transcripts and other student records are provided and given to the school or program, including a fully consolidated transcript reflecting all enrollments and credits from other districts.	50	ACOE Records Database Specialist consolidates all transcripts and provides to all requesting educational institutions or other authorized requesters.
177	IEPs will be up to date prior to release. ACOE will collaborate with K-12 schools to develop 30-Day Change of Placement IEPs when enrolling students.	50	For students who are enrolled 30 days or more, all 30-Day Change of Placements are completed and IEPs are updated.
178	For youth who are pursuing higher education, ACPD will coordinate with the community based Community College services provider (ROC) in much the same way. ACOE and ACPD will ensure that all transcripts and other student records are given to the student or Educational Rights Holder.	50	Existing Practice
179	Transcripts and other student records will also be released to schools enrolling students in K-12 programs. The Reentry Service Coordinator will assist in this coordination and make sure that a warm handoff is provided.	50	With the exception of the RSC, this is current practice
180	For students with IEPs who are graduating High School, ACOE will complete an Exit IEP outlining accommodations needed to continue vital educational and learning supports in higher education.	50	All graduate students have Exit IEPs outlining educational and learning supports needed in higher education.
181	The community-based Community College services provider (ROC) will support with any additional referrals, including with Student Disability Services needed on campus.	50	Current Practice
182	For youth attending college outside of Alameda County, the Reentry Service Coordinator will support the youth in researching, identifying, enrolling, and connecting students with services at the appropriate institutions.	50	Included in Reentry Coordinator job specs, but DPO and volunteers assist currently
183	Programs need to find ways to engage these support systems as part of an overall case plan in which everyone is working together toward the same goals. To help achieve these goals, ACPD will develop individualized plans and programs and refrain from one-size-fits all approach to policies, programs, and practices within the JJC.	50	Current Practice
	Family		
184	Youth will be regularly consulted regarding who they want included in their “family” group to ensure that positive, trusted adult relationships are encouraged and supported.	50	Current practice and consistent with Title 15.
185	Family members under the age of 18, especially children of the youth themselves, will be allowed to visit.	50	Current practice.
	Additional Considerations for Reentering TAY		
186	the County will provide adequate supports for reentering youth, ensuring that planning includes provisions for mental health transitions from juvenile to-adult systems of care.	51	Current Practice
187	ACPD will coordinate with Credible Messengers to provide the necessary programming TAY youth need to address these unique barriers.	51	Contract starts 4/1/23
	Data and Evaluation Plans		
188	Relevant data regarding the target population will be provided to the SB 823 Subcommittee as often as it convenes.	52	Current Practice
189	The Subcommittee will need data in order to evaluate the efficacy of the SB 823 program. The data provided will include specific numbers of cases where 707(b) offenses were alleged and instances when the youth were transferred to adult court. Probation will also provide the Subcommittee with data showing how many youth were ordered to the SYTF.	52	Current Practice. ACPD collects and reports this data
190	Historical data will also be provided for the Subcommittee to use for comparison.	52	Historical annual totals are provided along with quarterly data reporting.
191	Programmatic administrative data will be collected for each program offered to the SB 823 realigned youth. Each program must capture basic demographic and participation data, as well as outcome measures tied explicitly to the Core Competencies supported by the program.	52	All current contracts and proposed RFP's include this requirement.
192	This data will be reviewed regularly by program and ACPD staff to ensure programs are meeting their intended goals.	52	Data Reporting requirements included in each contract. Will utilize portal in 2023
193	Program evaluations processes will be transparent and accessible to the general public.	52	Impact Justice has been contracted to develop performance measures. Updates will be presented quarterly.
194	Program evaluations will be regularly submitted to the JJDCP to help inform their recommendations.	52	An external vendor has been contracted to develop performance measures . Updates will be presented quarterly.

