

Part 5: Facility Plan

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

Alameda County Juvenile Hall is a 24-hour secure detention facility capable of housing 358 youth. The facility is located on county property in San Leandro, CA, and is staffed by Juvenile Institutional Officers (JIO) who provide supervision and are responsible for the care, custody, and control of detained youth. The JIOs are supervised by Institutional Supervisors Is and IIs, an Assistant Superintendent and a Superintendent. Existing services include but are not limited to academic programming, medical and behavioral health care, organized recreation, religious and volunteer services, and programming, facilitated by a complement of community-based organizations.

It is the policy of ACPD to not segregate youth based upon gang affiliation, in an effort to avoid institutionalizing gang behavior into the program model. Youth are expected to coexist regardless of affiliation and an emphasis is placed on mediation to mitigate any possible conflicts between youth.

Statements or behavior expressing injury to self-require immediate staff intervention. Staff will have access to notify the Guidance Clinic, which is operated by Alameda County Behavioral Health, and provides mental health services to our youth, including psycho-diagnostic evaluations, assessments, crisis intervention, individual, group, and family therapy. Behavioral Health Care Services also provides psychotropic medication evaluations and monitoring of youth on psychotropic medications. Children's Hospital and Research Center of Oakland also operates a 24-hour medical clinic to provide round the clock medical assessments, support, and care to the youth.

Alameda County Probation will maintain full compliance with the various federal and state laws that protect people with disabilities, i.e., 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, and our compliance does the following:

- Ensures youth with disabilities receive and are able to use the same services and types of care as all other youth within the facility.
- Ensures youth with disabilities are not harassed and/or discriminated against.
- Ensures youth with disabilities are provided with accommodations needed for equal access to programs and services.
- Ensures supporting aids and services are available for youth with disabilities.
- Ensures all structural barriers are removed.

Upon admittance, youth will be screened by the appropriate staff (medical, mental health, dental, educational, or other) to determine if they have a physical, mental, or intellectual disability. Alameda County staff will receive training to assist youth with disabilities and a mechanism for referrals and evaluations will be made available.

Incentives

As currently outlined in departmental policy, youth will be incentivized to reinforce positive behaviors. An incentive, or reward, is an acknowledgement that the youth has exhibited positive behavior or accomplished a goal from the youth's ITRP.

Incentives can include but are not limited to the following:

- Verbal recognition
- Tablet use (entertainment – movies/music)
- Certificates of phase/activity completion
- Promotion to the next phase
- Books, snacks and/or other youth preferences
- Extended recreational time
- Extended phone and/or video time
- Program Graduation

Therapeutic Adjustments

Therapeutic adjustments are treatment-oriented responses to behaviors that would benefit from a therapeutic approach. Modifications in treatment services will be based on recommendations from Behavioral Health.

Therapeutic adjustments can include but are not limited to the following:

- Increased self-help/group meetings
- Journaling
- Circle-Up exercises
- Evaluation of medication (if applicable)
- Increased treatment intensity
- Additional assessments

Sanctions

Youth will be expected to comply with program requirements. Failure to comply may result in sanctions. Sanctions may include but are not limited to:

Sanction Level	Behavior (Includes but is not limited to)	Type of Sanction
Minor	<ul style="list-style-type: none"> ● Derogatory/offensive language ● Not complying with staff instructions ● Failing to obtain permission before moving from area of unit to another ● Lying to staff ● Not maintaining personal boundaries ● Possession of low-level unauthorized items 	<ul style="list-style-type: none"> ● Verbal admonishments ● Accountability Meeting ● Reflective writing/essay related to the infraction
Moderate	<ul style="list-style-type: none"> ● Attempts to incite group to commit acts of non-compliance; ● Being in an unauthorized area; ● Destroying or defacing property less than \$100; ● Gambling; ● Gang activity that does not pose an immediate threat; ● Horseplay; 	<ul style="list-style-type: none"> ● Phase extension ● Phase demotion
Sanction Level	Behavior (Includes but is not limited to)	Type of Sanction
Moderate	<ul style="list-style-type: none"> ● Program disruption; ● Racial or ethnic slurs; ● Repeated minor rule violations (2 or more in 1-week period); ● Room refusal; ● Sexual harassment; ● Theft or possession of stolen property; ● Threatening language 	<ul style="list-style-type: none"> ● Phase extension ● Phase demotion
Major	<ul style="list-style-type: none"> ● Assault** ● Attempted assault ● Attempted escape ● Bullying ● Consumption of drugs or alcohol ● Defiance (safety and security issue) ● Destroying or defacing property \$100 or more** ● Escape/AWOL 	<ul style="list-style-type: none"> ● Notification/Return to Court

