

Salem County Youth Services Commission Youth Justice Strategic Plan

January 2027 – December 2029



NEW JERSEY YOUTH JUSTICE COMMISSION

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Introduction

The [Youth Justice Commission \(Commission\)](#) was established in 1995 to serve as the single agency of the State government with centralized authority for planning, policy development, and the provision of services in the youth justice system. The Commission is committed to implementing and promoting policies and practices that improve outcomes for young people at risk of or who are involved with the youth justice system, as well as for their families and communities.

The Commission's primary responsibilities include:

- Supporting local efforts to provide prevention and early intervention services to at-risk and court-involved youth.
- Providing care, custody, and rehabilitative services to youth committed to the agency by the courts.
- Supervising and coordinating services for youth released from custody on parole.

In fulfilling the first responsibility, the Commission works in partnership with counties to identify and address the unique needs of their youth populations. This collaboration is supported through funding, guidance, and technical assistance, enabling counties to strengthen local services, build effective delinquency prevention strategies, and expand opportunities for young people to thrive.

County Youth Services Commissions (CYSC) [N.J.A.C. 13:90-2.3](#), legislatively established planning bodies within each county, are charged with planning and implementing programs for youth at-risk of involvement and for youth involved in the youth justice system. Under [N.J.A.C. 13:90-2.3](#), each CYSC must develop and submit a triennial comprehensive plan that guides local youth justice programming priorities. The development of the county's Youth Justice Strategic Plan, prepared in accordance with the guidelines issued by the Youth Justice Commission (YJC), fulfills this requirement. While adherence to N.J.A.C. 13:90 is required, this planning document should also be viewed as a valuable tool for leveraging resources. By clearly identifying the needs of youth in the county and the needs of the youth justice system, the design of these planning guidelines intentionally supports the potential to pursue local, federal, state, and foundation funding opportunities that expand and strengthen the broader continuum of community-based programs and services. The Plan is meant to become a strategic roadmap for creating a continuum of community-based programs and services that prevent delinquency, address the causes and correlates of youth justice involvement, and provide effective support and sanctions at each stage of the youth justice continuum—from primary delinquency prevention through successful reentry.

Youth Justice Strategic Planning Guidelines

The Commission produced Youth Justice Strategic Planning Guidelines (Guidelines) for use by County Youth Services Commissions (CYSC) when completing the County 2027-2029 Youth Justice Strategic Plan (Plan). Counties are expected to carefully review the Guidelines in their entirety and follow them carefully throughout the planning process.

The Guidelines establish the overall planning framework that will guide the county throughout the process. They outline all required components of the Plan and provide guiding questions to help structure meaningful discussions and thoughtful analysis. Additionally, the Guidelines offer direction as counties identify planning subcommittee members, review their existing continuum inventory and qualitative and quantitative data, and develop recommendations to address county-specific challenges or emerging trends.

A careful and thorough review of the Guidelines will help ensure that the County's Plan is comprehensive, collaborative, and data-informed, while aligning with the CYSC's priorities and the county's overall vision for youth justice.

Submission of County's YSC Youth Justice Strategic Plan

Using the results of the Planning Guidelines, the CYSC must complete and submit **Attachment A** to the Commission's YSC Grant Management Unit at JJCYSCGMU@YJC.NJ.GOV no later than **October 5, 2026, at 3:00 PM**.

Attachment A outlines the county's funding priorities at each point in the youth justice continuum. After submitting Attachment A to the Commission, the CYSCs will review and discuss the types of programs needed at each system decision point. Based on these discussions, the CYSC will determine which programs and/or services the county intends to fund during the 2027-2029 funding cycle and will submit this information to the Commission through the Youth Justice Commission's funding application process.

As part of the application process, county planners will likely need to balance the continuation of core programs with the need to implement new or different service types to strengthen their local continuum of services. Programs identified in Attachment A but not selected as priorities in the Application should still be considered for future funding, either during update years of the three-year planning cycle or as additional funding becomes available.

The Commission will compile and share information on the types of programs identified as needed but not funded by the counties. This information will be shared with the Governor's Juvenile Justice and Delinquency Prevention (JJDP) Committee to assist with informing the Committee's funding priorities

DELINQUENCY PREVENTION

- I. Definition and Rationale
- II. Planning Requirements
- III. Existing Program Inventory
- IV. Quantitative and Qualitative Data
- V. Programming Recommendations

I. Delinquency Prevention Definition and Rationale

Delinquency prevention includes strategies, programs and services designed to increase the likelihood that youth remain positively engaged in their schools, families, and communities and avoid initial involvement with the youth justice system. The goal of delinquency prevention is to strengthen protective factors, reduce barriers to success, and support youth in making healthy choices that lead to positive development. For the purposes of this Plan, primary delinquency prevention programs are those directed at the entire at-risk youth population in a targeted area—such as a specific school, neighborhood, or community—where risk factors are present and where opportunities exist to build resilience. Secondary delinquency prevention programs are those directed at specific youth who demonstrate higher levels of need than the general population, based on behaviors or circumstances that place them at greater risk of youth justice involvement. Given this goal, delinquency prevention programs developed annually through the comprehensive planning process must serve a clearly identified population of at-risk youth and must provide services that strengthen protective factors, address underlying needs, and expand pathways to positive outcomes.

In addition, counties provide crisis intervention for families through either a Family Crisis Intervention Unit (FCIU) or Mobile Response and Stabilization Services (MRSS), offering timely support to stabilize crises and prevent escalation to court involvement or out-of-home placement. Because both serve similar populations, counties may integrate FCIUs and MRSS into combined units (CUs) through an affiliation agreement between the Judiciary and the Department of Children and Families (DCF).

FCIUs provide short-term, family-centered intervention to resolve crises early and prevent deeper system involvement, with the authority to initiate court action only when a youth's safety remains at risk after all services have been exhausted. MRSS provides a 24/7, face-to-face behavioral health response focused on immediate stabilization, de-escalation, and connecting families to ongoing supports to prevent placement disruption and future crises.

Delinquency prevention data help counties understand youth population trends and the conditions that influence youth success. By identifying both risks and protective factors, counties can determine appropriate prevention programs and make informed decisions about where to invest resources.

For this Plan, the data serves as a starting point for prevention planning; however, effective prevention typically requires deeper, localized analysis at the school, neighborhood, and community levels.

II. Delinquency Prevention Planning Requirements

Planning Process

Provide a comprehensive description of the County's Youth Services Commission (CYSC) overall planning process in the development of its 2027 – 2029 Youth Justice Strategic Plan, including how the CYSC organized its work, involved key stakeholders, reviewed data, and set priorities. Describe how the process was structured to ensure collaboration, thoughtful decision-making, and a clear plan for moving forward.

The Salem County Youth Services Commission (YSC) utilized a comprehensive, data-driven, and community-informed planning process to develop the 2027–2029 Youth Justice Strategic Plan. The planning process was designed to ensure that funding priorities and service recommendations reflected current youth justice trends, emerging community needs, stakeholder expertise, youth and family voice, and program performance outcomes. The same planning methodology was utilized across all planning domains, including Delinquency Prevention, Diversion, Detention Utilization and Alternatives, Disposition, and Reentry.

Phase 1: Community and Stakeholder Survey

The planning process began with a countywide distribution of surveys to collect feedback on youth needs, service gaps, emerging concerns, and priorities related to youth justice and prevention programming. Almost 150 responses were received, specifically: 115 high school youth respondents, 14 service professional respondents, 8 parent respondents, and 7 law enforcement respondents.

The surveys had been developed collaboratively with the YSC Diversity, Race Equity, and Inclusion committee, the YSC Community Engagement, Education, and Awareness committee, and the Salem City Partners for Peace Coalition, before being reviewed and approved by the full YSC General Membership.

Surveys were promoted via email and on meetings to the Salem County Human Services Advisory Council, the Salem County Children's Inter Agency Coordinating Council (including contacts with schools), the Salem County Continuum of Care, the Salem County Mental Health Board, and the Salem County Local Advisory Council Against Drug and Alcohol; they were published on IAC's social media page; promoted in person on physical flyers at community events such as the Boys to Men Mentorship event hosted by P3 Alliance and Salem Jr Rams, , lunch outreach resource fair at the Vocational Technical School, and the winter resource fair hosted by Senator Andy Kim's office and city of Salem; and delivered in person to the Salem Family Success Center, Salem City Partners for Peace Coalition, a combined training event with Special Education Parent Association Groups for Alloway, Upper Pittsgrove, Mannington, and Elsinboro, and to Penns Grove businesses including Coffee Lovers Café, Black Glove Barbershop, LAPP's Dutch Market, and the Shining Stars Club. A custom sneaker design artist donated a custom pair of sneakers for a raffle prize that would be chosen from among the youth respondents to incentivise youth's participation in civic advocacy. The

raffle winner was drawn live at Salem City high school and shared on the Inter Agency Council Facebook page.

Survey responses identified several recurring themes, including a desire for increased after-school and community-based programming, expanded prevention services, greater access to positive youth development opportunities, and additional supports for families. Youth respondents frequently reported that school-related incidents were more commonly associated with bullying, peer conflict, and social-emotional challenges rather than serious violent offenses. The survey results provided valuable insight into community perceptions and helped ensure that youth and family voices were incorporated into the planning process.

Phase 2: Community and Stakeholder Focus Groups

Three focus groups were conducted: The Salem Middle School PTO, the Salem County Workforce Investment Opportunity Act (WIOA) out-of-school youth program participants, and the Salem Jr Huddle boys mentorship group. Efforts were made to host parent/guardian and youth focus groups more widely including rural areas of the county.

Phase 3: Review and Analysis of YJC Data and other relevant data sets

Following completion of the surveys and focus groups, the Planning and Allocations Committee conducted a comprehensive review of the data provided by the Youth Justice Commission (YJC), along with additional local data sources. Committee members analyzed trends across the youth justice continuum, including delinquency prevention indicators, juvenile arrests, detention utilization, detention alternatives, commitments, releases, and reentry outcomes. The committee identified several significant trends and emerging issues requiring consideration during the planning process, including:

- Increased incidents of substance abuse within Salem County schools.
- A continued decline in overall juvenile arrests and detention admissions.
- A smaller number of youth entering detention, but with those youth often presenting more serious offenses, longer lengths of stay, and more intensive service needs.
- A need to strengthen and expand community-based alternatives to detention.
- Increasing racial, ethnic, and cultural diversity among Salem County youth populations.
- The importance of culturally responsive programming, bilingual supports, and trusted community partnerships to effectively serve changing community demographics.

To supplement the YJC data, the YSC also sought additional information from local partners, including Salem County Probation, to address data gaps and provide a more complete understanding of local youth justice trends. Acasica Urban Trauma Recovery Inc. provided a customized data workbook capturing 165 participant responses among individuals currently incarcerated in Salem County jail. The data includes justice profile and demographic information and assesses prevention needs, service gaps, and missed intervention points for prevention. The data is captured and summarized in age bands, including ages 18-24 which the YSC can use to inform planning to prevent entry and recidivism.

Additional data sets reviewed include:

Phase 4: Program Performance and Monitoring Review

In addition to reviewing system-level data, the Planning and Allocations Committee evaluated the performance of currently funded programs. This review included an examination of monitoring reports, corrective action recommendations, program outcomes, Level of Service (LOS) achievements, fiscal management practices, reporting compliance, and overall contract performance.

The committee assessed whether funded programs:

- Met contracted Levels of Service.
- Achieved proposed program outcomes.
- Demonstrated effective use of grant funds.
- Submitted required reports accurately and on time.
- Addressed recommendations identified through monitoring activities.

This review ensured that funding decisions were informed not only by community need and emerging trends but also by program effectiveness, accountability, and demonstrated outcomes.

Phase 5: Planning and Allocations Committee Review

The YSC Planning/Allocations Committee meetings were held monthly to review local data sources and program performance information as it was collected, to discuss findings and develop funding recommendations. Committee members identified priority service areas based on both quantitative and qualitative data and worked to align future investments with demonstrated community needs. Funding allocation recommendations were developed through a balanced approach that considered:

- Existing service capacity and current program funding levels.
- Historical Levels of Service and program utilization.
- Program effectiveness and outcome achievement.
- Community survey and focus group results.
- Emerging trends identified through YJC and local data.
- Service gaps across the youth justice continuum.

This process allowed the committee to determine which service concepts should receive priority consideration and where additional investment may be warranted.

Phase 6: Focused Continuum Planning Sessions

During the June Salem County YSC Planning/Allocations Committee meeting, YSC membership conducted focused planning sessions utilizing virtual breakout groups organized around the five strategic planning domains:

- Delinquency Prevention
- Diversion
- Detention Utilization and Alternatives
- Disposition

- Reentry

Each breakout group included stakeholders with relevant subject matter expertise and lived experience. Participants included representatives from schools, probation, family court, youth-serving organizations, behavioral health providers, community organizations, and other system partners. Breakout groups reviewed data, discussed local trends, identified strengths and service gaps, and developed recommendations for future programming and funding priorities within their respective focus areas.

