

(2022-2023) Annual Plan

Date: 5/6/2022

County Name: San Diego

Contact Name: Todd Cloaninger

Telephone Number: 858-694-4707

E-mail Address: Diane.Hasan@sdcounty.ca.gov

Instructions:

Government Code Section 30061(b)(4) and Welfare & Institution Code Section 1961(b) call for consolidation of the annual plans required for JJCPA and YOBG.

Please submit your most up-to-date consolidated plan. The following is a standardized template for a consolidated county plan. If you find it helpful to use this template, please do so. Each field must be completed before submitting your plan to the BSCC. If you have nothing to report for a field, please indicate 'N/A'. At the end of the template please press the 'Submit' button to be recorded with the BSCC. Your work will be saved each time you log in, if you need to make any edits.

Your Submission will be posted, as submitted, to the BSCC website. Diane.Hasan@sdcounty.ca.gov

If you have any questions on completing your annual plan, or wish to use your own plan, please email:

JJCPA-YOBG@bscc.ca.gov

Juvenile Justice Plan

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 in San Diego County continue to be near a historic low. Juvenile supervision and institutional populations also continue to be at historic lows due to juvenile prevention and diversion programs. Law enforcement agencies have increased working with community-based organizations to keep at-risk youth out of the juvenile justice system. Although numbers continue to decrease, providing evidence-based services is critical because the juveniles remaining in detention display higher-risk behaviors and have 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.

San Diego County's Multi-Agency Plan serves as a blueprint for communities to work together so that local leaders, public and private organizations, schools, community members, youth, and their families can collectively bring about successful strategies and positive systemic change in prevention and early intervention.

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.

Although 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.

C. Juvenile Justice Action Strategy

Describe your county's juvenile justice action strategy. Include an explanation of your 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 to build effective partnerships and working agreements with multiple levels of government, schools, law enforcement, community organizations, parents, and youth. Working with diverse partners allows San Diego to look at all aspects of the juvenile justice system and maintain a coordinated plan that identifies goals and strategies.

Using the Comprehensive Strategy model, the Juvenile Justice Coordinating Council (JJCC) and the Task Force review data, solicit community and provider feedback, examine system, and program assessments, and identify service 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:

Prevention - Building positive services to keep youth from entering the juvenile justice system, while incorporating family involvement for youth success and lower recidivism.

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 wellbeing of youth.

Supervision and Custody - Providing appropriate consequences, as well as safe and secure detention for youth escalating in the system and/or committing serious offenses.

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 through what door they enter.

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.

The majority of programs were impacted by the COVID-19 pandemic, as the services are delivered in-person. However, much of our community-based programming quickly adapted to

virtual settings to ensure continuity of services for youth and families throughout the pandemic. Services were modified to follow public health mandates on social distancing. These services eventually resumed in-person as of March 2022, however, may be virtual and/or hybrid format, as public health guidelines permit.

D.Comprehensive Plan RevisionsDescribe how your Plan has been updated for this year.

As our department transitions our programs to be in line with a positive youth development approach, the Youthful Offender Unit (YOU) program has transitioned to Healing Opportunities for Personal Empowerment (HOPE). HOPE provides rehabilitative programming and youth development services to the male youth in long-term custody. Services under the previous program, Youthful Offender Rehabilitative Program, will also be encompassed through HOPE with a greater focus on clinical services by licensed mental health clinicians and providing individualized services. Individualized services include: supporting San Diego County Office of Education career and technical education, community-based paid internships and apprenticeships, recreation, the opportunity to participate in a Youth Advisory Council, and life skills. The HOPE program's goal is to support youth in becoming successful in their lives and in the community by providing pro-social and evidence-informed programming to youth in long-term custody.

Art programming has been added for Youth in the HOPE program. HOPE youth will have the opportunity to participate in art programs that comprise of unique and diverse enrichment activities that can support young people's positive growth. Art participation in detention facilities can help reduce the likelihood of youth engaging in delinquent, risky or violent behavior after release into the community, increase self-esteem, and improve social interactions and emotional health. Through visual art, youth are able to tell their stories, share their ideas, life experiences and process trauma in a safe and therapeutic space. Providing youth with opportunities for self-expression, self-reflection and healing through a creative process can promote a stronger identity and help youth form positive relationships with their peers and communities. The artwork produced from these programming classes may be displayed in the new Youth Transition Center and East Mesa Juvenile Detention Facility. Successful and effective programming helps youth acquire the skills needed to exit the juvenile justice system more quickly and thrive in the community. Rehabilitative and developmentally appropriate programming includes recreational activities like arts and crafts, which help maintain or improve youth's physical, social and emotional wellbeing. Exposure to recreational activities help motivate youth to make different and more positive life choices.

