



Collaborative and Effective Juvenile Reentry

Comprehensive Blueprint for Youth Reentry in Alameda County

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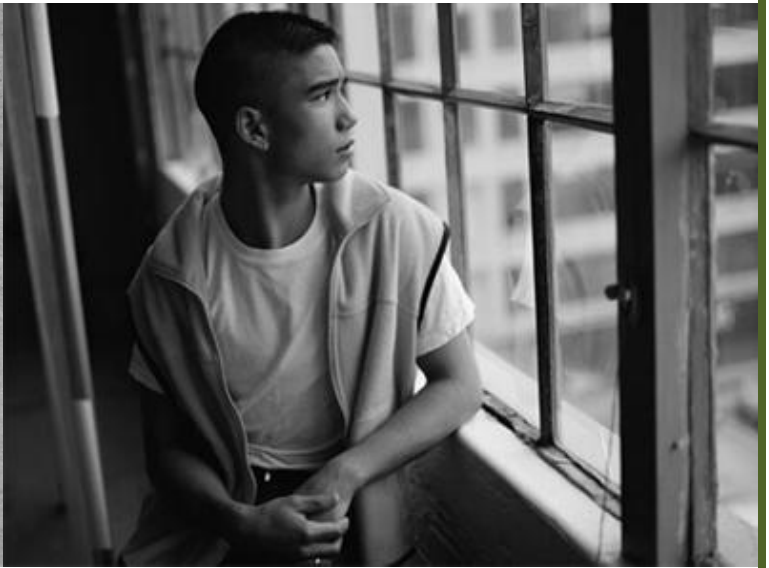
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This plan is dedicated to the many young people and their families affected by the criminal justice system who are courageously helping us to design an innovative process of youth reentry in the County of Alameda, California.



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A. Executive Summary

The Youth Reentry Planning Process (YRPP) of Alameda County, California has prepared and hereby submits this *Comprehensive Blueprint for Youth Reentry in Alameda County* to the Department of Labor pursuant to its agreement under the terms of the Employment and Training Administration Youth Offender Planning Grant received by Alameda County in 2009.

The YRPP is a collaborative effort between the Alameda County Health Care Services Agency (HCSA), the Associated Community Action Program (ACAP), the consulting firm of Hatchuel Tabernik and Associates (HTA), and several community agencies and stakeholders.

The YRPP represents a significant step forward in current countywide efforts to develop a more responsive and effective juvenile justice system in Alameda County. These efforts include:

1. The redesign and development of the new Juvenile Justice Center (JJC);
2. The establishment of the Transition Center at the JJC to work closely with youth prior to and during their release back into the community;
3. The future renovation and restructuring of Camp Sweeney, the juvenile justice camp system in Alameda County;
4. The creation of rehabilitative pathways for youth on community probation;
5. The facilitation of the transfer of youth from the Department of Juvenile Justice (DJJ) within the California Department of Corrections and Rehabilitation (CDCR) back to the local county facilities; and
6. The establishment of the Alameda County Youth Reentry Support System.

The YRPP has resulted in the production of this detailed Blueprint that requires strategic partnerships be created to facilitate the ongoing collaborative work at the JJC, the Transition Center, Camp Sweeney, CDCR DJJ and the Alameda County Probation Department. These partnerships will work together as the Reentry Support System to enable reentering youth and youth on probation to make a successful transition back into the community. For young adults aged 18-24, the Reentry Support System will increase access to employment and training services; for youth aged 14-18, the system will provide alternatives that help reengage youth in public school or appropriate school alternatives. For all reentering and probationary youth, the Reentry Support System will provide comprehensive case management encompassing issues concerned with health, mental health, recovery, income maintenance, housing, and family reunification.

- The YRPP has been an inclusive process engaging a broad coalition of public agencies, youth organizations, and community networks throughout the county. YRPP Steering Committee members represent major stakeholders in the juvenile justice reentry process: including Probation; the District Attorney; County departments of health care administration, public health, and social services; school, faith-based organizations; civil advocates and community service providers; employment, training and mentoring programs; educational experts; representatives from restorative justice; and young people impacted by the juvenile justice system.
- In developing this Blueprint, the YRPP established Strategy Groups, which targeted seven issue areas: **Employment, Education, Mentoring, Case Management, Faith-Based and Restorative Justice, and Data Analysis**. Each group was comprised of Steering Committee members and other experts in the field. The Strategy Teams engaged in extensive research that included best practice literature reviews, study tours, key informant interviews, youth focus groups, and data compilation and analysis of prior reports, and studies from Alameda County as well as other jurisdictions.
- Building on existing county initiatives, this Blueprint reinforces the fact that children and youth are Alameda County's most precious resource. Policy decisions about the

direction and focus of the Blueprint were made jointly by YRPP Executive Committee. Moving forward, the Executive Committee will continue to convene regularly to support the plan's full implementation.

This Blueprint will guide the development of a Youth Reentry System to ensure that all youth who come into contact with the juvenile justice system have the tools and support they need to become productive citizens and successful members of their community.

The mission of the new Alameda County Youth Reentry Support System is to **“facilitate collaboration between a diverse array of youth advocates and community stakeholders, to develop, test, and implement a comprehensive network of reentry services that effectively help youth coming out of the juvenile justice system successfully reintegrate into the community.”** *The YRPP Blueprint provides a clear framework embodied in three key outcomes that, taken together, advance this mission.*

OUTCOME A: Create and sustain a coordinated and effective juvenile justice system focused on successful detention, transition, and reintegration.

OUTCOME B: Ensure that a comprehensive array of evidence-based services and resources are available to support Alameda County juvenile justice involved youth and their families in the successful completion of their individualized reentry plan and full reintegration into the community.

OUTCOME C: Ensure that every youth returning from the juvenile justice system is connected to a stable network of positive youth, family, and faith/community support.

The Blueprint incorporates the development of a rigorous evaluation and quality assurance component to assess the short and long-term impact of the emerging system. Specifically, this component will help determine whether, and to what extent, youth who receive services are less likely to recidivate or re-offend within a period of 12 months following release from detention or probation.

The Blueprint enables the development of a coordinated youth reentry system with the capacity to focus on continuity of care despite multiple transitions from intake, field supervision to release. This system establishes multi-disciplinary teams at every level, i.e., the JJC, the Transition Center, at the juvenile Camp, with CDCR and DJJ and in the community. By capitalizing on existing county initiatives, the new reentry system creates integrated care hubs in targeted geographic areas of the county through strategic partnerships between cities, counties, school districts, and community providers.

These geographic areas are significantly impacted by socio-economic conditions that create and/or perpetuate circumstances known to contribute to youth detention and incarceration. Communities in these areas receive the majority of youth reentrants. The integrated care hubs in these areas are neighborhood-based portals connected to the broader Reentry Support System. They strengthen the System's infrastructure by increasing access to youth development, advocacy, and comprehensive support services to promote successful reentry. The following is a detailed discussion of the three proposed Reentry Support System outcomes and subsequent strategies to be implemented through this Blueprint.

B. Alameda County Juvenile Justice Reentry Blueprint

1 Theoretical Framework for Successful Reentry

- Recidivism is frequently the result of a lack of coordination, coherency and efficiency in the processes that are intended to prepare detained youth for release. Every young person requires an array of personal and professional opportunities to thrive. Reentry youth are no different except that they require intentional added supports to set and achieve obtainable goals towards a positive life course. Without obtainable prospects for a better future, the probability of reoccurring detention and incarceration is almost inevitable. Delivering support services with intentionality means providing direct supports (through comprehensive case management, mentoring, and applying principles of restorative justice) along with critical interventions to help youth address issues of income and employment, education and training, safe and sober housing, and access to timely physical and behavioral health care.

Fortifying the County's juvenile justice system so that it promotes positive connections to social networks (families, faith institutions, positive peer groups, mentors, organizations) greatly increases the likelihood that young people reentering the community from the juvenile justice system will develop positive skills and gain access to resources that enable them to become productive and healthy members of society.

Defining "Reentry" - Reentry refers to a process of community reintegration that begins at the time of arrest and is completed when a young person has successfully stabilized themselves in their community. As a process, reentry encompasses the entirety of a young person's experience within the Juvenile Justice system including arrest/sentencing, detention, release/transition, and community reintegration. By focusing on community reintegration, reentry places the emphasis on identifying and meeting the needs of the young person at each point of the process. This definition of reentry attempts to enable the young person to complete the process with a greater ability to lead a productive, crime free life than when they entered the Juvenile Justice System.

2 Detailed Discussion of Outcomes and Strategies

OUTCOME A: Create and sustain a coordinated and effective juvenile justice system focused on reentry through successful detention, transition, and reintegration.

Juvenile Justice involved youth have a multitude of service needs that require a system capable of supporting them throughout the reentry process. To meet these needs, the juvenile justice system must implement processes that provide a coordinated system of effective support services to youth from the point that they enter the system, until they are safely and positively reengaged in their communities. The system should bring together a comprehensive set of services and supports that in totality meet the diverse needs of juvenile justice involved youth. Additionally, the system should be flexible enough to deliver these services and supports in collective and individualized ways to ensure their effectiveness and relevance for every youth. **Outcome A** builds the infrastructure needed to establish such a system in Alameda County. The inherent strategies are intended to improve communication and coordination between stakeholders, i.e., juvenile justice, other institutional, and youth reentry partners to ensure the sustainability of the infrastructure and build its

capacity to promote continuity of care through a highly efficient and streamlined service delivery system.

Strategy A1 Create a countywide youth infrastructure that supports the development and maintenance of a coordinated, effective juvenile justice system.

A1.1 Create a Juvenile Justice Reentry Committee that will serve as the primary convening body for youth reentry issues in Alameda County that will have oversight over implementation of the major strategies in this juvenile reentry blueprint.

Members from the Juvenile Justice Center (JJC) Oversight Committee¹ will join the existing JJC Transition Center Executive Committee² and the existing Measure Y JJC OUSD Wraparound Executive Committee³ to consolidate and form this reentry committee with a countywide focus on discharge planning at the point of entry into the juvenile justice system (including Camp). This Committee will serve as new committees in the County's existing reentry or interagency collaboratives and will include serving as the Youth Committee for the Alameda County Reentry Network, the Reentry Committee for the Interagency Children's Policy Council (ICPC), the Youth Reentry Committee for the Board of Supervisors' Public Safety Committee and other existing bodies.

The function of the Committee is to support collaborative planning that broadens the focus to encompass the whole young person and family. The Committee will build on existing initiatives to enhance capacity throughout the county to coordinate and provide a comprehensive array of critical supports and services for reentry youth and young adults. The Committee will be composed primarily of representatives from state/county/city agencies, school districts, youth serving organizations, including faith-based organizations, and youth and family representatives.

A1.2 Establish sub-committees of the Juvenile Justice Reentry Committee to address specific service needs (e.g., employment, education), youth reentry, data collection and evaluation.

A1.2.1 Analyze federal, state and local legislation that may affect the juvenile reentry population to make strategic decisions around reentry programming, and related service needs.

A1.2.2 Conduct joint planning to better serve youth who cross between the dependency and juvenile delinquency systems.

A1.3 Utilize Juvenile Justice Reentry Committee and sub-committees to coordinate and expand the current efforts in five targeted areas of the County: Eden Area (including Castro Valley, Hayward, San Leandro and San Lorenzo), Tri-City (including Fremont, Newark, and Union City), Oakland, North County (including Alameda, Albany, Berkeley, Emeryville, and Piedmont), and Tri-Valley (including Dublin, Livermore, and Pleasanton).

¹ Led by the Probation Department Interim JJC Superintendent, the JJC Oversight Committee focuses on interagency collaboration and operations of the JJC. Composition of the committee includes the JJC Probation Department staff, Alameda County Office of Education Court School, Children's Hospital & Research Center at Oakland (CHRCO), and Guidance Clinic staff.

² Co-led by the Probation Department Interim JJC Superintendent and the HCSA Director of Juvenile Justice Health Services, the Transition Center Executive Committee serves as a planning body to develop the Transition Center at the JJC. Composition of the committee includes the Juvenile Institution and Field Services staff within the Probation Department, Alameda County Office of Education, CHRCO, Guidance Clinic, Behavioral Health Care Services Agency, Bay Area Legal Aid, family partners, and others.

³ Led by the City of Oakland, the Measure Y JJC OUSD Wraparound Committee monitors the interagency efforts to ensure that Oakland youth successfully enroll and succeed in school. Members of the Executive Committee comprise of Probation, OUSD, HCSA, and the City of Oakland.

A1.4 Develop a communication strategy to educate and inform all stakeholders about the youth reentry blueprint and the impact of the Committee. The plan will include creation of a website or youth reentry page to facilitate information sharing between partners.

Strategy A2 Under the guidance of the Juvenile Justice Reentry Committee, establish a system for conducting a comprehensive assessment for all youth that includes: the *Youth Level Service/ Case Management Inventory (YLS/CMI)* and an assessment of risks and needs relevant to physical, mental health, education and employment/areas of interest. This comprehensive assessment would commence at the point of entry into the juvenile justice system to help define and facilitate service delivery while youth are detained and continue through the community reentry process. Assessments may be conducted at detention or in the community depending on length of stay and developed in coordination with Court orders.

A2.1 Strengthen the ability of Juvenile Justice institutional partners to conduct and use assessment information to tailor and provide critical services to detained youth to prepare both the youth and their parents/guardians for the youth's reentry.

A2.1.1 Strengthen the capacity of the ACOE Court School at the JJC to conduct comprehensive educational assessments, develop individualized community education plans and provide tailored programming for every juvenile justice involved youth prior to disposition hearing or release.

- Hire instructional assistants with higher Special/remedial education qualifications to support to teachers in order to provide individualized programs.
- In collaboration with the Guidance Clinic, develop classroom behavior support plans that increase the youths' capacity to transition and maintain placement in a community education setting.
- Educate and engage parents/guardians in the development and implementation of their youth's education plan.
- The individualized community education plan will include an in-depth and thorough educational assessment to evaluate for grade level, academic functioning, a compilation of educational records from past placements, truancy/disciplinary records, mental health records, and a summary of partial credits earned at the Court school to be transmitted to community placement. This plan will be developed by a multi-disciplinary team (including members from Alameda County Office of Education, the receiving school district, Probation, Education Facilitator, and any community service providers) and the findings will be used for discharge and educational placement.
- Older youth will be placed on an accelerated remedial academic program allowing them to make up credits while confined and continue to accumulate credits upon discharge at the receiving school district. There will also be key questions to gauge employment related interests to start reentry planning to address employment/vocation interests.
- Assessments for youth with special education needs will include updating out-of-date Individual Education Programs (IEPs) or County Mental Health assessments (under the requirements of AB 3632).
- All youth testing more than two grade levels behind the grade level by age will be screened for disabilities. Academic remediation plans will be incorporated into the individualized community education plan.

- A2.1.2 Build upon the existing work of the Probation Department's Gender Responsive Task Force and Sexually Abused and Commercially Exploited Youth Program /Safe Placement Alternative (SACEY/SPA) to conduct gender-responsive assessments to develop and implement individualized case plans, including youth who have experienced commercial sexual exploitation.

A gender role refers to a set of social and behavioral norms that, within a specific culture, are widely considered to be socially appropriate for individuals of a specific gender. It is important to recognize that males of color who do not fit the traditional male gender roles often face more health risks because discrimination can lead to unemployment, social isolation, depression, poor health and premature death.

- A2.2** Establish age-appropriate benchmarks for youth to ensure they are making progress towards future employability and educational attainment. Assessment findings will be compared with benchmarks to determine the services needed to assist youth in meeting these benchmarks and support their ongoing development.
- A2.3** Expand the use and number of staff/community partners trained in the administration and analysis of the YLS/CMI risk/need assessment instrument used at the intake process within the JJC and reassessed with each transition in the juvenile justice process (Camp, Out of Home Placement, pre-release, release, 6 months post release, etc).
- A2.4** Explore the use of the assessment results for the purpose of creating more alternatives to detention.
- A2.5** Establish a system for completing an unfinished assessment and conducting ongoing reassessment by either a probation officer or case manager within the community.
- A2.6** Provide training to case managers and other youth serving organizations in the administration, analysis and interpretation of the assessment instruments, multi-disciplinary team approach and Juvenile Justice System and mandates.

Strategy A3 In partnership with the youth and family, replicate the Multi-Disciplinary Team (MDT) approach used in the Collaborative Juvenile Mental Health Court to develop an individualized problem solving and reentry plan using the assessment findings. The reentry planning may be conducted at detention or in the community depending on length of stay and developed in coordination with Court orders.

- A3.1** Identify a lead agency responsible for convening MDT meetings and coordinating the individualized problem solving and reentry plans.
- A3.2** Establish a standardized format for the individualized reentry plan that is capable of capturing the information from other existing, and potentially mandated plans (e.g. IEP).
- A3.3** Incorporate use of education surrogates, family partners, community coaches and civil advocates into MDT reentry planning process to ensure a comprehensive approach to support services.
- A3.4** Provide technical assistance and use of existing staff as coaches to promote a MDT approach (e.g. Collaborative Court MDT members).
- A3.5** Train staff and providers to increase understanding of the MDT model and the interface between the different systems (Juvenile Justice 101, Education Mandates, Behavioral Health, etc).

A3.6 Develop protocols and establish Memorandum of Understanding to implement individualized problem solving and reentry planning process to improve coordination of care.

A3.7 Conduct confidentiality training around when and what information can be shared in a MDT and develop necessary authorization to release forms.

Strategy A4 Build capacity of the existing juvenile justice staff, providers, and volunteers to provide critical supports to youth (detained at JJC or placed at Camp) and families based on needs identified from the comprehensive assessment findings.

A4.1 Conduct resource mapping of the existing providers and services inside JJC Camp and other ACOE facilities serving juvenile justice involved youth.

A4.2 Summarize needs of juvenile justice youth based on comprehensive assessment findings.

A4.3 Identify critical support services and practices for serving a juvenile justice target population that are based on evidence or demonstrated effectiveness (e.g., cognitive behavioral therapy, Motivational Interviewing for substance abuse treatment).

A4.4 Identify best practice interventions to respond to the growing female detainee population, including youth who have experienced commercial sexual exploitation.

A4.5 Identify funding and conduct training for staff and providers to provide critical supports.

Strategy A5 Strengthen the capacity of the Juvenile Justice Transition Center (pre-release center) to develop “warm handoffs” and promote continuity of care for youth between juvenile justice partners, receiving school districts and community agencies in the implementation of the youth’s individualized reentry plan.

A5.1 Develop and implement a strategic plan to expand the components of the Transition Center. Critical to the success of the Transition Center is the development of strong linkages with receiving entities in the community for each major component.

A5.1.1 Identify funding to establish Probation Department lead at the Transition Center.

A5.1.2 Develop a plan to establish stronger linkages between juvenile justice institutional partners and all 18 Alameda County school districts through Education Facilitators and specialized education experts.

A5.1.3 Partner with Social Services Agency to explore ways of providing eligibility information to youth and families with regard to public assistance programs.

A5.1.4 Explore housing family partners and civil advocates at the Transition Center to support, engage and advocate on behalf of families of reentry youth.

A5.1.5 Identify funding and build capacity of Probation staff who could improve coordination and provide transitional case management and support to the youth in completion of the individualized reentry plan.

A5.1.6 Develop a strategic plan to expand to other critical components.

A5.2 Explore existing systems or creation of an electronic passport system that provides for seamless and critical communication between MDT members (institution agencies, receiving school districts and community partners) to promote continuity of care and continued implementation of the individualized reentry plan, e.g., Title IV-E Data Warehouse.

The passport system will encourage data sharing between institutional partners within Juvenile Hall and Juvenile Camp and with receiving community partners to flag the special needs of a young person.

- A5.2.1 Through the National Center for Youth Law, ensure electronic passport system and participating partners are in compliance with confidentiality laws.
- Continue to provide ongoing technical consultation on confidentiality laws regarding data sharing.
 - Develop training materials and/or legal briefs as needed to increase understanding of the laws.
 - Create public systems agreements to encourage systematizing the sharing of pertinent information to ensure continuity of service delivery.

- A5.2.2 Establish a system for identifying institution and community lead agencies/point persons for each youth reentering the community who will serve as information gatekeepers and provide case management and support to the youth in completion of the individualized reentry plan.

- A5.2.3 Strengthen existing systems to ensure that education assessments and other critical education information are transferred to receiving school districts and Probation (for inclusion in Court reports/decisions) in a timely manner, e.g., early identification of the youth's school district of last attendance.

The education component of the electronic passport system will enable the Alameda County Office of Education Court School and receiving school districts in Alameda County to have readily available electronic access to key information that can help support the student's transition from confinement to the planned community education. This information could include current number of credits, past placements, basic contact information, copies of consent forms for assessment or information sharing, IEPs or 504 Plans, names and contact information for all health providers, and educational discharge plan.

- A5.2.4 Strengthen and streamline data sharing and referral systems between the ACOE Court School, school districts, Probation Department, Guidance Clinic, Behavioral Health Care AB 3632 System, Regional Center of the East Bay and the California Department of Rehabilitation to identify youth with special needs and develop updated individualized education plans for youth in special education at the consent of parents/guardians/education surrogates.

- Explore using unified database system and forms across ACOE Court School, all SELPAs and receiving school districts (e.g., Special Education Information System [SEIS] for special education.

Many juvenile justice involved youth have undetected special needs that lead to contact with the juvenile justice system. For youth who continue to recidivate, the underlying disability may take some time to identify due to the continued back and forth of the youth between the juvenile justice system and the receiving school district system(s). Education assessments may be requested but once the youth goes to the new school district, the process may start all over. The transience, coupled with stringent eligibility processes, leaves many youth with undiagnosed special needs and out of date and inappropriate individual education plans. Laws around confidentiality may also prevent providers from sharing information necessary to identify at risk youth.

For youth suspected of possessing a disability but not currently special education eligible, a streamlined system would include an assessment initiated by the Alameda County Office of Education Court School and expedited with consideration of the youth's possible discharge date. For special education youth who are not in Juvenile Hall for more than 15 days and are not in appropriate placements, Education Facilitators will help the family initiate the special education assessment process in the receiving District and assist the family with appropriate enrollment upon discharge.

- A5.3** Expand the Transition Center capacity to serve youth in the Juvenile Camp.
- A5.3.1** Explore evidence-based models to support Juvenile Camp youth to transition from structured programming to independent living upon discharge (e.g., a ramp up self-sufficiency plan that includes weekend home visits and other temporary release incentives).
- A5.4** Support the Alameda County Social Services Agency's Independent Living Skills Program (ILSP) and Beyond Emancipation; strengthen transitional center services (education, health, employment, housing, public benefits assistance⁴) to serve eligible reentry youth returning from Out of Home placements and in Aftercare.
- A5.5** Build on existing collaboration between the California Department of Corrections and Rehabilitation Juvenile Parole Division and the City of Oakland's Transition Center at the Stockton facility to support all DJJ youth and young adults who return to Alameda County with pre-release transition support services.

Strategy A6 Establish Youth Service Hubs in the five targeted regions of the County⁵ to facilitate a system of collaborative planning between Probation, receiving schools, community-based service providers (e.g., employment, case management, restorative justice) and mentors that begins prior to release (when possible) and continues into community for all returning youth.