Planning Philosophy

Throughout the planning process, the Salem County YSC prioritized broad stakeholder engagement and multiple methods of data collection to ensure diverse perspectives were represented. By incorporating community surveys, youth and family voice, system data, local partner input, program performance information, and stakeholder planning sessions, the YSC sought to create a strategic plan that is both responsive to current needs and positioned to address future challenges across the youth justice continuum. The resulting funding priorities reflect a combination of demonstrated community need, emerging trends, program effectiveness, stakeholder feedback, and evidence-informed planning practices.

Delinquency Prevention Planning Subcommittee Members

Planning subcommittee members should include individuals and partners who can speak about early risk factors, community needs, and youth well-being. For example: school administrators, counselors, social workers, community-based youth service providers, mental and behavioral health providers, local nonprofits and faith-based organizations, municipal leaders and recreation departments, child welfare representatives, parents, caregivers, and youth with lived experience, and community members from neighborhoods disproportionately represented in referrals to the youth justice system.

Complete the chart below by entering the name and organization/communities of each planning subcommittee member. Also identify if a member is a youth or family member with lived experience or impacted by this point of the system.

Name	Organization / Community	Impacted Youth or Family (yes/no)
1. Destiny Carr	YSC Youth Voting Member	Yes
2. Chance Vandover	Salem County Health and Human Services	No
3. Angela Haines	CSG Family Partnership - Salem County CMO	No
4. Andrew Selby	Salem County IAC	No
5. Ayesha Miller	Salem County IAC	No
6. Saquion Gullett	Salem County Resident	Yes
7. Rion Hunter	Salem County Resident	Yes
8. Dr. Aylin Hnosko	FamCare/Salem School District	No
9. Christine Graves	Acenda Health	No
10.		
11.		
12.		
13.		
14.		
15.		

III. Existing Program Inventory – Delinquency Prevention

Reviewing the Existing Program Inventory

Before identifying new priorities, counties assess the existing landscape of their existing programs and services within their local continuum. Conducting this inventory offers a comprehensive understanding of what is currently in place, how needs are being addressed, which target areas are being served, and the extent to which programs are being utilized.”

Complete the chart below by entering each program or service your county considers a part of its prevention point on the continuum, regardless of funding source. Add additional rows or pages as needed.

AGENCY NAME	PROGRAM NAME	What need(s) does the program address? (e.g., truancy, teen pregnancy, expulsions, dropout, etc.)	What target area does the program serve? (e.g., specific school, age, gender, grade)	Is this program actively used? (Yes/No)	If not, please explain why. (e.g., lack of referrals, eligibility restrictions, staffing or capacity limitations)
Gateway Wellness Center (YSC funded)	Life Skills Empowerment Model (YSC funded)	The Gateway Life Skills Program addresses the need for delinquency and substance use prevention by equipping youth with social-emotional, decision-making, and coping skills that help them navigate challenges, resist negative peer influences, and make positive life choices.	50-80 youth; county-wide in community; some programming in specific schools; Social-Emotional Learning programming	Yes	Active, but underutilized due to lack of referrals
Pittsgrove Township School District	AP Schalick MENTORS Program (YSC funded)	The A.P. Schalick Mentors Program addresses the need for academic support, positive peer relationships, and successful school transitions by providing mentoring, tutoring, and social-emotional guidance that helps students improve confidence, school engagement, and overall wellbeing.	50-200 youth at Schalick High School; peer to peer mentorship	Yes	Current LOS is 76

Appel Farm Arts & Music Center	Appel Farm Arts Lab (YSC funded)	The Appel Farm Arts Lab Program addresses the need for positive youth development, social-emotional learning, and healthy self-expression by using creative arts experiences to build emotional literacy, confidence, resilience, and problem-solving skills in a supportive environment.	30 Penns Grove Middle School students; arts exposure	Yes	Last reported LOS is 23
Elsinboro Township School	Elsinboro Culture Club (YSC funded)	The Elsinboro Culture Club addresses the need for cultural awareness, social connectedness, and positive youth engagement by providing opportunities for students to explore diverse cultures, develop leadership skills, and build respectful relationships within their school and community.	40 Elsinboro students; exposure/trips and family events	Yes	Last reported LOS is 30
Quinton Township School	Quinton Culture Club (YSC funded)	The Quinton Culture Club addresses the need for cultural awareness, social connectedness, and positive youth engagement by providing opportunities for students to explore diverse cultures, develop leadership skills, and build respectful relationships within their school and community.	40-60 students (Grades 7-8); exposure/trips and family events	Yes	Last reported LOS is 47
Pittsgrove Township Schools	Pittsgrove PRIDE Program (YSC funded)	The Pittsgrove P.R.I.D.E. Program addresses the need for meaningful after-school engagement by providing structured opportunities that strengthen character, leadership, school connectedness, and positive peer relationships while reducing risk factors associated with delinquency and school misconduct.	TBD # students; after school clubs	Yes	pending

Pittsgrove Township Schools	Pittsgrove Renaissance Program (YSC funded)	The Pittsgrove Renaissance Program addresses the need for academic engagement, school connectedness, and positive behavior reinforcement by motivating students to improve attendance, academic performance, and conduct through goal-setting, recognition, and incentive-based achievement opportunities.	500 Pittsgrove Middle school students; incentive program for grades, attendance, and positive behavior	Yes	Incentive program for whole student body
Acenda, Inc	Justice Impacted Family Engagement Program (YSC funded)	The Justice Impacted Family Engagement Program addresses the need for family support, system navigation, and youth stabilization by helping justice-involved youth and their families understand court processes, access services, strengthen self-advocacy skills, and reduce the likelihood of future system involvement.	10--20 youth/families; community based; life skills and support services	Yes	Active, but underutilized. Last reported LOS is 4

One Village Alliance	Teen Leadership Summit (YSC funded)	The county-wide teen leadership summit is one event serving 20 sophmores and juniors from each of Salem County's six high schools (120 students total). Planning and coordination engages a leadership cohort of high school students. The summit exposes youth to speakers and strategies that support and inspire resiliency, mental health, academic and career achievement, and leadership	Sophmores and juniors; county-wide	Pending. First event this year	
One Village Alliance	Around the World in a Summer	Daily summer programming, exposing youth to different cultures. Transportation provided from Salem to OVA's space in DE	Youth from Harvest Point, plus additional general youth slots, ages 8-15 years old; community-based	Yes	pending
Gateway Wellness Center	Level Up Lounge	After school, safe space for youth in Salem	after-school; Salem	Yes	pending
Gateway Wellness Center	Summer Youth Employment Program	Paid work for youth over the summer for real job experience with local small businesses and nonprofits	job/training	Yes	pending
Gateway Wellness Center	Individual counseling	community-based counseling for individuals and families.	counseling	Yes	pending
Salem City Jr Rams	Jr Rams	community-based parent-led sports recreation programming	community-based; Salem	Yes	Active
Girl Scouts of Penns Grove and Salem Counties	Girl Scouts	youth organization dedicated to building girls of courage, confidence, and character	Penns Grove and Salem; females	Yes	Active, but lack of funding limits frequency of programming

Gutera

The Huddle	Jr Huddle	Community-based and culturally sensitive group mentorship and life skills programming for young men. Takes place weekly on Thursday evenings in Salem.	young boys; community based; mentorship	Yes	pending
Cornerstone Women's Resource Center	Earn to Learn; Every Woman Has a Story	Support for women and men experiencing pregnancy and new parenting. Earn to Learn entails short lessons with a 1:1 trained coach resulting in points to shop in the Baby Boutique for supplies. Every Woman Has a Story is a small group for healing through trauma of any kind. Occurs in cohorts by cycles.	pregnancy and new parenting; community based	Yes	pending
HopeLoft	Youth Build	YouthBuild is a community-based pre-apprenticeship program that helps unemployed adults (ages 16-24) earn their GEDs while learning vocational skills with paid incentives for benchmarks in year 1 and pay for hands-on work in year 2. Participants split their time between the classroom and hands-on construction, building or rehabilitating affordable housing for low-income families.	Ages 16-24, out of school/ need GED; community based	Yes	pending
Salem County Women's Services	Counseling; Support groups	Individual counseling and support for women and men facing domestic violence and sexual violence; provides education for healthy teen dating and preventing teen dating violence	domestic/dating/sexual violence prevention, counseling, and supportive services; community based	Yes	pending

Extra



CGS Family Partnerships-Family Support Organization	Youth Partnerships	Youth Partnership works with youth ages 13 – 21 who have been involved with the mental health, juvenile justice, developmental disabilities, substance abuse or child welfare system. We plan activities, teach them appropriate ways to socialize and involve them in the community. The original youth involved in the planning process had a common theme: “to eliminate stigma” and stop the isolation youth so often feel and reach out to others. The goal was to provide a safe, youth friendly environment and advocate for youth with mental health concerns.	community-based; mental health or I/DD needs	Yes	Active, but underutilized
SouthWest Council	Incorruptible US	Incorruptible.us is a program that brings together motivated and creative teens to take a stand against the use of Tobacco in New Jersey. Teens will have the opportunity to build lasting bonds with like-minded students and make large scale change!! These meetings also meet the requirements for community service hours and is an asset for college applications.	substance use prevention; community based	Yes	Active and fully utilized
People Promoting Positivity (P3) Alliance	Self-Made Youth	Community-based and culturally sensitive small-group mentorship and life skills programming for young girls. Hosted in cohorts of 15 youth per cycle. About 1 mentor for every 3-4 girls. Also hosts one-time events for girls and boys	females primarily; community based; mentorship	Yes	15 youth enrolled. Capacity for 20.

Exhibit

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Big Brothers Big Sisters of Cumberland and Salem Counties	Mentorship	school-based and community-based mentorship	community-based; mentorship	Yes	Active but underutilized. Dependent on adult mentor volunteers
Revive South Jersey	Out of School Youth (WIOA)	GED attainment, support services, job training and placement, for youth ages 16-24 out of school. Includes financial incentives for benchmarks and transportation assistance.	community-based; out of school youth; job/training; ages 16-24	Yes	Active but underutilized. 5 out of 20 slots filled. Lack of referrals
Sharing Horses with Humans	Equine Assisted Learning and Mentorship (not therapy)	One-on-one, small group, or large events for exposing youth to horse and other animals, alongside life skills learning curriculums and culturally sensitive mentorship.	community-based; exposure to trades; mentorship	Yes	Active but underutilized. Fee for service creates barrier to access.
Salem County Inter Agency Council of Human Services	Social Impact Internship	Paid work experience and career exploration for high school youth, placed on community-based sites and trained to serve as leaders in their communities.	Salem and Penns Grove high school youth; job/training	Yes	Active. Over capacity. 12 of 10 youth enrolled.
4-H Chapters	Various	Salem County has 13 4-H Chapters that meet at various times, usually once per month, and at various locations including: Rutgers Cooperative Extension building, Salem County Fairgrounds, or local farms.	Life Skills; countywide	Yes	Pending
Acasia Urban Trauma Recovery Inc	Credible Peer Support Navigation; Exodus curriculum for incarcerated	Currently providing services to incarcerated and recently re-entered men ages 18+ and their families. Ability to serve juveniles	credible messaging; mentorship	No	No funding to serve juveniles

Extra

1. Based on the subcommittee's discussion of the guiding questions, provide a summary of the key insights, overarching themes, and notable observations that emerged during the review of the inventory. Highlight areas of concern, strengths, gaps, redundancies, identified through the conversation. Highlight any concerns, strengths, gaps, or patterns that were identified through the conversation.

The subcommittee identified several recurring themes and observations through its review of the current program inventory and available data. A primary concern discussed was the continued need for mental health and behavioral health supports for youth and families. Across multiple data sources, mental health challenges emerged as a consistent issue, suggesting that existing services may not be sufficient to meet the level of need within the community.

The committee also noted the significant increase in school substance use incidents, particularly those involving vaping and other nicotine-related products like marijuana. Members expressed concern that this trend may indicate a growing need for earlier intervention, prevention education, and substance use supports for youth before behaviors escalate into deeper system involvement. Several strengths within the continuum were identified. Members highlighted the positive influence of parents and caregivers reflected in survey responses and noted encouraging system-level outcomes, including reductions in juvenile arrests and school violence incidents over recent years. These trends suggest that existing prevention and intervention efforts may be contributing to improved outcomes for many youth.

The committee also discussed concerns regarding program accountability and responsiveness. Members emphasized the importance of ensuring that funded programs demonstrate measurable results, maintain communication with stakeholders, and effectively utilize public funding to address identified community needs.

Key service gaps identified through the discussion included:

- Limited after-school and structured youth engagement opportunities;
- Insufficient family engagement and family support programming;
- Transportation barriers that prevent youth and families from accessing services consistently; and
- The need to locate services within communities where youth and families already spend time or to provide transportation assistance that improves accessibility.

Overall, the committee concluded that future funding priorities should focus on strengthening mental health supports, addressing substance use trends, expanding family-centered programming, increasing access through transportation solutions, and ensuring that funded services are responsive, outcome-driven, and aligned with documented community needs.

