



**JUVENILE JUSTICE CRIME PREVENTION ACT & YOUTHFUL OFFENDER
BLOCK PROGRAM
(JJCPA & YOBG)**

**FY 2023-2024
CONSOLIDATED ANNUAL PLAN**

JUVENILE JUSTICE CONSOLIDATED 2023-2024 ANNUAL PLAN

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Part I. Countywide Service Needs, Priorities and Strategy

- A. Assessment of Existing Services
- B. Identifying and Prioritizing Focus Areas
- C. Juvenile Justice Action Strategy
- D. Comprehensive Plan Revisions

Part II. Juvenile Justice Crime Prevention Act (JJCPA)

- A. Information Sharing and Data Collection
- B. Juvenile Justice Coordinating Councils
- C. Funded Programs, Strategies and/or System Enhancements

Part III. Youthful Offender Block Grant (YOBG)

- A. Strategy for Non-707(b) Offenders
- B. Regional Agreements
- C. Funded Programs, Placements, Services, Strategies and/or System Enhancements

Part I. Service Needs, Priorities & Strategy (Government Code Section 30061(b)(4)(A))

A. Assessment of Existing Services. Include here an assessment of existing law enforcement, probation, education, mental health, health, social services, drug and alcohol, and youth services resources that specifically target at-risk juveniles, juvenile offenders, and their families.

Crime rates and juvenile supervision continue to be low due in part to juvenile prevention and diversion programs. Currently, we are seeing an increase in the number of youths in detention. We continue to utilize community-based organizations to keep at-risk youth out of the juvenile justice system through early intervention services, law enforcement diversion, and alternatives to detention. Although numbers continue to be low, providing evidence-based services is critical because the juveniles remaining in detention display higher-risk behaviors and more critical mental health needs. Through evidence-based assessments, the high-risk behaviors and needs are identified, and through case planning and reentry services, in collaboration with education, social services, mental health, drug and alcohol services partners, services are or can be matched to those displaying the high-risk behaviors or critical needs.

Describe what approach will be used to facilitate collaboration among the organizations listed above and support the integration of services.

In San Diego County, the Juvenile Justice Coordinating Council (JJCC), and the Juvenile Justice Comprehensive Strategy Task Force (Task Force) were developed to strengthen community partnerships to advise and make recommendations to the County Board of Supervisors, State and Federal legislators, Juvenile Court, and stakeholders on juvenile justice services and policies. Both the JJCC and Task Force meet regularly to review data, solicit community provider feedback, examine system and program assessments, and identify service gaps and needs. This process enables the JJCC and the Task Force to be responsive to the needs of our youth and to make ongoing recommendations for policy, program, and system improvement.

Additionally, the US Department of Justice, Office of Juvenile Justice and Delinquency Prevention Juvenile Justice Comprehensive Strategy (Comprehensive Strategy) was adopted by the Board of Supervisors in 1998. This strategy along with San Diego County Board's Policy (A-92), provides a framework for the County's juvenile justice system that promotes evidence-informed practices that focus on rehabilitation, family-strengthening, and positive youth development. The strategy is a coordinated effort, and its success is tied to the commitment of justice and community stakeholders and strong collaborative partnerships dedicated to ensuring the best outcomes for youth in San Diego County. Stakeholders meet and strategize to ensure that San Diego County has a seamless system of care for our youth, and that programs and services are aligned with best practice standards to meet the needs of the youth and their families in the least restrictive environment.

B. Identifying and Prioritizing Focus Areas

Identify and prioritize the neighborhoods, schools and other areas of the county that face

the most significant public safety risk from juvenile crime.

The County of San Diego is committed to providing a county-wide strategy, and does not prioritize one neighborhood, school, or region of the County over another, geographic crime and probation custody booking data is used to focus services where they are most needed. The County of San Diego and our stakeholders conduct outreach with other agencies, community groups and community leaders to understand other efforts in supporting youth and their families to maximize services and identify opportunities for expanding and strengthening services.

Data, including geographic crime and probation custody booking, are continually collected and analyzed by the JJCC and Task Force to identify emerging issues and trends, gaps in services and communities, and racial and ethnic disparities to develop priority strategies and focus areas.

C. Juvenile Justice Action Strategy

Describe your county’s juvenile justice action strategy. Include an explanation of youth county’s continuum of responses to juvenile crime and delinquency as well as a description of the approach used to ensure a collaborative and integrated approach for implementing a system of swift, certain, and graduated responses for at-risk youth and juvenile offenders.

The Comprehensive Strategy enables the County of San Diego Probation Department (Probation) to build effective partnerships and working agreements with multiple levels of government, schools, law enforcement, community organizations, parents/guardians and youth. Working with diverse partners allows San Diego County to look at all aspects of the juvenile justice system and maintain a coordinated plan that identifies goals and strategies.

The Comprehensive Strategy is designed to ensure a continuum of responses to juvenile delinquency while maximizing collaboration and the use of integrated resources. The Comprehensive Strategy reviews and reports on programs and services which are designed to enhance protective factors and reduce risk factors within each of the identified strategies and focus areas.

Using the Comprehensive Strategy model, the JJCC and the Task Force review data, solicit community and provider feedback, examine system, and program assessments, and identify services gaps. This enables the JJCC and the Task Force to make ongoing recommendations for policy, program, and system improvement. Our Comprehensive Strategy has five focus areas:

1. **Prevention** – Building positive services to keep youth from entering the juvenile justice system, while incorporating family involvement for youth success and lower recidivism.
2. **Intervention and Treatment** – Providing appropriate and necessary services to reduce recidivism from youth already in the juvenile justice system, as well as focusing on the mental well-being of youth.
3. **Supervision and Custody** – Providing appropriate consequences, as well as safe and

secure detention for youth escalating in the juvenile justice system and/or committing serious offenses.

4. **Shared Responsibility** – Coming together as a collective team to develop cross system communication, multi-agency partnerships, joint responses, services, and policies that support youth no matter what door they enter through.
5. **Collaboration** – Working in partnership with government entities and community organizations to maximize resources, eliminate duplication of services, promoting collective impact by encouraging providers to collaborate to deliver services to target youth, and develop strength-based services to support youth in their communities.