- A6.1** Obtain buy-in for youth service hub model to coordinate the major efforts and initiatives of the public systems and community partners.
- A6.2** Identify key staff and lead agencies to serve as Youth Service Hub Coordinators for each geographic zone.
- A6.3** Establish a Multi-Disciplinary Team (MDT) of receiving school district, service providers, and field Probation Officers within each of the five target areas that will be responsible for the development and implementation of the individualized reentry plan.
- A6.3.1** Provide technical assistance and use of existing staff as coaches to promote a MDT approach.
- A6.3.2** Train staff and providers to increase understanding of the MDT model and the interface between the different systems (Juvenile Justice 101, Education Mandates, Behavioral Health, etc).
- A6.3.3** Develop protocols and establish Memoranda of Understanding to implement individualized problem solving and reentry planning process.

⁴ For all public assistance programs, applications can only be accepted in person at a Social Service Agency site.

⁵ The five targeted areas of the County also coordinate with the five Special Education Local Planning Areas (SELPA's) in Alameda County and include Eden Area (including Castro Valley, Hayward, San Leandro and San Lorenzo), Tri-City (including Fremont, Newark, and Union City), Oakland, North County (including Alameda, Albany, Berkeley, Emeryville, and Piedmont), and Tri-Valley (including Dublin, Livermore, Pleasanton, Mountain House and Sunol).

A6.3.4 Through the National Center for Youth Law, ensure MDT members are in compliance with confidentiality laws.

Strategy A7 In partnership with the District Attorney and Public Defender's Offices, increase the number of juvenile and young adults who seal or expunge their criminal record.

A7.1 Streamline and make more accessible the process to seal every eligible juvenile criminal record.

A7.2 Train case managers and other support services providers to assist youth and young adults to seal their criminal records upon turning 18 years old.

Strategy A8 Develop countywide performance standards for each phase of the reentry process and for each of the six Youth Service Hubs which incorporates a process for conducting ongoing assessment of both institutional and community based services.

With oversight from the Juvenile Justice Reentry Committee, a set of performance standards will be established for each phase of the reentry process that can measure the young person's progress towards successful community reintegration. These standards will be comprised of both outcome and process measures. Outcome measures refer to objective and quantifiable standards of performance for both institutional and community based service providers. These would be used to monitor the performance of the reentry system as a whole by establishing realistic performance benchmarks to measure collective efforts of our Juvenile Justice institutional partners and for the receiving school districts and community providers within the Youth Service Hubs.

For example, the Juvenile Justice Reentry Committee might establish a benchmark goal regarding recidivism into the county jail or state prison or a minimum GED completion rate for all GED programs within a Youth Service Hub. In addition, process measures would also be included to ensure that the reentry system is functioning in accordance with those agreed upon expectations. Analysis of these process measures would help to analyze what programs need support to build capacity. For example, while a GED program may have a low completion rate, they may excel at recruitment and retention. Establishing a common set of process measures could capture these nuanced aspects of the manner in which the organization functions. Ultimately, this information would provide more targeted and effective capacity building and support to institutional programming and community based service providers.

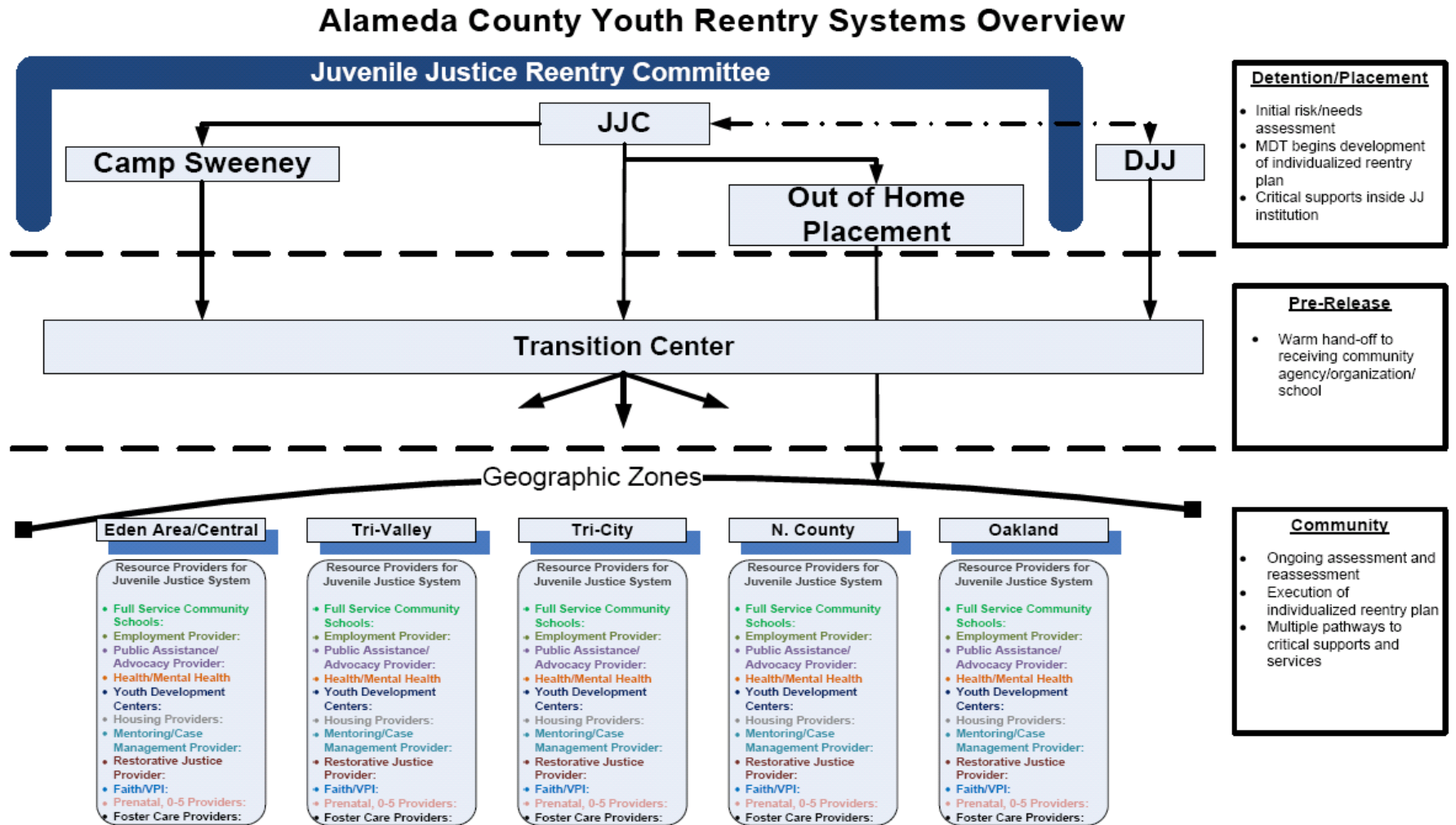
Strategy A9 Create a countywide data/evaluation system capable of both gathering data for regular program evaluations and for serving as a feedback mechanism between detention facilities field Probation and community based service providers.

A9.1 Enhance existing Title IV-E Data Warehouse to identify families crossing multiple systems to better coordinate care.

In order to capture the various data needed to evaluate program performance and to adequately monitor youth performance within the system, it will be necessary to conduct ongoing program evaluations. This process will establish a system for unifying existing program evaluators working within the key service areas (e.g., Probation, employment, health, education) to design a method for capturing the needed performance data and providing feedback to providers and public agencies. In addition, existing data warehousing systems will be expanded, within the limits of confidentiality, to make data on juvenile justice performance more accessible. The system will work closely with the institutions and the providers to ensure that the data captured allows providers to monitor their own program performance and to improve their approach to service delivery.

Figure 1 on the following page provides a visual representation of the reentry process for juvenile justice involved youth as envisioned by the YRRP.

Figure 1: Youth Reentry Systems Overview



OUTCOME B: Ensure that a comprehensive array of effective services and resources are available within the juvenile institution and community to support Alameda County juvenile justice involved youth and their families in the successful completion of their individualized reentry plan and full reintegration into the community.

Reentry youth/young adults and their families need a myriad of support services when transitioning out of the juvenile justice system; while well intentioned, the existing fragmented system of support service agencies is confusing to families. Frustration with understanding and navigating the system results in perceptions that families are ignoring contact attempts; moreover, the fragmentation can leave providers competing with one another to impart critical support services. Many times, juvenile justice- involved youth and families are “missing” upon discharge and the systems that serve reentry youth have lost an opportunity to connect the youth and their families to critical support services until the youth end up in the juvenile justice system again.

Outcome A and its respective strategies address the creation of a system in which reentry planning includes a coordinated and successful handoff of information from inside the juvenile institution to critical agencies in the community. Outcome B focuses on the necessary supports inside the juvenile institutions that seamlessly transition into the community and become readily available to help juvenile justice involved youth transition from confinement into the community. The support services and resources must be comprehensive in nature and include the following:

- Education and training;
- Income and employment;
- Safe and sober housing;
- Physical and behavioral health care, including substance abuse;
- Case management;
- Public Assistance including health coverage;
- Mentoring; and
- Restorative justice.

The strategies in Outcome B were developed to provide a multitude of options for reentering youth. There was also an attempt to develop transition programs that would build capacity and support youth to make small successes but would ultimately lead to full transformation and successful reintegration into the community.

Strategy B1 In partnership between the Alameda County Office of Education (ACOE) Court School and receiving school districts, create multiple pathways for school-age youth who have been involved in the juvenile justice system to achieve educational goals.

B1.1 Hire a team of highly trained and culturally and gender competent supervised Education Facilitator and educational rights experts to serve as liaisons between the ACOE Court Schools/Camps, receiving school districts, Guidance Clinic and AB3632, to share critical assessment information which will enable receiving school districts to implement the individualized community education plans and, with the consent of parents/guardians/ education surrogates, provide timely educational placements that provide a level of remedial, and special education services that are consistent with the youth’s academic and mental health functioning.

The Education Facilitator will be responsible for ensuring that each student’s education passport is updated and includes an appropriate education discharge plan upon release. For youth in juvenile hall longer than 15 days, the Education Facilitator initiates a

MDT meeting, and includes communication with the receiving district and other community partners who have been working with the youth.

At initial court dates, the Education Facilitator will conduct interviews with the family to identify possible educational and life skills issues as well as public benefits, housing and other needs. The Education Facilitator would initiate child finding to identify any students with undetected disabilities.

The Education Facilitator can help the family request assessment for special education or an IEP meeting, help them enroll in public benefits programs, or refer to outside advocacy organizations as appropriate. The Education Facilitator will attend the initial IEP meeting to act as a liaison between the ACOE Court School and receiving school districts to provide information to ensure appropriate delivery of services and placement. Working closely with the Public Defender's Office and Probation, the Education Facilitator will ensure that appropriate paperwork (e.g., consent to share information, consent for special education or AB 3632 assessment, request for an IEP) is completed as soon as possible when the family returns to Court for calendared dates and/or discharge.

- B1.2** Establish a Transition School model through the ACOE Court School that is tailored for juvenile justice involved youth who receive alternatives to detention based on best practice models that will then be replicated in each of the six Youth Service Hubs.

The school would consist of a small school with a small classroom size. Most students will have similar offenses and similar Court orders, e.g., students with ankle monitors.

- B1.2.1 Conduct comprehensive education assessment if not completed in detention.
 - B1.2.2 Establish individualized curriculum for every student according to comprehensive assessment findings.
 - B1.2.3 Develop ramp up plan to eventually transfer students to traditional school at receiving school district.
- B1.3** Strengthen the ACOE Court School inside Camp Sweeney to provide individualized curriculum for every student according to comprehensive assessment findings.
- B1.3.1 Explore school academy programming with a vocation focus at Court School inside the Camp. The average stay (6-9 months) for Camp youth would allow for the completion of the educational assessment and implementation of the education plan, as well as if there is an IEP or AB 3632 assessment that has been developed in cooperation with Alameda County Office of Education Court School. Vocation programming at the Camp Court School could also include development of soft skills, e.g., computer literacy.
- B1.4** Receiving school districts and schools will develop effective, new structures and support services that respond to the youths' individualized reentry plans conducted by the MDT members in the community. Transitional programs will actively help reentering students and their parents/guardians feel welcome at school and readjust to school and community. All schools will pay careful attention to reentering students' strengths, needs, interests, and life circumstances.
- B1.4.1 Establish transitional programs for students who qualify for AB3632 or who meet the diagnostic criteria for 1 or more mental health disabilities that will develop ramp up plans to eventually transfer students to more traditional programs.

- B1.4.2 Explore and implement effective school interventions for reentry youth, e.g., Read 180, SuccessMaker, Corrective Reading, Out-of-School Time Programs, Tutoring, etc.
- B1.4.3 Establish Full Service Community Schools in partnership with the Alameda County School Health Services Coalition and the Probation Department.
- B1.5** Work in partnership with ACOE and receiving school districts to provide innovative programming that offers intervention for at risk students not yet touched by the juvenile justice system. Consider best practice models that focus on strengthening families and on building school infrastructure to conduct assessments at schools for any students in transition (e.g., mental health assessments).
- B1.5.1 Strengthen programming of ACOE and receiving school district Community Day Schools, day treatment programs and counseling enriched programs to prevent at risk students from entering the juvenile justice system.
- B1.5.2 Explore funding mechanisms to provide integrated case management to serve at risk youth and their families in the Truancy Court, Malabar House⁶, and youth who receive Notice to Appear summons.
- B1.6** Alameda County Office of Education, Juvenile Justice Center, and Camp Sweeney staff will work closely with receiving school districts to ensure that educational placements remain open or that new placements are made available prior to discharge.
- New York City public schools⁷ adopted a dual enrollment policy so that instead of removing students who leave for detention or residential placements, the schools put the student on a parallel list to ensure that the placement remains an option for the youth upon discharge back into the community. Oakland Unified School District currently has a dual enrollment policy for students who attend Laney College, the neighboring community college. A dual enrollment policy could allow receiving school districts to carry detained youth on their rosters and hold onto placements while the youth are in detention.
- Alameda County Office of Education and Juvenile Justice Center staff will be in frequent communication with receiving school districts' liaisons to ensure that children do not lose appropriate educational placements while confined. If the child does lose the placement because of the length of confinement, the Education Facilitator will work with the receiving school district in identifying a new appropriate placement so that there is no delay once the child is discharged. The Education Facilitator will also refer the student and family to partnering advocates if there is a dispute concerning enrollment or placement.
- Receiving school districts will build their capacity to serve special education students in alternative school settings. Because special education students can continue to pursue their diploma with IEP support until age 22, receiving school districts will make placements available for older special education students to continue on diploma track in an appropriate setting.
- B1.7** In partnership with the ILSP, Adult Education and other education stakeholders, and employment providers, support older youth and young adults to obtain their GED.

⁶ Malabar House is the County's Crisis Shelter for youth described under 601 of the Welfare & Institutions Code (truant, incorrigible, and runaway).

⁷ "A Summary of Best Practices in School Reentry for Incarcerated Youth Returning Home: A Submission to the Commonwealth of Virginia Board of Education", by the JustChildren, Legal Aid Justice Center, November 2004.

B1.8 Refer reentry youth that are eligible for/receive BHCS mental health services to Laney College supported education pilot program and Transition Age Youth mentors.

Strategy B2 Create multiple pathways throughout the county that support out of school youth and young adults between the ages of 14-24 with varying levels of education, training and experience to gain employment upon reentry.

One of the key determinants of successful reintegration for individuals with a prior conviction is their ability to find and sustain employment. However, the reality is that juvenile justice involved youth and young adults frequently lack transferable work skills or experiences that enable them to be employable.

Reentry youth and young adults possess varying levels of education, training and work experience. Therefore, creating an assortment of options for employment, employment training, and development of soft skills will ensure that out of school youth and young adults, regardless of their background, will gain a core set of marketable employment skills. The intent is to move youth through an employment ladder that eventually leads to a livable wage and a long-term career path.

Individuals who have a job are less likely to commit crime, as evidenced by findings in numerous studies on the subject.⁸ Whether or not a young person has a job is a strong predictor of future criminal behavior. One of the key determinants of successful reintegration for individuals with a prior conviction is their ability to find and sustain employment.⁹ Employment has long been thought to reduce future criminal behavior by increasing community engagement and occupying idle hours.

However, the reality is that youth who have been involved with the juvenile justice system encounter a number of barriers when seeking employment. Reentering youth are often discharged back to families and communities struggling with extremely low incomes. Many youth face unemployment and homelessness upon release, and lack the necessary employment skills to become gainfully employed.¹⁰ Within twelve months of their reentry back into the community, one study found that only 30% of previously incarcerated youth were involved in either school or work, although a high percent (62%) of the young adults surveyed expressed a high interest in having a job upon release.¹¹

Youth and young adults who have been involved with the juvenile justice system, many that have little to no transferable work skills or experiences, need a myriad of support services to increase their employability. We have done an assessment of existing programs in Alameda County as well as researched model programs across the country. These include:

- Job readiness training
- Soft skill training
- Paid and unpaid work experience (internships, apprenticeships, and job shadowing)
- Occupational skills training
- Leadership development
- Computer and technology training
- One-on-one counseling

⁸ Shawn Bushway and Peter Reuter. "Labor Markets and Crime", in *Crime: Public Policies for Crime Control*, 3rd Ed.

⁹ Holzer et al. 2004.

¹⁰ Youth Reentry Task Force of the Juvenile Justice and Delinquency Prevention Coalition, "Back on Track: Supporting Youth Reentry from Out-of-Home Placement in the Community", Fall 2009

¹¹ M. Bullis, P. Yovanoff, G. Mueller and E. Havel, "Life on the 'Outs': Examination of the Facility-to-Community Transition of Incarcerated Adolescents." *Exceptional Children* 69 (2002): 7-22.

- How to obtain and understand criminal WRAP Sheets
- Counseling on how to talk/or not talk about past experience with justice system

The foundation of YRPP's employment strategies is the recognition that reentry youth and young adults will require the provision of intensive case management, coaching and encouragement to ensure success. Through targeted efforts, the five Youth Service Hubs (Eden Area, Tri-City, Oakland, Tri-Valley, and North County), will partner with the local Workforce Investment Boards, the County's Social Services Agency's General Assistance, CalWorks, and Independent Living Skills Program and community employment providers to accomplish the following as described in B.2.1-B.2.11.

- B2.1** Strengthen screening and referral systems between Probation Officers, Social Services, the local Workforce Investment Boards and the Youth Service Hub providers, to refer eligible youth and their families to existing employment programs.
- B2.2** Increase outreach and tailor employment training and job development services for reentry youth/young adults and emancipating foster youth.
- B2.3** Expand transitional job development and employment placements, (e.g., YouthBuild, Conservation Corps, Summer Youth Employment, etc.) throughout Alameda County.

The Department of Labor has administered several successful models in Alameda County, including YouthBuild. YouthBuild provides job training and educational opportunities for at-risk youth ages 16-24 within the construction industry. Youth participate in construction or rehabilitation projects on affordable housing for low-income or homeless families in their own neighborhoods. Youth work both on the construction site and in the classroom, where they earn their GED or high school diploma and receive counseling in addition to educational and vocational training programs. The YouthBuild model includes support services such as mentoring, financial support, employment, and personal counseling services, and participation in community service. This hands-on model has been effective in reaching hard to serve youth who may otherwise be unable to gain skills and employment opportunities without a supportive and intensive program.

The Conservation Corps model provides young people with service-learning opportunities in an effort to increase job placement, increase post-secondary education rates, and reduce recidivism among youth on parole or probation. The conservation corps offers youth the opportunity to give back to their communities while also continuing their education and/or job training. Alameda County currently has a conservation corps program and was one of 14 pilot sites funded through the Department of Labor to provide conservation corps programming specifically targeted towards youth who have been involved in the juvenile justice system.

- B2.4** Expand transitional, subsidized employment experiences, paid job readiness training and apprenticeships, and after-school job training and summer subsidized employment programs.

For reentering youth and young adults, targeted employment services need to be comprehensive and address a multitude of issues. Alameda County has a rich diversity of programs that can be expanded and adapted to better serve youth transitioning out of the juvenile justice system. The Workforce Investment Act (WIA) of 1998 enacted a formula-funded youth program serving eligible low-income youth, ages 14-21, who face barriers to employment.¹² Funds for youth services are allocated to state and local areas based on a

¹² United States Department of Labor.

formula distribution. Service strategies, developed by workforce providers, prepare youth for employment and/or post-secondary education through strong linkages between academic and occupational learning. Local communities provide youth activities and services in partnership with the WIA One-Stop Career Center System and under the direction of local Workforce Investment Boards.¹³

- B2.5** Ensure that workforce development and training programs correlate to the available jobs in today's economy and reflect labor and market projections for high growth jobs and developing industries.

The Employment Development Department's (EDD) Labor Market Information Division (LMID) regularly collects, analyzes, and publishes information about California's labor markets and breaks down the information to local counties and cities.¹⁴ In addition to employment and unemployment data, LMID provides: economic development and planning information; industry and occupational characteristics, trends, and wage information; and social and demographic information. In this ever-changing economy, it is critical that workforce development programs working with reentering youth work closely with the LMID. The LMID also provides technical assistance and customized data services for state and sub-state geographic areas.

Using this information, the local Workforce Investment Boards and the County's Social Services Agency should partner with labor unions, green employers, employment providers and others that provide training, transitional work, apprenticeships, internships, and other work-based learning, to help reentry youth obtain the skills necessary to enter high-growth high-demand industries. The focus will be on addressing the workforce needs of growing industries that provide employment opportunities and potential for advancement.

The YRPP will consider replication of the Green Careers Academies model¹⁵ to establish academies that partner with green businesses to provide workforce training to reentry youth which will lead to career opportunities in the renewable energy, energy efficiency, weatherization and residential homebuilding industries. The training programs will be designed to meet the needs of workers regardless of skill level and will develop pathways to obtain and retain employment in the green industry sector.¹⁶

- B2.6** Build the capacity of the county's youth development centers in each of the six targeted Youth Service Hubs (including Ashland Youth Center, Eden Youth & Family Center, Fremont School Health Initiative, Youth Uprising, Chappelle Hayes Youth & Family Center, Tri-Valley Adolescent Health Initiative, etc.) to serve as an initial entry point to job placement and career development for juvenile justice involved youth and young adults. Explore development of social enterprises (e.g. Homeboy Industries in Los Angeles, Center for Employment Opportunities in New York), occupational learning and other employment programs.

¹³ "Employment Information Handbook" One-Stop Careers Centers serve as the center of the workforce systems under WIA. These centers provide a variety of services directly as well as working in partnership with several state and local agencies such as the State Employment Development Department (EDD). We know however that these one stops have not been able to meet the growing and complex needs of all reentering youth. Part of the plan builds off of the work done to make One-Stop Centers more accessible to youth and formerly incarcerated individuals.

¹⁴ State of California Employment Development Division (EDD) Website: www.edd.ca.gov

¹⁵ Community Alliance for Career Training and Utility Solutions (CACTUS)

¹⁶ Ibid.

- B2.7** Build capacity of county's existing youth vocation and career pipeline programs to recruit and initiate programming at the Juvenile Justice Center and Juvenile Camp and continue into the community upon release, i.e., FACES for the Future, Emergency Medical Technician's Certification Program, Certification for Nursing Assistants, Behavioral Health Care Services Mental Health Career Pipeline, etc.
- B2.8** Build capacity of community college career tech programs to better outreach and serve reentry youth and young adults.
- B2.9** Train youth on how to answer criminal history questions on employment applications.
- B2.10** Develop more innovative education/employment programs for the truly high-risk reentry youth and young adults in Alameda County.
- B2.11** Expand City of Oakland's Project Choice model to provide mandatory intensive coaching and case management support for all above employment pathways.