	<ul style="list-style-type: none"> ● Gang activity that poses an immediate threat ● Hate speech ● Law violation** ● Mutual physical altercation ● Possession of high-level unauthorized items (tobacco, pruno, drugs, controlled substance, weapons) ● Program disruption causing a security threat ● Repeated moderate rule violations (2 or more in 1-week period) ● Setting or attempting to set a fire ● Sexual assault ● Sexual misconduct ● Threat with imminent risk of harm 	
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Appeals Process

Youth are entitled to appeal all disciplinary (sanction) decisions. With any appeal, the original penalty may remain unchanged, there may be a decrease in the severity of the sanction, or the sanction may be completely removed.

Grievances

Youth will 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

The Prison Rape Elimination Act (PREA) is intended to provide for the analysis of the incidence and effects of prison rape in Federal, State, and local institutions while providing information, resources, recommendations, and funding to protect individuals. The Alameda County Probation Department (ACPD) is committed to creating and maintaining a safe and humane environment for the youth housed at the Facilities. To create and sustain such an environment, we maintain a zero-tolerance policy regarding sexual misconduct involving youth. Upon

admission all youth are required to take a PREA risk assessment. This assessment assists in identifying if a youth has been a victim of sexual abuse, the risk of sexual victimization and/or the potential for abusing. The results allow staff to effectively monitor, assist, and provide necessary medical and behavioral health services. Ongoing youth risk assessments, education and training for staff and youth is essential in the reduction of sexual misconduct within the institutions.

After the assessment is complete and within 10 days of being booked into the facility youth will attend a PREA orientation and education class which is designed to provide youth with resources. The topics discussed include victim advocacy, sexual assault awareness, free and ongoing medical and support services for victims, as well as the departments Zero Tolerance Policy and the various methods of reporting sexual victimization for themselves or on behalf of others.

Youth can confidentially report incidents to a facilities supervisor, by mean of completing a grievance, report to other law enforcement agencies, and also by using the payphones in the unit, which allows youth to report without calls being monitored.

All sworn staff, non-sworn staff, volunteers, and community-based organizations are required to take a PREA education class every two years. This class emphasizes the department's Zero Tolerance Policy, child abuse reporting requirements and techniques to identify and respond to sexual abuse. Staff are trained on their role and responsibilities as mandated reporters and first responders to sexual incidents. This training includes proper evidentiary procedures, who to notify when an incident has occurred and, the agencies, coordinated response plan.

Part 6: Retaining the Target Population in the Juvenile Justice System Describe how the plan will incentivize or facilitate the retention of the target population within the jurisdiction and rehabilitative foundation of the juvenile justice system, in lieu of transfer to the adult criminal justice system: (WIC 1995 (5))

Youth transferred to adult court experience the same harsh sentencing as those who are significantly older, as the adult system does not allow for consideration of such factors such as age. Consequently, time in-custody is predetermined based on the severity of the offense. Allowing youth to remain under the purview of the juvenile justice system will allow judges to have an increased level of discretion and more flexibility as it pertains to how a case will be handled.

Alameda County plans to continue its use of risk assessment tools and plans to develop and incorporate a dispositional matrix to aid in any recommendation submitted to the court. Staff who will be responsible for the preparation of transfer hearing reports, which determine the court of jurisdiction, will be thoroughly trained in the effective evaluation of all contributing factors prior to be assigned work. In addition, all cases which may potentially warrant removal from the community must be screened by our Screening for Out of Home Services (SOS) committee. The SOS committee is comprised of members from the Alameda County Probation Leadership team, in addition to Alameda County Behavioral Health, and a number of community-based organizations. This process will provide an added level of review to ensure that the most appropriate recommendation is submitted to the court, with the goal of exhausting all possible options before recommending youth be transferred to adult court.