IV. Delinquency Prevention Data

Using both quantitative and qualitative data is essential when identifying the needs of youth at the point of delinquency prevention. Combining these data types allows counties to capture a holistic view of youth challenges and strengths, ensuring that delinquency prevention programs are responsive, targeted, and grounded in real-world experiences.

As the planning subcommittee looks more closely at its data, it should consider where the problem occurs most often, when it happens most frequently, and who is most affected. It is also important to identify any barriers that make the problem difficult to address.

Complete the chart below by documenting all data reviewed. Include details about the data type, source, and priority status as determined by the planning subcommittee. Add additional rows or pages as needed.

Data Set (include year)	Qualitative or Quantitative	Source
Youth Population 0 – 17 (2017 – 2023)	Quantitative	OJJDP – Easy Access to Juvenile Populations: State Comparisons
Youth Population by Gender (2017 – 2023)	Quantitative	OJJDP – Easy Access to Juvenile Populations: State Comparisons
Race of Youth Age 10 & Under (2017 – 2023)	Quantitative	OJJDP – Easy Access to Juvenile Populations: State Comparisons
Race of Youth 11 – 17 (2017 – 2023)	Quantitative	OJJDP – Easy Access to Juvenile Populations: State Comparisons
High School Enrollment (2017-2018 to 2023-2024)	Quantitative	NJ Dept. of Education, School Performance Reports
High School Drop Out Rates (2017-2018 to 2023-2024)	Quantitative	NJ Dept. of Education, School Performance Reports
Incidents of Violence, Vandalism, Weapons, Substance Abuse (2017-2018 to 2023-2024)	Quantitative	NJ Dept. of Education, School Performance Reports
Comparative Youth Arrest Rates by Year Youth Arrest (2018 – 2024)	Quantitative	Uniform Crime Report
Salem County High School Youth Concerns and Programming Preferences (2025-2026)	Qualitative	Inter Agency Council & Youth Services Commission Survey (2026)
Salem County Parents Concerns and Programming Preferences (2025-2026)	Qualitative	Inter Agency Council & Youth Services Commission Survey (2026)
Salem County Law Enforcement Concerns and Programming Observations (2025-2026)	Qualitative	Inter Agency Council & Youth Services Commission Survey (2026)
Salem County Service Professional Concerns and Programming Observations (2025-2026)	Qualitative	Inter Agency Council & Youth Services Commission Survey (2026)
Acasia data workbook for currently incarcerated individuals	Quantitative	Acasia Urban Truama Recovery Inc and Salem County jail

2024 Kids Count Data	Qualitative	Annie E Casey Foundation
Census Data:households receiving public benefits by municipality; single-parent households by municipality	Qualitative	American Community Survey 2024-25 year: https://censusreporter.org/data/table/?table=B09010&geo_ids=05000US34033,060 05000US34033&primary_geo_id=05000US34033

1. What additional data does the CYSC wish were available to better identify, prioritize and assess the needs of youth? Where could the CYSC get this information (e.g., from schools, providers, community groups, surveys, local agencies, etc.)?

School Data: Attendance rates, chronic absenteeism, suspensions, HIB reports.

PerformCare Data: mental health outcomes, depression data, crisis screenings outcomes, substance use referrals.

YSC Survey responses: Better geographical diversity of respondents; more parent and service professional responses.

2. What are the top three questions you wish you had more information to answer about this population? For each question, what specific data sources or types of data would be required to provide accurate answers?

1. What factors are driving the increase in substance use incidents among Salem County youth?

Data Needed: School discipline and incident reports, Student substance use surveys, School counselor referrals, Behavioral health provider data, or Youth focus groups.

2. What barriers prevent youth from participating in after-school and community-based programs/ why are some existing programs underutilized?

Data Needed: Youth and parent surveys, Transportation data, Program attendance records, or Focus groups with youth and families.

Question 3:

Which prevention programs have the greatest impact on reducing future justice system involvement?

Data Needed: Program outcome data, Longitudinal participant tracking, School attendance and discipline records, Juvenile justice involvement data, and effective/meaningful outcomes and evaluations tracking and reporting by program providers.

3. Was any data disaggregated by race/ethnicity, gender, or geographic region? If so, what insight does the data tell you when examined through these lenses?

Was data disaggregated:

Yes. The YJC planning data included population trends by race/ethnicity and gender. Youth and family survey responses

were also reviewed by geographic representation across Salem County municipalities.

What insights were identified:

Analysis showed that Salem County's youth population is becoming increasingly diverse, with growth among Hispanic, Black, Asian, and American Indian youth populations. These findings highlighted the importance of culturally responsive programming, language access, and community partnerships that reflect the demographics of the youth being served. Survey responses also indicated a countywide need for increased after-school programming and prevention services across multiple communities.

V. Delinquency Prevention Program Recommendations

The following sections ask the County Youth Services Commission to use its review and discussion of available data to guide decision-making for the county prevention plan. This includes identifying priority problems, identifying core programming types, and recommending new program types. Recommendations should reflect county trends, address gaps or challenges, and incorporate considerations of race, ethnicity, and gender to promote equitable outcomes for all youth.

Below, you are asked to complete two charts. In the first chart, list any core programs that have provided essential support, address critical needs, and have shown an impact at this point of the continuum. In the second chart rank, in order of priority, the recommended problems and proposed strategies the county is seeking to address. When ranking, consider each strategy's effectiveness, scope and scale, and strength of evidence (proven results or promising opportunities). Recommendations should align with identified problems and county trends and reflect efforts to advance race equity and promote similar outcomes for similarly situated youth.

Identify Core Programs/Services

After reviewing your existing inventory and the available data, are there currently funded types of programs or services that the CYSC considers essential to this point of the continuum, even if current data does not show a clear need or there is no or sufficient data is not available to fully demonstrate the need? Core programming is defined as existing delinquency prevention programming that the planners believe are currently effective in supporting youth as they transition back into the community, addressing risk factors, strengthening protective factors, and reducing the likelihood of further rule-breaking or deeper system involvement. Core programs may be identified by reviewing utilization data and planners' opinions, and by considering whether reductions or defunding would likely result in increased unmet needs or lead to negative outcomes for youth. These programs are designed to help youth succeed before they fail by strengthening families, schools, and communities and by addressing challenges as early as possible.

Program/Service	What need(s) is the program addressing?	Justification for Continued Funding
Mentorship and life skills Programs	The committee identified community-based mentorship programs as a core prevention program due to they're unique	Reductions or elimination of community-based mentorship programming would create a significant gap in mentoring and positive youth development services within Salem County and

role in providing mentoring, life skills development, and positive adult relationships outside of the traditional school setting. Members noted that mentorship programs create meaningful connections between youth and trusted adults, helping participants build communication skills, decision-making abilities, self-confidence, and other protective factors that reduce the likelihood of future delinquent behavior. The committee noted that community-based mentorship programs provide an important service option for youth who may not otherwise participate in school-based activities. Examples of this program type in our program inventory often meet youth where they are at, including parks or neighborhood restaurants, and provide transportation.	could result in increased unmet needs among youth requiring additional support and guidance as again this is the only community-based mentoring program being funded by the YSC.
Programs offering educational, cultural, STEM, and leadership exposure (Educational enrichment)	The committee identified programs like, school based culture clubs, as a core prevention program because of their ability to expose youth to educational, cultural, leadership, and STEM-related experiences that many participants would not otherwise have access to. Enriching trips and activities that offer exposure to enhance youth perspectives promotes positive social development and strengthens protective factors associated with long-term success. Committee members noted that transportation and financial barriers would prevent many participating youth from accessing these opportunities independently. The committee believes that discontinuing exposure-based programming would significantly reduce access to enrichment opportunities for youth and create a critical gap in prevention-focused programming within the county. Field trips was a service that youth identified as the highest rated meaningful support in the YSC youth surveys.

Recommended Types of New or Adapted Programs

When identifying strategies to address a local issue or county trend, counties are encouraged to fund proven types of programming and also consider innovative or emerging approaches. This may include piloting new program types, adapting existing programs types to meet local needs more effectively, or leveraging cross-system partnerships and community-generated solutions. Note, a specific agency or programs should not be named, just list the type of programs the CYSC has identified (e.g., community service).

Rank	What is the local issue or county trend to be addressed?	Cite the data that indicated the problem or trend	State the type of program the county identified to address the problem or county trend.
1	Positive Adult Connections, Mentoring, and Youth Development: Youth, parents, professionals, law enforcement, and ACASIA respondents consistently identified a need for trusted adult relationships, mentoring, guidance, and positive youth engagement opportunities. Transportation barriers and limited access to non-school-based programming further reduce opportunities for youth to build supportive relationships with adults and peers.	- Youth Survey findings related to mentoring and positive adult support. - Parent Survey findings emphasizing youth development and positive influences. - Professional Stakeholder Survey identifying mentoring as a community need. - ACASIA 18–24 Deep Dive data showing 70.6% of young adults identified a need for mentoring and credible messengers. - Committee discussion identifying Gateway Life Skills as the county's only non-school-based mentoring program.	Community-based mentoring and youth development programs that provide individual and group mentoring, positive youth engagement, leadership development, life skills, and credible messenger supports. Programs should be mobile, accessible, and capable of meeting youth within their schools, neighborhoods, and community settings.
2	Workforce Development, Career Exploration, and Employment Readiness: Youth require increased exposure to career opportunities, workforce pathways, employment	- ACASIA 18–24 Deep Dive data showing 97.1% identified employment and education as a top need. - Probation feedback identifying	Career exploration, workforce development, entrepreneurship, internship, apprenticeship, trade exposure, and youth employment programs that connect youth with local businesses, career mentors, and

	readiness skills, and positive connections to local employers. Committee members identified a lack of structured youth employment opportunities, particularly during summer months when youth are more vulnerable to risk-taking behaviors.	the absence of a local youth summer employment program as a significant service gap. • Youth and Professional Stakeholder Survey findings supporting workforce development opportunities.	employment opportunities while incorporating life skills, financial literacy, resume development, and interview preparation.
3	Community-Based Recreation, Enrichment, and Positive Youth Engagement: Youth and families identified a need for safe, structured, and engaging activities outside of school hours. Limited access to recreational and enrichment opportunities, combined with transportation barriers, reduces participation in positive youth development activities.	• Youth Survey findings regarding desired activities and youth engagement opportunities. • Parent Survey findings supporting increased recreational programming. • Committee discussion identifying transportation and access barriers throughout the county. • Existing program inventory demonstrating positive outcomes associated with enrichment-based programming.	Community-based recreational, enrichment, arts, STEM, leadership, service-learning, and positive youth development programs that provide year-round opportunities for youth engagement and skill-building. Programs should include strategies to address transportation barriers and expand access countywide.
4	Mental Health, Trauma, and Family Wellness Services: Mental health concerns, including anxiety, depression, trauma, family stressors, and disengagement from school, emerged repeatedly across multiple data sources. Committee members identified significant gaps in accessible mental health services and family-centered supports.	• Youth Survey findings related to mental health and emotional wellness. • Parent Survey findings regarding behavioral health concerns. • Professional Stakeholder Survey identifying mental health as a top service need. • Committee discussion identifying recurring mental health concerns among youth and families. • Probation and community partner feedback regarding	Mental health and trauma-informed prevention programs that provide individual counseling, group counseling, family therapy, behavioral health supports, trauma recovery services, and school-community partnerships focused on improving youth well-being and family stability.

		counseling and treatment needs.	
5	Youth Substance Use Prevention and Early Intervention: School substance use incidents continue to increase, particularly involving vaping and marijuana use. Committee members expressed concern regarding earlier initiation of substance use and the need for prevention approaches that youth find engaging and credible.	- School substance use incidents increased from 12 incidents in 2018 to 56 incidents in 2024 (367% increase). - Youth, Professional, and Law Enforcement Survey findings identifying substance use as a community concern. - Committee discussion highlighting vaping and marijuana use among middle and high school students. - Community partner feedback regarding the importance of trust-based prevention approaches.	Evidence-informed substance use prevention and early intervention programs that utilize peer leadership, youth engagement, mentoring, skill-building, prevention education, and behavioral health supports. Programs should be delivered in school and community settings and focus on building trusted relationships rather than lecture-based approaches.
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DIVERSION

- I. Definition and Rationale
- II. Planning Requirements
- III. Existing Program Inventory
- IV. Quantitative and Qualitative Data
- V. Programming Recommendations

I. Disposition Definition and Rationale

Diversion is an approach that redirects youth from being arrested, from formal youth justice system prosecution, or from formal court processing and instead requires that diversion programming provide proportionate accountability and/or opportunities to repair community or victim harm in lieu of subjecting the youth to the potentially harmful effects of prosecution, adjudication, and incarceration. Youth may be connected to community-based programs to address needs that may arise.

Given the purpose and potential of diversion, programs developed through the comprehensive planning process should intentionally focus on positive youth development and may include integrating restorative practices that promote accountability, repair harm, and support healing for both the youth and those impacted.

