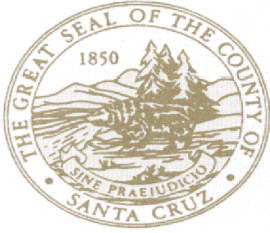


County of Santa Cruz



JUVENILE JUSTICE COORDINATING COUNCIL SB823 SUBCOMMITTEE AGENDA

Monday, April 22, 2024
11:30AM – 12:30PM

Probation Training Room
303 Water Street, 2nd Floor
Santa Cruz

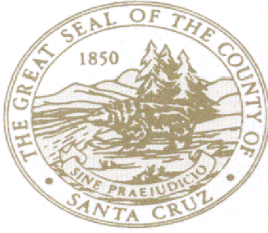
For questions regarding the meeting, please contact Jose Flores at 831-454-3886 or Jose.Flores@santacruzcountyca.gov

- I. CALL TO ORDER:
- II. REVIEW OF AGENDA:
- III. APPROVAL OF MINUTES (Action Item):
- IV. PUBLIC COMMUNICATIONS: Any member of the public are allowed a maximum of 3 minutes each to address the SB823 Subcommittee on items listed on this agenda or within the subject matter jurisdiction of this committee.
- V. ORAL REPORTS AND ACTION ITEMS
 1. AB 505 Voting of Co-chair (Action Item): Chief Fernando Giraldo
 2. Merced County Core Program Overview (Informational packet): Division Director Jose Flores
 3. Approval of Juvenile Justice Realignment Block Grant Annual Plan 2024/2025 (Action Item): Chief Fernando Giraldo
- VI. ADJOURNMENT:

The County of Santa Cruz does not discriminate on the basis of disability, as no person shall, by reason of a disability, be denied the benefits of its services, programs, or activities. If you are a person with a disability, including a communication disability, and require special assistance in order to participate in the meeting or need language service assistance, please contact the Santa Cruz County Probation Department at (831) 454-3886 (TDD: call 711) at least 72 hours in advance of the meeting in order to make arrangements. Persons with disabilities may request a copy of the agenda in an alternate format.

Por favor haga arreglos anticipadamente por teléfono al número (831) 454-3886.

County of Santa Cruz



JUVENILE JUSTICE COORDINATING COUNCIL SB823 SUBCOMMITTEE MINUTES

Monday, March 18, 2024
11:30AM – 12:30PM

Probation Training Room
303 Water Street, 2nd Floor
Santa Cruz, CA 95060

I. CALL TO ORDER: Meeting called to order at 11:30 a.m.

Present: Giraldo, George, Rogers, Carroll, Gutierrez-Wang, Sabbah, Brook, Fuentes Diaz, Velasco-Baldwin (arrived at 11:39 a.m.)

Absent: Judge Vinluan, Lopez

Staff: Gerardo Leon

II. REVIEW OF AGENDA: (verbal)

III. APPROVAL OF MINUTES: Beverly Brook moved to approve the Minutes from the May 23, 2023, meeting; Heather Rogers seconded.

Motion Passed

Yes: Giraldo, George, Rogers, Carroll, Gutierrez-Wang, Sabbah, Fuentes Diaz

No: None

Abstain: None

*Velasco-Baldwin not present at time of vote

IV. PUBLIC COMMUNICATIONS: Members of the public and Subcommittee members introduced themselves.

V. ORAL REPORTS AND ACTION ITEMS

1. Welcome/Introduction of New Community Members: Chief Fernando Giraldo formally introduced the new Community Members on the JJCC SB823 Subcommittee.
2. Juvenile Justice Coordinating Council SB823 Subcommittee Formation: Chief Fernando Giraldo gave an overview of the Subcommittee and changes in legislation that directly affects the JJCC SB823 Subcommittee.

3. AB 505 LEGISLATION UPDATE: Chief Fernando Giraldo and Juvenile Division Director Jose Flores gave an update on AB 505 and answered questions from the public and other members.
 4. SB 823 UPDATE: Juvenile Division Director Jose Flores gave a PowerPoint presentation on the updates to SB 823 and answered questions from the public and other members. Please see attached PowerPoint.
 5. Review/Discussion/Input of Juvenile Justice Realignment Block Grant Annual Plan2024: Chief Fernando Giraldo gave an overview/summary of the 2024 Juvenile Justice Realignment Block Grant Annual Plan and discussed some of the differences/changes in the new Annual Plan. Juvenile Division Director Jose Flores highlighted some of the accomplishments from the current plan. Chief Giraldo and Juvenile Division Director Flores answered questions and received feedback/suggestions. Members were asked to submit additional input and suggestions to Probation by Friday, March 22, 2024.
- VI. ADJOURNMENT: Meeting adjourned at 12:31 p.m.

The County of Santa Cruz does not discriminate on the basis of disability, as no person shall, by reason of a disability, be denied the benefits of its services, programs, or activities. If you are a person with a disability, including a communication disability, and require special assistance in order to participate in the meeting or need language service assistance, please contact the Santa Cruz County Probation Department at (831) 454-3105 (TDD: call 711) at least 72 hours in advance of the meeting in order to make arrangements. Persons with disabilities may request a copy of the agenda in an alternate format.

Por favor haga arreglos anticipadamente por teléfono al número (831) 454-3105.

Juvenile Justice Realignment Block Grant Annual Plan

Date: April 22, 2024

County Name: Santa Cruz County

Contact Name: Fernando Giraldo

Telephone Number: 831-454-3207

Email: Fernando.Giraldo@santacruzcountyca.gov

Background and Instructions:

Welfare & Institutions Code Section(s) 1990-1995 establish the Juvenile Justice Realignment Block Grant program for the purpose of providing county-based care, custody, and supervision of youth who are realigned from the state Division of Juvenile Justice or who would otherwise be eligible for commitment to the Division of Juvenile Justice prior to its closure. Section 1995 was amended by Assembly Bill 505 (Ting, Chapter 528, Statutes of 2023.) This template has been updated to reflect those amendments which will be in effect on January 1, 2024. All citations are to the law as amended. The statutory language can be found [here](https://leginfo.legislature.ca.gov/faces/billTextClient.xhtml?bill_id=202320240AB505). https://leginfo.legislature.ca.gov/faces/billTextClient.xhtml?bill_id=202320240AB505

To be eligible for funding allocations associated with this grant program, counties shall create a subcommittee of the multiagency juvenile justice coordinating council to develop a plan describing the facilities, programs, placements, services, supervision, and reentry strategies that are needed to provide appropriate rehabilitative services for realigned youth. (Welf. & Inst. Code § 1995(a).)

County plans are to be submitted to the Office of Youth and Community Restoration in accordance with Welf. & Inst. Code §1995. OYCR may request revisions as necessary or request completion of the required planning process prior to final acceptance of the plan. (Welf. & Inst. Code § 1995 (f).) Plans will be posted to the Office of Youth and Community Restoration website. (Welf. & Inst. Code § 1995(g).)

Contents:

Part 1: Subcommittee Composition

Part 2: Target Population

Part 3: Programs and Services

Part 4: Juvenile Justice Realignment Block Grant Funds

Part 5: Facility Plan

Part 6: Retaining the Target Population in the Juvenile Justice System

Part 7: Regional Efforts

Part 8: Data

Part 1: Subcommittee Composition (WIC 1995 (b))

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

Agency	Name and Title	Email	Phone Number
Chief Probation Officer (Chair)	Fernando Giraldo, Chief Probation Officer	Fernando.Giraldo@santacruzcountyca.gov	831-454-3207
Court Representative	Hon. Jerry Vinluan, Superior Court Judge	Jerry.Vinluan@santacruzcourt.org	831-420-2350
District Attorney's Office Representative	Tara George, Chief Deputy District Attorney	Tara.George@santacruzcountyca.gov	831-454-2557
Public Defender's Office Representative	Heather Rogers, Public Defender	Heather.Rogers@santacruzcountyca.gov	831-454-5301
Department of Social Services Representative	Gloria Carroll, Division Director, Child Welfare	Gloria.Carroll@santacruzcountyca.gov	831-454-4062
Department of Behavioral Health	Lisa Gutierrez Wang, Director Children's Behavioral Health	Lisa.GutierrezWang@santacruzcountyca.gov	831-454-4948
Office of Education Representative	Faris Sabbah, Superintendent, County Office of Education	Fsbabbah@santacruzcountycoe.org	831-466-5904
Community Member	Beverly Brook, Community Outreach Minister	Revbevbrook@gmail.com	831-588-5373
Community Member	Maricruz Velasco-Baldwin, Resource Manager, Rising Worldwide	mari@risingworldwide.org	831-429-7473
Community Member	Marisol Lopez, Case Manager, Monarch Services	MarisolL@monarchsc.org	831-254-9799
Community Member	Eric Fuentes Diaz, Youth Opportunity Specialist, Community Action Board	ericf@cabinc.org	831-319-7862

Additional Subcommittee Participants			
Santa Cruz County Probation	Valerie Thompson, Assistant Chief	Valerie.Thompson@santacruzcountyca.gov	831-454-3835
Santa Cruz County Probation	Jose Flores, Juvenile Division Director	Jose.Flores@santacruzcountyca.gov	831-454-3886
Santa Cruz County Probation	Sara Berman, Juvenile Hall Division Director	Sara.Berman@santacruzcountyca.gov	831-454-3852
Santa Cruz County Probation	Jimmy Cook, Assistant Division Director	Jimmy.Cook@santacruzcountyca.gov	831-454-3808

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

On March 18, 2024, the Juvenile Justice Coordinating Council SB 823 Subcommittee members were informed about the new legislative updates in AB 505, specifically the option of having a co-chair. Being this information was new to the committee, the committee agreed to vote at the following SB 823 Subcommittee meeting on April 22, 2024.

Provide the dates of the last two meetings that the subcommittee convened to discuss your county’s JJRBG plan?

Meeting Date 1:

Meeting Date 2:

Additional meeting dates of the subcommittee, if applicable:

Date that the subcommittee approved the plan by a majority vote.

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

On March 18, 2024, the SB 823 Subcommittee met, and new community members were welcomed to the committee. A copy of the 2023 Juvenile Justice Realignment Block Grant (JJRBG) report was provided to all members to utilize the report as a reference point and foundation moving forward with new legislation implemented in AB 505. A historical overview about the development of the SB 823 Subcommittee was provided to all committee members. The committee reviewed the 2023 report and provided the department with feedback on the report. Focus was given to areas of strength and areas of opportunities.

Community members provided input to strengthening support for youth included additional behavioral health supports, increased programming availability to include more vocational opportunities, and apprenticeships. SB 823 committee members also recommended strengthening reentry support and planning, and exposure to additional enrichment activities in addition to the ones already provided.

Part 2: Target Population (WIC 1995 (C) (1))

Briefly describe the County’s realignment target population supported by the block grant:

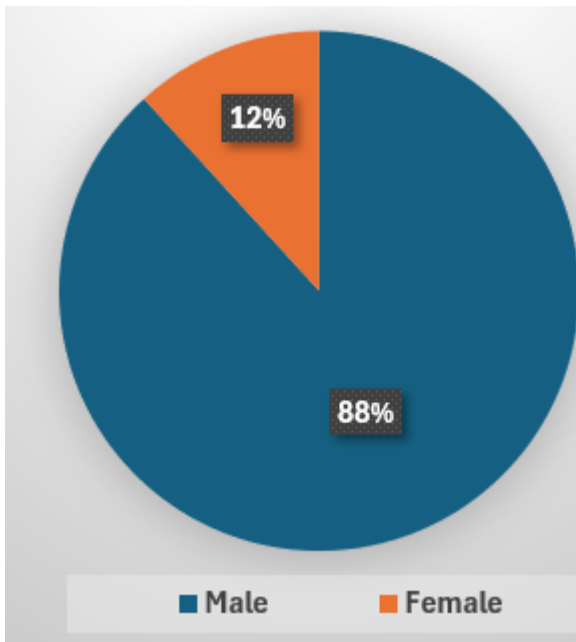
The “target population” is defined as “youth who were eligible for commitment to the Division of Juvenile Justice prior to its closure and shall further be defined as persons who are adjudicated to be a ward of the juvenile court based on an offense described in subdivision (b) of Section 707 or an offense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

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

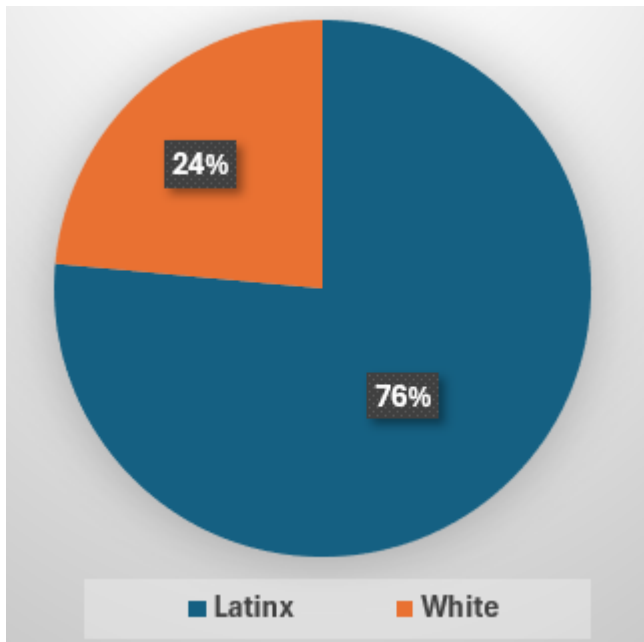
707(b) Adjudications

From May 2023 – May 2024 there were 17 youth on probation for an adjudicated 707(b) offense:

