



IMPERIAL COUNTY JUVENILE JUSTICE COORDINATING COUNCIL (JJCC)

Division of Juvenile Justice Realignment Plan

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2021



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INTRODUCTION

On September 30, 2020, Governor Gavin Newsom signed Senate Bill 823 (SB 823), with significant impacts on California's juvenile justice system. It is the intent of the legislature to close the Division of Juvenile Justice (DJJ) within the Department of Corrections and Rehabilitation, and commencing July 1, 2021, the responsibility for all youth adjudged a ward of the court is to be shifted to county governments. Effective July 1, 2021, counties may no longer, except for a limited population of youth who meet specified criteria, commit youth to the Division of Juvenile Justice. Those committed prior to July 1, 2021, may remain there until discharged, released, or otherwise transferred pursuant to law. Under SB 823, youth who would have previously been eligible for a commitment at DJJ must remain under the care and custody of local probation departments. The state will be providing funding to county governments to fulfill this new responsibility.

SB 823 presents an opportunity to local probation departments to create a local, secure rehabilitative program that meets the individual needs of youth who would have otherwise been housed at facilities operated by the California Department of Corrections and Rehabilitation, Division of Juvenile Justice. In Imperial County, youth who would previously have been committed to state correctional facilities will now be able to remain in close proximity to their families, while participating in a secure rehabilitation program operated by the Probation Department, which will work in collaboration with local service and treatment providers. SB 823 extends the age of local juvenile court jurisdiction to 23 or 25, as specified, and repealed certain provisions that allowed youth to be detained in adult facilities. Generally, under SB 823, a person whose case originated in juvenile court must remain in a county juvenile facility until they turn 25, if detained.

JUVENILE JUSTICE REALIGNMENT BLOCK GRANT

Welfare & Institutions Code Section(s) 1990-1995 established 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.

PART 1: SB823 SUBCOMMITTEE COMPOSITION

To be eligible for funding allocations associated with the Juvenile Justice Realignment Block Grant program, counties are required to create a subcommittee of the Juvenile Justice Coordinating Council (JJCC) 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. The Imperial County SB823 Subcommittee is composed of the following members:


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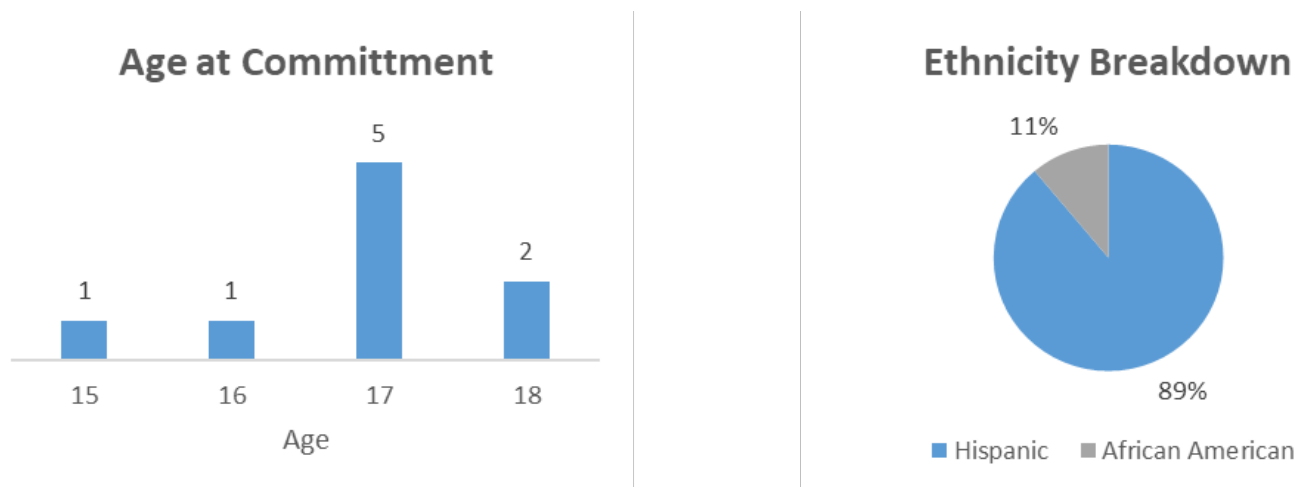
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PART 2: TARGET POPULATION

Imperial County will target male and female youth, ages 14 up to 25, who have been adjudged a ward of the court; their adjudication offense is described in section 707(b) of the Welfare and Institutions Code, where the Court has made a finding that less restrictive alternative dispositions are unsuitable. The target population will include Imperial County's most serious juvenile offenders, who will be committed to Imperial County Juvenile Hall (ICJH) for longer-term correctional care and services. It is estimate that up to twenty youth may be housed in the Juvenile Hall under SB 823 at any given time.

DEMOGRAPHICS

Imperial County anticipates serving youth ages 14 to 23, and up to age 25 for youth adjudicated of offenses that would result in an aggregate sentence of seven or more years in adult court. Within the last five years, Imperial County has committed nine youth, all males, to a DJJ facility. At the time of their adjudication, the youth were between the ages of 15 and 18 years old. Of these youth, 89% have been Hispanic and 11% African American.

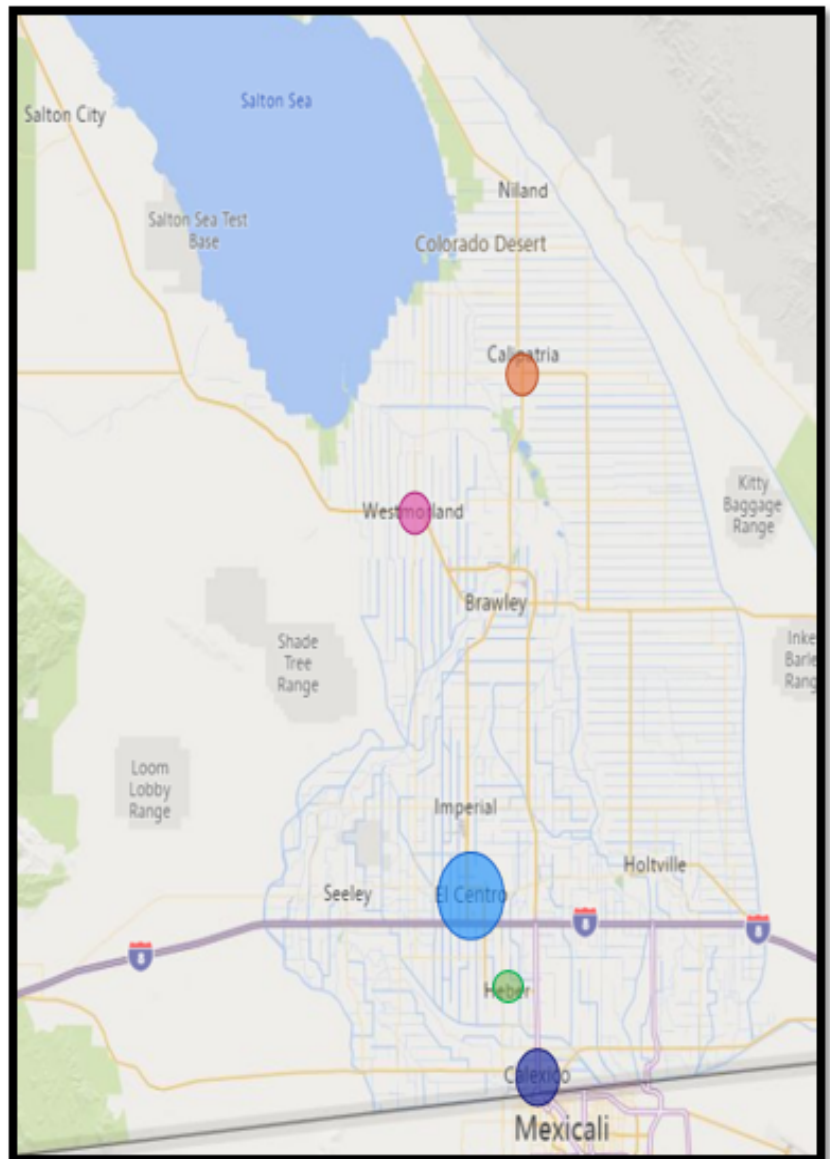
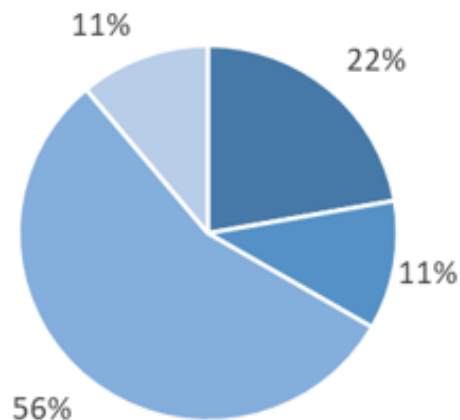


In Imperial County, the initial female population to be served is zero and considering the historical commitment data that demonstrates a low incidence of serious offenses committed by females, Imperial County plans to contract SB 823 services with a neighboring county for females. Absent the opportunity to contract with another county, Imperial County will have the necessary amount of living space and services available to accommodate what is expected to be a low number of female commitments.

All youth recently committed to DJJ were for offenses involving violence. The majority of youth (56%) were committed to DJJ for attempted murder; two youth were committed for assault with a firearm, while the remaining two youth were committed for robbery and assault with a deadly weapon, respectively. From the nine youth, six had at least one enhancement attached to their sentence and the terms of confinement ranged from 4 years to 18

years. The following demographics represent the number of youth from Imperial County who have been committed to a DJJ facility since 2018.

Nine (9) Total Commits – Male (100%) / Female (0%)	
Principle Felony Offense	
PC 245(a)(2) - Assault with a Firearm	2 (22%)
PC 211 – Robbery	1 (11%)
PC 664/187 - Attempted Murder	5 (56%)
PC 245(a)(1) - Assault with a Deadly Weapon	1 (11%)
Enhancements	
PC 12022.7(a) - GBI Enhancement	5
PC 186.22(b)(1)(B) – Gang Enhancement	4
PC 12022(b)(1) - Personally uses a deadly or dangerous weapon	5
No enhancements	3
City of Residence	
Calxico	2
Calipatria	1
El Centro	4
Westmorland	1
Heber	1



PART 3: PROGRAMS AND SERVICES

Imperial County's SB 823 Plan is intended to be congruent with the Probation Department's mission, which emphasizes a commitment to enhance public safety by reducing recidivism, motivating behavioral change, enforcing court orders and advocating for victims. Among the current efforts to address the needs of higher risk youth, Imperial County Probation utilizes a validated risk assessment tool, conducts targeted case plans, values collaboration with community-based organizations and applies evidence-based practices. Imperial County Probation will emphasize these capabilities to prepare SB 823 youth with regard to their education, vocational and independent living skills, leading to a safe transition into adulthood and return to their community. Imperial County Probation intends to utilize a multi-disciplinary and evidence based approach, to ensure the decision-making and services rendered to these youth are proactive and aligned with their individual needs. In addition, the intent is to utilize SB 823 funds towards improving the current facility, expanding the array of both custodial and community-based services and providing adequate staffing and equipment to promote the youths' rehabilitation and healthy development.

FACILITY

The County of Imperial intends to utilize its Juvenile Hall to house realigned youth. Imperial County Juvenile Hall is a co-ed, secure residential facility operated by the Probation Department, with a rated capacity of seventy-two (72) beds. The Imperial County Juvenile Hall meets the standards set by Title 15, including requiring one staff member for every 10 minors in detention, structured programming and security measures, healthy meals, ensuring personal hygiene of minors, clean clothing and bedding, access to mental health treatment and drug counseling, work training and life skills opportunities, recreation and exercise, and regular visitation with parents/guardians.

Imperial County Probation intends to utilize two of the facility's dormitories (Dormitory 4 and Dormitory 5), located in the rear section of the facility, for the realigned youth. The dormitories are identical with a common Control Center located directly in between the dormitories, supported by the facility's closed circuit video security system. Both Dormitory 4 and 5 can house up to forty youth combined, as each dormitory has ten double occupancy rooms, with a bunk bed setup. The rooms in Dormitories 4 and 5 contain a washbasin and toilet. Moreover, the rooms have doors that can be manually unlocked with a key, or can be unlocked electronically by staff at the Control Center in the event of an emergency or event that requires immediate evacuation. Each room has a camera and intercom system, for added supervision and contact with the Control Center. With allotted funds, security features in the Control Center will be upgraded as necessary to ensure the safety of both residents and staff.

Dormitory 4 is currently utilized by Imperial County Juvenile Hall during weekends, to employ the Honor Dormitory program, where leisure activities, such as television, radio, board games and video gaming occur in a soft lounging area for youth who merit the privileges through program participation and compliance with rules. It is intended for the realigned youth to partake in the Honor Dormitory on separate programming days, to facilitate healthy adolescent development and incentivize pro-social behaviors.

Dormitory 5 is the designated dormitory for the realigned population and has a day room for leisure and recreational activities, leading to an outdoor area of the facility where large muscle activity can occur on the facility's basketball court. Other activities include tai chi, gardening, and potentially a multi-purpose building for additional indoor activities during summer weather. The dormitory includes additional programming space, which may be utilized for mental health and/or substance abuse counseling. The facility educational program, operated by the Imperial County Office of Education, contains two classrooms, one of which will be utilized solely by SB 823 youth. The Juvenile Hall contains a food prep area and dining room, which can seat up to forty individuals. The Juvenile Hall Kitchen, located outside of the facility, is staffed by one food supervisor and three cooks who plan and prepare meals based on specific nutritional requirements set forth by Title 15.

CUSTODIAL YOUTH SUPERVISION

To provide rehabilitative services to this realigned population, safety and security is a core tenant. Youth will be better able to thrive if they feel safe and secure. The current staff to youth ratio is 10:1; however, as a probation practice, additional Juvenile Detention Officers (JDO), or "rover(s)" are added to every shift for additional support and to ensure the overall facility operations and delivery of services. Juvenile Detention Officers are responsible for providing detained youth supervision and guidance in day-to-day activities and programming. Officers are trained in both de-escalation techniques as well as crisis prevention and defensive tactics. Shift Supervisors will additionally assist JDO's by providing additional instruction, supervision, and support, to ensure all youths' needs are being met in accordance to departmental policies and procedures.

Imperial County Juvenile Hall strives to meet and exceed the minimum standards of Title 15 of having an adequate number of personnel for the efficient management of the facility, and to ensure that staff shall not be diverted from supervising youth. Juvenile hall staffing decisions include the following requirements:

- ❖ To provide for safety and security of youth and staff, and meet established standards and regulations.
- ❖ To ensure that no required services shall be denied because of insufficient numbers of staff on duty absent exigent circumstances.
- ❖ To have a sufficient number of supervisory level staff to ensure adequate supervision of all staff members.
- ❖ To have a clearly identified person on duty at all times who is responsible for operations and activities and has completed the Juvenile Corrections Officer Core Course and PC 832 training.
- ❖ To have at least one staff member present on each living unit whenever there are youth in the living unit.

- ❖ To assign sufficient youth supervision staff to provide continuous wide-awake supervision of youth, subject to temporary variations in staff assignments to meet special program needs.

Prior to assuming any responsibilities, each Juvenile Detention Officer shall be properly oriented to their duties, including:

- ❖ Youth supervision duties
- ❖ Scope of decisions they shall make
- ❖ The identity of their supervisor
- ❖ The identity of persons who are responsible to them
- ❖ The persons to contact for decisions that are beyond their responsibility
- ❖ Ethical responsibilities

Prior to assuming any responsibility for the supervision of youth, each youth supervision staff member shall receive a minimum of 40 hours of facility-specific orientation, including:

- ❖ Individual and group supervision techniques
- ❖ Regulations and policies relating to discipline and rights of youth pursuant to law and the provisions of this chapter
- ❖ Basic health, sanitation and safety measures
- ❖ Suicide prevention and response to suicide attempts
- ❖ Policies regarding use of force, de-escalation techniques, chemical agents, mechanical and physical restraints
- ❖ Review of policies and procedures referencing trauma and trauma-informed approaches
- ❖ Procedures to follow in the event of emergencies
- ❖ Routine security measures, including facility perimeter and grounds
- ❖ Crisis intervention and mental health referrals to mental health services
- ❖ Documentation
- ❖ Fire/life safety training

Prior to assuming sole supervision of youth, each Juvenile Detention Officer shall successfully complete the requirements of the Juvenile Corrections Officer Core Course pursuant to Penal Code Section 6035. Prior to exercising the powers of a peace officer youth supervision staff shall successfully complete training pursuant to Section 830 et seq. of the Penal Code.

Juvenile Detention Officers are responsible for providing direct visual observation of youth at a minimum every fifteen minutes, at random or varied intervals during hours when youth are asleep or when youth are in their rooms, confined in holding cells or confined to their bed in a dormitory. Supervision is not replaced, but may be supplemented by, an audio/visual electronic surveillance system designed to detect overt, aggressive or assaultive behavior and to summon aid in emergencies. All safety checks shall be documented with the actual time the check is completed.

Accountability and opportunity will be employed in daily supervision efforts, where youth will be held accountable for misbehavior, but also be provided with an opportunity to redirect their negative behavior. Through a point system, youth will be incentivized to conform to juvenile hall rules and regulations and participate in the facility's programming.

To improve the youths' areas of functioning, an assessment of needs will be completed during the youths' admission process with periodic review, which includes the youths' risk factors, needs and strengths including

but not limited to, identification of substance abuse history, educational, vocational, counseling, behavioral health, consideration of known history of trauma, and family strengths and needs. Pursuant to Title 15, Juvenile Detention Officers will be tasked with completing an Institutional Case Plan, which will be developed for each youth held for at least 30 days or more, and created within 40 days of admission. The Case Plan shall include the following:

- ❖ Written objectives and time frames for the resolution of problems identified in the assessment.
- ❖ A plan for meeting the objectives that includes a description of program resources needed and individuals responsible for assuring that the plan is implemented
- ❖ Periodic evaluation of progress towards meeting the objectives, including periodic review and discussion of the plan with the youth.
- ❖ A transition plan, of which the contents shall be subject to existing resources.
- ❖ In as much as possible and if appropriate, the plan, including the transition plan, shall be developed with input from the family, supportive adults, youth, and Regional Center for the Developmentally Disabled if the youth has additional needs.

Additionally, the Probation Department will ensure the availability of appropriate counseling and casework services for all youth to assist the youth with needs or concerns that may arise. In addition, staff will facilitate interaction with parents, other supportive adults, attorney, clergy, Probation Officer, or other public official and provide each youth with access to available resources to meet their needs.