Diversion Process

There are several types of diversion programs in New Jersey. At the arrest decision point, law enforcement may use a Station House Adjustment ([Attorney General Directive 2020-12](#)) in lieu of arrest and prosecutors may use their discretion to divert a young person from formal prosecution. The juvenile court operates diversion programs that redirect young people from the formal youth justice system process through Family Court Juvenile Conference Committees or Family Court Intake Service Conferences. Family Crisis Intervention Units (FCIU) can also be used to prevent escalation to court involvement or out-of-home placement. These existing processes provide key access points to implement restorative strategies.

Diversion Programs

Diversion programs require young people to perform certain activities in lieu of a formal arrest, a formal prosecution, or formal court processing. The activities focus on restoring relationships and making amends. These programs can be operated by law enforcement agencies, the court, or a contracted service provider.

Diversion data should guide counties in allocating resources toward programming that prioritizes successful diversion outcomes. When reviewing these data, special attention should be paid to racial and gender disparities, with the goal of ensuring all youth have equitable access to diversion, regardless of race or gender.

II. Diversion Planning Requirements

Planning Process

Provide a comprehensive description of the County's Youth Services Commission (CYSC) overall planning process in the development of its 2027 – 2029 Youth Strategic Justice Plan, including how the CYSC organized its work, involved key stakeholders, reviewed data, and set priorities. Describe how the process was structured to ensure collaboration, thoughtful decision-making, and a clear plan for moving forward.

The Planning process described in the Prevention Continuum served comprehensively as the planning process for all continuums. This strategy was presented at the YSC January General Membership Meeting in the form of an Action Plan chart that included timeframes for survey development, survey distribution, data analysis, focus groups, program monitoring, planning discussions, committee reviews, and final approvals. Salem County YSC may implement more continuum-specific planning activities in future years.

Diversion Planning Subcommittee Members

The Planning subcommittee should include stakeholders who directly influence or support decisions to divert youth from formal system processing. For example: law enforcement (youth officers, chiefs, community policing representatives), county juvenile prosecutor, Family Court intake staff, juvenile probation representatives, community-based diversion program providers, defense attorneys, school officials who handle alternative responses to misconduct, restorative justice practitioners, youth and families who have participated in diversion programs, and community members from neighborhoods disproportionately underrepresented at the diversion decision point.

Complete the chart below by entering the name and organization/communities of each planning subcommittee member. Also identify if a member is a youth or family member with lived experience or impacted by this point of the system.

Name	Organization / Community	Impacted Youth or Family (yes/no)
1. Jennifer Rodriguez	Family Support Organization	No
2. Alexandra Oasin	Assistant Family Division Mngr, Vicinage XV	No
3. Jeff Barile	Assistant Prosecutor	No
4. Jesiyah Tomlinson	Youth Advocate	Yes
5. Cristina Chillem	Inter Agency Council	No
6. Kelly Johnston	Trial Court Administrator, Vicinage XV	No
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III. Existing Program Inventory – Diversion

Reviewing the Existing Program Inventory

Before identifying new priorities, counties assess the existing landscape of their existing programs and services within their local continuum. Conducting this inventory offers a comprehensive understanding of what is currently in place, how needs are being addressed, which target areas are being served, and the extent to which programs are being utilized.”

Complete the chart below by entering each program or service your county considers a part of its diversion point on the continuum, regardless of funding source. Add additional rows or pages as needed.

AGENCY NAME	PROGRAM NAME	What need(s) does the program address? (e.g., truancy, teen pregnancy, expulsions, dropout, etc.)	What target area does the program serve? (e.g., specific school, age, gender, grade)	Is this program actively used? (Yes/No)	If not, please explain why. (e.g., lack of referrals, eligibility restrictions, staffing or capacity limitations)
Salem County Vocational Technical School	BRIDGE (Building Relationships, Inspiring Dreams, and Gaining Employment) (JDAI funded)	Offers Law Enforcement Diversion option for youth in Carney's Point and Salem City. Includes hands-on trades exploration (culinary, electric, construction, and welding, etc.). Three 15-week cohorts, two evenings per week during school year and during daytime in summer). Guidance counselor present. Includes transportation and meals.	Station House Adjustments; jobs/training	Yes	Active. Slightly under-utilized. 9 of 12 slots filled as of last report.
NJ Courts- Family Division	Juvenile Conference Committee	A JCC is a six to nine member citizen volunteer panel appointed by the Family Division Judge. In a confidential setting, JCC panels hear and decide matters involving alleged juvenile offenders. The juvenile, parent(s) and or	youth with first and second time minor offenses	Yes	pending

		guardian(s) and complainant/victim are invited to discuss the offense and related matters with the Committee. The JCC considers the facts, and makes recommendations to the judge for a resolution that would aid in the juvenile's rehabilitation.			
NJ Courts- Family Division	Intake Services Committee	If a JCC recommendation is unsuccessful, the case would then be referred to ISC, which is similar to JCC. If both are unsuccessful, then the case goes to the Judge for sentencing.	youth with first and second time minor offenses	Yes	pending
NJ Department of Children and Families	Children's System of Care	provides behavioral health, substance use treatment, and intellectual/developmental disability services for youth up to age 21. Managed by PerformCare, it acts as a single point of access to connect families with community-based services like mobile crisis response and out of home treatments	behavioral/mental health, disability, and substance use needs	Yes	pending
N/A	N/A	N/A	N/A	No	No additional programs
N/A	N/A	N/A	N/A	No	No additional programs
N/A	N/A	N/A	N/A	No	No additional programs

1. Based on the subcommittee's discussion of the guiding questions, provide a summary of the key insights, overarching themes, and notable observations that emerged during the review of the inventory. Highlight areas of concern, strengths, gaps, redundancies, identified through the conversation. Highlight any concerns, strengths, gaps, or patterns that were identified through the conversation.

The subcommittee identified several recurring themes and observations through its review of the current program inventory and available data.

A concern discussed was the inability to draw confident conclusions about correlation, causation, or even lose connection to the data available/presented and real outcomes for youth. While it is positive there has been a 78% decrease in juvenile admissions to detention between 2017-2024 and a 76% decrease in juvenile arrests between 2018-2024, could these numbers have been driven by the closing of juvenile detention centers (circa 2004) and consequential extreme lack of juvenile detention bed availability, rather than being driven by actual improvements in youth violence and delinquency? Similarly, could the 367% increase in School substance use incidences exist within a context/story of huge investments in campaigns to reduce vaping among teens, which increased school attention and reprimands on vaping incidences. Committee members' raised this concern of the limitedness of data to emphasize that data available should not be assumed to correlate directly or strongly with "strong programming." Committee members expressed a value to see programming that can demonstrate strong transformative outcomes for youth participants due to programming.

Committee members with lived experience emphasized their concern for idle time among youth with needs in the diversion continuum. They expressed substance use is driven by having "nothing else to do." Smoking decreases when youth have "things hands-on in front of them." This insight was provided partly in response to the example of above of potential variables related to the increase of substance use incidences in schools. This insight is confirming substance use increases are real among youth and options for youth to be more constructive with their time is a promising strategy for reducing this risk behavior.

Committee members expressed value for the workforce development program option available in our diversion continuum inventory. The workforce development program is hands-on, offers transportation, offers counseling on site integrated holistically within the hands-on skill building activities, and offers dinner. It is comprehensive.

Committee members expressed concern about not having the juvenile referee program anymore, so "anything that comes in has to be formal." This makes station-house adjustments even more critical so youth have the opportunity to receive support without having to go before a judge. Diversion options that can expedite a disposition but still be meaningful to the youth are important.

Committee members noted concern for person offenses as most frequent. JCCC cases are often fight-related. Probation data shows most common offenses are simple assault and harassment. An emerging trend is online harassment and social media conflicts. Committee members expressed programs delivering restorative practices as a potential solution to meet the need for youth in the diversion continuum. JCC outcomes often include writing an essay or community service, but these youth still go back to idle time and a lack of supportive, enrichment programmatic support. JCC often experiences a loss of programs to refer youth to. Could a program offering restorative practices work with key county departments and law enforcement for referrals.

Committee members considered that the current program inventory for diversion is open to Station house adjustments from Carney's Point and Salem, but not county-wide, nor JCC and ISC referrals. Utilization may increase by opening up allowable referral sources. Insights from surrounding counties include station house adjustment programming working with key departments in the county to make direct referrals.

Restorative Practices emerged as a recommendation for diversion programming.

IV. Diversion Data

Using both quantitative and qualitative data is essential when identifying the needs of youth at the point of diversion. Combining these data types allows counties to capture a holistic view of youth challenges and strengths, ensuring that diversion programs are responsive, targeted, and grounded in real-world experiences.

As the planning subcommittee looks more closely at its data, it should consider where the problem occurs most often, when it happens most frequently, and who is most affected. It is also important to identify any barriers that make the problem difficult to address.

Complete the chart below by documenting all data reviewed. Include details about the data type, source, and priority status as determined by the planning subcommittee. Add additional rows or pages as needed.

Data Set <i>(include year)</i>	Qualitative or Quantitative	Source
Salem Law Enforcement Stakeholder Survey Findings (2026)	Qualitative	Salem IAC Youth and Family Survey (2025-2026)

1. What additional data does the CYSC wish were available to better identify, prioritize and assess the needs of youth? Where could the CYSC get this information (e.g., from law enforcement, schools, providers, surveys, etc.)?

Family Court Data: Stationhouse Adjustments, Number of deferred dispositions, Diversion referrals, Successful diversion completions. Police Department Data: Juvenile complaints, Curfew violations, Disorderly conduct incidents, First-time offenders. Probation Data: diversion referrals, Youth completing diversion, Reasons youth fail diversion.

2. What are the top three questions you wish you had more information to answer about this population? For each question, what specific data sources or types of data would be required to provide accurate answers?

1. What factors contribute to successful completion of diversion programs?

Data Needed:

- Diversion completion rates
- Family Court data
- Probation data
- Participant surveys

2: What barriers prevent youth from successfully engaging in diversion services?

Data Needed:

- Probation and court data
- Transportation data
- Family surveys
- Provider feedback

3: Are there populations of youth who are underrepresented in diversion opportunities?

Data Needed:

- Demographic data
- Referral data
- Family Court data
- School discipline data

3. Was any data disaggregated by race/ethnicity, gender, or geographic region? If so, what insight does the data tell you when examined through these lenses?

Was data disaggregated?

Limited demographic disaggregation was available within diversion-specific data. However, YJC data and stakeholder input were reviewed by race/ethnicity, gender, and geographic region where available.

What insights were identified?

Stakeholders emphasized the importance of ensuring equitable access to diversion opportunities for youth throughout the county. The review reinforced the need to monitor future diversion referrals and outcomes by race, ethnicity, gender, and municipality to ensure that diversion services are accessible and utilized consistently across all populations.

V. Diversion Program Recommendations

The following sections ask the County Youth Services Commission to use its review and discussion of available data to guide decision-making for the county diversion plan. This includes identifying priority problems, identifying core programming types, and recommending new program types. Recommendations should reflect county trends, address gaps or challenges, and incorporate considerations of race, ethnicity, and gender to promote equitable outcomes for all youth.

Below, you are asked to complete two charts. In the first chart, list any core programs that have provided essential support, address critical needs, and have shown an impact at this point of the continuum. In the second chart rank, in order of priority, the recommended problems and proposed strategies the county is seeking to address. When ranking, consider each strategy's effectiveness, scope and scale, and strength of evidence (proven results or promising opportunities). Recommendations should align with identified problems and county trends and reflect efforts to advance race equity and promote similar outcomes for similarly situated youth.

Identify Core Programs/Services

After reviewing your existing inventory and the available data, are there currently funded types of programs or services that the CYSC considers essential to this point of the continuum, even if current data does not show a clear need or there is no or sufficient data is not available to fully demonstrate the need? Core programming is defined as existing diversion programming that the planners believe are currently effective in redirecting youth away from deeper system involvement, addressing underlying risk factors, and building protective factors, either before or shortly after rule-breaking behaviors occur. Core programs may be identified by reviewing utilization data and planners' opinions, and by considering whether reductions or defunding would likely result in increased unmet needs or lead to negative outcomes for youth. These programs are designed to help youth succeed before they fail by strengthening families, schools, and communities and by addressing challenges as early as possible.

Program/Service	What need(s) is the program addressing?	Justification for Continued Funding
Skilled Trades Workforce Development programming with counseling and basic need support integrated	Options to alleviate idle time for youth, particularly those most at risk of becoming involved with Family Court, such as youth eligible	The Committee believes eliminating this option would mean high risk youth have no opportunity in Salem County for supportive engagement during nonschool hours that keep them occupied during prime times for crime.

	for station-house adjustments, or JCC, or ISC referrals. The need for 'hands on' programming expressed in youth surveys, youth interviews during annual monitorings, and parent voice.