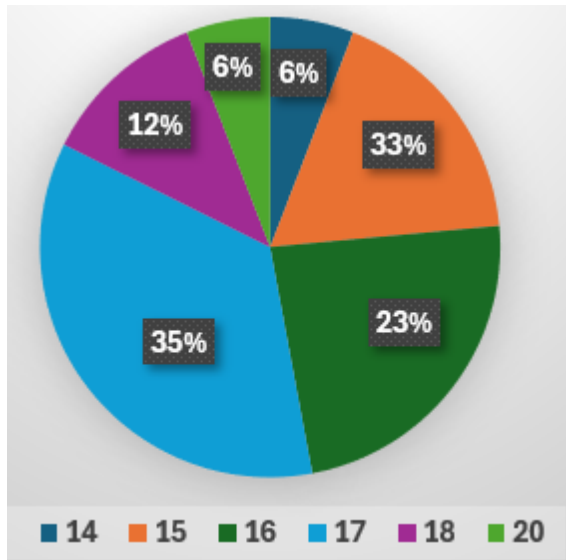
Gender



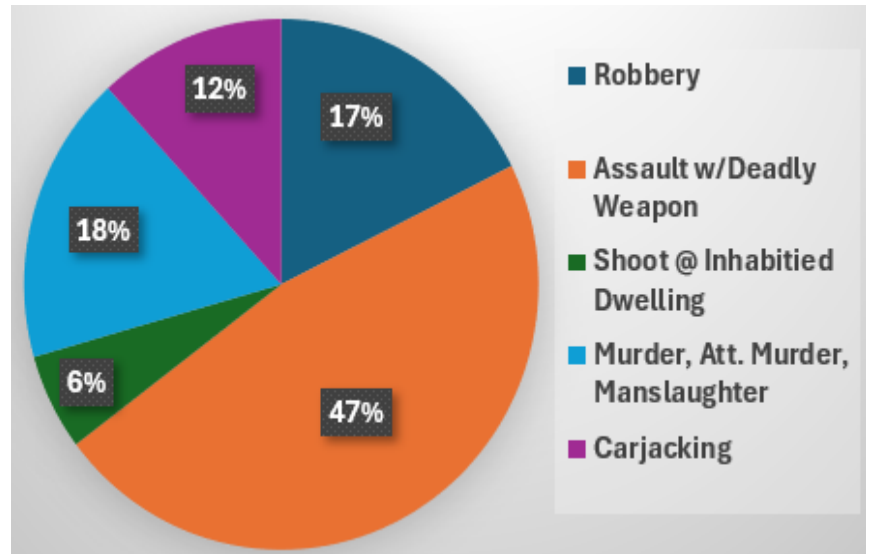
Ethnicity



Age at Adjudication



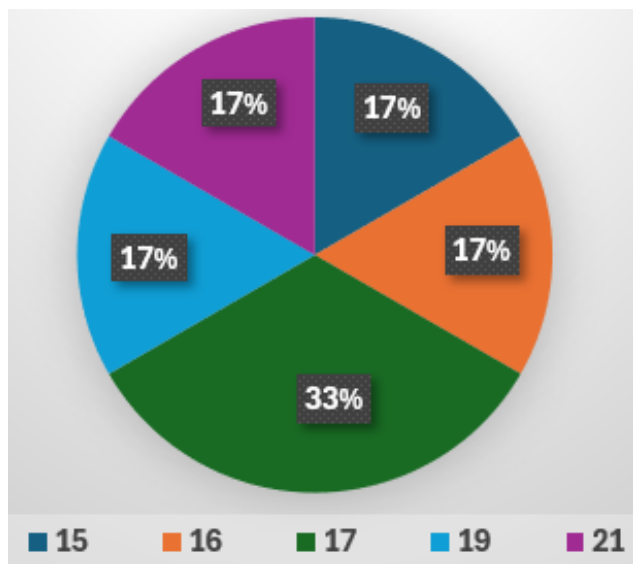
Charge Type



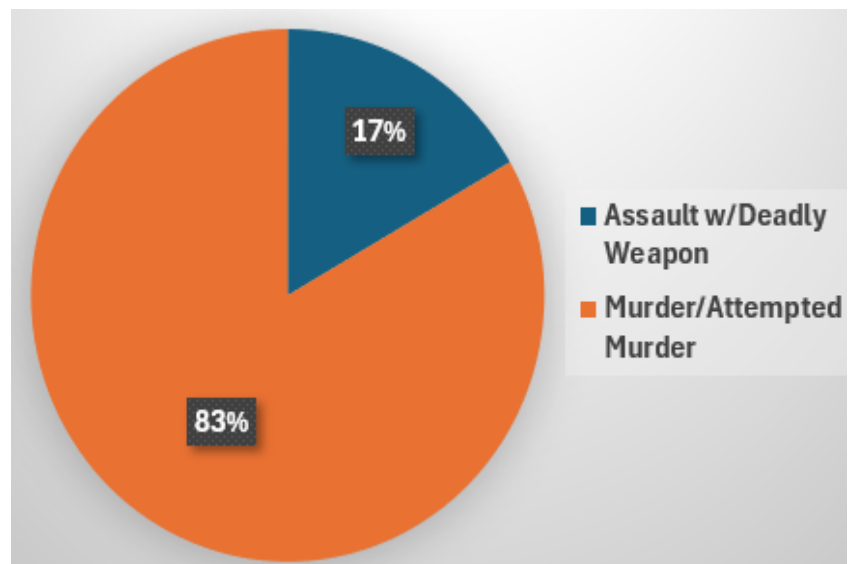
Secure Youth Treatment Facility (SYTF)

Since May 2023, there have been six Latino male youth housed at Sonoma SYTF. Three of the youth were previously housed at DJJ and transferred to Sonoma SYTF upon closure of DJJ in June 2023. The below charts outline the disaggregated demographics for this population:

Age at Adjudication



Charge Type



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

The Juvenile Division focuses on a range of services including investigation, diversion, pre- and post-adjudication, community supervision, and out-of-home placement for referred youth. Staff oversee youth

committed to Secure Youth Treatment Facilities (SYTF) due to DJJ Realignment under SB 823 and wards with 707 offenses which are commitment eligible. Collaboration with community partners ensures trauma-informed, culturally responsive support for youth, families, and public safety.

The Juvenile Division prioritizes public safety by reducing recidivism through enhancing the life skills and competencies of youth and families. This involves genuine engagement and partnerships with families and youth. Probation collaborates strategically with community stakeholders to provide culturally responsive supervision and services, supporting community safety as relied upon by the court and partners in juvenile justice. We focus on tackling root causes and social determinants that impact youth behaviors. It's crucial for all service providers and Probation Officers to recognize that our efforts extend beyond mere gang awareness.

Even though we don't always label our initiatives as such, they are effectively designed to address the underlying issues that lead young people toward gang affiliation. We believe a successful gang prevention or intervention program need not be explicitly labeled as such. In many cases, avoiding the term "gang" can facilitate engagement with youth who might otherwise perceive such programs as stigmatizing or punitive. By framing our initiatives in terms of offering support, guidance, and opportunities for personal growth and success, we can attract a broader range of participants, including those at risk of gang involvement.

Many of our most successful programs seamlessly integrate elements of youth development, community engagement, and social support without overtly mentioning gangs. By creating inclusive environments where young people feel valued, supported, and empowered, we strive to effectively steer them away from gang involvement, other delinquent behaviors, and toward more positive pathways. We do this by practicing the following strategies:

- **Education and Awareness-** Implementing comprehensive educational programs in schools and communities to raise awareness about the dangers of gang involvement and its consequences.
- **Mentorship and Positive Role Models-** Providing access to positive role models through mentorship programs, community organizations, and extracurricular activities.
- **Community Engagement-** Fostering a sense of belonging within communities by providing opportunities for constructive activities and contributions.
- **Family Support and Strengthening-** Offering parenting education, counseling services, and resources to promote healthy family dynamics.
- **Addressing Socioeconomic Factors-** Tackling poverty, unemployment, and lack of educational opportunities through economic development and educational initiatives.
- **Early Intervention and Support Services-** Identifying and intervening early with at-risk youth through tailored counseling and support programs.
- **Promoting Alternatives to Violence-** Offering conflict resolution programs and restorative justice practices to teach constructive conflict resolution.
- **Community Policing and Collaboration-** Fostering partnerships between law enforcement, community organizations, schools, and residents to develop collaborative approaches to gang prevention and intervention.

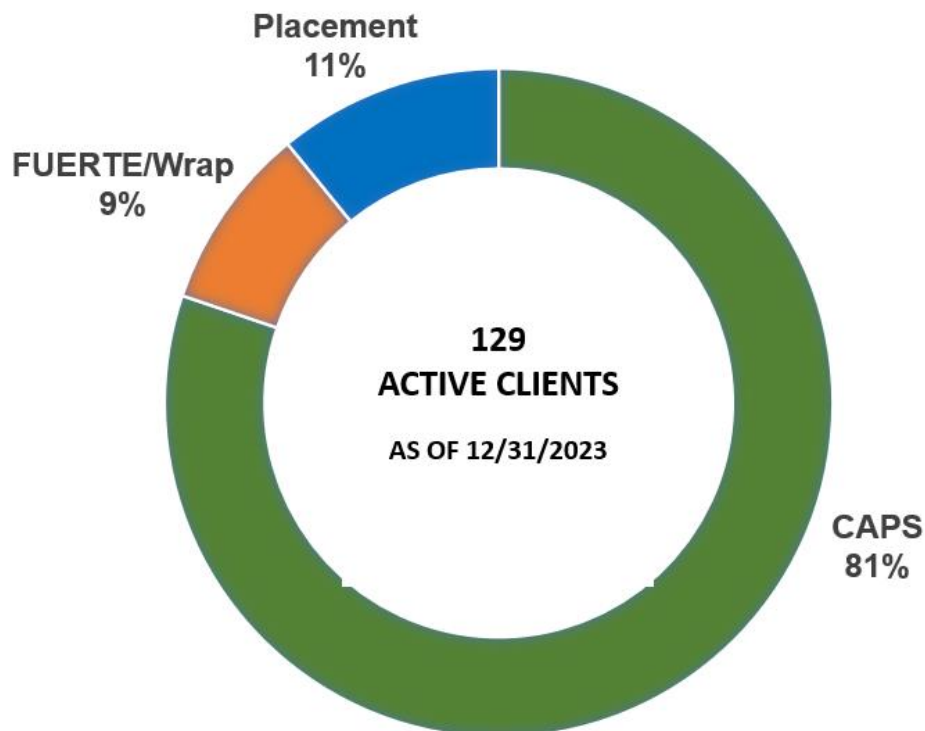
By implementing these strategies in a coordinated manner, we can together prevent young people from

deepening their trajectory in the juvenile justice system and create safer, more supportive environments for all residents.

The Juvenile Division utilizes the Integrated Core Practice Model (ICPM). The ICPM is a model and framework for the shared values, core components, and standards of practice expected for those serving California’s children, youth, and families. It sets Child and Family Teaming (CFT) as a primary vehicle for a team-based process to meet objectives of reducing recidivism and victimization, increased life skills, and family engagement.

In 2023, our staff continued to focus on deepening their understanding of the Integrated Core Practice Model (ICPM) and its 10 principles for engaging with families and youth. The Juvenile Division adapted to evolving probation practices by renaming a unit as the Community, Engagement, and Connections unit. Our supervision remains youth-centered, culturally responsive, trauma-informed, and needs-driven, while promoting positive change and success for youth and families.

The following chart outlines caseload types and percentages in the Juvenile Division:



Our Connecting and Promoting Success (CAPS) caseload, covering 81% of supervised youth, provides a youth-centered, needs-driven approach for those on formal probation, aiming to enhance connections and promote success for youth and families. FUERTE/Wrap caseloads are specialized, focusing on family engagement and behavioral health services for youth at risk of out-of-home placement. These caseloads involve a team-based approach with a transitional specialist, a behavioral health clinician, and a probation officer. Placement caseloads oversee youth placed in various settings, including Short Term Residential Therapeutic Programs, Ranch Camp, or Secure Youth Treatment Facilities, with placement decisions made by Juvenile Probation and ordered by the Juvenile Justice Court. This unit also oversees Non-Minor Dependent youth (ages 18-21), typically removed from home due to unmet behavioral and therapeutic needs despite wraparound services.

Probation staff conducted 29 CFT meetings in 2023, empowering youth and families, along with their natural supports, to have a stronger say in case outcomes and probation strategies. These meetings involve professionals from county agencies and community organizations and natural supports selected by youth to collaborate on meeting youth and family needs, contributing to the 85% decrease in overall placements, as shown in the graph below.

In 2023, the Juvenile Division continued to administer the Juvenile Assessment and Intervention System (JAIS) by initiating use of the JAIS Case Plan. In addition to identifying a youth’s level of risk to reoffend, the JAIS has three goals:

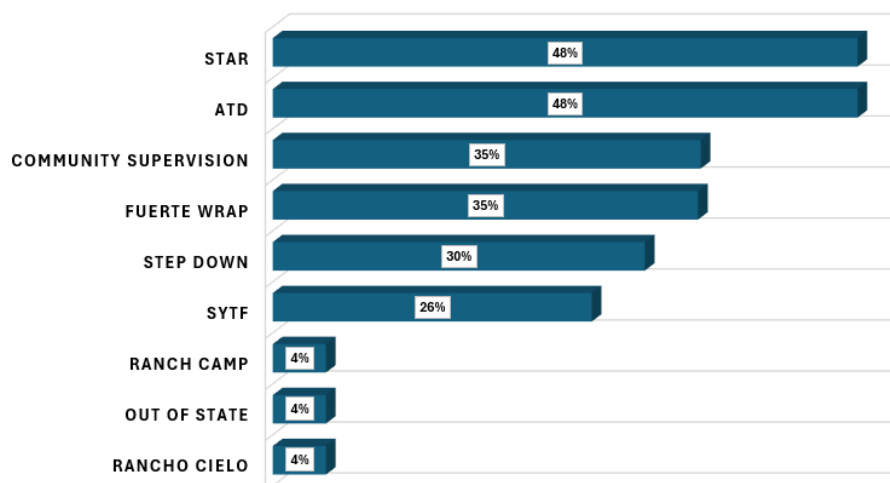
- To help Probation Officers quickly establish appropriate supervision strategies based on youth strengths and needs, anticipated behaviors and attitudes, and the reasons for behaviors and attitudes.
- To provide Probation Officers with effective strategies for addressing unmet needs before they escalate into law violations.
- To reduce recidivism, which is defined as any youth receiving a subsequent adjudication while on active supervision (recidivism was 6% in 2023)

Juvenile Probation Supervisors and Juvenile Division Managers are monitoring administration of the instrument for inter-rater reliability, a result of which 86% of all cases completed an initial assessment of moderate and high needs having received a full JAIS assessment. Additionally, the JAIS assessment is being reflected in court reports and in case staffing.