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195	A data-driven accountability framework will be implemented as part of its program evaluation process.	52	Current practice
196	ACPD will also use performance data by working with contractors to monitor progress in its contracted activities.	52	Current practice
197	Qualitative data that incorporates youth voices will be utilized as part of ACPD's program evaluation process.	52	Current practice
198	ACPD will facilitate focus groups, administer feedback surveys, and/or set up suggestion boxes.	52	Part of the duties of Impact Justice
199	ACPD will move beyond outcomes that are traditionally analyzed in correctional settings (e.g., recidivism) and will instead examine other indicators of youth success. Some proposed outcomes to evaluate include youth mental and physical well-being, self-efficacy, optimism for the future, critical consciousness, and socio-emotional development.	52	This will be done. An external vendor has been contracted to develop performance measures and inform data collection and analysis plan. Will present updates quarterly and move beyond traditional outcomes of focus.
200	ACPD will conduct thorough process and outcome evaluations of the SB 823 program on a regular basis.	52	Part of the duties of Impact Justice
201	Evaluation results will be made transparent and available to the public through reports to the JJDC and the Youth Advisory Council.	52	Current Practice
	Facility Plans		
202	ACPD will consult a facilities expert when exploring current and future facilities for the SB 823 population.	53	Evaluating report from Dr. Khumalo and determining structural feasibility of some recommendations and implementing others. Working with GSA on recommended changes to facility.
203	ACPD will explore all environmental options to ensure that youth have access to:	53	This aspect occurs during step-down. NOTE: This "yellow" part is not counted as an individual recommendation; it's a component of Recommendation #203
	- Rooms for sleeping and relaxing that provide some level of privacy and autonomy.		
	- Leisure recreation both indoor and outdoor that is not solely adjacent to their sleeping environment.		
	- Kitchen space for youth meal preparation and family-style eating.		
	- Appropriately designed space for family engagement including child appropriate spaces with related developmentally appropriate activities.		
204	This milieu shall serve as a nurturing social environment and thus cannot include the tools of degradation and control that create physically and psychologically unsafe environments and have proven to contribute to increased mental health symptomatology and trauma. Pg. 54: ACPD shall commit to eliminate these practices in this milieu.	53	The environment and practices described (degradation and control, physically and psychologically unsafe environments) do not occur in the milieu
205	ACPD shall utilize the same policy as Camp Sweeney to eliminate the use of pepper spray on the SB 823 program.	54	Referred to OC consultant
206	All available alternatives to isolation and room confinement shall be explored for the SB 823 program.	54	Current policy addresses the issue.
207	Clothing, and personal items of comfort will not be used as rewards or sanctions.	54	Current practice, these items are not used as rewards.
208	ACPD, in partnership with the youth advisory council and relevant stakeholders, will explore, and to the extent possible implement a clothing policy that maximizes access to "civilian" clothes.	54	Youth determined their clothing in community meetings.
209	Allowable personal items—both in the individual rooms and within the unit—will be examined with the goal of expanding the policy as broadly as possible.	54	Current inventory of authorized items will may expand as new items are approved.
210	Culturally relevant personal items such as toiletries and hygiene products will be provided to all youth, regardless of Phase or level of privilege. These items will not be restricted by sanction in any way.	54	Current practice.
211	Youth will be allowed a photo album in which to keep photos beyond those immediately displayed.	54	Current practice, however albums are not provided due to security aspect
212	A small bookcase or other storage option will be provided in each individual room to store books and other personal items.	54	Youth currently have a nightstand with drawers and a shelf on their wall.
213	Art supplies and writing supplies will be made available.	54	Current practice.
214	A cabinet, closet, or locker that youth can lock will be provided for each youth somewhere in the unit. Staff may have keys or access codes, but youth will utilize locks to promote a sense of independence and agency.	54	Youth have lockers in common areas.
215	Policies will be reviewed to maximize the ability of families to bring "outside" food to family engagement activities (whether brought from a restaurant or vendor or prepared at home).	54	We allow outside catered food or youth to prepare culturally appropriate food for their families.
216	Sleeping masks will be provided for all youth upon request.	54	Youth have access upon request.
217	Access to lighting for evening reading and other activities will be provided upon request.	54	Lighting Available when requested
218	Full compliance with the various federal and state laws that protect people with disabilities will be maintained (e.g., Section 504 of the Rehabilitation Act of 1973, Americans with Disabilities Act (ADA) of 1990 and 2008, Individuals with Disabilities Education Act (IDEA), Fair Employment and Housing Act (FEHA), etc.) to ensure protection for youth with disabilities.	54	Consistent with the requirements of federal and state laws, ACPD is in compliance.
219	ACPD will ensure: - Youth with disabilities receive and are able to use the same services and types of care, as all other youth within the facility - Youth with disabilities are not harassed and/or discriminated against - Youth with disabilities are provided with accommodations needed for equal access to programs and services - Supporting aids and services are available for youth with disabilities - Structural barriers are removed	55	Consistent with the requirements of federal and state laws, ACPD is in compliance.
220	As part of the standard admittance process and in accordance with Title 15 regulations, youth will be screened by the appropriate staff (i.e., medical, mental health, dental, educational, etc.) to determine if they have a physical, mental, or intellectual disability.	55	Current practice and in accordance with Title 15 regulations.
221	Staff have and will continue to receive training to assist youth with disabilities.	55	Staff receive regular training.