While in person programming resumed in March 2022, the COVID-19 pandemic continued to have an impact as services were modified based on public health mandates and guidelines. Our community-based partners were able to quickly adapt to required public health guidelines and provide virtual/hybrid programming to ensure continuity of services for youth and families.

D. Comprehensive Plan Revisions

Describe how your Plan has been updated for this year.

Our department continues to transition our institution programs to align with an approach that is trauma responsive and focuses on positive youth development. Our new Youth Transition Campus (YTC) continues to evaluate and enhance therapeutic programming and positive youth development services to the youth in custody. Services will focus on evidence-based programs offered by Licensed Mental Health Clinicians. Services will also include Career and Technical Education, recreation, the opportunity to participate in a Youth Advisory Council, and life skills. For our services offered in the community, we continue to see a need for increased mental health services. We have added clinicians to some community service programs including alternative to detention and will increase the use of clinicians in the upcoming year.

Behavior Management System: Currently, we developed this system as a way for youth to progress through treatment in a meaningful way. Each stage has its own expectations for both the youth and their caregivers, as well as unique incentives and privileges. This system includes implementing on and off-campus activities and other incentives/privileges. There are incentives for both youth and caregivers. A youths' Treatment Team works to make a final decision as to youth being able to progress or if a youth needs to demonstrate additional skills by remaining in their current stage. The long-term goal for our youth is to focus on transition-specific programming, treatment, and additional activities to prepare a youth to return home. The program is utilized to close the gap of idea and action between self-understanding and self-improvement which helps maintain a youth's overall wellbeing.

If your Plan has not been updated this year, explain why no changes to your Plan are necessary.

N/A

Part II. Juvenile Justice Crime Prevention Act (JJCPA) (Government Code Section 30061(b)(4))

A. Information Sharing and Data

Describe your information systems and their ability to facilitate the sharing of data across agencies within your county. Describe the data obtained through these systems and how those data are used to measure the success of the juvenile justice programs and strategies.

Probation uses several electronic database systems to collect, aggregate and extract data for use in the juvenile justice system:

1. The San Diego Risk and Resiliency Checkup-II (SDRRC-II) was purpose-built to provide officers and case management partners, such as community-based organizations, with the risk level and needs assessment information to assist in providing appropriate case plans for treatment and rehabilitation for youth and families. SDRRC-II is integrated into the Probation Case Management System (PCMS) which is used to record all client data.
2. Community-Based Organizations (CBOs) who are considered third party service providers receive referrals through Probation's Community Resource Directory (CRD). The CRD is an electronic database of various therapeutic and self-help services for Probation Officers to refer clients who are under probation supervision.
3. PUMA is a mobile management application used by Probation Officers that directly interfaces with the County's PCMS, allowing Probation Officers to input client contact notes that are uploaded into PCMS. The mobile app also allows Probation Officers to confirm client identities and caseloads.
4. Programming, recreation, and exercise activities are developed by surveying the interests and needs of the youth, and outcome and data collection is captured through a satisfaction questionnaire to 100% of the youth who participate in the activities. Programming may be modified by the feedback received from the youth to better meet their needs. It is hoped that youth participants report activities having a positive impact on youth's attitudes, beliefs, self-perceptions, and interpersonal and social skills.
 - a. Programming. Per the new regulations and Title 15 Minimum Standards effective 1/1/2019, Programs may be provided under the direction of the Chief Probation Officer or the San Diego County Office of Education (SDCOE) and can be administered by county partners such as mental health agencies, community-based organizations, faith-based organizations, or Probation staff.
 - b. Recreation. All youth shall be provided the opportunity for at least one hour of daily access to unscheduled activities such as leisure reading, letter writing,

and entertainment. Activities shall be supervised and include orientation and may include coaching of youth.

- c. Exercise. All youth shall be provided with the opportunity for at least one hour of large muscle activity each day.
5. Data Sharing: Probation's information systems are closed and do not automatically allow for sharing data due to their confidential nature. If data is deemed necessary to share with another agency, a formal agreement is constructed which delineates exactly what data, its quantity, its frequency and to which end-users with whom it will be shared. Probation strictly monitors the sharing of all data permitted by agreement and terminates agreements as soon as they are no longer needed.
6. Data gathered from SDRRC-II/PCMS includes personal information, court orders and officer supervision notes. Rehabilitation services and referrals to the CRD are stored in PCMS, as well as family connections, DNA evidence status, arrest details, sustained petitions, probation violations, institutional commitments, completion of probation, restitution, and community service.
7. The San Diego Association of Governments (SANDAG) performs a variety of program evaluation activities to assess the efficacy of programs funded by JJCPA and track mandated outcomes for the California Board of State and Community Corrections (BSCC). The results of these efforts are presented in an annual report. As with the participants, programs, and system, SANDAG's evaluation design of the JJCPA has adapted over time to better capture the evolution of JJCPA.

B. Juvenile Justice Coordinating Councils

Does your county have a fully constituted Juvenile Justice Coordinating Council (JJCC) as prescribed in Welfare and Institutions Code 749.22?

Yes

If no, please list the current vacancies that exist on your JJCC, when those vacancies occurred, and your plan for filling them.

N/A

C. Funded Programs, Strategies and/or System Enhancements

JJCPA Funded Program(s), Strategy and/or System Enhancements

Below are JJCPA funded programs reported by the County of San Diego

Program Name: Juvenile Justice Crime Prevention Act (JJCPA) Program Evaluation

Evidence Upon Which It is Based:

N/A

Description: The JJCPA evaluation for San Diego County is conducted by the Criminal Justice Clearinghouse of the San Diego Association of Governments (SANDAG), as a part of the cross-site evaluation for all JJCPA programs across the state. SANDAG provides program and statistical evaluation services for the JJCPA programs managed by Probation and its partners. In addition, the JJCPA evaluation has developed research protocols for coordinating, collecting, and analyzing data with respect to Reducing Racial and Ethnic Disparities (RRED).

SANDAG publishes the JJCPA Annual Report and submits an annual program report to the Board of State and Community Corrections. They have also developed a Final Report for RRED in previous years to share findings and provide recommendations to reduce disparities.