In 2023, the Juvenile Division continued its commitment to transform juvenile justice by prioritizing alternatives to detention. Of the youth placed in alternative to detention programs, 98% attended their next court appearance and avoided further offenses. Data is used to support reentry for placement and SYTF youth, wards, and reducing technical violations as well as pre-adjudication supervision.

Since 1999, the Juvenile Division has led the way in reducing juvenile detention, serving as a model site for the Annie E. Casey Foundation’s (AECF) Juvenile Detention Alternatives Initiative (JDAI). This initiative aims to eliminate unnecessary detention, enhance data-driven decision-making, streamline court processing, establish risk-based detention criteria, expand community-based alternatives, improve confinement conditions, address disproportionate minority contact, and cater to the needs of special populations including Wards with commitment eligible 707 offenses and youth in SYTF.

The below graph depicts the various services, placements and programs 707 Wards and SYTF youth have accessed.



Part 3: Programs and Services (WIC 1995 (c)(2))

Provide a description of the facilities, programs, placements, services and service providers, supervision, and other responses that will be provided to the target population. Describe any progress on this element since May 1, 2023, at the end of your response (Welf. & Inst. Code §1995(D)(2) and (d)(8)):

The Santa Cruz County Probation Department's Juvenile Hall's partnership with Health Services Agency, County Office of Education, and community providers, ensure our youth receive the necessary services pending their court hearing or transfer to SYTF. Our facility is smaller and antiquated as compared to many Juvenile Halls across the state. Unlike newer facilities, which often boast multiple units, our facility struggles to adequately cater to the need for distinct programming and maintaining separation between youth confined as part of the DJJ realignment and those housed for local violations. With the realignment, there's a potential for a significant shift in the ages of youth in custody, ranging from as young as 13 to as old as 25. This wide age range presents unique challenges if adequate separation and housing in different units cannot be ensured. Furthermore, the space available for recreation and physical activities at the Santa Cruz County Juvenile Hall is limited.

In May 2023, Santa Cruz County secured a contract with Merced County Probation to house our SYTF youth (should the need arise) due to unforeseen staffing challenges at the Sonoma facility. A temporary freeze was put into place on receiving at the Sonoma SYTF pursuant to new admissions into their program.

The Sonoma County Probation Department provides a safe and secure facility for the housing and programming of Court committed youth identified as appropriate per SB 823. It provides rehabilitative treatment designed to reduce recidivism; provide opportunities to address personal, social, physical, mental health, educational, vocational needs and independent living skills needs; and prepare them for a successful re-entry to their communities.

The Sonoma County Probation Department maintains contracts with local providers for current services within the Juvenile Hall (and the Probation Camp once re-occupied) in addition to contracts focused on transitional services. Within the facility residents are offered drug and alcohol services, mental health support, Aggression Replacement Training, trauma focused, gender responsive, culturally competent/bilingual services, spiritual advising, and various other services. Transitional services include referrals to our Intensive Case Management (ICM) Program, Vocational/Job Training Programs, County Behavioral Health, and case management/supervision services.

The Sonoma County Probation Department provides additional family engagement opportunities and program provider meetings to support its existing programming, including focus on the Child and Family Team approach to individual rehabilitation plans (case plans), enhanced family visitation opportunities such as events, vocational, educational, programming, and workday-pass/furlough opportunities (Court approved), face-to-face meetings in Juvenile Hall with program providers, and strategic family therapy services.

Housing of residents will vary based on classification, risk level, individual needs, and safety of the resident and other residents within the facility. The department is exploring the use of a Camp setting by utilizing the un-occupied Probation Camp facility to assist in housing residents who are transitioning back into the community.

All youth housed in a host facility remain under the supervision of a Santa Cruz County Probation Officer. This allows for a combined case planning opportunity and ensure that the six-month review with the Santa Cruz County Juvenile Court contains the most current information on the youth's

adjustment in the host county. Additionally, when a youth is committed to a period of confinement at the host county, the Santa Cruz County Probation Officer will immediately reach out to their parents/guardians to share information about the host county including visitation planning.

Probation Officers assigned to the Placement Unit must maintain face-to-face contact with youth at the host county at least once every 30 days. The Probation Department supports families in need to ensure transportation for visitation during the youth's confinement period is provided by the department or reimbursement for travel is compensated. Recognizing the significance of visitations and family bonds for youths' overall well-being at SYTF, Sonoma County has extended visit durations to two hours and offers virtual visitation options for additional contact.

Over time, the Santa Cruz County Probation Department has placed youth in various out-of-county programs, primarily group homes now known as STRTP programs, Ranch Camps, and the Division of Juvenile Justice. To uphold family connections for youths removed from their homes, the department assists families with travel for visits, with approval from the County Administrators Office (CAO). All reimbursements for travel adhere to established Travel Rules and Regulations outlined in the County Policies and Procedures Manual.

The Merced County Iris Garrett Juvenile Justice Correctional Complex has two (2) separate buildings for housing our target populations. They are identified as Building one (1) and Building two (2). Each building has two separate housing units, consisting of two wings in each housing unit. Each wing has the capability of housing up to 15 youth, each unit has the ability to house up to 30 youth. Although the facility design allows the ability to house up to 120 youth, the probation department is budgeted to hold up to a maximum of 90 youth. They will utilize their housing units to serve the target population, as the need arises. Utilization of housing will consist of separation based on age/criminal sophistication while also keeping in mind the need for those youth who may have special needs or behavioral issues. Merced County continues to develop their SYTF housing units moving towards full implementation.

At full implementation, Merced would like to have a wide variety of vocational educational courses for youth to choose from to build onto their portfolio while they are housed in their secure facility and a full functioning Re-Entry Center for them to report to where a community transition team will be co-located for youth to meet with their treatment provider(s) and Deputy Probation Officer, as well as gain educational assistance in their coursework (pre or post graduate). Merced County has adopted an integrated treatment model to reintegrate justice system-involved youth to their families and communities with the knowledge and skills necessary to live successful, crime-free lives. Four primary focus areas of their program logic modes include, Family Stability, Behavioral Health (Well-being), Education and Vocational Training and employment.

After the realignment announcement, the state offered additional funding opportunities to counties to assist with DJJ Realignment cost. The Santa Cruz County Probation Department sought funding through SB 823's Youth Programs Facilities Grant Program and procured a 12-person passenger van to support in person visitation and family connectedness. Additional side steps were installed to accommodate family members with disabilities, and Wi-Fi capabilities were added to provide internet access for youth and families. Since its acquisition, the van has been used to provide monthly roundtrip transportation for families of youth residing at Sonoma. Should a youth be housed at Merced County SYTF, transportation arrangements for families will mirror those for Sonoma County SYTF. We continue to leverage SB 823 funding and local funding to support visitation.

Santa Cruz County also used the grant funding for construction improvements to a conference room in the Juvenile Hall which has been completed. This area has been updated to be made

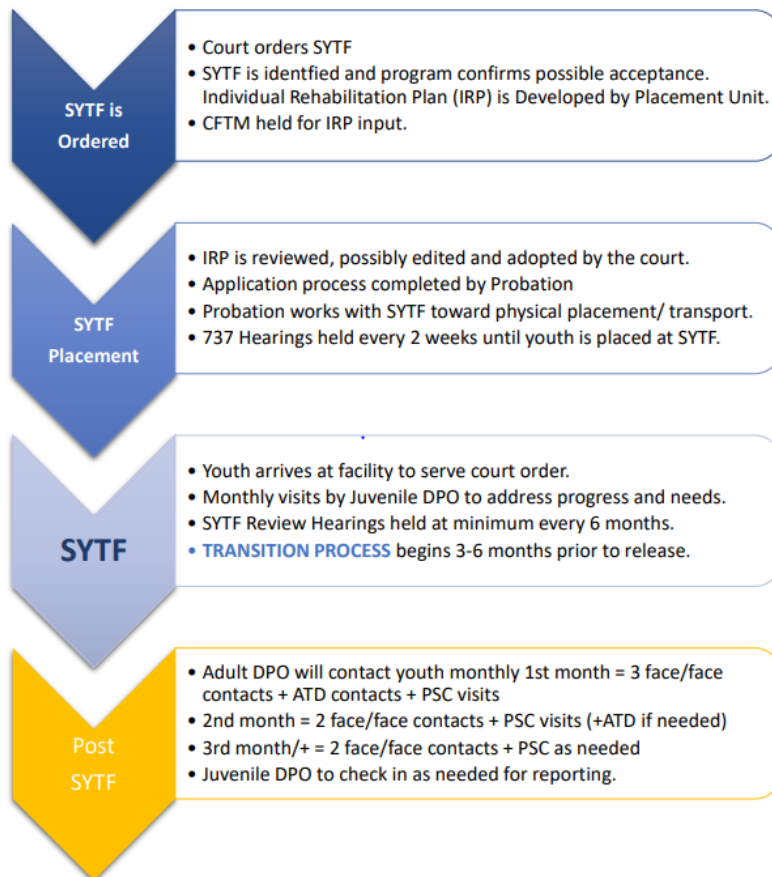
secure and used for visitation purposes for youth and families pending transfer to the Secure Treatment Youth Facility (STYF). The department also purchased six tablets and six MiFi's. MiFi's utilize mobile phone networks to create mini wireless broadband cloud or hotspots that can be shared between mobile internet-enabled devices such as smartphones, and tablets. The digital devices are loaned out or used from one of our three sites throughout the county to ensure accessibility and responsiveness for parents/family/caregivers and natural supports per approved contacts.

In addition to the renovation of the conference room, the Juvenile Hall is currently using grant funds to renovate rooms on the unit to convert them to soft counseling rooms. Currently youth must leave their living units to go to the facility's main building to access behavioral health services. By renovating these rooms, it will allow behavioral health services to be readily available and accessible for youth on the units to provide therapeutic services.

Planning and Coordination Services

The following illustrates the SYTF workflow that was developed collaboratively with probation and court partners in 2023. The workflow defines collaboration efforts that begin at the time SYTF is ordered and facilitates SYTF program planning and reentry planning.

Secure Youth Treatment Facility (SYTF)

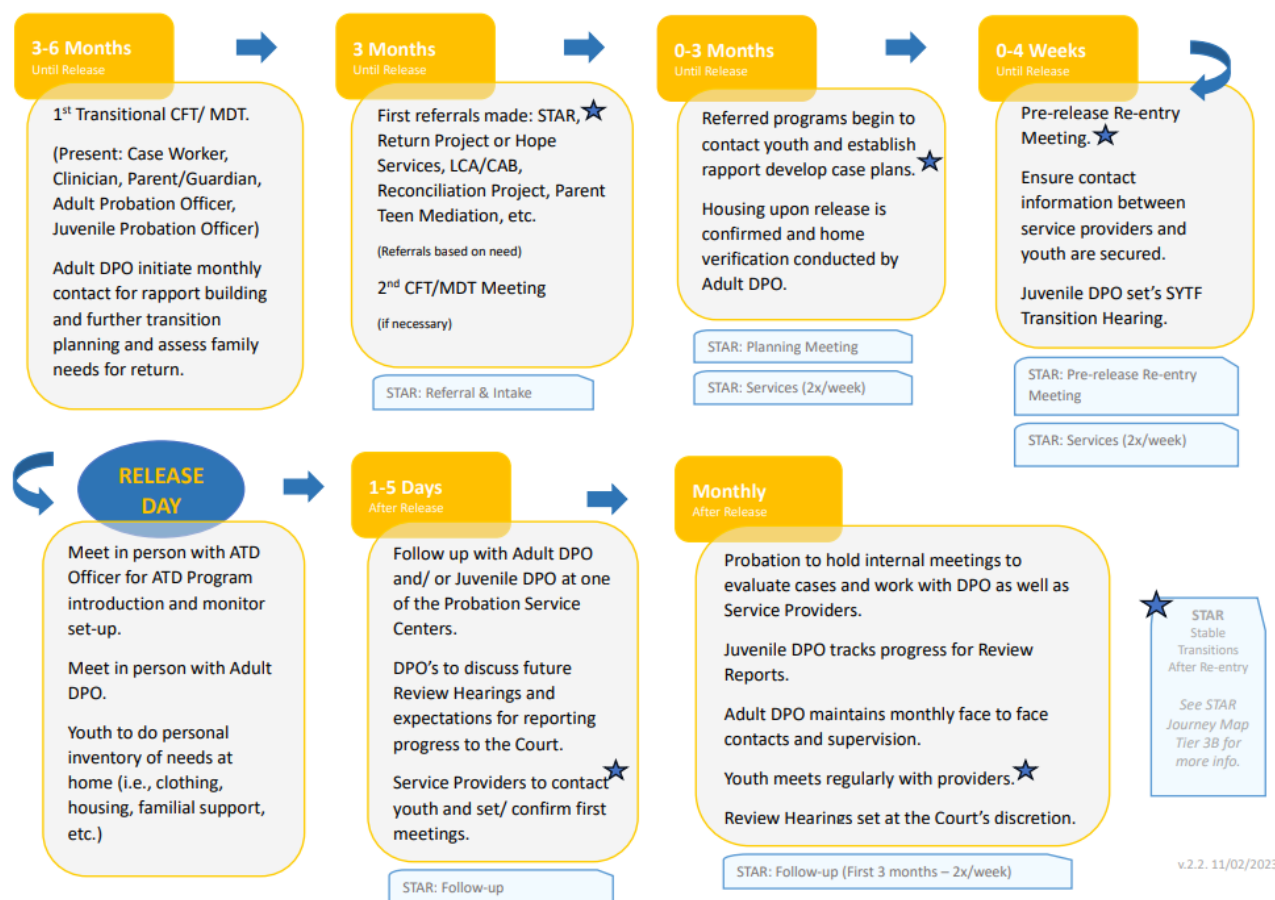


Roles and Responsibilities SYTF		
Juvenile DPO Primary for, contacts, court reports, petitions.	Adult DPO Begins contacts at Transition Process 3 months prior to release	ATD Participates in Transition Hearing.

Roles and Responsibilities Post SYTF		
Adult DPO Primary supervision and contacts.	Juvenile DPO Primary for court reports and petitions.	ATD Tracking and Monitoring.

★ **STAR – Stable Transitions After Re-entry**
The star program begins at Transition Process. STAR conducts Referral, Planning Meeting, Services, Pre-Release Re-entry Meeting and Follow up. See STAR Journey Map Tier 3B for more information.

