

Juvenile Justice Realignment Block Grant

Annual Plan

Date: April 26, 2021

County Name: Stanislaus

Contact Name: Emily Herrera Hammond

Telephone Number: 209-525-4573

E-mail Address: herrere@stanpro.org

Background and Instructions:

Welfare & Institutions Code Section(s) 1990-1995 establish the Juvenile Justice Realignment Block Grant program for the purpose of providing county-based care, custody, and supervision of youth who are realigned from the state Division of Juvenile Justice or who would otherwise be eligible for commitment to the Division of Juvenile Justice prior to its closure.

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

County plans are to be submitted and revised in accordance with WIC 1995, and may be posted, as submitted, to the Office of Youth and Community Restoration website.

Contents:

Part 1: Subcommittee Composition

Part 2: Target Population

Part 3: Programs and Services

Part 4: Juvenile Justice Realignment Block Grant Funds

Part 5: Facility Plan

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

Part 7: Regional Efforts

Part 8: Data

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

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

Agency	Name and Title	Email	Phone Number
Chief Probation Officer (Chair)	Mark Ferriera Chief Probation Officer	FerrMar@stanpro.org	(209) 525-4503
District Attorney’s Office Representative	Birgit Fladager District Attorney	Birgit.Fladager@standa.org	(209) 525-5550
Public Defender’s Office Representative	Laura Arnold Public Defender	arnoldl@stancounty.com	(209) 525-4200
Department of Social Services Representative	Kathy Harwell Director, Community Services Agency	HarwellK@stancounty.com	(209) 558-2500
Department of Mental Health	Ruben Imperial Director, Behavioral Health and Recovery Services	RImperial@stanbhrs.org	(209) 525-6205
Office of Education Representative	Scott Kuykendall Stanislaus County Superintendent of Schools	SKuykendall@stancoe.org	(209) 525-4900
Court Representative	Ruben Villalobos Presiding Juvenile Court Judge	Ruben.Villalobos@stanct.org	(209) 525-6348
Community Member	Marian Martino Youth Mentor	marian@martinonet.com	(209) 484-2775
Community Member	Emily Webster Center for Human Services, Youth Navigation Center Director	ewebster@centerforhumanservices.org	(209) 526-1476
Community Member	Vickie Trask Modesto Junior College, Dean of Workforce Development & Community Lifelong Learning	mulvaneytraskv@yosemite.edu	(209) 652-1252
Additional Subcommittee Participants			

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

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

Stanislaus County will target male and female youth whose most recent adjudicated offense is described in WIC 707(b) and is defined under WIC 1990(b), in cases where the Juvenile Court has made a finding that less restrictive alternative dispositions are unsuitable. Stanislaus County's realignment population will consist of youth, under the age of 25 who have committed serious delinquent offenses and will be housed for long-term commitments pursuant to SB 823 in the Stanislaus County Juvenile Hall. These youth are likely to have experienced challenges with: decision making, cognitive development, gang involvement, impulse control, education, literacy, homelessness, employment, basic life skills, family relationships, domestic violence, substance abuse, health and wellness, and/or mental health.

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

Stanislaus County Probation is anticipating serving youth ages 14 to 23, and up to age 25 depending on the length of the disposition ordered by the Juvenile Court. Initial population estimates for year one is 6-8 males based on recent rates of commitment from Stanislaus County to the Division of Juvenile Justice (DJJ). There is capacity for approximately 20 youth locally. Initial population estimates for females may vary as Stanislaus County commitments are rare (one female within the past three years). It is anticipated Stanislaus County will seek a regional contract to have another County provide services for females based on the expected low numbers and to maximize their opportunities for group-based services. It is uncertain what the maximum population of female commitments will be. Absent a contract with another County, Stanislaus County has the necessary amount of living space available to accommodate what is anticipated to be a low number of female commitments based on historical commitment data. It is possible certain sex offenders will require a level of treatment necessitating a regional contract with another County who could provide group-based services with like offenders.

Demographics for youth from Stanislaus County serving commitments at DJJ as of March 2021 are as follows:

- 19 total commitments: 95% (18) males; 5% (1) female
- 48% (9) for assault related offenses; 32% (6) for robbery related offenses; 5% (1) for manslaughter related offenses; 5% (1) for carjacking; 5% (1) for home invasion, and 5% (1) for burglary
- 26% (5) are under age 18; 63% (12) are between 18-21 years old; 11% (2) are over age 21
- 79% (15) are Hispanic; 16% (3) are Caucasian; 5% (1) is "Other"
- The median length of stay for youth in 2019 was 23 months.

The breakdown of offenders at DJJ statewide as of fiscal year 2019 is as follows:

- 96% male and 4% female
- 19% are under 17 years of age, 74% are 18-21 years of age, and 7% are over the age of 22
- 63% are enrolled in vocational programs, 42% are enrolled in high school, and 28% are enrolled in college
- The median length of stay for youth in 2019 was 28 months.

Behavioral health treatment breaks down to 13% being in Sex Behavior Treatment, 8% in Mental Health Program, and 6% in Behavior Treatment.

Describe any additional relevant information pertaining to identified target population, including programs, placements and/or facilities to which they have been referred:

Several lower-level interventions provided by the Probation Department are available to youth prior to a long-term commitment becoming necessary. However, at times the serious nature of the adjudicated offense(s) and consideration for public safety will outweigh the opportunity for youth to be tried in lower-level options. A brief description of the Probation Department's continuum of care is described below:

Out of Custody Referrals for Youth not on Probation Status

Stanislaus County Probation receives hundreds of police reports a month. Each report is reviewed by a Probation Officer or Supervisor to determine what, if any, action will be taken. Referrals to other services or warning letters are sent to parents of youth with no prior record for any report received alleging charges that carry no confinement time and some low-level misdemeanors.

Additionally, starting May 1, 2021, additional offenses will be referred to the newly-developed Youth Assessment Center (YAC) directly from law enforcement. This will remove the citation review process from the Probation Department, entirely, for offenses meeting the YAC criteria. The criteria includes: youth must be under 18 years old and pending a misdemeanor or felony offense, youth are experiencing family conflict, have frequent law enforcement contacts, or are under 12 years old and fit the criteria outlined in SB 439. A youth may not be referred to the YAC if they have any prior sustained felony petitions or if the instant offense is for felony domestic violence, a sex offense, or is an offense listed in 707(b) of the Welfare and Institutions Code.

Evidence-Based Screening for Felony and Misdemeanor Bookings and Referrals

The Juvenile Intake Unit reviews each referral which carries some type of confinement, for consideration of appropriate juvenile justice interventions. Options include: closing the referral at intake, referring a youth to counseling/diversion services, informal probation and finally, referring a youth to Court.

For those youth booked into Stanislaus County Juvenile Hall, the Probation Department uses the Detention Risk Assessment Instrument (DRAI) to screen all youth. The DRAI is an evidence-based, risk/needs assessment tool which assists Juvenile Intake Officers in making determinations as to what level of detention is most appropriate for any youth being booked. The DRAI assists officers in accomplishing the following basic objectives:

- Determine the level of risk for re-offending (low, moderate, or high) to focus resources primarily on moderate and high-risk youth
- Identify the risk and protective factors linked to criminal behavior so rehabilitative efforts can be tailored to address youths' unique assessment profiles

The DRAI assists in guiding initial decision-making regarding juvenile bookings. Dispositions of cases that have been screened by an officer include closing the matter at intake, referrals to services in the community, placement on informal probation, and referring the matter to the District Attorney for filing of a formal petition. Once a youth is placed on probation, the Juvenile Assessment and Intervention System (JAIS) is utilized to properly assess a youth's needs and to formulate a case plan and supervision strategies based on the identified primary needs.

Lower-level Interventions for Youth on Probation Status

One lower-level intervention the Juvenile Court utilizes is the Deferred Entry of Judgment (DEJ) Program. DEJ is only available to first-time "nonviolent" felony offenders. The idea behind granting DEJ is to impose probation terms and conditions that will rehabilitate a youth and prevent future delinquent activity while allowing a youth to have his charge dismissed and record sealed upon successful completion of the program.