Program Name: Youth Engagement at Juvenile Detention Facilities

Evidence Upon Which It is Based: According to the Youth in Custody Practice Model (YICPM), one of the most important security features of a facility is the quality of relationships among youth, between youth and staff, and among staff. In truly safe environments, youth and staff trust and support each other and treat one another with dignity and respect. As highlighted throughout the YICPM, supportive relationships are particularly important for positive youth development. Emotionally safe relationships are especially essential for youth who may otherwise be at risk of mistreatment based on biases or misperceptions. Given research indicating that lesbian, gay, bisexual and transgender (LGBT) youth have historically faced harsher treatment within facilities compared to their counterparts (Majd, Marksamer, & Reyes, 2009), staff must take special care to respect each youth's sexual orientation, gender identity, and gender expression while ensuring a fair, inclusive and respectful facility culture for all residents (Wilber, 2015). Safe connections are also critically important for youth with histories of victimization, particularly girls, to be able to work on their treatment issues (Zavlek & Maniglia, 2007).

Best practice dictates a coordinated, “24 hours a day, 7 days a week” treatment approach where all staff members view themselves as change agents and engage with youth accordingly.

Description: Probation utilizes multiple strategies to improve staff-youth engagement, including a behavior management system, which rewards youth for learning and using positive skills; engagement and de-escalation training for staff; and partnering with educators, coaches and clinicians to create a desirable extended learning time in the after-school hours. This programming includes staff counselors engaging with youth through one-on-one counseling and interactive group therapy that helps youths build rapport with staff and providers, as well as interact positively with peers. One of the most popular and effective behavior management strategies within our institutions involves youth and staff members sharing a special meal to celebrate group accomplishments. Activities such as chess tournaments, cards, volleyball

tournaments and video game tournaments are also utilized to create engagement between facility staff and the youth.

In addition to counseling personnel, there are a multitude of partners that facilitate group and individual sessions with youth outside of the traditional counseling environment. Staff members and providers engage youth in interactive and therapeutic activities, such as gardening, creating artwork, restorative practices, life skills, and animal therapy, while developing meaningful relationships with the staff and providers, allowing them to express themselves in a less structured setting. These activities create opportunities for youth to learn and practice the necessary skills for success upon their release from custody.

Program Name: Support for Family Engagement

Evidence Upon Which It is Based: According to the Vera Institute of Justice report on Identifying, Engaging, and Empowering Families: A Charge for Juvenile Justice Agencies, “family involvement is an essential element for youth in all points of the juvenile justice system” (Shanahan & diZerega, 2016, p. 1). Additional research indicates that youth in custodial settings who were never visited had statistically significantly higher behavioral incident rates compared to youth who received regular visits from their family (Agudelo, 2013). Youth who were visited regularly committed an average of four behavioral incidents per month, compared to six among those visited infrequently and 14 among those who were never visited (Agudelo, 2013). Youth who never received a visit exhibited the highest rates of behavioral incidents; as visitation frequency increased, the number of behavioral incidents decreased (Agudelo, 2013). Additionally, the study found that visitation also had an impact on school performance whereby youths who were visited regularly had a GPA 2.1 points higher than those who were visited infrequently or never visited (Agudelo, 2013).

When in-person contact is not feasible due to public health guidelines for example, research indicates that using a mix of technology and in-person visits, can still help to promote parental involvement in meetings and visitation to help the youth and family stay connected (Shanahan & diZerega, 2016).

Description: Probation encourages visitation and has been expanding virtual visiting options through increased electronic device resources using Skype, Microsoft Teams, and Video Conferencing. Probation has also expanded the definition of “family” to include significant adults in the youth’s development. This enables youth that do not have parents available to maintain contact with a wide variety of positive role models who support the youth.

To encourage youth and family visitation, the department made visitation areas more welcoming and conducive to communication; expanded the visitation hours in the evenings and on weekends; and hosted special events with transportation. Correctional counselors and re-entry officers encouraged visitation by family members and positive mentors.

Additionally, youths’ parents are notified by telephone of any significant behavioral incidents by Supervising Probation Officers. The goal is to enhance family engagement and create

opportunities to keep families connected by reinforcing positive behavior.

The SDCOE significantly improved family participation in educational decision-making by including parents/guardians as much as possible such as in student/parent-led conferences.

Furthermore, parents can join multidisciplinary team meetings and attend community re-entry planning meetings with community providers and probation. This medium also allows additional opportunities to youth exiting out of custody to connect with community resources to provide a continuum of care upon release.

Program Name: Achievement Centers

Evidence Upon Which It is Based: In 2018, Probation and juvenile justice partners identified a need for more intensive, community-based services to assist youth with at-risk behaviors that are in non-compliance with their court-ordered requirements, but do not pose a threat to public safety.

Throughout the United States, Achievement Centers, sometimes known as Evening Reporting Centers, act as alternatives to detention, promote long-term success for at-risk youth, and maintain community safety.

Outcomes from the previous fiscal year show that 94% of youth did not have a new arrest during the program, 80% of youth did not have a new arrest within twelve (12) months of intake, and 61% of youth successfully completed the program.

Description: In July 2019, Achievement Centers were established in two separate communities where at-risk youth reside, and the contractors provide transportation, tutoring, pro-social skills, mentoring, opportunities to complete community service hours, meals, and career exploration after regular school hours. These programs help to maintain the education and community linkages that are vital to youth and family success and to improve public safety outcomes for these youth.

The Achievement Centers provide a variety of services between 3 pm and 7 pm including academic tutoring and educational assistance, career exploration and work readiness, sports recreation, group and individual counseling, case management, mentoring as well as creative writing and music engineering/production. Transportation is provided to and from the Achievement Centers. The Achievement Centers increase youth engagement and long-term success providing youth opportunities to engage in prosocial and rehabilitative services in the community and divert them from detention for non-compliance with probation terms.

In February 2021, the County of San Diego opened a third Achievement Center in the East Region where at-risk youth reside to strengthen access to resources across the region. The Achievement Centers provide a critical opportunity for justice-involved and community youth presenting at-risk behavior, but not criminal behavior, to receive community-based treatment services that prevent incarceration, promote positive outcomes, maintain important family and

community linkages, and reduce long term recidivism.

The Achievement Centers provide a critical opportunity for justice-involved and community youth presenting at-risk behavior, but not criminal behavior, to receive community-based treatment services that prevent incarceration, promote positive community supervision outcomes, and maintain important family and community linkages.