Institutional Outcome Tracking: Implement outcome tracking database across our institutions to monitor program delivery efficacy and fidelity. Youth outcomes to be utilized to inform program development and assess for needs.

YTC Phase System: Currently developing a phased system as a way for youth to progress through treatment in a meaningful way. Each phase has its own expectations for both the youth and their caregivers, as well as unique incentives and privileges. This phased system includes implementing off-campus activities and other incentives/privileges. Youth are able to phase up

by first approaching their housing unit mentor to discuss their accomplishments and they must turn in the required phase activities. With input from their mentor, youth are to request a special Treatment Team meeting and make a presentation to their Treatment Team. Their Treatment Team will then make the final decision on if the youth is able to phase up or needs to demonstrate a few more skills by remaining in their current phase. The long-term goal for the YTC phase system is to focus on transition-specific activities to prepare a youth to return home. It is hoped 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 juvenile justice programs and strategies.

1. The County of San Diego (COSD) Probation Department uses several electronic database systems to collect, aggregate and extract data for use in juvenile justice:

A. 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.

B. Community-based Organizations 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.

C. PUMA is a mobile device application used by Probation Officers to input client contact notes for upload into PCMS, as well as to confirm client identities and caseloads.

D. 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.

- 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 County Office of Education and can be administered by county partners such as mental health agencies, community-based organizations, faith-based organizations, or Probation staff.

- 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. Must consider adding a plan to move towards outcome and data collection to inform program development based on needs of the youth.

- Exercise. All youth shall be provided with the opportunity for at least one hour of large muscle

activity each day.

2. Data Sharing: Probation's information systems are closed and do not automatically allow for sharing of 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.

3. 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.

4. Corrections Standards Authority data elements are tracked during periods of program participation per juvenile. Exit data is used to identify juvenile reference groups because random assignment is not possible and equitable samples of non- program participants are not available. Therefore, outcomes are compared against a "reference group" rather than a control group. Maintaining strong performance is an overall goal of all JJCPA programs and annual data is used to track rates of change in arrests, probation referrals and violations, program enrollment, sustained petitions, and institutional commitments.

B. Juvenile Justice Coordinating Councils

Does your county have a fully constituted Juvenile Justice Council (JJCC) as prescribed by Welfare & 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 Enhancement

Below are JJCPA funded programs reported by the county.

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 San Diego Association of Governments (SANDAG), as 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 the County of San Diego Probation Department 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:

Parent Ombudsman

Evidence Upon Which It is Based:

In support of the Juvenile Justice System Improvement Project/Dispositional Matrix, San Diego County Probation, and other key partners, including the District Attorney's Office, and Public Defender's Office, are working to develop and implement system alignment strategies at the county level in conjunction with Georgetown University. This will aid key stakeholders in better matching information from the San Diego Risk and Resiliency Checkup II (SDRRC II) tool to supervision level and services. In addition, Georgetown University will assist San Diego County Probation, public agency partners and other providers to determine the array of services necessary to meet the needs of juvenile clients.

Description:

The Parent Ombudsman supports and increases family visitation in facilities, provide resources to families visiting youth in facilities, support family involvement in special events, support families in navigating the juvenile justice system including the court process and reaching out to youth and families in regard to court dates to reduce Failures to Appear (FTA).

Program Name:

Expert in National Best Practices for Youth in Detention

Evidence Upon Which It is Based:

The Youth in Custody Practice Model (YICPM) initiative is designed to assist state and county juvenile correctional agencies and facility providers in implementing a comprehensive and effective service delivery approach. The Expert in National Best Practices for Youth in Detention is focused on the improvement of juvenile justice systems, operational services, programs, and practices, and providing technical assistance and training on national best practices, and standards of care. This expert is also experienced in juvenile corrections, operations and program evaluation, and consultation on these matters. In addition, the Expert in National Best Practices aligns core, research-based principles with everyday practice, and achieve more positive outcomes for youth, families, staff and communities by reducing the number of youths entering the juvenile justice system.

Description:

The Expert in National Best Practices for Youth in Detention provides a means to transform San Diego Probation Department's organizational culture and improve short- and long-term outcomes associated with the facilities by making recommendations from direct observations of staff, youth, and facilities. This individual helps to resolve issues that entail substantial reform in the fundamentals around facility culture, atmosphere, staff training, staff and youth relationships, family engagement, and behavior response techniques.