Once youth have been adjudged wards of the Juvenile Court, lower-level interventions are utilized for redirection prior to a consideration for a commitment to a local custodial program. These options include community based behavioral services and/or school-based services. The supervision of such youth occurs while they live at home in the community. Out-of-home placement is an option of last resort for youth whose parent/guardian is unable to properly provide care or where the home is unsafe or unsuitable for the youth.

Juvenile Programming and Placement Unit

Officers can also refer youth for services available at the Probation Department's Juvenile Programming Unit (JPU). The JPU utilizes support, counseling, and training through evidence-based practices to reduce criminal behavior for a safer community. The JPU is designed to offer youth a respectful and safe environment for individualized treatment of criminogenic needs by using evidence-based and cognitive behavioral treatment models with fidelity. The treatment provided promotes accountability, development of attainable goals, and a framework for making positive changes in personal values for increased success and reduced recidivism.

In-Custody Dispositions

Youth determined to need in-custody treatment can be committed by the Juvenile Court to local custodial commitment programs. These include commitments to the Stanislaus County Juvenile Hall or Stanislaus County Juvenile Commitment Facility (JCF). Youth may serve a portion of their commitment time in custody and the remainder of their time in an alternative to custody program, such as House Arrest or the Global Positioning System (GPS) Program.

These youth are composed primarily of those who, because of their level of delinquent behavior and risk to reoffend, require an in-custody commitment to affect rehabilitation. Upon release, most youth return to the community under Probation Department supervision.

The Probation Department operates two custodial programs on one campus:

- **Juvenile Hall:** Stanislaus County Juvenile Hall is a secure detention facility for youth who fall under the jurisdiction of the Juvenile Court. Youth detained at Juvenile Hall are alleged to have committed a law violation and are detained for the protection of themselves and/or the community or are serving a

short-term Juvenile Court-ordered commitment. The Juvenile Hall program is structured to provide individual and group activities (recreation, library program, game room program), behavioral health treatment, medical care, cognitive-based programming, and a well-balanced school program, including the option to enroll in and attend virtual courses through a partnership with Modesto Junior College (MJC) upon high school graduation. All youth booked into Juvenile Hall are screened for risk factors associated with Human Trafficking (HT)/Commercially Sexually Exploited Children (CSEC), suicidal/self-harming ideation through an assessment process with behavioral health, sexual abuse through the Prison Rape Elimination Act (PREA) questionnaire, and a general health assessment is made.

- **Juvenile Commitment Facility (JCF):** The JCF is a 60-bed juvenile camp which opened in 2013 and offers youth housing and programming in a family-like environment. The JCF program focuses on reform through education, vocational programs, and mental health counseling. The 47,000 square foot facility includes, but is not limited to, classrooms, occupational training rooms, program space, a culinary training kitchen, garden, gymnasium, and outdoor recreation areas. All programming is geared to provide youth with the necessary tools to remain crime free upon their return to the community. Monday through Friday, youth attend school, participate in evidence-based treatment, and can participate in the culinary program and kitchen program. The culinary program offers youth an opportunity to earn their Serv-Safe Food Handler’s Certificate so that, upon release, youth are prepared and certified to work in the food-service industry. As a youth prepares for release from his commitment, Reintegration Meetings are held to review youth accomplishments, identify available community resources, and present release expectations to render youth ready for successful re-entry into the community.

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

Provide a description of the facilities, programs, placements, services and service providers, supervision, and other responses that will be provided to the target population:

The central focus for youth committed to Stanislaus County Juvenile Hall’s SB 823 Program will consist of providing appropriate educational, behavioral and rehabilitative services. Such services consist of, but are not limited to the following: education (i.e. trade, academic, literacy), employment, parenting, rebuilding family connections, mental health services, substance abuse services, addressing cognitive behavioral challenges, financial literacy, housing, and mentoring/community support.

Facility

Stanislaus County intends to utilize the existing Stanislaus County Juvenile Hall to house SB 823 youth. Juvenile Hall is a secure residential facility with an operational capacity of 158 beds. The Juvenile Hall facility plant is divided into eight separate housing units; one of those units, Unit 7, will house the realigned population. Unit 7 can house up to 20 youth and consists of ten rooms which can house two youth each. This 20-bed housing unit has a dayroom for structured activities and a separate classroom space for education. It also includes an additional room which can be utilized for mental health counseling. There is an outdoor recreation yard adjacent to Unit 7, which will be utilized exclusively for the realigned population. Current office space contained in Unit 7 will be utilized as a calming room where youth can de-escalate from elevated

emotional states. This room will provide youth an opportunity to de-escalate; however, the department will be careful to create the room where youth will be soothed by their surroundings, but also not make it so attractive that youth purposely want to enter it. The room will provide a positive experience, and will be utilized as a resource, not as a punitive sanction. The physical plant includes a full kitchen where meals are prepared on-site and delivered timely to the youth housed on our campus.

Youth Supervision-Programming Unit

To provide rehabilitative services to the realigned youth, safety and security must be a core tenant. Youth will only be able to thrive when they feel safe and secure. Juvenile Probation Corrections Officers (PCO) will provide this population supervision and guidance in day-to-day activities. They are trained in both de-escalation techniques and trauma-informed care as well as crisis intervention and defensive tactics. As is the case with all youth housed in the existing facilities, youth will be held accountable for misbehavior but also provided with an opportunity to redirect their negative behavior. PCO staff will work in coordination with the education, mental health, and programming staff to develop individualized case plans for all youth housed in the SB 823 Unit. This will ensure continuity in the services provided across the various disciplines.

PCO staff are on-site and will provide direct supervision during education and programming hours to provide emotional support to youth, initiate daily structured programming to benefit youths' active program participation and adolescent development. Additionally, PCO staff will be involved in the Pre-Release Meetings to ensure a successful progression of the case plan while in custody and thorough connection to resources for transition upon release into the community. Full details regarding the SB 823 Unit are provided in Section 4 of this report.

Educational Program

Stanislaus County Office of Education (SCOE) will operate the on-site educational program. Youth within the program will have access to West Campus for continued education, where students will be educated in a self-contained classroom with a dedicated teacher. The curriculum is online and accredited through the Accrediting Commission for Schools, Western Association of Schools and Colleges (ACS WASC). Courses offered include English Language Arts, Mathematics, Science, Social Studies, along with all other requirements and electives for graduation ("A-G" coursework). A-G coursework is a series of high school classes that students are required to successfully complete to be eligible for admission to the California State University and University of California systems.

Students will also have access to a career readiness program, Naviance, that provides opportunities for students to develop career-ready skills and explore possible career paths that target their interests and strengths. Industry has indicated that possessing strong "soft skills" directly correlates with workplace success.

Students who complete their high school education will have the opportunity to enroll in Modesto Junior College (MJC) either through the vocation program discussed later in this report or to begin general education courses. Students will receive support from a dedicated Stanislaus County Office of Education (SCOE) West Campus instructor in applying for financial aid, entry into MJC and registering for classes. Once

enrolled, the student will attend classes online. The dedicated SCOE instructor will double as a liaison with a pre-identified MJC counselor and the student to ensure proper paperwork and processes are completed and to ensure the youth are successful in completing course assignments.

Medical Services

Medical services will be provided through an agreement with Wellpath, who currently provides on-site staff 24 hours each day, seven days per week to meet medical, basic dental, and vision-related needs of the youth. Emergency and specialty care services will be outsourced, and transportation will be provided by Probation Department staff. For families with private insurance, arrangements can be made to transport youth to those providers' offices.

Behavioral Health Services

Stanislaus County Behavioral Health and Recovery Services (BHRS) will initially be the primary provider of behavioral health services on-site. BHRS provides an array of evidence-based and best-practice group programs as well as individual therapeutic interventions, which include: suicide prevention, crisis intervention, mental health screening, assessment, individual and family interventions and participation in Multi-Disciplinary Team (MDT) meetings. Additionally, Wellpath, the facilities' current medical provider will have a Psychiatrist available for a minimum of sixteen hours per week and a Psychiatric Nurse available twenty-four hours per week. The dedicated psychiatrist will provide assessment, diagnosis and prescription recommendations as appropriate.

