

SAN DIEGO COUNTY
PROBATION
DEPARTMENT



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

FY 2024-2025 CONSOLIDATED ANNUAL PLAN

JUVENILE JUSTICE CONSOLIDATED 2023-2024 ANNUAL PLAN

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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, although we have seen 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. Providing evidence-based services and programming to our youth in detention is essential because the juveniles remaining in detention display higher-risk behaviors and have more critical mental health needs compared to youth in the community. Through evidence-based assessments, high-risk behaviors and needs are identified, and through case planning and reentry services, in collaboration with education, social services, behavioral health, drug and alcohol services partners, services are or can be matched to those displaying 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 (County), the Juvenile Justice Coordinating Council (JJCC) and the Juvenile Justice Comprehensive Strategy Task Force (Task Force) work in collaboration to strengthen community partnerships and advise and make recommendations to the County Board of Supervisors (Board), State and Federal legislators, Juvenile Court, and other stakeholders on best practices for juvenile justice programs, 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, develop strategies, and to make ongoing recommendations for policy, program, and system improvement.

In 1998, the County Board adopted the U.S. Department of Justice, Office of Juvenile Justice, and Delinquency Prevention Juvenile Justice Comprehensive Strategy (Comprehensive Strategy). This strategy, along with the Board's Policy A- 92, Juvenile Justice, 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 the County has a seamless, coordinated 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 and its stakeholders are committed to providing a county-wide strategy that does not

prioritize one neighborhood, school, or region of the County over another. Geographic crime and probation custody booking data is regularly evaluated and used to focus services where they are most needed. The County and our stakeholders collaborate with and conduct outreach to other agencies, community groups, and community leaders to identify and better understand community efforts that support youth and their families in their communities. These efforts allow us to maximize current services and programs, and identify opportunities for enhancing, expanding, and strengthening the delivery of services and programs.

Data, including geographic crime and probation custody booking, are continually collected, analyzed, and evaluated 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 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's Probation Department (Probation) to build effective partnerships and working agreements with both government and non-government agencies and organizations including, but not limited to school districts, law enforcement agencies, community-based organizations, parents/guardians, and youth. Working with diverse partners is a coordinated effort that allows the County to look at all aspects of the juvenile justice system and maintain a coordinated plan that identifies strategies to achieve identified goals and objectives.

The Comprehensive Strategy is designed to ensure a continuum of responses to juvenile delinquency while maximizing collaboration with juvenile justice and community partners that takes an integrated approach to address youth's needs and increase positive outcomes for youth. 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, and examine systems and program assessments to identify gaps in services. 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.

D. Comprehensive Plan Revisions

Describe how your Plan has been updated for this year.

Probation continues to transition programs to align with an approach that is responsive to the individual risk and needs of the youth, promotes trauma informed practices, and fosters positive youth development. New services will focus on best practice programs to support our youth and their families and include increasing our capacity of cool beds, adding Disposition Specialists to quickly connect youth and their families to resources, and adding a Youth/Parent Support Specialist to provide support to youth and families while the youth is detained in one of our juvenile detention facilities.

Increased Cool Bed Capacity: Probation contracted with a community-based organization to expand the County’s cool bed capacity, both in number of beds available, as well as length of stay as a part of the Alternatives to Detention (ATD) program. Casa Nuestra is located in South County and will have room for eight (8) youth who can stay up to ninety (90) days while waiting placement in a short-term residential program, waiting another placement, or cannot be quickly returned home for various reasons.

Disposition Specialists: Disposition Specialists will provide support to youth and families by helping them access resources and navigate services in a timely manner to prevent youth from further involvement in the juvenile justice system.

Youth and Parent Support Specialist: We have added a youth/parent support position to provide support to youth and their families while youth are detained at the Youth Transition Campus and East Mesa Juvenile Detention Facility. Working in partnership with stakeholder, this position will serve as a liaison to Probation to provide input into policies, procedures and practices that may impact youth and/or families.