A token economy, or a system of contingency management based on the systematic reinforcement of desired behavior, has been implemented at the facility using points. The youth will accumulate a set amount of points per day, through participating in the facility's programming and services, daily housekeeping of their individual rooms and dormitory, personal hygiene and grooming practices, as well as completing additional tasks. These points are considered reinforcers, or tokens that can be exchanged for other reinforcers, such as goods that can be purchased at the Honor Dormitory. The Honor Dormitory is located in Dormitory 4, in near proximity to Dormitory 5, the proposed dormitory for the realigned youth. At the Honor Dormitory, the realigned youth will be able to enjoy indoor recreational/leisure activities in a home like setting, with sectional sofas, rugs, and a home entertainment system consisting of a television, movie player and gaming consoles. Goods that are available to purchase include non-institutional grooming tools and hygiene products, such as hairbrushes, combs, toothbrushes, toothpaste, soaps, shampoos, conditioner, etc. Youth will additionally have the opportunity to exchange their tokens for consumable goods, such as potato chips, popcorn, candy bars, fruit drinks, etc., which they may consume during their stay at the Honor Dormitory. Youth additionally have the opportunity to exchange their tokens for telephone calls beyond those normally allowed, with family members and other adults who can provide the youth with positive direction and support, such as a family friend, youth group leader, teacher, coach, or clergy member.

MEDICAL SERVICES

Medical services at Imperial County Juvenile Hall are rendered through an agreement with a private provider, Wellpath, which provides on-site staff four hours each day to meet the healthcare needs of detained youth. Wellpath is responsible to ensure the provision of basic healthcare services to all detained juveniles. Wellpath provides routine healthcare services, including other ancillary health related services (but specifically excluding dental services and mental health services). Emergency and after-hours services are provided through local community hospitals, El Centro Regional Medical Center and Pioneers Memorial Hospital. For families with private insurance, arrangements can be made to transport youth to those providers' offices. Wellpath is additionally responsible for the following services:



Management of Communicable Diseases

- ❖ Youth are to be screened for communicable diseases by Juvenile Hall staff during the admission process utilizing an "Intake Health Screening" questionnaire. Wellpath will screen the youth for communicable diseases at the time of the ninety-six (96) hour physical examination at juvenile hall, and at sick call.

Access to Treatment

- ❖ Wellpath and the County of Imperial are responsible for identifying, assessing, treating, and/or referring youth who appear to be in need of health services.
- ❖ At the time of admission, Juvenile Hall is responsible for providing access to health care services and sick call verbally and in writing to youth.
- ❖ Wellpath shall immediately notify Probation of any juveniles with medical conditions that are likely to require lengthy hospitalizations.

Individual Treatment Plans

- ❖ Wellpath is responsible for developing a written individualized treatment plan for all juveniles who are treated for a medical problem.
- ❖ Treatment plans shall include housing, dietary medication, observation and monitoring, and follow up referral and/or evaluation as appropriate.

Sick Calls

- ❖ Wellpath is responsible for conducting sick calls five days of the week. Sick calls are to be conducted by a physician, nurse practitioner, registered nurse operating under standardized procedures, or a physician's assistant.

Detoxification Treatment

- ❖ Youth who may withdraw, or are undergoing withdrawal, from drugs or alcohol, shall immediately be sent to the hospital for medical clearance.

Pharmaceutical Management

- ❖ Pharmaceuticals and medications are provided by Wellpath providers at scheduled medication rounds to the housing units when its employees are available and on shift. Outside of these times, Probation Staff will deliver pharmaceuticals and medications consistent with direction from the Medical Provider.

Comprehensive Health Assessment

- ❖ Wellpath conducts a comprehensive Health Assessment in compliance with CCR Title 15 requirements on each juvenile detainee within ninety-six (96) hours of the arrival. At a minimum, the Health Assessment shall include a health history, examination, laboratory and diagnostic testing, and necessary immunizations.

Therapeutic Diets

- ❖ Wellpath evaluates the need for and prescribed medically- required special diets for youth as appropriate.

Emergency Services

- ❖ Wellpath provides on-call emergency physician coverage twenty-four hours a day, seven days a week to provide consultation to nursing staff or County of Imperial staff if there are no service provider staff on-site at the time the emergency arises.

COMMUNITY YOUTH SUPERVISION

Probation intends to provide SB 823 youth a community supervision approach similar to that of other high-risk youth with complex needs, such as youth receiving Wraparound Services. The case management is intended to be responsive to an individual's criminogenic needs, determined through the Positive Achievement Change Tool (PACT), a validated actuarial risk and needs assessment tool that projects a youth's risk to re-offend. Probation Officers are trained to conduct PACT Assessments, and continually gather information pertinent to the youth, updating assessments and case plans every six months. Updates to assessment and case plans are also conducted when there are significant changes in the lives of youth, which could pose barriers to progress and/or may require modifications to the existing goals. Caseload services for SB 823 youth will be overseen by the Secure Track Administrative Team (STAT), designed to provide guidance for implementing treatment plans. The STAT will coordinate delivery of service with the Juvenile Hall, track key performance indicators, build capacity within the Probation Department and implement new programming and curriculums; these may include Cognitive Behavioral Therapy, Family Functional Therapy, and Motivational Interviewing. The STAT function will also include efforts to monitor the effectiveness of and client satisfaction with outsourced programs and services. The SB 823 Plan additionally will emphasize the use of the Children and Adolescent Needs (CANS) Assessment to guide decision making relative to level of care and service planning.

Upon completion of a risk assessment, Secure Track Probation Officers will complete a targeted case plan, creating S.M.A.R.T. (Specific, Measurable, Achievable, Realistic, Time-Bound) goals with appropriate referrals. Services offered include cognitive-behavioral treatment classes, mental health treatment, substance abuse counseling, drug testing, referrals to community-based organizations, access to job training, GED preparation and testing, and vocational training. The case plans shall be responsive to the immediate needs of each youth and their family, and may include specialized services such as mental health, learning challenges or trauma-based treatment, addressed through Multi-Disciplinary Services Team (MDST) Meetings. Multi-Disciplinary Services Team meetings will be composed of key stakeholders, including the youth, their parent(s)/guardian(s), county agencies, and community service providers. The Team will assist in identifying and assessing on an ongoing basis services and treatment provided SB 823 youth. Additionally, the youth will receive ongoing support and follow-up through Child & Family Team (CFT) meetings. Child and Family Team meetings are responsive to youth and families' immediate needs while also reinforcing progress towards the treatment plan. Team meetings are where

planning occurs, decisions are made, and celebrations of success are held. The partnership between agencies in both MDST and CFT meetings will reflect a multi-disciplinary, multi-agency process, which embraces each youth's family, culture and community.

The vision of the Probation Department when supervising this population out of custody is to place an emphasis on the productivity and rehabilitation of each youth, while maintaining the commitment to enhance public safety. To this end, the implementation of a strengths-based planning process that shifts focus away from a traditional service-driven, problem-based approach is key. The intent is to build on individual and family strengths to help families achieve positive goals, maintain stability and allow youth to remain in their homes. As currently operated, a system of graduated sanctions will remain in place for youth who are deemed noncompliant with preventative services and in violation of Court Orders. Child and Family Team meetings may be conducted as emergency meetings, to address problem behaviors or circumstances. Alternative, less-restrictive options to detention include the use of an Electronic Monitoring, and Short Term Residential Therapeutic Programs (STRTP), licensed through the State of California. Furthermore, transitional services may include an option for Independent Living to help youth maintain the benefits of programming, especially if they do not have adequate family support and/or housing accommodations upon release from the Juvenile Hall.

The community supervision model will abide by the following guiding principles and values:

- ❖ **Family Voice and Choice:** Family and youth perspectives are intentionally elicited and prioritized during the period of planning and supervision. The team strives to provide options and choices such that the plan reflects family values and preferences.
- ❖ **Natural Supports:** The team actively seeks out and encourages the full participation of team members drawn from family members' networks of interpersonal and community relationships.
- ❖ **Community Based:** The team implements service and support strategies that take place in most inclusive, most responsive, most accessible, and least restrictive settings possible; and that safely promote child and family integration into home and community life.
- ❖ **Collaboration:** Team members work cooperatively and share responsibility for developing, implementing, monitoring, and evaluating short-term goals that reflect a blending of team members' perspectives, mandates, and resources. The case plan guides and coordinates each team member's work towards meeting the rehabilitative goals.
- ❖ **Team-Based:** The multi-disciplinary team consists of stakeholders from local agencies, directly tied to overseeing services being rendered to the youth. Key involved agencies include but are not limited to the Department of Social Services, Imperial County Behavioral Health, Imperial County Office of Education, and Rite Track Youth Services. Other team participants are those agreed upon by the family and committed to them through informal, formal, and community support and service relationships.
- ❖ **Culturally Competent:** The supervision model demonstrates respect for and builds on the values, preferences, beliefs, culture, and identity of the youth and family, and their community.
- ❖ **Persistence:** Despite challenges, the team persists in working toward the goals included in the Case Plan.
- ❖ **Outcome-Based:** The team ties the goals and strategies of the Case Plan to observable or measurable indicators of success, monitors progress in terms of these indicators, and revises the plan accordingly.
- ❖ **Individualized:** To achieve the goals outlined in the Case Plan, the team develops and implements a customized set of strategies, supports, and services.

- ❖ **Strength-Based:** The supervision model and Case Plan identify, build on, and enhance the capabilities, knowledge, skills, and assets of the child and family, their community, and other team members

Additionally, the Probation Department is proposing the creation of a Secure Track Administrative Team (STAT), Later described in this document (Part 5), to ensure the appropriate level of supervision and delivery of services for the Secure Track youth.

Programs & Services

There are several agencies that are invested in providing mentoring, advocacy, and restorative justice opportunities for youth involved with the juvenile justice system, in both the custodial and community supervision settings. The intent in designating select programs and services is to reduce the risk for future criminal justice involvement, and to strengthen bonds with social supports in the community. While maintaining a trauma-informed approach, the services being offered must meet the treatment needs of this diverse target population including but not limited to: antisocial behavior, social skill and regulation deficits, problems with family and peer relationships, gang affiliation, substance abuse and dependence, mental health issues, self-harming behavior, poor academic performance, aggression and violence. The intent is to deliver structured interventions and services within the Juvenile Hall facility that can continue upon discharge. Furthermore, transitional services may include an option for independent living to vocational opportunities and post-secondary education. The following are current local agencies already in partnership with Imperial County Probation, that offer services to justice-involved individuals and families, and who have agreed to include SB 823 youth among their clients:

RITE TRACK YOUTH SERVICES



Rite Track Youth Services is a community-based organization that provides a wide array of effective services for youth that are supported by research and evidence-based practices. Rite Track works in collaboration with agencies on the County and State level, as well as directly with youth and families, with the goal of building a successful future for youths

participating in their programs. Rite Track's mission is to teach the youth the skills they need to succeed and guide them in a positive direction by providing them a continuum of services that include, **The Evening Learning Center** and **Mentoring and Tracking Program**. Rite Track's Evening Learning Center and Mentoring and Tracking Program have been in operation for over a decade since the program was first established in 2009. The Evening Learning Center is a joint effort between Rite Track Youth Services and the Imperial County Probation Department, as well as the Juvenile Court of Imperial County. There is a capacity to enroll up to 60 students in Rite Track's programs at any given point, of which twenty-six (26) slots are allotted for the Evening Learning Center and 34 for Mentoring and Tracking Program.

Through collaboration with Rite of Passage Adolescent Treatment Centers and Schools (ATCS) and with the Imperial County Probation Department, Rite Track also offers **Proud Parenting** Program, which is designated to teach pro-social parenting skills and anger management skills to at-risk youthful parents using a validated parenting curriculum. Additionally, in 2019, Rite Track and the Imperial County Probation Department received funding through the state's Youth Reinvestment Grant, which facilitated the creation of the **Workforce Inspired Student Edification (WISE) Program**. The funding allowed up to low-risk youth ages 13-18 to receive diversion services including mentoring, peer-to-peer counseling, Cognitive Behavioral Therapy, vocational training, and accreditation through RISE UP – a customer services and sales curriculum that gives participants the opportunity to gain over eighty (80) hours of hands-on work experience.

In 2020, Rite Track received 110 referrals, of which 84% were successfully enrolled in a Rite Track program. Since the program's inception, Rite Track has been providing services to over 170 County Youth annually, through a variety of diversion, pro-social, individual and family services between their various programs.

Child and Adolescent Needs and Strengths (CANS) Assessment

Since 2020, all of Rite Track's programs successfully implemented the use of the Child and Adolescent Needs and Strengths Assessment (CANS) in order to provide services tailored to the specific needs of a youth. Upon intake, students and parents/guardians complete a CANS survey. Upon completion, Rite Track Staff Members (The Program Manager, Lead Service Coordinator, assigned Case Manager, Site Clinician), review the survey and determine the needs and strengths of the student and their caregiver(s). The information collected in the surveys allow staff to identify target areas where youth may require additional assistance and support. By identifying the youths' needs and strengths, Rite Track staff can set clear expectations and goals to assist the students successfully complete the program and improve their overall quality of life. Rite Track staff encourage a youth to use their strengths to help achieve desired goals.

Rite Track Youth Services Restorative Solutions

Rite Track Youth Services utilizes a "Restorative Solutions" model, which emphasizes repairing the harm youth have caused by giving back to their community. Rite Track students are required to complete a designated set of community service hours in order to complete the program. As a response to COVID-19 and to mitigate the risks of exposure, Rite Track developed a creative way for students to continue learning about their community's history and contribute to the improvement of their communities. In 2020, participants in the Evening Learning Center (ELC) completed a total of 100 hours of community service. Mentoring and Tracking Program additionally provided students the opportunity to complete community work service requirements by completing writing assignments and participating in virtual counseling sessions. In 2020, Mentoring & Tracking students completed a total of four-hundred (400) hours of community service.

The inclusion of SB 823 youth will feature opportunities for each to participate in the following activities:

- ❖ Virtual Meetings
- ❖ Park Clean Ups
- ❖ Community Beautification
- ❖ Essays
- ❖ Homework Reflections

Cognitive Behavioral Therapy (CBT) Groups

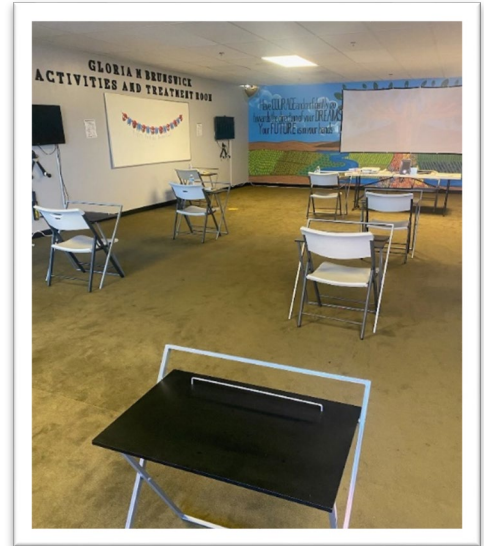
Rite Track Youth Services operates utilizing best practices and evidence-based programming; Cognitive Behavioral Therapy (CBT) is the therapeutic milieu utilized by the Evening Learning Center. In 2020, Rite Track students completed a total of 708 hours of cognitive based interventions in daily treatment groups. In order to promote success and engagement, Rite Track incorporated fun and interactive ways to learning, added a Jeopardy-style game to help review, and added daily exit tickets to help students reflect on daily lessons. Rite Track utilizes the following evidence-based treatment groups:



- ❖ **Thinking for a Change (T4C)** (English and Spanish): Thinking for a Change is an integrated cognitive behavioral change program that draws from best practices that have evolved over recent decades in the educational, mental health, and juvenile justice fields. These practices have been shown by research to be strongly linked to success in moving young people out of the juvenile justice system and keeping them out by reducing aggression and rates of re-arrest.
- ❖ **Aggression Replacement Training:** Growing research indicates the necessity of social emotional learning in the educational programming of students in order for them to achieve academic and behavioral success. The four curricular components of ART are empathy, anger management, social skills, and character education.
- ❖ **Seeking Safety:** Is a model of counseling to help improve coping skills. It was originally developed for trauma, substance abuse, and/or posttraumatic stress disorder (PTSD). It is also applied broadly to increase coping and stabilization.
- ❖ **Cognitive Based Interventions for Substance Abuse (CBISA):** CBISA is curriculum designed for students who are moderate to high need in the area of substance abuse. This intervention relies on a cognitive-behavioral approach to teach students strategies for avoiding substance abuse and emphasizes skill-building activities to assist with cognitive, social, emotional, and coping skill development.
- ❖ **Positive Skills Development (PSD):** PSD is designed to teach students new skills. The group is structured and embedded within the daily schedule and includes processing challenges and teaching a new skill through role playing real-life scenarios. Students then demonstrate the ability to apply the learned skill through transfer learning.
- ❖ **Free Talk: A Motivational Interviewing Based Substance Abuse Curriculum:** Free Talk is based on a motivational interviewing approach. MI allows the client's values, opinions, and arguments for change to be the most important component of the discussion. Moreover, the guiding approach of MI allows at-risk youth, who may be inherently distrustful of authority, to give voice to their frustration without disrupting or slowing down the therapeutic process. Free Talk has six sessions and youth can begin at any session and end with any session; the sessions do not have to be attended in order.

Evening Learning Center (ELC)

The Evening Learning Center (ELC) is an after school program designed to meet the needs of at-risk youth between the ages of 13 through 18, by providing the youth with an opportunity to engage in a number of pro-social and therapeutic interventions during peak times for high-risk teenage behavior (3:00 p.m. – 8:00 p.m.) Through these practices, Rite Track aims to lower the recidivism risk of youth and prevent further involvement with the juvenile justice system. The program is designed as a three-phase program that operates five days out of the week (Mondays through Fridays). Rite Track staff coordinate with students to provide transport to them to and from the program. Students are picked up at their various schools and/or their residence between 2:30 p.m. to



3:30 p.m., transported to the Evening Learning Center, and returned to their residence by 8:00 p.m. The Evening Learning Center has up to twenty-six (26) slots available for Imperial County youth referred to the program through the Probation Department. The program duration is designed to last six months as students move up the following three phases. If the youth struggle to meet certain program milestones, the six month timeframe may also be extended. In addition to this, the Evening Learning Center offers an aftercare program for youth who are integrating back into their community following their return from out-of-home care, which is designed to last three months and mirrors the ELC's six-month program.

- ❖ **Phase 1:** The initial phase's length is eight weeks and requires youth to attend the program every weekday.
- ❖ **Phase 2:** The second phase of the program is ten weeks in length and requires the youth to attend the program on Mondays, Wednesdays and Fridays.
- ❖ **Phase 3:** The last phase of the program is six weeks and requires youth to attend the program on Tuesdays and Thursdays and gives youth the option to attend on Fridays.

Evening Learning Center In-Person Programming	
2:30 – 3:30 p.m.	Transportation
3:30 – 4:00 p.m.	Student Snack / Team Meetings / At-Random Urinalysis Testing
4:00 – 5:00 p.m.	Recreation (both on-site and in the community) / Homework Tutoring
5:00 – 5:30 p.m.	Evening Meal
5:30 – 6:00 p.m.	Cognitive Behavioral Therapy Groups / Guest Speaker(s)
6:30 – 7:00 p.m.	Chores / Clean Up
7:00 – 7:45 p.m.	Team Meeting / Positive Skills Development
7:45 p.m.	Transport Home

Additional services offered at Rite Track Youth Services, include the following:

- ❖ **Life Skills:** In 2020, the Evening Learning Center developed an innovative way to maintain students engaged through Life Skills Cooking Demos. During these demonstrations, Rite Track staff streamed themselves cooking meals through Zoom, while students watched from their homes. This provided the youth an opportunity to learn new recipes and ask questions. The classes included a copy of the recipe, along with the ingredients and tools required to complete the meal.