Timeline for Transition Back to the Community



Part 4: Juvenile Justice Realignment Block Grant Funds (WELF & INST. CODE § 1995(D)(3))
Describe how the County plans to apply grant funds to address the mental health, sex offender treatment, or related behavioral or trauma-based needs of the target population. Describe any progress on this element since May 1, 2023, at the end of your response: (Welf. & Inst. Code §1995(d)(3)(A) and (d)(8)):

Santa Cruz County applies grant funds to contract with Sonoma County and Merced County for SYTF services.

The Sonoma County Probation Department provides comprehensive treatment related to mental health needs and sex offender specific treatment. The Probation Department currently refers youth to community-based individual and group sex offender treatment and will transition these services into Juvenile Hall as well as adding services for the resident's family and any victims within the home. Sonoma County has historically served most sex offenders within the community and through home removal via placement/out of home care; commitments to Juvenile Hall or DJJ for sex offenses are infrequent. On average, residential juvenile sex offender treatment is between 18-24 months in length.

Behavioral health and trauma services will remain available to all residents housed in Juvenile Hall regardless of commitment status and in compliance with statute and Title 15 regulations. The Sonoma County Probation Department will expand the current service array and introduce evidence-based services targeting these areas of need, to help build youth resilience, stability, and rehabilitation.

One of the Merced County Probation Department's top priorities is the provision of mental health services to the target population. As part of a larger institutional and community mental health strategy, the Probation Department and Merced County Behavioral Health and Recovery Services (BHRS) have identified treatment needs that are not only required to be addressed by Title 15 Minimum Standards for Juvenile Facilities but are also in the best interest of the target population. In preparation for DJJ realignment, the Merced County Probation Department and BHRS developed a collaborative clinical team servicing the behavioral health needs of youth in the juvenile facility. BHRS has made the commitment to assign a full-time licensed mental health clinician, a full-time unlicensed mental health clinician and a full-time mental health worker to provide on-going direct services to the youth in custody. The Probation Department has committed to funding a full-time peer support specialist as a member of this treatment team. This integrated team is the first of its' kind to be placed at the Merced County Juvenile Facility. They will provide a culturally competent and trauma-based service approach when delivering services to youth.

The Santa Cruz County Probation Department continues to work closely with the host county to ensure these vital services are being made available to youth based on their own specific individual needs. The services are included as part of the youth's case plan and will be provided with a trauma informed lens in their application. As youth begin to transition back to our community, the Probation Department will determine if the local supervision strategies will be centered around the FUERTE/Wraparound Program for the younger youth or the Adult Post Release Community Supervision Program (PRCS) team who has worked in conjunction with Juvenile Probation for years to supervise young adults who had previously returned from the Division of Juvenile Justice or SYTF.

Listed below is a description of the FUERTE/Wraparound (FW) Program which provides a team approach for youth experiencing behavioral health issues. The team includes a Probation Officer, a Transitional Specialist, and a Clinician and generally lasts between 6-12 months in duration.

- Eligibility: Youth must have behavioral health symptoms consistent with at least one DSM-V diagnosis and exhibit functional impairment in at least a couple major life domains ("medical necessity", required by Medi-Cal).
- Referral process: If Probation, in conjunction with the host county determines a youth on probation would benefit/be a fit for FW, they will schedule a Child and Family Team Meeting (CFTM) to include one member of the existing FW program from the Community Based Organization. This meeting is to introduce the program to the youth and family and conduct a brief screening to determine eligibility and interest. Following the CFTM, the FW team will decide whether to accept or not accept the youth into the program at which time the Probation Officer would advise the Court via a memo about the outcome of the CFTM.
- Funding: contracted with Probation (cost reimbursement) and CBH (fee for service, EPSDT Medi-Cal billing for specialty mental health services).
- Direct service providers: Four; two dyads of one Clinician and one Transitional Specialist (TS) that work as a team sharing a caseload.
- Caseload size: 10 clients per dyad (20 total)
- Services include: Frequent CFT meetings with FW staff, PO, parent/caregiver, and natural support the youth identifies as their "team" or wants to attend, case management, individual therapy, family therapy, collateral support (for family and non-family), crisis intervention and de-escalation, 24-hour crisis phone line.
- Models used: EBP Wraparound, CFT meetings, targeted case management, Intensive Care Coordination (ICC), and therapeutic modalities such as: CBT, TF-CBT, MI, DBT, and more.
- Clinical tools used: DSM-V, CANS, MSE, PPQ, PSC, Psychosocial Assessment, co-created Treatment Plan, and more.
- Timeline: Typically, 6-12 months, sometimes longer as needed.

The Probation Success Centers (PSC) located in North County (Santa Cruz) and South County (Watsonville) provide integrated services and decrease barriers to successful community reintegration for individuals under probation supervision and returning to the community from jail, prison, or SYTF. The PSC model makes it easier for individuals to access support, while also increasing communication and coordination among numerous providers. Services include: workforce and job development, education and computer literacy, behavioral health counseling, assessment, and linkage to substance use disorder treatment, parenting and family involvement, social services navigation, domestic violence, anger management, and social skills classes, and linkage to shelter and housing support.

Describe how the County plans to apply grant funds to address support programs or services that promote healthy adolescent development for the target population. Describe any progress on this element since May 1, 2023, at the end of your response: (Welf. & Inst. Code §1995(d)(3)(B) and (d)(8))

The department utilizes grant funds to appropriate SYTF placements in host counties that utilize programs that leverage evidence-based practices (EBPs) and culturally responsive practices that support adolescent development.

The Sonoma County Probation Department has used grant funds to secure and facilitate evidence based and innovative practices and programs. The department currently has a variety of services and interventions available to residents, administered by trained staff, and using local community-based organizations. The department has compiled a list of services that are either evidence based or promising practices which would benefit this population. Grant funding has assisted in the procurement of these services and allows the department to provide additional services and training for staff. In addition, grant funds have been used for facility upgrades and/or procurement of equipment and resources for the integration of vocational/job training services.

Merced County has focused on having numerous programs and services provided that will promote healthy adolescent development to include behavioral health evaluations, individual/group/family therapy, psychotropic medication evaluations, anger management counseling, drug and alcohol treatment and education programming and cognitive behavior therapy interventions.

Local Program or Services

Like our host counties, Santa Cruz County utilizes EBPs, promising practices and culturally responsive services focused on adolescent development. Below are services which our target population can access.

- Pajaro Valley Prevention and Student Assistance (PVPSA) Todos program- Provides Functional Family Case Management behavioral health services.
- Luna Y Sol Community Action Board (CAB)- Youth employment services skills and support.
- Luna Y Sol Community Action Board (CAB)- Educational tutoring services and culturally relevant family groups.
- Family Transportation to SYTF for visitations.
- Psychiatric Evaluations
- Luna Evening Center- Alternative to detention services focused on skill building and behavioral

health support.

- Conflict Resolution Center (CRC)- Restorative Justice education and mediation services.
- Encompass (Fuerte/Wrap)- Wraparound trauma-focused services.
- PVPSA Family Night- Family engagement focused on strengthening family connections through art and educational services.

Describe how the County plans to apply grant funds to address family engagement in programs for the target population. Describe any progress on this element since May 1, 2023, at the end of your response: Welf. & Inst. Code §1995(d)(3)(C) and (d)(8))

Santa Cruz County contracts with Sonoma County and Merced County for SYTF services.

The Sonoma Probation Department is dedicated to securing services for youth and families that promote well-being and assist in our goal of rehabilitation. The Sonoma County Juvenile Hall works closely with Juvenile Probation Officers to provide residents and their families with supportive and necessary transition services. Family engagement is a key part of this transition process, and the department intends to engage with families while the youth is housed within the facility and throughout their transition onto aftercare; and ultimately, successful completion of probation supervision. Grant funding would also be applied toward procuring necessary community-based and media services which could be used within the facility via virtual programming and in-person visitation. In addition, a portion of funding could be maintained to allow flexible spending for youth and families when various funding needs arise. Such spending is commonly referred to in Sonoma County as Flex-Funding or Flex-Funds which would be used to ensure opportunities and support to youth and families by providing linkage to community-based pro-social activities.

Virtual visitation and programming will assist the department's goal of facilitating family engagement and breaking down barriers to regular communication with family and pro-social connections that the youth may have outside the facility. This also allows for Child and Family Team Meetings to easily be part of our case planning and case management process. These meetings place families in the center of the planning process and encourage formal and informal supports to unite around shared hopes and goals. Plans resulting from Child and Family Team Meetings build on individual and family strengths to address unmet needs and involve the use of community resources.

There are many factors in probation cases which pose a challenge to family engagement. Those factors may include youth who have fractured or estranged familial ties or pro-social connections within the community, youth with increased behavioral health needs, and youth involved in sex offenses with a victim within the family or home. The Probation Department is well suited to overcome these challenges and is dedicated to improved outcomes for justice involved youth. Ultimately, grant funds applied toward family engagement would improve the array of services and supports available to youth while they are housed in the facility, engage families through a more individualized approach that emphasis family involvement, and improve child and family well-being.

Merced County SYTF values family engagement as critical for a youth's overall success not only when they are in custody but also when they are out of custody. "Family" can include biological family members, extended and/or fictive kin (including godparents and foster siblings). Equally important are other identified life-long connections such as coaches, mentors, and teachers. Research has shown that individuals who have diverse support systems have better outcomes.

Involving families and other supportive individuals in crucial decision-making activities facilitates the identification of the services and resources an individual might need to succeed upon their release.

The Multidisciplinary Team (MDT) and Child and Family Team (CFT) are decision-making bodies for youth and their families. Consistent with Systems of Care principles in the Child and Family Team Meetings, the MDT Meetings are also family driven, inclusive, family centered, strength-based and solution focused. An MDT Meeting will occur within the first 30 days of the youth's entry to the SYTF. The Individual Rehabilitation Plan (IRP) will include objectives and time frames for resolution of targeted needs for intervention. Periodic evaluations of progress toward meeting individual rehabilitation goals will occur at least every 30 days, or as needed. If there is a need to modify the (IRP), an MDT Meeting will be scheduled to involve the entire team.

Within 30 days prior to the youth's release from custody, a CFT Meeting will be scheduled to discuss transitional planning. Development of the transitional plan will include input from the youth, youth's family and/or supportive adults, such as applicable school staff, the assigned supervision Deputy Probation Officer, Behavioral Health, and Recovery Services staff, when applicable. The Deputy Probation Officer assigned to the facility will moderate the CFTM/transitional planning meeting.

Families are also encouraged to participate in monthly Parent Cafés. Parent Cafés are a series of guided conversations to increase community wisdom, build family and social support, and facilitate action to increase the chances of success for incarcerated youth.

The Santa Cruz County Probation Department believes that family engagement is critical for a youth's overall success not only when they are in custody, but also when they are released. "Family" can include biological family members or extended family members (including godparents and foster siblings). Equally important are other life-long connections such as coaches, mentors, and teachers. We refer to these connections as "natural supports" and have created a thorough process of identifying them to better support youth during their time in contact with the juvenile justice system. It has been shown that individuals who have diverse support systems have better outcomes. Involving families and other supportive individuals in crucial decision-making activities facilitates the identification of the services and resources an individual might need to succeed upon their release.

Youth who are ordered to a period of confinement in a Secure Youth Treatment Facilities (SYTF) shall have an (IRP) developed within 30 days by a (MDT) to include participation and input from the youth and family. This meeting may also include representatives from both the Juvenile Hall and Juvenile Division of Probation, Santa Cruz County Office of Education, Children's Behavioral Health, and other identified providers. Areas of focus within this plan shall:

- a. Identify the youth's needs in relation to treatment, education, and development, including any special needs they may have in relation to health, mental, emotional health, disabilities, or gender-related or other special needs.
- b. Describe the programming, treatment, and education to be provided to the youth in relation to the identified needs during the commitment period.
- c. Reflect, and be consistent with, the principles of trauma-informed, evidenced-based, and culturally responsive care.

Within 90 days prior to the youth's release from custody, an MDT will be scheduled to discuss transitional planning. Development of the transitional plan will include input from the youth's family and/or supportive adults, such as applicable school staff, the assigned Probation Officer, Stable Transition and Re-Entry team, and Behavioral Health staff when applicable. The Probation Officer assigned to the youth will moderate the MDT/transitional planning meeting.

The transitional plan will include the following: identification of existing community-based resources, medical and behavioral health referrals with linkage to obtaining psychotropic medication (if applicable), as well as educational needs and linkage to vocational and/or employment resources. Finally, the assigned Probation Officer will ensure the re-entry terms and conditions of supervision are shared with youth and family.

The Sonoma County Probation Department currently utilizes several approaches consistent with Santa Cruz County Probation Department to connect youth to families while they are confined. As noted above, Sonoma County is currently using virtual technology in addition to in-person visitation to provide contact between confined youth and their families. This is the same practice we have been using in Santa Cruz County post COVID-19 pandemic. The assigned Santa Cruz County Probation Officer will immediately work with families of committed youth to determine the ability to connect virtually, and efforts will be made to ensure that families have access to technology that will support contact with the youth who may be housed by the host county, when in-person visitation are unavailable.

Describe how the County plans to apply grant funds to address reentry, including planning and linkages to support employment, housing, and continuing education for the target population. Describe any progress on this element since May 1, 2023, at the end of your response: (Welf. & Inst. Code §1995(d)(3)(D) and (d)(8))

Also supporting the target population is the Santa Cruz County STAR Program, funded by a Title II grant through the Board of State Community Corrections (BSCC) and supported by the U.S. Office of Juvenile Justice and Delinquency Prevention (OJJDP), aims to enhance the re-entry process for youth and address disparities in the juvenile justice system. Through the assistance of two community-based Re-entry Specialists and a Program Coordinator, the STAR program focuses on improving system processes to support youth who have been removed from their homes. It starts serving youth 90 days before their return to the community, with Probation Officers making referrals to the program within this timeframe. Priority is given to youth housed in the host county to expedite their transition home. Probation Officers also coordinate with the STAR team, attending weekly meetings where information about the youth and their family is shared and discussed. These meetings typically involve the participation of the Juvenile Hall Division Director, Assistant Division Director, alongside the Re-entry Specialists and Program Coordinator.