Vocational Training

In addition to the programs referenced in the Educational Program section, youth will have access to work-based programs to enhance life skills and transitional opportunities upon release into the community. Examples of which include:

- **SERV Safe:** Youth earn a certificate by completing tasks designed to mimic the restaurant industry. An online test must be passed to receive the certificate which is good for two years. The certificate translates to real world restaurant experience and the ability to step into a job in the restaurant industry immediately upon release.
- **Career Technical Education (CTE):** SCOE has secured a partnership with Patterson Professional Truck Driving School, in which, youth will learn to operate a semi-truck via an advanced simulator machine. Students are required to attend a one-hour class, five days a week, for an entire school year. In addition to this, students need to log 30 hours on the simulator, which will be located inside the Juvenile Facilities. Upon successful completion of the year-long course and 30 hours on the simulator, youth will earn their learner's permit. The truck-driving industry is currently short 50,000 drivers and that is believed to increase to 75,000 in the next two years.
- **Modesto Junior College (MJC) "My Next Step":** The department will expand upon an existing partnership and enter into contract to provide services to in-custody youth in the SB 823 Unit. The "My Next Step" Program will allow this innovative MJC program to provide assessment, career counseling, and vocational program coursework to in-custody youth. Additional supports are built into this contract to provide for 30, 60 and 90-day follow-up with youth upon their release from custody. This program is described further in Section 4 of this report.

Volunteer Services

Stanislaus County Juvenile Hall has a dedicated department-level Programming and Volunteer Services Supervising Probation Corrections Officer (SPCO) responsible for continuing and developing relationships with Community Based Organizations to access services for youth within our facilities. This SPCO monitors volunteer activities at the facility, explores volunteer programs, bolsters existing programming to meet unmet needs, explores new/additional ways for youth to serve the community, serves as the direct liaison between the facility and volunteers, and works closely with department administration. Additionally, this SPCO will answer all questions from volunteers to help them provide the best quality of service for youth. Current volunteer programs such as Community Hospice, Creative Writing, and Haven Women’s Center of Stanislaus County will be utilized to meet the identified needs of youth in the SB 823 Unit.

Cooperation with faith-based organizations has traditionally been strong. Entities such as Youth for Christ and our Chaplaincy Services will provide opportunities for youth seeking religious fulfillment from their program. Youth are free to exercise their individual religious liberties as they choose, with safety and security in mind.

Other Unidentified Contracted Specialized Programs and Services

As we move forward with this population it is recognized that service and programming gaps will likely be discovered. These may be vocational, recreational, treatment or some other area. Probation will address these service gaps through contracted services, volunteer-based partnerships, and collaborative agency workgroups to help leverage resources and direct services based on the needs of the realigned population.

Part 4: Juvenile Justice Realignment Block Grant Funds (WIC 1995 (3)(a))

Describe how the County plans to apply grant funds to address the mental health, sex offender treatment, or related behavioral or trauma-based needs of the target population:

Leaders in Community Alternatives (LCA) will be the primary provider of juvenile programming and rehabilitative services on-site. LCA provides an array of evidence-based and best-practice group programs as well as individual therapeutic interventions. Stanislaus County Office of Education (SCOE) oversees the education component of instructing youth with specific mental health needs. A dedicated SCOE staff has a caseload and will meet with youth, identified with serious mental health concerns, throughout the school day. SCOE also oversees the provision of Education Related Mental Health Services (ERMHS).

Psychological medication management will be done in coordination with Wellpath-contracted psychiatrists. Stanislaus County Behavioral Health and Recovery Services (BHRS) will assist in the transition from custody plans related to mental health services post-release, as most of these youth will be eligible for services under the Transitional Aged Youth (TAY) program and the adult system of care once out of custody.

Leaders in Community Alternatives (LCA)

LCA will provide the cognitive-based behavior change programming offered to SB 823 youth. LCA successfully incorporates evidence-based practices and curricula to create high quality programs providing the necessary tools and support for justice-involved youth to change behavior and permanently break the cycle of addiction, crime, and incarceration. LCA has significant experience working with the realignment and juvenile population and has created programs that both adhere to best practices and adapt to the individualized needs of the participants.

All LCA staff are trained in the theoretical foundations, specific Cognitive Behavioral Treatment (CBT) curricula, and are trained in using Motivational Interviewing (MI) skills. Group assignment is based on the risk/needs assessment and case plan and matched to address criminogenic needs and community functioning factors. All evidence-based groups have staff to participant ratio of no more than 1:12. All group participation is documented and reported consistent with contractual requirements and in the LCA database system. CBT is unlike other approaches to psychotherapy. CBT places responsibility in the hands of participants while supplying them with the tools to solve their problems. Youth taking part in CBT learn specific skills that can be used to solve the problems they confront as well as skills they can use to achieve legitimate goals and objectives. The programs, often offered in small group settings, incorporate lessons and exercises involving role play, modeling, or demonstrations. Individual counseling sessions are often part of CBT. Participants are given homework and conduct experiments between sessions.

Each youth will be provided a case manager, who, within the first seven days of engagement, will create an initial case plan with the participant. Participant engagement begins with personalized case management, assessment, and the additional development of an Individual Service Plan (ISP). LCA will include the following evidence-based curricula to incorporate the Trans-Theoretical Model of Behavior Change, Motivational Interviewing, CBT, and principles of adolescent learning. Each curriculum component will be the basis of group classes or individual training provided in our facilities. Specific details are listed below:

Thinking for a Change (T4C)

Thinking for a Change is a core group therapy. The theoretical and philosophical foundations of the program are delivered in such a way that each component is presented in a systematic, logical fashion using the standard procedures for cognitive behavioral interventions. The components of T4C are cognitive self-change, social skills, and problem-solving. Cognitive self-change teaches a concrete process for self-reflection aimed at uncovering antisocial thoughts, feelings, attitudes, and beliefs. Social skills instruction prepares youth to engage in prosocial interactions based on self-understanding and consideration of the impact of their actions on others. Problem solving skills integrates the two previous interventions to provide youth with an explicit step-by-step process for addressing challenging and stressful real-life situations. The program is delivered twice a week and integrates these three types of interventions in the following way:

- Lesson 1 begins the program with an overview and introduction.
- Lessons 2-5 and 11-15 teach social skills.
- Lessons 6-10 teach the cognitive self-change process.
- Lessons 16-24 teach problem solving skills.

Delinquent Conduct and Substance Abuse Group

This is a core substance abuse intervention program and is provided in phases.

- Phase I builds knowledge and skills in several areas. It is the challenge phase of change and consists of 20 sessions.
- Phase II focuses on commitment to change, strengthening one's knowledge and skills bringing about changes that lead to a more responsible and fulfilling life. This phase also focuses on one's personal strengths and the problems identified in Phase I. Phase II consists of 22 sessions.
- Phase III moves into greater ownership of one's change. This is where one develops critical reasoning skills, learns how to resolve conflict, learns about lifestyles and activities to maintain change, examines work and job issues, and learns how to become a mentor for others.

The main targets of change in this curriculum are delinquent conduct and substance abuse. Other targets include improving relationships with others, managing emotions, and being more responsible to the community. This substance abuse treatment curriculum is facilitated by an LCA Case Manager who is a Certified Alcohol and Drug Counselor credentialed by the California Consortium of Addiction Programs and Professionals (CCAPP) and is trained and certified in the delivery of this curricula.

Aggression Replacement Training (ART)

Aggression Replacement Training (ART) is an evidence-based cognitive behavioral intervention for the reduction of aggressive and violent behavior. It is a multimodal program that has three components: Social skills, Anger Control Training, and Moral Reasoning.

Each of the three components use a process to ensure participants learn the skills in class and transfer such skills to new situations outside of the group. The model also focuses on the concept of peer learning. It has been shown that participants learn best from other participants. ART is a 10-week program, meeting three times a week for one hour for each of the components. The components can also be consolidated for a single facilitation per week, over a 10-week period of time. To have the best results it is facilitated by trained group facilitators. Room set up, introduction of materials, the number of youths, and the youth's history are all components that work towards having a group that produces measurable outcomes.