Progress made over the last year to improve our service delivery approach include developing and implementing a dispositional matrix, implementing a program evaluation system, improving service mapping, as well as renovating juvenile hall to be designed as a rehabilitative and restorative custodial setting.

Program Name:

Family Therapy Services

Evidence Upon Which It is Based:

Family therapy strives to strengthen adaptive family interactions and correct maladaptive patterns of family interactions that contribute to isolation, alienation from the family, substance use and gang involvement. Research has demonstrated the potential of family therapy modalities that emphasize family engagement for enhancing retention rates and subsequently improving treatment outcomes. Family relations are the targets for change in conjunction with the individual problems associated with adverse family dynamics. Our new contractor that started in October 2020 provides family therapy services to youth and families county-wide utilizing the evidence-based Functional Family Therapy model.

Description:

Youths' environment has a significant influence on how they feel about themselves, who they choose as friends, and the decisions they make. Poor relationships and conflict between family members can lead to youth acting out, and the consequences of their acting out can cause more disruption in the home and further strain family relationships. The Probation Department 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. Family therapy services are provided to Probation-involved youth ages 12-18 and their families, with a goal of reducing recidivism and reducing 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 previously identified a lack of transportation as a common barrier to participation in family therapy services for this population. In-home, virtual visits as well as setting up visits in neighborhoods where families live have decreased this barrier to ensure access to services.

By working relationally with the entire family, these therapies are designed to treat a range of adolescent behavioral problems, which often accompany adolescent substance use, such as school under achievement, oppositional defiance, delinquency, and disengagement from pro-social activities.

Program Name:

Outdoor Activities & Experiences for Youth in Custody

Evidence Upon Which It is Based:

Outdoor adventure activities and experiences provide youth with important life skills such as, relationship building, leading, following, providing support, planning, and having accountability for their own actions. These life skills increase the likelihood of successful reintegration into society and reducing recidivism.

Description:

On and off-site outdoor adventure activities and experiences are provided to youth in custody at County of San Diego Probation Department juvenile detention facilities. Outdoor activities for youth have shown to have a positive effect on the youth and staff at juvenile detention facilities. By providing new positive and fun outdoor activities such as rock climbing, hiking, kayaking, mountain biking, etc., youth are able to experience new, safe, and sober activities. By strengthening individual skills, developing leadership skills and abilities, providing opportunities for public engagement in the community, strengthening 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. Due to the impact of COVID-19, onsite and off-site outdoor adventure activities were suspended, and all activities transitioned to a virtual setting to ensure continuity of services for youth in custody. Although a virtual setting was not effective for an outdoor adventure activity program, youth participated in Probation facilitated recreation and exercise which entailed working with other youth and staff thus improving relationships with their peers and Probation staff. Outdoor activities have since resumed in-person as of March 2021 at Probation's facilities, which have included full-body exercise and physical team building activities. It is planned in the near future that off-site outdoor adventure activities will resume as pandemic guidelines permit.

Program Name:

Running Club for Youth

Evidence Upon Which It is Based:

The Running Club is a reward activity which involves mentorship and an opportunity for physical training.

Participation in the Running Club is considered desirable by youth and it is used as a positive reinforcement for other desired behaviors such as non-violence and engagement/participation in treatment and education. Positive reinforcements such as this are foundational to rehabilitation with a significant base of supporting research spanning decades from B.F. Skinner in 1938 to the present.

An additional benefit is derived from the presence of staff mentors. Research suggests that both natural and programmatic mentors can be effective in reducing recidivism and promoting successful transitions out of juvenile justice systems.

Description:

Youth at Probation juvenile detention facilities are given the opportunity to participate and run in half marathons and 5K events throughout the County.

Youth participate in physical training with Probation Officers, San Diego County Office of Education teachers and/or Behavioral Health Services staff in preparation for the marathons. 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 and many come to race day excitedly greeting their loved one 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 youth continue to train and participate in races from home after release. Due to the impact of COVID-19, the Running Club was suspended. However, it is planned in the near future that collaboration amongst Probation and other community partners involved in the running program will resume as restrictions continue to be lifted.

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 a healthy means for achieving the adrenaline they often seek and feel a profound sense of accomplishment.