Strategy B3 In partnership with Alameda County Social Services Agency, assess and enroll all juvenile justice involved youth and their families in eligible public assistance programs, including health insurance and Medi-Cal, disability benefits, subsidized housing, and food stamps, to help stabilize the home and promote healthy communities.

- B3.1** Increase the availability of information and resources regarding public assistance programs to families at the Transition Center, at Youth Service Hubs, and when they appear for court dates.
- B3.2** Make information available to families about eligibility technicians currently working within the community so that they can enroll in public assistance programs, submit outstanding paperwork, or ask questions about their current cases while in the Juvenile Justice System.¹⁷
- B3.3** House eligibility technicians in the Probation Department's Placement Unit to ensure that youth with IV-E eligibility are connected with Medi-Cal services, e.g., Extended Medi-Cal Eligibility for Former Foster Care Children Program.
- B3.4** Develop facilitative resources to assist families in securing adequate mental health care.
- B3.5** Explore housing family partners and civil advocates at the Transition Center and in each of the five Youth Service Hubs to support families of reentry youth who are having difficulty accessing public assistance programs.
- B3.6** Provide training to Probation staff and community providers about public assistance programs and develop seamless referral strategies for families and youth to enrollment centers and advocacy organizations.

Strategy B4 Develop capacity of juvenile justice and community providers in the five targeted areas of the County to provide seamless health services to juvenile justice involved youth and young adults upon release, in ways that enable education attainment and employment.

Local and national research points to an increasing acuity in the medical, mental health and youth development needs of youth in custody.¹⁸ While the county has been innovative in their therapeutic health interventions provided inside the juvenile justice system, many youth have complicated health conditions that require follow-up in the community.

¹⁷ Eligibility technicians within the community can only offer assistance with Medi-Cal and Food Stamps applications; cash assistance requires a SSA office visit.

¹⁸ National Health Policy Forum position paper: "Mental Health and Juvenile Justice: Moving Toward More Effective Systems of Care", October 2005.

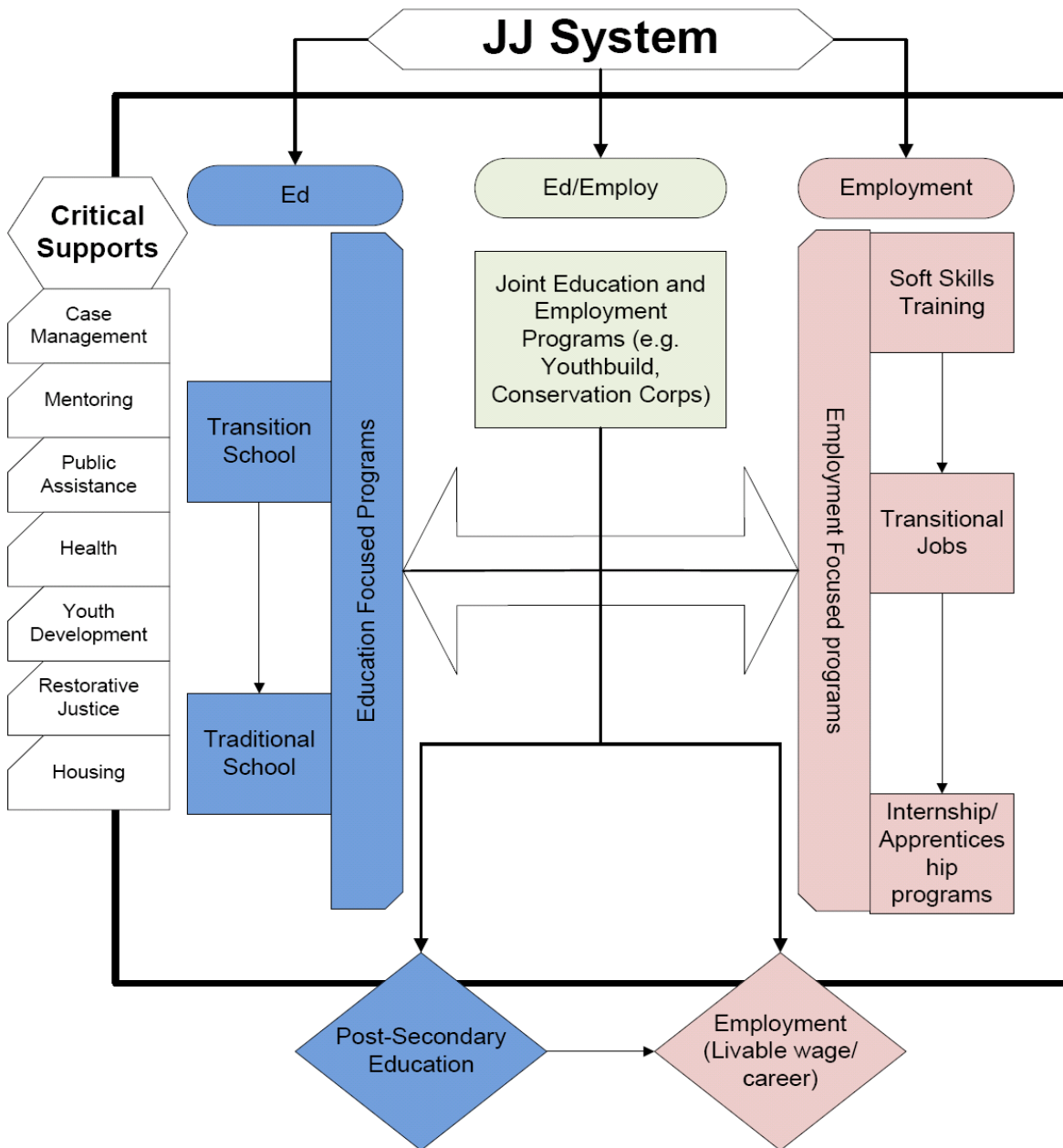
- B4.1** Through the Transition Center, improve referral mechanism and communication between Guidance Clinic and Behavioral Health Care Services (BHCS) mental health providers to increase behavioral health continuity of care upon release.
- B4.2** Through family partners, engage custodial and noncustodial parents/guardians, offer more support groups, and provide more behavioral health and effective parenting training that supports juvenile justice involved youth.
- B4.3** Increase the County's capacity to treat and provide support services for detained and reentry youth and young adults with co-occurring alcohol and substance abuse issues using Motivational Interviewing and other evidence based practices.
- B4.4** Provide training to Probation staff, juvenile justice partners, school staff and community service providers about mental illness and its stigma, mental health care, and techniques for interacting with parents and youth with psychological/behavioral disabilities.
- B4.5** Build capacity of school-based health providers (mental health, School Based Health Centers) to serve as first health responders at school sites where reentry youth are assigned to provide behavioral health, medical, dental and case management services.
- B4.6** Expand the collaborative juvenile mental health court model to provide intensive case management and wraparound services to reentry youth and young adults with serious mental health needs.
- B4.7** Explore funding for mental health services for reentry young adults over 18 (e.g., Mental Health Services Act).
- B4.8** Expand transformative meditation and other alternative health programs as a part of an integrated health services model in juvenile justice facilities as well as in the community (e.g., Mental Health Services Act).
- B4.9** Connect with Behavioral Health Care Services Prevention and Early Intervention Initiatives to reduce stigma and discrimination and better serve underserved ethnic reentry populations.
- B4.10** Work in partnership with BHCS to refer reentry youth with psychiatric disabilities to college Disabled Students Services Programs (to receive academic and counseling support).
- B4.11** Explore funding mechanisms to increase third party reimbursement streams to increase physical, behavioral health and integrated case management services inside juvenile justice facilities and in the home and community.
- B4.12** Grow mental health treatment capacity specifically designed to meet the needs of youth who need services in order to successfully return to the community.
- Strategy B5** Build capacity of county's youth development centers in each of the Youth Service Hubs to better serve juvenile justice involved youth and young adults.
 - B5.1** Serve as an initial entry point to job placement and career development. Explore development of social enterprises (Homeboy Industries, CEO), occupational learning and other employment programs for reentry youth and young adults.
 - B5.2** Partner with school districts to provide appropriate/alternative education services for reentry youth and young adults.
 - B5.3** Provide case management services to reentry youth and young adults linking them to employment, recreation, health services, youth development and community supports.

- B5.4** Develop Youth Leadership Cadre, which mentors and trains youth to advocate for positive systems and community change, while providing a space to address trauma and undergo healing.
- B5.5** Embed critical health and behavioral health services and service learning at youth development centers.
- Strategy B6** Ensure that all youth and young adults returning from custody in Alameda County have safe and secure housing.
- B6.1** Partner with SACEY/SPA and DreamCatcher to ensure safe, stable housing for commercial sexual exploited children (CSEC) by providing access to a continuum of supported placement options beginning with shelter care and transitional housing to longer term placement within the community.
- B6.2** Partner with DreamCatcher and school districts with McKinney-Vento programs to address the housing needs of homeless youth under the age of 18.
- B6.3** Ensure that emancipating reentry youth are connected with affordable, transitional and permanent housing programs, e.g., Transitional Housing Program Plus, ILSP Housing Program, Ashland Village.
- B6.4** Develop safe and sober housing options for emancipating youth and young adults.
- B6.5** Develop gender specific housing options.
- B6.6** Build capacity of faith-based and community organizations to provide sustainable housing for emancipating youth and young adults.
- B6.7** Support safe and secure housing for reentry youth returning to their families.

Figure 2 on the following page provides an image of the relationship between education and employment pathways and the crucial supports that are needed by reentry youth and young adults.

Figure 2: Educational and Employment Pathways

Pathways to Education and Employment



OUTCOME C: Ensure that every youth returning from the juvenile justice system is connected to a stable network of positive youth, family, and faith/community support.

The 40 Youth Developmental Assets identified by the Search Institute define the essential building blocks for healthy youth development. Research shows that family and community supports i.e., the simple presence of a parent, or living in a caring neighborhood, serve as protective factors for youth exposed to violence. With reentry youth and young adults, the transition from confinement back into the community is a difficult one, confounded by overwhelming challenges in multiple areas. Positive engagement to mentors, faith institutions and other community supports greatly increase the likelihood that reentry youth will develop positive skills to cope with the transition and ultimately become a productive and contributing member of society.

The strategies in **Outcome C** focus on connecting reentry youth and their families to individual and community resources that support and enable their successful reintegration back into the community.

Strategy C1 Help reentry youth establish reliable permanent adult connections to support successful reintegration into the community.

- C1.1** Engage families in their youth's reentry plan and provide supports as needed while the youth is in juvenile detention to help reentry youth and families prepare for transition and reintegration back into the community.
- C1.2** House family advocates/parent partners in the Transition Center to engage families and provide supports.
- C1.3** Support the Probation Department's goal to engage families and provide supports to help reentry youth with reintegration into the community.
- C1.4** Connect out-of-home placement youth and other at risk youth with permanent adult connections through Family Finding efforts.
- C1.5** Through the High End Youth Residential Placement Steering Committee, develop step down approach to residential placements with goal to achieve permanency outcomes.

Strategy C2 Provide transformative mentoring to reentry youth starting at detention and continuing in the community for 1-2 years.

- C2.1** Build a pool of volunteer and professional mentors to serve juvenile justice involved youth, e.g., Court Appointed Special Advocates, athletes/sports leagues, faith organizations, etc.
 - C2.1.1** Provide mental health consultation to volunteer mentors as needed.
- C2.2** Incorporate mentoring goals and practices inside juvenile justice institutional programming to support youth and young adults. Develop individual and group mentoring curriculum and modalities that promote positive values system and development of life skills.
- C2.3** Train staff and providers to increase understanding of the different systems (Juvenile Justice 101, Education Mandates, Behavioral Health, etc).
- C2.4** Include mentors and/or mentoring agency in MDT and as part of the development of an individualized reentry plan for all juvenile justice involved youth.

Transformative mentoring refers to a more intensive approach to mentoring than is traditionally seen in volunteer-based mentoring programs. Transformative mentoring is designed specifically for high-risk youth and is utilized to deliberately address the attitudes

and behavior of youth who have shown elevated levels of need. This more intensive approach is geared towards youth who, because of their current attitudes/behavior, could not/would not be receptive to mere assistance (mentoring). This approach to mentoring recognizes that for many of these higher risk youth a transformation in their self-esteem and/or attitude (mentality) is needed before they can benefit from the assistance mentoring process or other supports and services.

Strategy C3 Build upon Alameda County's Faith Initiative and Violence Prevention Initiative to engage with and/or deploy culturally competent reentry programming throughout the five targeted areas of the county.

- C3.1** Expand and diversify the membership of the Alameda County Faith Initiative to deliver reentry programming in a culturally appropriate manner that is reflective of the backgrounds of the youth.
- C3.2** Utilize Faith Initiative and VPI staff in each Youth Service Hub to assist in identifying neighborhood resources and connecting MDT members with local residents and current county/city services within the neighborhoods.
- C3.3** Expand the active participation of faith institutions in broader community violence prevention efforts by developing intentional partnerships between the Alameda County Faith Initiative and local faith-based coalitions, local places of worship, and county youth centers.
- C3.4** Engage Violence Prevention Initiative and Street Outreach Workers in MDT planning and ensure that they are aware of the services being provided through the strategically placed youth development centers.
- C3.5** Explore connecting the Faith Initiative with the Violence Prevention Initiative to strategically deploy support services to reentry youth young adults and their families in each of the five Youth Service Hubs.
 - C3.5.1** Develop a system for using volunteers to remind families of Court dates and other Court ordered mandates.
 - C3.5.2** Build the capacity of the Faith Initiative members and Violence Prevention Initiative partners to deliver a comprehensive array of supportive services, particularly case management, transitional housing, job placement, and educational advancement, to reentry youth, young adults and their families.
 - C3.5.3** Conduct joint planning around neighborhood violence prevention and reentry efforts that include the Faith Advisory Council, VPI, youth reentry staff and residents.

Strategy C4 Implement restorative justice interventions with reentry youth to repair harm to victim, self, family, and community, and to assist reintegration into school and community in positive, productive, and healthy ways.

- C4.1** In partnership with school districts, law enforcement, the Probation Department and District Attorney's Office, develop a restorative conferencing program as an alternative to detention where first-time youth offenders and re-entry youth re-offenders meet face-to-face with their victims and respective family members and develop a consensus plan for them to do right by victim, family, community, and themselves.
- C4.2** In collaboration with families, community members and juvenile justice partners, explore the development of a restorative intervention after adjudication to create consensual

restitution plans that meaningfully address victims' and youth's needs, hold youth accountable and are achievable for the youthful offender.

- C4.3** Create an in-custody Victim Offender Education Group (VOEG) program with a multi-week curriculum for detained youth.
- C4.4** While youth are still in custody, begin the process of creating a Circle of Support and Accountability (COSA) program, utilizing a restorative evidence-based re-entry model and "village approach" where family and community members (including the faith-based community) are mobilized and convene regularly to provide support and accountability for youth returning to the community and area schools.
- C4.5** In collaboration with the faith-based and violence prevention initiatives, develop restorative justice programming to provide opportunities for reentry youth to "do right" by their victims, community, and selves by participating in community service projects.
- C4.6** Develop and implement a quantitative study on the effectiveness of each of the restorative justice models being utilized as part of the overall evaluation of the reentry blueprint as listed in Outcome A, Strategy 9A.

3 Sustainability Plan

The sustainability strategy uses the Department of Labor investment to create key systems changes that will enable partners to maintain and grow the use of existing and new resources to support integrated service delivery. Evaluation data will inform partners regarding their core hypothesis that meeting the reintegration needs of the youth reentry population, and **targeting criminogenic factors**, will result in decreased recidivism and service demands among this population. Based upon the key systems changes, partners will continue to maintain and grow funding for sustained delivery as follows:

3.a Phase I: Start-Up

Alameda County has several existing resources in place that enable the essential elements of this Blueprint to begin immediately. During Phase I the emphasis will be on systems change rather than on service expansion, thereby minimizing the need to raise substantial amounts of new funding. Phase I will establish the core components of the youth reentry infrastructure (e.g. establishment of the Juvenile Justice Committee) and the service coordination systems (e.g. Youth Service Hubs) described in the Blueprint. The Probation Department and the Health Care Services Agency will work collaboratively to identify and secure the resources necessary to implement Phase II activities.

3.b Phase II: Ramp-Up

Phase I emphasized organizing current resources into a more efficient system. Phase II will emphasize expanding the pool of resources, using resources more efficiently, and gauging the level of service need to ensure that expanded capacity will meet the increased demand. To expand the County's resource pool it will be critical to identify new ways of leveraging existing resources (i.e. local tax initiatives and other local revenue streams.). The new youth reentry infrastructure provides a foundation, and positions the County well to engage in effective joint fund development in responding to competitive federal and state opportunities. Together, Probation and Health Care will establish the youth reentry infrastructure as a platform for pursuing increased contributions from the philanthropic community in a way that bolsters the overall system. This more cohesive approach to fund development enables the County to use existing resources more effectively and with greater potential to reduce the cost of services across the juvenile justice system.

The sustaining the implementation of the Blueprint entails dedicating resources in a strategic manner that is based in large part on data-driven analysis. Therefore, the Executive Committee will establish a system for conducting ongoing supply/demand analyses to compare the needs of the youth with the quantity of services. This will be a key component of the overarching commitment to sound data collection and program evaluation. The supply/demand analysis will serve as a driving force for fund development decision-making. Alameda County is home to myriad diverse research and evaluation organizations that are already analyzing these data and conducting similar analysis for specific systems (e.g. education, adult reentry, child welfare, etc.). Rather than build a parallel system YRPP will work with these existing agencies to identify where the discrepancy between the youths' needs and the supply of services is the greatest.

Finally, sustainability planning requires a mechanism to estimate the costs of operations and project the fluctuations in cost over time for the restructured system.. As such, Phase II will include a cost/benefit analysis to estimate the expense of operating various aspects of both the institutional and community based service system. Through this analysis a plan will be developed for connecting the various services and provider agencies with permanent revenue streams to ensure system stability.

3.c Phase III: Maintenance

During Phase III of the sustainability plan the fund development team will use the data from the cost analysis to determine the level of support needed to maintain a core set of services and supports for juvenile justice involved youth. Using these data they will identify public funding streams that can provide this baseline level of support for the youth reentry system. This will necessarily require connecting specific services with funding streams that already exists and will continue to exist in perpetuity (e.g. workforce investment act funds). By establishing this baseline level of support the ongoing grant writing and fund development efforts will serve as a supplement to enable further innovation and development, but will not compromise the system itself. The effort to ensure a baseline level of support will necessarily be a mixed method approach that will include a combination of the following strategies:

- Establishing juvenile justice youth as a target population for specific funding streams (e.g. workforce development and training funds);
- Expanding the eligibility requirements of fund sources that currently prohibit serving youth with a previous conviction; and
- Identifying new and creative ways of combining existing funding streams that enable juvenile justice involved youth to receive the wide range of supports they need from detention through reintegration.

There will be ongoing efforts to raise funding through competitive public grants, philanthropy and potentially private sector fund raising. By using the Blueprint as a guide, and continuing to update the vision described herein, these fundraising efforts can be more targeted and effective in supporting the entire youth reentry infrastructure. Both the cost/benefit analysis and ongoing program evaluation will be critical to fund development priorities, as well as inform regular updates this sustainability strategy to ensure alignment with the implementation of the Blueprint.

While the three phases described above outline our sustainability plan in broad strokes we have also made substantial progress on identifying existing initiatives and efforts that will be involved from inception and throughout the implementation of the Blueprint. In addition, we have identified a number of potential funders and funding opportunities that will we will begin pursuing immediately. In the two sections below describe in greater detail both the existing resources and those we plan to pursue.

4 Existing Resources and Reentry Initiatives

Existing resources and initiatives will serve as a point of departure for implementing the Blueprint. The YRPP incorporated input from all of these partners into the development of this youth reentry system and will continue to work with them on incorporating their work within this new model.

4.a Alameda County Reentry Network

The Alameda County Reentry Network was formed in 2007 to focus on reducing recidivism and increasing public safety in relation to the reentry of incarcerated adults in Alameda County. The Reentry Network serves as a coordinating body for adult reentry efforts in Alameda County. The YRPP Steering Committee has worked closely with staff from the Reentry Network to ensure that there is alignment between the two efforts. Furthermore, the YRPP Steering Committee has utilized many of the key concepts from the Reentry Network's Strategic Plan. In particular, the Reentry Network's vision for the reentry process corresponds with the basis of the juvenile reentry vision.¹⁹ The Juvenile Justice Reentry Committee will work with the Reentry Network to ensure coordination between the adult and juvenile systems and to avoid any duplication of effort.

4.b Alameda County Violence Prevention Initiative (VPI)

The Alameda County Violence Prevention Initiative (VPI) is a county effort to prevent and reduce violence throughout Alameda County. The VPI is based on the *Alameda County Violence Prevention Blueprint*, which provided a broad plan for preventing and reducing violence throughout Alameda County and was adopted by the Board of Supervisors in 2005. Currently the VPI focuses their efforts on 6 neighborhoods across the county (east Oakland, west Oakland, Fruitvale, South, Hayward, Ashland/Cherryland and Fremont). In 2010, the VPI identified youth and reentry as their target populations and is currently working to implement programs targeting these populations in each of the 6 neighborhoods. The YRPP has considered this neighborhood focus and is working closely with the VPI to ensure coordination of effort. Staff from the VPI served on the YRPP steering committee and will continue to work closely as the YRPP begins to implement this Blueprint.

4.c City County Neighborhood Initiative and the Place Matters Initiative

In 2008 the Alameda County Public Health Department's (PHD) released *Life and Death from Unnatural Causes (Unnatural Causes)* which is a strategic plan to address social and health inequities among residents. Based on the research and recommendations included in *Unnatural Causes*, the PHD is currently operating a number of initiatives aimed at accomplishing this goal, in particular, the City County Neighborhood Initiative and the Place Matters Initiative. Both of these initiatives are operating in neighborhoods similar to the VPI and the Place Based Youth Centers. Furthermore, both have a specific focus on youth and formerly incarcerated people. The YRPP will continue to coordinate their efforts with these two initiatives, especially as it pertains to data collection and analysis, since both initiatives have a strong data and evaluation component.

4.d East Oakland Building Healthy Communities (EOBHC)

East Oakland is one of fourteen communities in California funded by *The California Endowment* to engage in an extensive planning process to create a healthy, thriving community in East Oakland. Two key planning outcomes include building safer neighborhoods and providing

¹⁹ Adapted from the Alameda County Reentry Network Vision - as we foresee a shared overall vision for safe and successful reentry whether for adults or juveniles. For details on the various elements of the vision, please see the adult Reentry strategic plan, accessible at ADD.

support to at risk and reentry youth. The plan that results from this effort will serve as the primary strategy for The California Endowment's grant making over the next 10 years. The Juvenile Justice Reentry Committee will work closely with the Building Healthy Communities staff to ensure that the services and supports that they are funding are incorporated into the institutional and youth service hub system outlined in the Blueprint.

