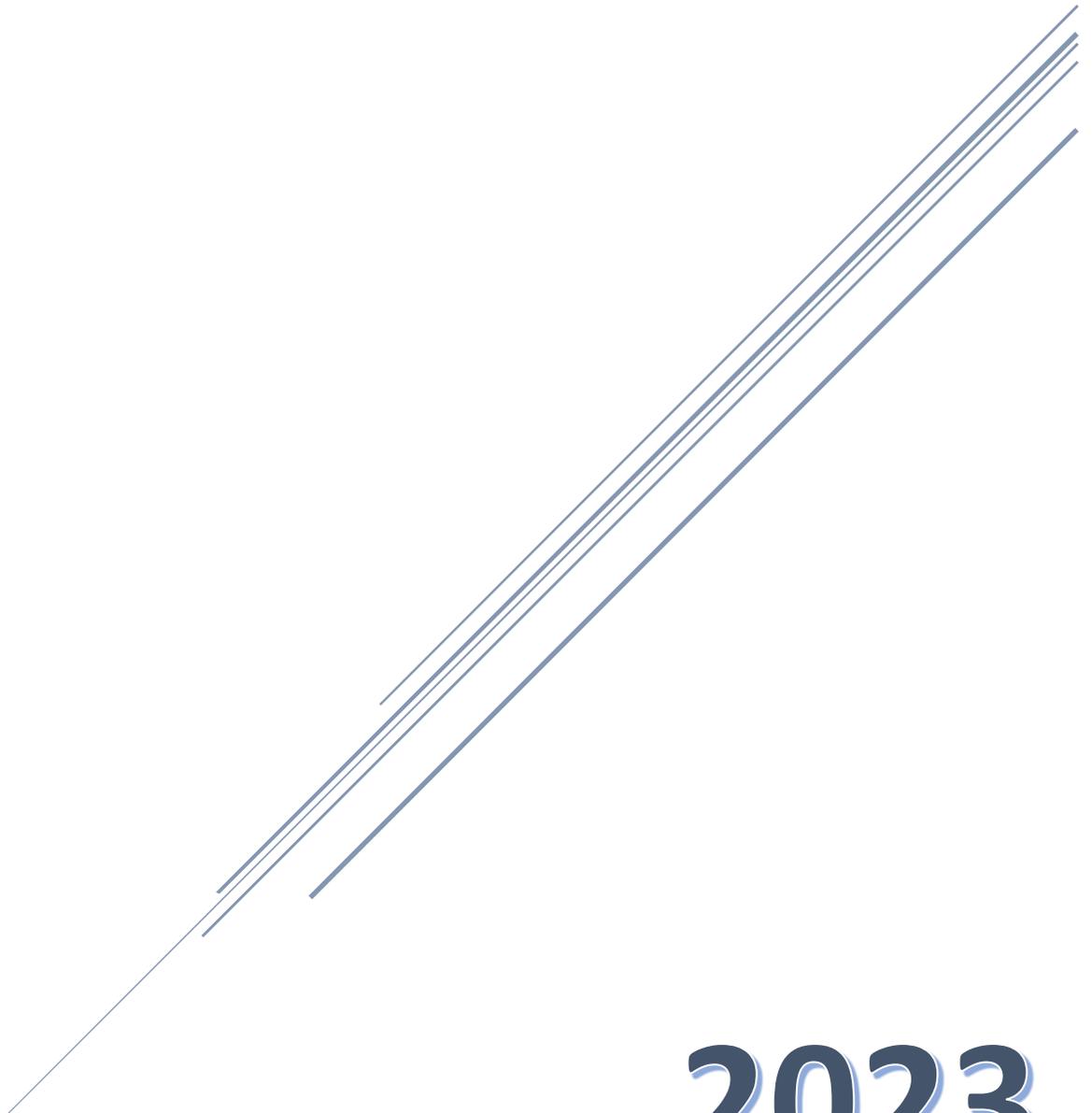




IMPERIAL COUNTY JUVENILE JUSTICE COORDINATING COUNCIL (JJCC)

Secure Track Youth / Division of Juvenile Justice
Realignment Plan



2023



This report is also available for viewing on:

Probation.imperialcounty.org

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INTRODUCTION

On September 30, 2020, Governor Gavin Newsom signed Senate Bill 823 (SB 823), which will have life changing consequences for youth going through the 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 will be shifted to county governments. Among other things, the bill, beginning July 1, 2021, prohibits further commitment of wards to the Division of Juvenile Justice, except for a limited population of youth who meet specified criteria. Youth committed to the Division of Juvenile Justice 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 DJJ, 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.