Program Name: Youth-Authored Publication for Youth in Custody

Evidence Upon Which It is Based: Youth in custody often feel isolated, ashamed, and marginalized. Through written word and visual art classes and workshops, youth are able to share their stories, share their ideas, life experiences and process trauma in a safe and therapeutic space. Writing about their own experiences and their thoughts on community issues can help motivate youth to make different and more positive decisions in the future. By sharing their pain, memories, mistakes and hopes, youth can help inform the system and teach the community outside about the root causes of juvenile delinquency.

Description: The Youth-Authored Publication gives youth in custody the opportunity to share their ideas and life experiences in a safe space by:

- Encouraging literacy and creative writing skills
- Providing opportunities for self-expression
- Promoting each youth's individual strengths and abilities
- Strengthening feelings of self-confidence and self-efficacy
- Developing critical thinking skills
- Promoting a sense of belonging
- Processing trauma and bolstering feelings of self-worth
- Motivating youth to make more positive decisions in the future

Program Name: Community Assessment Teams (CAT) and Juvenile Diversion (JD)

Evidence Upon Which It is Based: CAT/JD is an evidence and outcome-based program. The Criminal Justice Clearinghouse of San Diego Association of Governments (SANDAG) monitors outcomes for this program. CAT providers complete the San Diego Resiliency Checkup II (SDRRC-II) for case managed youth.

In FY 2020-21, the CAT program received 4,711 referrals. Of those referrals, 2,369 (50%) participants were directly connected with supports outside of the CAT program to ensure individualized services were provided. The other 2,342 (50%) referred participants were enrolled in CAT case management services.

Outcomes from the previous fiscal year show that nearly 94% of youth successfully exited the program having completed “some” or “all of their goals” and 99% have remained arrest free after exiting the program.

Description: The Community Assessment Teams (CAT) programs have been in place since

1998, servicing youth and families in San Diego County. In 2014, diversion services were added under the CAT contracts to strengthen the continuum of care for prevention and early intervention services for youth and their families, to increase access to services through a variety of entry points.

The CAT/JD program represents collaboration among Probation and community-based organizations in each region of the county. The agencies receive over 4,700 referrals and manage almost 2,400 cases a year. Youth are referred to the program by Probation, law enforcement, community-based organizations, schools, counselors, faith-based organizations, family and self-referrals.

The CAT and JD programs are contracted community-based services designed to keep at-risk youth from entering and/or re-entering the juvenile justice system. This is achieved by providing prevention and early intervention, and specialized diversion services focused on positive support to school-age youth (ages 6-18) who demonstrate at-risk delinquent behavior, have low level misdemeanors and experience negative environmental factors such as poverty, school disruption, adverse family dynamics, truancy, or substance abuse that could lead to juvenile justice system involvement and escalation.

The CAT Program is a multi-agency prevention and intervention program for youth who are most at risk of entering the juvenile justice system. The CAT program has multi-disciplinary teams composed of case managers, alcohol and drug specialists, parent educators and mental health professionals providing services to at risk youth and their families. The goal of the CAT is to provide services to reduce the number of youths who enter the juvenile justice system or re-offend while on probation by focusing on the unique strengths and needs of individual youth and supporting and teaching families how to access and receive community resources in a timely fashion.

The Juvenile Diversion program provides comprehensive intervention services for youth who have contact with law enforcement using positive youth development strategies. As part of the juvenile justice continuum, youth with law enforcement contact are referred for Diversion Services as an alternative to charges being filed for alleged misdemeanor offenses. These youth receive more intense case management services than CAT youth. Formal contracts developed by the contractor and must satisfy certain conditions in accordance with the San Diego County Juvenile Diversion Protocols. The Diversion team must adhere to the San Diego County Juvenile Diversion Protocols at all times.

Services include case management, referrals to services such as individual and/or family counseling, substance use classes and after school programming. The law enforcement diversion program provides services that are tailored to meet the individual needs of youth while still holding the youth accountable for their actions. Juvenile Diversion provides a positive alternative to school suspension, expulsion and formal court processing for at-risk and first-time low-level offenders. These approaches aim to promote positive youth development and reduce recidivism by:

- Helping young people build positive youth development and resiliency skills

- Teaching at-risk and delinquent youth how to make positive choices
- Helping parents learn effective communication skills and positive reinforcements
- Providing case management and supervision to ensure that youth are enrolled in and are attending school and are engaging in safe and healthy activities
- Linking youth to strength-based activities and services
- Providing youth with opportunities to take part in restorative practices

The CAT/JD programs serve all eligible youth countywide and take a holistic, developmentally appropriate approach to determining and tailoring the services and referrals that best meet the needs of each individual youth and their family. Services and referrals available to youth include counseling, skill building, behavioral interventions, academic assistance, substance abuse education, case management, and community service.

CAT and JD Services for youth address community, family, and individual risk factors that minimize the risk of further delinquent behavior and promote positive behavioral change.

The CAT/JD teams are composed of intake staff, case managers, parent educators and mental health professionals and will offer an array of services to all eligible youth countywide and their family, focused on, but not limited to:

- Individualized multi-tiered assessments
- Healthy Relationships
- Gender specific groups
- Psychoeducational groups
- Individualized case management, counseling, skill building, behavioral health, academic assistance/enhancement, pro-social and resiliency activities, community services, gang prevention, anger management, healthy relationships, art therapy, and substance abuse prevention and intervention
- Family conflict mediation
- Family engagement and support throughout youth's participation in the program
- Youth leadership development activities
- Family stabilization services

Program Name: Alternatives to Detention (ATD)

Evidence Upon Which It is Based: Alternatives to Detention (ATD) is an evidence- and outcome-based program. The Criminal Justice Clearinghouse of San Diego Association of Governments (SANDAG) utilizes a quasi- experimental program evaluation design to measure outcomes in which program participants are compared to previous participants on probation compliance and recidivism measures. In addition, pre-post comparisons are made for program participants related to changes in risks and needs, as well as treatment-related outcomes.

During FY 2020-21, 457 participants enrolled in ATD, and 470 participants exited. Of the 470 youth who exited the program, 84% of youth did not have a probation referral and 85% did not

have a sustained petition within 12 months of post intake. Eighteen percent (18%) of ATD participants had an arrest within 12 months of intake, and less than one in ten (7%) had an arrest during ATD participation. SDRRC Protective and Resiliency scores increased from program intake to exit.