4.e Measure Y Oakland JJC Wraparound Pilot

In the summer of 2009, the City of Oakland Department of Human Services invested \$800,000 in Measure Y Violence Prevention funding to pilot test the education arm of the Transition Center. In collaboration with Alameda County Probation, Oakland Unified School District (OUSD), and Health Care Services Agency, the pilot program supports wraparound support services to 265 of the highest risk Oakland children and youth ages 12 to 18 leaving the Alameda County Juvenile Justice Center to achieve education and community reintegration outcomes. An Oakland Unified School District Placement Manager resides at the Transition Center with the sole responsibility of enrolling detained youth at pre-release in OUSD schools or other appropriate educational institutions, i.e., Oakland Adult Education, local community college, or GED completion programs. Five community-based organizations provide case management services designed to support youth in attending and fully engaging in school. These case managers also provide critical referrals to other community support services, family support and after-school employment programs. Most importantly, the case managers work in coordination with Community Probation Officers to support youth in successful completion of Court Orders and disengagement from the Juvenile Justice System.

4.f Sexually Abused Commercially Exploited Youth/Safe Place Alternative Program (SACEY/SPA)

For the past six years, the Alameda County Interagency Children's Policy Council (ICPC) has convened an interagency, countywide effort on behalf of Sexually Exploited Minors. The Sexually Exploited Minors SEM Network, a body of 10 non-profit providers and 8 public systems partners, has a collective mission *"to raise awareness of commercial sexual exploitation as a form of child abuse; to create a coordinated network of services that responds effectively to the unique needs of young victims; and provide leadership and vision toward ending child sexual exploitation."*²⁰ The SEM Network's position is clear: **underage prostitution is an act of violence against children, families and the community.**

ICPC now serves as the fiscal lead for the Sexually Abused Commercially Exploited/Safe Place Alternative (SACEY/SPA) Program funded primarily through the City of Oakland/Measure Y. The SACEY/SPA Program, the first of its kind in Alameda County, has served over 500 commercially sexually exploited children (CSECs)/sexually exploited minors (SEMS) since its inception. The program offers a continuum of services specially designed to address this challenging population of victimized adolescents and to stabilize and assist them in the process of recovery and renewal. Currently the program includes: victim's support, specialized assessments, intensive case management, targeted education, case support to other agencies, gender/culturally specific activities, and general and street based outreach. Points of service delivery include the Safe Place Alternative (SPA), located at the Family Justice Center, as well as at the Alameda County Social Services Assessment Center; Juvenile Justice Center/Juvenile Hall, Juvenile Courts, as well as in group homes. Referrals come from the Oakland Police Department and other law enforcement agencies, the District Attorney Victim's Advocate Program, Public Defender, Social Services, Probation, Oakland Children's Hospital, Highland Hospital, other Measure Y funded programs, as well as the School Based Health Centers. Systems protocols have also been developed with Probation, Social

²⁰ SEM Network Mission Statement, 2009.

Services and the Juvenile Courts to ensure service delivery to the degree that SACEY/SPA SEM services are imbedded in all three public systems.

4.g Probation Department

While their overall budget is shrinking, Probation is working with SSA and HCSA county partners to develop a stronger therapeutic milieu at JJC, Camp Sweeney and alternative placements. The county partners have been working with state policymakers to identify reimbursement of health services at county juvenile detention facilities and Camp (SB1091). The county partners have also committed to \$500,000 each year for three years to fund a local residential Level 14 group home that has a no eject, no reject policy for the most difficult to place adolescents. The commitment behind this work is that multi-disciplinary, evidence-based, support services build capacity for youth to successfully transition to the community and will yield a strong return in relation to the costs for serving a juvenile at the JJC or Camp Sweeney. Probation is also working to build a Medi-Cal Administrative Activities (MAA) cost reimbursement program.

4.h Alameda County Health Care Services Agency (ACHCSA)

ACHCSA will continue to build systems that use dedicated EPSDT funding for reentry youth; these programs have historically been underutilized due to a lack of referral mechanisms. The infrastructure will put in place and will enable partners to better access these funded programs. Additional current investments include Measure A (.05% sales tax) funds of \$6.4 million that fund the Guidance Clinic and CHRCO. ACHCSA also leads the Co-Occurring Initiative, an effort that works to build the capacity of mental health providers (who are funded by EPSDT) to become qualified as substance abuse treatment providers. Once knowledge and technical skills are developed, the institution and community will have sustainable AOD services.

4.i Behavioral Health Care Services

Behavioral Health Care Services receives ongoing state funding through the Mental Health Services Act, which supports direct mental health services, as well as workforce development strategies and career pipeline efforts that lead to employment within the county's mental health system. The MHSA Workforce Development Unit is working with the Transition Age Youth System of Care and Vocational Services to develop a pilot Supported Education Program for youth at Laney College in Oakland. This new program will provide specific academic and counseling supports to youth with psychiatric disabilities who are enrolled in community college technical and academic programs. In addition, the Workforce Development Unit can provide academic stipends to youth who are interested in pursuing vocational or academic programs that lead to employment in the mental health system.

4.j Associated Community Action Program (ACAP)

ACAP is currently developing a cross sectional strategy to integrate funding for reentry services. ACAP has worked with partner agencies to apply for Second Change Funding, and is currently running Cal Grip and Prison Reentry Initiative programming. The agency is also a selected provider of the Summer Youth Employment Program funding and Workforce Investment Act funds and is looking for additional funding sources to serve affected youth. In addition, ACAP will continue to operate its Youth Transition Services One Stop Pilot Project and will be available to work with youth reentering the community who are seeking job training and placement. The goal of the Youth Transition Services program is to develop a Youth Transition Team (YTT) that will create an outreach and recruitment plan, to include the use of the Eden Area One Stop for 18-24 year olds. This will be achieved through the establishment of relationships with employers, development of linkages to community and government resources, and enhancing current activities at the Eden Area

One Stop. These efforts are intended to improve educational outcomes and increased career options for older and disconnected youth 18–24 years old. ACAP will partner with the Eden Area One Stop to move older and disconnected youth into employment, education or have them attain a degree or certificate.

The ACAP serves youth in Alameda County by providing access to employment training and after school activities that enrich their lives and prepare them for the future. ACAP works together with local schools, the Alameda County Sheriff's Office, Deputy Sheriff's Activities League (DSAL), the Hayward Area Recreation Department, the Alameda County Workforce Investment Board, and others, to bring new and adventurous activities to Alameda County youth. ACAP also runs three Employment Training Academies (ETA) that serve youth. This exciting employment-training program is offered in partnership with the Bayfair Center Mall in San Leandro (BETA), at the Southland Mall in Hayward (SETA) and Tri-CETA at the Newpark Mall in Newark. Instruction is offered by ACAP staff as well as Pivotal Point Youth Services and other non-profits to give young people in the Unincorporated Eden Area and South County the tools they need to get and keep a job. The ETAs are funded in part by the Alameda County Workforce Investment Board.

The Alameda County Probation Department invests Juvenile Probation and Camps (State) funding into the Delinquency Prevention Network, through a total of 11 Youth Service Centers distributed throughout the County. The Delinquency Prevention Network intervenes in the lives of at risk youth referred for services under the provisions of Section 601 of the Welfare and Institutions Code of California, which defines at risk youth as 'youth who are under 18 years of age who are beyond the control of a parent or guardian and have been picked up by the police for offenses associated with being an adolescent, such as a runaway, curfew violator or habitual truant.' The goal of the Delinquency Prevention Network is to identify the specific risk factors that contribute to delinquency and provide direct services to families and youth to reduce these risk factors and increase protective factors.

Youth Service Centers are designed to be assessment and crisis intervention sites. The overall goal of the YSC is to resolve crises, reunify the youth with the family, strengthen the family in dealing with their child and divert the at-risk youth from further juvenile justice involvement. Local law enforcement, School Attendance Review Boards, School Attendance Review Teams, school staff, parents, or the youth themselves make referrals to YSCs.

The primary services provided by the YSCs are crisis intervention, short-term family counseling and family reunification. Some YSCs also provide individual counseling. Two YSCs operate 602 diversion programs (diversion programs prior to adjudication of misdemeanor and minor felony offenders). The Network offers comprehensive case management, a best practice intervention for families with multiple problems related to housing, employment, substance abuse, health, immigration, and assimilation. These case managers collaborate with the Marriage and Family Therapist working in the YSC. Case managers will also represent the family/youth on various Multi-Disciplinary Teams, including the School Attendance Review Board (SARB).

4.k McCullum Youth Court

The McCullum Youth Court serves as a diversion program for first-time adjudicated misdemeanor offenders who live in the cities of Alameda, Oakland, Piedmont, Berkeley and Emeryville. Youth are adjudicated by the Juvenile Court, placed on 654 Informal Probation and referred to the Youth Court. Referrals are made to the Youth Court by the four police departments, school districts, probation officers, parents and youth. The goal of the Youth Court is to divert minor first-time adjudicated offenders from further involvement in the juvenile justice system. The Youth Court holds four Courts each week for a total of 22 sessions each year. The duration of the program is 4-6 months.

The program is a peer court model in which adjudicated youth confront a jury of their peers. Youth who participate in the program are required to participate in counseling, anger management classes, perform community service and serve on a subsequent jury upon successful completion. In addition to program participants, the Peer Jury includes a high school student volunteer (not on informal probation) who has been recruited to serve as a member of the jury. An adult who acts as the judge supervises the Peer Jury. Each youth volunteer participates in 1-3 juries.

There are seven core components of the Youth Court program:

- Each youth and parent participates in an assessment at intake to determine his or her risk factors.
- Youth and their family receive counseling.
- Youth receive conflict resolution and anger management skills training.
- Each youth writes a letter of apology to the victim.
- Youth pays restitution to their victim.
- Youth donates five hours of community service to community agencies.
- Each child is assigned a case manager who serves as their mentor, connects the youth and family with services.

4.l Title IV-E Waiver

The Probation Department joined the County Department of Children and Family Services (DCFS) to participate in the Title IV-E Waiver, which allows for utilization of flexible funding to develop services designed to improve outcomes for children and families that come into contact with Probation or DCFS. Both Probation and DCFS have increased the availability of services to reduce children in DCFS and Probation out-of-home placements.

Probation interventions have included 1) Implementation of multi-disciplinary teams that are involved in case reviews and approval processes (Measure Y, Screening for out-of-home Placement); 2) Increased use of family preservation to provide family-focused supervision and connection to community resources (including Multi-systemic Therapy, EPSDT and school-based mental health counseling); 3) Implementation of the YLS/CMI assessment to guide case planning and supervision; and 4) Partnership with the Collaborative Court process to address the needs of youth with chronic mental health challenges through wraparound services in the community.

4.m The Transition Age Youth (TAY) System of Care

The TAY System of Care (see Appendix 8) exists to improve the services and outcomes for youth, age sixteen through twenty-four, who are experiencing mental illness in making successful and seamless transitions towards self-sufficiency and independent living. The TAY program offers youth the following services:

- Including youth in the planning, delivery and evaluation of services;
- Creating services based upon the Wellness, Recovery and Resiliency model;
- Accepting a young person where he or she is and supporting positive changes from that point;
- Ensuring that youth in all communities have access to the same quality of care.

The TAY System of Care primarily serves youth aged 16-24 who are Seriously Emotionally Disturbed (SED) or Seriously Mentally Ill (SMI). As a result of the mental disorder, the young person has substantial impairment in self-care, school functioning, family relationships, or in their ability to function in the community.

C. Existing Juvenile Justice System in Alameda County

1 An Historical Perspective on the Juvenile Justice System

In 2004, the County of Alameda commissioned a comprehensive study of the Juvenile Justice system.²¹ Alameda County Probation Department extensively used this study, titled the “Huskey Report” to help frame the its groundbreaking efforts to address the root causes of recidivism among youth by implementing evidence-based programs at every level of the Juvenile Justice System. Understandably, the **Youth Reentry Planning Process (YRPP) Steering Committee drew from the** Huskey Report to inform the development of the blueprint. The blueprint references key findings and restates excerpts from the report herein.

The study, as presented in the Huskey Report, entailed two distinct components: **the first component** conducted juvenile justice round tables to identify risk factors that contribute to juvenile crime. *Huskey & Associates, Inc.*, conducted eight roundtables in four regions of the County:

1. North Alameda County (Oakland, Berkeley, Alameda, Emeryville and Piedmont)
2. Central Alameda County, also known as the Eden region (San Leandro, San Lorenzo, Hayward, and Castro Valley)
3. South Alameda County, also known as the Tri-City region (Union City, Newark, and Fremont)
4. East Alameda County, also known as the Tri-Valley region (Dublin, Pleasanton, Sunol, Livermore Valley).

The **second component** involved extensive data collection and research into evidence-based programming.

The report findings²² highlighted strengths of the existing juvenile justice system, identified gaps in existing services, and provided recommendations for strengthening the system through the integration of evidenced-based models to achieve the following:

- Enhance existing Delinquency Prevention, Early Intervention and Diversion services
- Streamline Case Processing transactions
- Increase Alternatives to Juvenile Hall program options
- Expand the continuum of Community-Based Options in Lieu of Detention, Placement, and Department of Juvenile Justice (formerly California Youth Authority) Commitment
- Increase support services coordination Juvenile Hall
- Expand gender specific programming at Camp Sweeney
- Increase access to Alternatives to Placement options
- Increase access to Reentry and Aftercare Services

Overall, the report found that the system as a whole needed increased coordination among juvenile justice, other law enforcement, and community partners to more effectively promote public safety and reduce recidivism. This recommendation formed the basis for the juvenile justice reform that has taken place over the past several years and is reflected in the innovative interagency partnerships that emerged to develop cross-systems, and multi-sector approaches to reduce recidivism.

2 Overview of the Existing Juvenile Justice System

The California Welfare & Institutions Code outlines the responsibility of the Probation Department to investigate juvenile law violations that are referred by county law enforcement. It

²¹ Study was conducted by *Huskey & Associates, Inc.*

²² “The Huskey Report” Alameda County, California: Comprehensive Study of the Juvenile Justice System. Final Report Volume 1: Executive Summary and Recommendations. Submitted by Huskey and Associates, Inc. December 2004.

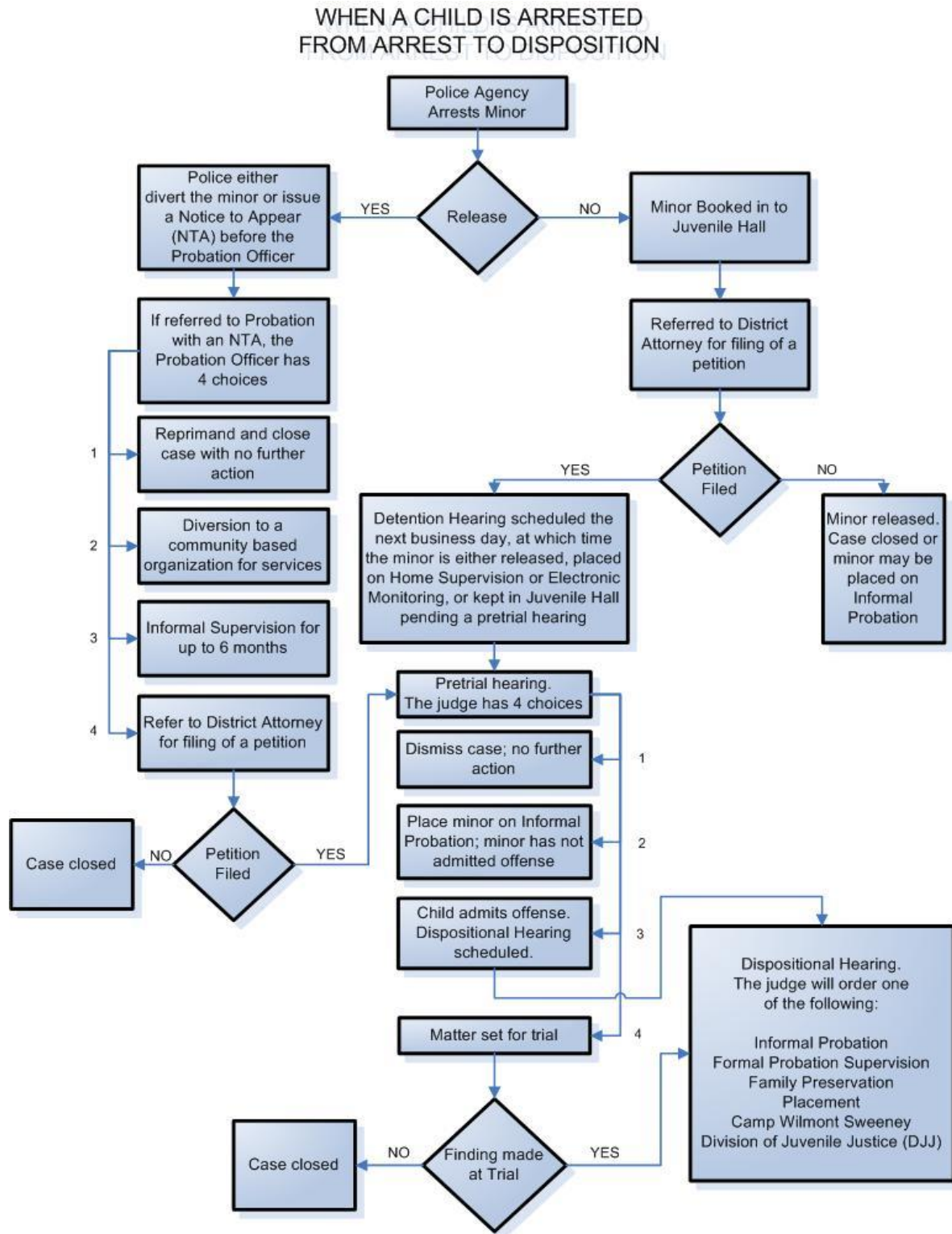
also identifies the target population and purpose of probation supervision in Section 202 to be for: “minors under the jurisdiction of the juvenile court as a consequence of delinquent conduct shall, in conformity with the interests of public safety and protection, receive care, treatment and guidance that is consistent with their best interest, that holds them accountable for their behavior, and that is appropriate for their circumstances.” Figure 3 (From Arrest to Disposition) on the following page is a flowchart that describes what happens when a child is arrested, from the point of arrest through the disposition hearing.

At the point of arrest, police departments and Probation Intake staff are trained to conduct a detention assessment. Some youth are immediately referred to a diversion program, others are given a Notice to Appear that is received and investigated by a Deputy Probation Officer, or they are delivered to Juvenile Hall to be further evaluated for detention.

If the youth proceeds to a disposition hearing, the DPO will conduct an investigation of the child’s offense, which includes compiling a psychological, health, family, school, and employment history to develop a Case Plan for that youth. This case plan is then presented by the DPO to the Juvenile Court at the dispositional hearing. At the disposition hearing, minors can be ordered by the Court to 654 informal probation, 725 probation without wardship, formal supervision or out-of-home placement.

Alameda County’s juvenile justice system delivers various programs and specialized services to address issues impacting the youth and their family. These programs and services are generally organized within three distinct phases of the juvenile justice process: Prevention and Diversion, Pre-dispositional Hearing, and Post-dispositional Hearing.

Figure 3: From Arrest to Disposition



2.a Summary List of Key Programs and Services

Prevention and Diversion

- Delinquency Prevention Network
- Truancy Court
- McCullum Youth Court

Pre-Dispositional Hearing

- Alameda County Juvenile Justice Center (JJC)²³
- Alternatives to Detention
- Transition Center Pre-Release

Post-Dispositional Hearing

- Informal or Formal Probation Supervision (includes Community Probation, Youth Offender Block Grant, General Supervision Units)
- Family Preservation (Diversion from Placement)
- Placement (Group Home Programs)
- Camp Wilmont Sweeney
- Department of Juvenile Justice (DJJ)

2.b Prevention and Diversion

2.b.1 DELINQUENCY PREVENTION NETWORK

The Alameda County Probation Department contracts with numerous agencies that work together as the Delinquency Prevention Network. Eleven (11) Youth Service Centers, located throughout Alameda County, offer individual and family counseling services to at-risk youth and their families. Nine (9) of these Youth Service Centers also contract to provide case management services where family needs are identified, resources found, and help with connection to the resource is provided. Five (5) other Community-based Organizations and one school district also provide specific services as part of the Network.

The Youth Service Centers provide family counseling to youth/families referred by probation, schools, and through self-referral. Youth that police have delivered to Malabar House, the County's Crisis Shelter for youth described under 601 of the Welfare & Institutions Code (truant, incorrigible, runaway) are also referred for counseling. These agencies will also serve youth/families that have come to the attention of the Probation Department and/or are on Probation. The agencies' goals are to strengthen families and reduce the risk factors that relate to delinquency.

2.b.2 TRUANCY COURT

The Alameda County Truancy Court seeks to reduce truancy by bringing legal action against parents whose children, ages 6 to 15, are habitually truant. Under state law, a child is truant if he or she has three unexcused absences of 30 minutes or more at least three times a year. Schools

²³ For more information about the JJC, refer to the Alameda County Juvenile Justice Center Program Design, July 2006 Final report.

provide early intervention, and the truancy court generally sees parents whose kids have missed 20 or more days. Older children who miss school face truancy charges in Juvenile Court.

A total of 429 parents of mostly elementary school children were charged in the Alameda County truancy court between January 2004 and December 2010. Truancy court has been shown to be an effective intervention—of those parents who appeared a judge, more than 85 percent reduced their children's truancy by 75 percent or more.

2.b.3 McCULLUM YOUTH COURT (MYC)

Founded more than a decade ago by a group of attorneys, judges, and educators to provide diversion and early intervention for youthful offenders, MYC today reaches approximately 3,000 youth and their families, including 350 voluntary youth offenders ages 10 – 17+, primarily from the cities of Alameda, Berkeley, and Oakland. Using principles of restorative justice, early intervention, and peer accountability, MYC focuses on under resourced communities and underserved populations, especially communities with disproportionate police contact and incarceration rates, and communities with persistent under representation in higher education, law schools, and the legal profession. In addition to diversion, MYC's asset-based programs also address the need for experiential learning and leadership/civic opportunities for all youth to foster confidence and a sense of self efficacy; cultivate relationships across such boundaries as race, ethnicity, gender, and class; and nurture young peoples' college and career aspirations in households where they will be the first generation to attend college.

McCullum Youth Court (MYC) represents an interagency collaboration between the Alameda County District Attorney's Office; Alameda County Department of Probation; Police Departments in the cities of Alameda, Berkeley, Emeryville, Oakland, and Piedmont; other law enforcement agencies such as BART Police, the Sheriff's Department, etc.; and the Alameda County Superior Court. A range of formal and informal partnerships exist with the City of Oakland's Safe Passages, Berkeley Youth Alternatives, Catholic Charities of the East Bay, Center for Family Counseling, East Oakland Youth Development Center, the Native American Health Center, OASIS High School (for "dropouts"), Seneca Center, Alameda Family Services, YEP (Youth Employment Partnership), the YMCA of the East Bay, Boys & Girls Club, among others. Continuing to explore and build new relationships with Oakland public and charter schools, faith-based organizations, and other youth serving organizations continues to be a priority. In addition, MYC is currently exploring collaboration with several other peer leader and peer educator programs so that youth can get joint trainings, build their youth leader network, and cross fertilize their programs.