Recommended Types of New or Adapted Programs

When identifying strategies to address a local issue or county trend, counties are encouraged to fund proven types of programming and also consider innovative or emerging approaches. This may include piloting new program types, adapting existing programs types to meet local needs more effectively, or leveraging cross-system partnerships and community-generated solutions. Note, a specific agency or programs should not be named, just list the type of programs the county has identified (e.g., community service).

Rank	What is the local issue or county trend to be addressed?	Cite the data that indicated the problem or trend	State the type of program the county identified to address the problem or county trend.
1	high volume of person offenses	Probation Data- Most Common Offenses are Simple Assault MDT Juvenile Detention List charges most common in 2025 are aggravated assault Committee member and JCC volunteer reports frequent incidences are harrassment and bullying related Probation data- emerging	Restorative practice programming

		trend- increase in online harrassment and social media conflicts	
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DETENTION UTILIZATION AND DETENTION ALTERNATIVE PROGRAMMING

- I. Definition and Rationale
- II. Planning Requirements
- III. Existing Program Inventory
- IV. Quantitative and Qualitative Data
- V. Programming Recommendations

I. Detention Utilization and Detention Alternative Programming Definition and Rationale

This decision point prioritizes expanding and developing the county continuum of community-based detention alternative programs for pre-adjudicated youth who score for a detention alternative program on the court's Risk Screening Tool, or who are later able to be released after placement in secure detention. These programs provide various levels of community-based supervision and proactive engagement to pre-adjudicated youth in lieu of secure detention placement or to safely reduce length of stay in secure detention. The purpose of detention alternative programs is to ensure that a youth returns to court and remains arrest free until the final disposition of their case. In this way, detention alternative programs are considered community-based detention.

County Youth Detention facilities provide for the temporary care of youth in physically restricting facilities pending court disposition (N.J.S.A 2A:4A-22c; N.J.A.C. 13:92-1.2). As provided in 2A:4A-34, youth detention should only be used when the court makes a determination that detention for a youth charged with delinquency is necessary to secure their presence at the court next hearing or to protect public safety. The statute requires a presumption of release, with exceptions. A young person may be released to their parent or guardian or temporarily placed in a shelter or other non-secure placement.

Detention alternative programs serve as crucial **community-based supervision programming options**, supporting youth who would otherwise be in a secure youth detention facility. Detention alternative programs are specialized in that they act as detention in the community. Youth who successfully complete a detention alternative will remain arrest free and will attend all court hearings while in the program. Counties should consider investing in an appropriate continuum of detention alternative programs, determining the need for programs based on their detention utilization data. Through the analysis of detention utilization data, counties can better understand the characteristics and charges of youth at this decision point. Detention utilization data is used to identify programs that strengthen the continuum of detention alternative programs that are available to the court and help counties make informed decisions about resource allocation.

II. Detention Utilization and Detention Alternative Programming Planning Requirements

Planning Process

Provide a comprehensive description of the County's Youth Services Commission (CYSC) overall planning process in the development of its 2027 – 2029 Youth Strategic Justice Plan, including how the CYSC organized its work, involved key stakeholders, reviewed data, and set priorities. Describe how the process was structured to ensure collaboration, thoughtful decision-making, and a clear plan for moving forward.

The Planning process described in the Prevention Continuum served comprehensively as the planning process for all continuums. This strategy was presented at the YSC January General Membership Meeting in the form of an Action Plan chart that included timeframes for survey development, survey distribution, data analysis, focus groups, program monitoring, planning discussions, committee reviews, and final approvals. Salem County YSC may implement more continuum-specific planning activities in future years.

Detention Utilization and Detention Alternative Programming Planning Subcommittee Members

Planning subcommittee members should include those who work in, refer to, or are affected by secure detention decision-making. For example: detention center administrators and staff, Family Court judges and court staff, prosecutors and defense attorneys, juvenile probation (especially intake and detention alternatives staff), law enforcement, behavioral health clinicians working within or with detention, service providers offering detention-based programming, detention alternative providers, JDAI Research and Reform Specialist, families of detained youth and individuals with lived experience, and community members from neighborhoods disproportionately represented in referrals.

Complete the chart below by entering the name and organization/communities of each planning subcommittee member. Also identify if a member is a youth or family member with lived experience or impacted by this point of the system.

Name	Organization / Community	Impacted Youth or Family (yes/no)
1. Jennifer Rodriguez	Family Support Organization	No
2. Alexandra Oasin	Assistant Family Division Manager, Vicinage XV	No
3. Jeff Barile	Assistant Prosecutor	No
4. Jesiyah Tomlinson	Youth Advocate	Yes
5. Cristina Chillem	Inter Agency Council/ YSC Administrator	No
6. Kelly Johnston	Trial Court Administrator, Vicinage XV	No
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III. Existing Program Inventory – Detention Utilization and Detention Alternative Programming

Reviewing the Existing Program Inventory

Before identifying new priorities, counties assess the existing landscape of their existing programs and services within their local continuum. Conducting this inventory offers a comprehensive understanding of what is currently in place, how needs are being addressed, which target areas are being served, and the extent to which programs are being utilized.”

Complete the chart below by entering each program or service your county considers a part of its detention point on the continuum, regardless of funding source. Add additional rows or pages as needed.

AGENCY NAME	PROGRAM NAME	What need(s) does the program address? (e.g., truancy, teen pregnancy, expulsions, dropout, etc.)	What target area does the program serve? (e.g., specific school, age, gender, grade)	Is this program actively used? (Yes/No)	If not, please explain why. (e.g., lack of referrals, eligibility restrictions, staffing or capacity limitations)
Acenda, Inc	Multi-Tiered Detention Alternatives Program (YSC funded)	Program offers two alternative options to detention, with distinct levels of supervision: The GPS Ankle Monitoring Program provides 24/7 monitoring while allowing youth to stay in their home. The In-Home Detention options allows youth to stay in their home and are held accountable through supervision including unscheduled phone calls and home checks. The detention alternatives address the need for community-based alternatives to detention by providing enhanced supervision and accountability that promotes court compliance, reduces unnecessary detention	20 Salem county youth	Yes	Active, but underutilized due to lack of referrals

		placements, and allows youth to remain connected to their families, schools, and supportive services.			
N/A	N/A	N/A	N/A	No	No additional programs
N/A	N/A	N/A	N/A	No	No additional programs
N/A	N/A	N/A	N/A	No	No additional programs
N/A	N/A	N/A	N/A	No	No additional programs
N/A	N/A	N/A	N/A	No	No additional programs
N/A	N/A	N/A	N/A	No	No additional programs
N/A	N/A	N/A	N/A	No	No additional programs

1. Based on the subcommittee's discussion of the guiding questions, provide a summary of the key insights, overarching themes, and notable observations that emerged during the review of the inventory. Highlight areas of concern, strengths, gaps, redundancies, identified through the conversation. Highlight any concerns, strengths, gaps, or patterns that were identified through the conversation.

The Committee shared insights related to the effective operations of the current programming in the continuum inventory. The reliability of the structure of the in-home detention and electronic monitoring bracelet programs are helpful for Family Court, and make alternatives to detention available in Salem County.

The Committee shared concern for not having a high level case management, workforce development engagement opportunities, or credible messaging service available to youth in detention alternative programs as a supportive component of the detention alternative program. One youth on the ankle-bracelet had successfully participated in a workforce development program funded in the diversion continuum but not regularly available in the detention alternative inventory.

State partners reminded this committee to ensure that supportive programming and opportunities for youth in detention alternative programs must be separate from the primary and sole goal of detention alternative programs, which is secure placement outside of a detention center. A youth in a detention alternative option cannot be held accountable to comply with supportive services as a condition of eligibility for the alternative. The primary and sole goal of detention alternative options are secure placement outside of a detention center. The committee acknowledges this, yet maintains through this discussion that supportive/engagement options for youth on detention alternative options is a youth need at this point in the continuum.

IV. Detention Utilization and Detention Alternative Programming Data

Using both quantitative and qualitative data is essential when identifying the needs of youth at the point of detention. Combining these data types allows counties to capture a holistic view of youth challenges and strengths, ensuring that detention alternative programs are responsive, targeted, and grounded in real-world experiences.

As the planning subcommittee looks more closely at its data, it should consider where the problem occurs most often, when it happens most frequently, and who is most affected. It is also important to identify any barriers that make the problem difficult to address.

Complete the chart below by documenting all data reviewed. Include details about the data type, source, and priority status as determined by the planning subcommittee. Add additional rows or pages as needed.

Data Set <i>(include year)</i>	Qualitative or Quantitative	Source
Average Daily Population (2017 – 2023)	Quantitative	Youth Justice Commission, 2017 – 2023 JDAI Annual Report
Total Detention Admission (2017 – 2023)	Quantitative	Youth Justice Commission, 2017 – 2023 JDAI Annual Report
Degree of Most Serious Current Offense (2017 – 2023)	Quantitative	Youth Justice Commission, 2017 – 2023 JDAI Annual Report
Detention Admissions for Technical Violations (2017 – 2023)	Quantitative	Youth Justice Commission, 2017 – 2023 JDAI Annual Report
Average Length of Stay in Detention (2017 - 2023)	Quantitative	Youth Justice Commission, 2017 – 2023 JDAI Annual Report
Median Length of Stay in Detention (2017 – 2023)	Quantitative	Youth Justice Commission, 2017 – 2023 JDAI Annual Report
Average Length of Stay in Detention for Youth Released Upon Disposition (2017 – 2023)	Quantitative	Youth Justice Commission, 2017 – 2023 JDAI Annual Report
Average Length of Stay in Detention on Snapshot Date (Jan to Dec 2025)	Quantitative	Youth Justice Commission, 2017 – 2023 JDAI Annual Report
Average Daily Population for Youth in Detention Alternative Programs (2017-2023)	Quantitative	Youth Justice Commission, 2017 – 2023 JDAI Annual Report
Average Length of Stay on Detention Alternative Programs (2017-2023)	Quantitative	Youth Justice Commission, 2017 – 2023 JDAI Annual Report
Detention Alternative Program Outcomes (2017-2023)	Quantitative	Youth Justice Commission, 2017 – 2023 JDAI Annual Report

1. What additional data does the CYSC wish were available to better identify, prioritize and assess the needs of youth? Where could the CYSC get this information (e.g., detention risk screening tool override rates and reasons, surveys, etc.)?

Probation Data: GPS monitoring utilization and successful completions, Community supervision utilization, Technical violations, Transportation barriers, and new charges. Family Court Data: Detention screening outcomes, Reasons youth are detained, Alternatives used instead of detention.

2. What are the top three questions you wish you had more information to answer about this population? For each question, what specific data sources or types of data would be required to provide accurate answers?

1. What factors contribute to longer lengths of stay among youth placed in detention?

Data Needed:

- Family Court data
- Detention records
- Probation reports
- Case-level reviews

- 2: What community-based alternatives could safely serve youth currently placed in detention?

Data Needed:

- Risk assessment data
- Detention screening outcomes
- Probation recommendations
- Provider capacity assessments

- 3: What barriers prevent greater utilization of detention alternatives?

Data Needed:

- Probation data
- Family Court feedback
- Provider surveys
- Transportation and service access data

3. Was any data disaggregated by race/ethnicity, gender, or geographic region? If so, what insight does the data tell you when examined through these lenses?

Was data disaggregated?

Yes. YJC detention utilization data included demographic information by race/ethnicity and gender.

What insights were identified?

Although detention admissions have declined significantly over time, youth entering detention continue to be

disproportionately male. The data also showed that the youth entering detention today often present with more serious offenses and longer lengths of stay. These findings support continued investment in community-based alternatives to detention, family-centered interventions, and intensive supports designed to safely serve youth within their communities whenever possible.

V. Detention Utilization and Detention Alternative Programming Recommendations

The following sections ask the County Youth Services Commission to use its review and discussion of available data to guide decision-making for the county detention plan. This includes identifying priority problems, identifying core programming types, and recommending new program types. Recommendations should reflect county trends, address gaps or challenges, and incorporate considerations of race, ethnicity, and gender to promote equitable outcomes for all youth.

Below, you are asked to complete two charts. In the first chart, list any core programs that have provided essential support, address critical needs, and have shown an impact at this point of the continuum. In the second chart rank, in order of priority, the recommended problems and proposed strategies the county is seeking to address. When ranking, consider each strategy's effectiveness, scope and scale, and strength of evidence (proven results or promising opportunities). Recommendations should align with identified problems and county trends and reflect efforts to advance race equity and promote similar outcomes for similarly situated youth.

Identify Core Programs/Services

After reviewing your existing inventory and the available data, are there currently funded types of programs or services that the CYSC considers essential to this point of the continuum, even if current data does not show a clear need or there is no or sufficient data is not available to fully demonstrate the need? Core programming is defined as existing detention alternative programming that the planners believe are currently effective in supporting youth as they transition back into the community, addressing risk factors, strengthening protective factors, and reducing the likelihood of further rule-breaking or deeper system involvement. Core programs may be identified by reviewing utilization data and planners' opinions, and by considering whether reductions or defunding would likely result in increased unmet needs or lead to negative outcomes for youth. These programs are designed to help youth succeed before they fail by strengthening families, schools, and communities and by addressing challenges as early as possible.