The “hands on” approach through Zoom helped students engage with Rite Track Staff and taught them healthy recipes for them to engage with their families at home.

- ❖ **Clinician Services:** Students have access to the site clinician three times a week, no appointment necessary. Clinicians are also available for individual and family therapy sessions. Clinicians address daily negative behaviors and help establish individual corrective plans in order to help establish sobriety, family unity, self-worth, etc.
- ❖ **Case Management:** Students have access to their case manager four times a week and create individual treatment plans. Students also create short term and long-term goals with the focus on sobriety, academics, employment, post-secondary education, community service, addressing negative behavior and overall program performance.
- ❖ **CPR/First Aid Certification:** In 2019, the Evening Learning Center added a CPR/First Aid Certification Course to their array of services. Students are trained in CPR/First Aid for adults, children, and infants, by an in-house staff member who is trained and certified as an instructor through the American Red Cross.
- ❖ **Recreational Activities:** Students have an opportunity to participate in recreational activities such as sport activities, gymnasium activities, arts and crafts, community beautification projects and community service.
- ❖ **Music Lessons:** In collaboration with Imperial County Behavioral Health Services, Rite Track offers a Monday Music Class to youth attending the Evening Learning Center. Through the music class, students develop language and reasoning. The music class promotes craftsmanship and develops areas of the brain related to language and reasoning in order to improve students’ overall quality of work.
- ❖ **Art Lessons:** Since 2019, Rite Track has incorporated art in their curriculum, partnering with a local artist, to provide art courses to the youth. Students learn the fundamentals of art and explore coping and stress releasing strategies through art. Art has been known to enhance development, socio-emotional and academic performance. Through the art class, students are encouraged to explore their creativity and freedom of expression. Rite Track additionally supplies students with art materials for projects that may require additional work at home.
- ❖ **Urine Analysis:** Students sobriety and substance abuse is monitored through a weekly urine analysis test in which all students are tested for five substances, including cocaine, methamphetamine, tetrahydrocannabinol, opiates, and benzodiazepines.
- ❖ **Career Series:** Rite Track utilizes local resources to expose the youth to different opportunities from businesses and organizations within the community. Guest speakers serve as an inspiration to the youth by witnessing powerful testimonies of perseverance and resiliency.
- ❖ **Educational Field Trips:** Rite Track aims to encourage students to pursue a post-secondary education through vocational or academic programs. Through educational field trips, the youth have been able to explore opportunities available to them outside of the County of Imperial, such as visiting San Diego Job Corps Center and College of the Desert in Palm Springs.

Mentoring and Tracking Program

Rite Track’s Mentoring and Tracking Program is designed to assist youth that require additional community-based services in order to fulfill the terms of their probation or that necessitate assistance in accessing community-based services. Each student referred to the program is matched with an age-appropriate role model who mentors them throughout their program, interacts with the student in multiple ways in the community, and is available to them twenty-four hours a day and seven days a week. According to Marilyn Prince-Mitchell



Ph.D. from Psychology Today, teens, regardless of income level, who are paired with a strong supportive mentor, are more likely to grow intellectually, interpersonally and emotionally.

Students become better planners, organizers, problem-solvers, and more self-confident, self-aware, and ultimately positive members of their community. Some of Mentoring and Tracking Services include the following:

- ❖ Telephone Check-Ins/In-Person Contacts
- ❖ Individualized Service Plans
- ❖ Pro-Social Mentoring Activities
- ❖ Community Service Linkage
- ❖ Youth Liaison and Advocate
- ❖ Crisis Intervention
- ❖ Social Skills Workshops
- ❖ Educational Assistance
- ❖ Workforce Development and Linkage
- ❖ Substance Abuse Support
- ❖ Court Support
- ❖ Urinalysis Testing
- ❖ Family Reunification Services
- ❖ Linkage to Community Resources

The Mentoring and Tracking Program has additionally assisted students with obtaining California Identification Cards, California Driver's Handbook practice tests, assistance with Imperial Valley College enrollment, tattoo removal assistance, transportation to doctor appointments, GED test prep, GED test registration, vocational field trips, and incentives for participation and progress.

Soft Skills Workshop

In 2020, Mentoring and Tracking focused on building strong mentor-mentee relationships through an array of soft skills workshops, group sessions, and Zoom sessions. Sessions were provided in schools, at the Rite Track Youth Services center, and online via Zoom. Through soft skills workshops, students developed the tools and skills necessary to have a successful school year, obtain full mindfulness, build a strong resume, prepare for the annual job fairs, dress for success, prepare for a job interview and learn to identify unhealthy relationships and how to establish healthy relationships. During the workshops, mentors worked with students on Social Skills, Cognitive Behavioral Interventions for Substance Abuse, Stress Management, and Self-Care (Mindfulness).

Rite Track Proud Parenting Program

Rite Track/Rite of Passage Adolescent Treatment Centers and Schools (ATCS) in conjunction with Imperial County Probation Department, continue to work alongside the Board of State Community Corrections to provide services to young parents. The Proud Parenting program provides opportunities for at-risk teenage parents to participate in evidence-based, cognitive, therapeutic parenting classes. The program is designed to increase participants' parenting success, while decreasing the risk of further or future involvement with the Juvenile Justice System or Child Protective Services (CPS). Upon completion of the program, all participants receive a certificate of completion and a \$50.00 gift card. All Proud Parenting participants complete a pre and post evaluation in order to measure their gained knowledge, stress reduction and overall program experience. The goal for the program is to provide services and programming for up to fifty teenage parents from Imperial County and their children on

an annual basis. Through collaboration with public and private programs, Proud Parenting offers services at local One Stop centers, high schools, community schools, as well as participants' homes and in the Rite Track classroom. In recent years, Proud Parenting has conducted outreach activities, and expanded their services to Winterhaven, California (home of the Quechan Tribe), and to inmates at Imperial County Jail. In 2020, Proud Parenting focused on expanding services to families via Zoom and online forum as a response to COVID-19. Participants of the program received Nurturing Parenting sessions as well as Aggression Replacement Training.

The Rite Track programs and services described herein will be available for Secure Track youth based on their age, relative sophistication of offense(s) and ability to adapt to program requirements.

IMPERIAL COUNTY BEHAVIORAL HEALTH SERVICES

Imperial County Behavioral Health Services (ICBHS) provides quality professional services to achieve independence and community integration for individuals suffering from mental illness and substance abuse.



Youth and Young Adult Services (YAYA):

The Imperial County Behavioral Health Services Youth and Young Adult Services are designed to meet the needs of Imperial County youth and young adults ages 14-25 years. All services provided through YAYA are integrated, individualized, and developed to promote individual and family-centered recovery, resiliency and wellness. The program focuses on the youths' strengths and unique needs in an effort to promote mental health stability and recovery. Programs available to YAYA participants include Prevention Services, the Adolescent Habilitative Learning Program (AHLP), the Alcohol and Drug Adolescent Outpatient Drug Free (ODF) Program, Full Service Partnership Program, Anxiety and Depression Clinics, Juvenile Hall Services, and Adolescent Alcohol/Drug Prevention Program.

These services will be available to Secure Track youth under Imperial County's SB 823 Plan:

Prevention Services:

The Adolescent Prevention Program targets high-risk youth and provides them with an evidence-based curriculum "Too Good for Drugs and School Violence" to deter them from using substances and becoming substance dependent.

Anxiety and Depression Clinic

Imperial County Behavioral Health Services YAYA Anxiety and Depression Clinic provides a comprehensive set of services that serve individuals who are diagnosed with depression and anxiety disorders. The focus of treatment is therapy and medication support as needed.

Services available are the following:

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|----------------------------------|---|--|
| ❖ Individual / Group Counseling | ❖ Therapeutic Behavioral Services / Therapy | ❖ Substance Abuse Treatment |
| ❖ Crisis Intervention | ❖ Targeted Case Management | ❖ Rehabilitation Technician |
| ❖ Medication Support Services | ❖ Intensive Care Coordination | ❖ Intensive Home Based Services (IHBS) |
| ❖ Mental Health Services/Therapy | | |

Evidence Based Practices

Mental Health Services provided at the Full Service Partnership Programs and Anxiety and Depression Clinics include the implementation of Evidence Based Practices by therapists and/or mental health rehabilitation technicians. These research-based practices have been proven effective in targeting specific mental health disorders and promoting recovery. The models used in Youth and Young Adults Services include:

- | | |
|--|---|
| ❖ Cognitive Behavioral Therapy | ❖ Aggression Replacement Training |
| ❖ Cognitive Processing Therapy | ❖ Portland Identification and Early Referral (PIER) Model |
| ❖ Trauma-Focused Cognitive Behavioral Therapy | ❖ Moral Reconation Training |
| ❖ Functional Family Therapy | ❖ Too Good for Drugs |
| ❖ Depression Treatment and Quality Improvement | |

Full Service Partnership:

The YAYA Full Service Partnership program is a component of the Mental Health Services Act (MHSA). Program criteria include individuals who are aging out of the Child and Youth Mental Health System, in the Juvenile Justice system, aging out of the Social Services system, those who have a dual diagnosis of severe emotional disturbance and substance abuse/dependence, are at risk of or have already been removed from the home, or those who are experiencing either homelessness or at risk of being homeless.

This program consists of a full range of integrated community services and support structures for youth and young adults, ages 12 to 25, which include direct delivery and use of available community resources. The services provided include individual case management, rehabilitative services, “Wrap-like” services, integration of community mental health and substance abuse treatment, crisis response, alternative to juvenile hall, home and community re-entry from juvenile hall, youth and parent mentoring, supported employment or education, transportation, housing assistance, benefit acquisition, and respite care. The targeted population consists of:

- ❖ **Seriously and Emotionally Disturbed (SED) Adolescents** - Ages 12-25, who, as a result of a mental disorder, have substantial impairment in at least two of the following areas: self-care, school functioning, family relationships, or the ability to function in the community, and who are either at risk of or have already been removed from their home; or whose mental disorder and impairments have been present for more than six months or are likely to continue for more than one year without treatment; or who display at least one of the following: psychotic features, risk of suicide, or risk of violence due to a mental disorder. These individuals may also be diagnosed with a co-occurring substance abuse disorder.
- ❖ **SED Severely Mentally Ill (SMI) Transition-Age Youth** - Ages 16-25, who, as a result of a mental disorder, have substantial impairments in at least two of the following areas: self-care, school functioning, family relationships or the ability to function in the community and are unserved or underserved and are experiencing either homelessness or are

at risk of being homeless; aging out of the child and youth mental health system; aging out of the child welfare system; aging out the juvenile justice system; have involvement in the criminal justice system; are at risk of involuntary hospitalization or institutionalization; or are experiencing a first episode of mental illness. These individuals may also be diagnosed with a co-occurring substance abuse disorder. These services include, but are not limited to:

Medication Support Services	Intensive Care Coordination	Housing & Independent Living Assistance
M.H Services / Therapy	Physical Health Services	Substance Use Disorder Treatment
Targeted Case Management	Linkage to Education	Intensive Home Based Services
Peer Support	Fitness Program	Employment & Vocational Training
Crisis Intervention	Financial Aid Services	M.H Services/ Rehabilitation Technician
Therapeutic Behavioral Services	Socialization Activities	Family Education Support Groups

It should be noted that Mental Health Services provided at the Anxiety and Depression Clinics, as well as at the Full Service Partnership Programs, include the implementation of Evidence Based Practices by therapists and mental health rehabilitation technicians. These research-based practices have been proven effective in targeting specific mental health disorders and promoting recovery. The models used in Youth and Young Adult Services include:

- ❖ Cognitive Behavioral Therapy
- ❖ Cognitive Processing Therapy
- ❖ Trauma-Focused Cognitive Behavioral Therapy
- ❖ Parent Research Achieve & Excel Through Empowerment Strategies (PRAXES)
- ❖ Motivational Interviewing

PRAXES – People Reach Achieve and Excel through Empowerment Strategies

Supportive services are currently offered to parent(s) and guardian(s) of Youth and Young Adults clients. The vision of PRAXES is to advance the strength of parents and caregivers of children with special needs (mental health, intellectual, or physical) through education, support, and empowerment. Thus, they can live healthy and functional lives while caring for the child. Therefore, every parent has talents, skills, and attributes which they use to improve their personal life. The PRAXES program aims to improve the quality of life for parents through their involvement with the curriculum of sessions designed to reduce family stress, improve parent-child relationships, and nurture skills for parents in their home and community life.

Adolescent Facilitative Learning Program (AHLF)

Provides combined mental health and education services to adolescents age 13-17 and/or 7th-12th grade whose emotional/behavioral disturbances prevent them from maximizing their learning and functioning capabilities in regular classroom settings. The program is designed for youth who have symptoms of anger, distress, depression or anxiety that severely impair their daily functioning and need higher level of outpatient care that may also require prescribing and frequent monitoring of psychotropic medication and consist of the following goals:

- ❖ To treat and stabilize acute, brief emotional and behavioral disorders, which may otherwise require inpatient, care.
- ❖ To alleviate serious behavioral excesses or deficits which interfere with personal, family and social functioning.
- ❖ To provide a structure and supportive environment that serves as transition between the school and outpatient services.
- ❖ To provide comprehensive, multi-disciplinary assessment as a basis for creating psychosocial and behavioral treatment plans.
- ❖ To treat and stabilize acute, brief emotional and behavioral disorders, which may otherwise require inpatient care.

Behavioral Health Services at Juvenile Hall:

Specialty mental health services are made available to all high-risk youth detained at Juvenile Hall who meet medical necessity criteria. All incarcerated youth are screened for mental health services by juvenile hall staff as part of their admission process utilizing the Massachusetts Youth Screening Instrument (MAYSI-2). If a need for mental health services is identified, Juvenile Hall staff completes a referral to ICBHS. All youth referred to ICBHS receive a comprehensive intake assessment by a clinician who may recommend further mental health services be provided to the youth. Referrals to ICBHS can also be initiated by juvenile hall staff, Probation Officers, or nursing staff at any time during the youth's stay at juvenile hall if mental health needs are identified after the youth's admission or if a youth requests services. During 2020, ICBHS juvenile hall services received 73 referrals and provided the following services:

- | | |
|--------------------------|--------------------------------------|
| ❖ Mental Health Services | ❖ Targeted Case Management |
| ❖ Individual Therapy | ❖ Substance Abuse Disorder Treatment |
| ❖ Medication Support | |

Part-time psychiatrists provide psychiatric services, medication, and support services to youth at Juvenile Hall. Services include psychiatric evaluations and medication management. ICBHS clinicians are also on-call afterhours, on weekends and holidays to conduct crisis interventions for those youth who present risk of harm to self or others. The role of the on-call clinician is to conduct a risk assessment to provide interventions geared towards reducing the risk. The clinician works closely with Juvenile Hall staff to determine the appropriate supervision level for the youth and coordinate further mental health treatment when necessary.

In efforts to maintain the youth's participation in mental health treatment after their release from juvenile hall, ICBHS has assigned community service and mental health workers to participate in scheduled visitations at juvenile hall to educate youth in custody and their families regarding the availability of mental health services. These services assist in engaging youth and families in reducing stigma associated with accessing mental health services and through these efforts, parents will have a better understanding of the importance of supporting their youth's mental health needs.

Substance Use Disorder Treatment for Adolescents

Imperial County Behavioral Health Adolescent Substance Use Disorder (SUD) program provides quality professional services to youth suffering from substance use. Substance abuse counselors, mental health

counselors, and psychiatric social workers provide youth ages 12 to 18 with substance use disorder treatment. Youth are serviced through the SUD program at their local high school, the behavioral health adolescent SUD clinic, and at the Imperial County Juvenile Hall. Substance Use Disorder services are provided by:

- ❖ Doctors who specialize in addiction medicine
- ❖ Therapists and Substance Use Disorder Counselors
- ❖ Nursing staff trained in Substance Use Disorder treatment

Services include teaching youth the skills necessary to make recovery possible and clinical staff will focus on some of the following topics:

- | | |
|---|----------------------|
| ❖ Building motivational skills | ❖ Anger management |
| ❖ Managing thoughts, feelings and behaviors | ❖ Coping with urges |
| ❖ Goal setting | ❖ Relapse prevention |

During the COVID-19 pandemic, youth continued to be serviced utilizing a virtual platform and via phone conference and telehealth services. SUD services provided to youth include Outpatient Services, Intensive Outpatient Services, Recovery Services, Case Management and Residential Treatment.

Juvenile Hall Services

Adolescent SUD Treatment Programs provides individual and group counseling services to youth detained at the Imperial County Juvenile Hall. Services are provided by an SUD Counselor who conducts alcohol and other drug screening, counseling, case management, and prevention services. The youth are linked to outpatient SUD treatment programs, in which they will be individually assessed to determine an appropriate level of care for ongoing treatment and services.

Outpatient Services

Consist of a maximum of 6 hours per week of any of the following:

- | | | |
|-------------------------|-----------------------|-------------------------------------|
| ❖ Intake / Assessment | ❖ Family Therapy | ❖ Crisis Intervention |
| ❖ Individual Counseling | ❖ Case Management | ❖ Treatment Planning |
| ❖ Group Counseling | ❖ Collateral Services | ❖ Discharge Planning & Coordination |

Intensive Outpatient Services

Consists of a minimum of 6 hours with a maximum of 19 hours per week of any of the following:

- | | | |
|-------------------------|-----------------------|-------------------------------------|
| ❖ Intake / Assessment | ❖ Case Management | ❖ Discharge Planning & Coordination |
| ❖ Individual Counseling | ❖ Collateral Services | ❖ Collateral Services |
| ❖ Group Counseling | ❖ Crisis Intervention | |
| ❖ Family Therapy | ❖ Treatment Planning | |

Recovery Services

Consists of support to manage the client's health and health care, use effective self-management support strategies, and use community resources to provide ongoing support; recovery services may be face-to-face, by telephone, or elsewhere in the community.

- ❖ Outpatient Counseling Recovery
- ❖ Monitoring / Coaching
- ❖ Substance Abuse Assistance
- ❖ Education and Job Skills
- ❖ Outpatient Counseling Recovery
- ❖ Family Support
- ❖ Ancillary Services
- ❖ Relapse Prevention

Case Management Services

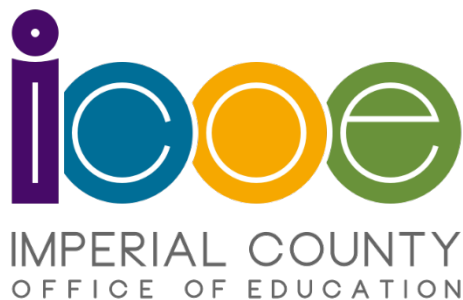
Support beneficiaries as they move through the DMC-ODS continuum of care from initial engagement through treatment and recovery supports. This includes:

- ❖ Comprehensive assessment, periodic reassessment
- ❖ Transition to a higher or lower level of SUD care
- ❖ Development and periodic revision of a client plan
- ❖ Communication, coordination, referral and related activities
- ❖ Monitoring service delivery
- ❖ Monitoring the beneficiary's progress
- ❖ Patient advocacy and linkages – medical, educational, social, vocational, rehabilitative, or other community service.