MYC's Core services include the Youth Offender Program, where youthful offenders are represented, counseled, and held accountable by peers. With the support of peers and an adult Case Manager, youthful offenders complete a sentence that includes 1) gender specific programming to build positive self concept and greater self understanding; a sense of self efficacy and social responsibility; and life skills and 2) connection to positive individuals and a community through civic involvement in the form of community service and juror service. As needed, other special services and programming (e.g., Healthy Risks or Healthy Boundaries and Positive Self Expression) are provided at MYC or accessed through referral to other agencies and organizations. MYC operates under California Penal Code with the full authority of the law, and the peer-determined sentences are binding. Youth offenders who successfully complete their sentence avoid the traditional juvenile judicial system.

2.c Pre-Dispositional Hearing

2.c.1 ALAMEDA COUNTY JUVENILE JUSTICE CENTER (JJC)²⁴



Key Features of the Juvenile Justice Center

Redesigned in 2007, the *Alameda County Juvenile Justice Center* (ACJJC) plays a critical role in the comprehensive system of care for Alameda County's most at-risk youth and young adults, beginning with effective community-based preventative programming, interagency collaboration, comprehensive assessment, and continuing with effective linkages to placement and treatment. The overall goal of the Justice Center is to protect public safety, in both the short and long term, by providing treatment and programming to youth in custody that fosters resiliency and enables positive behavior change. The new Alameda County Juvenile Justice Center, in operation since April 2007, is a state-of-the art facility that includes a 360 bed juvenile hall. An integrated court facility has five court rooms and offices for the District Attorney, Public Defender, Behavioral Health Care, Social Services, Medical Services, intake and assessment center, transition center, County Office of Education, County Library, Court Clerk, the Sheriff and Probation staff.

With ACJJC, Alameda County has an excellent opportunity to set national standards of services to our community's most vulnerable and troubled youth. The ACJJC is a commitment to therapeutic principle coupled with alternatives to detention, and sustained through unprecedented interagency collaboration.

²⁴ For more information about the JJC, refer to the Alameda County Juvenile Justice Center Program Design, July 2006 Final report.

ACJJC is a comprehensive, multidisciplinary, short-term detention facility, with an average length of stay consistently less than a month. ACJJC has the capacity to serve 360 youth in 12 functional units, each with a dedicated medical exam and counseling space, six maximum security units with self contained services and six medium security units with shared education/schooling and gymnasium facilities. All living units share a commitment to integrated, culturally competent service delivery, and youth development principles including daily reflection, academic, health education, behavioral services, and physical arts. Health education is provided by a registered nurse or licensed vocational nurse focusing on hygiene and self-care, human sex and sexuality, healthy relationships, and chronic disease management. Each unit has specific therapeutic milieus, which were intended to incorporate best practice models to meet specific youth's needs, maximum capacity (cap of 30), and different 24-hr staffing patterns. However, the total number of units operating at any one point changes depending on needs and capacity.

The programs and philosophy of the ACJJC are based on legal mandates and on an adolescent health paradigm that promotes treatment, education, and the principles of youth development. It is indeed a challenge, and an opportunity, to transition an entire system of care from an acute or episodic treatment model to a preventative milieu founded on evidence-based adolescent health and youth development paradigms.

Goals and Objectives

- **Goal 1: Expanded Health Services:** To expand the nature and scope of medical, and mental health services and treatment to youth before, during and after contact with the JJC.
- **Goal 2: Interagency Collaboration:** To design and promote interagency service delivery, collaboration and data collection. Endemic to the challenges facing systems reform are the multiple agencies involved in juvenile justice service delivery. Through integrated, unit-specific service delivery designs, health care, education, probation, mental health services and youth development providers will collaborate to deliver content, supervise youth, and participate in plan development. The new Juvenile Justice Center is far more than a detention facility: it is a health, wellness and youth development center.
- **Goal 3: Continuity of Care:** To ensure that all youth make effective transitions to placement or treatment and supportive services after release from the JJC. Connection to community-based youth and family serving organizations is critical to improving the system of care. Funding, support, and integration with existing or mandated service delivery systems are structured into the unit-specific program milieus. Formal discharge and transition protocols are currently being developed.

Multi-Disciplinary Assessment

Criminogenic/ Detention Risk Assessment (YLS)	Physical/ Dental Assessment (HEADSSS)	Behavioral Health (Mental Health, AOD, MAYSI)	Education (IEP, AB3632, MAPP)	Medi-Cal Eligibility
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- Identifies risks, needs & assets
- Informs case plan & treatment
- Referral to Intensive Services
(specialized therapeutic units, cognitive behavioral groups, mental health court, MDT planning, ART)

- **Goal 4: Focus on Positive Youth Development:** To expand the presence and role of community-based youth development organizations to include daily programming on every unit. Best practices in youth development inform the therapeutic and education milieu, including participatory decision making in the planning, evaluation, and improvement of services. The ACJJC leverages the positive power and intelligence of Alameda County's rich base of youth serving community based organizations. Cascading mentorship is implemented to promote a positive peer culture and connect youth with adult models for healthy development.

2.c.2 ALTERNATIVES TO JUVENILE HALL

There are two alternatives to Juvenile Hall including Home Supervision and Electronic Monitoring. Home Supervision monitoring requires daily home and school check-in. Electronic Monitoring requires an ankle device or Global Tracking System device that monitors the location of the youth and allows the youth to stay at home rather than at Juvenile Hall.

2.c.3 TRANSITION CENTER PRE-RELEASE

The Transition Center is a one-stop center housed inside JJC where providers exchange critical information with parents and youth during pre-release before they are discharged. The focus of the Center is on helping youth to make a successful transition from detention to stable and supportive home and school communities. A key to the transition process is providing complete and current information to youth, their families and community partners. Staff from multiple public agencies and community based organizations that are co-located at the Center work together to support young people and their families by providing them with the documentation and assistance needed to continue medical and mental health care, to enroll in school without disruption, and to access public benefits and supportive services. A more complete description of the Transition Center is provided in Section 3.a following.

2.d Post-Dispositional Hearing

2.d.1 INFORMAL OR FORMAL PROBATION SUPERVISION

Juvenile field probation provides countywide services with an emphasis on seven site locations (West Oakland, East Oakland, Oakland, Hayward, Fremont, Pleasanton, and Cherryland) that have been identified as having increased rates of violence. The Department utilizes the Youth Level of Service-Case Management Inventory assessment tool to identify risk, needs, and supervision level of youth placed on probation. The YLS classifies cases as low, medium or high. Low cases are seen at least once a month in the office, medium level cases are seen bi-weekly and high-level cases are seen minimally on a weekly basis.

Community Probation

Funded by the Juvenile Justice Crime Prevention Act, the Community Probation Program (CPP) implements the neighborhood-based concept of probation whereby DPOs are located in various zip codes throughout the County that include West Oakland, East Oakland, Cherryland and Fremont. This allows the DPO to work collaboratively with the police, schools, School-Based Health Centers, faith-based organizations, Crime Prevention Councils and neighborhood community based organizations to increase the protective factors in these neighborhoods that help make these communities safer. The goal of CPP is to marshal these resources to reduce the personal, school, community and family behaviors that contribute to chronic delinquency. CPP targets both boys and girls under 17.5 years old who are placed by court order to a term of one year of probation. All youth in the CPP receive an assessment of strengths, risk and protective factors

that guides the development of an Individual Case Management Plan. The CPP also includes a Gender-Specific Unit responds well to the unique issues of young women.

CPP Outcomes include:

- Improved School Performance
- Decline in Drug Use
- Decline in Alcohol Use
- Improved Job Preparedness
- Reduced Stress Levels
- Completed Medical Assessment
- Reduced Arrest Rate/All Arrests
- Reduced Arrest/Violent Offenses
- Reduced Sustained Petitions
- Reduced Sustained Petitions
- Reduced Violent Offenses
- Completion of Probation
- Completion of Restitution
- Completion Community Service

Youthful Offender Block Grant

A State Youthful Offender Block Grant allows for an intensive supervision unit whereby 17 Deputy Probation Officers supervise a caseload of approximately 25-30 youth who have high or very high-risk levels based on the Youth Level of Service-Case Management Inventory Assessment. Case Plans are based on the YLS areas of risk with consideration of family strengths and "responsivity principles". The Deputy Probation Officers collaborate with a full-time Psychiatric Social Worker who assists with case planning for youth with mental health needs and facilitates multi-disciplinary/family meetings.

General Supervision

Youth who are not assigned to participate in the Community Probation and YOBG grant programs are supervised by Deputy Probation Officers who carry caseloads of approximately 80 youth. Youth with lower risk levels are referred to appropriate community services with emphasis on monitoring/reporting of their compliance with court orders. Youth with higher risk levels receive more attention to assist in engaging the youth/family to participate in needed interventions and comply with court orders.

2.d.2 FAMILY PRESERVATION

The Alameda County Probation Department operates the Family Preservation Unit (FPU) to provide services and supervision as an alternative to out of home placement. The Family Preservation Unit's primary goal is to reduce the need for out of home placement for appropriate offenders. Additional goals include keeping youth in the County rather than sending them to out of county placements; reducing the cost of placements and seeking to slow the 'revolving door' of placement, placement failure and return to placement.

Target Population and Eligibility Determination

The unit's target population is adjudicated youth who have been court-ordered to out of home placement and referred to the Family Placement Unit. The criteria for selection include amenability to treatment in the community and a suitable home. The Investigating DPO reviews a

youth's criminal history; his/her background related to family, school, past experience with the juvenile justice system; services previously involved in; and the experience of previous probation officers who have dealt with the youth and family. The Investigating DPO makes the recommendation to the Court in the Disposition Report. If the Court accepts the recommendation for Family Preservation, the Court will stay the placement order until successful termination of the program.

Services include referrals to community based organizations; follow up on youth's school attendance and performance including special education services if applicable; referral to tutoring services; monitoring of participation in ordered services such as counseling, anger management and drug and alcohol interventions; and support for vocational training. FPU officers refer appropriate older youth to community resources such as the Job Corps and/or Conservation Corps for vocational and related skill development as well as to the County's Independent Living Skills Program (ILSP) for readiness, job development, housing assistance and other support related to aging out of the juvenile justice system.

Probation Officers monitor youths' and families' progress toward successful completion of the Family Preservation program. Youth who successfully complete court-ordered conditions are returned to court with a recommendation for dismissal or modification to general supervision. Youth who violate conditions or commit new offenses are returned to court on a violation (WIC 777). The Court can execute the out of home placement order and send the youth to placement and/or can escalate the case and send the youth to the California Youth Authority. The Court does not generally send youth who fail FPU to Camp Sweeney. Unit meetings, case reviews and oversight by the Supervisor and Placement Director provide overall monitoring of the Unit. Internal communication is regular and ongoing. The Unit's Probation Officers communicate regularly with schools, families and service providers for court-ordered counseling, anger management and other interventions and communicate with other juvenile justice officials via court reports and regular case review.

2.d.3 PLACEMENT FACILITIES

The Placement Unit supervises youth who the court removes from their home and orders into a foster home, group home, or a residential treatment facility. The Unit staff monitor the youth while in placement, and report to the court on the youth's progress in placement. The goal of the Placement Unit is to identify an appropriate placement facility for the youth, monitor the youth's progress in the placement, and maintain contact with and counsel parents to help prepare them for the youth's return. Keeping the court informed on the progress of the youth in placement is a primary responsibility of the Unit.

The Probation Department utilizes approximately 90 different placement facilities. According to data provided from the Placement Unit and the Social Services Agency, more than eighty percent of the placements are located out of the County, some as far as Modoc County, nearly 300 miles away.

2.d.4 CAMP WILMONT SWEENEY

Grandfathered in as a Juvenile Camp in 1957, Camp Wilmont Sweeney is an unlocked, 24-hour residential program for up to 80 post-adjudicated male youth ages 15–18 years. The targeted population is youth involved in Non-Index crimes e.g., possession and sale of controlled substances, criminal domestic violence, simple assaults, fraud, embezzlement, weapons possession, prostitution, disorderly conduct, etc., and Non-Index crimes that are not violent enough to warrant commitment to the DJJ.

Camp Sweeney is a community placement alternative to group homes and the DJJ. Camp programs focus on youth rehabilitation, reunification and emancipation in a 6 to 12 month structured living environment. Camp Sweeney special programs and services include:

- Cognitive Behavioral Interventions that promote self-assessment
- Peer mediation/conflict resolution training, anger management and violence prevention
- Drug and alcohol education programs
- Mentoring and tutorial programs
- Structured In-Camp Work Program, and
- Tailored education through an onsite accredited school.

In planning for a new camp, Camp Wilmont Sweeney Redesign planning has focused on implementing the following:

- Design a specific program for each youth based on the assessment of risk and needs and the development of a case plan.
- Develop a formal Reentry Aftercare Program.
- Development of performance measures to evaluate the successful completion of programs.
- Development of a residential treatment program for girls in the County.
- Develop vocational training, job readiness and job retention training.
- Every child should have an educational assessment and an Educational Plan.
- Creation of an automated information system.

2.d.5 DEPARTMENT OF JUVENILE JUSTICE

Non-707B Offenders who are released from State Division of Juvenile Justice (DJJ) and those who have previously been released and are in violation of their parole are now referred back to the Juvenile Court and Probation Department. Two Deputy Probation Officers (DPOs) supervise the DJJ youth with focus on assessment and connection to community services. Due to the multiple risks and needs, the caseload averages 15-20 transitioning-age youth.

3 Juvenile Justice Reform to Date in Alameda County

Since 2004, Alameda County has accomplished significant milestones that serve as the key building blocks for the juvenile justice reform we see today. Noted below are the major accomplishments in the juvenile justice systems reform that not only reflect a shift in the organizational culture of the County's correctional system but also the innovative partnerships that now makes the County system poised to focus on a strategic direction around juvenile reentry.

3.a Transition Center - Planning and Implementation of JJC Discharge Services

3.a.1 KEY FEATURES

Established in 2009, the Transition Center is a one-stop center housed inside JJC where providers exchange critical information with parents and youth during pre-release before they are discharged. Its mission is to help youth successfully transition from detention to stable and supportive home and school communities. Approximately seven to nine youth are discharged from the JJC daily. The 90-minute discharge process from the JJC is an ideal time to connect with families as they wait for their child's release.



Ensuring immediate dissemination of up to date information to youth, their families and community partners is central to the transitioning process. Co-located staff from multiple public agencies and community based organizations work together to support young people and their families by providing them with the documentation and assistance needed to continue medical and mental health care, to enroll in school without disruption, and to access public benefits and supportive services.

The Transition Center is governed by five **Guiding Principles**:

- Encouraging accountability is coupled with treatment and support to meet each youth's developmental needs.
- Discharge planning begins at the point of entry.
- Treatment relies on comprehensive assessments and rigorous follow-up.
- Coordination between public agencies and community partners is critical for success.
- Solutions should be evidence-based and outcomes-oriented.

The Transition Center is located just outside the Administrative Office at the JJC and includes a comfortable setting with a play area for children, educational reading material, and videos for parents. Staff members are cross-trained by Children's Hospital, Alameda County Health Care Services Agency, Alameda County Social Services Agency, Alameda County Probation Department, Oakland Unified School District, and Alameda County Office of Education, and exchange critical information with parents and caregivers.

Core Services:

- Summaries of medical care;
- Medications and prescriptions;
- School and health insurance enrollment information;
- Resources and referrals to counseling services and youth development programs;
- Consents to share information with community probation and supportive services; and
- ID Cards, birth certificates and other vital documents.

3.a.2 DEMONSTRATED NEED FOR THE TRANSITION CENTER²⁵

Local and national research points to an increasing acuity in the medical, mental health and youth development needs of youth in custody.²⁶ Providing continuity of care through community partnerships, coordinated discharge planning and sharing of information is critical for at risk, in custody youth returning to the community.

In November 2008, a survey was conducted with family members of juveniles incarcerated at the Alameda County JJC in order to gain a better understanding of what information and services parents/guardians would like to receive during their youth's discharge. Over 95% of the respondents requested medical summaries, medication and prescriptions, educational transcripts and assistance with counseling and school enrollment upon their child's discharge.

A recent analysis of 1,000 Oakland Unified School District youth detained in the 2008-2009 school year found that, after an amount of time, 50% of the youth could not be

"This was my first experience with the juvenile justice center. I'm disappointed, hurt, upset, and embarrassed. The people here were kind, understanding, non-judgmental and helpful. I appreciate that. Thank you. I hope we don't meet again. ☺"

²⁵ Alameda County Juvenile Justice Center Transition Services PowerPoint Presentation made to the Alameda County Juvenile Justice/ Delinquency Prevention Commission on January 13, 2010.

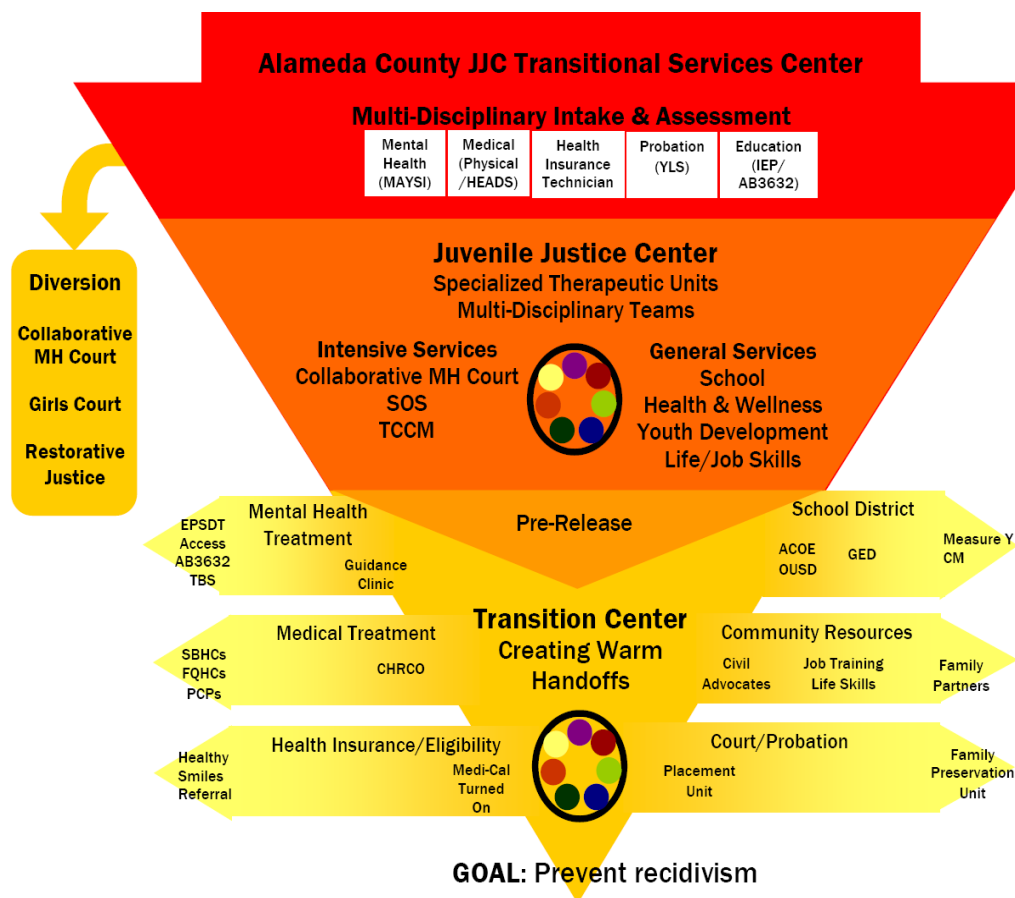
²⁶ National Health Policy Forum position paper: Mental Health and Juvenile Justice: Moving Toward More Effective Systems of Care, October 2005.

found upon release, and only 3% received community mental health services in post-release. The preliminary data also shows that out of a total of 140 youth who were discharged per month, approximately half of these youth needed some form of medical follow-up, yet the infrastructure to track continuity of care did not allow for sufficient follow-up to determine whether these young people had received follow-up care. These are long-term problems that cannot be solved by intensive intervention over the relatively short period of time that most juveniles are detained at JJC, but require sustained solutions and supportive systems of care to undo the harm experienced by youth and turn them towards positive lifestyles and behaviors.

Understanding that assessment, treatment, coordination and case management are integral to the service delivery system for youth at the JJC, the Transition Center will help communicate these efforts to youth and their families to facilitate their successful return to the community.

The success of the Transition Center in providing critical continuity of medical and behavioral health care for reentry youth as well as vital case management services designed to support youth in staying in school has inspired a whole community of advocates who have requested that they be housed at the Transition Center. What started as a one-stop center with one full-time equivalent (FTE) has the potential to eventually include eight FTEs.

Figure 4: Community Reentry Flowchart



3.b Collaborative Juvenile Mental Health Court

Founded in 2008, the Alameda County Collaborative Juvenile Mental Health Court reflects an innovative partnership between Alameda County Probation Department, the Juvenile Court and the Alameda County Health Care Services Agency. What started as critical findings in the Huskey Study,²⁷ culminated in the establishment of a Juvenile Mental Health Court designed to address the needs of juvenile offenders who come in contact with the justice system due solely, or in large part, to unmet mental health needs. To address these needs, the Court links mentally ill youth who come in contact with the delinquency system to the services and supports that enable them to safely live in their homes and communities.

The operating premise of the Court is that many youth become involved in the justice system as a result of their unmet mental health needs. While some youth receive treatment for the first time while they are in the system, many diagnosable mental health problems go undetected and/or unaddressed for a majority of youth as they move through the juvenile system and back into their communities. The collaborators in the Court share the belief that the justice system should not criminalize mental illness or become a de facto mental health care delivery system. As such, the Court operates from a strength- and family-based approach to enable youth to remain safely in their homes and schools, while linking them with appropriate support services to help them avoid further involvement with the delinquency system as they transition to adulthood.

D. Youth Reentry Planning Process

Alameda County currently has several initiatives that address various aspects of the criminal justice system; however, a comparable effort does not exist for the juvenile justice system. The Youth Reentry Planning Process (YRPP) sought to address this gap by developing a blueprint for establishing a comprehensive juvenile justice reentry system in Alameda County. The Alameda County Health Care Services Agency (ACHCSA) and Associated Community Action Programs (ACAP) served as the two lead agencies guiding this process. Through the Steering Committee, strategy groups, focus groups and site visits, the YRPP gathered input from a diverse and extensive assortment of stakeholders. In addition, extensive research was conducted on promising practices from across the country and local data was also gathered and analyzed to better understand the status of juvenile justice in Alameda County. This blueprint is the product of these efforts. Since January 2010, the YRPP has been able to accomplish the following:

- Convened six YRPP Steering Committee meetings between January and June 2010;
- Held over 10 strategy group sessions which brought together experts within specific fields to develop strategies for improving outcomes for juvenile justice involved youth;
- Conducted four site visits to explore promising practices from across the country;
- Gathered data on the Alameda County juvenile justice population and conducted a literature review of the current juvenile justice research;
- Held youth focus groups with juvenile justice involved youth to ensure that their perspective was represented in the final product; and
- Held individual meetings with county and city departments to ensure support for the plan outlined in this blueprint.