Program/Service	What need(s) is the program addressing?	Justification for Continued Funding
GPS Ankle Bracelet Program	Option for alternative to detention for youth who score on the risk screening tool as needing supervision to ensure their	Without this service, youth would be ordered to detention unnecessarily

	safety and public safety, but not so high as to needing detention placement	
In-Home Detention program	Option for alternative to detention for youth who score on the risk screening tool as needing supervision to ensure their safety and public safety, but not so high as to needing detention placement	Without this service, youth would be ordered to detention unnecessarily

Recommended Types of New or Adapted Programs

When identifying strategies to address a local issue or county trend, counties are encouraged to fund proven types of programming and also consider innovative or emerging approaches. This may include piloting new program types, adapting existing programs types to meet local needs more effectively, or leveraging cross-system partnerships and community-generated solutions. Note, a specific agency or programs should not be named, just list the type of programs the CYSC has identified (e.g., evening reporting center).

Rank	What is the local issue or county trend to be addressed?	Cite the data that indicated the problem or trend	State the type of program the county identified to address the problem or county trend.
1	Youth in detention alternative programs remain unengaged, with idle time, and isolated	Youth advocate with lived experience on Committee expressing this problem	Workforce Development or other hands-on engagement opportunities for youth while in detention alternative programs
2	Detention alternative programs keep youth out of detention centers but don't support youth learning, transformation, and connecting with supportive services to deter further involvement with family Court.	Youth advocate with lived experience on Committee expressing this problem	Credible Messaging offered as a component of detention alternative programs
3	Detention alternative programs keep youth out of detention centers but don't support youth learning, transformation, and connecting with supportive services to deter further involvement with family Court.	Youth advocate with lived experience on Committee expressing this problem	High-Level Case Management as a supportive component of detention alternative programs
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DISPOSITION

- I. Definition and Rationale
- II. Planning Requirements
- III. Existing Program Inventory
- IV. Quantitative and Qualitative Data
- V. Programming Recommendations

II. Disposition Definition and Rationale

Pursuant to N.J.S.A. 2A:4A-43(a), the disposition of a delinquency case is the final outcome or decision that describes how the case was resolved. After a young person is adjudicated delinquent, the court may order sanctions, supervision, and services that have a rehabilitative goal. This approach aims to promote positive youth outcomes and successful futures. In New Jersey, disposition options may include restitution, community service, probation, placement with the Department of Children and Families, and commitment to the Youth Justice Commission. Programs for youth on probation, such as intensive supervision or day reporting, are designed to employ a positive youth development framework that focuses on building competencies and connecting youth to pro-social opportunities. Disposition programs may be grounded in rehabilitation, restorative principles (accountability, repairing harm, and strengthening relationships), and positive youth development to support a meaningful, constructive experience for young people.

When determining the appropriate disposition, the court is tasked with balancing public safety, accountability, and providing opportunities for rehabilitation. By expanding community-based programs that are built on restorative and positive youth development principles, counties can provide courts with a wider array of options to meet the needs of young people. Research indicates that community-based programs integrating these approaches can significantly reduce recidivism and foster growth within youth, which ultimately improves public safety.

The disposition data should inform counties about the characteristics of young people who are adjudicated delinquent and their experiences in programs funded through the CYSC. This information is critical for planning and ensuring resources are allocated to programs that provide youth with the support and services they need to reduce recidivism, age out of delinquency, and to grow into successful adults.

IV. Disposition Programming Planning Requirements

Planning Process

Provide a comprehensive description of the County's Youth Services Commission (CYSC) overall planning process in the development of its 2027 – 2029 Youth Strategic Justice Plan, including how the CYSC organized its work, involved key stakeholders, reviewed data, and set priorities. Describe how the process was structured to ensure collaboration, thoughtful decision-making, and a clear plan for moving forward.

The Planning process described in the Prevention Continuum served comprehensively as the planning process for all continuums. This strategy was presented at the YSC January General Membership Meeting in the form of an Action Plan chart that included timeframes for survey development, survey distribution, data analysis, focus groups, program monitoring, planning discussions, committee reviews, and final approvals. Salem County YSC may implement more continuum-specific planning activities in future years.

Disposition Planning Subcommittee Members

The Planning subcommittee should include stakeholders who shape court outcomes and provide or oversee programming ordered at disposition. For example: Family Court judges and court staff, prosecutors and defense attorneys, juvenile probation supervisors and case managers, dispositional option program providers, behavioral and mental health service providers, educational and vocational training partners, community-based organizations involved in aftercare or mentoring, and youth and families who have experienced the disposition process.

Complete the chart below by entering the name and organization/communities of each planning subcommittee member. Also identify if a member is a youth or family member with lived experience or impacted by this point of the system.

Name	Organization / Community	Impacted Youth or Family (yes/no)
1. Jennifer Rodriguez	Family Support Organization	No
2. Alexandra Oasin	Assistant Family Division Mngr Vicinage XV	No
3. Jeff Barile	Asisstant Prosecutor	No
4. Jesiyah Tomlinson	Youth Advocate	Yes
5. Cristina Chillem	Inter Agency Council	No
6. Kelly Johnston	Trial Court Administrator, Vicinage XV	No
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V. Existing Program Inventory – Disposition

Reviewing the Existing Program Inventory

Before identifying new priorities, counties assess the existing landscape of their existing programs and services within their local continuum. Conducting this inventory offers a comprehensive understanding of what is currently in place, how needs are being addressed, which target areas are being served, and the extent to which programs are being utilized.”

Complete the chart below by entering each program or service your county considers a part of its disposition point on the continuum, regardless of funding source. Add additional rows or pages as needed.

AGENCY NAME	PROGRAM NAME	What need(s) does the program address? (e.g., truancy, teen pregnancy, expulsions, dropout, etc.)	What target area does the program serve? (e.g., specific school, age, gender, grade)	Is this program actively used? (Yes/No)	If not, please explain why. (e.g., lack of referrals, eligibility restrictions, staffing or capacity limitations)
Acenda, Inc.	Multi-Tiered Detention Alternatives Program (YSC funded)	Program offers two alternative options to detention, with distinct levels of supervision: The GPS Ankle Monitoring Program provides 24/7 monitoring while allowing youth to stay in their home. The In-Home Detention options allows youth to stay in their home and are held accountable through supervision including unscheduled phone calls and home checks. The detention alternatives address the need for community-based alternatives to detention by providing enhanced supervision and accountability that promotes court compliance,	50 Salem county youth	No	Lack of Referrals

		reduces unnecessary detention placements, and allows youth to remain connected to their families, schools, and supportive services..				
Salem County Vo-Tech and Salem Probation	Probation Enrichment & Transportation (PET) Program (JDAI funded)	The Probation Enrichment & Transportation Program addresses the need for increased family engagement, transportation access, and compliance with probation requirements by providing supportive services and positive enrichment opportunities that help youth remain connected to court-ordered services, reduce violations, and strengthen family involvement.	25+ youth on probation	Yes	Active, but underutilized	
Salem County Vocational Technical School	BRIDGE Program (JDAI funded)	The BRIDGE Program addresses the need for workforce development, career readiness, and positive alternatives for court-involved youth by providing trade exploration, educational support, transportation, counseling, and employment pathways that help youth build skills, achieve self-sufficiency, and reduce future justice system involvement.	12 youth per cycle x 3 cycles per year. (ages 16–21) on probation or referred through station-house adjustments and the prosecutor's office.	Yes	Active, but slightly underutilized	
N/A	N/A	N/A	N/A	No	N/A	
N/A	N/A	N/A	N/A	No	N/A	
N/A	N/A	N/A	N/A	No	N/A	

N/A	N/A	N/A	N/A	No	N/A
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- Based on the subcommittee’s discussion of the guiding questions, provide a summary of the key insights, overarching themes, and notable observations that emerged during the review of the inventory. Highlight areas of concern, strengths, gaps, redundancies, identified through the conversation. Highlight any concerns, strengths, gaps, or patterns that were identified through the conversation.

Committee emphasized strength of workforce development engagement program for youth on probation. The service activity is interactive, hands-on, and occupies high-risk youth during idle time. The program embedds support for basic needs including transportation, 1:1 counseling, and meals into the program learning activities which makes it possible and attractive for youth and families to take advantage of the option. Youth on probation are a strong target population for this program to support compliance with probation and prevent further involvement with Family Court.

Note monitoring results of the PET program show transportation service for youth to comply with probation appearances was highly underutilized.

VI. Disposition Data

Using both quantitative and qualitative data is essential when identifying the needs of youth at the point of disposition. Combining these data types allows counties to capture a holistic view of youth challenges and strengths, ensuring that dispositional programs are responsive, targeted, and grounded in real-world experiences.

As the planning subcommittee looks more closely at its data, it should consider where the problem occurs most often, when it happens most frequently, and who is most affected. It is also important to identify any barriers that make the problem difficult to address.

Complete the chart below by documenting all data reviewed. Include details about the data type, source, and priority status as determined by the planning subcommittee. Add additional rows or pages as needed.

Data Set <i>(include year)</i>	Qualitative or Quantitative	Source

1. What additional data does the CYSC wish were available to better identify, prioritize and assess the needs of youth? Where could the CYSC get this information (e.g., from probation, providers, surveys, etc.)?

Family Court Data: Most common dispositions, Deferred dispositions, Probation placements, Community service orders, Counseling orders. Probation Data: Court-ordered services, Compliance rates, Successful completion rates. Service Provider Data: LOS achievement, Program completion rates, Outcome achievement.

2. What are the top three questions you wish you had more information to answer about this population? For each question, what specific data sources or types of data would be required to provide accurate answers?

1. What services are most effective in helping youth successfully complete court-ordered dispositions?

Data Needed:

- Probation completion data
- Provider outcome reports
- Recidivism data
- Youth and family feedback

2: What unmet needs are most commonly identified among youth placed on probation or deferred disposition?

Data Needed:

- Probation assessments
- Behavioral health referrals
- Family surveys
- Case management records

3: What factors contribute to probation violations and unsuccessful case outcomes?

Data Needed:

- Probation violation data
- School attendance data
- Family engagement information
 - Transportation and service utilization data

3. Was any data disaggregated by race/ethnicity, gender, or geographic region? If so, what insight does the data tell you when examined through these lenses?

Was data disaggregated?

Limited disposition-specific demographic data was available; however, related YJC and stakeholder data were reviewed through demographic and geographic lenses when possible.

What insights were identified?

The review highlighted the importance of ensuring that court-involved youth have equitable access to services regardless of geographic location or demographic background. Stakeholder feedback consistently emphasized the need for family engagement, mentoring, workforce development, and behavioral health supports to improve outcomes for youth under court supervision.

VII. Disposition Program Recommendations

The following sections ask the County Youth Services Commission to use its review and discussion of available data to guide decision-making for the county disposition plan. This includes identifying priority problems, identifying core programming types, and recommending new program types. Recommendations should reflect county trends, address gaps or challenges, and incorporate considerations of race, ethnicity, and gender to promote equitable outcomes for all youth.

Below, you are asked to complete two charts. In the first chart, list any core programs that have provided essential support, address critical needs, and have shown an impact at this point of the continuum. In the second chart rank, in order of priority, the recommended problems and proposed strategies the county is seeking to address. When ranking, consider each strategy's effectiveness, scope and scale, and strength of evidence (proven results or promising opportunities). Recommendations should align with identified problems and county trends and reflect efforts to advance race equity and promote similar outcomes for similarly situated youth.

Identify Core Programs/Services

After reviewing your existing inventory and the available data, are there currently funded types of programs or services that the CYSC considers essential to this point of the continuum, even if current data does not show a clear need or there is no or sufficient data is not available to fully demonstrate the need? Core programming is defined as existing disposition programming that the planners believe are currently effective in supporting youth as they transition back into the community, addressing risk factors, strengthening protective factors, and reducing the likelihood of further rule-breaking or deeper system involvement. Core programs may be identified by reviewing utilization data and planners' opinions, and by considering whether reductions or defunding would likely result in increased unmet needs or lead to negative outcomes for youth. These programs are designed to help youth succeed before they fail by strengthening families, schools, and communities and by addressing challenges as early as possible.

Program/Service	What need(s) is the program addressing?	Justification for Continued Funding
Detention Alternative options	The need for alternative options to detention for youth who score high enough as needing supervision to ensure their	Without this option, youth who score high enough needing supervision would have to be ordered to detention centers unnecessarily

Skilled trades Workforce Development programming	Options to alleviate idle time for youth on probation	safety and public safety, but not so high as to need a detention center	Without this program, youth on probation are more likely to violate probation and continue with at-risk behaviors and life choices, without support to explore and connect with secondary education and trade/apprenticeship pathways
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Recommended Types of New or Adapted Programs

When identifying strategies to address a local issue or county trend, counties are encouraged to fund proven types of programming and also consider innovative or emerging approaches. This may include piloting new program types, adapting existing programs types to meet local needs more effectively, or leveraging cross-system partnerships and community-generated solutions. Note, a specific agency or programs should not be named, just list the type of programs the CYSC has identified (e.g., evening reporting center).