Pursuant to SB 823, Imperial County is developing a plan to safely and securely provide county-based custody, care and supervision, to youth who would have previously been committed to the Division of Juvenile Justice. 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. Under SB 823, any 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:



Dan Prince
Chief Probation Officer
(Chair)



George Marquez
District Attorney's Office
Representative



Paula Llanas
Department of Social Services,
Director



Ben Salorio
Public Defender's Office
Representative



Leticia Plancarte-Garcia
Behavioral Health Services,
Director



Monalisa Vitela
Office of Education,
Senior Director



Maria Rhinehart
Superior Court Representative,
Court Executive Officer



Marysol Medina
Community Member Rep.,
Rite Track Program Manager



Brian Melvin
Community Member Rep.,
New Creations



Patricia Urena
Community Member Rep.,
Parks & Recreation Supervisor

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. For these youth, their adjudication offense is described in section 707(b) of the Welfare and Institutions Code, and the Court has made a finding that less restrictive alternative dispositions are unsuitable. The target population will be some of Imperial County's highest needs youth and will be committed to Imperial County Juvenile Hall (ICJH) as a long-term commitment facility. Within Imperial County Juvenile Hall, there is capacity for approximately twenty youth.

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. Currently Imperial County has four (4) SB823 youth committed to the secure track youth program and is expecting two (2) more youth commitments within the year. The current SB823 youth population is primarily Hispanic, male, and between the ages of 17-18. Due to it being uncertain what the maximum population of females will be among SB823 youth, Imperial County has considered seeking a contract with a neighboring county to provide services for females, in order to maximize their opportunities for group-based services. The female population is expected to remain low, given the historical commitment data. Absent the opportunity to contract with another county, Imperial County has the necessary amount of living space and services available to accommodate what is expected to be a low number of female commitments.

PART 3: PROGRAMS AND SERVICES

The response of Imperial County Probation in relation to SB 823 is intended to be congruent with the mission of the department, which emphasizes a commitment to enhance public safety by reducing recidivism, motivating behavioral change, enforcing court orders and advocating for victims. Amongst 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 the application of evidence-based practices. Said probation practices have created a foundation to prepare to receive these higher risk youth at Imperial County Juvenile Hall and provide them with the required support and services pursuant to Title 15. Imperial County Probation is additionally eager to expand these capabilities to better prepare these youth in regard to their education, vocation and independent living skills, for a safe transition into adulthood and to their community. Imperial County Probation intends to utilize a multi-disciplinary and results driven 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 allocate funds towards improving the current facility, expand the array of both custodial and community-based services and include adequate staffing and equipment to ensure the youths' rehabilitation and healthy development

FACILITY

The County of Imperial intends to utilize Imperial County Juvenile Hall (ICJH) to house realigned youth. Imperial County Juvenile Hall is a co-ed, secure residential institution run by the Imperial County Probation Department, with an operational rated capacity of seventy-two (72) beds. The Imperial County Juvenile Hall meets the standards set by Title 15 such as requiring one staff member for every 10 minors in detention, structured programming and security measures, 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 visitation with parents/guardians.

Imperial County Probation intends to utilize two of the facility's dormitories (Dormitory 4 and Dormitory 5), which are located in the rear section of the facility, for the realigned youth. Both dormitories are identical, with mirrored layouts. There is a constantly staffed area, Control Center # 2, which is located directly in between the dormitories, that is additionally connected to the facility's closed circuit television 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 wash basin and toilet. Moreover, the rooms have doors that can be manually unlocked with a key, or can be unlocked electronically at Control Center # 2, 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 designee. With allotted funds, the intent is for Control Center # 2 to be upgraded with up-to-date technology to ensure the safety of all secured youth.

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 a healthy adolescent development and incentivize desired behaviors.

Dormitory 5 is the designated dormitory for the realigned population. The dormitory has a day room for structured and recreational activities, leading to the outdoor yard of the facility, where large muscle activity can occur in the facility's basketball court, tai-chi garden, or proposed multi-purpose building for additional indoor sports and wellness activities during summer weather. The dormitory includes an additional room, which could be utilized for mental health and/or substance abuse counseling. The facility educational site, Esther Huff School, counts with two classrooms, of which the general population is operating one. The realigned youth can partake in education services in the remaining classroom. The physical plant counts with a dining hall, 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 that plan and prepare meals based on specific nutritional requirements by the State of California. Through allotted funding, improvements are proposed to accommodate long-term commitments with emphasis on the safety and protection of the youth given their different ages, genders, and special needs.