Part 7: Regional Effort

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

Alameda County Probation will be required to establish a Memorandum of Understanding with a regional county to in order to support identified youth and those with specific high-level needs. Given the evaluation of youth referred to the Division of Juvenile Justice by Alameda County Probation within the past five years, it was discovered that our referred population does not warrant the effective operation of a programming to serve female offenders or those who require high level sex offender or intensive mental health treatment. As such, the respective identified county will serve as a resource for this particular juvenile offender population and will as such be designated as the administering county for the purposes of providing needed services. Such county will be responsible for the overall security for the committed youth, including the arrests and apprehension of escapees, and transportation of in-custody youth to jails and juvenile halls.

The MOU will include the specifications regarding responsibility for documentation of employees of record, providing budgetary and accounting services, processing any necessary claims, purchasing and other administrative responsibilities. Counties which share a MOU with Alameda County Probation will be responsible for provided the equivalent level of standards of those within our facility. The expectation shall require that the assigned county work collaboratively with their local county officials, Superintendent of Schools, community entities, and law enforcement.

Part 8: Data

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

Alameda County Probation intends to retain data on youth committed, including intake and release information, demographic details, commitment offenses, and risk/need assessments. Redacted admissions and release information will be available and provided to any necessary entities upon request. Data on the youth served and their outcomes will primarily be collected in the Department's automated case management system, Tyler Supervision.

The ACPD has a robust Research and Evaluation Unit that will additionally collect data in order to provide a comprehensive assessment of program implementation and effects on youth outcomes. Quantitative data analysis will include an examination of program engagement, dosage, service delivery, program completion, individual and family outcomes, and subsequent justice involvement (i.e. recidivism) upon program completion. These data will primarily be collected in the Department's automated case management system, Tyler Supervision, while recidivism data will be drawn from Tyler Supervision's interface with the Alameda County Consolidated Records Information Management System (CRIMS) and the Court's Tyler Odyssey Case Management System, as well as the California State Department of Justice.

Qualitative data will also be collected to provide insights into the service delivery process including internal and external factors that may affect implementation fidelity. Qualitative data drawn from interviews and focus groups with staff and youth will examine perceptions of service delivery, ease of and barriers to program participation and completion, appropriateness of programming and service delivery relative to youth needs, communication with program staff, and perceived changes in youth behavior.

Fidelity to implementation models and the identification of strengths and challenges at all stages of program implementation from screening to service delivery will be examined using a mixed methodological approach through quantitative and qualitative data collection. This process evaluation will entail collecting the following data: number, demographics, and needs of youth screened and enrolled in programming, time between screening, referral, and program enrollment and completion, the connection between youths' assessed needs and their individual treatment plan, cultural responsiveness and delivery of trauma-informed services, effectiveness of system coordination, and youth, family, and staff satisfaction with programming.

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

Outcome measures that will be utilized to measure and determine the results of programs and interventions include youth participation in and satisfaction with treatment and services, program engagement, service delivery, program completion, individual and family outcomes, changes in youth behavior and sanctions, changes in risk/need assessment scores, and subsequent justice involvement (i.e., recidivism) upon program completion. Recidivism will be measured in two ways: as the conviction of a new felony or misdemeanor committed within three years of release from custody and as the conviction of a new felony or misdemeanor committed within one year of release from custody.

The outcome evaluation will involve analyzing both qualitative and quantitative data and will furthermore analyze variations in outcomes across demographic groups in order to identify and ameliorate any racial and ethnic disparities in intervention delivery and associated outcomes. As the programs and interventions described in this plan are designed to provide individualized services to address the needs of each participant, the outcome evaluation will focus on individual level data collection from program screening and intake to completion and discharge. Service completion will be examined at the individual level in order to determine whether the identified needs in the youth's treatment plan have been addressed as well as whether their participation has achieved specific program objectives.

Quantitative outcome data regarding assessment scores, behavioral change, program completion, and subsequent recidivism will be augmented with qualitative data on satisfaction, family outcomes, and perceptions of service delivery in order to strengthen the outcome evaluation and to determine whether some youth outcomes could be explained by factors unrelated to program and intervention delivery.