Residential Treatment Services

A 24 hour, short-term service that provides residential rehabilitation services to youth. This includes:

- ❖ Assessment
- ❖ Treatment Planning
- ❖ Client Education
- ❖ Family Therapy
- ❖ Collateral Services
- ❖ Individual Counseling
- ❖ Group Counseling
- ❖ Treatment Planning
- ❖ Transportation to Medically Necessary Treatment
- ❖ Discharge Planning and Coordination
- ❖ Crisis Intervention

IMPERIAL COUNTY OFFICE OF EDUCATION

The Imperial County Office of Education (ICOE), Alternative Education program is comprised of Juvenile Court and Community Schools. The Court School is Esther Huff School, located within Imperial County Juvenile Hall. This school provides educational services to minors detained by the juvenile court system. Imperial County Office of Education maintains three academies, Del Rio Academy (Brawley, CA.), Valley Academy (El Centro, CA.), and

Calexico Academy (Calexico, CA.), that specifically target at-risk juveniles who are under the jurisdiction of the Court. The district additionally includes an Independent Study Program, located in different sites throughout Imperial County serving students referred by school districts due to expulsion, a result of the recommendation by the School Attendance Review Board, or referred by the Probation Department pursuant to California Welfare and Institutions Code.

Alternative Education's Mission

Empower students to become productive members of the community by providing quality-learning opportunities in:

- ❖ Independent Life Skills
- ❖ Academic Skills
- ❖ Positive Self Concepts
- ❖ Effective Relationships with Others
- ❖ 21st Century Learners



The Imperial County Office of Education operates a State/County regulated independent study program. As an alternative to comprehensive classroom instruction, the Independent Study Program provides curriculum materials and instructional support designed to assist parents who choose to educate their children at home or who travel for business or vacation and need to facilitate their children's continuing education. Independent Study is also

an educational option for Community School students that are meant to respond to the student's specific educational needs, interests, aptitude, and abilities within the confines of the school board policy.

The Esther Huff School located at Juvenile Hall provides educational services to detained offenders and tailors courses specific to the needs of each student. The school provides pre-assessments and post-assessments that are completed upon enrollment and exit to measure academic progress for all students, as well as maintain and develop individual education plans as necessary.

Imperial County Office of Education – Student Goals

- ❖ Improve student achievement through the pursuit of high standards in attendance, behavior and academics
- ❖ Commit to continuous improvement of the environment in which teaching and learning occurs.
- ❖ Strive to strengthen collaboration ties with parents, the community at large and support providers to deliver the services needed to successfully transition students to district schools.
- ❖ In addition, ICOE strives to focus on the following Expected School-wide Learning Results (ESLR's)

**IMPERIAL VALLEY DESERT MUSEUM (IVDM)**

The Probation Department collaborates with Imperial Valley Desert Museum, to provide services to at-risk youth through diversion community service, as well as detained youth through their History on the Go! Program. In 2019, Imperial Valley Desert Museum received the Youth Arts Action Grant (YAAG) through the California Arts Council, which made it possible for the museum to expand its services to the Imperial County Probation Department. The Youth Arts Action Grant

allows youth detained at Juvenile Hall to produce artwork, youth involved in the Community Work Service Program to install the artwork produced at Juvenile Hall, and provides additional educational instruction. The partnership has allowed youth within Juvenile Hall to receive educational instruction by the Imperial Valley Desert Museum where they learned about traditional culture and participated in art projects throughout the year. The classes and workshops are held within Imperial County Juvenile Hall and at the Desert Museum located in Ocotillo, California (for out of custody youth). It is contemplated that these opportunities will also be available to SB 823 youth. The Youth Arts Grant project has enabled youth to gain cultural enrichment by being exposed to the History on the Go! lectures, which place great emphasis on the indigenous Kumeyaay tribe of the region, as well as the progression of Lake Cahuilla to what is now the Salton Sea, science and terminology. Efforts by the Imperial Valley Desert Museum to propagate desert plants to the Salton Sea to prevent evaporation are incorporated into daily lectures. Youth have been able to create sculptures, exterior artworks, and make traditional objects and tools with clay. Youth have additionally engaged in the use of watercolor painting following lectures of desert creatures and plants, displaying their creative expression. Through the YAAG grant, some of the paintings were selected to be displayed at the Desert Museum for a future art exhibit. In the latter part of projects, youth contributed to the museum by designing and creating mosaic tile sculptures, which were implemented in the museum's collection of artwork.

JUVENILE HALL – GARDEN OF DREAMS

The Garden of Dreams, introduced in 2015, offers residents of Juvenile Hall the opportunity to learn about the delicate balance between living and surviving through a hands-on application of growing fruit and vegetables. Currently, the Garden of Dreams employs the services of a Master Gardener, who the importance of: fostering a positive relationship with the environment, creating an understanding of complex and diverse biological ecosystems, creating an understanding of where food comes from, developing experiences through hands-on work, and developing skills that are necessary to tend a garden from seed to harvest. Working in the garden helps youth create lifelong, positive relationships with the environment that promote environmental stewardship and provides a natural opportunity for youth to work across disciplines and across divisions. The circular process from and planting to tending and harvesting, teaches the participating youth in a practical and visible way and instills in them the values of responsibility, caretaking, patience, and hard work. Young people housed in the Juvenile all under SB 823 provisions will participate in the Gardening Program.

WRAPAROUND SERVICES



In 1997, Wraparound was established in California under Senate Bill (SB) 163 (Chapter 795, Statutes of 1997) which allows California counties to develop a Wraparound Services program using State and county Aid to Families with Dependent Children -Foster Care (AFDC-FC) dollars. This legislation permits counties to use the funding for planning and service delivery instead of for placing children/youth in high-level group homes. The intent of the legislation was to return children and youth in-group home care to their homes and communities or help children at imminent risk of placement in high-end group homes to remain in their homes. Secure Track youth transitioning from the Juvenile Hall to their families and communities will be eligible to receive WRAP Services, in order to reduce the risk that they may be placed in an out of home setting, or to assist them in the transition to Independent Living. . Wraparound is a program collaboratively implemented by Behavioral Health Services, Department of Social Services, and Probation, to reduce the risk of out-of-home placement and recidivism by bringing individuals, agencies, and the community together as the decision making team with the central focus being to meet the needs of the child and family. From the start, a Child and Family Team is formed and works directly with the family as they identify their own needs and strengths. The team develops a service plan that describes specific strategies for meeting the needs identified by the family. The service plan is individualized, with strategies that reflect the child and family's culture and preferences. California Wraparound is intended to allow children to live and grow up in a safe, stable, permanent family environment. Wraparound can be used as an alternative to residential care for justice-involved youth who have complex needs by redirecting funds to provide intervention services instead of sending a youth to a Short Term Residential Therapeutic Program (STRTP).

For children and families in the foster care system, the Wraparound process can:

- ❖ Enhance strengths by creating a strength-based intervention plan with a child and family team
- ❖ Promote youth and parent involvement with family voice, choice, and preference
- ❖ Use community-based services; Create independence and stability
- ❖ Provide services that fit a child and family's identified needs, culture, and preferences
- ❖ Create one plan to coordinate responses in all life domains.
- ❖ Focus on achieving positive goals.

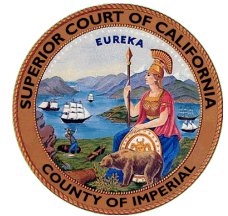
IMPERIAL COUNTY DEPARTMENT OF SOCIAL SERVICES (ICDSS)



In the event youth may be in need of social service assistance upon their release, they are referred to the Imperial County Department of Social Services (ICDSS). ICDSS provides essential basic needs assistance to individuals by connecting them to benefits including General Relief, referrals to Medi-Cal, CalFresh, CalWORKs, among other social service programs. ICDSS services are geared to assist individuals in their reintegration back into society and encourage self-sufficiency thereby reducing recidivism.

IMPERIAL COUNTY SUPERIOR COURT ACCESS CENTER

In the event a youth requires legal assistance, they may be referred to the Imperial County Superior Court Access Center. The Access Center provides Self-Help services for family law matters and certain civil cases are available for self-represented court customers who seek legal information and resources.



IMPERIAL VALLEY FOOD BANK (IV FOOD BANK)



Should realigned youth and their families find themselves struggling to secure necessities, such as food, the youth will be able to access the IV Food Bank. The IV Food Bank provides healthy, nutritious food to those in need within the community.

GEO RE-ENTRY SERVICES

Located within the Day Reporting Center at Imperial County Probation, GEO Re-Entry Services is the primary point of contact for clients who participate in Cognitive Behavioral Programs. GEO Re-Entry Services aims to promote positive change by modeling pro-social attitudes and providing a structured environment by linking offenders with the resources and services they need to be successful. GEO orients new clients to program



requirements and use assessment tools to determine an individual's risk and needs in developing a comprehensive behavior change plan. Elements of a behavior change plan include:

- ❖ Cognitive and Behavioral Change through Moral Reconciliation Therapy (MRT)
- ❖ Behavioral and criminogenic assessments
- ❖ Behavioral Change Plan
- ❖ Weekly Individual Cognitive Behavioral Therapy (ICBT)
- ❖ Case Management
- ❖ Outpatient Substance Abuse Therapy (OSAT)
- ❖ Outpatient Substance Abuse Education (OSAE)
- ❖ Anger Management
- ❖ Parenting
- ❖ Employment Readiness and Job Search
- ❖ Life Skills and Cognitive restructuring Lab
- ❖ Random Urine Analysis Testing, Daily Alcohol Breathalyzer Testing, and Daily Check-Ins

The services are provided through a four level reporting and supervision program at the Day Reporting Center. Each participant will start at the most intensive level and progressively move through the program to the less structured levels. It is important to understand that each participants' required level of supervision depends upon the actual behavioral change that has taken place for each individual participant. Secure Track youth who have achieved adult age may be considered for participation with Geo Services, based on their offense history, level of sophistication, and willingness to commit to a structured, tier-based program model.

OTHER UNIDENTIFIED CONTRACTED SPECIALIZED PROGRAMS AND SERVICES

As we move forward with this population, it is anticipated that some service and programming gaps may be identified. These may be vocational, recreational, treatment or related 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

Imperial County plans to utilize grant funds to address the mental health, sex offender treatment, and related behavioral / trauma-based needs of the target population described in the section below:

MENTAL HEALTH

Imperial County Behavioral Health Services

Grant funds will be allocated to facilitate services through ICBHS to provide specialty mental health services to realigned youth, while detained at the Imperial County Juvenile Hall. Please refer to Part 3 Programs and Services (WIC 1995)(c)(2)) for detailed description of services. Imperial County Behavioral Health Services (ICBHS) will be the primary provider of mental health services on site.

Valley Psychological Services

Probation will utilize grant funds to expand the current partnership with the Rite Track Youth Services, to incorporate services for the targeted population while detained at juvenile hall and under community supervision. With said partnership, youth will benefit from services offered through Rite Track Youth Services; including mental health. Currently, Rite Track Youth Services has a standing contract with Valley Psychological Services, who has a clinical psychologist on site dedicated to treat the youth's mental health needs by utilizing psychotherapy and other counseling skills to improve emotional and mental health well-being. Proposed changes to the existing contract with The Rite Track Youth Services are currently underway to allow youth in custody and out of custody be recipients of said services, as a supplement to the already existing county behavioral health.

SEX OFFENDER TREATMENT AND SERVICES

Matt Burgan, LMFT

Probation will be seeking to collaborate with Matt Burgan, LMFT, to assess and treat realigned youth, who may be court-ordered to complete sex offender treatment in a manner that is in accordance with regulations and expectations of The California Sex Offender Management Board (CASOMB) and the State Authorized Risk Assessment Tool for Sex Offenders (SARATSO).

The Juvenile Sexual Offense Recidivism Risk Assessment Tool II (JSORRAT-II) provides valuable information to the treating clinician regarding treatment needs and risk factors to be of clinical focus. Other instruments may be employed to assess the success of treatment and to re-evaluate offenders throughout the program to ensure their risks and or needs are being met.

Many sex offenders will be in the low or moderate risk category and for the low-risk population treatment may be contraindicated; however, to maintain current state compliance of one-year minimum of treatment, these individuals may be seen monthly either in a group setting or individually to process psychosocial stressors related to their sex offender status or probation monitoring.

For the individuals for whom group therapy is indicated, they will be seen by Matt Burgan on a weekly basis. The session will be a combination of cognitive behavioral therapy and motivational interviewing to engage the clients at their individual levels for risk and needs. Handouts and homework assignments will be utilized that are focused on the client's determined risk factors and criminogenic needs identified. Probation is currently in the process of negotiating a contract to service realigned youth with sex-offender treatment needs.

TRAUMA-BASED NEEDS

The Imperial County Probation Department will work diligently to seek agency-wide, ongoing trainings for all staff; specifically Juvenile Detention Officers, in the Trauma Informed Care (TIC) based approach. To help minimize re-traumatization, it is imperative for staff to have an understanding that most of the youth involved in the Juvenile Justice System have experienced a traumatic event at a given point in their lives. Research has established the correlation between exposure to trauma, traumatic stress and self-destructive behavior; therefore, through ongoing trainings, staff will be skilled to recognize the signs, symptoms and behaviors of the direct impact of trauma on the youth. The Imperial County Probation Department adheres to the TIC approach and realizes the direct impact that trauma may have on access to services; therefore, existing policy, procedures and practices will be re-evaluated to prevent the likelihood of youth re-traumatization.

The Imperial County Probation Department will allocate funding to collaborate with The Imperial County Behavioral Health Services (ICBHS) to provide Cognitive Behavioral Therapy to realigned youth. ICBHS through the Mental Health Services ACT (MHSA) Program offers the Prevention and Early Intervention (PEI) - Trauma-Focused Cognitive Behavioral Therapy (TF-CBT). Adolescents are provided with TF-CBT to prevent the development of serious mental illness for adolescents who have experienced a traumatic experience.

TF-CBT is an evidence based therapy approach for children and adolescents who are experiencing significant emotional and behavioral difficulties related to traumatic life events such as child sexual or physical abuse; loss of a loved one; domestic school, or community violence; exposure to disasters, terrorist attacks or war trauma. The intervention targets symptoms of post-traumatic stress disorder (PTSD), which often co-occurs with depression and behavior problems. It also addresses issues commonly experienced by traumatized children, such as poor self-esteem, difficulty trusting others, mood instability, and self-injurious behavior, including substance use. Children and parents learn new skills to help process thoughts and feelings related to traumatic life events; manage and resolve distressing thoughts, feelings, and behaviors related to traumatic life events; and enhance safety, growth, parenting skills and family communication.

Ideally, a trauma-informed approach to physical environment should begin in strategizing and designing aspects of a facility to produce a supportive environment for youth, staff and families. When planning a new facility is not an option, modifications can be considered to make existing facilities less trauma inducing. As Probation

continues to implement the trauma-informed care approach at Juvenile Hall, additional modifications to Dormitory 5, the assigned dorm for the realigned population, may be required. Probation is seeking to convert Dormitory five, into a more relaxed setting; thus creating a home-like environment by painting the walls in warm soothing colors and purchase comfortable furniture to encourage social interaction between youth and staff.

OTHER RELATED BEHAVIORAL NEEDS

Anger Management

A study published in the Journal, “Development and Psychology” found that 80 percent of middle-school students experience depression as a mixture of sadness and anger. It is not uncommon for youth to demonstrate their anger by engaging in verbal and physical altercations as a result of the inability to control impulses. Through allocated grant funding, the Probation Department is seeking to collaborate with the Imperial Valley New Creations Ministries to instruct youth on anger control. New Creations shall be responsible for providing a fifty-two (52) week evidence based, anger management program at juvenile hall targeted for the realigned population.

ADDITIONAL EXPENDITURES

Transportation vehicle

Probation has determined that a vehicle assigned specifically for the realigned population is necessary to accommodate all transports that may be required to Court hearings, appointments, treatments with private practitioners, hospitalizations, mental health hospitalizations, etc. Allocated grant funds for the purchase of a vehicle; to include all modifications of the vehicle to ensure safety of the youth and transportation staff when transporting realigned youth.

ADOLESCENT DEVELOPMENT

Imperial County plans to apply grant funds to address and support programs and services that promote healthy adolescent development for the target population described in the section below: (WIC 1995(3)(B)):

Custodial Programming and Services

It is the intent of the Probation Department to apply grant funding in support of pro-social, recreational activities that effectively promote healthy adolescent development. Programs and services should be driven by the goals of pro-social skill-building, improving behaviors and overall mental, emotional and physical well-being. Probation will focus on creating a developmentally appropriate learning setting for the realigned youth in ways that are both constructive and proactive by engaging the youth in services such as, educational, religious, community-volunteer partnerships, recreational and vocational while committed to juvenile hall. Probation is committed to enforce effective, adequately scaled, and sustained youth-serving programs for the realigned youth, while targeting rehabilitative needs.

Rite Track Youth Services

Probation is seeking to contract with the Rite Track Youth Services to service the realigned youth during their commitment to juvenile hall. Rite Track provides an array of effective services for youth that are supported by research and evidence-based practices. *Reference Part 3 for services provided by Rite Track.*

College Education

A critical component of helping youth set a path towards long-term success is higher education. Probation is seeking to establish a partnership with the Imperial Valley College (IVC) to promote continuance of education to the realigned youth while committed to juvenile hall. A myriad of online vocational courses are offered at IVC that may benefit the realigned youth and ensure a successful transition back to the community. Probation will utilize grant funding to pay for registration fees, required educational material, and other costs associated with their enrollment and education.

Mental Health Services

Mental health services offered at the Imperial County Juvenile Hall have been outlined on Part 3 Section (WIC 1995 (c) (2)). In addition, should the need to contract with a private practitioner transpire due to complex cases, the Probation Department would utilize grant funding to meet the realigned youths' mental health and rehabilitative needs on an as needed basis.

Substance Abuse Services

As a result of a recent partnership, the Imperial County Behavioral Health Services Substance Use Disorder (SUD) Clinic will service the realigned population during their commitment to juvenile hall. Services offered to the realigned youth will consist of conducting assessments for determination of level of care, individual counseling sessions, case management, Medication-Assisted Treatment (if necessary), linkage to drug and alcohol residential treatment programs, medical physical exams and linkage to mental health services.

Religious Services

Religious Services offered to the youth at the juvenile hall are provided by Turning Point Ministries, a Christian Discipleship School. Group services and individual bible studies are offered twice a week, on a voluntary basis.