Re-entry Specialists employ the Child and Adolescent Needs and Strengths (CANS) assessment tool to craft personalized re-entry plans. The Re-entry Specialist who is working with the youth preparing to transition back to Santa Cruz County, collaborates closely with the staff at the facility in the host county. This collaboration aims to ensure a smooth transition, which involves making referrals to local community partners and determining whether the youth will require the services of the FUERTE/Wraparound Program or a referral to the Probation Success Center. Most of these decisions are anticipated to be made during the Child and Family Team (CFT) Meeting scheduled 90 days prior to the expected release from the host county.

Grant Funds directly support staff supervision (Deputy Probation Officer positions) in conjunction with alternatives to detention. Services supported by the grant:

- Conflict Resolution Center (CRC)- Restorative Justice education and mediation services.
- Luna Y Sol Community Action Board (CAB)- Youth employment services skills, rental assistance, and educational advocacy.

- Luna Y Sol Community Action Board (CAB)- Educational tutoring services and culturally relevant family groups.
- Behavioral Health and psychiatric evaluation services.
- Luna Evening Center- Alternative to detention services focused on skill building and behavioral health support.
- Family visitation to SYTF.
- Travel cost for all commitment and placement visits.

Describe how the County plans to apply grant funds to address evidence-based, promising, trauma-informed and culturally responsive services for the target population. Describe any progress on this element since May 1, 2023, at the end of your response: (Welf. & Inst. Code §1995(d)(3)(E) and (d)(8))

Santa Cruz County utilizes grant funds to contract with Sonoma County for SYTF services.

The Sonoma County Probation Department provides the following programs as evidence-based or promising, trauma-informed and culturally responsive services for the target population (not all services will be provided):

Positive Youth Justice

Organizing framework for the program rooted in youth development research. Focuses on key assets: skills (learning & doing) and connections (attaching & belonging). Behavior change and development are pursued through six practice areas: Work, Relationships, Health, Education, Community, and Creativity.

CBT for anger-related problems in children and adolescents

Does not refer to a specific program

This variant of CBT focuses specifically on residents who have anger-related problems, including aggression, self-control, problem-solving, social competencies, and anger experience. For residents with anger problems, CBT is designed to 1) change how anger is experienced (e.g., how quickly a youth becomes angry, the intensity of the anger, and the amount of time spent feeling angry), 2) reduce aggressive behavior, and 3) improve social functioning.

Aggression Replacement Training (ART)

A multidimensional psychoeducational intervention designed to promote prosocial behavior in chronically aggressive and violent adolescents using techniques to develop social skills, emotional control, and moral reasoning. Program techniques are designed to teach youths how to control their angry impulses and take perspectives other than their own. The main goal is to reduce aggression and violence among youth by providing them with opportunities to learn prosocial skills in place of aggressive behavior.

Girls Moving On

Girls Moving On is a gender-informed cognitive-behavioral program for at-risk girls between the ages of 12 to 21 years. Girls Moving On is a comprehensive program that uses several complementary approaches, such as relational theory, motivational interviewing, and cognitive-behavioral intervention. The program is designed to provide girls and young women with alternatives to criminal activity by assisting them to identify and mobilize personal and community resources. Girls Moving On consists of seven modules: two are delivered on an

individual basis and five are delivered in a group-based setting.

Cognitive Behavioral Interventions - Core Youth (CBI - CY)

This curriculum is designed to provide a thorough intervention that broadly targets all criminogenic needs for juvenile populations. Relies on a cognitive-behavioral approach to teach individuals strategies to manage risk factors in a way that is developmentally appropriate for youth. The program places heavy emphasis on skill building activities to assist with cognitive, social, emotional, and coping skill development. Additionally, it provides modifications so that youth with mental illness can participate, though it is not dedicated exclusively to this population.

Triple P Parenting

Provides 17 core parenting strategies/skills that promote children's development by creating positive relationships and teaching new skills and behaviors.

Just Beginning

A structured visitation program designed specifically for young noncustodial fathers, particularly those in juvenile or criminal justice facilities with the goals of building and strengthening the relationship between father and child.

Supportive Virtual Family Time Program

Designed to create structure, guidance, and training for those supervising virtual parent-child visits, with the goal of helping them facilitate positive remote supervised visits between parents and their children in out-of-home care. Geared toward both private agency supervised visitation providers as well as caseworkers who will be supervising these virtual visits.

Prolonged Exposure Therapy for Adolescents (PE-A)

PE-A is a therapeutic treatment where clients are encouraged to repeatedly approach situations or activities they are avoiding because they remind them of their trauma (in vivo exposure) as well as to revisit the traumatic memory several times through retelling it (imaginal exposure).

Psychoeducation about common reactions to trauma as well as breathing retraining exercises are also included in the treatment. The aim of in vivo and imaginal exposure is to help clients emotionally process their traumatic memories through imaginal and in vivo exposure. Through these procedures, they learn that they can safely remember the trauma and experience trauma reminders, that the distress that initially results from confrontations with these reminders decreases over time, and that they can tolerate this distress.

Eye Movement Desensitization and Reprocessing (EMDR)

EMDR is guided by the Adaptive Information Processing (AIP) model, which is based on the theory that symptoms arise from maladaptive stored memories that include the thoughts, beliefs, emotions, body sensations, and behavioral responses that were experienced at the time of the traumatic event. This 8-phase psychotherapy treatment was originally designed to alleviate the symptoms of trauma. During the EMDR trauma processing phases, guided by standardized procedures, the client attends to emotionally disturbing material in brief sequential doses that include the client's beliefs, emotions, and body sensations associated with the traumatic event while simultaneously focusing on an external stimulus. Therapist directed bilateral eye movements are commonly used external stimulus, but a variety of other stimuli including hand-tapping and audio bilateral stimulation are often used.

Merced County Probation Department has a full clinical team to address the social and emotional needs of all youth who are in their care. In addition, they employ peer support specialist who have previously been impacted in some way by the "system." All of these providers, in addition to their

institutional officers will provide services and intervention that are evidence-based, trauma-informed and culturally responsive. Relative services and interventions will include but will not be limited to:

1. Relationships- They will work with youth to cultivate positive and healthy relationships. Family Therapy will be encouraged and through therapy, will offer safe spaces for healing of damaged relationships. Caring adults, which include staff, family and service providers will play an important role in guiding youth's healing from trauma and equipping them with the protective factors that will help them succeed.
2. Wellness (Self-regulation skills and social-emotional learning)- Cognitive-behavioral treatment strategies will be implemented to discourage anti-social behavior, reinforce positive behavior, and enhance intrinsic motivation to change.
3. Behavioral health and medical support- All youth will be evaluated to determine the need for immediate mental health services. Youth will be screened for acute needs that require further intervention.
4. Behavior Management Systems (BMS) will encourage and reinforce positive behaviors while discouraging and reducing negative behaviors. BMS will teach more adaptive replacement behaviors through positive behavior interventions. Behavioral health assessments will be utilized to identify and address the needs of youth exposed to traumatic events. Incentives will be provided to youth for reaching certain milestones in their program.

Locally the Probation Department utilizes various services from community partners which are evidence-based or promising practices and are culturally responsive for our Wards and SYTF youth to ensure the best possible outcome for success.

- Conflict Resolution Center (CRC)- Restorative Justice education and mediation services.
- Funding of Supervising Deputy Probation Officers who utilize EBPs (MI, EPICS, Assessments, Coaching Model, and CFTs).
- Behavioral Health and psychiatric evaluation services.
- Luna Y Sol Community Action Board (CAB)- Educational tutoring services and culturally relevant family groups.
- Luna Evening Center- Alternative to detention services focused on skill building and behavioral health support.
- Family visitation to SYTF.
- Travel cost for all commitment and placement visits.
- Luna Y Sol Community Action Board (CAB)- Workforce employment services for youth.

Describe whether and how the County plans to apply grant funds to include services or programs for the target population that are provided by nongovernmental or community-based providers.

Describe any progress on this element since May 1, 2023, at the end of your response: (Welf. & Inst. Code §1995(d)(3)(F) and (d)(8))

Santa Cruz County Probation contracts with various community-based organizations to provide services that serve 707 Wards and youth formerly in SYTF. Below are some of the services providers:

- Pajaro Valley Prevention and Student Assistance (PVPSA) Todos program- Provides Functional Family Case Management behavioral health services.
- Luna Y Sol Community Action Board (CAB)- Workforce employment services for youth and Student Success Project.
- Luna Y Sol Community Action Board (CAB)- Educational tutoring services and culturally relevant family groups.
- Conflict Resolution Center (CRC)- Restorative Justice education and mediation services.
- Encompass (Fuerte/Wrap)- Wraparound trauma-focused services.
- PVPSA Family Night- Family engagement focused on strengthening family connections through Art and educational services.
- Walnut Avenue Family and Women's Center- School based programming focused on reducing dating violence.

Part 5: Facility Plan (Welf & Inst. Code § 1995(d)(4))

Describe in detail each of the facilities that the County plans to use to house or confine the target population at varying levels of offense severity and treatment need, and improvements to accommodate long-term commitments. Facility information shall also include information on how the facilities will ensure the safety and protection of youth having different ages, genders, special needs, and other relevant characteristics. Describe any progress on this element since May 1, 2023, at the end of your response: (Welf. & Inst. Code (d)(8))

Satna Cruz County contracts with Sonoma County and Merced County for SYTF services.

Sonoma County uses a classification system, direct supervision model, and services targeted to address the individual needs of the residents. Male and female commitments will be housed separately; however, residents may be housed in various units throughout the facility given the resident's needs or any need due to overall safety and security of the facility. Residents will be assessed using the Positive Achievement and Change Tool (PACT), in addition to other risk assessment tools as appropriate, and Sonoma County Juvenile Hall will follow accepted juvenile justice best practices. Case management and supervision for these residents begins at the process of commitment with a review or completion of a risk and needs assessment; the development, implementation and monitoring of an individualized case plan; use of motivational interviewing and cognitive behavioral interventions; application of structured evidence based practices such as "CCP" (Core Correctional Practices); and imposition of appropriate sanctions and the use of incentives for positive behavior and change, as a means of holding residents accountable and improving outcomes. Case planning and supervision practices for committed residents address key issues such as risk, responsivity, competency development, reparation of harm, community protection, family dynamics, adolescent development, and services to address criminogenic needs. These goals will be attained by adhering to the following objectives:

Adhering to case planning and commitment/supervision practices that address risk, need and responsivity; providing youth with appropriate treatment services based on identified criminogenic

needs; and facilitating community safety through containment of youth committed for violations of the crimes specified in 707(b) of the Welfare and Institutions Code.

Housing of residents will vary based on classification, risk level, individual needs to ensure safety of the residents within the facility. The classification system is an ongoing process throughout a commitment, and residents may be housed in different units throughout the facility. A direct supervision model supports the classification system, and services targeted to address individual needs of the residents, allowing for constant review of an individual's safety, progress, and housing needs.

It is Merced County Probation's commitment to creating spaces that foster rehabilitation and encourages positive interactions between youth and staff. As they look at long-term planning, they envision a building (campus) that supports learning and training programs. This campus will offer several certification training programs through their partnerships with local education departments and colleges. As secure youth can transition into a step-down or reentry program, they will have the opportunity to access additional programming in the community to assist in the continuum of care process. Designing a supportive and secure campus requires a great deal of forethought, resources, and careful planning. Unfortunately, many counties, including Merced County, have not had the funding to create state-of-the art buildings that exist in larger counties. Creating this type of facility design will require additional funding that SB 823 is providing to counties. Most of SB 823 funds have been utilized to create and expand evidence-based programs that will help youth acquire the knowledge and skills necessary to live successful, crime free lives. Nevertheless, Merced County Probation recognizes that effective planning and service delivery will need to bridge different stakeholders, agencies, services, and supports.

Upon admission, all youth take a series of assessments, used to determine the youth's level of need and housing assignments.

The following assessments will be completed upon admission into the facility:

- MAYSI (Massachusetts Youth Screening Instrument)
- Victim vulnerability
- Custody classification
- PREA (Prison Rape Elimination Act)

Youth will be housed in accordance to their criminal charges, age, and vulnerability to ensure safety. Assessments will determine the least restrictive housing unit for youth being booked into detention.

Part 6: Retaining the Target Population in the Juvenile Justice System (Welf & Inst. Code § 1995(d)(5))

Describe how the plan will incentivize or facilitate the retention of the target population within the jurisdiction and rehabilitative foundation of the juvenile justice system, in lieu of transfer to the adult criminal justice system. Describe any progress on this element since May 1, 2023, at the end of your response: (Welf. & Inst. Code (d)(8))

The Santa Cruz County Probation Department presently employs evidence-based and promising practices and programs aimed at enhancing the outcomes for youth and public safety. This represents a crucial stride in our efforts to diminish the transfer of youth into the adult criminal justice system and orders for SYTF commitments.

Through the application of tailored and proactive services and ensuring disposition recommendations are made within the least restrictive suitable setting, our goal is to curtail recidivism rates and uphold support for youth within the Juvenile Justice System. By integrating commitment programs facilitated by a host county, we anticipate a decrease in recidivism rates and transfers to the adult criminal justice system. Collaborative partners within the Juvenile Justice system, including the Santa Cruz County Juvenile Court, the Santa Cruz County District Attorney, and the Santa Cruz County Public Defender, collaborate closely to ensure equitable, consistent, and individualized treatment for every youth.

We strive to maintain a low SYTF commitment supported by our continuum of services. Each case is carefully evaluated before Court recommendations are provided to ensure the most effective practices and services are tailored to each individual youth. Probation employs the JAIS risk/needs assessment tool to gauge the risk of reoffending, identify criminogenic needs, and guide services accordingly. This enables the integration of goals outlined in youths' Court Orders into their programs, ensuring they are progressing towards becoming law-abiding and self-sufficient members of the community.

Probation will persist in implementing rehabilitative initiatives and connecting young individuals to community-based services as deemed suitable, aiming to decrease youth reoffending rates and lessen the necessity of transferring cases to the adult criminal justice system or to commitment to SYTF. Only upon determination by the Juvenile Court that juvenile justice system services are insufficient for youth rehabilitation will a case be transferred to the adult criminal justice system or SYTF. The objective is to offer comprehensive services and thereby reduce the frequency of cases and supervision being shifted to the adult criminal justice system, except in the most severe instances.