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222	A mechanism for referrals and evaluations will be made available.	55	Current practice. MDTs include, clinical, medical and probation staff as well as legal counsel, credible messengers, and community partners.
Immediate Plan for Facilities			
223	ACPD will utilize Unit 3 at JJC and make basic improvements to the unit, including but not limited to: - Installing new furniture - Painting the unit - Ensuring quality food services - Images and signs that have positive affirmations and messages, including culturally relevant images, artwork, historical figures, etc.	55	Current practice.
224	ACPD will consider and outline all other existing possible options that could serve as a temporary Secure Youth Treatment Facility while longer-term solutions are being developed.	55	Camp Sweeney is the temporary option. With security upgrades, it will be a long term solution.
225	ACPD will review policies to ensure they are truly supporting as homelike an environment as possible and are responsive to the needs of youth who will be in custody for several years.	55	Current practice. Weekly community meetings support being responsive to youth needs. In addition, youth have access to email the Superintendent through their tablets.
226	ACPD will continue to review and explore opportunities to allow for more autonomy and independence in the SB 823 program, prioritizing reviews of policies directly impacting the youths' daily lives.	55	Current practice.
227	ACPD will ensure there is a space within the unit intended for private, personal "cool-down" or self-regulation time. These spaces may include dimmable lighting, bean bag chairs and other soft furniture, writing and drawing supplies, aromatherapy, squeezable stress balls, etc.	55	Current practice
228	ACPD will adapt the current juvenile hall facility to create the most homelike environment. ACPD will make alterations and adjustments to allow for, create, and implement the items noted in Attachment A (page 56 of the SB823 Plan).	56	A more homelike environment has been created by including the following: - Kitchen and micro kitchen access - More homelike furniture - Sensory lighting for meditation room & is being considered for youth rooms - Gym enhancement - Developing a proposal for change in flooring; rugs in the interim - Will be ordering outdoor furniture - Multiple sitting areas for down time - Multiple TVs for group viewing - Garden program - Meditation room - Tablets - Desk lamps & reading lights
229	ACPD shall provide updates regarding these items to the Realignment Subcommittee. To the extent that any of the items are not able to be delivered due to existing legal or regulatory restrictions—or due to the physical constraints of the existing facility—ACPD will report to the SB 823 Subcommittee and provide an explanation.	56	Updates will be provided during Subcommittee meetings.
230	Relevant updates and progress will be reported to the Subcommittee as often as it convenes.	56	Updates will be provided.
Intermediate Plan for Facilities			
231	ACPD will review the possibility of preparing Camp Sweeney as a Secure Youth Treatment Facility (SYTF) while long-term planning is taking place.	57	Pending conversations with GSA and CAO
232	ACPD will explore and outline the possibility of preparing Camp Sweeney to be used as a possible "step-down" facility.	57	Current Practice
233	ACPD will begin a concurrent process of planning for long-term needs. As a part of this process, ACPD will explore how to meet the legal and regulatory requirements of a SYTF while holding to the principles, values, and research underlying the ideal of a homelike, therapeutic environment.	57	RFP released
234	In exploring the feasibility of preparing Camp Sweeney for potential use by the Court, the following issues will be addressed throughout this process: - Examine the feasibility of adding a secure perimeter. Determining whether SB 823 secure living/programming spaces need to be at all separated from the existing camp population - Determine whether existing Camp facilities can be utilized or repurposed or whether it is needed to build additional separate facilities - Costs/projected costs of necessary changes	57	In process
235	Updates on information gathered, findings, and analyses will be reported to the SB 823 Subcommittee.	57	Updates will be provided.
236	A full assessment of the possibility of preparing/using Camp Sweeney as an SYTF and option for step-down will be completed during the first year of implementation of the SB823 Plan.	57	RFP released
237	ACPD will continue to explore other existing facilities and options that may be possible for secure track use, including any regional or out-of-County facilities that may be considered. Updates on these efforts will be provided to the SB 823 Subcommittee as often as it convenes.	57	We will add this as a standing item on the future subcommittee agendas.
Long-Term Planning for Facilities			
238	The County will develop a full array of juvenile justice housing models to accommodate security, treatment, developmental, and emotional needs.	57	Pending release of RFP from GSA; had meeting with housing provider; plan is developed
239	The SB 823 Subcommittee believes that Alameda County must take immediate steps to begin a planning and reimagination process leading to the design, creation, and implementation of the services and facilities required to serve the Realigned population.	58	In process