Horticulture

Probation is seeking to expand the existing Garden of Dreams, a horticulture program, by allocating multiple areas throughout the facility, where additional gardens may be harvested as an added project identified for the realigned youth. According to the Journal: Home Gardening and the Health and Well-Being of Adolescents published in 2016, the following data was drawn from a national youth health and well-being survey, conducted in 2012. In total, 8,500 randomly selected students from 91 randomly selected secondary schools completed the survey. Results reflected two thirds of students had a vegetable garden at home and one quarter of all students participated in home gardening. Students participating in gardening were most likely to be male, of a Pacific Island ethnicity, of younger age, and living in a rural area. Gardening was positively associated with healthy

dietary habits among students, such as greater fruit and vegetable consumption. Gardening was also positively associated with physical activity and improved mental health and well-being. Students who participate in gardening report slightly lower levels of depressive symptoms and enhanced emotional well-being and experience higher family connection than students who do not participate in gardening. In conclusion, gardening may make a difference for health and nutrition behaviors and may contribute to adolescents' health and well-being in a positive manner. By utilizing grant funding, the Probation Department will be purchasing necessary gardening equipment and materials to fulfill the program objectives.

Desert Vegetation Cultivation

The Imperial Valley Desert Museum (IVDM) currently has an Activities and Propagation Center (APC), located near the museum premises, which focuses on the cultivation of desert plants, which are intended to be replanted along Salton Sea's receding shore line, to help fight desertification. Through caring for the plants, youth are taught proper ways to garden and care for desert plants. Youth learn what native plants can be used for, such as medicinal purposes or for basket-weaving practices, as well as learning about the history of the indigenous Kumeyaay Tribe. The IVDM is seeking to expand its internal APC program and allocate dedicated staff to implement a gateway program at Imperial County Juvenile Hall. A gardening space will be allocated within Juvenile Hall, an extension of the existing Garden of Dreams, to focus on native desert plants.

Hiking Trail

The Imperial Valley Desert Museum (IVDM) intends to host the Secure Track youth for educational field trips and day passes to gain work experience at the discretion of the Probation Department. The vision of IVDM is to engage the Secure Track youth in their creation of a one to two mile hiking trail near the museum premises, where the youth would clear a pathway for a walking trail, compact materials, and install signage. This work experience is accompanied by a lesson about desert landscaping and conservation, allowing the youth both indoor and outdoor learning experiences.

Health and Wellness

Probation will contract a certified Tai Chi instructor who will provide lessons to the realigned youth. Tai Chi is known for its many physical and emotional benefits; including decreased anxiety and depression and improvements in cognition (Healthline.com). Some benefits from practicing Tai Chi include reduced stress and anxiety, improved mood, better sleep; hence promoting youth with healthy adolescent development while at juvenile hall. Youth participating in the Tai Chi classes are able to learn techniques of relaxation, mindfulness, and self-regulation.

Incentivized Programming

The Honor Dorm Program is an incentivized program that will be offered to the realigned youth with the intent to encourage satisfactory, orderly conduct in the facility. The program consists of a "point-system" in which

realigned youth will have the potential to earn points during the week based on good behavior. As a reward, realigned youth intended to participate will be given the opportunity to spend quality leisure time in the honor dorm, which simulates a home-like environment with the option of a commissary unit where realigned youth may purchase food, snacks and/or hygiene products. Not only is this program intended to incentivize good conduct for the realigned youth, but also, promotes youth to strengthen social skills by interacting with other youth in a positive, pro-social activity. Through grant funding, the Probation Department will replenish the commissary on an on-going basis and items to reward youth to encourage participation in programming and achievement of behavioral goals.

Credit Recovery Services

The Academic Achievement Hour Program is a daily, one-hour program intended to support youth in credit recovery. This program is encouraged for youth at juvenile hall who may be credit deficient and provides youth with the opportunity to earn credits for completed coursework. In addition, this program is geared towards assisting youth with their assigned science courses and projects. Through grant funding, the necessary accommodations will be made to extend this program to the realigned youth to promote academic achievement through motivation, organization, time management and concentration.

Fitness Program

Physical activity is an essential component in promoting healthy adolescent development. Exercise is known to convey many health benefits, but during adolescence, it is proven to have an added value. Sporting, not only does it strengthen social ties, but may also enhance youth's physical and mental health; hence, positively influencing academic performance. For these reasons, grant funding will be allocated to purchase fitness and exercise equipment such as treadmills, elliptical, stationary bicycles, stair climbers, steppers, home gymnasiums and other fitness equipment necessary to promote healthy lifestyles and engage the realigned youth in additional physical activities as they may be enduring long-term commitments to juvenile hall. In addition, the Probation Department is proposing to purchase sporting equipment conducive to large muscle exercises. Supplementary to fitness equipment, the Probation Department is proposing the construction of a multi-purpose building within the juvenile hall premises, where indoor activities may also take place. Currently, juvenile hall has limited indoor space allotted for any type of sport or recreational activities as the facility is currently not equipped in housing juveniles for long periods of time. Currently, the only physical activities and or sports existing at juvenile hall consists of engaging youth in outdoor, large muscle activities such as basketball, volleyball and soccer.

Independent Living Skills

Probation is seeking to incorporate an independent living skills program at juvenile hall to promote youth in achieving self-sufficiency. The assigned Re-entry Officer, further described in Part 5, will be tasked to strategize delivery of independent living services tailored to the youth's needs. Services will consist of instructing youth on

basic daily tasks to prepare youth for a successful transition into the community. The assigned officer will educate youth on daily living skills such as, basic housekeeping tasks, prepare laundry, kitchen duties, preparing balanced-nutritional meals, career development, educational resources, identifying housing options, healthcare and linkage to community resources and programs. Through allocated grant funding, the Probation Department will purchase the necessities to ensure the delivery of this service.

Music Education

Positive leisure activities is a strong component in promoting healthy adolescent development; therefore, the Probation Department will pursue to incorporate a music education curriculum offered to the realigned youth at juvenile hall. A two-year Swiss study involving 1,200 children in 50 schools showed that students involved in the music program were better at languages, learned to read more easily, showed an improved social climate, showed more enjoyment in school, and had a lower level of stress than non-music students, Weber, E.W. Spychinger, M. & Patry, J.L. (1993). Probation will collaborate with a music instructor who will develop a curriculum of basic music practices. In addition, grant funding will be utilized to purchase music instruments, accessories and equipment required to successfully initiate said program. Probation will incorporate Music Education as an additional activity for the realigned youth. The proposed Secure Track Administrative Team (STAT) will coordinate instrument band performances held at the multi-purpose building for the respective families to participate as audience. Please refer to Part 4 for a description of proposed expenditures.

Literacy Program

In order to encourage and strengthen the youth's literacy skills, the Probation Department is seeking to incorporate a literacy program in Dormitory 5, designated for the realigned youth. The goal of this program is to provide youth with the necessary reading materials, such as a variety of books, dictionaries, encyclopedias, bookshelves, etc. where youth may engage in an additional leisure activity either in-group or individually.

Culturally Diverse Programming

Probation is seeking to collaborate with the Imperial Valley LGBT (IVLGBT) Resource Center to service Secure Track Youth in custody and out of custody, who have self-identified as LGBTQIA+. Through this program, youth may receive supportive services such as individual or group counseling, peer mental health support, and discuss challenges to include transitioning stressors, family dynamics, and improving social skills. In addition, IVLGBT offers an anger management course, certified through the Anderson & Anderson Psychological Services. Said course consists of an evidence based, 26-week program with focus on contents in gaining better control and understanding, stress management, understanding of themselves and communication skills. Participants will receive a Certificate of Attendance upon completion of the program.

Mentoring Services – “Kids in Konflikt”

Kids in Konflikt is a Gang Awareness, Cultural Diversity, Anger Management, Substance Abuse, Life Skills Program mentoring at-risk youth, young adults and their families. Kids in Konflikt, known as KIK, was developed in 2009 by CEO and Founders Ron Gardner and Lynette Jones. He was the Executive Director and Administrator for Eureka Project House (an adolescent male facility for juvenile delinquent males ages 13-19) for over three decades. In addition, Mr. Gardner is a facilitator for the San Bernardino Police Academy at San Bernardino Valley College and currently a part of the SB 823 Subcommittee for Riverside County. Ms. Jones is a retired Probation Officer of twenty years from the Riverside County Probation Department. She was the Program Director at Eureka Project House and co-facilitates at the San Bernardino Police Academy at San Bernardino Valley College with Mr. Gardner. Both Mr. Gardner and Ms. Jones teach the Kids in Konflikt Program at Riverside Juvenile Hall as well as at the Alan M. Crogan Youth Treatment and Education Center (YTEC). The Imperial County Juvenile Hall intends to implement a mentorship program as part of the facility’s programming, where both Mr. Gardner and Ms. Jones can provide the Kids in Konflikt curriculum to the Secure Track youth.

Services that are included as part of the KIK curriculum include:

- ❖ **Victim Awareness:** Victim Awareness class is an 8-week program focusing on the impact one’s actions has on others. Topics include victim mentality; empathy; victim vs. bully.
- ❖ **Substance Awareness:** The Substance Awareness component is an 8-week program focusing on the importance of sobriety. Topics include Post Traumatic Stress Disorder Timeline; definition of addiction, 12 steps to sobriety; why we use.
- ❖ **Anger Management:** The Anger Management course is an 8-week component that allows participants to know it is okay to become angry, but how we express our anger is what becomes a concern. Topics include PSA (Pride, Stubbornness, Attitude); healthy forms of expressions; how to deal with events beyond our control; safety plan, de-escalation tools.
- ❖ **Gang Awareness:** The Gang Awareness Course is an 8-week component. Topics discussed are generational cycles; harsh realities of lifestyle and definition of P.C. 186.22. The Program advises participants that everyone’s opinion is valued; remain respectful and encourages the development of interpersonal skills. All participants are informed the class is “neutral territory”, thus we are all here to learn and make better life choices. Participants are given both in-class assignments, as well as homework to reiterate class curriculum. Lessons are taught through lecture, question/answer, role-play, scenarios, current events, guest speakers, group discussions, personal challenges and life experiences.
- ❖ **Community Service:** Due to COVID-19, community service assignments have been performed virtually. Assignments are based on giving back to the community and/or the participant’s respective milieu. For example, youth have been tasked to write letters to a Veteran thanking them for their service. Participants submitted their letters to KIK. The letters were then sent to the Veterans Affairs office, and hospitals.
- ❖ **Cultural Diversity:** Individual classes are offered regarding acceptance, tolerance, patience and understanding of different races, ethnicities, genders, sexual preferences, religious background/practices. Pre-COVID, the program utilized the Museum of Tolerance, guest speakers and documentaries. Topics include our differences and similarities, food, traditions, and music.
- ❖ **Independent Living Skills (ILS):** Participants needing specific classes on ILS are given individual sessions based on their level of self-sufficiency. Topics include budgeting, food assistance, rental agreements, understanding credit, job preparedness and maintenance, hygiene, setting boundaries, grocery shopping, utilizing public transportation, etc.

Each course component reinforces the importance of each participant, their worth, understanding their value and why they are a vital entity to our community.

- ❖ **Pro-Social Skills:** The program offers pro-social events and celebrations for each participant. For example, days/weeks/months of sobriety, improvement in grades, helping with chores, employment, submitting homework, attendance, being respectful to their parents/family, and abiding by terms of their supervision or probation. Each participant is acknowledged for their achievement for the month alongside their family, including celebrations with food of their choice, games, and movies.

For the Secure Track youth with day passes, other opportunities include:

- ❖ **Art Contest** - Participants are provided various topics, and create their own design, (i.e. KIK Logo). Participants vote on items. Each participant is given an incentive; the selected person is given an incentive, as well as their artwork being displayed.
- ❖ **Annual KIK Summit** - A one-day summit for all KIK participants, their families and the community with break-out rooms, food, guest speakers, prizes, incentives and awarding of scholarships.

Unidentified Contracted Services

As the Imperial County Probation Department continues to service the targeted population, additional support services to promote healthy adolescent development may be implemented.

FAMILY ENGAGEMENT

Family involvement is a critical element at all points of the juvenile justice system continuum; therefore, the preservation of family ties and understanding the positive impact families may have on youth development, especially throughout incarceration, is of outmost significance. A 2013 National Research Council (NRC) report cited evidence that a relationship with a parent or other adult figure can have a positive impact on an adolescent, serving as a protective buffer against external influence and the negative effects that might result from such interactions. The powerful influence of family has been found to produce positive outcomes for youth in confinement or community-based settings. As the NRC report notes, even in cases where parents may have played a role in adversely influencing a youth toward anti-social behavior, any youth development approach that aims to produce lasting change must include thorough engagement with families (National Research Council, 2013).

Secure Track Administrative Team (STAT)

The proposed STAT staff will serve as the main coordinator for all functions between the realigned youth and family during the youth's commitment to juvenile hall, as well as, ensuring an effective transition upon the youth's release to the community by providing the necessary tools to become productive, law-abiding members of society.

Visitation

As per mandates in Title 15 Minimum Standards for Juvenile Facilities, Section § 1374, Youth shall be allowed the opportunity for visitation a minimum of two hours per week. Regular visitation consists of parents or guardians. With the approval of the Facility Manager, additional supportive family members may also be allowed to visit the youth to encourage family engagement. In addition to in-person visits, remote visits via Zoom will be accommodated for the families. Contact visits and other visiting practices might provide opportunities for family interaction, help heal parent-child relationships, and mitigate the trauma of confinement. Currently, visitation is

being conducted inside juvenile hall's dining hall. As stated above, by means of grant funding, the Probation Department is proposing the construction of a multi-purpose building, where a variety of activities could take place including in-person visitation. Within the multi-purpose building, a visiting room will be designated, specifically for in-person visitation designed to provide a more welcoming, family-friendly atmosphere; such as painting walls with colors that are more encouraging to calming behavior, include round tables and chairs where families can sit around a table instead of across from each other.

Special Visitation

In addition to in-person visits and remote visits, the Probation Department will integrate special visitation as an incentivized activity for the realigned youth to promote good conduct. Considering that family integration is key in the rehabilitative process of the youth, the Probation Department will expand visitation options and allow additional visitation time on a monthly basis with their family. As an incentive, the Probation Department is proposing to allow youth to attend special visitation with their respective families in civilian attire, as opposed to their juvenile hall uniform. Through allocated funding, Probation will be purchasing the necessary approved attire for this program.

Family Picnic

As a proposed activity to strengthen family engagement between parents and realigned youth, the Probation Department is proposing to incorporate a family picnic program where families will be allowed to enjoy an on-site, outdoor picnic with the youth, as referenced in the proposed multi-purpose building. By utilizing grant funding, the Probation Department will purchase outdoor, durable patio furnishings and shades required for this program. As well as supply the family with meals. This program will serve as an incentive for the realigned youth who maintain orderly conduct in the facility.

Family Engagement Day Passes/ Weekend Passes

As youth advance into their fourth phase, Transition Phase, continuance of day passes and or weekend passes will be permitted contingent to the youth's progress for the purpose of strengthening the reunification process amongst the youth and their families. Youth will be initially considered for day passes involving family and positive community interactions. Once it is determined youth have been successful and compliant with their outings, youth may be considered for home weekend passes, as they come closer to fulfilling their commitment. Family activities such as family field trips to the Desert Museum and other local centers and entities may be encouraged and coordinated by STAT staff.

Family Educational Field Trips

The Imperial Valley Desert Museum (IVDM) has an existing collaboration with the Imperial County Probation Department, hosting youth for community work service and cultural enrichment activities. This partnership, has allowed youth the opportunity to connect to their environment, be educated about the art, history and science of

their community and develop professional skills that they will take with them the rest of their lives. Aside from assisting the museum events, the participating youth partake in history lessons of the desert region, the ancient indigenous tribes that settled in the region as well as lessons on fossils, native plants and animals. Using this program's concept, IVDM, will open its doors to Secure Track youth and their families to participate in educational field trips.

Interactive Parent Workshops

The Sure Helpline Crisis Center is a nonprofit organization governed by a Board of Directors comprised of healthcare, social services, and education professionals from Imperial County. Sure Helpline is the county's only rape center, and provides sexual assault victim services to residents of Imperial County. Sexual Assault Victim and Survivor services include Sexual Assault Awareness, Sexual Assault Prevention, Mental Health and Substance Abuse services. The services offered at Sure Helpline Crisis Center are available in both Spanish and English and offered in both individual and group settings. Aside from their traditional services, Sure Helpline Crisis Center provides support for parents, and will assist the families of Secure Track youth through parenting workshops.

The proposed parenting workshops from Sure Helpline Crisis Center are a response to the need of parents and/or guardians as active agents in the rehabilitation of their children. The vision of Sure Helpline Crisis Center in regard to the parenting workshops, is that being parents is not only a task, a profession, or a set of activities, but it is an attitude, a feeling and an experience with growing youth that requires a significant commitment on the part of the parents. The workshops are traditionally held at the Sure Helpline Crisis Center, or can be held within the community and at the Probation Department. The participants' skills are tested through immediate experiential workshops and interactive exercises using a roundtable dynamic. Proposed parenting workshop topics include:

- ❖ Types of Parents
- ❖ The Influence of Parents
- ❖ Self-Esteem
- ❖ Temperaments and Character
- ❖ Identity of the Parents
- ❖ Healthy Communication
- ❖ Dysfunctional Families
- ❖ Legacy of the Parents
- ❖ Disciplining with Love
- ❖ The Parents' Mission
- ❖ Healthy Relationships
- ❖ The Parents' Vision

Continuous Parenting Education

Community referrals for parenting classes will be submitted upon the youth's commitment to juvenile hall, and as needed. As an essential component of the reunification process, parenting classes may improve communication skills between parents and youth; therefore, strengthening their relationships during the youth's commitment to juvenile hall and after the youth's re-entry to the community.

RE-ENTRY SERVICES

Reentry planning will begin during a youth's time in custody so that each youth has an individualized reentry plan that is tailored to their required needs and services. The assigned team will be responsible to manage the youth's case so that services are in place upon the youth's release. Pre-release meetings will happen on a continuous basis to review the youth's reentry plan and discuss all community-based options available to the youth. This plan will include employment services, housing services, continuing education and other additional services. Please see below for services that will be available to the youth following their release from custody.