Description: The Alternatives to Detention (ATD) provides a continuum of community-based and family-supported detention alternatives for youth who have been arrested or referred to Probation but are not a threat to themselves or the community. The ATD model supports low-level youthful clients and their families, offering them the opportunity to find stability and to thrive. Under a County-supported ATD program, youth and their families are assessed and receive intensive case management and support in the community. ATD provides detention alternatives for youth who do not require secure detention and who would benefit from community-based interventions and supports.

The ATD program consists of two core service paths: intensive case management and non-secure shelter, or “cool beds,” for youth who have no immediate placement option other than juvenile hall and an offense that does not necessitate detention. Intensive case management includes approximately three months of enhanced services, both before and after disposition, with youth and families being assessed and linked to services as needed. Cool beds are available for youth who are unable to return home safely and instead can benefit from temporary shelter in a licensed foster care home. The youth assigned to cool bed placements also receive intensive case management services.

Program goals include reducing the rates of juvenile delinquency, improving family engagement, strengthening family support, improving the juvenile justice system's efficacy, keeping youth out of secure detention and in the community while receiving resources and reducing racial and ethnic disparities.

Program Name: The CHOICE Program

Evidence Upon Which It is Based: The CHOICE program is a nationally recognized model based on best practices and evidence-based principles and outcomes. CHOICE aims to stabilize behavior and prevent at-risk youth from further advancing into the juvenile justice system through swift and daily supervision by mentors.

Guided by the philosophy that youth who have committed crimes or at risk of violating probation are best treated in the community, CHOICE serves youth who are on probation and need additional services to remain in the community, strengthen family relationships and increase resiliency factors. Youth receive these services through a collaborative network of countywide providers, preventing detention while maintaining public safety.

The CHOICE program is based on best practices and evidence-based principles that also provide positive youth development services to support youth so they may thrive in their home, school, and community. Outcomes from the previous fiscal year show that 73% of youth did not have new arrests within 12 months of post intake. Furthermore, 156 youth entries and 176 youth exits

were served within the CHOICE program. Subsequently, 124 youth (71%) met the three-month retention mark.

With 94% of youth served not having a new probation violation while on probation within 12 months post intake, CHOICE program's success in San Diego County has been a key part of the Department's reduction in youth in custody while San Diego's crime rate remains at near record lows.

Description: To build upon the success of ATD, the CHOICE program was incorporated as a part of the ATD and local juvenile justice service continuum. CHOICE is an additional option to support and strengthen youth on probation who are beginning to struggle with court-ordered interventions and conditions of probation.

The CHOICE program, supported by local juvenile justice partners including Probation, the courts, and by local juvenile advocacy partner, the Children's Initiative, was developed in response to data highlighting high numbers of youth being booked into custody for violations of probation terms, not new crimes. Guided by the philosophy that youth who have committed crimes or at risk of violating probation are best treated in the community, CHOICE serves youth who are on probation and need additional services to reduce violations, strengthen family relationships and increase resiliency factors. Youth receive these services through a collaborative network of countywide providers, preventing detention while maintaining public safety.

CHOICE program staff form a multi-disciplinary team that helps guide participants to complete supervision mandates and individual goals. Probation contracts oversee regional services and provide CHOICE programming in the Central/South, and North regions of the county. The program targets youth who are on probation and need additional services to reduce violations, strengthen family relationships and increase resiliency factors.

The CHOICE program provides intensive supervision through multiple daily contacts to support youth and guide them to make positive choices. CHOICE program staff form a multi-disciplinary team with Probation Officers, Regional Clinicians, and other community programs to assist youth to complete supervision mandates and individual goals. These trauma-informed services are accomplished through home visits, school visits, family support activities, life skills development, tutoring assistance, service referrals, recreational activities, and community service.

CHOICE Program goals include increased positive youth development, reduction of juvenile delinquency, improvement of family engagement, strengthening of family support, improvement of the juvenile justice system's efficacy in serving youth, and reducing probation violations and youth in detention.

Youth served by this program have shown an increased need for mental health services. Community providers are successfully leveraging existing partnerships to link youth to needed mental health resources.

Program Name: Substance Abuse Services Programs (SAS)

Evidence Upon Which It is Based: Substance Abuse Services (SAS) is an evidence and outcome-based program. SAS Juvenile Recovery Specialists (JRSs) through a contractor, provide case management by coordinating substance abuse treatment services for youth and their family. Case management includes substance abuse assessments, referrals to intervention services or treatment providers, drug testing, family support, and monitoring youth compliance with diversion contracts and court ordered conditions of Probation. The program provides services with the goal of assessing youth for substance abuse needs in order to assist youth to become alcohol and drug free while also reducing recidivism. Outcomes from the previous fiscal year show that of the participants served, 86% did not have a new arrest during the program and 84% did not have a new arrest 12 months after program intake.

Description: Substance Abuse Services (SAS) is a community-based intervention and referral program, aligned with County of San Diego Probation Department's Youth Development and Community Support Services (YDCSS) that promotes sobriety, reduces substance abuse and reduces recidivism of youth with substance abuse needs (Youth) and strengthens their families, which includes, but is not limited to, parents, guardians, relatives and caregivers (Family).

The SAS program provides intervention services which include case management, regular drug testing, referral services, alcohol and other drug education, and family support services as needed in collaboration with the Supporting Adolescents and Families in Recovery (SAFIR) program. The SAS program has an Intervention Services Plan that identifies the youth's substance treatment referral services and/or educational needs, or "Track". There are three different service tracks based on the youth's service plan:

Track 1 is for youth who have experimented with drugs or have a less severe substance abuse issue. This is a three-month program (up to 90 days). Youth could receive case management, regular drug testing, referral services and educational and family support services as needed.

Track 2 is for youth who have extensive substance abuse issues and need a higher level of care. This is a six-month (180-day) program that includes enrollment in a substance abuse treatment program, increased case management with JRS and additional multi-family group therapy sessions.

Track 3 is for youth involved in probation's diversion and/or informal supervision and consists of frequent drug testing and family support referral services as determined by their Diversion and/or Informal Probation contract, which lasts for 90 days.