SB823 Plan Requirements

	Description of Item/Deliverable	Page	Status as of 6/30/23
240	While the development of such a process is beyond the scope of this Subcommittee, it is the Subcommittee's recommendation that the County immediately begin a redevelopment process. To do this Alameda County must partner with directly-impacted youth and youth advocates to design and deliver a fiscally efficient and equitable plan that transitions the County away from a law enforcement response to children and that (1) builds the capacity of community based organizations to serve young people outside the current justice system; (2) results in a significant reduction in the number of young people who are in contact with the justice system; (3) explores a rehabilitative, health-focused, and care-first model of youth justice that is meaningfully different in operations and outcomes from the current system; and (4) prevents the prosecution and incarceration of children in the adult system.	58	Out of scope
241	The Subcommittee recommends that the County review the working group proposal presented by Free Our Kids (FOK) and undertake that or a similar process for planning. This Subcommittee is committed to working with that process to develop subsequent Realignment Plans and to develop the resources identified as needed to serve the population.	58	Letter has been drafted
242	In addition to a continuum-of-care process, transitional or step-down programming in a secure setting will also play a critical role in the reentry process. The decision as to when to transfer youth to a less restrictive facility will depend less on benchmarks or milestones achieved by a given young person, and will instead be dependent on where an individual is more likely to receive the services most tailored to their needs.	59	Current Practice
243	ACPD will strive to ensure step-down programs are individualized and involve a number of options that are geographically spaced throughout the County.	59	Pending RFP from GSA
244	All step-down, transitional, and post-release housing options should be community-rooted assets that are resourced to connect youth and families in a healthy way, and do not involve private, for-profit entities with limited investment back in the communities they serve.		Pending RFP from GSA
245	Special consideration in programmatic development and solutions should be paid for girls and gender expansive young people. Agencies and community partners already existing in Alameda County and the bay area that practice a credible messenger model and that have been extremely successful in working with girls and gender expansive youth that are more deeply system involved and should be advisors and core partners in building out the Gender responsive model.	60	We have and will continue to seek community partners to work with young women and gender expansive youth.
Discipline & Behavior Management			
246	ACPD will eliminate the harshest behavioral controls: pepper (OC) spray and, prone restraint. Restraints and room confinement will only be used in the case of extreme, immediate safety risk to youth or staff, and the use of prone restraints will be eliminated.	60	Referred to consultant for recommendation and process
247	ACPD will develop and implement a plan to end the use of pepper (OC) spray and prone restraint no later than April 1, 2022.	61	Referred to consultant for recommendation and process
248	As long as pepper spray and prone physical restraints are used, reviews of each instance will be conducted by the Chief Probation Officer and the JJDC to determine appropriate use and compliance with policy.	61	All UOF will continue to be reviewed according to existing policy.
249	Incident data will be provided to the appropriate body, which would also include community representation.	61	Data is currently being provided to JJDC.
Positive Behavior Model			
250	Incentives and sanctions will not be based around basic items or items of basic comfort.	61	Current practice.
251	Rewards and incentives will be individually determined and go beyond the usual items. MDTs could help inform appropriate incentives based on the individual youth's plan.	61	Current practice.
252	If and when a new Positive Behavior Model is identified, staff will be extensively trained in the application of the model, emphasizing the importance of incentives in encouraging positive behavior.	61	We will utilize current to expand into SB 823
253	Refresher training in the model will be conducted regularly, in accordance with model recommendations.	61	In service training
254	Discipline and Management shall not be tied to or alter any of the following: - Participation in programming - Change to the food & meal policy - Change to the clothing policy - Participation in extracurricular activities related to school - Family visitation & communication - Time and/or supplies related to the basics of daily living such as toiletries and hygiene products, clean clothing, and access to laundry	61	Current practice.
Program Refusal			
255	If a youth refuses to participate in programming or other structured parts of the day, punishments or sanctions will be avoided. Instead, a trusted adult from among the therapeutic milieu will "check in" with the youth to see what might be hindering their participation.	62	Current practice.
256	If a program refusal issue persists, it will be discussed among the MDT with the goal of identifying the internal, intrinsic motivations of the youth that might be leveraged to encourage a positive change in behavior.	62	Current practice.
257	Formal sanctions will be avoided and only used as a last resort.	62	Formal sanctions are not utilized for program refusal.
258	If the refusal may cause harm to peers, a restorative process will be relied upon.	62	Current practice.
Conflict Resolution			
259	Non-punitive approaches will be utilized to address conflict resolution and a restorative justice framework will be used in cases of interpersonal conflict between youth.	62	Best practices in restorative practices and behavior management are employed to address conflict resolution in cases of interpersonal conflict. Training on restorative practices will be provided to staff and youth.
260	Restorative responses should include all members of the unit and members of the therapeutic milieu.	62	Whenever possible attempts are made to maximize the participation of all members of the unit.
261	Credible Messengers will be relied upon for conflict resolution.	62	Contract starts 4/1/23