Rank	What is the local issue or county trend to be addressed?	Cite the data that indicated the problem or trend	State the type of program the county identified to address the problem or county trend.
1	Idle time for high-risk youth	Youth advocate with lived experience on Committee voicing need for hands-on activities to engage high risk youth; YSC youth surveys ranked "hands on learning" among most powerful and "anxiety about future" as top stressor ACASIA data, 97.1% surveyd	Workforce Development/Career Exploration

		identified job training, paid employment, and career opportunities as a top need	
2	Youth adjudicated delinquent being hard to reach to provide services	Professional YSC Survey: Ideal vision for programs includes mentorship; youth hardest to reach are those outside the school system which suggests those involved with Family Court; Funding priority is towards targeting high-risk youth No referrals from disposed youth to existing support services like Justice Impacted Family Engagement Program, pointing to a disconnect between services available and youth in need that credible mentors may fill	credible mentors
3	Youth adjudicated delinquent need to build life skills to support their resiliency to withstand further court and system involvement	ACASIA data identified Life Navigation as a support incarcerated men needed to have prevent their incarceration YSC Youth Surveys asked youth what "Life Skills" means to them, and no responses mentioned specific life skills, pointing to a vague idea of what life skills are but a need for clearer learning and skill building	Life Skills Development

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REENTRY

- I. Definition and Rationale
- II. Planning Requirements
- III. Existing Program Inventory
- IV. Quantitative and Qualitative Data
- V. Programming Recommendations

I. Reentry Definition and Rationale

In the youth justice system, “reentry” refers to the period of community-based supervision and services that begins after a youth is released from a secure facility, residential program, or other structured placement.

For the purposes of this Plan, “reentry” applies to any youth who is released from a Youth Justice Commission (Commission) facility. This includes committed youth paroled and supervised by the [YJC’s Office of Youth Parole and Transitional Services \(YPTS\)](#), youth placed in a Commission program as a condition of probation and supervised by the AOC’s Juvenile Probation Division, waived youth, and youth released after serving their maximum sentence.

Reentry is a critical transitional phase during which young people require additional support to successfully reintegrate into their homes and communities. The Commission recognizes the importance of bridging this transition and ensuring that communities have the resources necessary for sustainable reintegration. To achieve this goal, YPTS initiates reentry planning for committed youth at the time of admission to support a coordinated and seamless transition back to their home communities.

Through the comprehensive planning process, CYSCs may consider developing reentry programming that builds on existing Commission initiatives while providing coordinated, comprehensive supports and services to youth and young adults of all ages, including those up to age 26. These programs can address the common challenges youth and young adults face during reintegration. As the reentry population and its needs evolve, essential services that support successful transitions may include employment and job training, housing assistance, transportation support, and specialized services for youth with sex offense–related needs.

By developing reentry support services that complement YJC’s internal work with youth, counties can significantly improve the likelihood of successful reintegration. Collaborative efforts in delivering reentry services and supervision enhance each young person’s chances of becoming productive, law-abiding citizens, which in turn strengthens community safety and quality of life.

Reentry data provides insight into the number of committed youth and probationers returning to the community from Commission facilities and programs, along with demographic and offense characteristics that highlight the causes and correlates of delinquent behavior. Understanding these factors enables planners to identify the appropriate scope and content of reentry services needed in their counties. This knowledge equips counties to make informed decisions about resource allocation for reentry programs.

VI. Reentry Planning Requirements

Planning Process

Provide a comprehensive description of the County's Youth Services Commission (CYSC) overall planning process in the development of its 2027 – 2029 Youth Strategic Justice Plan, including how the CYSC organized its work, involved key stakeholders, reviewed data, and set priorities. Describe how the process was structured to ensure collaboration, thoughtful decision-making, and a clear plan for moving forward.

The Planning process described in the Prevention Continuum served comprehensively as the planning process for all continuums. This strategy was presented at the YSC January General Membership Meeting in the form of an Action Plan chart that included timeframes for survey development, survey distribution, data analysis, focus groups, program monitoring, planning discussions, committee reviews, and final approvals. Salem County YSC may implement more continuum-specific planning activities in future years.

Reentry Planning Subcommittee Members

The Planning subcommittee should include those involved in preparing youth for a successful return from placement to the community. For example: Youth Justice Commission parole and transitional services staff, probation staff, aftercare case managers, residential or secure care facility case managers, community-based reentry and wraparound service providers, workforce development partners, schools and alternative education programs, mental and behavioral health providers, families and youth with reentry experience, and restorative justice practitioners.

Complete the chart below by entering the name and organization/communities of each planning subcommittee member. Also identify if a member is a youth or family member with lived experience or impacted by this point of the system.

Name	Organization / Community	Impacted Youth or Family (yes/no)
1. Destiny Carr	YSC Youth Voting Member	Yes
2. Chance Vandover	Salem County Health and Human Services	No
3. Angela Haines	CSG Family Partnership - Salem County CMO	No
4. Andrew Selby	Salem County IAC	No
5. Ayesha Miller	Salem County IAC	No
6. Saquion Gullett	Salem County Advocate	Yes
7. Rion Hunter	Salem County Resident	Yes
8. Dr. Ayrin Hnosko	FamCare/Salem School District	No
9. Christine Graves	Acenda Health	No
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VII. Existing Program Inventory – Reentry

Reviewing the Existing Program Inventory

Before identifying new priorities, counties assess the existing landscape of their existing programs and services within their local continuum. Conducting this inventory offers a comprehensive understanding of what is currently in place, how needs are being addressed, which target areas are being served, and the extent to which programs are being utilized.”

Complete the chart below by entering each program or service your county considers a part of its reentry point on the continuum, regardless of funding source. Add additional rows or pages as needed.

AGENCY NAME	PROGRAM NAME	What need(s) does the program address? (e.g., truancy, teen pregnancy, expulsions, dropout, etc.)	What target area does the program serve? (e.g., specific school, age, gender, grade)	Is this program actively used? (Yes/No)	If not, please explain why. (e.g., lack of referrals, eligibility restrictions, staffing or capacity limitations)
N/A	N/A	N/A	N/A	No	No juvenile reentry programs in Salem

1. Based on the subcommittee’s discussion of the guiding questions, provide a summary of the key insights, overarching themes, and notable observations that emerged during the review of the inventory. Highlight areas of concern, strengths, gaps, redundancies, identified through the conversation. Highlight any concerns, strengths, gaps, or patterns that were identified through the conversation.

The subcommittee noted that Salem County currently does not fund any dedicated reentry programming specifically designed to support youth returning to the community following placement, detention, or commitment. As a result, the review highlighted both the limited demand historically observed within the county and the need to proactively plan for successful transitions into adulthood for justice-involved youth.

A key strength identified by the committee is the relatively low number of youth committed to the New Jersey Youth Correctional Justice Commission (YJC) compared to many counties. Between 2017 and 2024, only six Salem County youth were released from YJC custody. While this reflects a relatively small reentry population, committee members emphasized that these youth often present with significant and complex needs that require individualized support. The committee also noted that the average age at release was 17.8 years old, indicating that most youth are transitioning directly into adulthood and face challenges associated with employment, education, housing, independent living, and community reintegration.

The committee identified several significant service gaps within the reentry continuum. Most notably, Salem County lacks dedicated reentry navigation services to assist youth in accessing education, employment, behavioral health, housing, transportation, and other supportive services upon returning to the community. Members emphasized the importance of having a consistent adult or case navigator who can assist youth and families in understanding and accessing available resources while supporting successful community reintegration.

Several recurring themes and patterns emerged during the discussion. Committee members noted that many of the challenges facing justice-involved youth returning to the community mirror those identified throughout other areas of the continuum, including transportation barriers, workforce development needs, housing instability, life-skills deficits, family engagement challenges, and limited access to supportive services. These findings suggest that reentry planning should not be viewed as a standalone intervention but rather as part of a broader continuum of supports designed to prepare youth for long-term success.

The committee further observed that existing programs, such as the Justice-Impacted Family Engagement Program, may provide a foundation for future reentry services if expanded to include transition planning, resource navigation, and ongoing support for youth returning from out-of-home placements. Overall, the discussion highlighted the importance of developing a proactive reentry framework that focuses on life skills development, employment readiness, resource navigation, transportation access, and coordinated transition planning to support successful outcomes for justice-involved youth as they enter adulthood.

IV. Reentry Data

Using both quantitative and qualitative data is essential when identifying the needs of youth at the point of reentry. Combining these data types allows counties to capture a holistic view of youth challenges and strengths, ensuring that reentry programs are responsive, targeted, and grounded in real-world experiences.

As the planning subcommittee looks more closely at its data, it should consider where the problem occurs most often, when it happens most frequently, and who is most affected. It is also important to identify any barriers that make the problem difficult to address.

Complete the chart below by documenting all data reviewed. Include details about the data type, source, and priority status as determined by the planning subcommittee. Add additional rows or pages as needed.

Data Set (include year)	Qualitative or Quantitative	Source
Intake to the Youth Justice Commission (2018 – 2025)	Quantitative	Youth Justice Commission, <i>Monthly Statistics</i>
Total Youth Released from YJC by Year and Status (2017-2024)	Quantitative	Youth Justice Commission, <i>Recidivism and Outcomes Report: A Three-Year Follow-Up of Youth Released</i>
Total Youth Released by Gender (2017-2024)	Quantitative	Youth Justice Commission, <i>Recidivism and Outcomes Report: A Three-Year Follow-Up of Youth Released</i>
Total Youth Released by Race (2017-2024)	Quantitative	Youth Justice Commission, <i>Recidivism and Outcomes Report: A Three-Year Follow-Up of Youth Released</i>
Total Youth Released by Age (2017-2024)	Quantitative	Youth Justice Commission, <i>Recidivism and Outcomes Report: A Three-Year Follow-Up of Youth Released</i>
Total Youth Released Who Maxed Out (2017-2024)	Quantitative	Youth Justice Commission, <i>Recidivism and Outcomes Report: A Three-Year Follow-Up of Youth Released</i>
Committed Youth Released (2017-2024)	Quantitative	Youth Justice Commission, <i>Recidivism and Outcomes Report: A Three-Year Follow-Up of Youth Released</i>
Committed Youth Released by Race (2017-2024)	Quantitative	Youth Justice Commission, <i>Recidivism and Outcomes Report: A Three-Year Follow-Up of Youth Released</i>
Committed Youth Released by Gender (2017-2024)	Quantitative	Youth Justice Commission, <i>Recidivism and Outcomes Report: A Three-Year Follow-Up of Youth Released</i>
Committed Youth Released by Age (2017-2024)	Quantitative	Youth Justice Commission, <i>Recidivism and Outcomes Report: A Three-Year Follow-Up of Youth Released</i>
Probationers Youth Released (2017-2024)	Quantitative	Youth Justice Commission, <i>Recidivism and Outcomes Report: A Three-Year Follow-Up of Youth Released</i>
Probationers Youth Released by Race (2017-2024)	Quantitative	Youth Justice Commission, <i>Recidivism and Outcomes Report: A Three-Year Follow-Up of Youth Released</i>
Probationers Youth Released by Gender (2017-2024)	Quantitative	Youth Justice Commission, <i>Recidivism and Outcomes Report: A Three-Year Follow-Up of Youth Released</i>

Probationers Youth Released by Age (2017-2024)	Quantitative	Youth Justice Commission, <i>Recidivism and Outcomes Report: A Three-Year Follow-Up of Youth Released</i>
Waived Youth Released (2017-2024)	Quantitative	Youth Justice Commission, <i>Recidivism and Outcomes Report: A Three-Year Follow-Up of Youth Released</i>
Waived Youth Released by Race (2017-2024)	Quantitative	Youth Justice Commission, <i>Recidivism and Outcomes Report: A Three-Year Follow-Up of Youth Released</i>
Waived Youth Released by Gender (2017-2024)	Quantitative	Youth Justice Commission, <i>Recidivism and Outcomes Report: A Three-Year Follow-Up of Youth Released</i>
Waived Youth Released by Age (2017-2024)	Quantitative	Youth Justice Commission, <i>Recidivism and Outcomes Report: A Three-Year Follow-Up of Youth Released</i>
Total Waived Youth Released in New Jersey (2017-2024)	Quantitative	Youth Justice Commission, <i>Recidivism and Outcomes Report: A Three-Year Follow-Up of Youth Released</i>
Youth Released with Sex Offenses (2017-2024)	Quantitative	Youth Justice Commission, <i>Recidivism and Outcomes Report: A Three-Year Follow-Up of Youth Released</i>
Youth Released with Sex Offenses by Age (2017-2024)	Quantitative	Youth Justice Commission, <i>Recidivism and Outcomes Report: A Three-Year Follow-Up of Youth Released</i>

1. What additional data does the CYSC wish were available to better identify, prioritize and assess the needs of youth? Where could the CYSC get this information (e.g., from probation, providers, surveys, etc.)?