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 Probation 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. Probation Utility Mobile Application (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 comply with Title 15 Standards, and are developed by surveying the interests and needs of the youth. Data collection and outcomes are captured through a satisfaction questionnaire that is distributed to 100% of the youth who participate in the activities. Programming may be modified based on the feedback received from the youth to better meet their needs. The aspiration is that youth participants report activities that will have a positive impact on youth's attitudes, interpersonal and social skills, beliefs, and self-perceptions.
 - a. Programming. All youth shall be provided with the opportunity for at least one hour of daily programming to include, but not be limited to, trauma focused, cognitive, evidence-based, best practice interventions that are culturally relevant and linguistically appropriate, or pro-social interventions and activities designed to reduce recidivism. 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 SANDAG's Criminal Justice Clearinghouse, as a part of the cross-site evaluation for all JJCPA programs. 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 BSCC. They have also developed a Final Report for RRED in previous years to share findings and provide recommendations to reduce disparities.

Program Name: Community Assessment Teams (CAT) / Law Enforcement Juvenile Diversion (JD)

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

In FY 2021-22, the CAT program received 5,020 referrals. Of those referrals, 2,748 (55%) participants were directly connected with supports outside of the CAT program to ensure individualized services were provided. The other 2,272 (45%) referred participants were enrolled in CAT case management services. Of the 1,935 participants that exited, 1,668 participants successfully exited programming.

Description: CAT programs have been in place since 1998, servicing youth and families in San Diego County. In 2014, JD services were added under the CAT contracts to strengthen the continuum of care for prevention and early intervention services for youth and their families, and 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/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 JD 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 are 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 JD program provides services that are tailored to meet the individual needs of youth while still holding 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/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 that is grounded on the evidence-based Juvenile Detention Alternatives Initiative (JDAI). The

Criminal Justice Clearinghouse of SANDAG utilizes a cross-site evaluation for all JJCPA programs. During FY 2021-22, 443 participants enrolled in ATD, and 410 participants exited. Of the 410 youth who exited the program, 397 youth successfully exited programming, which is defined as completing the programming with no new sustained petition.

Description: 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 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.

Probation contracted with a community-based organization to increase the capacity of cool beds, both in the number of beds and the length of stay. The intake process is the same as the current ATD process, as is the eligibility. Youth are able to stay longer, up to ninety (90) days, while awaiting placement in a short-term residential program, another placement, or cannot be quickly returned home for various reasons. The expansion of cool beds and safe housing provides safe housing for youth who do not need to be detained, except for lack of suitable placement. Casa Nuestra is a voluntary program that requires parental or guardian approval.

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. The CHOICE program provides intensive supervision through multiple daily contacts to support youth and guide them to make positive choices. The CHOICE program 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, the CHOICE program 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 youth from

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. Youth in the CHOICE program have some of the greatest needs and are at the highest risk of recidivating.

In FY 2021-22, 164 participants were enrolled in CHOICE services and 111 youth exited. Participants participated in the CHOICE program for a little over three and half months, 117.1 days (SD=68.9 days). Of the 111 youths, 89 youths successfully exited programming.

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. The CHOICE program 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 is supported by local juvenile justice partners including Probation, the courts, and by local juvenile advocacy partner, the Children's Initiative. It 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, the CHOICE program 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 weekly contacts to support youth and guide them to make positive choices. The CHOICE program staff forms a multi-disciplinary team with Probation Officers, Regional Clinicians, and other community programs to assist youth in completing 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.

The 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. 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.

Additionally, youth served by this program have some of the greatest needs and 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 Use Disorder Services Program (SUDS)

Evidence Upon Which It is Based: SUDS is an evidence and outcome-based program. SUDS Juvenile Recovery Specialists (JRSs), through a contractor, provide case management to participants through the coordination of 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 use needs in order to assist youth to become alcohol and drug free while also reducing recidivism.

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

The SUDS 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. Upon receiving a referral, the JRS contacts the youth, often the same day that the referral was received, to complete an initial screening and schedule an intake session. Youth complete the Adolescent Alcohol and Drug Involvement Scales (AADIS) with their JRS to determine the level of drug involvement and develop an individualized service plan. The SUDS 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 provider.