EMPLOYMENT

Work-Related Passes/ Work Furlough

For Secure Track youth have earned outside privileges, consideration will be given for work experience- related passes upon advancement to the Integration Phase of the Missouri Model. Phase Three will initiate the re-entry process into the community. Probation is seeking to collaborate with the Imperial County Workforce and Economic Development (ICWED) to service Secure Track youth. Services provided will consist of linking the youth to vocational trainings, job readiness courses, and instruct youth on searching for employment. Referral forms will be completed by Secure Track staff on behalf of the youth. A follow up interview will take place where the youth's interests and past work experience will be discussed for an appropriate training placement. Work related passes may be authorized for youth to attend employment related activities such as vocational trainings, workshops, internships and/or volunteer work for the purpose of gaining specific vocational experience. Vocational trainings offered:

❖ Center for Employment Training

- Welding Fabrication
- Truck Driver
- Green Building Construction Skills

❖ Imperial Valley Regional Occupational Program (IVROP)

- Security Guard
- Truck Driver Class A
- Certified Nurse Assistant
- Certified Medical Assistant

❖ Imperial Valley Electrical Training Center

- Electrical Journey Apprenticeship

❖ New Horizons

- IT Network Support Specialist
- Data Analyst Entry Level
- Adobe-Microsoft Certified Application Program

❖ Job readiness Workshops offered:

- Soft skills
- Phone etiquette
- Instruction on work attire
- Resume writing assistance
- Interview Skills
- Career Counseling

Imperial Valley Regional Occupational Program (IVROP):

IVROP offers multiple programs to assist realigned youth with employment opportunities. IVROP Ace Plus is aimed to help individuals from targeted populations such as homeless youth, justice involved youth, migrant youth and current or former foster youth residing in Imperial County between the ages of 18-24 into securing employment. IVROP Project Connect is a Workforce Innovation and Opportunity Act (WIOA) Youth Services Program serving youth between the ages of 14-24 years of age. Students will receive educational, occupational, and leadership skills, in addition to guidance support and counseling. IVROP Project Rise builds and works with community networks to use developmental assets findings as a foundation for measuring and monitoring skills and resources that initiate efforts to improve youth's readiness for life. IVROP STAR Program provides various workshops and activities that allow participants, who are receiving behavioral health services, to get hands on experience and enhance their knowledge in areas of their educational, vocational, and social lives. Participants receive completion incentives and certificates by completing workshops on basic skills, life skills, social skills and employability skills. STAR also offers case management support and additional support services. IVROP Workforce Innovation & Opportunity Act (WIOA) Adult Vocational Training Program provides vocational training opportunities for adults. WIOA eligible participants receive classroom and hands-on instruction for industry specific skills along with supportive services that may be available to enhance training. Available courses include Certified Nurse Assistant (C.N.A.), Security Guard, and Class "A" Commercial Truck Driving. IVROP also offers a job readiness workshop. This 20-hour workshop builds on the essential tools needed to enter the workforce. This workshop is designed to assess the current skill level of participants and enhance or refresh their employment seeking tools. Participants in this course will learn effective job search techniques, high quality interview practices, how to develop a competitive resume and how to communicate effectively to prospective employers.

America's Job Centers of California Centers (AJCCs)

Imperial Valley: AJCC is designed to be a 'One Stop' delivery system through which employment-related services and training are provided. AJCCs offer a comprehensive line up of employment and training services, including help with resume writing, interviewing skills, finding job openings, training programs, and much more. Additionally, through AJCC, age appropriate realigned youth may be eligible for the Adult Work Experience Program (WEX) program. The WEX offers job seekers help to obtain skills that are needed to succeed in the workplace and establish work history that is critical when applying for jobs. Through the WEX program, participants receive the opportunity to be paid while learning on-the-job, displaying their abilities and giving them a better chance to be hired long term.

Employment Development Department (EDD)

Imperial Valley: The EDD provides a comprehensive range of employment and training services in partnership with state and local agencies and organizations. These services benefit job seekers, laid off workers, youth, individuals currently working, veterans, and people with disabilities.

Imperial Valley College (IVC) Career Services Center

Should a SB 823 youth enroll in Imperial Valley College (IVC) they will have access to IVC's Career Services Center. IVC Career Services Center assists students with finding a major or career that interests them, creating and/or updating their resume and cover letter, applying for a job and interview preparation. Additionally, students will have access to the College Central Network job network and internship opportunities.

HOUSING

There are various housing options throughout Imperial County available to SB 833 realigned youth. Prior to a youth's release, the Probation Department will work with the youth to determine the best placement.

Family Placement:

Often times, it is in the youth's best interest to reside with a family member upon release. The proposed Secure Track Administrative Team (STAT) will work early on in the reentry planning process to identify a suitable home for the youth. The Probation Department will offer reunification services to the youth and their family during a youth's time in custody to smooth the transition. Family reunification services provided in custody are family functional therapy and PRAXES. Please refer to Part 3 for further detail regarding these services. If a viable family member is not identified in the initial phases of reentry planning, the STAT staff can utilize the LexisNexis database, which is a family- finding tool that assists in locating extended family.

Imperial Valley Housing Authority (IVHA):

IVHA offers public low rent housing throughout Imperial County. Based on eligibility criteria, youth may qualify for the following programs: Section 8 Housing Choice Voucher Program, Non Elderly Disabled Section 8 Program and Housing Opportunities for Farm Workers Program.

Lotus Living Rise Above, Resilient Community:

Youth who are pursuing higher education at Imperial Valley College, may qualify for Lotus Living Rise Above, Resilient Community housing. This housing community consist of tiny homes designed to provide housing to homeless youth. Youth that are released from custody and enroll in or continue with higher education at IVC, will be referred to this resource if they are in need of housing.

Spread the Love:

For youth who are facing homelessness, Spread the Love is a local charity, which may be able to provide assistance for youth to secure housing. Spread the Love seeks to address the various needs of those facing homelessness in the Imperial Valley. Spread the Love offers case management services, family reunification

assistance, rent/utility assistance, mobile showers, motel vouchers, clothing closet, hygiene products and a food pantry.

Campesinos Unidos Inc. (CUI):

An additional resource for youth facing homelessness is CUI. CUI provides assistance to families/individuals that are homeless or at-risk of homelessness. This collaboration provides assistance with past due rent or utilities, and provides emergency food. They also partner with the Imperial Valley Food Bank, to provide USDA Commodities distribution in two sites and provide families/individuals with access to healthy food.

In-Patient Treatment:

In the event the youth is facing homelessness and/or necessitates continued in-patient substance abuse treatment Probation will work with Behavioral Health's Substance Use Disorder Treatment Program to identify a local facility. Should the youth prefer other local options, Probation would be able to offer referrals to faith-based alternatives. In-county faith-based substance abuse treatment facilities include IV Ministries, New Creations (men's and women's home), Turning Point, Victory Outreach, and Trinity Baptist.

Local Shelters:

In the event no other housing options are available to a youth upon their release, the Probation Department will place the youth in temporary emergency shelters until a stable living arrangement is identified. Local shelter options include Catholic Charities Men's and Women's Shelters, Neighborhood House for Women, WomanHaven, and Salvation Army.

Short-Term Residential Therapeutic Program (STRTP):

For those youth who are ready for a lower level of care but may still require residential treatment youth may be referred to a STRTP. While at an STRTP, youth can take advantage of strength-based treatment, a structured living environment, recreation activities, community engagements and therapy. A STRTP will be able to give youth the support, treatment, and tools they need so they can once again thrive in a family home or better transition to Independent Living.

EDUCATION/VOCATIONAL

There are various educational and vocational options planned for realigned youth within the community. Below is a list of both education and vocational programs which realigned youth may take advantage of. The Probation Department understands educational/vocational programs may place a financial burden on the realigned youth. For this reason, SB 823 funds may be used to assist the youth with their educational/vocational needs.

Imperial Valley College (IVC):

IVC is a community college in Imperial County that offers Associates Degrees and training certificates in various fields of study. IVC offers multiple support programs to youth enrolled in the school. Extended Opportunities Program and Services (EOPS) is a program through IVC designed for specific populations who meet eligibility

criteria, one being justice-impacted youth. EOPS offers services such as priority registration, book grants, transportation assistance, individualized counseling, tutoring, and community referrals. EOPS staff are available to assist and support students in navigating personal, psychological, academic, and/or career-related issues through empathy, cultural-competence, and a commitment to equity and social justice. IVC also offers the Resilient Scholars Program. The Resilient Scholars Program offers a holistic case management approach for students that have experiences with foster care or homelessness. This program offers students counseling, book assistance, emergency assistance (food, housing, laptops, and mobile phones), bi-weekly/monthly educational case management and follow-up services, weekly workshops and referrals to community resources. Another educational resource available to realigned youth through IVC is the TRiO Program. Student Support Services TRiO Program is uniquely designed to support college students who are low-income, first-generation, and/or students with disabilities. The Program believes in the education of the whole person, and supports the psychological, emotional, and physiological well-being of students. Students in the TRiO Program benefit from individualized counseling/advising, academic support, peer networks, leadership experiences, and exposure to a variety of career/professional, academic, and self-development opportunities.

San Diego State University, Imperial Valley Campus (SDSU-IV):

The SDSU Imperial Valley Campus is a satellite campus of San Diego State University in Calexico, California, which serves residents of Imperial County. SDSU-IV Campus offers instruction for all four collegiate years, or, the ability for students attending community college to transfer in and complete their Bachelor's Degree. SDSU-IV offers the IVUP program to students who meet certain qualification criteria. The Imperial Valley University Partnership (IVUP) is an innovative educational initiative undertaken by Imperial Valley College (IVC), the Imperial County Office of Education (ICOE) and SDSU-IV that offers Imperial Valley students an accessible, and affordable, high quality education with a clear path to a Bachelor's degree in four years. IVUP accepts eligible students every fall semester into its new cohort. IVUP offers priority registration, mentoring and advising, scholarship opportunities, and full access to all resources available at both SDSU-IV and IVC.

The Center for Employment Training (CET):

CET is a job-training program, which teaches marketable skills to people of all educational levels and backgrounds. In addition to teaching trade skills in growing fields, CET provide supportive services and job placement assistance. Imperial County's CET program offers education in the following trade skills: Accounting Clerk, Green Building Construction Skills, Retail Operations Specialist, Truck Driver and Welding Fabrication.

The Learning Institute of Southern California (LISC):

The Learning Institute of Southern California (LISC) is located in El Centro, California; this school offers education, training and resources specific to the hair industry. Available fields of study include a barber program,

and a barber crossover program, which have been approved by the state Board of Barbering and Cosmetology. Additional courses include a state bar refresher course and an instructor course.

The Barber Program is 1500 hours and may be completed within 10-16 months. Theoretical and practical lessons approved by the State Board of Barbering and Cosmetology comprise the curriculum. Students are eligible for the State License Exam in California upon completion of the Barber Program.

LISC offers a state approved curriculum consisting of a three-phase model:

Phase 1: 0-300 hours, Entry-level practices, such as instruction on infection control/sanitation, client consultations, customer service, life skills, and professional image.

Phase 2: 301-1000 hours, Students assigned own workstation, supervised hands-on training and servicing live clients. Instruction on tax preparation, business preparation, and industry-related career paths.

Phase 3: 1001-1500, Initiation of externship, continued practice, preparation for state exam.

Instruction provided on the following services:

- | | | |
|------------|------------------|---------------------|
| ❖ Haircuts | ❖ Hairstyles | ❖ Chemical Services |
| ❖ Shaves | ❖ Color Services | ❖ Threading |
| ❖ Beards | ❖ Facials | ❖ Braiding |

Industry Lessons:

- | | | |
|------------------------|------------------------|--------------------|
| ❖ History of Barbering | ❖ Financial Management | ❖ Leadership |
| ❖ Life Skills | ❖ Business Preparation | ❖ Customer Service |

Career Options:

- | | | |
|--------------|--------------------|-------------------|
| ❖ Barber | ❖ Shop Owner | ❖ Platform Artist |
| ❖ Stylist | ❖ Examiner | |
| ❖ Instructor | ❖ Brand Ambassador | |

Approvals:

- | | |
|--------------------------------------|--|
| ❖ Board of Barbering and Cosmetology | ❖ Bureau for Private Postsecondary Education |
|--------------------------------------|--|

Internship Opportunities

The Imperial Valley Desert Museum (IVDM) intends to develop an internship program for skilled youth, who have earned day passes for work experience purposes. The selected youth will be partnered with the museum curator to gain cultural resource management skills and abilities. Museum curators typically manage an institution's collections, specifically, the acquisition, care and display of the objects and artifacts. Museum curators are also responsible for managing and presenting their collections in a manner that informs and educates the public. The internship presents an opportunity for youth to assist the museum in an office setting capacity, maintaining records of artifacts and other collection items, organizing and storing artifacts, and overseeing displays and exhibitions. It is additionally anticipated that long-term interns can assist IVDM with maintaining of archives, the installation of a new section compliant with the Americans with Disabilities Act of 1990 (ADA), and with habitat installation and conservation of endangered species exhibits.

TRAUMA-INFORMED & CULTURALLY RESPONSIVE SERVICES

The Juvenile Division of Imperial County Probation Department stands positioned to support this population from a results-driven perspective by utilizing current Evidence-Based Practices (EBP) and other preventative services, with an ongoing evaluation of outcomes. Evidence-based practices are defined in SB 678 as “supervision policies, procedures, programs, and practices demonstrated by scientific research to reduce recidivism among individuals under probation, parole, or post release supervision.” In practice, EBP refers to a set of practices believed (based on empirical and meta-analytical research) to induce and support individual behavioral change in people who have committed a criminal offense in the past. The use of EBP’s provides foundational data-driven systemic interventions that safely reduce reliance on detention. The Probation Department’s ultimate goal is to reduce and/or mitigate youths’ time in confinement by providing them with adequate supervision and targeted service linkage for a successful transition and permanency. In the context of probation, EBP can be split into five main areas, outlined below. EBP is multifaceted, and these descriptions are intended to provide basic context to the following discussion.

1. **Risk and Needs Assessment** - Accurate assessment of an individual’s risk to reoffend allows probation departments to appropriately target resources and interventions where they will be most useful. This is best implemented through the use of an actuarial risk and needs assessment tool to determine supervision levels and drive supervision plans.
2. **Effective Supervision** - Research indicates that the Probation Officer/probationer relationship is very important in affecting behavioral change. Probation Officers can encourage positive change through the use of motivational techniques. At the same time, probationers must be held accountable for their behavior. Accountability is reinforced by the use of swift and proportionate responses on the part of Probation Officers whenever probationers misbehave.
3. **Treatment/Targeted Intervention** - Treatment programs should address a probationer’s assessed criminogenic needs and should follow treatment protocols that have been evaluated for successful recidivism reduction.
4. **Collaboration** - Though collaboration is not strictly demonstrated to reduce recidivism, it is very difficult for probation departments to implement EBP without the support and services from other justice partners and community-based organizations.
5. **Management and Administration** - Similarly to collaboration, management techniques do not themselves affect individual probationer behavior. However it is difficult, if not impossible, to effectively implement EBP without organizational change. This includes the need for support and evaluation of Probation Officer work as well as departmental use of data for planning and management purposes.

Probation intends to allocate SB 823 funds for staff training regarding Evidence-Based Practices and Trauma-Informed Care (TIC) for Secure Track youth. Through continuous trainings and refresher courses on the abovementioned practices, Probation Staff will be able to effectively conduct interviews with families and be cognizant of a youth and families’ past and current traumatic experiences, in order to tailor the services provided to their individual needs. Further, with proposed trainings, Probation Staff will effectively conduct Positive Achievement Change Tool (PACT) Assessments (*Referenced in Part 3*), and obtain uniform inter-rater reliability scores. Additionally, proposed ongoing trainings include effective case planning and related topics including the Stages of Change, Motivational Interviewing, and the facilitation of Cognitive Behavioral Therapy (CBT) curriculums. Currently, select Probation Staff are trained to facilitate certain CBT curriculums such as Thinking

for a Change and Moral Reconciliation Therapy. If additional Probation Staff are trained on these and additional curriculums, this would expand the opportunities for realigned youth to receive CBT services both in the custodial and community settings (Refer to Part 4, for additional proposed trainings).

Further, it is intended that funds be allocated to target culturally responsive services. This includes funding a local Parent Partner, for their input during Multi-Disciplinary Services Team (MDST) meetings and Child and Family Team (CFT) meetings. This practice is widely utilized in the Child Welfare system, and allows parents (mothers and fathers) who have first-hand experience coping with the rigors of justice-involved youth and who have exhibited exceptional qualities in their own efforts to develop viable permanency plans for their children, an understanding of the Child Welfare system, an appreciation of what it takes to be successful, and personal qualities that lend themselves to collaboration with the Probation Department on various levels. The Parent Partner candidate is an individual who may provide knowledge and experience in two ways:

1. As parent advocates the Parent Partners will mentor parents currently involved in the system. It is expected that Parent Partners will attend stakeholder meetings and be a supportive voice for the family, and/or
2. As parent leaders the Parent Partners will act as the “parent’s voice” as participants on various committees and workgroups. This will allow the youth and their families to engage more freely during MDST and CFT meetings in that they feel represented, validated and supported. An additional goal for a Parent Partner is to reduce stressors for the youth and their families, by providing solutions and feedback regarding practices and services, thus relieving the youth and their families of ambiguity and feelings of intimidation during these meetings.

For the realigned youth, the Child and Family Team (CFT) Meetings are intended to be a youth-driven, team-based approach designed to support youth and their families in the planning, delivery and management of services, with the purpose of developing and discussing outlined case plan goals and attained goals. In addition, CFT meetings will be held on a bi-monthly basis for both youth in custody and out of custody, or as often as necessary. The assigned Probation Staff will be tasked with organizing and facilitating CFT meetings; therefore, funding will additionally be allocated for training Probation Staff on planning and facilitating effective CFT meetings. The assigned Probation staff will additionally coordinate Multi-Disciplinary Services Team (MDST) meetings for the purpose of engaging the family in the realigned youth’s progress and/or identifying additional needs and services throughout their commitment at juvenile hall, or while under community supervision. These meetings shall be held no longer than 30 days prior to the youth’s release from juvenile hall to ensure effective continuance of community services and a successful transition to the community. Involving families at this crucial decision-making point enables positive identification of services and resources a family may benefit from in the community.

In addition, Probation intends to allocate funds for training materials and tools, to engage the realigned youth with activities associated with current events and historic events. Probation is proposing the creation and ongoing maintenance of a culturally responsive “Calendar of Events”, to be located in the Day Room where realigned youth will program. The calendar is set to include multi-cultural holidays, monthly awareness themes, notable birthdays, and celebrations. Harvard University Professor Frank Dobbin published a controversial article in 2016 – *Why Diversity Programs Fail* – that boldly concluded diversity training generally does not work. Dobbin’s research concluded that it is more effective for organizations to demonstrate their commitment to diversity, as part of an everyday practice. “Effective diversity training must be part of related efforts, emphasizing anti-bias training throughout the year”, wrote Katerina Bezrukova, Co-Author of a diversity training study in *Psychological Bulletin*, and an associate professor at the University of Buffalo’s School of Management. Shane Green, author of *Culture Hacker*, concludes: “For training to be effective, the message must be reinforced regularly.” A culturally responsive calendar of events and related trainings and activities within Juvenile Hall, can enhance the youth’s and Probation Staff’s diversity knowledge and expand inclusion and raise awareness. Aside from celebrating important historic dates, Probation also intends to celebrate birthdays and accomplishments, such as graduations, and include the youths’ families in the process. This will improve family engagement efforts and allow families and Probation Staff to work cohesively in the efforts of promoting healthy adolescent development.