CUSTODIAL YOUTH SUPERVISION

To provide rehabilitative services to this realigned population, safety and security is a core tenant. Youth will only be able to thrive when they feel safe and secure. The current staff to youth ratio is 10:1; however, additional Juvenile Detention Officers (JDO) are added to every shift for additional support and to ensure the overall facility operations and delivery of services. Juvenile Detention Officers will provide this population 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:

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

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

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. 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 institutional plan shall include the following:

- ❖ Written objectives and time frame 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, Juvenile Detention Officers 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 making efforts to connect contact with parents, other supportive adults, attorney, clergy, probation officer, or other public official; and to provide the youth with access to available resources to meet the youth's needs.

A token economy, or a system of contingency management based on the systematic reinforcement of target 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 of facility, directly across 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 free telephone calls with family members and other adults, subject to approval, who can provide the youth with positive direction and support, such as a family friend, youth group leader, teacher, coach, pastor, etc.

Staff training and development is required as a fundamental cultivation of professional demeanor and performance of job duties, as set forth by the institutional standards. Consequently, a significant portion 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 department.

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| ❖ Motivational Interviewing | ❖ ASIST (Applied Suicide Intervention Skills Training) |
| ❖ Report Writing, Strengthen Your Writing Skills | ❖ First Aide & CPR |
| ❖ Suicide Detection and Prevention | ❖ Trauma-Informed Care |
| ❖ Non-Violent Crisis Intervention | ❖ Prison Rape Elimination Act (PREA) |
| ❖ Safe Talk | ❖ Bulletin Trainings |

MEDICAL SERVICES

Medical services at Imperial County Juvenile Hall are currently rendered through an agreement with a third party provider, NavCare, who provides on-site staff four hours each day to meet the healthcare needs of detained youth. NavCare is responsible to ensure the provision of emergency and basic healthcare services to all detained juveniles.



NavCare provides all healthcare services, including other ancillary health related services (but specifically excluding dental services and mental health services). Emergency and after-hours services are additionally 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.

COMMUNITY YOUTH SUPERVISION

Probation intends to offer this population a community supervision approach with the likes of other high-risk youth with complex needs. 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 determines a youths' risk level to re-offend. Probation officers are trained to conduct PACT Assessments, and continually gather as much information pertinent to the youth, to continue 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 that could pose barriers to progress and/or may require modifications to the existing goals. Additional staffing is being proposed to provide for intensive supervision caseloads, oversee operations and delivery of services, build capacity within the Probation Department to implement Cognitive Behavioral Therapy curriculums, and monitor the fidelity and progress with outsourced programs. Local preventative programs additionally offer services with evidence-based principles, including additional validated assessments, such as the Children and Adolescent Needs (CANS) Assessment. The Child and Adolescent Needs and Strengths (CANS) is a multi-purpose tool developed for youths' services to support decision making, including level of care and service planning, to facilitate quality improvement initiatives, and to allow for the monitoring of outcomes of services.

Upon completion of a risk assessment, probation officers will complete a targeted case plan, creating S.M.A.R.T. (Specific, Measurable, Achievable, Realistic, Time-Bound) goals with proper 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, vocational services, etc. The case plans shall be responsive to the immediate needs of youth, yet, inclusive of the youths' families and community partners. Specialized services to support the unique needs of youth with disabilities including mental health, learning challenges or trauma-based concerns, are to be 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 oversee successful implementation preventative and maintenance services, remove obstacles to success, and promote the reduction in recidivism rates. 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 family immediate needs while also maintaining a clear vision of the family plan. Team meetings are where planning occurs, decisions are made, and celebrations are held. The partnership between agencies in both MDST and CFT meetings will champion a truly individualized, unconditional, community-based 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 all youth, whilst maintaining the commitment to enhance public safety. To this, 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, thus, in violation of Court orders. Child and Family Team meetings can be conducted as emergency meetings, to address problem behaviors or circumstances not conducive to stability. Alternative, less-restrictive options to detention include the use of an Electronic Monitor for GPS monitoring through SCRAM of CA INC. 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 post-release.

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: Department of Social Services, Imperial County Behavioral Health Services, 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

Programs & Services

There are several agencies that are invested in providing mentoring, advocacy, and restorative justice opportunities for youth to assist them, not only in the transition and adjustment to the community and a prosocial lifestyle, but prior to entry to the juvenile justice system as well. These learning opportunities will continue upon discharge to their home or in an alternative placement. For those youth returning to their home in other jurisdictions, a comprehensive re-entry plan will be developed in coordination with their home county to provide relevant and essential supports as they transition out of Imperial County. This proposal provides details regarding physical plant considerations, safety and security safeguards, and the continuum of services needed. The intent 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, which 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, which offer a wide array to justice-involved youth.