Our philosophy and approach are supported by our continuum of services and supervision:

- Pajaro Valley Prevention and Student Assistance (PVPSA) Todos program- Provides Functional Family Case Management behavioral health services.
- Luna Y Sol Community Action Board (CAB)- Workforce employment services for youth.
- Luna Y Sol Community Action Board (CAB)- Educational tutoring services and culturally relevant family groups.
- Conflict Resolution Center (CRC)- Restorative Justice education and mediation services.
- Encompass (Fuerte/Wrap)- Wraparound trauma-focused services.
- PVPSA Family Night- Family engagement focused on strengthening family connections through Art and educational services.
- Encompass Stable Transition and Reentry (STAR)- Supports strengthening reentry services for youth and linkage to services to address identified needs.
- Walnut Avenue Family and Women's Center- School based programming focused on reducing dating violence.
- Student Success Project- Provides supportive services for youth identified at-risk to prevent justice involvement.
- Aztecas Soccer Academy- Provides soccer as a pro-social activity along with education support services to divert youth from systemic involvement.

- Success Centers- Centralized locations with multiple services such as employment, education, recovery support/assessment and basic needs such as clothing and food access.

Part 7: Regional Effort (Welf & Inst. Code § 1995(d)(6))

Describe any regional agreements or arrangements supported by the County's block grant allocation. Describe any progress on this element since May 1, 2023, at the end of your response: (Welf. & Inst. Code (d)(8))

The Santa Cruz County Probation Department continues to utilize the funds received annually according to Section 1991 to finance the expenses linked with accommodating our youth in available host counties closest to Santa Cruz. Presently, the housing expenditure for each youth in Sonoma amounts to \$300 per day. In the event of any remaining funds throughout the fiscal year, they will be allocated towards augmenting and improving our continuum of care for youth potentially in need of housing in a host county.

Should Santa Cruz County require the need to accommodate our youth in Merced County, annual funds will also be utilized for necessary expenditures for each youth in Merced County in the amount of \$367 per day.

Part 8: Data (Welf & Inst. Code § 1995(d)(7))

Describe how data will be collected on youth served by the block grant. Describe any progress on this element since May 1, 2023, at the end of your response:

The Santa Cruz County Probation Department utilizes a web-based application with a SQL server backend that enables the department to coordinate, communicate, record, and track each step of a youth's supervision process. Built-in features allow for streamlined case management, while multiple layers of security provide system protection at a centralized data center, application and user levels that is Criminal Justice Information Services (CJIS) compliant.

The system allows for full case monitoring and reporting capabilities for both adult and juvenile clients and includes an institution module. The system is scalable and flexible and allows for tracking, recording, and reporting seamlessly. Moreover, it allows for:

- Integrated forms generation
- Document management
- The ability to create custom events to track outcomes
- Integration with third party assessment provider (JAIS)
- Reports generation

Different tools and data sources will be utilized to measure desired outcomes. Data is maintained in our case management system to retrieve client characteristics reports and information from case management records. The Probation Department routinely reports information in the Juvenile Court and Probation Statistical System (CPSS), annually through the Chief Probation Officers of California (CPOC) annual report and produce monthly data blasts. This information is used to direct resources and helps guide decision making for the department's management team.

The data tracked:

- Race/Ethnicity
- Age

- Gender
- Residence
- Length of Stay
- Services
- Charges/Offenses
- JAIS
- Education
- SYTF Placement
- Stepdown Placement
- Visitation/Transportation
- Recidivism
- Transfers to Adult Court

Describe outcome measures that will be utilized to determine the results of the programs and interventions supported by block grant funds. Describe any progress on this element since May 1, 2023, at the end of your response:

Goal: The Santa Cruz County Probation Department has a strong commitment to program monitoring and quality improvement. Programs and services will be monitored to determine if they are productive and should continue to be a part of our continuum of services with the host county and locally. Individual, family, and community indicators will be examined to determine whether the host county service model and local supervision is meeting the needs of our youth and families.					
Planning	ACTIVITIES		OUTCOMES		
Identification of needs	Services Provided	Who we reach	Outcome Indicator	Outcome	Measurement Tool
<ul style="list-style-type: none"> • Youth receive the physical and behavioral health support to progress toward a healthy life. 	<ul style="list-style-type: none"> • Individual youth and family counseling, case management and family events/activities. 	<ul style="list-style-type: none"> • Individual youth and families. 	<ul style="list-style-type: none"> • # of youth who obtained behavioral health services. 	<ul style="list-style-type: none"> • Build youth knowledge and skills. • Re-engage youth with families and communities. • Reduce recidivism. 	<ul style="list-style-type: none"> • Attendance of counseling sessions at host county and locally. • Information entered in Caseload Explorer.
<ul style="list-style-type: none"> • Family will receive support to be able to meet with confined youth. 	<ul style="list-style-type: none"> • Referrals for transportation, housing, food, and other support such as childcare, etc. 	<ul style="list-style-type: none"> • Parents/guardians and other family members 	<ul style="list-style-type: none"> • # of families who obtained referrals to transportation, housing, food & other services. 	<ul style="list-style-type: none"> • Families have opportunity to engage with youth in confinement. 	<ul style="list-style-type: none"> • Visitation/Contact date information obtained from youth and families and host county. • Information entered in Caseload Explorer.

<ul style="list-style-type: none"> Youth receive education and employment supports to obtain a sustaining wage. 	<ul style="list-style-type: none"> Completion of GED or diploma. Employability skills training and post-secondary education. 	<ul style="list-style-type: none"> Individual youth. 	<ul style="list-style-type: none"> # of youth who obtained skills, received certificate or diploma, obtained. Access to post-secondary education. 	<ul style="list-style-type: none"> Build youth knowledge and skills and reduce recidivism. Educational/Vocational enrollments. 	<ul style="list-style-type: none"> Information obtained from host county or local education placement. Academic outcomes. Attendance Information entered in Caseload Explorer.
<ul style="list-style-type: none"> Youth obtain and maintain employment upon their release. 	<ul style="list-style-type: none"> Assist youth obtain employment upon release. Refer to Probation Service Center (PSC) for employment or vocational training programs. 	<ul style="list-style-type: none"> Individual youth, families, and communities. 	<ul style="list-style-type: none"> #of youth who obtained employment. #of youth maintained for at least 180 days. 	<ul style="list-style-type: none"> Build youth knowledge and engagement skills. Re-engage youth with families and communities. Reduce recidivism. Obtaining living wages 	<ul style="list-style-type: none"> Information obtained from youth and PSC – Information entered in Caseload Explorer.

The comprehensive multi-agency plan established by the Juvenile Justice Coordinating Council will leverage identified resources and strategies to create a seamless range of interventions for preventing delinquency, intervention, and supervising, treating, and incarcerating youth. These efforts will be evaluated using objective, standardized measures, shared with the public, and used to inform future actions. Key metrics will encompass program engagement, completion rates, and decreases in recidivism. Prioritizing optimal outcomes for both young individuals and the community will enable us to attain results while maximizing the value of the resources allocated from these block grant funds.

IRIS GARRETT JUVENILE JUSTICE CORRECTIONAL COMPLEX

Core Program Overview



Programs and Services Overview

The Iris Garrett Juvenile Justice Correctional Complex (IGJJCC) has adopted an integrated treatment model to reintegrate justice system-involved youth to their families and communities with the knowledge and skills necessary to live successful, crime-free lives. Staff work together with each other, youth, and their families, as well as other significant supporters to develop Individual Rehabilitation Plans to provide youth with the opportunities they need to transition into the community. IGJJCC provides services to youth through a variety of programs that are designed to address individual rehabilitative needs.

The Probation Department will follow guiding principles when providing rehabilitative services to the target population utilizing:

An integrated system approach that engages the target population, their families and communities:

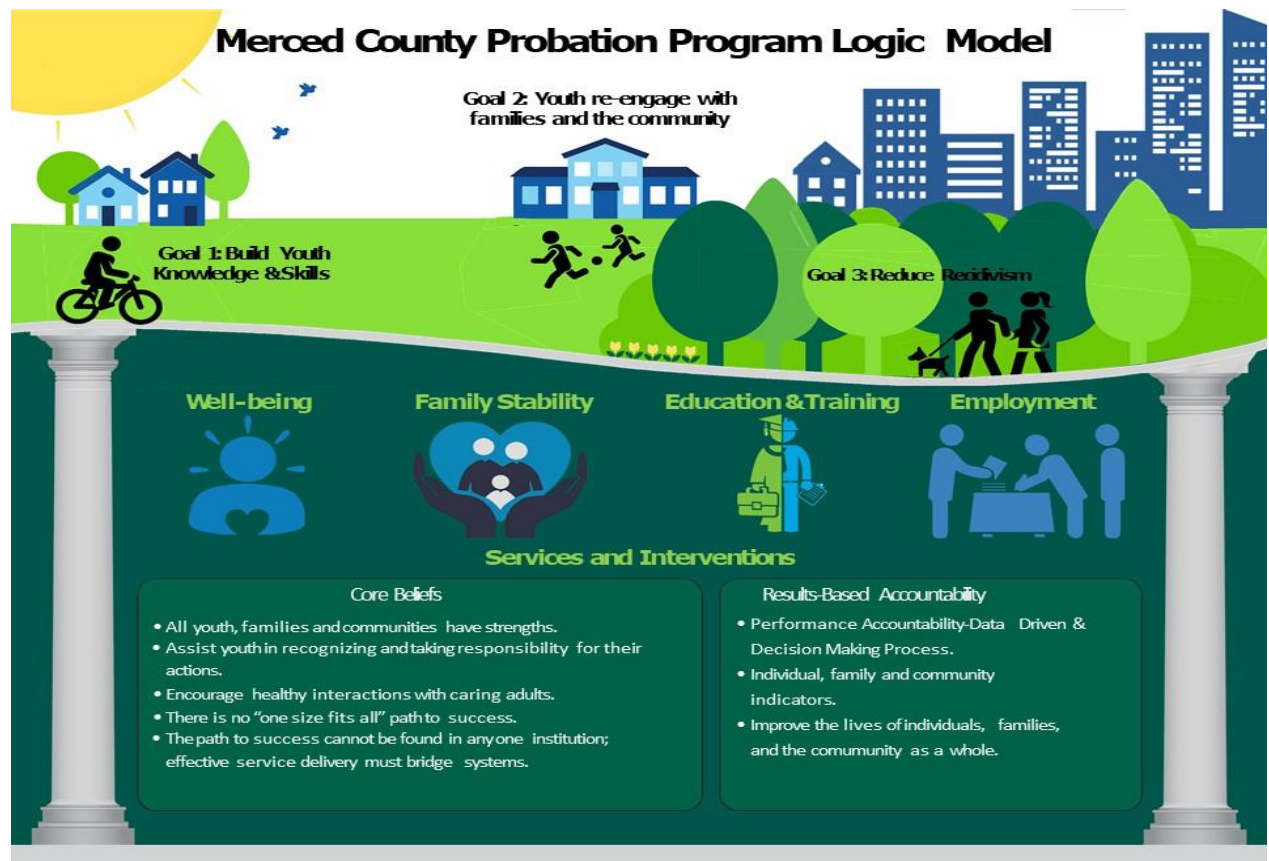
- Each youth's risks and needs will be identified utilizing our Positive Assessment Change Tool (P.A.C.T.) and other facility assessments such as aptitude tests, Individualized Education Program (IEP) and behavioral health evaluations.
- An Individual Rehabilitation Plan will be developed by a multi-disciplinary treatment team (peer support specialist, probation officer, education provider, behavioral health and other service providers identified by the Probation Department) to identify the youthful offender's unique needs, create treatment goals and actions, and mitigate any potential barriers to the reintegration process.
- Pre and post release planning and coordinated transition services to enhance youth's contact with community-based programs, services, and support.
- Provide family services and support to ensure family and home stability, and healing of damaged relationships.

Effective treatment and understanding the stages of change:

- Evidence-based and promising services and interventions will be delivered to improve the outcomes of youth.
- Interventions will be developmentally sensitive and based on cognitive-behavioral concepts and strategies.
- Programs and services will be strength-based, culturally competent, and trauma-informed.
- A caring environment where youth are treated with compassion and respect.
- Positive change and achievements will be supported and recognized.

Re-integration planning and individual rehabilitation plans

Youth have one individual rehabilitation plan that considers all the youth's needs. We focus on strengthening four (4) service areas (pillars) to ensure youth successfully transition into the community. The four primary areas of focus have been identified as: Well-being, Family Stability, Education and Training, and Employment.



Well-being

The Iris Garrett Juvenile Justice Correctional Complex has a clinical team that consists of Mental Health Clinicians and a substance use counselor. The facility also has peer support specialists that facilitate cognitive behavioral and evidence-based programs and serve as mentors and caring adults to the youth. The following services and/or programs are available and delivered to the youth:

- Behavioral health evaluations

- Individual, group, and family therapy
- Psychotropic medication evaluations and on-going monitoring of youth who have been prescribed psychotropic medications
- Anger Management
- Drug and Alcohol Treatment and Education Programming
- Cognitive Behavior Therapy Interventions/Evidence Based Curricula

Family Stability

We provide family services and support to ensure family and home stability, and healing of damaged relationships through the following services:

- Family visits and events
- Family counseling and education
- Refer and link families to community-based supportive services
- Family Engagement through Multi-Disciplinary Treatment Team (MDTT) Meetings and Child/Youth and Family Team Meetings (CFT-M)

Education & Training

Through our partnership with Merced County Office of Education (MCOE), Merced College, and the Prison Education Project (PEP) we deliver the following services to youth:

- All youth will have the opportunity to receive their high school diploma through our Juvenile Hall Court School.
- Online College.
- We have a College Transition Advisor (Tutor) from MCOE that assists and supports youth to graduate high school and successfully transition between high school and post-secondary education. Additionally, the College Transition Advisor advises students on matters related to college programs, enrollment, and financial aid.
- Prison Education Project (PEP): PEP has expanded educational opportunities for the in-custody population in several California correctional facilities and four international correctional facilities. PEP has embraced a progressive and innovative approach to supplementing and expanding educational opportunities for the incarcerated population. By providing academic, life skills, and career development programming, PEP aims to educate, empower, and transform the lives of incarcerated individuals. The goal of PEP is to create a "Prison-to-School Pipeline" and provide in-custody students with the cognitive tools necessary to function as productive citizens. Their multi-layered

approach enhances human development, reduces recidivism, saves resources, and allows participants to ultimately contribute to the economic and civic life of California (PEP, 2023).