Youth with a higher level of need are enrolled in a treatment program that includes more intensive probation supervision, as well as substance use classes. These youth are drug-tested a minimum of two times per month by Probation, in addition to testing conducted by the treatment program.

Program Name: Juvenile Forensic Assistance for Stabilization and Treatment (JFAST)

Evidence Upon Which It is Based: JFAST incorporates an evidence-based collaborative court model to address the mental health needs of youth within the criminal justice system through collaboration with partners including Juvenile Court, Public Defender, District Attorney, Behavioral Health/Juvenile Forensics (Health and Human Services Agency), and the Probation Department. JFAST's main focus is on community-based rehabilitation and positive youth development. Outcomes from the previous fiscal year show that, of the participants served, nearly eight in ten (79%) youth completed JFAST successfully; 65% did not have a new arrest during the program and 65% did not have a new arrest 12 months after program intake. Half (50%) of JFAST participants SDRRC-II Strength Index scores increased, from the first to the most recent probation completed assessment.

Description: The Juvenile Forensic Assessment and Stabilization Team (JFAST) is a specialty juvenile court utilizing a community treatment approach for justice involved youth with significant mental health challenges. The overarching goal of JFAST is to enroll participants in individualized mental health services to rehabilitate youth and further their positive development by providing appropriate treatment services in the least restrictive environment while also assisting them in meeting their probation requirements. Assessment, treatment, and monitoring is provided by the JFAST Team, composed of the Juvenile Court, Public Defender, District Attorney, Juvenile Forensic Services, Stabilization, Treatment, Assessment, and Transition (STAT) team, the Probation Department, and community-based organizations that provide the various treatment services. The JFAST team meets weekly to review candidates for the program; develop treatment plans; review progress in the program; and determine advancement and graduation from the program.

JFAST Youth and Family Counselors work with youth county-wide, addressing their mental health needs utilizing a community approach through individual and family counseling, crisis intervention, educational counseling, and supportive referrals. Their role is to monitor the youth's progress from a mental health perspective and provide input into the team's decision-making processes. JFAST youth are typically between the ages of 13 to 18. The program also uses a combination of incentives to encourage positive behavior, and/or sanctions to address program noncompliance.

The program addresses youths' mental health needs through a trauma-informed and healing-focused approach that promotes rehabilitation and positive youth development and preserves in-home placement whenever possible. JFAST is one of the last recommendations to keep youth in their home but does support placement in a group home or residential treatment facility if the participant has significant mental health episode which requires removal from their home. The end goal for each youth is to help them successfully terminate probation and avoid recidivism by increasing protective factors, reducing risk factors, and creating a sustainable support network for the youth and family.

Program Name: Community Based Regional Mental Health Clinicians

Evidence Upon Which It is Based: Regional Mental Health Clinicians are part of an evidence

and outcome- based program that provide youth delinquency prevention and intervention services. The clinicians are part of a multi-disciplinary team that provide services for medium to high-risk youth and their families.

Partnering with the Health and Human Services Agency, community-based organizations, school representatives, families, and community members, the program aims to reduce delinquency while increasing resiliency, with a focus on community-based rehabilitation. After gathering information through the assessment process, our contractor's Clinicians and Probation Officer(s) work with the youth and family to develop an individual Case Plan that includes specific goals for the youth. The average client age range is from 14-17 years old. In the previous fiscal year, nearly 400 youth were served through this program.

Description: Regional Mental Health Clinicians perform behavioral health assessments and screenings in tandem with the case managing Probation Officer and facilitate referrals and engagement to designated programs, including behavioral health services, and other ancillary services when indicated for youth supervised by Probation. Regional Clinicians in the Central, East, North and South regions of San Diego support youth on probation by providing community-based interventions to the youth and their families. This trauma informed program bolsters positive youth development and resiliency to reduce delinquency and recidivism.

Licensed, or license-eligible, community-based clinicians perform behavioral health assessments and screenings in tandem with the case managing Probation Officer and facilitate referrals and engagement to designated programs, including behavioral health services and other ancillary services when indicated for youth supervised by Probation. Contracted clinicians are dual diagnosis capable and educated in trauma informed care. The current contract is able to sub-contract with long standing partners with extensive experience serving at-risk youth and system-involved youth. A minimum of four (4) full time licensed, or license eligible clinicians provide services countywide.

In addition, one RISE Program Clinician serves youth in short-term residential treatment programs, or in the community, who are either at-risk for or assessed as victims of Commercial Sexual Exploitation of Children (CSEC). The RISE Clinician provides education, one-on-one and small group counseling and therapeutic support, regular updates to Probation, and liaisons consistently with other relevant rehabilitative team members. One Staff Clinical-Support Social Worker serves Probation staff working in the institutions, to give them support including individual counseling and linkages to community resources. Two Group facilitators conduct youth group session on cognitive behavioral therapy (CBT) and one Program Coordinator supervises the clinicians and oversees the program.

This continuum of services assists in the transition from custody to the community and from program to program, thereby ensuring greater success for the youth successfully exiting the juvenile justice system and thriving in the community.

Program Name: Resilience is Strength and Empowerment (RISE)

Evidence Upon Which It is Based: The Resilience is Strength and Empowerment (RISE) Court is a trauma informed program that uses a multidisciplinary approach to address the needs of youth who are, at risk of becoming, victims of commercially sexual exploitation.

Description: RISE Court is a specialized unit in the Probation Department that utilizes a collaborative court model. An integral part of the program to address Commercial Sexual Exploitation of Children (CSEC) are the incentives and enrichment resources as well as empowerment activities for the youth. The resources to support this portion of the program are provided by JJCPA funding. Some examples include, but are not limited to the following:

- Welcome bag filled with hygiene products, stuffed animals, clothes and other items
- Birthday celebrations
- Gift cards
- Gas cards
- Graduation gifts
- School supplies
- Clothing or necessary supplies if minor changed placements or have housing instability

A subcommittee meets every three (3) months to plan empowerment activities. Some activities the youth have been exposed to thus far have been college tours, Disneyland, Hip Hop Yoga, movie theater, financial education, RISE family holiday dinner, and paint night. These events foster rapport building between the youth and professionals as well as exposing the youth to experiences they may not otherwise engage in. The incentives are targeted and further assist the youth in being successful on probation and in the program.