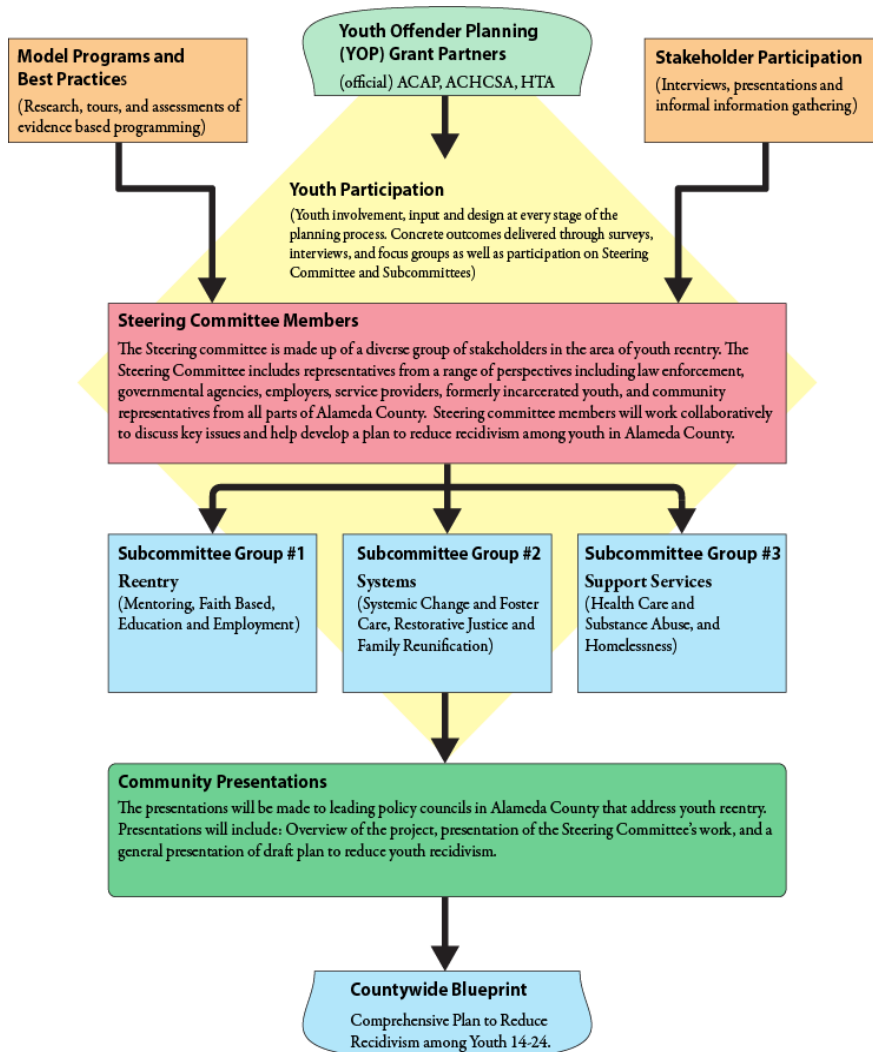
²⁷ The Huskey study reported that two-thirds of the youth confined in 2004 in the county's Juvenile Hall reported having had a psychiatric disorder sometime during their lifetimes, and 60% reported having two or more disorders. It also found that minors in Alameda County who have been identified with a psychiatric disorder did not receive a comprehensive mental health assessment upon entering the Juvenile Hall. Once detained, the majority of youth who are emotionally disturbed do not receive treatment plans.

Below is a description of the organizational structure of the YRPP, the various data and information gathering activities and the coalition building efforts conducted to ensure ongoing support for this blueprint.

1 Organizational Structure of the YRPP

Figure 5 below presents an overview of the organizational structure of the YRPP. The Steering Committee served as the hub of the planning process. All the information and input gathered through the strategy groups, site visits, focus groups, literature reviews and interviews with stakeholders from across Alameda County was brought to the Steering Committee for consideration. The two lead agencies and a small group of consultants hired by ACAP and ACHCSA served as staff for the YRPP. YRPP staff meet regularly to monitor progress, prepare for steering committee meetings, and develop the tools and materials needed to facilitate the planning process.

Figure 5: YRPP Organizational Chart



2 Description of Steering Committee and Strategy Groups

The YRPP Steering Committee served as the primary advisory body for the planning process. Their charge was to set the project's priorities, provide knowledge and insight on relevant topics and guide the overall direction of the project. As a whole, the YRPP Steering Committee represents a variety of perspectives within the youth reentry system, including police, district attorney and probation, educators and organizations that focus on employment rights, job placement, civil rights, education, vocational training, health, mental health, reentry, and substance abuse treatment. Members of the Steering Committee were selected to represent diversity in terms of the following dimensions:

- Geographic location throughout all of Alameda County;
- Relevant Stakeholder groups (employment experts, service providers, formerly incarcerated individuals, representatives from law enforcement, government agencies and the faith-based community);
- Knowledge of issues affecting juvenile justice and youth reentry.

The Steering Committee met on a monthly basis from January to June 2010. Meetings consisted of presentations from the Strategy Groups, discussion regarding the proposed recommendations, and presentations on the site visits.

YRPP staff and Steering Committee members convened a series of Strategy Groups to explore specific issues critical to the success of juvenile justice involved youth: education, employment, mentoring, case management, restorative justice, and faith and community based engagement in violence prevention. The Strategy Groups consisted of experts within each of these fields. During each Strategy Group session, members were asked to develop a set of recommendations for their area of expertise and to do so for each phase of the reentry process (e.g. detention, release, reentry/reintegration). One of the surprising outcomes of this process was the remarkable similarity in the recommendations across each field. For example, every Strategy Group recommended that an assessment be conducted at the initial point of contact with the juvenile justice system. The recommendations that came out of these Strategy Groups formed the content of this blueprint. While they have been edited and modified by the Steering Committee, the ideas developed through the Strategy Groups served as the foundation upon which this plan was built.

3 Data and Information Gathering

In developing this blueprint, the YRPP gathered local data on juvenile justice involved youth, conducted a comprehensive review of juvenile justice research, and examined established promising practices in the area of juvenile justice. YRPP staff conducted a series of interviews with key stakeholders and a series of youth focus groups with young people who had previously been involved in the juvenile justice system. The data and information gathered through this process was provided to all Steering Committee members and Strategy Groups and will serve as an ongoing resource to juvenile justice stakeholders in Alameda County.

3.a Promising Practice Models and Site Visits

YRPP staff have conducted extensive research into existing promising practice models of juvenile justice reentry both locally and throughout the country. Four programs were identified as exceptional examples of innovation and warranted a site visit by YRPP staff members and Steering Committee members. During these site visits, YRPP staff interviewed staff and clients/participants from the host organization and observed program operations. A summary of the findings and

lessons learned from each site visit was then given to the Steering Committee. These programs included:

- Homeboy Industries, Los Angeles, California (Tour date: March 18, 2010)
- Center for Employment Opportunities (CEO), New York, New York (Tour Date: March 29, 2010)
- Back on Track, San Francisco, California (Tour date: April 4, 2010)
- Missouri Model (conference call: March 17, 2010)

The four programs visited are described in detail in Appendix 10. Additionally, YRPP staff identified and consulted with several other successful programs that are attempting to address similar challenges to those facing youth and young adults in Alameda County.

4 Data Analysis

YRPP staff made a concerted effort to gather as much data as possible on juvenile justice involved youth in Alameda County. While individual level data was not accessible, aggregated data was obtained. These data clearly indicated that the number of youth detained in a state facility was extremely small and therefore greater effort was placed on developing county systems than on establishing both a state and a county system. This aggregate population data provided information on the size of the juvenile justice population, their demographics and geographic distribution, but did not offer any insight into the service and support needs of these youth. Therefore, YRPP staff conducted a literature review in order to offer participants the information they needed in order to develop a juvenile justice system capable of addressing the needs of juvenile justice involved youth. This literature review also provides insight into the types of indicators that will help in monitoring the progress of this initiative as it moves forward.

5 Key Stakeholder Interviews

YRPP staff made an effort to include input from all youth reentry stakeholders who would be impacted by proposed juvenile justice system reforms. In most cases these stakeholders were involved in either the Steering Committee or participated in one of the strategy groups; however, in certain circumstances this was not the case and a one-on-one interview was conducted. The key stakeholder interviews were used to either gain insight into a particular issue or because the stakeholder was so critical to the success of the proposed plan that their input was needed across a variety of areas (e.g. Probation Department). These interviews served the dual purpose of improving the content of the plan in ways that better aligned with existing efforts and as a means of getting the support of critical agencies and organizations.

6 Youth Surveys, Interviews and Focus Groups

In order to ensure direct input from juvenile justice involved youth, YRPP staff conducted surveys, interviews and small focus groups with these youth. YRPP staff worked in partnership with several youth organizations and agencies from across the Alameda County. Approximately 50 youth were interviewed and four focus groups were held at Berkeley Youth Alternatives (BYA), ACAP's Bayfair Employment Training Academies (BETA) and at Restorative Justice for Oakland Youth (RJOY). At each focus group youth were asked to complete a brief survey. Appendix 3 contains detailed results from these surveys.

Following are sample comments from youth in response to the survey and the facilitated discussions.

“Success to me means achieving your goals in every aspect of life.”

“... education in jail is just to let you stay out of your cell. It is mainly lower level education that you obtain in 3rd or 4th grade”

“I believe getting yourself out of the criminal way of thinking is the hardest part. Working is the complete opposite of being in the streets.”

“I would like employment help with resume, attire, communication skills. Interviews are a lot harder these days”

“In Alameda County it’s easier to get a gun than a job”

“...more positive role models who really cared would’ve been a large help to me”

“In school we did the same thing over and over again every time I came in (to JJC)”

7 Community Presentations

As the blueprint began to take shape YRPP staff made a series of introductory presentations to various reentry committees across Alameda County. Presentations were made (or are scheduled to be made) to the following bodies:

- Alameda County Violence Prevention Initiative Executive Committee
- Interagency Children’s Policy Council
- Alameda County Reentry Network Coordinating Council
- Juvenile Justice Oversight Committee
- Juvenile Justice Collaborative

In addition to these presentations there was a series of less formal presentations made to specific organizations or agencies (e.g. school districts from across the county). After the plan has been finalized, a presentation will be made to the Board of Supervisors Public Protection Committee.

The presentations identified above reflect the significant level of community engagement that has been part of the creation of the *Comprehensive Blueprint for Youth Reentry in Alameda County*. The high level of community participation and partner commitment will enable the *Blueprint* to become an extremely important tool in enabling the County of Alameda to more effectively serve the vulnerable youth and young adults who are returning to the community from involvement with the criminal justice system.

E. Appendices

- 1) Logic Model
- 2) Additional References
- 3) Youth & Neighborhood Surveys
- 4) ACAP Youth Focus Groups
- 5) Obtaining Educational Information In Juvenile Justice Facilities
- 6) Obtaining Health Information in Juvenile Justice Facilities
- 7) YRPP Mission, Vision, Values Statement
- 8) TAY System of Care Providers
- 9) SSA Sites

1 Appendix 1: Logic Model

Logic Model for Collaborative and Effective Juvenile Reentry: Comprehensive Blueprint for Youth Reentry in Alameda County 2010-2015
OVERALL DESIRED OUTCOME: To increase public safety and reduce juvenile recidivism in Oakland by 50% over 5 years.

Outcome A: Create and sustain a coordinated and effective juvenile justice system focused on reentry through successful detention, transition, and reintegration that leads to a reduction in recidivism					
Objectives	Strategies	Activities	Annual Performance Measures	Five Year Performance Measures	Resources
To increase the % of reentry youth who make safe and successful transition to placement, treatment and supportive services by 20%.	Strategy A1: Create a countywide youth infrastructure	<p>Create a Juvenile Justice Reentry Committee by merging the Juvenile Justice Center (JJC) Oversight Committee²⁸, the JJC Transition Center Executive Committee²⁹ and the existing Measure Y JJC OUSD Wraparound Executive Committee³⁰.</p> <p>Establish sub-committees of the Juvenile Justice Reentry Committee to address specific service needs (e.g., employment, education), youth reentry, data collection and evaluation.</p>	<p>Number of new offenders added to target population per quarter</p> <p>Number of youth released per quarter and total</p> <p>Percent of youth who re-offend</p> <p>Percent of youth recommitted to JJC for a new offense</p>	<p>50% reduction in recidivism among reentry youth (% who re-offend, or recommitted to JJC for a new offense or violate conditions of their release)</p> <p>50% decrease in percent of program youth sentenced to adult prison</p> <p>Increased public</p>	<p>Strategy A1: Probation Department, Health Care Services, City of Oakland Department of Human Services</p> <p>Months 1-8</p>

28 Led by the Probation Department Interim JJC Superintendent, the JJC Oversight Committee focuses on interagency collaboration and operations of the JJC. Composition of the committee includes the JJC Probation Department staff, Alameda County Office of Education Court School, Children's Hospital & Research Center at Oakland (CHRCO), and Guidance Clinic staff.

29 Co-led by the Probation Department Interim JJC Superintendent and the HCSA Director of Juvenile Justice Health Services, the Transition Center Executive Committee serves as a planning body to develop the Transition Center at the JJC. Composition of the committee includes the Juvenile Institution and Field Services staff within the Probation Department, Alameda County Office of Education, CHRCO, Guidance Clinic, Behavioral Health Care Services Agency, Bay Area Legal Aid, family partners, and others.

30 Led by the City of Oakland, the Measure Y JJC OUSD Wraparound Committee monitors the interagency efforts to ensure that Oakland youth successfully enroll and succeed in school. Members of the Executive Committee comprise of Probation, OUSD, HCSA, and the City of Oakland.

Outcome A: Create and sustain a coordinated and effective juvenile justice system focused on reentry through successful detention, transition, and reintegration that leads to a reduction in recidivism					
Objectives	Strategies	Activities	Annual Performance Measures	Five Year Performance Measures	Resources
		<p>Utilize Juvenile Justice Reentry Committee and sub-committees to coordinate and expand the current efforts in five targeted areas</p> <p>Develop a communication strategy to educate and inform all stakeholders</p>	<p>Percent of program youth sentenced to adult prison.</p> <p>Percent of youth who violated conditions of their release</p> <p>Total number of crimes reported in Oakland per quarter.</p> <p>Enhanced coordination in service delivery during JJC and post-release</p> <p>Number of evidence-based reentry programs/ practices implemented</p>	<p>safety perceptions by 20%</p> <p>30% reduction in crimes by target population</p>	
To increase interagency collaboration,	Strategy A2: Establish a system for conducting a	Administer assessments (including the YLS/CM, MAYSI-2, academic MAPP, physical health exam,	Number of youth receive multidisciplinary	100% of youth receive multidisciplinary	Strategy A2: Probation Department, Health

Outcome A: Create and sustain a coordinated and effective juvenile justice system focused on reentry through successful detention, transition, and reintegration that leads to a reduction in recidivism					
Objectives	Strategies	Activities	Annual Performance Measures	Five Year Performance Measures	Resources
service delivery and multi-disciplinary assessment pre and post-release.	comprehensive assessment for all youth	<p>behavioral health assessment) to assess risk factors and needs of juveniles</p> <p>Expand the use and number of staff/community partners trained in the administration and analysis of the YLS/CMI risk/need assessment instrument</p> <p>Establish a system for completing an unfinished assessment and conducting ongoing reassessment by either a probation officer or case manager within the community</p>	<p>assessment at intake, discharge and post release</p> <p>Number of staff/community partners trained in the administration and analysis of the YLS/CMI</p>	<p>assessment at intake, discharge and post release</p> <p>100% of staff/community partners trained in the administration and analysis of the YLS/CMI</p>	<p>Care Services and ACEO</p> <p>Months 5-14</p>
	Strategy A3: Provide all juvenile justice involved youth with an assessment-based individualized reentry plan using a MDT approach	<p>Establish a standardized format for the individualized reentry plan that is capable of capturing the information from other existing, and potentially mandated plans (e.g. IEP)</p> <p>Develop protocols and establish Memorandum of Understanding to implement individualized problem solving and reentry planning process to improve coordination of care</p> <p>Conduct confidentiality training around when and what information</p>	<p>MOU's established</p> <p>Number of participants at confidentiality training</p>	<p>Improved coordination of care (protocols, MOUs, minutes, interviews)</p> <p>Continued trainings offered and attendance sustained at these trainings. Adherence to Confidentiality standards</p>	<p>Strategy A3: Juvenile Justice Reentry Committee, Probation Department, Health Care Services Agency</p> <p>Months 5-14</p>

Outcome A: Create and sustain a coordinated and effective juvenile justice system focused on reentry through successful detention, transition, and reintegration that leads to a reduction in recidivism					
Objectives	Strategies	Activities	Annual Performance Measures	Five Year Performance Measures	Resources
		can be shared in a MDT and develop necessary authorization to release forms			
	Strategy A4: Build capacity to provide critical supports to youth and families detained at JJC or placed at Camp	<p>Conduct resource mapping of the existing providers and services inside JJC Camp and other ACOE facilities serving juvenile justice involved youth</p> <p>Summarize needs of juvenile justice youth based on comprehensive assessment findings</p>	<p>Number of providers at JJC</p> <p>Summary of JJC youth needs</p>	40% increase in the number of providers at JJC	<p>Strategy A4 & A5: Probation Department, Juvenile Justice Reentry Committee</p> <p>Months 6-18</p>
	Strategy A5: Strengthen the capacity of Transition Center (pre-release center) to develop “warm handoffs” and promote continuity of care	<p>Develop and implement a strategic plan to expand the components of the Transition Center</p> <p>Explore existing systems or creation of an electronic passport system that provides for seamless and critical communication between MDT members</p>	Documentation of progress related to systems development (communication, planning, collaboration of services)	<p>Development of strategic plan</p> <p>Documentation of challenges in communication between MDT members</p>	
	Strategy A6: Establish Youth Service Hubs in five targeted regions of the County	<p>Identify key staff and lead agencies to serve as Youth Service Hub Coordinators for each geographic zone</p> <p>Establish a Multi-Disciplinary Team (MDT) of receiving school district, service providers, and field Probation</p>			Strategy A6: School based health centers, Violence Prevention Initiative staff, Health Care Services, Probation Department

Outcome A: Create and sustain a coordinated and effective juvenile justice system focused on reentry through successful detention, transition, and reintegration that leads to a reduction in recidivism					
Objectives	Strategies	Activities	Annual Performance Measures	Five Year Performance Measures	Resources
		Officers within each of the five target areas			Months 4 - 18
	Strategy A7: In partnership with the Court, District Attorney and Public Defender's Offices, increase the number of juvenile and young adults who seal or expunge their criminal record.	Streamline and make more accessible the process to seal every eligible juvenile criminal record	Number of juvenile and young adults who seal or expunge their criminal record.	40% increase in the number of juvenile and young adults who seal or expunge their criminal record.	Strategy A7: Juvenile Court, District Attorney, Public Defender Months 8-20
	Strategy A8: Develop countywide performance standards for each phase of the reentry process and for each of the five Youth Service Hubs	Establish a set of performance standards that includes both outcome measures and process measures for each phase of the reentry process	Established performance standards	Established, tracking of and adherence to performance standards	Strategy A.8: Public Health Department's Community Assessment and Program Evaluation unit, NCCD, West Ed, Urban Strategies Council, National Center for Youth Law Months 6-24
	Strategy 9A: Create a countywide data/evaluation system	Enhance existing Title IV-E Data Warehouse to identify families crossing multiple systems to better coordinate care	Family-centered data warehouse Coordinated	Improvement in the data warehouse to identify families crossing systems	Strategy 9A: Public Health Department's Community

Outcome A: Create and sustain a coordinated and effective juvenile justice system focused on reentry through successful detention, transition, and reintegration that leads to a reduction in recidivism					
Objectives	Strategies	Activities	Annual Performance Measures	Five Year Performance Measures	Resources
		Establish a system for unifying existing program evaluators to design a method for capturing the needed performance data and providing feedback to providers and public agencies	evaluation team and efforts	and linking families to coordinated care. Sustained and linked evaluation efforts across systems	Assessment and Program Evaluation unit, NCCD, West Ed, Urban Strategies Council, National Center for Youth Law Months 6-24

2 Appendix 2: Additional References

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3 Appendix 3: Youth and Neighborhood Surveys

Below are highlights from youth surveys conducted in Oakland and Ashland/Cherryland, and from resident surveys conducted in South Hayward. These surveys were used to inform our assessment of youth service needs in Alameda County.