NONGOVERNMENTAL & COMMUNITY BASED SERVICE PROVIDERS

As counties assume responsibilities previously provided through the Division of Juvenile Justice, the path toward successful reintegration of youth into their communities relies on the effectiveness of collaborative efforts from community service providers. Youth must be enveloped with services designed to address both their risk and needs. In collaboration with Imperial County Probation, local service providers will be fundamental in providing the necessary tools and services for realigned youth to receive the services to meet their specific needs. As outlined in *Part 3 Programs and Services*, there are a host of programs and services identified to aid in this transition. Among those services are Imperial Valley College and Imperial County Office of Education, both, which will play a crucial role in delivery of academic coursework as well as vocational opportunities. Medical services within the facility are delivered by WellPath, to serve physical healthcare needs. In addition, Imperial County Behavioral Health Services will provide significant services to realigned youth, both in a mental health and substance use capacity. With the ICBHS - Youth and Young Adults and ICBHS – Substance Use Disorder Programs, youth will be provided an array of focused services. Imperial County Probation will work in close collaboration with agencies such as Imperial Valley Desert Museum, Rite Track Youth Services, Imperial Valley College – Resilient Scholars Program, Geo Re-Entry Services, and Imperial Valley Regional Occupational Program to ensure SB 823 youth receive appropriate supportive services.

PART 5: FACILITY PLAN

The Juvenile Hall is divided into five dormitories, with capacity for up to 20 youth each. The facility has three dormitories currently utilized for the general population and for quarantine purposes as a response to COVID-19. All dormitories have a dayroom with access to toilets, washbasins, drinking fountains and showers, in accordance with Title 24. In Dormitories 1 and 2, Room #11, is a designated observation room, with ongoing closed circuit television security system, to monitor youth with substance intoxication, suicidal ideation, among other criteria that may render the need for increased supervision. The camera footage from the observation rooms is directly monitored from Control Center #1. The Control Center is a continuously staffed secure area within the facility that typically contains a Shift Supervisor, responsible for safety, security, emergency response, communication, electronics, and movement. In Dormitory 3, additional space is allotted for a bathroom containing a bathtub for youth with more advanced limitations, in compliance with the Americans with Disabilities Act (ADA).

Dormitories One, Two, and Three are within close proximity of each other, while Dormitories Four and Five are located furthest away from the facility entrance, allowing for separation by age and/or special needs as warranted and identified during classification. Dormitories Four and Five have direct access to the outside from within the dormitory, which leads to an open area where additional infrastructure is contemplated for new program features. Within the Juvenile Hall facility are two classrooms, one which can accommodate separate instruction from Imperial County Office of Education instructors for realigned youth. In addition, within close proximity to the separated dormitories is an additional room, which can be utilized for behavioral health counseling or individual meetings with youth.

Dormitory 4

Dormitory Four is currently utilized by Imperial County Juvenile Hall during weekends, to employ the Honor Dormitory program, where leisure activities, such as television, radio, board games and video gaming occur in a soft lounging area for youth who merit the privileges through program participation and compliance with rules. It is intended for the realigned youth to partake in the Honor Dormitory, to facilitate healthy adolescent development and incentivize desired behaviors. The realigned youth would partake in the Honor Dormitory on separate dates and/or times from youth in the general population.

Dormitory 5

This area will serve as the housing unit for realigned youth. Dormitory Five has a day room for structured and recreational activities, leading to the outdoor section of the facility, where large muscle activity can occur on a basketball court, in the tai-chi garden, or within a proposed multi-purpose building for additional sports and other activities. This dormitory is adjacent to a control center, referred to as Control Center II and is located between Dormitories 4 and 5. Dormitory 5 can also hold up to twenty youth as it has ten double-occupancy rooms that span the length of the dormitory, with five rooms on each side. The program intends to start with this one

dormitory, allowing this specialized cohort to reside in a separate and distinct living unit. Youth will be housed on one side of the unit or the other based in part on considerations including age, vulnerability, physical stature, maturity level, demeanor, past behavior, and special needs. Determinations of risk levels will be made with evidence-based risk assessment tools such as the Positive Achievement Change Tool. Adjustments to housing will be made as necessary to ensure the environment remains safe for all youth at all times.

The Juvenile Hall includes a dining area, which can contain up to 40 youth at a time for meals. Food preparations are made at the Juvenile Hall Kitchen, located a short distance outside of the facility. It is staffed by one Food Supervisor and three Cooks that plan and prepare meals based on specific nutritional requirements required by the State of California. As mentioned previously, the Juvenile Hall facility includes a school area with two separate but comparable classrooms. Physical education, including a state mandated one hour per day of large muscle exercise, is performed on a nearby basketball court.

Justice-involved youth in Imperial County have historically been committed to the Division of Juvenile Justice at low rates, for female offenders especially. Thus, the Imperial County Probation will focus on housing male youth in Dormitory 5 and any female committed to the Secure Track under SB 823 will most likely be contracted to receive services in an adjoining, larger county where greater programming options exist.

FACILITY UPGRADE CONSIDERATIONS

Currently, facility additions, security upgrades, and programming are being planned and prioritized to ensure the most effective environment for realigned youth in a long-term commitment. The Juvenile Hall contains a large room, adjacent to the entrance of the facility, presently utilized for storage. While the space is and in need of renovations including painting, flooring, lighting, furnishings, movable furniture, and camera equipment, potential exists for these improvements to be made and the area repurposed allowing for the introduction of a Multi-sensory De-escalation Room, or MSDR.

The intent of the MSDR is to create a safe, trauma-informed environment that allows residents to de-escalate without the use of force or an isolation room, which may help prevent violence and increase the safety of both residents and staff. With healthy alternatives to anger outbursts, youth can learn to effectively communicate their feelings and control themselves, skills that are necessary upon their return to their community. This also provides Juvenile Hall staff an alternative to using room confinement as a means of addressing oppositional behavior. The MSDR would provide a non-threatening space conducive to supportive engagement and non-adversarial interactions between staff and youth. Visual stimulation would be implemented in the form of a colorful wall palette/mural, with a variety of features designed to engage all of the senses and stimulate gross motor, fine motor, and cognitive skills. This type of setting encourages the development of self-regulation skills through sensory activities or as a response area for youth exhibiting oppositional behavior, allowing them to safely regain control

of themselves and their emotions. In introducing additional and supportive programming, Probation plans to engage local artists to provide instruction in watercolor, mural design, ceramics, sculpture, music and other creative arts.

Under consideration is the use of a new construction of a multi-purpose center in a modular building. This building would be located outside of the confines of the main Juvenile Hall building but within the perimeter fence, easily accessible from the proposed dormitory for realigned youth. The function of this multi-purpose center would be to serve as the designated indoor space for family engagement activities, such as visitations with youth's family, family picnics, graduations, ceremonies, and designated space for treatment providers as well as an indoor fitness center. This modular building will require surface preparation, including accommodations for electrical, water, and sewage connections. In addition, landscaping with drought tolerant plants will aid in beautifying the area where the youth will program. The multi-purpose center itself will serve as a space for youth to attend services that is separate from the harder architectural features of the traditional Juvenile Hall, providing a setting more comfortable and relaxing. This proposed building may also serve as a programming area for a number of community partner agencies providing services to the SB 823 youth.

Upgrades to Control Center II are planned in order to equip the area with new countertops, shelving, lighting, intercom, telephone, computers, monitors, and related equipment. A new camera system is being considered to upgrade the current system in Control II and ensure all areas of the facility are covered to protect youth and aid in investigating incidents when necessary.

In implementing increased family engagement activities, service providers, and visitation to the Juvenile Hall facility, it will be essential to screen all visitors for contraband for the safety of youth and staff. The Imperial County Probation Department will seek to implement a walk-through metal detector for those entering the facility and engaging with the youth. Creating a safe environment for both youth and staff is imperative and the use of a walk-through metal detector will be crucial the fluid screening and admittance of those entering the premises.

Further, upgrading perimeter fencing will ensure safety and privacy of all youth in the facility. Currently, Juvenile Hall is surrounded by chain link fence, making the outdoor area of Dormitories 4 and 5 visible from the street and surrounding areas. Installing privacy slats through the existing chain link fence will increase privacy for all youth housed at the Juvenile Hall. As this area is the proposed area for modular building and additional outdoor activities for youth, privacy is an important consideration. These measures will help ensure safety and security while allowing for robust service delivery as youth increasingly spend more time outside of rooms and outdoors.

In addition, Imperial County Probation seeks to improve the activities and provide more options to youth for large muscle exercises. Proposed facility upgrades include workout equipment located within the multi-purpose area. A designated indoor space with appropriate exercise equipment will increase the available activities for youth,

who are normally restricted from certain outdoor activities during summer months due to temperature extremes. Additional recreational/athletic improvements in a repurposed outdoor area may potentially include a handball court and small track, in addition to resurfacing the existing basketball court with a polymeric coating, which has more absorption and may reduce injuries. In addition, adding a shaded section can allow for more varied outdoor activities and promote a more normative environment for Secure Track youth.

STAFFING

Realigned youth will be housed in a safe environment within Imperial County Juvenile Hall and provided services by Probation staff and collaborating agencies.

Probation Staffing:

Juvenile Detention Officers (JDOs) will be on site 24 hours a day for supervision of SB 823 youth assigned to the facilities. The facility will be appropriately staffed to ensure the functions of the facility, including program activities, provide for safety and security of youth and staff, meet established standards and regulations of Title 14, Title 24, and to ensure that no required services shall be denied because of insufficient numbers of staff on duty.

The shift coverage for the Secure Track unit will be arranged to meet or exceed the Title 15 Standards for juvenile detention facilities. JDO supervision encompasses all daily activities youth participate in including, unit programming, meals, physical education, school, room and unit clean-up, medical transports, vocational training, off site visits, court appointments, visits, structured activity, child visits, and all other programs.

Staff training and development is required as a fundamental cultivation of professional demeanor and performance of job duties, as set forth by the institutional, County and State of California standards. Consequently, significant portions of the resources available at Juvenile Hall are allocated to staff training and development. It is the intent of this facility to provide all employees with the necessary training to perform their assigned duties in a professional and skilled manner. To meet this objective, the following standards structure the delivery of training programs to all Juvenile Hall staff.

Training programs specified by the State of California, Board of State and Community Corrections are required for all employees performing supervision of youth at Juvenile Hall. Training programs currently in effect to meet these mandates include:

- ❖ Orientation and Operations Training
- ❖ Standards and Training for Corrections (STC – Core Training)
- ❖ Annual STC Training

In addition to the aforementioned training programs, the Probation Department provides additional training to ensure continued staff development. Some of these trainings are STC approved and can be used to satisfy the

annual training requirements. These trainings are designed to enhance the officers' knowledge and effectiveness within the Probation Department:

- ❖ Motivational Interviewing
- ❖ Report Writing, Strengthen Your Writing Skills
- ❖ Suicide Detection and Prevention
- ❖ Non-Violent Crisis Intervention
- ❖ Safe Talk
- ❖ ASIST (Applied Suicide Intervention Skills Training)
- ❖ First Aide & CPR
- ❖ Trauma-Informed Care
- ❖ Prison Rape Elimination Act (PREA)
- ❖ Bulletin Trainings
- ❖ Mental Health
- ❖ Transportation
- ❖ Defensive Tactics
- ❖ Ethics in Corrections
- ❖ Court Holding/Temporary Holding Facility Training
- ❖ Case Planning

Implementation of SB 823 requires long-term correctional care and treatment within local facilities. In order to accommodate this new cohort, additional staffing for Probation and/or the Juvenile Hall may be necessary.

Based on the average number of juveniles committed by the Imperial County Juvenile Court to a Secure Track under SB 823 provisions, the Department may seek to utilize state funds to add a new Supervisory Probation Officer or DPO III position within the Juvenile Division. The position will serve to overs and/or act as a lead as well as coordinate casework activities related to SB 823 youth, including close liaison with the Juvenile Hall to develop and implement Treatment Plans for each minor committed to a Secure Track.

The position will typically toggle between institutional, re-entry, and aftercare components of an SB 823 committed youth, becoming largely responsible for ensuring close communication with the Juvenile Court, including review of Disposition and Progress Reports, Modifications and other information requested of the Probation Department. The position will serve as the liaison to other agencies and community partners involved with SB 823 youth, and will be responsible for identifying and assessing outside services as necessary, including Secure Track housing for female juveniles where local resources are not available.

Along with the current Juvenile Division Manager and Juvenile Hall Facility Manager, the Supervisory Probation Officer and/or DPO III will coordinate their activities with the Secure Track Administrative Team (STAT). The STAT will have primary responsibility for establishing standards and practices brought forth by SB 823 and create policy and procedures to serve realigned youth in conjunction with the Juvenile Hall, Courts, partner agencies and community-based service providers.

MENTAL HEALTH STAFFING

Imperial County Behavioral Health staff will be on site on an as-needed basis and on-call 24 hours a day in case an emergency response is needed, or a mental health crisis takes place. Youth can request behavioral health services at any time by either verbal or confidential written request. Available to youth in the facility will be

services from Imperial County Behavioral Health Services, Youth and Young Adults, and Imperial County Behavioral Health Services – Substance Use Disorder Program. The function of Imperial County Behavioral Health Services is further detailed in *Part 3 – Programs and Services*. On an as-needed basis, other providers may be utilized by the Department to deliver behavioral health services, including substance abuse, individual and family counseling and psychological/psychiatric to the SB 823 youth.

MEDICAL STAFFING

Contracted medical staff will be on-site Monday through Friday to provide timely and quality medical care. For medical emergencies when medical staff are not present in the facility, youth will be transported to El Centro Regional Medical Center Hospital, located at 1415 Ross Avenue, El Centro, CA. 92243 or the Imperial County Sheriff's Department will be contacted to request an ambulance for assessment and/or transportation of youth to ECRMC. Youth can verbally inform staff of any medical needs and staff can initiate protocols or refer the youth to medical staff for evaluation. Youth can also complete a confidential medical request and deposit it into a designated box inside each dormitory. These boxes are reviewed every day to address any medical needs youth may have. Services provided to youth include medical, dental, and vision. Emergency and after-hours services are provided through ECRMC. For families with private insurance, arrangements can be made to transport youth to those providers' offices and measures taken to ensure confidentiality during appointments. *Detailed functions of the current medical provider are further described in detail in Part 3 – Programs and Services.*

ADDITIONAL SAFETY MEASURES AND PROTECTIONS

Prison Rape Elimination Act:

Youth will have access to the Prison Rape Elimination Act (PREA) hotline. 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 Juvenile Hall facility, and the Juvenile Hall Facility Manager/ Designated PREA Coordinator. At any time during an investigation, outside law enforcement agencies may be called to conduct a criminal investigation. Victim's 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 Imperial County Juvenile Hall, youth who identify as transgender participate with staff in completing an Intake Process, which is utilized in helping to determine housing, clothing, and supervision based on their gender identification.

Special Education:

In cooperation with the Imperial County Office of Education, youth will have access to continued education and services through Esther Huff. Individual Education Plans (IEP) and Education Related Mental Health Services (ERMHS) are available for those youth who qualify. In accordance with the Education Code, IEPs will be

conducted within 30 days of a youth's admittance into Juvenile Hall. Schools also work in cooperation with behavioral health providers, medical staff, and Probation to individualize each youth's program to meet their specific needs.

Americans with Disabilities Act (ADA):

The STAT staff will serve as the ADA Coordinator. The ADA Coordinator runs Special Cases Meetings, monitors the Special Cases List to ensure accuracy, conducts quality control of the documentation in unit binders, follows up with staff to ensure accommodations are understood and being followed, serves as an ADA liaison with partnering agencies and other Probation divisions, and evaluates ADA training needs for the facility.

The ADA Coordinator will ensure youths' accommodations are communicated during intake, initial assessment, school, and Pre-Release Meetings. The ADA Coordinator will work closely with the School Coordinator to ensure information regarding educational accommodations are received and documented. State or local governments may not discriminate against qualified individuals with disabilities. All services within the Juvenile Hall are consistent with the requirements of section 504 of the Rehabilitation Act of 1973.

Child Family Team Meetings:

The CFT attendees will include representatives from school, mental health, medical, and Probation staff, and any positive support designated by the youth. The primary goal of the CFT is will be to use a strength-based, family centered approach to engage youth and family in developing and implementing an individual treatment plan, or other services designated to meet their needs.

Suicide Prevention:

The Imperial County Probation Department is committed to deterring, preventing self-harm, and suicide within its facilities. Policies are in place for supervision of youth identified as high-risk for this behavior. Each youth completes a MAYSI-II questionnaire upon entry into any facility. This risk assessment tool is utilized in determining a youth's history, current state of mind, and potential for self-harm or suicidal ideation. Youth deemed an immediate risk are assessed immediately by behavioral health to determine program needs and supervisory objectives. Youth may be placed on Safety Watch (Level I, II, or III) depending on their needs. Programs may be changed at any time during their stay with Behavioral Health direction and approval.

Youth Grievances:

Youth will be able to file a grievance at any time. Each youth will have access to grievance forms during their program time or they may keep them inside their room for completion. A confidential grievance box is made available within each housing unit where youth may submit the forms or youth may give them directly to supervisory staff. Grievances are taken seriously, handled in a timely manner, and can develop into policy change when required. All are reviewed by facility administration and an update is provided to the youth of the outcome of their grievance.

As re-aligned youth make progress in meeting rehabilitative goals while detained, Multi-Disciplinary Services Team Meetings will be held on an ongoing basis to determine the most suitable environment for the youth. With the ultimate goal of re-integrating youth into their communities as productive members of society, transition to a lower level of care will be considered. Examples of these options include but are not limited to Short Term Residential Treatment Programs and, Electronic Monitoring. *These programs and services are further explained in detail in Part 3– Programs and Services.*

SECURE TRACK TREATMENT MODEL

Secure Track youth will receive trauma-informed services specific to the Missouri Model framework. Within this treatment model, youth will receive multilayered treatment designed to help them resolve past traumas, make lasting behavioral changes and prepare for a successful transition back into the community. Imperial County Probation will focus on the four core elements of the Missouri Model: (1) continuous case management, (2) decentralized residential facilities, (3) small-group, peer-led services, and (4) a restorative rehabilitation- centered treatment environment.

From the initial time a youth enters the Secure Track youth program until the time they depart, each youth will have a unique treatment team dedicated to address their specific needs. The youth's treatment team will be a multi-disciplinary team consisting of representatives from all aspects of the youth's rehabilitation, including the STAT staff. The youth's treatment team will continuously assess the youth's progress and needs to ensure there are no gaps in a youth's treatment plan. On a day-to-day basis, each youth will participate in daily "check-ins" with their assigned staff member. Check-ins can occur once in the morning, or, continuously throughout the day as needed. When a youth checks in they are encouraged to talk about their feelings through open and honest dialogue. No matter what is going on, anytime of the day, a youth can check-in if needed. Checking-in encourages the youth to address their mental health and rehabilitation goals. In addition, through check-ins, the youth's assigned staff member is able to continuously monitor the youth's well-being and discuss any changes in the youth's status or suggest additional services with the youth's treatment team. The STAT staff will coordinate delivery of services with local service providers, in accordance with the treatment plan developed.