Program Name:

Resiliency is Strength and Empowerment (RISE)

Evidence Upon Which It is Based:

Resiliency is Strength and Empowerment (RISE) Court is a specialized unit in the Probation Department that utilizes a collaborative court model. RISE Court is a trauma-informed program that uses a multidisciplinary approach to address the needs of youth who are, or at risk of becoming, victims of commercial sexual exploitation. Members of the RISE Team are trained to understand the unique issues faced by this special population and are committed to engaging the youth in trauma-focused therapy, support services, and resources for building inner strength and empowerment. Furthermore, it aims to engage and support youth and their families to achieve their full potential by using the “Five Cs” model of positive youth development: competence, confidence, character, connection, and contribution (Pitmann,2002). The primary collaborative partners of the RISE Team include the Juvenile Court, District Attorney, Public Defender, Behavioral Health Services, SBCS, and Child Welfare Services. Additional team members include Juvenile Recovery Specialists and Mentors with lived experience. Supportive collaborations with community programs to provide direct service treatment and programming include San Diego Youth Services, North County Lifeline, Voices for Children (CASA), Paws’itive Teams therapy dog, and wraparound services.

Description:

An integral part of the program 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 through JJCPA funding. Some examples include but are not limited to the following:

1. Welcome backpack filled with hygiene products, stuffed animal, clothes, and other items
2. Birthday celebrations
3. Gift cards
4. Gas cards
5. Graduation gifts
6. School supplies
7. Clothing or other necessary supplies should the youth change placements or experience housing instability

An empowerment activity subcommittee was formed in January 2018. Prior to the pandemic, the subcommittee was meeting on a monthly basis to discuss and plan upcoming events. The RISE Family Holiday Dinner (the youth received holiday gift baskets, and the parents in attendance

received a gas card and grocery card) was held in December 2021. The empowerment activity subcommittee also resumed monthly meetings December 2021.

Some activities the youth have been exposed to thus far have included: Birch Aquarium, a Luxury Cinema and Dining Experience, Ceramic Art Expression, a mentoring and scholarship opportunity at Point Loma Nazarene University, college tours, Disneyland, Hip Hop Yoga, outings to the movie theatre, financial education, RISE Family Holiday Dinner, Wild Animal Park and paint night. Additional activities planned include museum exploration, San Diego City College Cosmetology tour, Sea World, and we are still evaluating other options. These events foster rapport building between the youth and professionals as well as expose the youth to experiences they would not otherwise engage in. These incentives are aimed to motivate them and further assist them in being successful on probation and in the program.

In December 2020, the RISE Team delivered grocery cards to the youths' families as a means of supporting them through the start of the pandemic. In addition, during the holidays, the RISE Team put together holiday gift baskets for the youth and dropped them off where they lived.

Program Name:

Youth Engagement at Juvenile Detention Facilities

Evidence Upon Which It is Based:

According to the Youth in Custody Practice Model, 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 Practice Model, supportive relationships are especially 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 (SOGIE) 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:

The Probation Department 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 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.

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 or creating artwork, while developing meaningful relationships with them and 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, youth in custodial settings who were never visited had statistically significantly higher behavioral incident rates compared to youth who received regular visits. 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. Youth who had never received a visit exhibited the highest rates of behavioral incidents; as visitation frequency increased, the number of behavioral incidents decreased.

There was also an association between visitation and educational performance. Even after controlling for other variables, youths who were visited regularly had a GPA that was 2.1 points higher than those who were visited infrequently or never visited.

Description:

The Probation Department has been expanding virtual visiting options through increased electronic device resources using Skype; Microsoft Teams, and Video Teleconferencing. The Probation Department has 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.

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 San Diego County Office of Education 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 such as the Achievement Centers and other providers to provide a continuum of care upon release.

Program Name:

Achievement Centers

Evidence Upon Which It is Based:

In 2018, the San Diego County Probation Department (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 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.

Programs that have increase youth engagement and long-term success include music engineering/production, creative writing, as well as workforce training and development for youth wanting to work.

In February 2021, a third Achievement Center was opened in a community where at-risk youth reside to strengthen access to resources across the region. The Achievement Centers provide a critical opportunity for justice-involved youth presenting at risk, 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.

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 can 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:

CHOICE

Evidence Upon Which It is Based:

The CHOICE program is an evidence- and outcome-based model of supervision. 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 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.

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, the 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 sanctions and conditions of probation.

The CHOICE program, supported by local juvenile justice partners including Probation, the courts, and 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.

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.

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:

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.

Outcomes from the previous fiscal year show that 84% of youth completing 50% of their case plan were not arrested within 12 months of post intake and 74% of youth not completing 50% of their case plan were not arrested within 12 months of post intake. Additionally, 82% of youth completed 50% of their service plan.

Description:

The Alternatives to Detention (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.