SB823 Plan Requirements

	Description of Item/Deliverable	Page	Status as of 6/30/23
	Oversite & Appeals Process of All Disciplinary/Sanction Decisions		
262	Until new standards specific to SB 823 are developed by the Board of State and Community Corrections and finalized, the SYTF must "comply with applicable minimum standards for juvenile facilities in Title 15 and Title 24 of the California Code of Regulations."	62	Current practice.
263	Alameda County will consider the adoption of a Youth Bill of Rights as noted in attachment B (pages 62-64 of SB823 Plan) until the State establishes a specific youth bill of rights applicable to SYTFs.	62-64	Current practice.
	Grievance and Review Process		
264	The Bill of Rights outlined in this plan will also include all the same rights as those outlined in the Camp Sweeney Handbook. These additional rights include: - Freedom of speech/expression, - Right to money, - Right to be informed, - Right to accuracy and fairness around discipline, - Right to confidentiality, right to file grievances, and - Right to be seen by the guidance clinic and medical.	64	Current practice.
265	Youth are entitled to appeal all disciplinary (sanction) decisions.	64	Current practice.
266	Youth have the right to file a grievance if there are concerns related to the conditions of their confinement and may file a grievance if it is believed that they have received unfair treatment related, but not limited to the following: - Health care services (medical or mental health) - Program participation - Telephone usage - Mail visiting - Food - Clothing or bedding - Participant safety and/or well-being is at risk - Mishandling/mismanagement of personal property - Program rules or procedures that adversely affect participant - Mistreatment, harassment, or violations of the nondiscrimination policy by staff	64-65	Current practice.
267	Incident data will be provided to the JJDC. The presentation and discussion of incident data may occur in closed session if the identity of the youth may be revealed, even inadvertently.	65	Current Practice
	Staff		
268	ACPD will adhere to national PREA standards for staff-to-youth ratios "1:8 during resident waking hours and 1:16 during resident sleeping hours. Agencies may depart from these minimum ratios during limited and discrete exigent circumstances, which are fully documented for audit purposes."	65	Current practice.
	Key Staff Roles & Responsibilities		
269	Ensure staff are aware of and carry out roles and responsibilities consistent with SB823 Plan.	65-66	Staff have duty statements and are attending training.
	Milieu Providers		
270	ACPD will operate a unit management structure with clear lines of supervision and roles and responsibilities to support the milieu.	65	Organizational Chart
271	All milieu providers will participate in regular/weekly meetings to determine the best operational strategies week to week.	65	Current practice.
272	The unit team shall consist of the following members in addition to ACPD staff: 1-2 Dedicated Licensed Mental Health Clinicians (1-2 FTE's), 1-2 Credible Messengers (1-2 FTE equivalents)		1 clinician currently for each unit (2 FTE total); 5 FTE Credible Messengers are currently working in the SYTF
273	JIO will provide engaged supervision. Engaged supervision means that they shall participate in activities with youth, provide advice and consultation, and assist with homework assignments or other tasks to support the youth. They will also assist with developing and practicing skills and motivating youth to succeed. Once trained, JIOs shall be integrated into more of the core programmatic services as co-facilitators. JIOs will also be responsible for providing input to the weekly meetings to determine youth progress via a formalized feedback process with the Institutional supervisor.	65	Current Process. However, severe JIO shortage prevents JIO's from facilitating on a regular basis.
	Training of Milieu Providers		
274	All SB823 staff and service providers will engage in joint training on the key elements of the milieu.	67	Training began June 21, 2022.
275	ACPD shall assemble a comprehensive interdisciplinary training for ACPD, ACBH and contracted providers to include the Credible Messengers.	67	Have contracted with CLinton Lacey for training; ACPD will do refreshers and ongoing training for staff
276	Training at a minimum will include: - Credible Messenger theory & practice - Effective strategies for youth and family engagement - Group facilitation - Conflict resolution - Behavior management principles - Effective case planning and case management - The level system - Specific interventions that will be jointly provided - Secondary and vicarious trauma - Mindfulness and self-regulation	67	Ongoing Training - Review ACPD available training + Carey Group training.
277	Credible Messengers will go through their own training. Specifically, their training will consist of the following topics: - Positive youth justice framework - Adolescent brain development and the impacts of trauma - Healing centered engagement - The art and science of hope - Restorative justice practices - Individual transformative mentoring - Crisis intervention and conflict resolution - Life path planning and fundamentals of care coordination		Training Conducted in May with Clinton Lacey