Two bilingual licensed, or licensed eligible RISE clinicians will be hired to meet regularly with all youth while they are in custody, short-term therapeutic residential treatment program (STRTP) or in the community for prevention and treatment of CSEC youth. The clinicians will provide one-on-one small group counseling and therapeutic support, liaison with other relevant team members, and support youth in building healthy, supportive, trusting relationships with you and their caregivers.

Program Name: Family Therapy Services

Evidence Upon Which It is Based: Program will use evidence-based models such Functional Family Therapy (FFT) for family therapy services.

Description: Probation and its community partners regularly review the needs of youth in custody and under supervision and identify effective evidence-based interventions and services to enhance outcomes. The goals are to reduce recidivism and reduce the number of youths in custody. Probation has recognized a need to provide additional treatment for youth at risk for delinquency, violence, gang involvement, substance use, and other behavioral problems such as Conduct Disorder or Oppositional Defiant Disorder. These behaviors decrease a youth's chance of completing school and increase the risk of escalating involvement in the juvenile justice system. Probation has also a lack of transportation as a common barrier to participation in family

therapy services for this population.

By working relationally with the entire family, these therapies are designed to treat a range of adolescent behavioral programs, which often accompany adolescent substance use, such as school under achievement, oppositional defiance, delinquency, and disengagement from pro-social activities. Strategies utilized that are evidence based include Functional Family Therapy and for family therapy services.

Program Name: Running Club for Youth

Evidence Upon Which It is Based: Exercise activities for youth have shown to have a positive effect on the youth and staff within juvenile detention facilities.

Description: Youth at Probation juvenile detention facilities are given the opportunity to participate and run in 5K events and half marathons throughout the County of San Diego. Youth participate in physical training with Probation Officers, SDCOE teachers and/or Behavioral Health Services staff in preparation for the running events. This collaboration has proven tremendously beneficial to the youth who participate as they develop a love for running that they did not have before. Families are invited to attend the running events, and many come to race day excited to greet their youth at the finish line. After each race, the youth, their families, probation officers, teachers, and behavioral health team members spend time congratulating one another and celebrating the amazing accomplishment. Many youths continue to train and participate in the races following release from the detention facility.

The Running Program uses the time youth are in custody and in probation programs to provide mentorship, guidance, and experiences which might not otherwise be possible. Youth experience increased self-esteem, discover healthy means for achieving the adrenaline they often seek, and feel a profound sense of accomplishment.

Program Name: Outdoor Activities & Experiences for Youth in Custody

Evidence Upon Which It is Based: Outdoor activities for youth have shown to have a positive effect on the youth and staff within juvenile detention facilities.

Description: On and off-site adventure activities and experiences are provided to youth while in custody. The outdoor activities and experiences provide youth a new positive and fun outdoor activity such as rock climbing, hiking, kayaking, mountain biking, etc., allowing youth to experience new, safe and sober activities. Working with other youth and staff through this program improves relationships with their peers and probation staff. By strengthening individual skills, developing leadership skills and abilities, providing opportunities for public engagement in the community, strengthening the feelings of self-confidence and self-efficacy these activities promote a sense of belonging, engage youth in teamwork and promote each youth's individual strengths and abilities. Programming for these services have been expanded greatly to accommodate the service delivery to a multi-faceted youth population.

Program Name: Institution Probation Staff Support Specialist

Evidence Upon Which It is Based: The YICPM identifies staff wellness as critical component of operating a facility.

Description: Staff Support Specialists will offer supportive services to San Diego County's Probation staff (sworn and professional) working at Youth Transition Campus (YTC) or East Mesa Juvenile Detention Facility. Staff Support Specialists will be working in both institutions providing one on one support for staff, referrals to outside services if needed, consistent wellness check-ins after disruptive incidences, host group processing sessions and support in working in a trauma informed and positive youth development environment.

This position will be providing individual support to Probation staff with issues in their professional and personal lives. General Duties:

- Participate in required Probation trainings and institutional regulations.
- Establish trusting relationships with staff and Probation Officers at YTC and EMJDF
- Conduct individual and groups sessions to process stressors that arise working in a juvenile detention facility.
- Proactively reach out to staff experiencing hardships, provide reflective counseling, and link staff to resources as needed.
- Supports program staff with professional and clinical development, planning, and intervention/implementation of agency/client goals.

Program Name: SDRRC II-Training, Coaching, and e-Learning

Evidence Upon Which It is Based: Probation uses a validated youth risk assessment tool titled the San Diego Risk and Resiliency Check-up – II (SDRRC-II). The expert who created SDRRC-II will work with San Diego State University's Academy for Professional Excellence to conduct training, coaching, and e-learnings on the tool to assure consistency in training and use across probation and its community partners.

The Juvenile System Assessment and Training (J-SAT) Team who developed the SDRRC-II has continued to work with Probation to further training and skills regarding the use of the assessment tool. Their training model emphasizes skill-practice, scoring fidelity, and process fidelity. J-SAT focuses on three primary performance objectives that ensure participants will be able to:

1. Demonstrate more than adequate levels of scoring inter-rater reliability
2. Facilitate the assessment interview in a conversational manner and using active listening skills so that client defensiveness invariably decreases
3. Interpret and utilize the results of the assessment to initiate and support subsequent goal-oriented and pro-active supervision

Description: Transforming Corrections (Formerly known as J-SAT) will assist Probation in developing training, coaching, and e-learning on the administration of the SDRRC-II tool and the

fidelity of the scoring. Trainings will be ongoing and widespread to continually assure consistency and validity. Trainings will assist Probation staff in asking the right questions in interviews with the youth to get the information they need to score out the SDRRC-II.

During the past year, Brad Bogue, Director and Founder of J-SAT, has been assisting the Special Projects Unit with regular meetings creating lesson plans that meet California State certification requirements for a Training for Trainers (T4T) course.

J-SAT has revised the SDRRC-II manual to include new information related to the addition of the HASB 11 (Risk to Recidivate score), the new SDRRC-II domain names that reflect Positive Youth Development ideals, and new screen shots of the Client Action Plan (CAP), which is the new case plan integrated with the SDRRC-II. J-SAT has conducted approximately four focus groups with Probation supervising probation officer's and staff regarding the use of the re-assessment and how to support the use of the assessment tool considering the change in supervision timeframe related to AB503. J-SAT has increased their library of training videos, completed coding and coaching of a random sample of interviews from officers from various units in probation, and completed coding and coaching of interviews for volunteers and selected participants within probation.