Strength Based Individual Plan (ISP)

Upon completion of appropriate behavior-change programming, barriers to employment, life skills and vocational goals will be addressed. As noted, LCA staff will work with each individual to assess their skills and interests, identifying participant strengths and goals including specific daily, weekly, and long-term activities required to attain the goals. Measurable concrete goals are established, and a timeline determined. At a minimum, the following areas will be addressed:

- Results of the Barriers to Employment Success Inventory (BESI) assessment
- Identified barriers-educational needs
- Employment goals
- Life skill needs
- Vocational goals

Barriers to employment are dealt with early to ensure each participant has everything they need to begin on the path to employment - from the proper clothes, tools, paperwork (social security card, resume, driver's license, birth certificate, diplomas, GED, etc.) to building confidence, customizing training, and helping with interviewing skills. Once the assessments have been made, the barriers removed, and an Individual Service Plan (ISP) is in place, participants are monitored as they:

- Complete services according to their ISP.
- Complete the Employment Readiness Group curricula.
- Enroll in job readiness and job search activities.
- Engage in vocational training.
- Engage in and complete the program.
- Maintain a successful reentry, while enrolled and after exiting each program.

Through the extensive assessment process and by developing an alliance with each participant, staff will seek to learn about each individual's existing and potential barriers and develop a strategy to overcome them. LCA indicates experience has shown ownership of one's ISP and assistance with barriers are the two most significant factors in participant engagement.

LCA uses evidence-based curriculum from The Change Companies™, including: Seeking Employment, Recreation and Leisure, and Taking Care of My Finances. The Change Companies founded the evidence-based practice of "Interactive Journaling", a structured and experiential writing process that motivates and guides participants toward positive life change.

LCA's staff maintains current training from The Change Companies on the deployment, assessment, and tracking of effectiveness of the curricula, to ensure use, evaluation and measurement meets the standards of continuing to build upon the evidence-based practices. The curriculum emphasizes skill building activities to assist with cognitive, social, emotional, and coping skills development. Both LCA and PCO staff will work with youth in completing interactive journaling that coincides with their daily programming.

Contracted Specialized Services for Youth

- **Sex Offender Services:** Sex offenders have historically been committed to current DJJ programs at a very low rate, in fact, over the past three years, Stanislaus County has not committed any sex offenders to DJJ. Sex offenders will require a level of treatment necessitating a regional contract with another County who could provide group-based services with like offenders.
- **Programs and Services for Females:** Female youth have historically been committed to current DJJ programs at a very low rate, in fact, over the past three years, Stanislaus County has committed just one female youth. Because of this, female youth programming may be better suited where additional like-gender youth can program together. This may be accomplished through a regional contract with another County. If that option is not available or appropriate, female youth committed for longer terms in custody may be housed in a separate wing, or along with other females. In either case, there will be an individualized case plan developed specific to the youth that is suitable to both meet the

youth's needs and is appropriate for longer-term care. It is prudent to ensure all youth have optimal opportunities to be placed in a program that best suits their needs.

Describe how the County plans to apply grant funds to address support programs or services that promote healthy adolescent development for the target population: (WIC 1995 (3) (B))

Youth will have access to a variety of programs and services designed to promote healthy adolescent behavior. Some of the specific evidence-based, pro-social, and best-practice programs related to this area are more fully described in the "behavioral health" section of Part 4 of this plan. In addition to those, other services directed at healthy adolescent development will include volunteer-based, educational, recreational, redirection and vocational based programs and supports.

Volunteer Services

Stanislaus County Juvenile Hall has a dedicated department-level Programming and Volunteer Services Supervising Probation Corrections Officer (SPCO) responsible for continuing and developing relationships with Community Based Organizations to access services for youth within our facilities. An example of a volunteer program that is designed to help healthy adolescent development is as follows:

- **SHARPE Program:** Offered through STAND! For Families Free of Violence (a 501(c)(3) nonprofit organization): The mission of the SHARPE Program is to develop youth into leaders by provoking discussion centered around positive choices and defining attributes of a leader. The program objectives include promoting leadership, defining positive choices, personal development, understanding who "I" am, self-motivation and confidence, dealing with personal trauma and controlling anger. The program has built-in weekly incentives to encourage active participation and robust group discussion.

Educational and Vocational Services

In addition to the provision of traditional core secondary and post-secondary education, this realigned population will be able to receive additional training and skill building in specific fields. Healthy adolescent development includes the development of skills that support independence, responsibility, and work ethic. Some examples of these types of programs include:

- **SERV Safe:** Youth earn a certificate by completing tasks designed to mimic the restaurant industry. An online test must be passed to receive the certificate which is good for two years. The certificate translates to real world restaurant experience and the ability to step into a job in the restaurant industry immediately upon release.
- **Career Technical Education (CTE):** SCOE has secured a partnership with Patterson Professional Truck Driving School, in which, youth will learn to operate a semi-truck via an advanced simulator machine. Students are required to attend a one-hour class, five days a week, for an entire school year. In addition to this, students need to log 30 hours on the simulator, which will be located inside the Juvenile Facilities. Upon successful completion of the year-long course and 30 hours on the simulator,

youth will earn their learner's permit. The truck-driving industry is currently short 50,000 drivers and that is believed to increase to 75,000 in the next two years.

- **Modesto Junior College (MJC) "My Next Step":** The department will expand upon an existing partnership and enter into contract to provide services to in-custody youth in the SB 823 Unit. The "My Next Step" Program will allow this innovative MJC program to provide assessment, career counseling, and vocational program coursework to in-custody youth. Additional supports are built into this contract to provide for 30, 60 and 90-day follow-up with youth upon their release from custody. This program is described further in Section 4 of this report.

SB 823 Programming Unit

The SB 823 Unit will be designed to encompass both a phase system for privileges and behavior modification. All items "paid" for or "earned" by youth will be items purchased by the department, utilizing SB 823 funds. Items will be priced at the same rate purchased by the department. Programming Unit Phases are divided between Levels A-D with Level A being the highest level a youth can achieve and Level D being the level where each youth begins. Advancement between phases is based on a point system. Youth will earn one point per day for participation in programming and one point per day for participation in their education or vocational program. Points will be totaled at the end of the month to determine the percentage of total points earned for the month (for example, two points earned daily in a month with 30 days, would mean 60 points were earned out of a total of 60 eligible points, equaling 100%). The phased system is described in detail below:

Level D

- A youth arrives and is placed on Entry level D, lowest level.
- A youth maintains Level D if he achieves 75% or more attendance in treatment and education for 25 days.
- A youth is eligible for specific privileges including spending \$10 toward incentives.
- A youth promotes to level C if he maintains a minimum of 85% of total points and at least 75% attendance in treatment and education for an additional 5 days (totaling 30 days).
- If the percentage is not met by the 30 days, the youth will restart Level D.
- If youth receives an Incident Report (IR) for behavior-related means (fight, assault, contraband, destruction of property, or other behavior not specified) the youth will restart Level D.

Level C

- A youth maintains Level C if he achieves 75% attendance in treatment, education and/or vocational program for 45 consecutive days.
- A Level C youth becomes eligible to spend a total of \$25 toward incentives and becomes eligible to be a unit worker.
- A youth promotes from Level C to Level B if he achieves 90% of total points and at least 85% attendance in treatment, education and/or vocational program for an additional 15 consecutive days (totaling 60 days) and participates in a promotion interview with the treatment team.
- A youth demotes to Level D when he drops below 75% attendance in treatment, education and/or vocational program for 15 out of 30 days.

- If youth receives an IR for behavior related means (fight, assault, contraband, destruction of property, or other behavior not specified) the youth will demote to Level D.

Level B

- A youth maintains Level B if he achieves at least 85% attendance in treatment, education and/or vocational program for 90 consecutive days
- A Level B youth becomes eligible for increased privileges, by being able to spend a total of \$50 toward incentives. The youth is eligible to be a unit worker and may be eligible for additional jobs located in the facilities, such as Kitchen Program. As our SB 823 program develops and considerations are given to work furlough-type programs, a youth in Level B may be eligible for weekday employment.
- A youth promotes from Level B to level A if he achieves 95% of total programming points and at least 95% attendance in treatment, education and/or vocational program for an additional 30 consecutive days (totaling 120 days) and participates in a promotion interview with the treatment team and “community” in a group of peers.
- A youth demotes to Level C when he drops below 85% attendance in treatment, education and/or vocational program for 7 out of 30 days.
- If youth receives an IR for behavior related means (fight, assault, contraband, destruction of property, or other behavior not specified) the youth will demote to Level D.