Appendix B: List of Documents & Items Reviewed

Plain Language Document Title	Actual Document Title
ACOE Court Schools Courses	ACOE Court Schools Courses
ACPD Secure Track Training Records 2021-2023	ACPD Secure Track Training Records 2021-2023
Alameda County Juvenile Hall Visitor Request Form	Juvenile Hall Visitor Request Form (Construction Graduation)
Alameda County Board of Supervisors Minute Order: Authorize Amendment No. 2 to Extend and Increase the Contracts for Juvenile Justice Crime Prevention Acts Community Supervision Program Services	JJCPA Parenting Class Info
Alameda County Board of Supervisors Minute Order: Award Contract to Family Spring Psychology for Substance Use Disorder Services	MOBLCS_Alameda County BOS Minutes
Alameda County Camp Sweeney Fencing Feasibility Study	2023-08-14 Camp Sweeney Fencing _ Fence Study
Alameda County Office of Education Enrollment Referral – Court School Student Individualized Learning and Transition Plain	Court School ILTP Revised August 25, 2022[2]
Alameda County Probation Department – Juvenile Division - Housing workshop	Alameda County Probation Department – Juvenile Division - Housing workshop
Alameda County Probation Department Individualized Rehabilitation Plan	IRP Template
Alameda County Probation Department Juvenile Field Services Community Programs	TAY Services
Alameda County Probation Department SB823 Environmental Recommendations - February 2022	KhumaloAlamedaCountyReport
Assessment Mental Health	Assessment Mental Health
Authorize Amendment No. 3 with HOPE Psychotherapy, INC. for Juvenile Sex Offender Procurement Contract	HOPE Signed Budget Letter
Behavioral Clinician I and II Recruitment	BH I and II Job announcement
Bid Proposal Document	Tamica Moore's Bid_Moore Recreation Therapy & Consulting Inc.
Camp Sweeney Projects	Camp Sweeney Projects
Contracts and PO Report	Contracts and PO Report_10-01-2022
County of Alameda County Standard Service Agreement with Education and Treatment Alternatives, Inc.	[anger/aggression control staff training] Education & Treatment Alternatives, Inc. SSA PC 23039
County of Alameda County Standard Service Agreement with Epicurean Federal, Inc.	Executed_SSA_Food Services_Epicurean
County of Alameda County Standard Service Agreement with Family Spring Psychology	[substance abuse treatment] Family Spring Psychology SSA PC 23067 (ORIGINALLY PC 22747)
County of Alameda County Standard Service Agreement with Family Spring Psychology	SSA Substance Use Disorder SIGNED_Family Spring Psychology, P.C. Substance Use Disorder Services
County of Alameda County Standard Service Agreement with Fresh Lifelines For Youth, Inc.	SSA YAC (DS)_Fresh Lifelines for Youth, Inc._Youth Advisory Council
County of Alameda County Standard Service Agreement with Genesis Worship Center	Genesis SSA PC 19452_Religious Services Program
County of Alameda County Standard Service Agreement with Impact Justice	Impact Justice SSA PC. 23776
County of Alameda County Standard Service Agreement with One in 37 Research, Inc.	[use of force / oc spray] One in 37 Research, Inc. SSA PC. 23201
County of Alameda County Standard Service Agreement with Positive Communication Practices	Positive Communication Practices SSA PC 22746
County of Alameda County Standard Service Agreement with PranaMind, LLC	PranaMind SSA PC 23053_Culturally Responsive Anger Management Groups with Standardized Curriculum
County of Alameda County Standard Service Agreement with Restorative Justice for Oakland Youth	CM SSA Approved_Restorative Justice for Oakland Youth_Credible Messenger for Probation Youth
County of Alameda County Standard Service Agreement with Restorative Justice for Oakland Youth,	RJOY SSA Credible Messenger
County of Alameda County Standard Service Agreement with Restoring Our Communities	Alameda823_PERALTA COMMUNITY COLLEGE DISTRICT Summary/Coversheet Approval Request for Contracts, Change Orders & Addendums
County of Alameda County Standard Service Agreement with SEEDS Community Resolution Center	[RJ staff training] SEEDS Community Resolution Center SSA PC. 23341
County of Alameda County Standard Service Agreement with The Oakland Public Education Fund, dba Youth Beat	Youth Beat SSA Draft - 7.21.22 signed
County Office Regulation 6159: Individualized Education Program	County Office Regulation 6159 Individualized Education Program
Delegation of Authority for Post-Award Contract Administration: Credible Messenger Mentoring Services	CM DOA Approved_DELEGATION OF AUTHORITY FOR POST-AWARD CONTRACT ADMINISTRATION: Credible Messenger Mentoring Services
Delegation of Authority for Post-Award Contract Administration: Substance Use Disorder Services	DoA Substance Use Disorder Services.docx
DMV On Site for Youth Identification	DMV On Site for Youth Identification
Draft Credible Messenger Job Description	Draft Credible Messenger Duty Statement
DSAL Weekly Hours Draft	DSAL WEEKLY HOURS DRAFT
Duty Statement	Garcia A - Duty Statement1.docx_Teacher on Special Assignment English Learners Fund source Title I-Part A
Facilities Contracts October 2022	Facilities Contracts October 2022
Facility Contracts Tracking CP	Facility Contracts Tracking CP
Family Builders Annual Report to Alameda County Probation Department 7/1/2022 – 6/30/2023	ACPD annual narrative report 22-23_Family Builders Annual Report to Alameda County Probation Department
First Amendment to Standard Services Agreement with Family Builders by Adoption	Resource Family Approval and Family Finding 1st Amend SIGNED
First Amendment to Standard Services Agreement with Family Spring Psychology	Family Spring Psychology, 1st Amendment PC. 23067
First Amendment to Standard Services Agreement with Genesis Worship Center	Genesis 1st Amendment PC 19452