Furnishings for Secure Track youth residing in Dormitory 5 will resemble that of a college dormitory. The youths' rooms will consist of furnishings, such as beds with upgraded bedding and pillows. Flooring will consist of carpeting and/or floor rugs and walls will be painted in calming colors. Additionally, the youth will be allowed pictures and wall furnishings in their room, along with other certain personal belongings. The common area will also consist of upgraded flooring or floor coverings with designated spaces for recreational activities. Couches, chairs and other furnishings within the common area will be designed to encourage an inviting and comfortable atmosphere. Aside from soothing paint on the walls, murals will be displayed in the common area. Further,

civilian attire will be encouraged for youth in the Secure Track program. It is the hope that the proposed attire made available to the youth will allow them to reach a level of comfort, individuality, and gain confidence. Achieving this boost of positive self-image will promote trust, allowing them to be more receptive to the rehabilitative services.

As mentioned above, Secure Track youth will be assigned to individual staff members. Staff members will function in various capacities, such as a counselors, leaders, and mentors to guide youth through the various program phases. The purpose of assigning youth to specific staff members is to foster a relationship of mutual respect and trust with their assigned staff member so the youth can share their feelings at any time. The Probation Department will rely on active supervision by trained staff to maintain order and safety. Staff will facilitate a peer leadership and support culture so that they can guide youth through their structured days. Youth will be involved in peer-led services on a daily basis. The goal of these peer-led services is to foster self-awareness and increase communication skills. Additionally, Secure Track youth will be placed in small groups with other Secure Track youth and will remain in the same dedicated group throughout their stay. These groups will not be broken up due to age or grade level, as they are expected to develop relationships amongst each other. These groups will participate in all aspects of their day together, such as rehabilitative services, educational services, recreational time, and meals.

Secure Track youth will participate in a restorative rehabilitation centered treatment environment while secured. Throughout their time in custody, youth will participate in individual, group and family counseling, mental health services, medical services, literacy and educational services, family engagement services, physical fitness, spiritual enrichment (if desired), values formation, community work service and vocational training. Education will be a major component of the youth's rehabilitation plan – while both secured and following their release from custody. For those youth who have already completed a high school education, higher education and vocational trainings will be encouraged and offered through Imperial Valley College and other partnering agencies. Aside from classroom learning, the youth will have many opportunities for hands on learning such as textiles math and science skills with art projects, as well as literature activities such as performing plays. Additionally, special attention in fostering family engagement throughout the youth's time in custody. Family members will be involved with youth both as partners in their treatment process and as allies in planning for success in the aftercare transition. Familial relationships will be encouraged to grow and strengthen during a youth's time in custody, as the family will be considered an integral part of the youth's treatment process. Throughout the treatment goals, skill development will focus on fostering self-awareness, communication skills, and providing opportunities for hands on learning, and pursuing academic progress.

These elements will be present throughout the youth's time in custody, which will consist of four different phases. These four phases include: (1) Orientation, (2) Discovery, (3) Integration, and (4) Transition. Phases will not have a distinct timeframe; rather, level advancement will be based on the youth's readiness to move forward to the next phase. Movement from one phase to the next is determined subjectively by the Multi-Disciplinary Services team and STAT staff. Prior to phase advancement, the youth must submit an essay. Essay topics will vary but will always require self-reflection on the part of the youth. The youth's treatment team will review the youth's essay, and discuss the youth's progress, strengths and needs. In order for a youth to be able to submit an essay, they must maintain daily check-ins with their staff member, be receptive to programming and have consistently appropriate behavior.

Orientation Phase

During the Orientation Phase, Secure Track youth will become acclimated to the procedures, expectations, and environment of the facility. The initial phase is important to meet the basic safety and security needs of the youth, as safety and security provide the backbone for effective treatment. Additionally, the Orientation Phase will consist of an in-depth assessment, utilizing the Probation Department's evidence-based assessment tool, to determine the youth's risk factors and needs. From this assessment, a comprehensive case plan, which details the youth's treatment goals, will be developed. Another important component of the Orientation Phase is initial involvement of the youth's family. The youth's family will receive orientation information related to their child's time in custody. The family will also be offered family-related rehabilitative services throughout the time the youth is housed.

Discovery and Integration

The Discovery Phase will begin to focus on self-exploration. At this point, youth will have already begun to receive the necessary and appropriate services. With these services in place, the goal of the Discovery Phase is for the youth to begin to reflect on how their current problems and behaviors are rooted in their personal and family histories. Youth will begin looking inward to realize how their issues and actions have brought them to their current state. This Discovery Phase allows youth to take responsibility for their past offenses and misdeeds. A youth is expected to have the ability to apply the skills they have learned from the Discovery Phase in order to transition to the Integration Phase.

As mentioned above, this phase will consist of youth applying lessons and skills they have cultivated and applying them to their daily activities. Youth will take on a leadership role within their group, performing peer-led activities and assignments. They will continue to foster channels of positive communications with their parents and other family members, and apply themselves in new jobs, community service projects, and other learning activities.

Transition Phase

The Transition Phase will occur when the youth is nearing release from the Secure Track youth program. During the Transition Phase, youth will work with the STAT staff to finalize their reentry plan. The youth will continue with treatment services, educational services and vocational services, which they were receiving in the previous phase; however, the STAT staff will work to transition these in-custody services to community-based services. Additionally, this phase will incorporate furloughs for the youth both into the community and at their intended post-release residence.

To ensure high fidelity to the Missouri Model framework, the department will seek to raise trauma awareness through staff-training, structural, and organizational culture change. Imperial County Probation will strive to become an organization aware of how prevalent trauma is and consider the profound impact it has on both youth and staff, and will seek additional information, training, and services to this end. Staff will be able to recognize trauma and be aware of how it can change behavior among those affected. To ensure fidelity to a trauma sensitive environment, Probation will identify existing strengths, resources, and barriers to change as well as practices consistent with trauma-informed care. Trauma training for all staff will be implemented and direct care workers will continue to seek out opportunities to learn new trauma related skills. As a trauma-responsive organization, the Probation Department will implement trauma- informed training to staff, shifting the routines and infrastructure to ensure the values of the Missouri Model are met. The STAT staff will apply the knowledge about trauma to their specific work to promote an environment conducive to fostering safety, choice, collaboration, trustworthiness, and youth empowerment. In this environment, all youth will be screened for initial and secondary trauma. Trauma-specific assessments will be facilitated through the Multi-Disciplinary Team meetings, relying on behavioral health professionals to conduct assessments and make treatment recommendations. Detailed below, is a depiction of the facility's programming during a typical week. Secure Track youth will be able to participate in the proposed program and activities during the allotted programming and recreations times.

Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
0600- Wake Up	0600 – Wake Up	0600 - Wake Up	0600 - Wake Up	0600 - Wake Up	0600 - Wake Up	0600- Wake Up
0610- Breakfast	0610-Breakfast	0610- Breakfast	0610- Breakfast	0610- Breakfast	0610- Breakfast	0610- Breakfast
0630- Physical	0630- Physical	0630- Physical	0630- Physical	0630- Physical	0630- Physical	0630- Physical
Education	Education	Education	Education	Education	Education	Education
0730- Shower	0730- Shower	0730- Shower	0730- Shower	0730- Shower	0730- Shower	0730- Shower
0830- Clean	0830- Clean	0830- Clean	0830- Clean	0830- Clean	0830- Clean	0830- Clean
Units	Units	Units	Units	Units	Units	Units
0930- School or	0930- School or	0930- School or	0930- School or	0930- School or	0930- School or	0900- Desert
Vocation	Vocation	Vocation	Vocation	Vocation	Vocation	Museum
0900-Recreation	1115- Lunch	1115- Lunch	1115- Lunch	1115- Lunch	1115- Lunch	1000- Recreation
1130- Lunch	1135-Recreation	1135-Recreation	1135- Recreation	1135- Recreation	1135- Recreation	1130- Lunch
1150-Recreation	1300- School or	1300- School or	1300- School or	1300- School or	1300- School or	1150- Recreation
1600- Dinner	Vocation	Vocation	Vocation	Vocation	Vocation	1600- Dinner
1620- Program	1415-Recreation	1415-Recreation	1415- Recreation	1415- Recreation	1415- Recreation	1620- Program
1730-Recreation	1600- Dinner	1600- Dinner	1600- Dinner	1600- Dinner	1600- Dinner	1730- Recreation
2030- Bed Time	1620- Program	1620- Program	1620- program	1620- Program	1620- Program	2030- Bed Time
	1730-Recreation	1730-Recreation	1730- Recreation	1730- Recreation	1730- Recreation	
	2030- Bed Time	2030- Bed Time	2030- Bed Time	2030- Bed Time	2030- Bed Time	

PART 6: RETAINING THE TARGET POPULATION IN THE JUVENILE JUSTICE SYSTEM

Studies have shown that minors who are transferred to adult court are not only at a higher risk to recidivate but are also more likely to be victimized. Transferring youth to the adult criminal justice system typically increases, rather than decreases, rates of violence among transferred youth. In November 2007, the Centers for Disease Control and Prevention conducted a systematic review of published scientific evidence related to the effects on violence of laws and policies facilitating the transfer of youth from the juvenile justice system to the adult justice system. The findings in this report indicate that transfer policies have generally resulted in increased arrests for subsequent crimes, including violent crime, among juveniles who were transferred to the adult justice system compared with those retained in the juvenile justice system. Aside from higher recidivism rates for youth transferred to adult court, studies also show that youth are most at risk to be victimized in adult jails and prisons. The National Institute of Corrections published a report in December 2011 titled, “You’re An Adult Now: Youth in Adult Criminal Justice Systems,” regarding youth transferred to the adult justice system. The report found that juvenile courts transferred approximately 8,500 youth to the adult system in 2007. On any given day, there are 10,000 youth in adult prisons and adult jails. This report cited in 2005 and 2006, 21% and 13% respectively, of the victims of inmate-on-inmate sexual violence in jails were youth under the age of 18.

From research and data, we have learned that retaining youth in the juvenile justice system, whenever appropriate, would be in both the best interest of the youth and the collective best interest of our community. Research shows that age appropriate evidence based programs are not available to serve youth who have been transferred to the adult justice system. Additionally, the Probation Department recognizes that the realigned youth we serve will eventually be responsible to maintain themselves within our community. We discern that we have a responsibility to provide these youth with the skills and tools they need, not only for themselves, but ultimately for the public safety interests of our communities.

Based on the aforementioned information, the Imperial County Probation Department believes that preventing youth from entering the adult justice system begins with early intervention, prior to a youth being referred to the Probation Department. This philosophy is one of the reasons why the Probation Department has established a Public Relations Committee. The Imperial County Probation Public Relations Committee strives to be active in the community, providing presentations to schools and organizations throughout our county, as well as hosting booths at local events. Through community outreach, the Public Relations Committee aspires to raise awareness related to public safety within the community and improve outcomes for at-risk youth. Another intervention utilized to target at-risk youth is the annual Imperial County Youth Summit. Each year, the Imperial County Probation Department hosts this day’s long event, which includes a guest speaker, community resource booths,

breakfast, lunch, and prize giveaways. Youth and their families from all areas of the county gain important insights listening to the keynote speaker share his/her motivational story. The intended outcomes of the Youth Summit are to inspire at-risk youth to make positive changes in their life, to help participating youth and families develop problem-solving skills and to build awareness of community resources. An additional opportunity for at-risk youth to avoid further involvement in the criminal justice system is through the Probation Department's Community Work Service Program (CWS). The CWS program is offered to youth who have been referred to Probation for first or low –level offenses. The CWS Program is designed to give young people an opportunity to avoid formal court proceedings as well as reinforce a restorative approach to juvenile justice. Along with the above-mentioned diversionary programs, the Probation Department also refers at-risk youth to Rite Track's Workforce Inspired Student Edification (W.I.S.E.) program. The W.I.S.E. program provides diversion and skill-based services to vulnerable youth who are at risk of entering the juvenile justice system or further penetrating the justice system. This program also provides workforce services to youth between the ages of 13 and 18.

When considering adjudicated youth who are on probation, the Probation Department has taken proactive steps to implement appropriate supervision models and current evidence based practices and programs so that existing probation youth do not matriculate to involvement with the adult justice system. Probation Officers are trained to utilize motivational interviewing throughout the life of a case when interacting with youth and at the inception of each case, officers conduct a risk assessment through an evidenced-based assessment tool to determine the youth's criminogenic needs. Officers input the information into the tool and, once the youth's risk level is determined, the Probation Officer, in collaboration with the youth and guardians, develop a case plan to best map the clients goals and service needs. During a youth's term of probation, they may be referred to Rite Track's Evening Learning Center Program or Mentoring and Tracking Program based on their assessed level of needs. Rite Track provides a variety of comprehensive services to the youth who participate in their programs (*refer to Part 3 for a full description of Rite Track's program offerings*). The Probation Department assigns a Probation Officer to supervise youth who participate in the Evening Learning Center. The Probation Officer and Rite Track staff work collectively to properly service the needs of all youth within the program. Another prevention approach is the utilization of Probation's Wraparound Unit. Wraparound officers service youth who have high needs, require intensified supervision or who may require aid to assist in stabilizing their family. Wraparound officers provide intensive, individualized treatment planning and supervision to youth and their families. Wraparound is family centered and needs driven, and focuses on a collaborative team approach in which Wraparound officers work collaboratively with community-based service providers. Youth who participate in the various aforementioned services and are still in need of additional interventions are often placed on Electronic Monitoring (EM). Electronic Monitoring is used as a means of intervention to prevent

continued unlawful behavior violations of probation. When considering how to best service high-risk youth, including those at risk of being placed in an out-of-home residential treatment facility, Probation holds Multi-Disciplinary Service Team (MDST) and Interagency Placement Committee (IPC) meetings. The meetings with the MDST and IPC are intended to ensure that all the circumstances impacting the child and family are fully identified and considered in formulating recommendations related to the youth's case. The Probation Department's juvenile unit has also utilized Child and Family Team (CFT) meetings, prior to out-of-home placement, in an effort to address factors that would lead to the removal of a youth from their home. When juvenile Probation Officers identify a youth who is involved in high-risk behaviors or who is not able to reach stability within their home environment, a CFT is held. During these CFTs, the Probation Department works with all partners involved in the youth's case to set goals for the youth. . Should a youth on probation exhaust all aforementioned services and they are unable to maintain themselves within the community in a safe manner, or should they pose a threat to others the Probation Department will recommend that the client continue with rehabilitative services in an out-of-home placement. Lastly, the Probation Department encourages and proactively files record seals for youth who have completed probation in hopes it may be easier for them to find a job, obtain a loan, rent an apartment, or enroll in college.

For youth who have committed an offense described in WIC Section 707(b) and require in-custody rehabilitative services, the Imperial County Probation Department will have the ability to offer a wide-range of progressive programming and comprehensive services. When considering both the adult and juvenile systems, youth have less access to rehabilitation and family support in the adult justice system. Should youth remain in the juvenile justice system, they can build, and maintain community ties that will continue following their release from custody. Probation's in-custody facility will be able to offer youth a wide range of evidenced - based services. As previously mentioned, youth will have access to age appropriate mental health services, substance use disorder services, educational services, vocational services, and various community based services and resources. Additionally, emphasis will be placed on staff development to ensure our employees are properly trained and equipped to supervise the target population. Upon a youth's release, the Probation Department will be able to offer continued community based services to the youth so there is no disruption in services.

PART 7: REGIONAL EFFORTS

It is well established that removing system-involved youth from their homes or communities can, and often does, have devastating impacts on their futures. It impedes critical links to families that all youth need to thrive. In addition, these youth are more likely to reoffend, are less likely to reconnect to school and work, and often see more health challenges. The National Council on Crime and Delinquency (NCCD) spoke with 140 juvenile justice stakeholders across the country and found three overarching themes among beliefs that study participants shared: (1) Out-of-home placements, including secure confinement, should be used sparingly (or be the exception rather than the norm); (2) whenever possible, youth in these placements should remain close to home; and (3) youth should be in the least-restrictive setting.

It is the goal of the Imperial County Probation Department to serve the realigned youth at the local level to the greatest extent possible. The Imperial County Probation Department will service realigned male youth at the Imperial County Juvenile Hall, located in El Centro. Allowing youth to maintain close family ties, as well as utilizing community -based resources, reinforces the likelihood of a successful transition home following release from custody. Should the Department encounter a female juvenile offender facing a Secure Track commitment, a decision on whether to program her in the Juvenile Hall as opposed to contracting with a neighboring county will be based on staffing availability, program offerings, and the individual's criminogenic needs.

When considering sex offender treatment for youth in custody, the Probation Department plans to consider each case on an individual basis to make a determination of the most appropriate setting for that individual. Historically, providing sex offender treatment to youth in custody has been challenging due to the lack of available local sex offender services and approved programs. In recent years sex offender-specific counseling and other related services have been available to Imperial County Probation through a San Diego based provider. Should this continue to be the case, the Probation Department could accommodate a sex-offending youth under SB 823 in our Juvenile Hall.

PART 8: DATA COLLECTION

Data collection is an essential element in establishing and maintaining our SB 823 Plan. Performing a “data inventory”, identifying key data points, instituting a robust system of data collection and reviewing the data will inform the Department’s approach for maintaining a program database. Data collection will allow the Probation Department to utilize analytics for informed decision-making and measure key performance indicators to achieve desired outcomes.

Our Department currently uses the following methods to collect data and intends to continue to collect data in this manner for our realigned youth: Probation Officers track case specific data through an internal electronic case management system. In addition to the Probation Department’s internal data system, Probation Officers have access to a county-wide offender database which can assist in collection of certain offender information. Further, Probation Officers and Juvenile Hall staff will submit monthly statistical reports to capture useful demographic information. Moreover, service providers will continue to provide detailed activity reports regarding their clients so officers can track the youth’s progress. Lastly, other related or comparable data can be gathered from such entities as the Board of State and Community Corrections and Chief Probation Officers of California.

OUTCOME MEASURES

Through quantitative data collection, the Probation Department will establish key performance indicators and monitor results. Data will be collected to assess program performance, review resource allocation, identify what is working well and in which areas outcomes fail to meet individual offender and Departmental goals.

The Probation Department also plans to obtain qualitative data in the form of observation, Probation staff interviews, and survey instruments; The Probation Department will collect qualitative data in an effort to understand the emotions and thought processes that inform offender behavior. In -custody data will be obtained with respect to referrals to services, services rendered, successful completion of services, service/program effectiveness, grade level advancement, high school completion, enrollment in higher education, vocational program enrollment and completion, in-custody defiance, use of force incidents and fights, case plan goals completed, and resource allocation.

Out of Custody Data Tracking:

Information will be obtained with respect to referrals to services rendered, successful completion of services, high school completion, enrollment in higher education, employment, vocational program enrollment and completion, police field contacts, Probation Officer monthly contacts, drug test outcomes, violations of probation and new arrests, recidivism rates, and resource allocation.