

(2021-2022) Annual Plan

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County Name: San Diego

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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. Charmaine.Portacio@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

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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.

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.

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

Crime rates in San Diego County continue to be at a historic low and arrest rates for juveniles are lower than adults for the second year in a row. 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.

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 shifted to virtual

settings to ensure continuity of services for youth and families throughout the pandemic. These services will continue to be virtual and transition to a hybrid format, eventually returning to providing in-person services when public health guidelines support this action.

Services provided to youth in facilities were also impacted by COVID-19 due to mandatory quarantines and limited access by community contractors into the facilities. Services were modified to follow public health mandates on social distancing and will resume as normal when in-person services are allowed.

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

We have added two new programs: Healing Opportunities for Personal Empowerment (HOPE) and Positive Youth Development Training and Professional Services.

HOPE provides rehabilitative programming for youth in long-term custody. As our department transitions our programs to be in line with a positive youth development approach, the Youthful Offender Unit program has transitioned to HOPE. 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 increasing youth voice

Positive Youth Development Training and Professional Services will encompass contracted training and coaching services for juvenile Probation field I staff supporting a validated risk and resiliency tool that reduces disparities and improves long-term outcomes.

Due to funding changes, the Parenting Program for Youth in Custody and Resilience Community Mentoring programs will not be included in the 2021-2022 Fiscal Year.

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, both adult and juvenile.

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. A tracking system will be used to schedule the assigned geographic locations of juvenile clients in detention. It will assign a facility location to individuals per daily/weekly schedule but is not a real-time GPS locator. It will electronically track all of the Title 15 mandated requirements for youth in custody.

(a) Programming. Per the new regulations and Title 15 Minimum Standards Effective 1/1/2019, 41 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. Programs may include but are not limited to:

(1) Cognitive Behavior Interventions; (2) Management of Stress and Trauma; (3) Anger Management; (4) Conflict Resolution; (5) Juvenile Justice System; (6) Trauma-related interventions; (7) Victim Awareness; (8) Self-Improvement; (9) Parenting Skills and support; (10) Tolerance and Diversity; (11) Healing Informed Approaches; (12) Interventions by Credible Messengers; (13) Gender Specific Programming; (14) Art, creative writing, or self-expression; (15) CPR and First Aid training; (16) Restorative Justice or Civic Engagement; (17) Career and leadership opportunities; and, (18) Other topics suitable to the youth population.

(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.

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 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, 84% did not have a new arrest during the program and 74% 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:

Evidence Upon Which It is Based:

Description:

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 regards 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 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.

Progress made over the last year to improve our service delivery approach include developing and implementing a dispositional matrix, implementing a Standardized Program Evaluation Protocol, 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 youth 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. Working with other youth and staff through this program improves relationships with their peers and Probation staff. By strengthening individual skills, developing leadership skills and abilities, providing opportunities for public engagement in the community, strengthening 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.

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.

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:

Rise is Strength and Empowerment (RISE)

Evidence Upon Which It is Based:

Resilience 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, 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, wraparound services and San Diego County of Education.

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 grace bag 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. However, due to the recent pandemic, all empowerment events and meetings were put on

hold. It is hoped the subcommittee will resume meeting / planning and empowerment events can resume once restrictions are lifted.

Some activities the youth have been exposed to thus far have included college tours, Disneyland, Hip Hop Yoga, outings to the movie theatre, financial education, RISE Family Holiday Dinner, Wild Animal Park and paint night. 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.

During the past year, 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 help youths build rapport with staff and providers, as well as interact positively with peers.

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:

Evidence Upon Which It is Based:

Description:

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, visited the Probation Department in March of 2020 and had an opportunity to review case files as well as sit in on interviews where he used the 12-point fidelity checklist to review officers' interviewing skills. This visit was followed up by a report highlighting strengths and areas of improvement.

In October of 2020, J-SAT facilitated Booster Trainings for field officers and investigators which allowed for a refresher of skills and the purpose of using motivational interviewing.

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 89% of youth that discharged from the program did not have a new arrest six month after.

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.

As of September 2020, 59 youth who had enrolled in the program terminated from probation supervision. With 92% of youth having no new arrests leading to detention within six months of exiting the program, 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 96% of youth served did not have new petitions for offenses between program intake and exit. Furthermore, 94% of youth served did not have new arrests leading to detention within six months of exiting the program.

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. The SDRRC-II reflects that eighty-eight (88%) of youth maintained or improved their strength index score, showing improvement in dynamic protective factors and decrease in dynamic risk factors.

Further, outcomes from the previous fiscal year show that nearly 90% of youth successfully completed the program and 99% 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 five community-based organizations in each region of the county. The five agencies receive over 5,500 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 Community Assessment Teams (CAT) and Juvenile Diversion 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/Diversion 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 Diversion Services for youth address community, family, and individual risk factors that minimize the risk of further delinquent behavior and promote positive behavioral change. Community Assessment Teams and Juvenile Diversion are community-based youth and family-focused services. The 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, 84% did not have a new arrest during the program and 74% 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.

A minimum of 80% of enrolled Youth are randomly drug tested a minimum of two (2) times per month, or as directed by the Juvenile Court or Probation Officer.

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:

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.

In a report by Performance Based Standards, facilities in which parents were kept up to date on their child's education had more youth whose reading scores improved over the course of their time in the facility. The same pattern was evident for math scores.

The average visitation rate for youth in custody who have received at least one visit during the month has increased by 20% over the last three years.

Description:

The Probation Department has been expanding virtual visiting options through increased electronic device resources using Skype; Microsoft Teams, and Video Teleconferencing; as well as increased efforts to expand and enhance available electronic resources through partner collaborations (Juvenile Court, Children's Initiative, San Diego County Office of Education, David's Harp Foundation, Public Defender's Office, and Behavioral Health Services). 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.

**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. YOU utilizes a collaborative approach for providing learning and growth opportunities to the participants and supervises youthful clients by teaming with community-based organizations and other County departments.

Programming during the custodial phase of the program 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 program, its goals, and mission.

As the department continues to transition programs in line with a positive youth development approach, the YOU program will soon shift to become a new treatment program called Healing Opportunities for Personal Empowerment (HOPE). 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.

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 will implement 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 will work 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. The provider will be able to link youth to paid internships, apprenticeships, and college courses upon release can support the juvenile justice system's goal of quickly and successfully helping youth complete their probation and avoid future criminal justice involvement.

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 will positively impact recidivism rates for this population through the provision of effective programming that encourage becoming a productive member 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.

Upon a youth's release into the community, or subsequent to being adjudicated a WIC ward, 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. Supervision Officers develop a case plan utilizing 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), and collaborate with the youth and family to set goals. The Probation Officer makes referrals to community-based programs which 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 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 age 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.