First Ammendment County of Alameda County Standard Service Agreement with Positive Communication Practices	Positive Communication Practices 1st Amendment PC 22746
Guidance Clinic Overview of Secure Track Behavioral Health Treatment	Secure Track Behavioral Health Services Summary 8-29-23
Health Team Meeting: Monday, March 13, 2023	Health Team 3-13-23 Meeting Minutes
INDIVIDUALIZED EDUCATION PROGRAM (IEP) - INFORMATION/ELIGIBILITY	Blank IEP Forms
Individualized Learning and Transition Plan	Draft 2022-23 ILTP DATA - ILTP Info
Intake Unit ILTP Questionnaire	INTAKE UNIT ILTP QUESTIONNAIRE
Interim Initial Assessmentt Mental Health	Interim Initial Assessmentt Mental Health
Internal Lateral Transfer	Internal Lateral Transfer - DPO-SB823-22-66
JJC / DSAL Sports Curriculum: Basketball	JJC Curriculum - Basketball
JJC / DSAL Sports Curriculum: Flag Football	JJC Curriculum - Flag Football
JJC / DSAL Sports Curriculum: General Fitness	JJC Curriculum - General Fitness
JJC / DSAL Sports Curriculum: Soccer	JJC Curriculum - Soccer
JJC / DSAL Sports Curriculum: Volleyball	JJC Curriculum - Volleyball
JJC to John George Psychiatric Hospital SB 823 and TAY youth	JJC to John George Psychiatric Hospital SB 823 and TAY youth -3.7.23
Job Description Alameda County Office of Education: Records Database Specialist	RecordsDatabaseSpecialist
Job Description Alameda County Office of Education: Senior Records Database Specialist	Senior Records Database Specialist
Juvenile Facilities Manual: Chapter: Discipline: Section: Discipline	1391 Discipline_Juvenile Facilities Manual
Juvenile Facilities Manual: Chapter: Discipline: Section: Manual Positive Reinforcement System	Positive Reinforcement System
Juvenile Facilities Manual: Programs and Activities: Section: Visiting Procedures	1374 Visiting Procedures
Juvenile Field Services Manual: Chapter: Supervision and Case Management Standards: Section: Juvenile Placement Unit	250 - Juvenile Placement Unit_Juvenile Field Service Manual
Juvenile Record Sealing Training	Juvenile Record Sealing Training v2
Juvenile Success Plan Handbook	Success Plan Handbook - Juvenile - Draft 7.1.19
List of Tablet Content	List of Tablet Content
Pathways to Construction, Architecture, and Engineering	Pathways to Architecture, Construction, and Engineering (Oveview & curriculum)
PHQ-9 – Modified for Teens	PHQ-9 Modified for Teens revised 1-30-2020
Program Launch Cost Estimate	TLM Program Launch Cost Estimate
Purchase Order Construction Trades Workforce Initiative	PO_8551 CTWI_CONSTRUCTION TRADES WORKFORCE INITIATIVE
Purchase Order George K.L. Smith	PO_DISPATCH_GEORGE K.L SMITH culturally adaptive Cognitive Behavioral Therapy program.
Purchase Order Moore Recreation Therapy and Consulting Inc.	PO_DISPATCH_MOORE RECREATION THERAPY AND CONSULTING INC
Purchase Order Tia Barnes LLC	PO_DISPATCH_DBA TIA BARNES LLC GENDER RESPONSIVE COGNITIVE BEHAVIORAL THERAPY
Purchase Requisition Gender Responsive Cognitive Behavioral Therapy	PR 2552_ Purchase Request_Gender Responsive Cognitive Behavioral Therapy
Purchase Requisition Moore Recreation Therapy & Consulting Inc.	PR03188_Purchase Request_Moore Recreation Therapy & Consulting Inc.
Purchase Requisition Sexual Offender Psychothe	PR 2648_Purchase Request_Sexual Offender Psychothe
RFQ Response- Alameda County Probation Department Gender Responsive Cognitive Behavioral Therapy	TiaBarnesLLCQuote_Gender Responsive Cognitive Behavioral Therapy
SB823 Programming Schedules	SB823 Programming Schedules
School Plan for Student Achievement Template	School Plan for Student Achievement
Scope of work for George KL Smith, Culturally Adapted CBT	George K.L. Smith SUDCC, NCAC-A Director of Programming Resources Subject Matter Expert (SME) Certified Conflict Resolution Specialist Certified Peer Mentor
Second Amennndment to Standard Services Agreement with Family Spring Psychology	Family Spring Psychology, 2nd Amendment PC. 23067
Second Amennndment to Standard Services Agreement with Genesis Worship Center	Genesis 2nd Amendment PC 19452
Secure Track Multi-Disciplinary Team Meeting	MDT Template
Secure Track Unit Participant Handbook	Secure Track Orientation Handbook.final.6.23.22
Standard Work: Juvenile Justice Center/Detention Hold Discharge Documentation	Discharge to Juvenile Justice Center 2 2023
The Transition Center	Transition Center Description
Third Amendment County of Alameda County Standard Service Agreement with Hayward Unified School District for Hayward Adult School	HUSD Third Amendment - Procurement Contract No. 20823
Third Amendment County of Alameda County Standard Service Agreement with HOPE Program	HOPE Executed Amendment
TLM Preparation for Reentry Education Program	TLM Preparation for Reentry Education Program (PREP) Proposal
Unit 3 Logbook Redacted 05-15-2023 to 08-20-2023	Unit 3 Logbook Redacted 05-15-2023 to 08-20-2023
Unit 3 Logbook Redacted Updated 05-15-2023 to 08-20-2023	Unit 3 Logbook Redacted Updated 05-15-2023 to 08-20-2023
Unit 3 Weekly Schedule (AM) 4.10.2022	Unit 3 Weekly Schedule (AM) 4.10.2022
Unit 3 Weekly Schedule (PM) 4.10.2022	Unit 3 Weekly Schedule (PM) 4.10.2022
Willow Rock Center & Juvenile Justice Center Coordination Guideline for the Transfer of a Minor	WRC-JJC Transfer Guideline 12-2021
Young Women's Freddom Center: Emerging Leaders In Detention Program Summary	Alameda JJC Modular curriculum_YWFC Emerging Leaders In Detention Program Summary