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 in the community while receiving resources (and out of secure detention), and reducing racial and ethnic disparities.

Program Name:

Community Assessment Teams and Juvenile Diversion (CAT/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, 2,060 (44%) participants were directly connected with supports outside of the CAT program to ensure individualized services were provided. The other 2,651 (56%) referred participants were enrolled in CAT case management services.

Outcomes from the previous fiscal year show that nearly 94% of youth successfully completed the program and 99.5% have remained arrest free after exiting the program.

Description:

The Community Assessment Teams (CAT) programs have been in place since 1998, servicing the 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 the County of San Diego Probation Department and community-based organizations in each region of the county. The agencies receive over 5,200 referrals and manage almost 3,000 cases a year. Youth are referred to the program by Probation, law enforcement, community-based organizations, schools, faith-based organizations, 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/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.

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.

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
- Individualized case management, counseling, skill building, behavioral health, academic assistance, pro-social and resiliency activities, community services 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:

Substance Abuse Services Program (SAS)

Evidence Upon Which It is Based:

Substance Abuse Services (SAS) is an evidence and outcome-based program. SAS Juvenile Recovery Specialists (JRSs) 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 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 program that includes enrollment in a substance abuse treatment program, increased case management and additional multi-family group therapy sessions.

Track 3 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, 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, 65% did not have a new arrest during the program and 65% did not have a new arrest 12 months after program intake.

Description:

The Juvenile Forensic Assessment and Stabilization Team (JFAST) is a specialty juvenile court for justice involved youth with significant mental health challenges. The overarching goal of JFAST is 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, the Probation Department, and community-based organizations that provide the various treatment services.

JFAST Youth and Family Counselors work with youth county-wide, addressing their mental health needs 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 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. 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:

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. 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

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:

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-learning 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 the Probation Department 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:

San Diego State University's Academy for Professional Excellence 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 participated in meetings with SDSU's Academy of Professional Excellence related to defining roles in the development of SDSU as the lead trainer for the SDRRC-II for the Probation Department.

J-SAT has revised the SDRRC-II manual to include new information related to the addition₃₂ 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, the Probation Department streamlined the assessment and case plan development process for youth who received a commitment. The Re-Entry Officers now use the results of the SDRRCII 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 the County of San Diego Probation Department's Youthful Offender Unit (YOU) program is client rehabilitation and community safety. To support and serve the female youth population, YOU utilizes a collaborative approach for providing learning and growth opportunities to the participants 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, the YOU program has since shifted to become a new treatment program for the male youth population called, Healing Opportunities for Personal Empowerment (HOPE) as of July 2021. The HOPE program will focus on the 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 the program is the idea that HOPE will be a rehabilitative, healing environment staffed by engaged, caring adults (both Probation and Behavioral Health); the environment itself will be considered a therapeutic intervention. As such, all clinicians, probation staff, contracted providers, and youth will be trained and expected to create and maintain a strength-based, trauma-informed, therapeutic milieu which will allow staff and youth to practice newly acquired skills in a safe environment while also maintaining structure and personal accountability.

Programming during the custodial phase is evidence-based and focuses on behavior change. Community-based organizations work with the clients 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 client rehabilitation and community safety. The department regularly conducts comprehensive needs assessments to identify and correct facility gaps to fully support the YOU and HOPE programs, its goals, and mission.

B. Regional Agreements

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

N/A

YOBG Funded Program(s), Placement, Service, Strategy and/or System Enhancement

Below are YOBG funded programs reported by the county.

Program Name:

Healing Opportunities for Personal Empowerment (HOPE)

Evidence Upon Which It is Based:

N/A

Description:

The County of San Diego Probation Department implemented an evidence-informed and rehabilitative programming in long-term custody.

Previously the department had implemented a Youthful Offender Unit (YOU) institutional program that provided custodial programming, while a Youthful Offender Rehabilitative Program would incorporate the YOU population to prepare for reentry and learn the skills to transition into the community. However, the department seeks to shift to a positive youth development approach.

Probation works alongside Behavioral Health Services 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. The San Diego County Probation Department is currently striving to improve this process with the recent opening of the Youth Transition Campus (YTC), to ensure more meaningful services. 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 Treatment is minimally comprised of the youth, caregiver, Reentry Officer, Supervision Probation Officer, Unit Mentor, Unit Clinician, Teacher, and any other supportive adult 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 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 the County of San Diego 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 the San Diego County Probation Department. 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 9 contracts for Interim Housing that serve both males and females within the North, Central, South, and East regions.