Probation Data: Reentry referrals, Education status, Employment status, Housing concerns, Family support needs. School Districts Data: Re-enrollment barriers, Alternative education placement, Graduation outcomes.

2. What are the top three questions you wish you had more information to answer about this population? For each question, what specific data sources or types of data would be required to provide accurate answers?

1. What are the greatest challenges youth face when returning to the community following residential placement or commitment?

Data Needed:

- Reentry assessments
- Youth interviews
- Probation data
- Family feedback

- 2: How successfully are youth reconnecting with education, employment, and supportive services following release?

Data Needed:

- School enrollment data

- Employment data
- Workforce development records
- Service participation records

3: What services and supports are most effective in reducing future justice system involvement among reentering youth?

Data Needed:

- Recidivism data
- Reentry program outcomes
- Probation reports
- Youth and family surveys

3. Was any data disaggregated by race/ethnicity, gender, or geographic region? If so, what insight does the data tell you when examined through these lenses?

Was data disaggregated?

Yes. YJC commitment and release data included demographic information by race/ethnicity, gender, and age.

What insights were identified?

The data showed that the relatively small number of youth returning from residential placement or commitment were predominantly male and disproportionately represented among Black and Hispanic youth populations. These findings reinforce the need for culturally responsive reentry supports, workforce development opportunities, educational reintegration services, and strong community partnerships to support successful transitions back into the community.

V. Reentry Program Recommendations

The following sections ask the County Youth Services Commission to use its review and discussion of available data to guide decision-making for the county reentry plan. This includes identifying priority problems, identifying core programming types, and recommending new program types. Recommendations should reflect county trends, address gaps or challenges, and incorporate considerations of race, ethnicity, and gender to promote equitable outcomes for all youth.

Identify Core Programs/Services

After reviewing your existing inventory and the available data, are there currently funded types of programs or services that the CYSC considers essential to this point of the continuum, even if current data does not show a clear need or there is no or sufficient data is not available to fully demonstrate the need? Core programming is defined as existing reentry programming that the planners believe are currently effective in supporting youth as they transition back into the community, addressing risk factors, strengthening protective factors, and reducing the likelihood of further rule-breaking or deeper system involvement. Core programs may be identified by reviewing utilization data and planners' opinions, and by considering whether reductions or defunding would likely result in increased unmet needs or lead to negative outcomes for youth. These programs are designed to help youth succeed before they fail by strengthening families, schools, and communities and by addressing challenges as early as possible.

Program/Service	What need or needs is the program addressing?	Justification for Continued Funding
N/A	N/A	N/A
N/A	N/A	N/A

Recommended Types of Programs

When identifying strategies to address a local issue or county trend, counties are encouraged to fund proven types of programming and also consider innovative or emerging approaches. This may include piloting new program types, adapting existing programs types to meet local needs more effectively, or leveraging cross-system partnerships and community-generated solutions. Note, a specific agency or programs should not be named, just list the type of programs the county has identified (e.g., housing stability program/service).

Rank	What is the local issue or county trend to be addressed?	Cite the data that indicated the problem or trend	State the type of program the county identified to address the problem or county trend.
1	Employment Readiness, Workforce Development, and Career Pathways: Justice-involved youth transitioning into adulthood require meaningful employment opportunities, career exploration, workforce readiness skills, and connections to post-secondary education and training programs. Committee members identified employment as one of the most significant barriers to successful reentry and long-term stability.	• ACASIA 18–24 Deep Dive data identified Employment and Education as the highest reported need, with 97.1% of respondents indicating a need for workforce and educational supports. • Probation feedback identified the lack of youth employment opportunities and summer employment programs within Salem County. • Committee discussion emphasized the importance of exposing youth to career pathways, trades, apprenticeships, and emerging workforce opportunities. • Committee discussion identified life skills deficits as a common challenge among youth transitioning into	Workforce development and career pathway programs that provide job readiness training, career exploration, internships, apprenticeships, job shadowing opportunities, trade exposure, financial literacy, and emerging workforce skills, including technology and artificial intelligence (AI)-related career preparation. Independent living and life skills programs focused on budgeting, financial literacy, banking, obtaining identification documents, driver's license preparation, educational planning, communication skills,
2	Independent Living and Life Skills Development		

		adulthood. • ACASIA findings highlighted the need for increased preparation for independent living and adult responsibilities. • Review of the reentry population indicated that youth are typically returning to the community at an average age of 17.8 years old, requiring supports that bridge the transition into adulthood.	problem-solving, self-advocacy, and other skills necessary for successful adult functioning.
3	Transportation Assistance and Community Mobility Supports	• ACASIA 18–24 Deep Dive data identified transportation as a significant barrier, with 56.4% of respondents reporting transportation-related challenges. • Probation feedback identified transportation barriers affecting youth participation in services and appointments. • Transportation emerged as a recurring theme across multiple continuum areas	Transportation assistance programs that support youth access to employment, education, behavioral health services, probation appointments, and other essential activities. Strategies may include transportation vouchers, ride assistance, mobile outreach services, or other community mobility solutions.

		during committee discussions.	
4	Supportive Housing and Housing Stability Services	• ACASIA findings identified housing and basic needs as ongoing concerns among transition-age young adults. • Committee discussion highlighted the need for housing stability, independent living supports, and wraparound services for youth returning to the community. • National reentry research consistently identifies stable housing as a key protective factor against future justice involvement.	Supportive housing, transitional living, sober living, or housing stabilization programs that combine safe housing opportunities with case management, life skills training, employment supports, financial literacy, and other wraparound services.
5	Reentry Navigation, Case Management, and Mentoring	• ACASIA 18–24 Deep Dive data identified Reentry Planning as a top need, with 97.1% of respondents indicating a need for transition and reentry supports. • ACASIA data also identified a significant need for mentoring and credible messenger supports (70.6%).	Comprehensive reentry navigation programs that provide intensive case management, mentoring, life coaching, transition planning, resource coordination, family engagement, and ongoing follow-up services to support successful reintegration and long-term stability.

		Committee discussion emphasized the need for a trusted adult, mentor, life coach, or navigator to help youth successfully transition into adulthood and prevent youth from "falling through the cracks."	
6			
7			

Salem County

Youth Justice Strategic Plan

January 2027 – December 2029

Recommended Program Types by Point on the Youth Justice Continuum

This section consolidates all existing core programs, and types of programs recommended across the county's youth justice continuum into a single visual overview. It provides a snapshot of youth needs and synthesizes the recommendations identified by the county's planning subcommittees for each point of the youth justice continuum. This can assist counties identifying next steps, which key stakeholders to engage, and determining which require attention, adjustment, or implementation.

This can also guide the CYSC to seek additional funding as necessary from county, state, federal, or private/foundational sources. Overall, this consolidated overview helps ensure that the county's recommendations are coordinated, targeted, and responsive to the evolving needs of youth, while providing a clear framework for action, collaboration, and continuous improvement.

Instructions

For each point of the continuum (Prevention, Diversion, Detention Alternatives, Disposition, and Reentry), complete the charts below. Note that counties should not generate recommendations that have not been already identified in each Recommendation section. Instead, these charts reflect the types of core programs and types of new programs that have already identified.

Core Programs

Using the Core Programs chart in the Recommendation sections for each point of the continuum, re-enter the program or service type and the need(s) it is addressing and why this type of program should continue to be funded as a core program.

New or Adapted Program Type

Using the Recommended Types of Programs chart in the Recommendation sections for each point of the continuum, re-enter in rank order, the type of program and local issue or county trend it will address.

Salem County
Youth Justice Strategic Plan
Recommended Program Types by the Point on the Youth Justice Continuum
January 2027 – December 2029

DELINQUENCY PREVENTION

Delinquency Prevention Core Program Type		
Program/Service Type	What need(s) is the program addressing?	Describe the impact the program has had.
Gateway Community Action Partnership – Life Skills Program	The committee identified the Gateway Life Skills Program as a core prevention program due to its unique role in providing mentoring, life skills development, and positive adult relationships outside of the traditional school setting. Members noted that the program creates meaningful connections between youth and trusted adults, helping participants build communication skills, decision-making abilities, self-confidence, and other protective factors that reduce the likelihood of future delinquent behavior. The committee further noted that Gateway currently represents the only county-funded mentoring-focused program that operates	

	outside of the school environment, providing an important service option for youth who may not otherwise participate in school-based activities.	
Quinton Township Culture Club	The committee identified the Quinton Township Culture Club as a core prevention program because of its ability to expose youth to educational, cultural, leadership, and STEM-related experiences that many participants would not otherwise have access to. Through field trips, enrichment activities, and culturally relevant programming, the program expands youth perspectives, promotes positive social development, and strengthens protective factors associated with long-term success. Committee members noted that transportation and financial barriers would prevent many participating youth from accessing these opportunities independently. The program currently serves approximately 50 youth and provides experiences that support personal growth, educational engagement, and community connection.	
Delinquency Prevention Recommended Program Type		

Rank	State the type of program the county identified to address the local issue or county trend.	What is the local issue or county trend to be addressed?
1	Community-based mentoring and youth development programs that provide individual and group mentoring, positive youth engagement, leadership development, life skills, and credible messenger supports. Programs should be mobile, accessible, and capable of meeting youth within their schools, neighborhoods, and community settings.	Mentoring, Youth Development, and Positive Adult Connections
2	Career exploration, workforce development, entrepreneurship, internship, apprenticeship, trade exposure, and youth employment programs that connect youth with local businesses, career mentors, and employment opportunities while incorporating life skills, financial literacy, résumé development, and interview preparation.	Workforce Development, Career Exploration, and Employment Readiness
3	Community-based recreational, enrichment, arts, STEM, leadership, service-learning, and positive youth development programs that provide year-round opportunities for youth engagement and skill-building. Programs should include strategies to address transportation barriers and expand access countywide.	Community-Based Recreation, Enrichment, and Positive Youth Engagement
4	Mental health and trauma-informed prevention programs that provide individual counseling, group counseling, family therapy, behavioral health supports, trauma recovery services, and school-community partnerships focused on improving youth well-being and family stability.	Mental Health, Trauma, and Family Wellness Services
5	Evidence-informed substance use prevention and early intervention programs that utilize peer leadership, youth engagement, mentoring, skill-building, prevention education, and behavioral health supports. Programs should be delivered in school and community settings and focus on building trusted relationships rather than lecture-based approaches.	Substance Use Prevention and Early Intervention
6		
7		

DIVERSION

Diversion Core Program Type		
Program/Service	What need or needs is the program addressing?	Describe the impact the program has had.
Diversion Recommended Program Type		
Rank	State the type of program the county identified to address the local issue or county trend.	What is the local issue or county trend to be addressed?
1		
2		
3		
4		
5		
6		
7		

DETENTION UTILIZATION AND DETENTION ALTERNATIVE PROGRAMMING

Detention Utilization and Detention Alternative Core Program Type		
Program/Service	What need or needs is the program addressing?	Describe the impact the program has had.
Detention Utilization and Detention Alternative Recommended Program Type		

Rank	State the type of program the county identified to address the local issue or county trend.	What is the local issue or county trend to be addressed?
1		
2		
3		
4		
5		
6		
7		

DISPOSITION

Disposition Core Program Type		
Program/Service	What need or needs is the program addressing?	Describe the impact the program has had.

Disposition Recommended Program Types		
Rank	State the type of program the county identified to address the local issue or county trend.	What is the local issue or county trend to be addressed?
1		
2		
3		
4		
5		
6		
7		

REENTRY

Reentry Core Programs		
Program/Service	What need(s) or needs is the program addressing?	Describe the impact the program has had.
N/A	N/A	N/A
N/A	N/A	N/A
Reentry Recommended Programs Type		
Rank	State the type of program the county identified to address the local issue or county trend.	What is the local issue or county trend to be addressed?
1	Workforce development and career pathway programs that provide job readiness training, career exploration, internships, apprenticeships, job shadowing opportunities, trade exposure, financial literacy, and emerging workforce skills, including technology and artificial intelligence (AI)-related career preparation.	Employment Readiness, Workforce Development, and Career Pathways
2	Independent living and life skills programs focused on budgeting, financial literacy, banking, obtaining identification documents, driver's license preparation, educational planning, communication skills, problem-solving, self-advocacy, and other skills necessary for successful adult functioning.	Independent Living and Life Skills Development
3	Transportation assistance programs that support youth access to employment, education, behavioral health services, probation appointments, and other essential activities. Strategies may include transportation vouchers, ride assistance, mobile outreach services, or other community mobility solutions.	Transportation Assistance and Community Mobility Supports
4	Supportive housing, transitional living, sober living, or housing stabilization programs that combine safe housing opportunities with case management, life skills training, employment supports, financial literacy, and other wraparound services.	Supportive Housing and Housing Stability Services

5	Comprehensive reentry navigation programs that provide intensive case management, mentoring, life coaching, transition planning, resource coordination, family engagement, and ongoing follow-up services to support successful reintegration and long-term stability.	Reentry Navigation, Case Management, and Mentoring
6		
7		