Level A

- Level A is the highest level a youth can earn offering them the most privileges.
- A youth maintains Level A by meeting a minimum of 95% of total programming points and 95% attendance in treatment, education and/or vocational program for 120 consecutive days, presents a quarterly “community” presentation, participates as a youth mentor and serve as a youth assistant, if applicable.
- A Level A youth becomes eligible for increased privileges, by being able to spend a total of \$75 toward incentives. A Level A youth is also eligible to be a unit worker and may be eligible for additional jobs located in the facilities, such as the Kitchen Program. As our SB 823 program develops and considerations are given to work furlough-type programs, a youth in Level A may be eligible for weekday and weekend employment. A Level A youth also becomes eligible for special programs which may be offered to youth in the facilities as well as a mentor apprenticeship, tutor apprenticeship and participation as a “Youth Assistant” in primary interventions with other youth.
- A youth demotes to Level B when he drops below 85% attendance in treatment, education and/or vocational program for 4 out of 30 days or is unable to present a quarterly presentation to the treatment team and peers in a “community” setting, or participate as a youth mentor, or serve as a youth assistant as applicable.
- If youth receives an IR for behavior related means (fight, assault, contraband, destruction of property, or other behavior not specified) the youth will demote to Level D.

Interactive Journaling

In addition to the daily programming and education provided in the unit, SB 823 youth will work on interactive journaling during their evening program. Journals will be purchased through “The Change Companies” interactive journaling program to supplement and reinforce what is learned through the group and individual programming offered to the youth. “The Change Companies” program was recently highlighted in the National Institute of Justice’s Crime Solutions site as a “promising” program with validated successful outcomes.

Youth will work on their journaling in an open, dayroom space utilizing furniture designed to create a “home-like” look and feel.

Other Unidentified Contracted Specialized Services

As we move forward with this population it is recognized that service gaps will likely be discovered. Some of these may be related to the need for additional supports and services to help further promote healthy adolescent development. Probation will address these service gaps through contracted services, volunteer-based partnerships, and collaborative agency workgroups to help leverage resources and direct services based on the needs of the realigned population.

Describe how the County plans to apply grant funds to address family engagement in programs for the target population: (WIC 1995 (3)(C))

Through LCA, behavioral health specialists and Deputy Probation Officers, youth will have access to groups designed to enhance the transition back to the community and maintain a strong family unit. Bolstering a robust, sturdy family unit will be a core concept in the program. Family members are preferred to be involved in every step of youths’ programs and transition back into the community. The more involved the family is in the treatment experience, the better the understanding, respect, and trust to solidify the successful return to the community will be.

Visiting

Regular visiting will be accessible to parents or legal guardians to continue and further develop family ties. Visiting will be accessible at the facilities, either in person or remotely via Zoom conference. Consideration will be given to expand visiting options to include additional family members, such as siblings, grandparents, spiritual advisers, and mentors. As the youth progress through the program, they may earn the privilege to expand their visiting list to include others who may serve as constructive influences. For youth who are parents, opportunities will be available for regular baby visits. Youth will have onsite visits with their children.

Special Events and Engagements

Youth who are progressing strongly through their program and meet the criteria may be able to be eligible for passes to attend life events such as childbirth and funeral services. On-site familial engagements will also be considered for youth progressing well in their treatment program.

Describe how the County plans to apply grant funds to address reentry, including planning and linkages to support employment, housing, and continuing education for the target population: (WIC 1995 (3)(D))

Reentry Supports

The current average length of stay for Stanislaus County youth at DJJ is approximately 23 months. It is anticipated that will remain similar moving forward with the development of sentencing structures for local commitments. Many of the youth will not have been out of custody and in the community as an adult prior to release. Based on their ages, there will also no longer be a legal obligation for parental care and custody. It is anticipated there will be a variety of tangible needs to help the release transition be more successful. Some examples of potential tangible needs may include food, clothing, transportation, vocation, and education supports. In addition, upon release there will be occasional needs for housing supports; be it in sober living homes or other temporary housing options, and funds will need to be set aside to provide support in this area.

Housing

The Center for Human Services is opening a Youth Navigation Center, located at 2008 W. Briggsmore Avenue in Modesto. With its completion wrapping in June 2021 and initial “move in” occurring in July 2021, the timing of the opening of the Youth Navigation Center (YNC) coincides perfectly with DJJ realignment. The YNC will provide shelter, housing, and comprehensive drop-in services to any youth or young adult in Stanislaus County between the ages of 13-24 experiencing crisis, housing instability, and/or homelessness. Services located at the YNC include:

- Hutton House – emergency shelter and drop-in services for 13–17-year-old youth
- Pathways – Transitional housing for 18–24-year-old youth
- Low Barrier Emergency Shelter for 18–24-year-old youth
- Housing Services
- Comprehensive Drop-In Services
- Behavioral Health Support/Linkage
- Street Outreach and Engagement Services
- Diversion Services and System Navigation

The Center for Human Services is committed to working in partnership with Stanislaus County Probation in referring youth, running the risk of homelessness, to this new and innovative center.

Employment

LCA will combine hands-on, individualized employment services with evidence-based curricula, to help participants obtain sustained, verifiable employment, create resumes, complete life skills and vocational training, and receive personalized support that includes barrier removal, job searching skills, and mentoring. LCA's program model provides a roadmap for participants to achieve the long-term goals of remaining attached to the legitimate workforce and maintaining their freedom.

LCA's existing employment programs in Stanislaus County will be built on this program model. LCA will work with participants in custody to prepare them to find and secure employment, receive vocational and skills training, and learn to develop a resume and search for a job. Once in the community, the additional services

provided include connecting participants to employers with actual job openings, coaching participants on individual opportunities, and working to remove all barriers to employment. These services are designed to increase job placement and retention with the primary goal of participants securing employment leading to career paths and increased self-sufficiency. LCA will further assist in facilitating connections with outside entities (Social Security Office, Post Office for draft registration, DMV for ID or CDL, birth certificates, Medi-Cal, etc.), and maintain a presence with the youth with whom they have built a rapport to determine any special interests or skills to be further encouraged through community referrals.

Education

Students who have completed high school will have the opportunity to enroll in local colleges or vocational schools. Depending on the level of security needed with everyone, they will be able to attend classes online or possibly attend courses outside the facility if hands-on participation is required, and the youth is deemed suitable for this level of responsibility. Youth who have demonstrated a high level of competence in an individual area and are eligible for a less restrictive environment and a lower level of supervision may be eligible for placement within the community for educational, vocational, apprenticeships, internships, or skills-development training.

For those youth still enrolled in SCOE's West Campus High School Education Program, all high school credits and coursework completed in Stanislaus County Juvenile Hall or JCF will transfer seamlessly to SCOE's traditional high school education program. Youth will be transferred to an appropriate school site based on several factors. Both SCOE staff and the assigned DPO will assist youth in transitioning back into an appropriate high school education or GED Program.

Transition services for youth engaged in MJC's "My Next Step" Program will be assisted by the My Next Step Program Coordinator prior to and upon release. The Program Coordinator will arrange a campus or trade school tour, connect the student with his MJC guidance counselor or trade school contact, will assist with education or career planning and will connect with the Field Services Deputy Probation Officer (DPO) when the student is discharged from the Juvenile Facilities and again at 60 days post-release.

Vocational Services

In addition to the provision of traditional core secondary and post-secondary education, this realigned population will be able to receive additional training and skill building in specific fields which will continue when youth are released from custody. As noted, healthy adolescent development includes the development of skills that support independence, responsibility, and work ethic. Some examples of these types of programs include:

- **SERV Safe:** Youth earn a certificate by completing tasks designed to mimic the restaurant industry. An online test must be passed to receive the certificate which is good for two years. The certificate translates to real world restaurant experience and the ability to step into a job in the restaurant industry immediately upon release.
- **Career Technical Education (CTE):** SCOE has secured a partnership with Patterson Professional Truck Driving School, in which, youth will learn to operate a semi-truck via an advanced simulator machine. Students are required to attend a one-hour class, five days a week, for an entire school year. In

addition to this, students need to log 30 hours on the simulator, which will be located inside the Juvenile Facilities. Upon successful completion of the year-long course and 30 hours on the simulator, youth will earn their learner's permit. The truck-driving industry is currently short 50,000 drivers and that is believed to increase to 75,000 in the next two years.