- Career Technical Education
 - Career Portfolio/Employability Skills Training: We have a full-time Job Development Training Technician (JDTT) that provides a wide range of career-related services to youth, who need additional support to access and enter the local work force. Some essential duties and responsibilities of the JDTT include:
 - Assesses student-client interests, skill levels, aptitudes and experiences and develops individualized plans for education, training, and career goals. Provides case management related to the accomplishment of the goals.
 - Prepares schedules and delivers a broad range of career-related workshops and small group presentations including but not limited to employability skills, job search techniques, writing applications and/or resumes, interviewing skills, financial literacy, and entrepreneurship.
 - ROP Programs
 - Culinary Essentials (Offsite): This program provides students with firsthand experience, providing fundamental skills and knowledge of food preparation, food and kitchen safety, sanitization, food costs, basic culinary terminology, proper use of kitchen tools and equipment, and customer service. This course offers youth the opportunity to earn a Food Handlers Card and ServSafe Certification. After completing this program, the youth can participate in the Rise to Higher Grounds Café, a paid work experience program.
 - Automotive Technology (Offsite): The Automotive Technology Program is structured to serve the trainee who plans to seek employment immediately or to pursue advanced training in a post-secondary Automotive Training Program. The purpose of the program is to prepare technicians who can demonstrate the skills necessary to diagnose, service and repair automotive vehicles. Instruction is designed and aligned to the California State Academic Standards along with National Automotive Technicians Education Foundation Industry Standards. Demonstration of knowledge and skills with ASE Standards A1-A8 Engine Repair, Automotive Transmissions, Suspension Systems, Brakes, Electronic and Electrical systems, Heating & Air Conditioning, and Engine Performance.

Trainees will complete training internships with local businesses. Trainees will also receive certifications in safety and pollution prevention (S/P2).

- Logistics and Warehousing (Offsite): Students learn the skills needed to be successful in the logistics/warehousing industry. Logistics & Warehousing includes the transportation, freight, warehousing, delivery, and support needed to move goods from products to customers. Students also learn the importance of workplace safety and proper operation of equipment including a forklift. SP/2 and OSHA 10 Certification provided.
- Professional Truck Driving (Offsite): The Professional Truck Driving program follows a Federal Motor Carrier Safety Administration (FMCSA) approved curriculum. Students will complete three courses, Class A Commercial Learners Permit (CLP), Class A CDL Behind-The Wheel (BTW) training, and Class A Drive Test. ELDT (Entry-Level Driver Training) students will be able to demonstrate proficiency in basic operation, safe operating procedures, and advanced operation procedures. The students will learn about the vehicle systems, reporting malfunctions, and recording hours of service (HOS) with paper logbooks and Electronic Logging Device (ELD). Behind-The-Wheel (BTW) training will require actual operation of a class 8 CMV. ELDT students will practice basic vehicle control skills and mastery of basic maneuvers.
- Solar Technology (Offsite): This program provides students with the opportunity to train in the field of Solar Technology, and to obtain specific technical skills and certification necessary to become a solar professional.

- **Employment**

We contract with Merced County Office of Education to collaborate with employers to create career pathways for the target population. The JDTT is responsible for initiating and developing professional relationships with prospective employers to promote the education program and increase employment opportunities for youth. The JDTT solicits and accepts job offers and sets up recruitment profiles. Additionally, the JDTT provides networking opportunities between agencies, employers, and students including semi-annual advisory meetings, job fairs, guest speakers and other similar activities.

The Merced County Probation Department currently offers paid work experience opportunities for eligible youth who have completed an in-custody program through the RISE Program.

The RISE Program/Rise to Higher Grounds Café

This program provides participants with occupational training and/or paid work experience. The youth are provided with employability skills training, leadership development, placement in post-secondary education (to include career technical education and/or occupational skills), training, support services, adult mentoring, comprehensive guidance and counseling, and follow-up services for at least 12 months after completion of participation in the program.

- Rise to Higher Grounds Café/Rise Program: Youth participating in the Bear Creek Academy (BCA) Long Term Program (LT), or Youth Treatment Program (YTP) are enrolled in the Merced County Regional Occupational Program (ROP) Culinary Essentials program. Participation in the program is based on behavior, status within the BCA LT/YT program, and overall drive to partake in and contribute to the program's success. Youth receive employability skills training followed by paid work experience. With their culinary training, food handler's certification card, experience in the mobile coffee trailer and work experience with a local culinary establishment, participants will be prepared for employment in the local labor market.

Program Sequence:

- Participants attend several weeks of Employability Skills Training facilitated by a credentialed Career Technical Education teacher and/or a Job Development Training Technician.
- The training is held off-campus at the Merced County Office of Education administration complex and/or Merced County Probation Department's Administrative Office to assist students with transitioning from school to a sheltered work environment before placing them at local businesses for paid work experience.
- Upon completion of Employability Skills Training, students can be placed in the mobile coffee trailer, paid work experience program, or additional occupational training.

Other Support Services

- Religious services
- Mentoring
- Tutoring
- Community Services
- Life skills development programming

- Structured recreational and social activities
- Planned and supervised off-grounds activities

Behavior Management System

A series of safeguards will be put into place to reward and reinforce immediate and long-term positive change. Our secure facility utilizes a comprehensive Behavior Management System (BMS) that is designed to encourage and reinforce positive behaviors while discouraging and minimizing negative behaviors. The BMS consists of these primary components:

- Phase System (Group Leaders): The phase system is a graduated system that defines behavior expectations and allows for earned privileges.
- Reinforcement System (RS): Daily, weekly, and monthly rewards. The RS is designed to provide immediate opportunities to shape each youth's behavior throughout the day, week, and month.
- Disciplinary Decision-Making System/Review Board.

The BMS is designed to promote positive behavioral change and enhance the youth's treatment. The use of positive reinforcements and sanctions assists in shaping the youths' behaviors. Within the BMS, every member of staff is considered an integral part of the treatment process. The BMS creates an environment to reward and reinforce positive behavioral change on a daily, weekly, and monthly basis, thus providing consistency to help youth make the transition from crime to pro-social living.

Introduction to Treatment

Youth participate in standardized cognitive-behavioral intervention curricula that support evidence-based practices and target the youth's identified needs. A multi-disciplinary/integrated team approach is used that includes the youth, the youth's family, facility staff, and education and behavioral health staff.

The following is a list of different programs the facility offers to address youth's treatment needs:

- **Anger Management- Phoenix New Freedom Managing Aggression and Violence** is a skills-based 50-hour program designed to address key issues in aggression and violence. Each lesson is supported by a session opener from the What Do You Think? series, a subtle approach to cognitive restructuring (CBT) that includes issues relating to aggression, violence, risk and protective factors, substance abuse, victim empathy, and moral dilemmas. The program includes an ample supply of What Do You Think? Scenarios so that each individual instructor may choose ones that best reflect his or her specific group of participants.
- **Anger Management- Substance Abuse and Mental Health Services Administration** is designed to be used by Participants with substance use or mental disorders in 12 sessions. Core concepts include understanding anger, developing anger control plans, how to change aggressive behavior, cognitive restructuring, assertiveness training, and learning from previous experiences. The concepts and skills presented in the anger management treatment are learned by practice and review and by completing the between-session challenges in this workbook.
- **Cognitive Behavioral Interventions-Substance Use Youth (CBI-SUY) University of Cincinnati** helps to create an action-oriented environment conducive to intensive interactions between group members and skill development using roleplay, behavioral practice, and other activities. The curriculum was developed for justice involving juveniles with moderate to high needs for substance use treatment. CBI-SUY is informed by the National Institute of Corrections principles of effective intervention and incorporates a cognitive behavioral approach. The program places heavy emphasis on skill-building activities to assist with cognitive, social, emotional, and coping skill development. The components of the curriculum include Pre-treatment, Motivational Engagement, Cognitive Restructuring, Emotional Regulation Social Skills, Problem Solving, and success Planning.
- **Coping and Life Skills** by the **R1 Learning** curriculum is grounded in proven behavioral health models, adapted from the work of the original authors and experts, and supported by research. The central tools of the system, Discovery Cards, provide a hands-on, concrete approach that enables both practitioners and clients to learn and

apply these theories to real-life situations and circumstances. R1's tools are effective and easily adapted for different populations and settings and by practitioners at all levels of knowledge, skill, and experience. By combining the most effective content with a structure for effective implementation, R1 fosters greater engagement with treatment, counseling, and coaching —empowering individuals to live a healthier life and reach their full potential. Discovery Cards topics include Emotional Triggers, Stages of Changes, Values, and others.

- ***Coping, Life Skills, Trauma, and Family Relationships are part of the Power Source Program.*** It is an evidence-based program designed to empower at risk youth with the social and emotional skills necessary to forge paths of healthy development and disengagement from high risk and offending behaviors. Grounded in a belief in the intrinsic dignity and worth of each person, Power Source guides trauma impacted adolescents and young adults in discovering their own resilience, while also building the skills associated with healthy social, emotional, and identity development. Offering a wide range of tools and resources, Power Source enables facilitators to address youth's unique socioemotional needs, risk factors, and protective factors through high impact, engaging exercises, role plays, discussions, games, and meditations. Topics include decision making, mediation, identity building, resilience building, forming healthy boundaries, and personal responsibility.
- ***Family Engagement, National Fatherhood Initiative Inside Out Dad*** is an evidence-based program, proven to develop pro-fathering attitudes, knowledge, and skills, giving fathers the necessary strategies to prepare them for release. The core program sessions feature unique exercises and research-based tools and techniques to encourage fathering from the inside. The optional reentry sessions help fathers prepare for responsibilities and challenges they will face on the outside. Topics include Being a Man, Co-Parenting, Feelings, Men's Health, and Optional Reentry Sessions.
- ***Family Engagement, Nurturing Parenting Program Family Education and Development Services*** is a family-centered trauma-informed initiative designed to build nurturing parenting skills as an alternative to abusive and neglecting parenting and child-rearing practices. The program is implemented across 15-99 weeks and can be implemented in the community upon Participant release. The long-term goals are to prevent recidivism in families receiving social services, lower the rate of multi-parent teenage pregnancies, reduce the rate of juvenile delinquency and alcohol abuse, and stop the intergenerational cycle of child abuse by teaching positive parenting behaviors.
- ***Family Engagement, Partners in Parenting, Texas Christian University*** was designed to address the needs and concerns of parents in treatment programs. The curriculum's emphasis is on building skills, providing support, and helping parents understand the needs and abilities of children during different stages of development. Objectives

include guiding and supporting parents in improving their communication, problem solving, and guidance skills with their children.

- ***Gang Intervention, Phoenix New Freedom Gang Intervention Program*** is a 32-hour gang intervention based on cognitive-behavioral, motivational interviewing, and social learning philosophies. It is designed to reduce the resistance to behavioral change and decrease antisocial behaviors, including gang activity. Includes a DVD-based unit with clips of incarcerated youth discussing their involvement in crime and gang activity.
- ***Healthy Relationships- Adolescents, Nada Yorke*** is a trauma informed approach that implements tactile activities leveraging art and media resources to increase engagement with adolescents. Goals of the curriculum include increasing pro-social thinking, building empathy, increasing self-awareness, and improving communication.
- ***Interactive Journaling, The Change Companies (TCC) Forward Thinking Journal Series.*** Interactive Journaling cognitive-behavioral intervention is a series that uses evidence-based strategies to assist youth involved in the criminal justice system to make positive changes to their feelings, behaviors, and thoughts. Interactive Journaling allows youth to apply the topics to their own lives which helps them achieve their goals for responsible living. It is a structured and experiential writing process that guides and motivates youth towards positive life changes and behaviors. Additionally, it allows participants to identify strengths, search out motivations to make positive changes in their lives, and create goals that can lead to sustainable change. The Interactive Journaling evidence-based practice brings consistency to service delivery and keeps program participants engaged and focused on their own personal change goals.
- ***Juvenile MRT, Correctional Counseling Incorporated,*** is an aspect of our overall delivery of Cognitive Behavioral Treatment (CBT). By engaging in MRT, participants develop the thinking, behavioral, and life skills needed for a healthy and prosocial lifestyle. MRT is a step by step, cognitive rehabilitations system that is designed to help participants: Change antisocial and criminal thinking, make better decisions about how to act in and respond to various situations, develop higher levels of thinking and reasoning, Break the cycles of addiction and criminal behavior CBT is based on the belief that individuals can change their behaviors by changing their thinking.
- ***Life Skills, Phoenix New Freedom*** serves as a preventive measure by addressing risk factors associated with delinquency. By enhancing resilience, and critical thinking skills while concurrently teaching practical life skills, this intervention may reduce the likelihood of adolescents engaging in criminal activities. Teaching life skills to juvenile offenders can equip them with the tools necessary to resist negative peer pressure, make responsible/healthy daily choices, and better navigate challenging circumstances. Life Skills topics include hygiene, nutrition, personal organization, physical, and emotional health, and interpersonal skills.