Program Name: Juvenile Behavioral Health Court (JBHC) formally known as Juvenile Forensic Assistance for Stabilization and Treatment (JFAST)

Evidence Upon Which It is Based: JBHC incorporates an evidence-based collaborative court model to address the mental health needs of youth within the juvenile justice system through collaboration with

juvenile justice and community partners. The JBHC program enrolls participants in individualized mental health services that utilize a community treatment approach and support youth in successfully managing their mental health needs. Additionally, research shows approximately 70% of youth in the juvenile justice system have a diagnosable mental health disorder, and nearly 30% of those in the juvenile justice system experience severe mental health disorders (Youth.gov).

JBHC's main focus is on community-based rehabilitation and positive youth development. Outcomes from FY 2021-22 show that of the participants served, 75% adhered to psychiatric medication and 95% had moderate/complete compliance with therapy. Eighty percent (80%) of JBHC participants' SDRRC-II Strength Index scores increased, from the first to the most recent probation completed assessment.

Description: JBHC is a specialty juvenile court utilizing a community treatment approach for justice involved youth with significant mental health challenges. The overarching goal of JBHC is to enroll participants in individualized mental health services that utilize a community treatment approach 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 JBHC 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 various treatment services. The JBHC team meets weekly to review candidates for the program, develop treatment plans, review progress in the program, and assess participants progression/graduation from the program.

JBHC 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. JBHC 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. JBHC 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 a 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: 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.

During FY 2021-22, 170 participants enrolled in Achievement Center services and 129 participants exited. Of the 129, 69 successfully exited programming. For a “successful exit,” the youth must have 20 days of attendance, must have completed their goals, and not have a sustained petition or violation/arrest resulting in detention during the program.

Description: In July 2019, one Achievement Center was established in a community where at-risk youth reside as an additional option for youth to stay safe after school and adhere to probation and court mandates. A second location was added in 2020 based on positive outcomes of the first location. These programs help to maintain the education and community linkages that are vital to youth and family success to improve public safety outcomes for these youth.

The Achievement Centers provide a variety of services, after regular school hours, between 3 pm and 7 pm including academic tutoring and educational assistance, career exploration and work readiness, sports recreation, group and individual counseling, prosocial skills, opportunities to complete community service hours, meals, case management, mentoring as well as creative writing and music engineering/production. The contractor provides transportation 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 activities in the community, diverting the youth 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 community supervision and outcomes, maintain important family and community linkages.

Program Name: Youth/Parent Support Specialist

Evidence Upon Which It is Based: The Center for Juvenile Justice Reform at Georgetown University’s McCourt School of Public Policy and the Council of Juvenile Justice Administrators supported the development of the Youth in Custody Practice Model (YICPM). The YICPM is a research based and data driven practice model providing tools and guidance that staff and facility partners can utilize to achieve better outcomes for youth in juvenile custody. The model includes over 70 essential policy and practice elements that support a developmental approach to youth corrections, prioritizes family engagement, addresses youth trauma, supports the needs and wellbeing of staff and emphasizes youth voice.

Description: The Youth and Parent Support Specialist will provide support and guidance to youth and their families while youth are detained at the Youth Transition Campus and East Mesa Juvenile Detention Facility.

This position will work in partnership with stakeholders to facilitate Youth and Family Advisory Groups and serve as a liaison to provide input to Probation regarding policies, procedures, and practices that impact youth and/or families. The Youth and Family Support Specialist will positively impact and influence a

youth's life by being a supportive and nurturing caregiving adult mentor.

This multifaceted position will ensure youth and their families understand the rules and code of conduct for the facility they are living in, the Youth Bill of Rights, as outlined in [sections 224.70 – 224.74 of the Welfare and Institutions Code](#); and visitation policies and procedures. The Specialist will enable communication and maintain paths for youth and their families to share ideas, opinions, and concerns. Additionally, this position will ensure that youth and families have confidence that their voice will be heard.