- **Modesto Junior College (MJC) "My Next Step"**: The department will expand upon an existing partnership and enter into contract to provide services to in-custody youth in the SB 823 Unit. The "My Next Step" Program will allow this innovative MJC program to provide assessment, career counseling, and vocational program coursework to in-custody youth. Additional supports are built into this contract to provide for 30, 60 and 90-day follow-up with youth upon their release from custody. This program is described further in Section 4 of this report.

Behavioral Health Transitions

Stanislaus County Behavioral Health and Recovery Services (BHRS) will work with Probation to transition youth from in-custody treatment to behavioral health services post-release, as most of these youth will be eligible for services under the Adult System of Care or through the Transition Age Youth (TAY) program once out of custody. The Adult System of Care provides services to youth (age 18 and over) who are experiencing challenges in life functioning as a result of symptoms related to mental illness and/or substance use. Treatment is client-driven and based on the strengths and goals of the youth served. Key treatment components include a mental health assessment/reassessment, psychological evaluation, medication management services, group therapy, individual therapy, family therapy, case management services, psychoeducation, substance use treatment, rehabilitation and coping skills education, and linkage to community resources.

Pre-Release Meetings

Pre-Release Meetings will address the accomplishments and continuing needs of youth being released. Key stakeholders, including the youth, his LCA case manager and his DPO will participate in the meeting. Goals for after release will be reviewed and discussed with partnering agencies from education, behavioral health, family members, LCA and Probation staff to help develop a successful re-entry plan. LCA and Probation will maintain a current resource list of community-based service providers to be able to refer youth being released in order for the youth and family to know what is available to them within the community. The resource list will include agencies who provide support, services, and opportunities in the following areas:

- Employment/Job Readiness
- Housing, Shelter, and Utility Services
- Medical Services
- Transportation Services
- Support/Counseling Groups

Post-Release Supervision

Based on the high-risk level and numerous needs of the realigned population, dedicated caseloads with manageable youth to officer ratios will be key to successful re-entry back into the community. Deputy Probation Officers (DPOs) will begin working and building rapport with the youth while they are in custody.

They will provide case management services and individualized case plans to maximize the chance for successful integration. They will also provide a level of accountability to help redirect behavior which is contrary to their success. The DPO will assist in the coordination of many of the details of youth being released from commitments to address both custody and community needs upon release, coordinate services with partnering agencies, oversee Pre-Release Meetings, and act as a liaison between LCA and/or MJC and the youth being released. The DPO will further assist in facilitating connections with outside entities in coordination with LCA (Social Security Office, Post Office for draft registration, DMV for ID or CDL, birth certificates, Medi-Cal, etc.). An additional resource available is the Stanislaus County Day Reporting Center (DRC), where offenders have the opportunity to receive programming, mental health services, and counseling assistance specific to their current needs.

LCA Case Management

Comprehensive case management is the heart of a successful reentry program. LCA will operate the Day Reporting Center with highly competent, trained and qualified teams. Case Managers are responsible for participant orientation, engagement, facilitating groups, overseeing the implementation of participant case plans and coordination of services with off-site providers.

Case Managers will have one-on-one counseling sessions with participants to review progress and group work, explore ambivalence, promote self-efficacy, identify criminal thinking and make any needed adjustments to the participant's case plan. Throughout the program, Case Managers will continually work with each participant to assess how to best address specific issues. LCA will routinely give session and outcome rating scales to assess if participants are finding value in the services offered and are reducing their identified risk/needs as a result of programming offered.

Volunteers

The Stanislaus County Probation Department is fortunate to have long-standing relationships with community volunteers who are well-connected in the community and have a desire to assist justice-involved youth. These volunteers routinely communicate with the facilities' supervision and administration team to assist with unmet needs for youth. Volunteer connections include relationships with several Community-Based Organizations.

Unidentified Needs

As we move forward with this population it is recognized that re-entry services gaps will likely be discovered. These may be vocational, recreational, treatment or some other area. Probation will address these service gaps through contracted services, volunteer-based partnerships, and collaborative agency workgroups to help leverage resources and direct services based on the needs of the realigned population.

Describe how the County plans to apply grant funds to address evidence-based, promising, trauma-informed and culturally responsive services for the target population: (WIC 1995 (3)(E))

Evidence Based Practices

Stanislaus County Probation Department and LCA are committed to Evidence-Based Practices (EBP). EBP includes a wide variety of practices and treatments that have been validated through meta-analysis to reduce recidivism by addressing criminogenic needs and building on supportive factors.

The core of EBP is an evidence-based assessment. Stanislaus County utilizes the JAIS, as outlined in other areas of this report. This assessment both identifies a youth's risk level to reoffend as well as their criminogenic needs. This allows for individualized case plans that focus on those dynamic risk factors that lead to criminal behavior. The JAIS is validated for youth up to 21 years of age. For those youth over age 21 the CAIS will be utilized. This tool is used by the Probation Department for their adult offenders and is validated for this older age group. Both the JAIS and CAIS assessment tools are supported by the National Council on Crime & Delinquency (NCCD).

In addition to an assessment, EBPs include evidence-based treatments. These are Cognitive Behavioral Therapy (CBT) programs and other best practices that have been proven to address criminogenic needs and reduce recidivism. Examples include Aggression Replacement Training, (ART), Thinking for a Change (T4C), and Cognitive Behavioral Interventions (CBI). Both sworn and non-sworn staff, as well as contracted service providers, will facilitate these treatment modalities to youth. Additional examples of such programs being implemented for this realigned population are found in Part 4 of this plan.

Gender and Culturally Responsive Services

LCA staff located in the Juvenile Facilities will reflect experience and diversity at all levels. LCA management and direct service staff will operate with the required qualifications and certifications to empower them to perform their jobs effectively. Additionally, Juvenile Probation Corrections Officers (PCOs) within the facilities receive ongoing annual training on topics that include youth development and culturally responsive approaches to youth interaction. Here is one example of a gender/culturally responsive training offered:

- **LGBTQI Populations: Guiding Principles for Probation & Corrections:** This course focuses on preparing Probation and Correctional Officers to meet the needs and challenges of supervised LGBTQI populations both in and out of custody. The program of instruction will introduce students to key definitions, laws, guiding principles, roles, and responsibilities of staff aimed at achieving effective and appropriate communication, a culture of tolerance, an environment of trust, and desirable operations that inform proper staff/probationer interactions. In addition, students will examine best practices related to intake screening and classification that promotes confidentiality while minimizing potential dangers and maximizing opportunities for successful rehabilitation and reintegration. Further, students will identify requirements for mandatory reporting and design functional responses to harassment and discrimination. Finally, students will bridge course concepts to practical applications that reflect real-world solutions to the barriers of properly serving our supervised LGBTQI population.

Youth are free to exercise religious expression and have opportunities to request visitation from personal spiritual advisors. As noted, cooperation with faith-based organizations has traditionally been strong. Entities such as Youth for Christ and our Chaplaincy Services will provide opportunities for youth seeking religious fulfillment from their program.

Trauma Informed Care Based Approach

Probation is dedicated to a Trauma Informed Care (TIC) based approach. The first part of TIC in the juvenile justice system is to recognize that most of the affected youth have experienced trauma in their lives. The next step is to put policies in place which attempt to minimize the potential for re-traumatization. Providing services and outlets to address trauma through both treatment and positive staff interactions is also key. Some examples of current trainings provided to staff that support a trauma-informed approach include:

- **Crisis Intervention and Behavioral Health Training:** Police officers becoming mental health first responders are often inadequately trained for this task. Tragedies between police and the mentally ill are occurring more and more frequent. One "bad incident" can cause deviation to families, the mental health community, police officers and police agencies. One tragic incident can also damage your department's image and can negatively impact police-community relations. This course is designed to provide officers with valuable tools to interact effectively with the mentally ill.
- **Interacting Effectively with the Mentally Ill:** Law Enforcement and jail personnel are dealing more and more with a growing mentally ill population. This course is designed to provide students with the tools necessary to identify individuals who may be suffering from mental illness. The course will also provide students with active listening skills in order to have a safe disposition.
- **Think Trauma: A Training for Staff in Juvenile Residential Settings:** A Training for Staff in the Juvenile Residential Settings was created by the National Child Traumatic Stress Network (NCTSN). This project was funded by the Substance Abuse and Mental Health Services Administration (SAMHSA) and the US Department of Health and Human Services (HHS). This training provides an overview for Juvenile Justice Staff of how to work towards creating a trauma-informed Juvenile Justice Residential setting. Creating a trauma-informed setting is a process that requires not only knowledge acquisition and behavioral modification, but also cultural and organizational paradigm shifts, and ultimately policy and procedural change at every level of the facility.
- **Title 15 Trauma Informed Care:** During this highly interactive course, the student will learn approaches and techniques to reduce the stress faced while interacting with traumatized youth in the juvenile justice system. By understanding trauma, the student can become more effective and find greater reward and success working with the youth in their care. In 2018, Island Consulting and Training (the treatment provider) conducted a study of childhood trauma in probation staff and the children in custody. Numerous Probation Departments participated in that study. The findings were shocking. This highly focused course is specifically designed for probation staff utilizing evidence-based data collected in California Probation Departments and Juvenile Facilities.