Figure 1: West Oakland Youth Survey Results

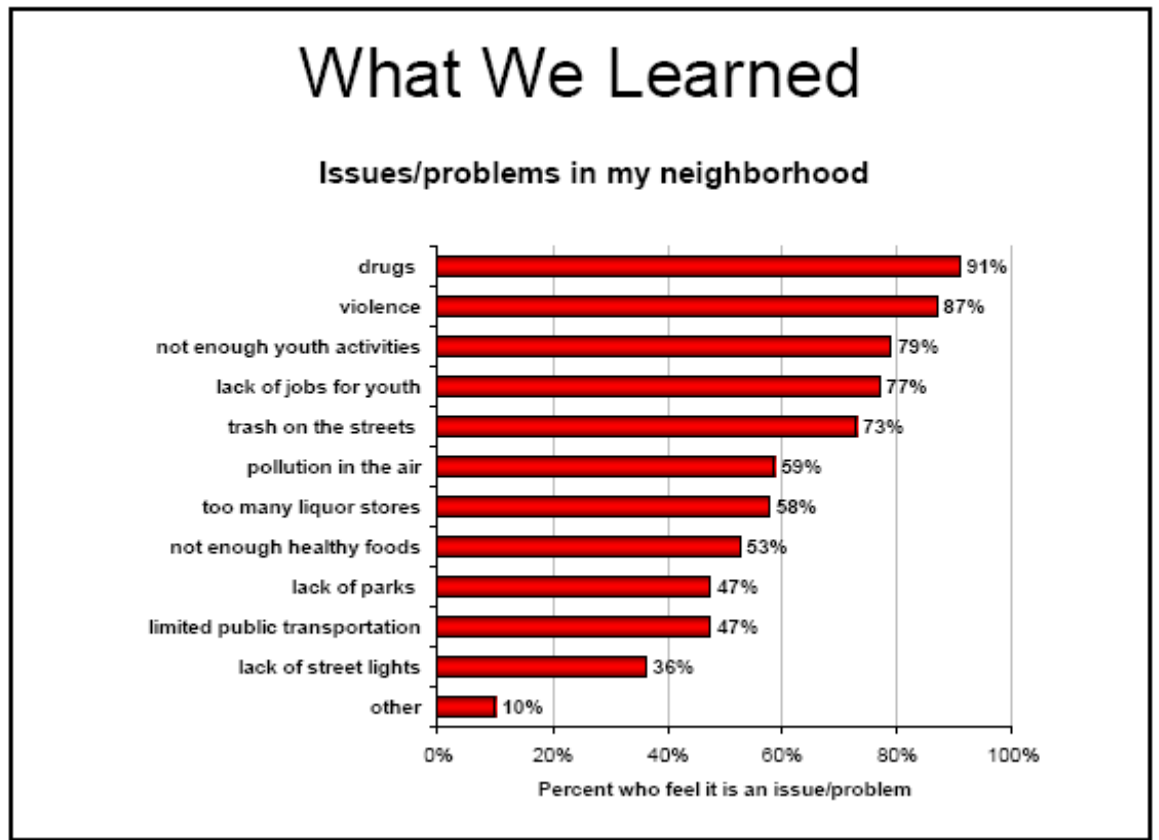


Figure 2: Ashland Youth Survey Results

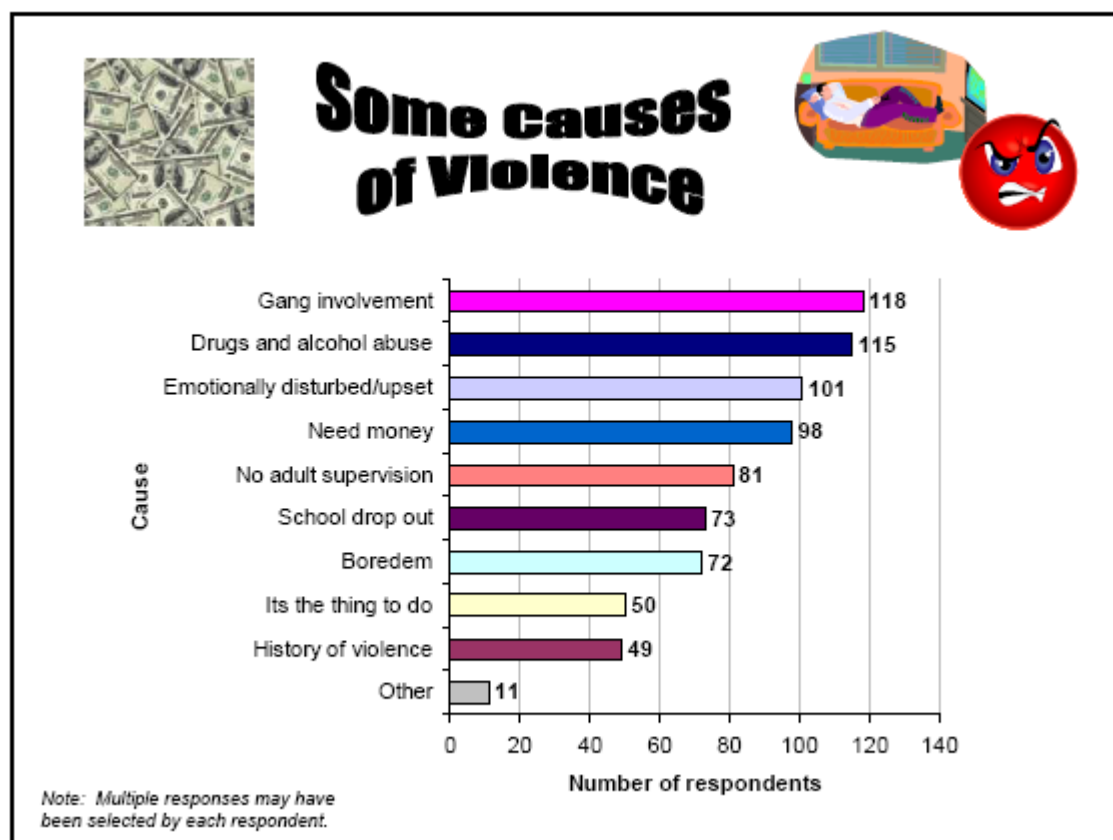


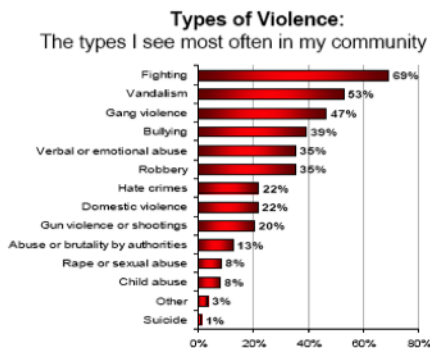
Figure 3: South Hayward Neighborhood Collaborative Survey Results



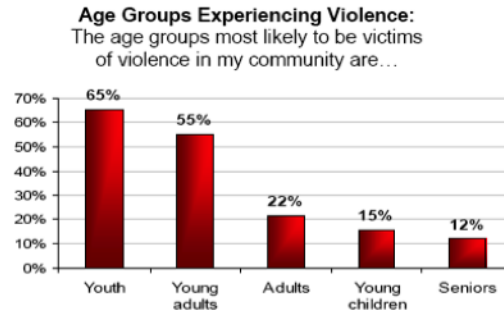
Violence is observed by some at school (residents of color are more likely to report violence at school than White residents), and by fewer in the workplace or at home. It's important to recognize that some may have felt less comfortable reporting violence in their own home and workplace, so these numbers could be underestimates.

- **Types of Violence** – Residents are seeing fighting and vandalism most often in their community, followed by gang violence and bullying. These different kinds of violence could be related in ways – for example, fighting can sometimes lead to vandalism; and gangs can be involved in fighting or bullying of victims.

Residents were asked what types of violence in their community worry them most. Gang violence and gun violence came out on top, as they can often be the most severe – resulting in injuries or death.



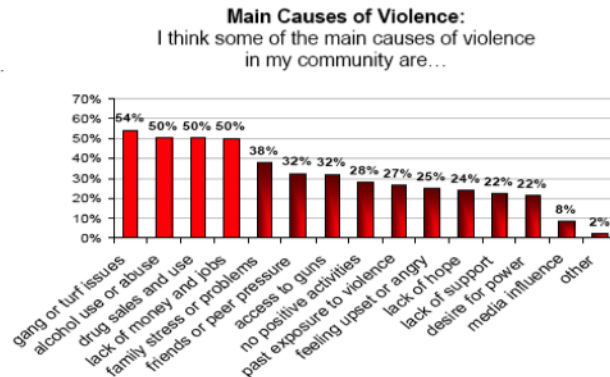
- **Victims of Violence by Age** – Sadly, residents reported that the most violence happens to youth and young adults under age 25.



- **Causes of Violence** – Residents felt that the leading causes of violence in Hayward community (endorsed by half or more of residents) are:

1. Gangs or turf issues
2. Alcohol use or abuse
3. Drug sales and use
4. Lack of money or jobs

These are primary risk factors that should be addressed to reduce and prevent violence.



4 Appendix 4: ACAP Youth Focus Group Results

Alameda County Youth Reentry Group Q&A

1. What does the word success mean to you aside from what you see on T.V.?
 - a. "Handle your business do what you have to do to be successful"
 - b. "To have your own house, car and taking care of family without worrying about getting locked up"
 - c. "Obtaining gainful employment or a successful...business and giving back to your community"
 - d. "To overcome something, and reach your goal"
 - e. "You have a main life goal and when you reach that goal and your satisfied with the outcome that is what I call success"
 - f. "To me success means to have an education that continues after high school , to go further in life"
 - g. "Making it through and being somebody"
 - h. "It mean you happy you have a job you like doing in can provide for your family"
 - i. "Success is the accomplishment of a dream or a goal whether its long or short term"
 - j. "Success means to me, no worries, money, did all your goals, don't have to do nothing"
 - k. "Achieving your goals in every aspect of life"
 - l. "Staying out of trouble, keeping a job making a living, becoming a productive member of society"
2. Given what you've just said what's stopping you from being successful (Who and What are your greatest obstacles)?
 - a. "Stress, people lying and trying to get you in trouble"
 - b. "Nothing"
 - c. "College education, criminal record and lack of resources for young men with misdemeanor offenses"
 - d. "Probation sometimes stops me, and restitution I gotta pay money so I got to work"
 - e. "The environment I live in is polluted and filled with violence and distractions. Also finance problems, not being able to pay for college might be an issue"
 - f. "Myself is stopping me from being successful if I don't try to achieve my goals in life then I'm not successful the only person that will truly help me in life is myself so that's who stopping me"
 - g. "Hanging around the wrong group & trying to be that girl that I dream being"
 - h. "Just have to put action in not having enough money"
 - i. "The only obstacle is laziness. I have to continue to push myself"
 - j. "School lightweight is stopping me because some of the teachers don't care and don't explain the work. Credits too"
 - k. "Parole"
 - l. "My gang involvement, my appearance, my record"
3. What do you WANT in your life now?
 - a. "Money, job, cars got to have money, food, house etc"
 - b. "Money"
 - c. "To be at peace with myself. A family and to be able to support my family"
 - d. "My high school diploma and a job"

- e. "Mentors, Advice, Education, Sports"
 - f. "I want to become a doctor but I have not decided yet but I know I want to work in the ER first"
 - g. "Me to work on my voice to become a singer if not then continue on school to college to be a lawyer"
 - h. "I want to make music in have my own business"
 - i. "My short term goal is independency and self reliability"
 - j. "More money, no drama, want to start a career in football"
 - k. "Higher learning and being financially stable"
 - l. "Clarity, stability, living"
4. What problems did you face with the system while in jail/ juvenile hall/ camp system or the Department of Juvenile Justice (DJJ)? What would you change that would help eliminate those problems?
- a. "I was in the room all the time. More activities so not in room all time"
 - b. "Being told what to do. Not get locked up"
 - c. "While in Jail you are pretty much on your own and because it's a form of discipline you really can't complain"
 - d. "They treated us like criminals. We need more people to talk to when were in the hall"
 - e. "Never been there"
 - f. "Have everything I need and can do in the house, computer, phone...So I can feel like I need to....."
 - g. "I never was in the system I know some people but they don't talk about it I think they should get people ready to have a job"
 - h. "Never was in jail"
 - i. "I had got into some trouble in Antioch with the police. One thing I would change is the offense wasn't nothing to major"
 - j. "Bad decision making"
 - k. "Allow smoking, no more corrupt CO's, more comforts and cleanliness"
5. How were you treated inside the system by staff members? What areas should be brought to the attention of the outside community on the treatment inside of jail/ juvenile hall/ camp system or the department of juvenile justice?
- a. "I was treated like a dog. I was in my room all the time. They did stuff to make me mad"
 - b. "All right"
 - c. "Their very careless and unless you come to them and let them know about a problem they don't care. And on responses to inmate concerns the C.O's are very slow to the care of the inmates"
 - d. "Staff is sometimes very grumpy they should be in a good mood to give good advice. They shouldn't be overworked"
 - e. "Some of my friends just said the food was nasty"
 - f. "Respect and mannerism should always be necessary"
 - g. "I wasn't treated good or fair"
 - h. "Have better professionalism"
 - i. "They are power people, they need a calm down"
6. What programs, assistance or services do you know of that could've helped your **before** you were involved with the system?

- a. "Better teachers, teachers try to get me in trouble. YEP related to jobs. Warrior's basketball camp. Helping people clean up and recycle"
 - b. "A job readiness and placement program. College program that monitors the progress of students good or bad"
 - c. "Maybe like a gang prevention class"
 - d. "American Idol"
 - e. "None"
 - f. "More work ethic programs for youth. More internships"
 - g. "Boys & Girls Club, Football, Basketball and Baseball"
 - h. "A program to help find good paying jobs"
6. What programs, assistance or services do you know of that can help reestablish yourself while you were in jail/ juvenile hall/department of juvenile justice (DJJ) or at camp system?
 - a. "Better food, Work out, recreation"
 - b. "Pretty much just education"
 - c. "Drug programs. And programs that can help you get a job"
 - d. "Job corps, youth uprising (east Oakland), BYA"
 - e. "Education"
 - f. "Easier educational programs that offer real life connections"
6. What programs, assistance or services do you know of that can help reestablish yourself after your were in jail/ juvenile hall/department of juvenile justice (DJJ) or at camp system
 - a. "Job and basketball"
 - b. "Job placement programs"
 - c. "Programs to help get jobs. And programs that you can talk to someone and tell them your problem"
 - d. "BYA is the only program I really know"
 - e. "Currently I do not know"
 - f. "Education attending college"
 - g. "Housing, clothing and assistance of that nature"
7. What does the word community mean to you? What programs, assistance or services would have greatest assisted you and or your family upon leaving jail or juvenile hall and coming back to the community?
 - a. "People want to get a job , have money so they don't rob people, and become an adult"
 - b. "Nothing, a free money program"
 - c. "Low income housing in less violent cities to relocate trouble youth"
 - d. "Community means to me the people you live around with. We shouldn't act how we act when you're in the hall in your community. There should be programs to help you change"
 - e. "Community means it take a village to raise a child"
 - f. "The word community mean to me everyone know you. Your family, I would have to say BYA"
 - g. "Community means those who live among you in your city or a family. Financial assistance with youth old enough for college and assistance for redemption"
 - h. "I wasn't in there that long"
 - i. "Community means an environment of people that lives in an area of town. Also a place that has parks centers for that area"
 - j. "Community is the people in the areas you live in. Anger management placements close to your family"

8. What resources do you feel are necessary in assisting you and your family in obtaining ongoing stability?
 - a. "Car, transportation"
 - b. "Getting Money"
 - c. "Jobs, jobs, jobs"
 - d. "Probably like therapy or counseling with the family too"
 - e. "Getting SSI for my brother trying to get food stamps for the house hold"
 - f. "Job readiness programs"
 - g. "Section 8 and BYA"
 - h. "Just jobs that pay more"
 - i. "Having a good paying job if we could come out and have a job"
9. Is there anything else you would like to tell us about your experience?
 - a. "Mainly the assistance that allows you to be successful in society"
 - b. "Nope. It was boring & depressing"
 - c. "I don't like when police stare, racial profiling"
 - d. "I learned life is hard and you must use all and every resource you have to its fullest extent"
 - e. "That they should keep facilities cleaner"

EDUCATION Focus Group Questions

10. What does the word education mean to you?
 - a. "Be successful, do your work & be focused"
 - b. "To learn something"
 - c. "Life and career readiness. Basic life skills such as basic arithmetic"
 - d. "Knowing and learning material that's going to be used in your life"
 - e. "Learning about different subjects and topics that help you expand your thinking"
 - f. "Education to me means money, that's what you need to live off on...to support yourself and without it you have no chance of success"
 - g. "An reward for attending school called diploma"
 - h. "It's the world"
 - i. "Education is knowledge and knowledge is power"
 - j. "Going to school, getting good grades, and staying on the right track knowing why you're going to school"
 - k. "Intelligence, positive tools in life and keys to elevating your mind"
 - l. "How much you've developed, learned and expanded your mind"
11. Do you feel you have options in pursuing education and what options are you aware of?
 - a. "Math, help in English, 9th grade, Being in the wrong crowd can stop me from success"
 - b. "Yeah, going to school"
 - c. "Yes I do feel I have options but in order to achieve my educational goal basic life necessities are important like a job first"
 - d. "Yes I do scholarships or a loan so after I graduate college I can pay it off"
 - e. "Yes everyone has the option to go through with their education to the highest possible. You have the option to just go to high school or to community college or move on to a 4 year or state college"
 - f. "Yes I feel that if I do good in school and get good grades then I will be able to further my education when I graduate from high school"

- g. "Anyone is capable of pursuing education including me. I can learn something every day as well as continuing my education in numerous schools"
 - h. "Going everyday and getting good grades"
 - i. "I have 3 options and I'm aware of them all"
 - j. "I'm not aware of many, cannot afford trade school"
12. What kind of outcome do you hope to obtain in school?
- a. "A diploma"
 - b. "Masters degree and own my own small business"
 - c. "I hope to go to college and graduate and have my degree"
 - d. "Get lots of experience from going to different programs and being able to use the things I learned in everyday life"
 - e. "I hope to be able to become a doctor and be able to go to college"
 - f. "Me I just went to school just to get it over but I guess more education"
 - g. "Currently not sure yet but possibly a visual communications"
 - h. "4.0"
 - i. "Higher opportunity in life that could benefit me financially and mentally"
 - j. "A good education with a high paying career"
13. What was your educational experience while in jail or juvenile hall if any? How would you rate the quality of the educational experience?
- a. "School at juvenile hall was easy, it was okay getting back in school"
 - b. "It was easy"
 - c. "It sucked education in jail is just to let you stay out of your cell. It is mainly lower level education that you obtain in 3rd or 4th grade"
 - d. "Zero we didn't do nothing in class"
 - e. "I know someone who was in jail with only an 8th grade education"
 - f. "I obtained both high school and GED also have 18 units in college"
 - g. "Inside their education is a joke, there schools are used for everything else besides education"
14. What services should be provided inside Jail and Juvenile hall to help young people return to a standardized school setting?
- a. "Make sure they learning"
 - b. "Assessment test and one on one tutoring"
 - c. "Have better teachers to teach them better stuff. And actually help them get credits"
 - d. "Providing class room like settings and real teachers and up to date text books"
 - e. "There should be class for general education optional to those who are in jail"
 - f. "Everything"
 - g. "A more strict school"
15. What community programs, assistance or services are you aware of to assist you in returning to school? What are the good ones?
- a. "Job placement and housing if necessary"
 - b. "I am in school. And graduating in June if I get all the credits"
 - c. "Internships that pay you"
 - d. "Adult schools and continuation schools"
 - e. "Math tutors"
 - f. "America works, Project Choice"
16. What community services would inspire you to enroll, stay and succeed in school?
- a. "Job and school training"
 - b. "Fun ones that aren't boring. Like if they have hands on stuff"

- c. "Programs that are dedicated to the success of youth. Such as BYA"
 - d. "Being able to have a job like BYA that helps you not in just job experience but also helping you with school"
 - e. "BYA cause they help you pass. Helping"
 - f. "Internships"
 - g. "Looking at the environment around me"
 - h. "Tutors"
 - i. "One that gives you money to go"
 - j. "Don't know, I work"
17. Is there anything else you would like to tell us about your experience?
- a. "Just that the system doesn't care about young men. And they revoke probations and start them over to prolong your jacket that can get you back in jail"
 - b. "I didn't go to school last year because I really didn't ..."
 - c. "No thank you"

EMPLOYMENT Focus Group Questions

18. What are your legal employment desires and what employment outcomes would you hope for when returning from jail or juvenile hall?
- a. "A transitional job that allows me to take care of my basic skills"
 - b. "I would like to go to business for myself in construction. I will like help in hand on construction work"
 - c. "Obtaining a guard card, having a warehouse job might be an optional job after jail"
 - d. "Working on cars"
 - e. "I'm self employed"
 - f. "A job I could make a decent living on"
19. Do you think having been involved in the system makes you less employable?
- a. "Yes very much so because some convictions are a flight risk"
 - b. "Yes people look at me different like if I am going to steal something from them"
 - c. "Yes repeat yes"
 - d. "Yes because it don't look good having robbery on your record"
 - e. "Yes"
 - f. "No because it wasn't that long"
 - g. "Yeah people think that you might steal from them"
 - h. "It depends on the company"
 - i. "Yes"
20. Given what you just shared, what is holding you back from becoming employable and or what would help make you more employable (better Resume, professional clothes etc...)? What are some of the biggest challenges of getting a job today?
- a. "Transportation, experience and education"
 - b. "Time. I need to graduate first and get off probation"
 - c. "1 age and 2 don't have the skills to be what I want to be"
 - d. "Resume, attire, communication skills. Interviews are a lot harder these days"
 - e. "I think my resume would make me more employable"
 - f. "Have good grades"
 - g. "Nothing except obtaining my I.D"
 - h. "Tattoos and felony record, if employers would give me a chance it would make all the difference in the world"

21. What are some programs, assistance or services you know of to assist you and your family in acquiring employment or job skills pre, during and after jail? How should they be built upon to increase employment?
 - a. "Job placement, internships"
 - b. "Beta or Yep. They help you get jobs there should be more programs"
 - c. "BYA and Youth Uprising"
 - d. "None that I know"
 - e. "I don't really know"
22. What job skill training should be provided inside jail and before release to assist you in finding a job?
 - a. "Anything that would help obtain an entry level job"
 - b. "Teach you how to apply for a job and stuff like that, the basics"
 - c. "Proper dress code, code switching, the difference between work and outside life, responsibility of being on time and writing down your hours"
 - d. "Get you ready to have a job when you get out"
 - e. "Resume and community service"
 - f. "They could have had programs to learn about cars"
 - g. "How to fill out a resume"
 - h. "Computer training"
 - i. "GED program, on the job trade skills training"
23. What services would help you and your family with keeping legitimate employment?
 - a. "Mentorship to help stay grounded and financial advisors"
 - b. "Buss pass and maybe a loan for work clothes"
 - c. "Keep yourself busy"
 - d. "None that I know of"
 - e. "A livable steady paycheck"
24. Is there anything else you would like to tell us about your experience?
 - a. "Still need a good job"

MENTORING Focus Group Questions

25. What does mentoring mean to you?
 - a. "Better idea, an outlet to talk about problems"
 - b. "Someone giving you advice"
 - c. "Having someone to help you in school and also being a friend"
 - d. "Someone who guide you"
 - e. "Guidance"
 - f. "Help me with my work make sure I be on the right track and look out for me"
 - g. "Helping and getting help"
 - h. "Someone leading you on what to do"
 - i. "Extra learning on life issues and better decision making"
 - j. "Helping someone through there problems"
26. What do want in a mentor? What would inspire you to stay with them once connected?
 - a. "Someone who has experienced some what of the same problems"
 - a. "Them giving you good advice and knowing where your coming from"
 - b. "Someone who is fun to be around but also keeps it real if I'm slipping in school or about to make a bad decision"
 - c. "Someone that I like and who I also think will be a good person to hang out with, but also being able to help you learn and teach you"

- d. "Guide me and keep me on a straight path"
 - e. "Advice, Great communication and understanding"
 - f. "On how they talk, present and help me throughout what I'm going through"
 - g. "Reward (i.e. having a good GPA)"
 - h. "Nothing I don't want a mentor"
 - i. "None I don't want a mentor"
 - j. "If they are really there and actually help"
27. Would you have found it helpful to have mentorship while in jail and after release from jail?
- a. "No because they're to get paid"
 - b. "Yes they could tell you stuff about life you don't know"
 - c. "Yes"
 - d. "No don't think they could do"
 - e. "Yes"
28. What mentoring programs do you know of? How would you make them better?
- a. "Map program at Merritt College. More focus on their objectives"
 - b. "None other than therapy and I don't know how you can make them better"
 - c. "Well I don't know none"
 - d. "I think I know what that is but no"
 - e. "None I ain't got one"
 - f. "Don't know of any"

5 Appendix 5: Obtaining Educational Information in the Juvenile Justice System

Obtaining Educational Information about Youth in the Juvenile Justice System: An Overview of Confidentiality Law

Rebecca Gudeman
National Center for Youth Law
2010

Goals of Alameda County Young Offender Planning Process include:

Reentry Blueprint Goal: Creation of a coordinated, effective Juvenile Justice System focused on successful transition, re-entry and reintegration

Datasharing Goal: Critical participants have access to appropriate information in a timely manner, including information on school attendance, grade level/credits, IEP status and discipline records

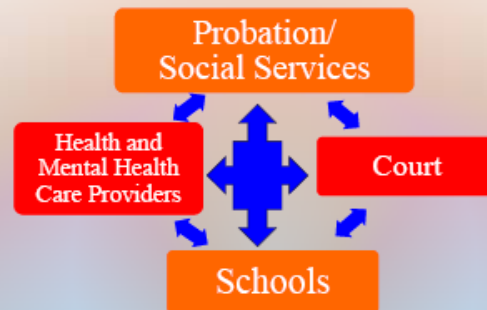
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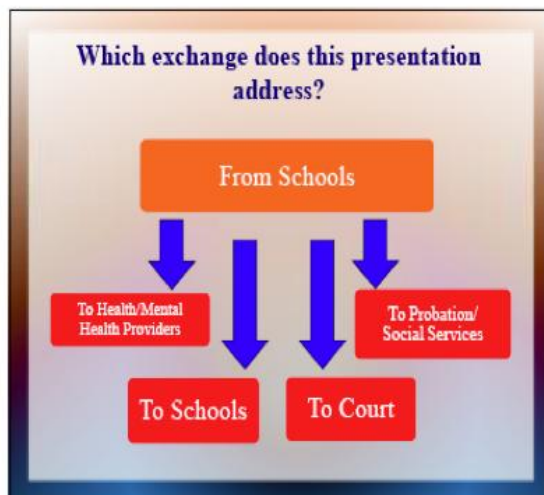
The funding for this presentation comes from the Department of Labor.