Appendix C: Original Subcommittee Members

Agency	Name and Title
Interim Chief Probation Officer (Chair)	Marcus Dawal, Chief Probation Officer
District Attorney’s Office of Representative	Nancy O’Malley, District Attorney or Matt Golde, (Designee) Assistant District Attorney
Public Defender’s Office of Representative	Brendon Woods, Public Defender or Alphonso Mance, (Designee) Deputy Public Defender
Department of Social Services Representative	Michelle Love, (Designee) Assistant Agency Director
Alameda County Behavioral Health Department Representative	Karyn Tribble, Director or Juan Taizan, (Designee) Director
Office of Education Representative Court Representative	Monica Vaughan, (Designee) Chief of Schools Judge Ursula Jones Dickson or Designee
Alameda County Bar Association	Andrea Zambrana, Director of Court Appointed Attorneys Program (CAAP) or Designee
Oakland Police Department	LaRonne Armstrong, Police Chief or Drennon Lindsey, (Designee) Deputy Chief of Police
Juvenile Justice Delinquency Prevention Commission (JJPDC)	Vamsey Palagummi, Chair or Designee

Delinquency Prevention Network (DPN)	Emily Young, Co-Chair or Lynn Gardner, (Designee) Co-Chair
Free Our Kids Coalition	Ericson Amaya
Community Member District 1 Representative	Caryn Quezada or Designee
Community Member District 2 Representative	Dauida Scott or Designee
Community Member District 3 Representative	Erin Palacios or Designee
Community Member District 4 Representative	Trevor Arceneaux or Designee
Community Member District 5 Representative	Kelly Thompson or Designee

Appendix D: Current Subcommittee Members SB 823 Subcommittee

Agency	Name and Title
Chief Probation Officer (CPO) - Chair	Marcus Dawal, CPO
District Attorney's Office	Pamela Price, District Attorney or Otis Bruce, Chief Assistant District Attorney (Designee)
Public Defender's (PD) Office	Brendon Woods, PD or Alphonso Mance, Deputy PD (Designee)
Alameda County Social Services Agency	Andrea Ford, Agency Director or Michelle Love, Asst Agency Director (Designee)
Alameda County Behavioral Health	Karyn Tribble, Director or Christine Gerchow, Juvenile Justice Health Services Director (Designee)
Alameda County Office of Education	Alysse Castro, Superintendent or Monica Vaughan, Chief of Schools (Designee)
Alameda County Bar Association	Andrea Zambrana Director, Court Appointed Attorneys Program (CAAP)
Delinquency Prevention Network (DPN)	Emily Young, Co-Chair
Free Our Kids Coalition	Ericson Amaya
Court Representative	Honorable Judge Scott Jackson
Oakland Police Department	Darren Allison, Acting Chief of Police or Lt. Scott Bezner (Designee)
Juvenile Justice Delinquency Prevention Commission (JJJPC)	Vamsey Palagummi, Chair
Community Member District 1 Representative	Vacant
Community Member District 2 Representative	Nicole Berrow

Community Member District 3 Representative	Hugo Amaya
Community Member District 4 Representative	Kelvin Potts
Community Member District 5 Representative	Erin Palacios
Youth Representative	Jesus Cortez