Program Name: Youth Engagement (Institutions)

Evidence Upon Which It is Based: According to the 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.

Description: Probation utilizes multiple strategies to improve staff-youth engagement, including a behavior management system, which provides youth pathways to progress through their case plan in a meaningful way. Each stage has its own expectations for the youth, as well as unique incentives/privileges that includes off-campus activities and other incentives/privileges. 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.

Program Name: Youth Engagement (Field)

Evidence Upon Which It is Based: When youth are engaged they are more likely to establish positive relationships with system officials and experience greater trust and confidence in the juvenile justice system ([OJJDP.gov](#)). Youth engagement promotes adolescent health and helps youth build protective factors to help youth thrive in their communities. Additionally, a study by the Annie E. Casey Foundation found that “offering incentives beats traditional supervision in encouraging positive behavior change among youth on probation” ([Annie E. Casey Foundation](#)).

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. Probation Officers in the field provide youth with positive opportunities to incentivize good behavior and encourage intrinsic motivation to complete short- and long-term goals in their case plan. Incentives and points are utilized to recognize youth for meeting their goals as identified in the youth's case plan.

Program Name: Youth-Authorred Publication for Youth in Custody

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

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 can sub- contract with long standing partners that have 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 youth's transition from custody to the community and from program to program, thereby increasing the number of youth who successfully exit the juvenile justice system and thrive in the community.

Program Name: Resilience is Strength and Empowerment (RISE)

Evidence Upon Which It is Based: The 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 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 available to 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 license-eligible RISE clinicians 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 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: Family Therapy Services stems from the Functional Family Therapy modality, which is an internationally recognized model that is based on best practices and evidence-based principles.

Description: Family Therapy Services is a home-based therapy program that assists in strengthening adaptive family interactions and assisting at-risk youth in their successful completion of probation through intervention and prevention. Family Therapy Services addresses complex and multi-dimensional problems through clinical practice that is flexibly structured and culturally sensitive.

Family Therapy Services work closely with youth on probation and their families during weekly home-based Family Therapy sessions. The focus of each session is to foster positive methods of connection and correct maladaptive patterns of family interactions that contribute to isolation, alienation from the family, substance use, and gang involvement. Family Therapy Services provides case management that connects the families to available community resources and assists the family in completing their goals. The goals of Family Therapy Services are to increase protective factors, improve communication, continued participation in at least one Family Therapy Session per week, and for the youth to have no new arrests.

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: 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 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. The Staff Support Specialists work 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 provides 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 group 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: Disposition Specialists

Evidence Upon Which It Is Based: N/A

Description: Disposition Specialists work at the San Diego Juvenile Court and provide resource navigation services to youth and their families. The Disposition Specialists receive referrals from the Juvenile Court, Probation, District Attorney's Office and the Office of the Public Defender. They work with youth and their families in the juvenile justice system to bridge gaps and provide ongoing support and resource navigation to ensure that youth and their families are connected to services, in a timely manner, in an effort to keep youth from further involvement in the juvenile justice system. Additionally, the Disposition Specialists coordinate appropriate educational and developmental services, working closely with SDCOE and county school districts, to reconnect youth to education and other programs to help them achieve their educational goals.

Program Name: Expert in National Best Practices for Youth in Custody

Evidence Upon Which It is Based: The 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 individual 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 youth 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.

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 focus 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 to 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 readiness skills, 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. 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, or Client Action Plan (CAP,) is reviewed and updated, and the Supervision Officer updates the out-of-custody case plan utilizing Treatment Team member recommendations, and the SDRRC-II tool to identify the youth's strengths and main criminogenic needs (including the personal, familial, social determinants leading to the criminal behavior). The Supervision Officer also collaborates with the youth and family to set goals for the out-of-custody case plan. 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 are 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.

A Probation Officer is assigned to all youth who are released from detention into the community. The Probation Officer will aid in the youth's transition to the community and will remain 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.