The National Center for Youth Law developed two presentations on datasharing as part of the Alameda County Young Offender Planning Process. This presentation solely addresses obtaining education information about youth in a juvenile justice system.

15

Some Information Exchange Needs





KEY EDUCATION CONFIDENTIALITY LAWS

- Federal Family Educational Rights and Privacy Act (FERPA)
- Cal. Education Code

A small photograph of a woman with dark hair, wearing a black top, is positioned in the bottom right corner of the slide.

FERPA

The Federal Family Educational Rights and Privacy Act

Intended to:

- Protect the privacy of educational records
- Assure parental access to records

What does FERPA say?

- “No funds shall be made available...to any educational agency...which has a policy or practice of permitting the release of education records...without the written consent of ... parents”
- “No funds shall be made available...to any educational agency or institution which has a policy of denying, or which effectively prevents, the parents of students ...the right to inspect and review the education records of their children.”

20 USC 1232g

What is an educational agency or institution?

- Any public or private agency or institution which is the recipient of funds under any applicable program
- Any person acting for such agency

What are education records?

Written records, files, other documents which:

- (i) contain information directly related to a student; and
- (ii) are maintained by an educational agency or institutions or by a person acting for such agency or institution

What is NOT an education record?

The following are not education records and therefore their release is not limited by FERPA:

- Oral Communications
- Records of instructional, supervisory, and administrative personnel in the sole possession of the maker and which are not accessible to any other person except a substitute
- Records on students eighteen years or older made by a physician, psychologist or other recognized professional and used only in connection with the provision of treatment
- School “Law Enforcement Unit” records (see 34 C.F.R. 99.3, 99.8)

Confidentiality: Release of education records generally requires signed consent.

FERPA and CA education law:

- With rare exception, parents must be allowed to review and inspect records on a minor on parent request, and the educational agency needs a parent's signature to release records to anyone else.
- Parent is defined to include a natural parent, guardian or an individual acting as a parent in the absence of a parent or guardian. (34 C.F.R. 99.3)

FERPA Exception: Educational agencies may disclose without need of signed release in some cases

Educational agencies may share records without a signed release if it is:

- To other school employees in the same school with legitimate educational interests in the information
- To other schools for purposes of enrollment
- "Directory Information"
- To appropriate parties in connection with a health or safety emergency if knowledge of the information is necessary to protect the health or safety of the student or other individual.
- Pursuant to a judicial order or lawful subpoena.
- To state and local juvenile justice systems or their authorities if allowed or required under state law (other conditions apply as well-see 34 CFR 99.31, 38)
- For certain types of research
- ♦ There are other exceptions

FERPA exception allowing release to juvenile justice systems pursuant to state law

FERPA allows release of pupil records to state and local juvenile justice systems or their authorities if allowed or required under state law and the state statute concerns the system's ability to effectively serve, prior to adjudication, the student whose records are being released. 34 CFR 99.31, 99.38.

What California law may be relevant?

Examples of CA education laws that allow or require release to juvenile justice systems:

- Probation may have access to pupil records for purposes of conducting investigation in regards to declaring a person a ward or involving a violation of a condition of probation. Ed 49076(a)
- County probation may access pupil records for the purpose of fulfilling the requirements of the health and education summary, case management responsibilities, and assisting with school transfer. Ed 49076.
- NOTE! To extent FERPA and state law conflict, FERPA preempts.

CA law continued:

- Juvenile Justice Multidisciplinary Team (WIC 830.1)
- County may establish computerized database that permits probation and school districts to access probation, school district and juvenile court information where the release of that information is authorized under state or federal law, regarding minors under jurisdiction pursuant to WIC 602. (WIC 827)
- School Districts, County Office of Ed. and county placing agencies may develop electronic exchange agreements. (Ed 49076).

NOTE! To extent FERPA and state law conflict, FERPA preempts.

Confidentiality vs. Sharing: Strategies for Increasing Appropriate Sharing



Best Practices for increasing appropriate sharing of information

- Take advantage of state law juvenile justice exceptions, e.g. Juvenile Justice Multidisciplinary Teams. (See Measure Y Standing Order 8/09 as example.)
- Consider use of agreements to address confidentiality concerns, data use issues, encourage exchange, e.g. Alameda Master Agreement
- Education and Training on Law
- Proper use of Signed Consents and Court Orders, as needed
- Issues: FERPA and state law limits on Re-Disclosure (careful!), Relationship building, Opportunities for Technology, Timely Transfer

Best Practices for improving appropriate sharing of information

- Consents to release information
 - Who should sign and when?
 - What does it release? to whom? Multi-agency release? How much information is really needed?
 - Does the release meet standards established by FERPA and other relevant laws?
 - Opportunities for electronic consent
- Court orders
 - Standardized individual order? (no standing orders)

6 Appendix 6: Obtaining Health Information in the Juvenile Justice System

Obtaining Medical and Mental Health Information about Youth in the Juvenile Justice System: An Overview of Medical Confidentiality Law

Rebecca Gudeman
National Center for Youth Law
2010

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Goals of Alameda County Young Offender Planning Process include:

Reentry Blueprint Goal: Creation of a coordinated, effective Juvenile Justice System focused on successful transition, re-entry and reintegration

Datasharing Goal: Critical participants have access to appropriate information in a timely manner, including information on medical and mental health history and status for coordination of care, placement and other ends.

2

Acknowledgements

The funding for this presentation comes from the Department of Labor.

The National Center for Youth Law developed two presentations on datasharing as part of the Alameda County Young Offender Planning Process. This presentation solely addresses disclosure of information held in Medical and Mental Health Provider files.

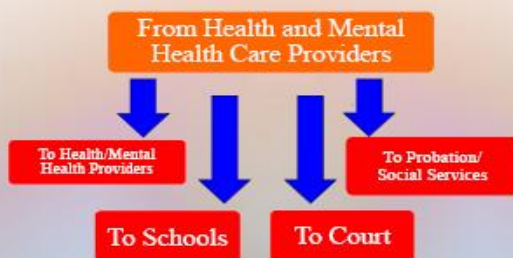
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Some Information Exchange Needs



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Which exchange does this presentation address?



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Disclosing Medical Information

Medical and Mental Health Records may be found in:

- ❖ Court Case File
- ❖ Probation File
- ❖ School File
- ❖ Medical and Mental Health Provider Files
- ❖ Child Welfare File

Different confidentiality and disclosure laws apply depending on the source file in question.

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Confidentiality – What does the law say?

Federal and State statutes establish:

What **must not** be disclosed
What **must** be disclosed
What **may** be disclosed
How to disclose

**MUST NOT
Disclose**

**MAY Disclose or Keep
Confidential**

MUST Disclose

7

KEY MEDICAL and MENTAL HEALTH CONFIDENTIALITY LAWS

- HIPAA (Privacy Rules of federal Health Insurance Portability and Accountability Act)
- CMIA (California Confidentiality of Medical Information Act)
- LPS (Lanterman-Petris-Short Act)

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Confidentiality: Release of information usually requires signed authorization

General Rule under all three laws:

Providers of health and mental health care must have a signed "authorization" in order to release individually identifiable medical information.

Who may sign the authorization?

CMIA says the minor or the minor's parent or "legal representative" must sign depending on the type of record in question. Civ. Code 56.11.



9

Exceptions to General Rule

Exceptions in federal and state law **allow** or **require** health and mental health care providers to release medical information even in absence of signed release to certain individuals or groups.

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Exception: Providers have discretion to release to other health and mental health providers without need of signed release

Physical health/Certain Mental Health Records:

Providers may share information with providers of health care, health care service plans, or other health care professionals or facilities for purposes of diagnosis or treatment of the patient, all but psychotherapy notes. Civ. Code 56.10 et seq.

Certain Mental health Records/LPS:

- Providers may share outpatient information "in communication between qualified professionals in the provision of services or referrals" -- all but psychotherapy notes.
- May share inpatient records with professional outside inpatient facility if professional has medical or psychological responsibility or patient's care. WIC 5328(a).

LPS Treatment Exception, Definitions:

- ✓ **Treatment:** includes provision, coordination and management of health services by one or more providers, including consultation and referral.
- ✓ **Referral:** "may include but need not be limited to, informing the person of available services, making appointments on the person's behalf, discussing the person's problem with the agency or individual to which the person has been referred, appraising the outcome of referrals, and arranging for personal escort and transportation."
- ✓ **Psychotherapy notes** are notes of a mental health professional documenting the contents of a conversation during a private counseling session or a group, joint or family counseling session and that are separated from the rest of the individual's medical records.
(Lanterman-Petris-Short Act and HIPAA)

Exception: Providers have discretion to release to social workers and probation officers without need of signed release for certain purposes

- Providers may disclose medical and mental health information to a county social worker, a probation officer, or any other person who is legally authorized to have custody or care of a minor **for the purpose of coordinating health care services and medical treatment** provided to the minor.
- Exception: May not disclose either psychotherapy notes or information related to minor consent treatment
- Discretionary. Provider may decide whether or not to disclose.
- Minor means a minor taken into temporary custody or as to who a petition has been filed with the court, or who has been adjudged to be a dependent or ward.
- Civ. Code 56.103; WIC 5328.04

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Exception: Providers must release to "court" and others pursuant to a court order.

- LPS:** Information shall be released "to the courts, as necessary to the administration of justice." WIC 5328(f).
- CMIA:** Information must be released "pursuant to a court order." Civ. Code 56.10
- WIC:** Juvenile court may make order authorizing release of information to social workers, probation, or the court. See WIC 369, 739.

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Careful! Confidentiality vs. Privilege

Confidentiality is different than evidentiary privilege.

Statutory exceptions to confidentiality law may allow or require health and mental health care providers to share medical information with child welfare workers, probation, and court,

BUT

Psychotherapist-patient and physician-patient privilege (evidence codes 1012, 1015) still may limit whether and how much information a provider can release to probation or court, when that information may be brought into court as evidence. (e.g. incorporated into court reports)

This must be worked out with counsel.

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Note: There is limited access to most substance use treatment records without signed release.

Providers cannot release substance use treatment or education records without the minor's authorization, except in the following situations:

- Providers can share with others employed by the same program, or with an entity having direct administrative control; however, providers can only share information in connection with their duties arising out of the provision of diagnosis, treatment or referral
- In case of emergency, providers can share with other emergency medical professionals.
- Providers can release to courts pursuant to court order if order meets required standards.
- This applies to most federally and state funded programs. See federal CAAPTR rules for more detail. 42 U.S.C. § 290dd-2

Confidentiality vs. Sharing: Strategies for Increasing Appropriate Sharing

When law gives providers discretion to disclose absent authorization, what factors shape how much is and is not shared:

- Ethical and Professional Practice Standards
- Local Practice and Relationships
- Assurances regarding use, confidentiality protections, re-disclosure once information is released



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Encouraging appropriate sharing of information

- Educate medical professionals about opportunity to exchange with other medical professionals and probation for care coordination, treatment purposes w/o need of release
- Honor and address professional practice concerns
- Consider MOUs and other agreements to address use and re-disclosure concerns
- Consider opportunities for electronic exchange between medical and/or mental health professionals. Electronic exchange can facilitate timely transfer of information and can limit incidental breaches of information
- Address issue of evidentiary privilege
- Issues: Privilege, Relationship building, Respecting Professional Practice, Technology Capacity

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Best Practices for improving appropriate sharing of information

- Authorizations to release information
 - Who should sign and when?
 - What does it release? to whom? Multi-agency release? How much information is really needed? Is it possible to tailor disclosures to address individual need to know? (See sample multi-agency authorization to release information)
 - Does the release meet standards established by HIPAA, CMIA, LPS and other relevant laws?
- Court orders
 - Standardized individual order vs. standing orders?

Additional Resources:

- U.S. Dept. of Justice, OJJDP, "Guidelines for Juvenile Information Sharing," Oct. 2006.
- U.S. Dept. of Justice, IJJDP, "Establishing and Maintaining Interagency Information Sharing," JAIBG Bulletin March 2000.
- Gudeman, "Federal Privacy Protections for Substance Abuse Treatment Records," Youth Law News, Sept. 2003.
- Gudeman, "Consent to Treatment for Youth involved in the Juvenile Justice System: California Law," Nov. 2009.
- CA. Administrative Office of the Courts, Legal Briefs Series, 2010:
 - "Sharing Mental Health Information for Children in Foster Care"
 - "Sharing Health Information for Children in Foster Care"
 - "Sharing Substance Abuse Treatment Information for Children in Foster Care"

7 Appendix 7: YRPP Mission, Vision and Values Statement

YRPP Mission, Vision and Values Statement

Vision Statement

Children and youth are Alameda County's most precious asset and most valuable resource all youth contacting the juvenile justice system have the interventions, tools and support they need to become productive, successful and self-sufficient citizens and active participants in the development and sustainability of their community.

Mission Statement

With the collaboration of a wide array of youth stakeholders, the Alameda County Youth Reentry System develops, tests, and implements a comprehensive network of reentry services that help youth involved in the juvenile justice system and their families to reintegrate successfully into the community.

Juvenile Re-entry Guiding Principles

The Alameda County juvenile justice reentry system must be a collaborative effort that includes families, schools, police, probation, community organizations, youth development providers, advocates, and state agencies as well as the youth reentering the community. Our strategy for an effective juvenile justice reentry system involves developing a coordinated continuum of multidisciplinary services guided by a set of common principles. Services range from intensive, targeted employment training programs, job placement opportunities, educational placement in traditional and non-traditional learning environments, case management of critical medical, emotional and behavioral health issues, mentoring from the point of detention through reentry and beyond, with the involvement of restorative justice, community and faith based programs. These principles represent fundamental beliefs that guide the overall operations of the system, i.e. the culture, the structural environment, the perspectives of providers and service delivery, policies and protocols and social and collaborative relationships among people.

8 Appendix 8: TAY System of Care Providers

TAY BEHAVIORAL HEALTH SERVICES IN ALAMEDA COUNTY

**For more information
about services for
TAY please call
(510) 567-8100**

TAY SYSTEM OF CARE (16- 24 YEARS-OLD)

City of Berkeley TIP Program

3282 Adeline Street
Berkeley, CA 94703
(510) 981-5236, Fawn Downs
www.cityofberkeley.info
Ages Served: 16-24
Mon-Fri: 8 am to 5 pm

The "Transition to Independence Program" (TIP) is a partnership between the City of Berkeley's Mental Health Division and Alameda County.

- Intensive Case Management
- Medication Support
- MH Counseling
- 24 Hr. Services



East Bay Community Recovery Project (EBCRP)

PREP Alameda County Program
2577 San Pablo Avenue
Oakland, CA 94612
(510) 446-7100, ext. 110, Omar Bocobo
Ages Served: 16-24
Mon-Fri: 9 am to 5 pm

Comprehensive, evidenced-based intervention and treatment program for youth at the early-onset stages of psychosis.

- Case Management
- MH Counseling
- Co-Occurring Treatment
- Medication Support
- Multi Family Groups



Fred Finch STAY Program

3800 Coolidge Avenue
Oakland, CA 94602
(510) 485-5243, Roger Daniels
www.fredfinch.wordpress.com
Mon-Fri: 9 am to 6 pm
Ages Served: 18-24

The STAY program is a partnership between Fred Finch Youth Center and Abode Services (formerly Tri-City Homeless Coalition) that provides a comprehensive range of clinical case management services, psychiatric support, and housing to young adults.

- Case management
- Medication Support
- MH Counseling
- Housing



STARS TAY Program

511 Estudillo Avenue
San Leandro, CA 94577
(510) 746-7480, ext. 201, Amy Bunn
www.starsinc.com
Mon-Fri: 8:30 am to 5 pm
Ages Served: 18-24

The STARS TAY program offers intensive case management for youth with severe and persistent mental health disabilities.

- Case management
- Medication Support
- MH Counseling
- Peer groups



STAY Well Housing

Abode Services, 114 Garcia Avenue
San Leandro, CA 94577
Phone (510) 657-7409, Bill Schrecker
Mon-Fri: 9 am to 5 pm Ages served: 18-25
www.abodeservices.org

STAY Well Housing provides permanent supportive housing for homeless transition age youth living with severe and persistent mental illness.

- Case Management
- Permanent Housing



Youth Uprising

8711 MacArthur Blvd.
Oakland, CA 94621
(510) 777-9909, Jon Stenson
www.youthuprising.org
Mon-Fri: 9 am to 7 pm
Ages Served: 13-24

Youth UpRising is a comprehensive youth center with a culture of personal transformation and community change based on principles of youth development.

- Case management
- MH Counseling
- Peer groups



CHILDREN'S SYSTEM OF CARE (UP TO 21 YEARS OLD)

Al. Co. Youth Offender Block Grant

Juvenile Justice Center
2500 Fairmont Drive
San Leandro, CA 94578
(510) 667-4470, Radawn Alcorn
Linkage between probation and mental health services.

BAYC – Bay Area Youth Centers

22245 Main Street, Suite 200
Hayward, CA 94541
(510) 727-9401

www.baycyouth.org

Ages Served: 15-24
Mon-Fri: 9 am to 6 pm

BAYC provides a continuum of clinical and housing services designed to support successful transitions to adulthood.

LGBTQ Community Center

- Case management
- MH Counseling
- Housing



Berkeley Youth Alternatives

1255 Allston Way
Berkeley, CA 94702
(510) 845-9010
www.byaonline.org
Ages Served: 6-18
Mon-Fri: 10 am to 7 pm

Berkeley Youth Alternatives provides comprehensive services that encompass the mental, emotional, physical and social dimensions of development.

- Case management
- MH Counseling
- Peer groups



Transitions at Alameda County ILSP

675 Hegenberger Road, Suite 100
Oakland, CA 94621
(510) 667-7696
Mon-Fri: 9 am to 5 pm
Ages Served: 16-21

Co-located mental health care services to assist foster youth in transitioning to a successful, independent lifestyle.

- Case Management
- MH Counseling
- Medication Support



WestCoast Children's Clinic

3301 E. 12th Street, Suite 259
Oakland, CA 94601
(510) 269-9030
www.westcoastcc.org
Ages Served: 0-21
Mon-Fri: 9 am to 5 pm

WestCoast Children's Clinic is community-based and committed to providing psychological services to vulnerable children, youth, and their families regardless of their ability to pay.

- Psychological Assessments
- Case management
- MH Counseling
- Peer groups



Willow Rock Adolescent Center

2050 Fairmont Drive
San Leandro, CA 94578
(510) 895-5502
www.telecarecorp.org
Ages Served: 12-17
Open 24/7

Willow Rock Center is a short term program that serves Alameda County adolescents experiencing high levels of distress and acute psychiatric symptoms. 51/50 referral site only.

- Case management
- MH Counseling
- 24 Hour Services



9 Appendix 9: SSA Sites Where Cash Benefits Can Be Taken

Office Locations

Hours of Operation for all offices:

Monday - Friday

8:30 am - 12:00 pm

1:00 pm - 5:00 pm

[North County](#)

North County Multi-Service Center

2000 San Pablo Ave

Oakland CA 94612

510.891.0700

[East County](#)

Eastmont Self-Sufficiency Center

6955 Foothill Blvd Suite 100

Oakland CA 94605

510.383.5300

[Medi-Cal Center](#)

Enterprise Office

8477 Enterprise Way

Oakland CA 94621

510.777.2300

[South County](#)

Eden Area Multi-Service Center

24100 Amador St

Hayward CA 94544

510.670.6000

Fremont Outstation

39155 Liberty St Ste C330

Fremont CA 94536

510.670.6000

Livermore Outstation

3311 Pacific Ave

Livermore CA 94550

925.455.0747

10 Appendix 10: Best Practice Models

Homeboy Industries (Los Angeles): Focus on comprehensive services and social enterprise model.

Homeboy Industries has been recognized as a national model in youth reentry. Homeboy's services enable young people to redirect their lives and provide them with hope for their futures. Their free support services focus on case management, education (including Opportunities for Learning Charter High School), job training and placement, legal services, mental health counseling, twelve step meetings, pre-release and transition counseling, and tattoo removal. Today Homeboy Industries' nonprofit economic development enterprises include Homeboy Bakery, Homeboy Silkscreen, Homeboy Maintenance, Homeboy/Homegirl Merchandise, and HomegirlCafé. They also have developed a new program which trains youth in skills required for Green Jobs.

More information can be found at <http://www.homeboy-industries.org/index.php>

The Center for Employment Opportunities (New York): Focus on employment services for newly released offenders as a way to reduce re-arrest.

The program operates in conjunction with the NY State Division of Parole, NY State Department of Corrections, and the City Department of Probation. This program places ex-offenders in work crews that provide day labor immediately upon release. They site the immediate placement of ex-offenders as critical to the success of the program. Their models for success are:

- Job readiness training; 4 days
- Meeting with a job counselor; 1 day
- Paid transitional employment
- Job development
- Job placement
- Placement services (for 12 months)
- Support services for employers as well.

More information is available at www.ceoworks.org.

Missouri Practice Model (Missouri): Focus on systematic change in the juvenile justice system.

The State of Missouri has developed one of the most widely respected juvenile systems for rehabilitating youth in residential facilities. The system has a low recidivism rate and has received national recognition for its innovative approach. The foundation of the Missouri model is an interactive approach between youth, families, treatment center staff and community staff, emphasizing a caring, personalized approach rather than a correctional approach to treating young people.

More information can be found at <http://www.dss.mo.gov/dys/index.htm>

Back on Track (San Francisco): Focus on employment and working in the justice system.

Back on Track (BOT) is a criminal justice intervention program focused on a “smart on crime” approach. BOT offers first-time, non-violent drug offenders arrested in San Francisco a comprehensive workforce development program as an alternative to a felony drug sales conviction. The objective of the program is to keep clients out of the criminal justice system by providing them with the skills and opportunities to start on a career path, earn legal wages and become a productive member of society. Ideally, participants will reduce their recidivist behavior as a result of the financial stability that comes with stable employment in lieu of incarceration.

More information available at <http://www.sfdistrictattorney.org/page.asp?id=49>

Additional effective youth reentry service programs and criminal justice policy organizations that were consulted during the YRPP:

- Boston Model Re-Entry Initiative, Boston, Massachusetts
- Texas Project RIO (Re-Integration of Offenders) Program, Texas
- Transitional Educational Program (TEP), Lima, Ohio
- Safer Foundation, Chicago, Illinois
- FACES, Children’s Hospital, Oakland, California
- Youth Employment Project, Oakland, California
- New Start, California
- A New Way of Life, Los Angeles, California
- Ready4Work, 11 jurisdictions, including Oakland and Los Angeles, California
- HIRE Network
- The Urban Institute, New York, N.Y.
- The Reentry Policy Council
- Legal Services for Prisoners with Children, San Francisco, California
- Youth Law Center
- National Center for Youth Law
- The Center for Juvenile and Criminal Justice
- W. Haywood Burns Institute
- All of Us or None
- East Bay Community Law Center
- Legal Services for Children
- Juvenile Justice Digest (juvdiscuss.com)
- National Council on Crime and Delinquency
- Justice Policy Institute