- **Motivational Enhancement, Getting Motivated to Change** is a pre-treatment intervention targeted to Participants in the pre-contemplation or contemplation stage of change. Adapted from the Texas Christian University curriculum of the same name, GMC utilizes the National Registry of Evidence-Based Programs and Practices Node-Link mapping process to acclimate new Participants and prepare them to successfully complete more intense interventions, topics include Motivation 101, The Art of Self-Motivation, Improving Self-Talk, and Focusing on Planning for Change.
- **Motivational Enhancement, Texas Christian University Mapping** is a visual representation counseling strategy for improving communication and decision making that can enhance any therapeutic or psycho-educational exercise, either in group or individual settings. Evidence shows it significantly improves treatment engagement and client progress indicators and helps compensate for a variety of cognitive and social deficits common among Participants.
- **Social Skills** consist of 50 skills that help Participants respond appropriately, and constructively to life situations. The five-step approach consists of defining the skill, staff modeling the skill, the Participant practicing the skill, staff processing feedback with the Participant, and the Participant internalizing the skill. The 50 skills consist of some of the following topics: Listening, asking a Question, Negotiating, Sharing, and numerous others.
- **Substance Use Programming, Living in Balance- Hazelden** meets DSM-5 classifications and revised to reflect the most current information on substance use disorders. Research-based and listed on the National Registry of Evidence-based Programs and Practices (NREPP), this flexible program draws from cognitive-behavioral, experiential, and Twelve Step approaches to help clients achieve lifelong recovery. Sessions can be easily customized for specific client populations or treatment tracks.
- **Trauma, “Voices” and “A Young Man’s Guide to Self-Mastery”, Stephanie Covington**
 - As an element of our trauma-informed approach the following curriculum will be used to lead group or individual sessions to address the needs of participants requiring trauma resolution. *Voices: A Program of Self-Discovery and Empowerment for Girls* A Program of Self-Discovery and Empowerment for Girls addresses the needs of adolescent girls and young women. The *Voices* curriculum uses a variety of therapeutic approaches, including psychoeducational, cognitive behavioral, mindfulness, body-oriented and expressive arts.
 - *A Young Man’s Guide to Self-Mastery* curriculum helps participants understand the effects of adversity and trauma in their lives, increase communication skills and build healthy relationships. It is a trauma-informed, gender-responsive

treatment program that addresses the impacts of socialization and adverse traumatic life experiences.

- ***Victim Impact: Listen and Learn, Office of Victim Services Department of Justice*** is an Evidence-based curriculum that consists of 13 units and addresses the following topics: property crime, assault, robbery, hate and bias, gang violence, sexual assault, abuse/neglect, domestic violence, impaired driving, homicide, and victim awareness. Upon completion Participants will improve their understanding of Victims' rights/awareness and will increase empathy for those harmed by crime.
- ***Moving Forward and Cactus Flower Programs*** are a youth-based (13-20) healing initiatives that draws on Indigenous practices to help young people in Merced County find alternative forms of healing, mentorship, professional development, political education, and personal growth. Guided by the *Joven Noble* curriculum, the program organizes talking circles that encourage participants to share their personal experiences and opinions on different topics that specifically affect Black, Indigenous and communities of color.

Creative Writing

Any form of writing which is written with the creativity of mind: fiction writing, poetry writing, creative nonfiction writing and more. The purpose is to express something, whether it be feelings, thoughts, or emotions.

Merced Library Book Program

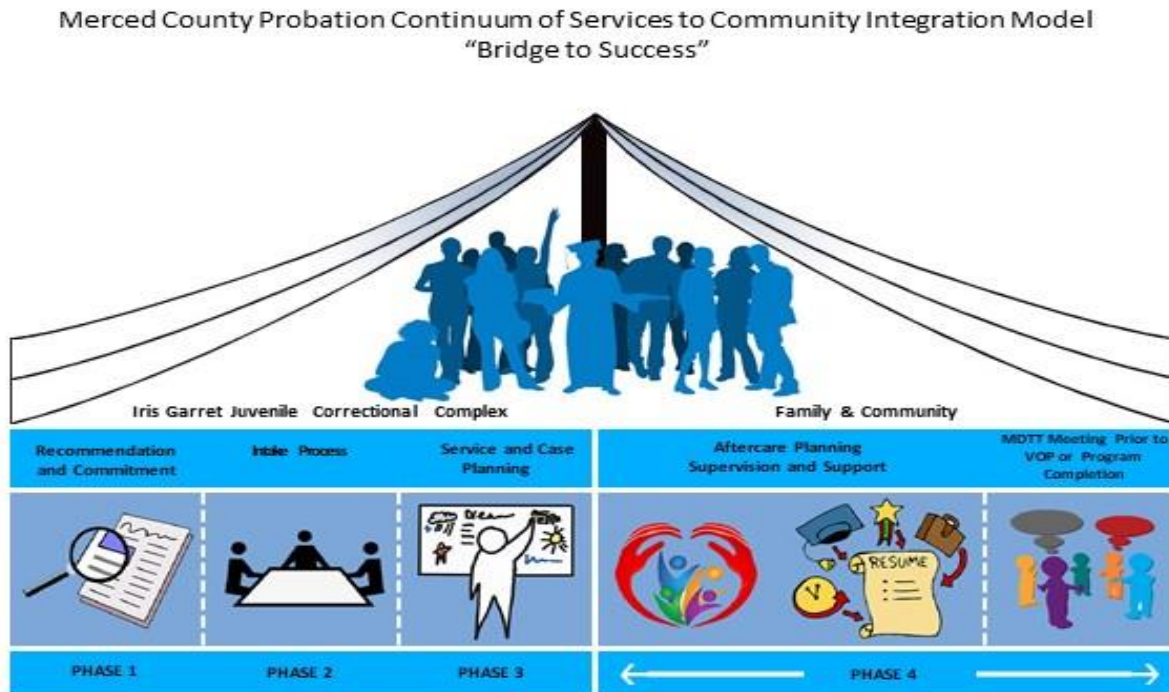
IGJJCC has partnered with the Merced County Library to provide a monthly exchange of library books for the youth to enjoy and expand their knowledge and educational experiences.

Program Staff and Partners

IGJJCC has a diversified team that uniquely provides the services and programs youth need. Youth have access to highly trained staff that deliver individualized and compassionate care. The multi-disciplinary treatment team consists of peer support specialists, probation officers, education, behavioral health, and other providers identified by the Probation Department to discuss treatment goals and potential barriers to the reintegration process. Please see appendix for Overview of Roles and Responsibility of Core Team.

Community Integration Model “Bridge to Success” and Coaching:

Our Community Integration Model or “Bridge to Success” approach will ensure staff work collaboratively with the youth and their families, as well other significant supports to develop individualized rehabilitation plans that consider all their needs and is designed to assist with community re-integration. Our model will consist of four main phases.



Phase I: Recommendation and Commitment

Any youth being considered for the SYTF will be assessed to determine their risk level to ensure commitment to the SYTF is being utilized as a last resort due to less restrictive alternative dispositions being unsuitable. Proposed section 875(a)(3) will specify new findings that the court must make when considering whether a commitment to the SYTF is the most appropriate disposition for the youthful offenders.

Phase II: Intake Process

To prepare the target population for successful reintegration, planning for reintegration must begin from day one. All youth committed to our SYTF will receive a variety of comprehensive assessments to identify risk factors, needs, and strengths to develop the Individual Rehabilitation Plan. Each youth's risk level and needs will be identified utilizing the Residential Positive Achievement Change Tool (RPACT). The RPACT identifies not only the areas (domains) in which the youth is most at risk, but just as importantly, those in which he or she has strengths (protective factors) which can be built upon to help turn their life around. Risk and protective factors in this instrument include both static and dynamic

characteristics. The benefit of measuring both factors and characteristics is that a juvenile justice professional is better able to match the offender's current needs with the appropriate programs and services. This comprehensive assessment instrument measures the youthful offender's risk and protective factors in the following 12 domains: Criminal History, School, Use of Free Time, Employment, Relationships, Family, Living Arrangements, Alcohol and Drugs, Mental Health, Attitudes/Behaviors, Aggression, and Skills. Assessment of criminogenic risk factors and treatment directed toward changing dynamic characteristics provides the best chance of reducing recidivism.

The RPACT may be used by non-clinical staff in juvenile intake, diversion, probation, detention, group home placement, and aftercare settings. The instrument is administered in a client interview setting and requires approximately 45 minutes.

Other facility assessments such as Individualized Education Program (IEP) evaluations, aptitude tests, and behavioral health evaluations will also be utilized to help prepare the youth's treatment plan and rehabilitation program.

Phase III: Service and Individual Rehabilitation Plan

The scores from the RPACT are utilized to determine the dynamic factors that influence the youth's anti-social behavior, and it will provide the facts (evidence) needed to develop an Individual Rehabilitation Plan to effectively address these prioritized criminogenic needs. In a very focused way, the IRP helps probation staff and judges define the youthful offender's unique behavioral problems and create goals and actions to resolve those problems.

This phase consists of periodic meetings and Court hearings to review the youth's progress toward rehabilitation and to mitigate potential setbacks. This phase includes the following:

- Monthly meetings with the youth's Deputy Probation Officer to monitor their progress toward treatment goals and intervention services, and to routinely conduct criminogenic risk/needs assessments.
- Monthly/Quarterly meetings with the youth's multidisciplinary treatment team to discuss treatment goals and potential barriers to the reintegration process.
- Bi-annual progress review hearings involving the Juvenile Court Judge, Superintendent, Probation Program Specialist, Program Manager, youthful offender's family, and other treatment providers determined by the Probation Department to evaluate progress toward their Individual Rehabilitation Plan. This will allow for the Judge to make an informed decision as to whether the baseline term of confinement needs to be modified.
- Finally, as previously mentioned, a transitional plan will be developed by the Child and Family Team for reintegration back into the community.

Phase IV: Aftercare planning

Youth who transition back to the community will be monitored by a Deputy Probation Officer. The Deputy Probation Officer will have attended the Child and Family Team – Meeting and will be aware of the goals set for reintegration. In addition, the Deputy Probation Officer will also ensure the youth is abiding by their terms and conditions of community supervision. The Geo Reentry Services aftercare

coordinator will meet weekly with the youth to ensure they are meeting their goals and receive on-going support and guidance.

Aftercare planning/reentry services will take place in a newly developed Probation Department program called Pathways to Success. Pathways to Success Program is modeled after successful reentry programs across the state and nation. The Pathways to Success Program will use a multiagency collaborative approach to work with youth and their families needing different levels of care, services, and support. This center will offer wrap around reentry support to youth transitioning from commitment programs.

Some program goals include assisting probation youth in reentering and remaining in the community (help youth access and stay in their programs) and help strengthen youth and their families. The Continuity of Care, as well as other intervention services, will be coordinated by the Probation Program Specialist, who will ensure that smooth continuity of services is not interrupted. The Probation Department staff will ensure that warm handoffs and transportation occur—not just passive referrals to services.

The following aftercare components will necessitate improved outcomes for youth as they reintegrate:

- Continuity of services and programs such as mentoring, cognitive behavioral treatment (designed to address delinquent conduct), case management (linkages to support employment, housing, and continuing education), strengthening families, trauma and culturally responsive services, system navigation, as necessary.
- Continuity of social connections and community engagement will be encouraged to develop positive relationships and create a sense of community. This component will be fulfilled with mentorship programs, community events, and family involvement and education through Parent Cafés.
- Monitoring the youth's progress toward individual rehabilitation plan goals, while updating criminogenic risk/needs assessments (RPACT) at least every six months (or when there is a life changing event) to identify risk factors related to re-offending as well as identifying strengths and/or protective factors that might mitigate those risk factors.
- Hold Multidisciplinary Team (MDT) Meetings to discuss the youth's progress toward their Individual Rehabilitation Plan to mitigate potential barriers in completing the plan. Participants will need to participate in graduated phases of the program, which will consist of evidence-based programs as well as other supportive services that are going to be offered in the center.

Evidence based programming will be taught by Deputy Probation Officers, Peer Support Specialists, and community partners. Youths' terms of probation may be terminated once they have successfully completed the aftercare planning portion of the programming.

Appendix

Overview of Roles and Responsibility of Core Team:

Probation Program Specialist

Under the direction of the IGJJCC Superintendent, the Probation Program Specialist manages and oversees the day-to-day operations of the cognitive behavioral and evidence-based programs. The Probation Program Specialist oversees group facilitators and screens participants for eligibility and placement in appropriate groups. The Probation Program Specialist ensures all treatment services are met.

Peer Support Specialist

Under the direction of the Probation Program Specialist, the Peer Support Specialist:

- Facilitates cognitive behavioral and evidence-based programs and helps organize the positive reinforcement and incentive systems.
- Works closely with the youth and other multi-disciplinary treatment team members to develop treatment goals, case plans, and transition plans.
- Assist Probation Officer prepare case reports for court.

Probation Officer

Under the direction of the IGJJCC Program Manager, the Probation officer:

- Routinely assists in conducting criminogenic risk/needs assessments of each youth to identify risk factors related to reoffending as well as strengths and protective factors that might mitigate those risk factors.
- Works closely with the youth and other multi-disciplinary treatment team members to develop treatment goals, case plans, and transition plans.
- Monitors and documents the youth's progress toward their rehabilitation goals and communicates with the multi-disciplinary team members regarding the youth's progress in meeting their treatment goals and potential barriers to the reintegration process.
- Collaborates with the peer support specialist to assist the youth identify action steps to achieve case plan goals.
- Prepare case reports for court.
- Facilitates/co-facilitates weekly intervention groups.

Mental Health Staff

Under the direction of the Wellpath Clinical Supervisor and in coordination with the Probation Program Specialist, the mental health staff:

- Participates in multi-disciplinary team meetings, consultations, case planning, activities related to quality management and staff training.
- Communicates with education faculty, probation staff, security staff and other treatment professionals regarding a youth's risks, needs and progress in meeting his/her goals.
- Conducts standardized psychological assessments, reviews youth's history and observes youth to facilitate development of the youth's case and/or treatment plans and discharge plans.
- Provides individual, group, and family therapy.
- Facilitates weekly intervention groups.

Job Development & Training Technician

Under the direction of the Merced County Office of Education (MCOE) program supervisor and in coordination with the Probation Program Specialist, the Job Development & Training Technician:

- Provides a wide range of career-related services to youth, who need additional support to access and enter the local work force. Solicits employer interest and involvement in the employment of students and graduates being served through adult education programs.
- Assesses student-client interests, skill levels, aptitudes and experiences and develops individualized plans for education, training, and career goals. Provides case management related to the accomplishment of the goals.
- Prepares, schedules, and delivers a broad range of career-related workshops and small group presentations including but not limited to employability skills, job search techniques, writing applications and/or resumes, interviewing skills, financial literacy, and entrepreneurship.
- Provides networking opportunities between agencies, employers, and students including semi-annual advisory meetings, job fairs, guest speakers and other similar activities.
- Participates in multi-disciplinary treatment team meetings, consultations, case planning, activities related to quality management and staff training.

College Transition Advisor (Tutor)

Under the direction of the Merced County Office of Education (MCOE) program supervisor and in coordination with the Probation Program Specialist, the College Transition Advisor:

- Assists and supports youth to graduate high school and successfully transition between high school and post-secondary education. Advises students on matters related to college programs, enrollment, and financial aid.