Ongoing Training Support

Ongoing training will be a priority to ensure the permanency of these practices. To support ongoing training efforts, one Supervising Probation Corrections Officer (SPCO) is dedicated to the Professional Standards Unit. This SPCO will assist in researching and coordinating formal and informal training for the Department and

collaborative partners, with a primary focus on emerging TIC and behavioral health minded approaches to staff/youth interactions to supplement and enhance training efforts already in place.

Describe whether and how the County plans to apply grant funds to include services or programs for the target population that are provided by nongovernmental or community-based providers: (WIC 1995 (3)(F))

It is recognized to accomplish the mission of successfully realigning the DJJ population it must be a collaborative effort. While the Probation Department will have primary responsibilities for security, services and treatment, numerous other partners will be significantly involved. SCOE and MJC will play a vital part in education services. Wellpath will provide health care services. Other important partners will be LCA, Stanislaus County Behavioral Health and Recovery Services, Center for Human Services, various volunteer groups, and more.

In addition to those core partnerships, as we move forward with this population it is recognized that service gaps will likely be discovered. These may be occupational, recreational, treatment or some other area. Having funds available to address these service gaps is a sensible strategy to ensure that youths' needs will be met. Certain youth, depending on their circumstances or specialized needs, may present specialized treatment needs that could be better served by a community-based entity. Therefore, it is important to begin to prepare for such a contingency and grant funds will be set aside to be available for these types of services. The actual target areas will be directed by the SB 823 Subcommittee.

It is anticipated there will be a variety of tangible needs to help the release transition be more successful. Some examples of potential tangible needs may include food, clothing, transportation, vocation, and education supports. In addition, upon release there will be occasional needs for housing supports, be it in sober living homes or other temporary housing options and funds will need to be set aside to provide support in this area. To accomplish this, funds will need to be designated to support efforts in this area, which may include the need to develop contracts with Community-Based Organizations and other support-focused entities.

Probation and LCA will maintain a current resource list of community-based service providers to be able to refer youth being released to in order for the youth and family to know what is available to them within the community. The resource list will include agencies who provide support, services, and opportunities in the following areas:

- Employment/Job Readiness
- Housing, Shelter, and Utility Services
- Medical Services
- Transportation Services
- Legal Assistance
- Child Care Services
- Support/Counseling Groups

Part 5: Facility Plan

Describe in detail each of the facilities that the County plans to use to house or confine the target population at varying levels of offense severity and treatment need, and improvements to accommodate long-term commitments. Facility information shall also include information on how the facilities will ensure the safety and protection of youth having different ages, genders, special needs, and other relevant characteristics. (WIC 1995 (4))

Facilities

Stanislaus County intends to utilize the existing Stanislaus County Juvenile Hall to house SB 823 youth. This is a secure residential facility with an operational capacity of 158 beds. The Juvenile Hall facility is divided into eight separate housing units; one of those units, Unit 7, will house the realigned population. Unit 7 can house up to 20 youth and consists of ten rooms which can house two youth each. This 20-bed housing unit has a dayroom for structured activities and a separate classroom space for education. It also includes an additional room which can be utilized for mental health counseling or separation of target groups, as necessary. There is an outdoor recreation yard adjacent to Unit 7 which will be utilized exclusively for the realigned population. Current office space contained in Unit 7 will be utilized as calming room where youth can de-escalate from elevated emotional states. This room will provide youth an opportunity to de-escalate; however, the department will be careful to create the room where youth will be soothed by their surroundings, but also not make it so attractive that youth purposely want to enter it. The room will provide a positive experience, and will be utilized as a resource, not as a punitive sanction. The physical plant includes a full kitchen where meals are prepared on-site and delivered timely to the youth housed on our campus.

Female youth have historically been committed to current DJJ programs at a very low rate. Therefore, female youth programming may be better suited where additional like-gender youth can program together. This may be accomplished through a regional contract with another county. If that option is not available or appropriate, female youth committed for longer terms in custody may be housed in a separate wing, or along with other females.

Additional Safety Measures and Protections

- **Prison Rape Elimination Act:** The Probation Department has a policy in place to investigate all sexually based accusations or complaints as serious, truthful, and time sensitive. PREA investigators include supervisory staff at the Probation Corrections Officer III (PCO III), Supervising Probation Corrections Officer (SPCO) and Management level. At any time during an investigation, outside law enforcement agencies may be called to conduct a criminal investigation. Victim Advocates will be available should they need to be utilized in any case. All information is considered confidential.
- **Transgender Youth:** Policies are in place to protect transgender and intersex youth. Upon initial entry to any Stanislaus County Institution, all youth participate with staff in completing a Sexual Vulnerability Assessment and an additional LGBTQI questionnaire which plays a part in helping to determine housing, clothing, and supervision based on their gender identification.

- **Special Education:** In cooperation with the Stanislaus County Superintendent of Schools (SCOE), youth will have access to continued education and services. Individual Education Plans (IEP) and Education Related Mental Health Services (ERMHS) are available for those youth who qualify. Schools also work in cooperation with behavioral health providers, medical staff, and Probation to individualize each youth's program to meet their specific needs.
- **Multi-Disciplinary Team Meeting (MDT):** The MDT attendees include representatives from school, behavioral health, medical, and Probation staff. The primary goal of the MDT is to discuss challenges youth may have while programming and will detail any Americans with Disabilities Act (ADA) accommodations deemed necessary. The SPCO in attendance records minutes and disseminates information to unit staff to assist with youth supervision.
- **Suicide Prevention:** Probation is committed to deterring and preventing self-harm and suicide within its facilities. Policies are in place for supervision of youth identified as high-risk for this behavior. Stanislaus County BHRS uses a risk assessment to determine the youth's history, current state of mind, and potential for self-harm or suicidal ideation. Youth deemed to be an immediate risk are immediately assessed by behavioral health to determine program needs and supervisory objectives. Youth may be placed on Suicide Watch or Special Watch depending on their needs. Programs can be changed at any time during their stay with behavioral health input and approval.
- **Youth Grievances:** Youth will be able to file a grievance at any time; the grievance process is covered during each booking orientation and youth are reminded of the grievance process by unit staff. Each youth will have access to grievances during their program and may keep them inside their room for completion. A confidential grievance box is made available within each housing unit, or youth may give them directly to supervisory staff. Grievances are taken seriously, handled in a timely manner, and at times can develop into policy change when required. All are reviewed by facility administration.

Facility Upgrade Considerations

Currently security upgrades are being planned and prioritized. A team consisting of two Probation Corrections Officer III's (PCO III's) and one Supervising Corrections Officer (SPCO) was devised, and these staff extensively reviewed options for safe, "home-like" furniture and security upgrades for the SB 823 Unit and de-escalation room. Bids from multiple vendors were obtained for a variety of furniture including round "family-style" tables which can be utilized for meals and group programming, reading nooks, comfortable seating for weekend and evening programming. Additional bids were obtained and provided to SCOE to consider upgrades to classroom furniture including softer seating with electrical outlets for Chromebook use and a "cozy" reading area. As noted previously in this report, additional pricing has been obtained so the multi-sensory, de-escalation room can be developed. Items for this room include a junior therapy chair, sensory water beads, wood backed wall pads, body rocker, light cover sets, projector wheel, "relaxer chair", sensory ball set, sensory tactile "squishy set", air scent diffusers, and speaker systems for calming music/sounds to be played.