When YTC opened, Probation streamlined the assessment and case plan development process for youth who received a commitment. The Re-Entry Officers now use the results of the SDRRC-II to develop an in-custody case plan. This case plan informs the group programming and additional services the youth is to participate in while in custody. This is directly documented within PCMS and is a step forward in tracking the services and youth's progress while in custody.

Part III. Youthful Offender Block Grant (YOBG) (Welfare & Institutions Code Section 1961(a))

A. Strategy for Non-707(b) Offenders

Describe your county's overall strategy for dealing with non-707(b) youthful offenders who are not eligible for commitment to the Division of Juvenile Justice. Explain how this Plan relates to or supports that strategy.

The focus of Probation's Youth Institutional Services is client rehabilitation and community safety. To support and serve our youth population, Probation utilizes a collaborative approach for providing learning and growth opportunities to our youth by teaming with community-based organizations and other County departments.

As the department continues to transition programs in line with a positive youth development approach, rehabilitative services have shifted to become more treatment based that focuses on a triad of treatment needs typical of youth deeply entrenched in the juvenile justice system: mental health diagnoses, substance abuse diagnoses, and criminogenic needs (including the personal,

familial, social determinants leading to criminal behavior). At the heart of our programs is the idea treatment and programming services will be rehabilitative, a healing environment staffed by engaged, caring adults (both Probation and Behavioral Health); and the environment itself will be considered a therapeutic intervention. As such, all probation staff, clinicians, contracted providers, and youth will be trained and expected to create and maintain a strength-based, trauma-informed, therapeutic and safe environment which will allow staff and youth to practice newly acquired skills while also maintaining structure and personal accountability.

Programming during the custodial phase is evidence-based and focuses on behavior change. CBOs work with the youth in custody to prepare them for transition back into the community. The youth's case plan both in and out of custody aids participants in achieving sobriety, improving literacy and educational levels, finding full-time employment, and addresses criminogenic factors, such as pro-criminal peer association related to gang violence.

The department will continue to focus on youth rehabilitation and community safety. The department regularly conducts comprehensive needs assessments to identify and correct facility gaps to fully support youth's needs.

B. Regional Agreements

Describe any regional agreements or arrangements to be supported with YOBG funds.

**YOBG Funded Program(s), Placement, Service, Strategy and/or System Enhancement
Below are YOBG funded programs reported by the county**

Program Name: Youth in Custody Programming and Re-entry

Evidence Upon Which It is Based: N/A

Description: Probation implemented an evidence-informed and evidence-based rehabilitative programming for youth in custody. The department seeks to shift to a positive youth development approach for programming and re-entry services for youth in custody.

Probation works alongside agency partners and community-based providers for youth transition into the community. Successful and effective programming helps youth receive the skills needed to complete their probation terms in the community. The services provided in this program will assist custodial youth transition from custody and into adulthood. This occurs when youth learn financial literacy, job skills readiness, and emotional recognition of their behaviors. Identified youth will utilize the skills learned through the programming services to successfully transition into the community and not re-enter custody on a violation of probation or a new true finding. They will be ready for the work force, with a wide range of employable skills, and will receive assistance in their transition into the workforce or in their transition into higher education. The programming services encourage youth in becoming productive members of the community.

Program Name: Community Supervision

Evidence Upon Which it is Based: N/A

Description: Reentry services address the need to provide continued support during transition out of custody and upon return to the community. Services include development of comprehensive reentry planning, engaging families throughout the reentry process and providing support once a youth is released from custody.

Youth who receive a custodial commitment are assigned a Reentry Officer. When Probation makes a recommendation for a commitment, they are utilizing the results of the SDRRC-II assessment tool to inform the youth's risk to recidivate. When the youth receive a custodial commitment, the Reentry Officer is to schedule the first Treatment Team meeting for the purpose of orienting the youth and family to the custodial program expectations as well as develop the initial case plan. This case plan is to outline the services received while in custody and is reviewed at the monthly Treatment Team meetings. The team is minimally comprised of the youth, caregiver, Reentry Officer, Supervision Probation Officer, Unit Mentor, Unit Clinician, teacher, and any other supportive adults in the youth's life. By attending these monthly Treatment Team meetings, the Supervision Officer is actively engaged and informed of the youth's successes and difficulties while in custody.

Approximately thirty (30) days prior to the youth's expected release date, the final Treatment Team meeting convenes, and the youth's in-custody case plan (CAP) is reviewed and updated, and the Supervision Officer creates the out-of-custody case plan utilizing Treatment Team member recommendations, and a risk assessment tool to identify the youth's strengths and main criminogenic needs (including the personal, familial, social determinants leading to the criminal behavior). The out-of-custody plan also collaborates with the youth and family to set goals. This allows the Reentry Officer and Supervision Officer to work together with the youth and caregiver to make any necessary referrals to community-based programs. Community-based programs may include, but not limited to, pro-social activities, mentoring, mental health services, substance abuse treatment, gang-intervention, relationship violence prevention, and continuing education or vocational training. The out-of-custody case plan ensures supports are in place prior to the youth returning to their community.

Upon a youth's release into the community, or subsequent to being adjudicated, a WIC ward and their supervision by Probation begins. A Probation Officer is assigned to each youth who will aid in the youth's transition from detention into the community. The Probation Officer remains engaged with the youth, family and service providers to motivate and encourage the youth towards positive behavior change and completion of Probation conditions.

Program Name: Interim Housing

Evidence Upon Which it is Based: N/A

Description: Interim housing provides supportive services for persons aged 18 and above who

are on youth or adult probation supervision, as referred by Probation. Interim housing addresses the needs of a growing number of clients released from custodial settings who are homeless or at-risk homelessness. Clients are provided a safe, drug and alcohol free, healthy, and stable living environment to assist them in their ability to achieve their conditions of probation and stable housing. Interim housing reduces homelessness among clients while preparing themselves for self-sufficiency. It assists clients to make progress toward life goals, including educational and/or employment attainment, behavioral health well-being, and increase positive connections to the community. The Probation Department currently has nine (9) contracts for Interim Housing that serve both males and females within the North, Central, South, and East regions of San Diego County.