Additional staff station upgrades in Unit 7 as well as upgraded outdoor perimeter fencing, and a secondary gate are also being planned. Additionally, a new camera system is being added to protect youth and enforce the safety and security of the facility.

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

Describe how the plan will incentivize or facilitate the retention of the target population within the jurisdiction and rehabilitative foundation of the juvenile justice system, in lieu of transfer to the adult criminal justice system: (WIC 1995 (5))

The Stanislaus County Probation Department continues to work within the parameters of the legal system to ensure youth entering the Juvenile Justice System are given opportunities to succeed at the lowest level of intervention possible. Partners within the Juvenile Justice System include the Stanislaus County Juvenile Court, the Stanislaus County District Attorney, the Stanislaus County Public Defender, Alternate Indigent Defense (AID), Court-Appointed Special Advocates (CASA) and additional community support advocates. These partners work closely to ensure fair, consistent, equal, and individual treatment for each youth.

Each individual case is assessed and evaluated before Court recommendations are made to ensure the best practices and services are directed to each individual youth. Probation utilizes the JAIS risk/needs assessment tool and a case plan to assess level of risk to reoffend, identify criminogenic needs, and guide services. This allows incorporation of goals related to youths' Court orders into their program to ensure youth are on track to meet achievable goals of being law-abiding and self-sufficient community members. Working within the existing laws, only offenses eligible for transfer to the adult system would be considered. When considering Court recommendations on those cases, the underlying principle applied to the Court process will be that whenever possible and appropriate, youths' cases should remain in the Juvenile Justice System.

Probation will continue to operate rehabilitative programs and refer youth to community-based services when appropriate to reduce youth recidivism and mitigate the need for the transfer of cases to the Adult Criminal Justice System. Only when findings are made by the Juvenile Court that services within the Juvenile Justice System are not appropriate to rehabilitate a youth will a case be transferred to the Adult Criminal Justice System. It is the goal that this program will be adequate with regard to both security and service provision to be a robust alternative and thereby limit the need for cases to be transferred to the Adult Criminal Justice System in all but the most serious of cases.

Part 7: Regional Effort

Describe any regional agreements or arrangements supported by the County's block grant allocation: (WIC 1995 (6))

Stanislaus County will serve youth locally unless substantial case factors indicate the youth would be better served another way. Youth committed to this program are not only at risk of further exposure to the Criminal Justice System, but they are at much higher risk to become disenfranchised with the community to which they will ultimately return. Family structure, family visits, positive peer and mentor involvement, and community service are keys to successful reintegration to the local community. Local programming,

vocational training, higher education, and community ties are valuable to promote a youth's chances for success when released from the program. Stanislaus County is committed to prioritizing both the family bond and commitment to their community for these youth and local programming provides the best opportunity.

Possible Regionally Contracted Specialized Services for Youth

- **Sex Offender Services:** Sex offenders have historically been committed to current DJJ programs at a very low rate, in fact, over the past three years, Stanislaus County has not committed any sex offenders to DJJ. Sex offenders will require a level of treatment necessitating a regional contract with another County who could provide group-based services with like offenders.
- **Programs and Services for Females:** Female youth have historically been committed to current DJJ programs at a very low rate, in fact, in Stanislaus County, just one youth committed to DJJ in the past three years has been female. Therefore, female youth programming may be better suited where additional like-gender youth can program together to avoid isolation or stigmatization. This may be accomplished through a regional contract with another County. If that option is not available or appropriate, female youth committed for longer terms in custody may be housed in a separate wing, or along with other females. In either case, there will be an individualized case plan developed specific to the youth that is suitable to both meet the youth's needs and is appropriate for longer-term care. It is prudent to ensure all youth have optimal opportunities to be placed in a program that best suits their needs.

Part 8: Data

Describe how data will be collected on youth served by the block grant: (WIC 1995 (7))

Data collection and analysis is an important aspect of any new program. Probation is committed to having accurate and relevant data upon which informed decisions can be made regarding what is working, what is not and where resources should best be applied. Data will be reviewed and analyzed by the Juvenile Data Analyst. This information will guide the department in finding evidence-based solutions and programs for the clientele served by Probation. The department has an existing internal case management system allowing officers to manage the Juvenile Probation population. This will allow the Department to ensure reporting accuracy and provide the ability to identify trends that impact services. Further, with the implementation of the Radio Frequency Identification (RFID) system being implemented in the Juvenile Facilities in May 2021, tracking of program participation will be even more robust. The ability to track and quantify programming information will become more effective and efficient with the implementation of this system. Additionally, the Probation Department routinely reports information in the JCPSS system, annually through the CPOC annual report, and collects monthly statistical reports from Probation Officers. This information is used to direct resources and helps guide decision-making for the Department's Management Team.

Statistical data will also be gathered on youth housed within the facility to gather demographic information and to monitor and gauge significant incidents which may occur. Categories in which statistics will be compiled include but are not limited to mutual fights, assaults, gang related graffiti/signs/comments/

writing, suicide attempts, self-inflicted injuries, PREA incidents, suicides, escapes, and escape attempts. This data is regularly reviewed by Probation management. Additionally, Stanislaus County Juvenile Hall and JCF continues to contract with Performance-based Systems (PbS) Learning Institute. PbS works to produce better outcomes for justice-involved youth, their families and the community. Pbs, in working with Stanislaus County Juvenile Hall, conducts rigorous data collection and accurate analysis that identifies nationwide trends, provides evidence of what's working and not working, and supports continuous improvement for our facilities.

Another important piece of data is getting feedback from the youth themselves. It is vital to understand how the affected youth are perceiving the services and supports being provided. Equally important is to gauge what service gaps exist from their perspective. While this feedback will be received during the normal course of interacting with the youth, it is felt a formalized process to collect and analyze quantitative and qualitative data is needed. Therefore, formalized surveys will be conducted on a periodic basis, no less than two times per year. This data will be collated by the Juvenile Data Analyst and shared with Probation management and the SB 823 subcommittee to help inform decisions moving forward.

Staff working directly with the youth will be continuously engaged in providing feedback to supervisors and management through scheduled unit meetings and ongoing conversations in order to formalize a process to collect and analyze quantitative and qualitative data.

Describe outcome measures that will be utilized to determine the results of the programs and interventions supported by block grant funds: (WIC 1995 (7))

Reports will be developed for this population showing rates of entry to programs, successes and failures, recidivism rates, services for youth with disabilities and ultimately where resources should be directed to allow youth the best chance to succeed.

Measuring the success of those committed to the DJJ realignment program will be a significant indicator of how these youth will adjust once released back into the community. Attainable and measurable goals tied to the case plans and Court orders will be set through the course of their program to gauge case plan goal completion, progress, and to adjust to individual needs during their stay. LCA case managers and DPOs will establish attainable goals during assessments to focus youth on successful program completion. Examples of these goals would be high school graduation or equivalency, college course completion, vocational training certificate attainment, completion of Court-ordered programs and treatment, job training program enrollment, apprenticeships, and internships.

Additionally, vendors awarded contracts through the SB 823 Block Grant will be required to provide data outcomes for their respective programs. An example of the data collected by both LCA and MJC is as follows:

LCA Monthly Reports

Reports will detail participation data which will include the number of participants in each program, each month, as well as monthly outcome reports. These reports will include details regarding participants' names, dates of referral, enrollment, engagement and activities, as well as exiting information including:

- Quantity of barriers which have prevented program participants from completing all programs and the percentages of program participants experiencing these barriers.
- Quantity of program participants referred to all programs, including those who exited all programs (with explanation of the reason for the exit), obtained employment after release, maintained employment for a minimum of 120, 150 and 180 days.
- Monthly Outcome Reports will include: Job Readiness Training Report, Case Management Services Report, and Vocational Training Report.

MJC "My Next Step" Program

The My Next Step Program Coordinator will gather data during and after one's commitment to the SB 823 Unit. Progress will be tracked through specific benchmarks, including but not limited to:

- Completed Interest Inventory
- Completed Education Plan
- Completed MJC Application
- Completed Financial Aid Application
- Completed MJC Orientation
- Number of completed courses

The MJC Program Coordinator will be responsible for tracking student data and will conduct a 30- and 90-day follow-up upon one's completion of his respective vocational program. All data and findings will be shared with Stanislaus County Probation.