SB 823 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. Since 2009, Rite Track has served over 1,500 court-referred youth and their families. Rite Track provides countless hours of cognitive behavioral therapy, crisis interventions, family based in home services, linkage to individual therapy, family therapy, substance abuse interventions, mentoring and individual

case planning. Services are tailored to the individual needs of the youth and young adults served. Rite Track implements evidence-based concepts in its programming including cognitive behavioral therapy, trauma informed practices and social learning theory. Additionally, Rite Track programs are modeled after best practices that emphasizes assessment, staff development, quality assurance, evaluation, and program fidelity.

Rite Track SB 823 Proposal

In support of the Imperial County Juvenile Justice Realignment plan and implementation of Senate Bill 823-DJJ Realignment Implementation, Rite Track Youth Services is committed to serving males and females ages 14 up to 25, who have been adjudged a ward of the court; where the court has made a finding that less restrictive alternative dispositions are unsuitable. The served 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.

Proposed services will align with Secure Track youth's individualized case plans that include intervention programming, family centered, diversion services, cognitive behavioral therapy, mentoring services, workforce training, linkage to employment and transitioning services. Program services operate utilizing best practices and evidence-based trauma informed practices. Through support, structure and supervision of youth, the Rite Track will work with probation and partnering agencies to help reduce risk behaviors prepare the youth for reunification with family members, transitioning back to their community and prepare for the workforce. Rite Track will offer the following services to SB 823 youth:

Child and Adolescent Needs and Strengths (CANS) Assessment

The initial referral assessment is the first step in determining the youth's needs. A Child and Adolescent Needs and Strengths (CANS) assessment will be conducted by Case Manager/Mentor, which will aid in identifying current barriers, short-term goals, long-term goals and assist in developing an individualized service plan to include transitioning and aftercare plan. This assessment will be completed within the first thirty days from admission. The assessment will serve as a guide and tool to ensure quality services. Service Plans will be updated every quarter after the initial plan.

Cognitive Behavioral Therapy (CBT) Groups

Cognitive Behavioral Therapy (CBT) is a psychological treatment that has proven to be effective for a range of problems including depression, anxiety disorders, alcohol and drug use problems, marital problems, eating disorders, and severe mental illness. Research suggests that CBT leads to significant improvement in functions and quality of life. To enhance the learning environment and growth opportunities for youth, Rite Track will offer cognitive evidence based best practices that help youth positively change their maladaptive behaviors to adaptive behaviors.

The cognitive-based interventions are built into the program's curriculum are designed to lower risk, and raise protective factors to prevent recidivism. Rite Tracks group interventions are based on Cognitive Behavioral Therapy practices and are facilitated by certified Service Coordinator/Mentor facilitators. Interventions include, but are not limited to the following curriculums:

- ❖ **Thinking for a Change (T4C):** 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 (ART):** 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.
- ❖ **Safe Dates:** An evidence-based program to help teens recognize the difference between caring, supportive relationships and controlling, manipulative, or abusive relationships. It is during the critical preteen and teen years that young people begin to learn the skill needed to create and foster positive relationships.

Mentoring and Tracking Program

Mentoring and Tracking services will be rendered at the Imperial County Juvenile Hall during the Secure Track youth's incarceration. As youth transition back into their community, Rite Track will provide transitioning and follow up services. Services will be administered and supervised by a Rite Track Mentor/Case Manager within the youth's home, place of employment, educational facility and at the Rite Track facility.

The supervising, mentoring and resource services will begin as soon as a Rite Track staff receives a referral from the Juvenile Hall. Rite Track staff will discuss the case with the Student Support Treatment team and/or Referring Agency, review the case file, prior assessment information, current at-risk behaviors, and if possible, include the youth in deciding which services would best fit their needs.

Service delivery is driven by the Service Coordinator/Mentor, who will mentor and encourage disengaged families to prepare for reunification. Through the program, Rite Track strives to re-establish communication between parent and youth and introduce a system for long-lasting understanding. The Service Coordinator/Mentor is available 24 hours a day, 7 days per week in case an assigned youth (or family) is in crisis and needs a strategic intervention. Minimum program deliverables include:

- ❖ Family interventions and prepare for reunification
- ❖ Liaison with school, service providers, governmental agencies, workforce development, the courts, etc.

- ❖ Face to face contact 1 to 2 times per week (announced and unannounced)
- ❖ Phone conversations as needed, available 24/7
- ❖ Strategic interventions related to individual and family needs.
- ❖ Securing housing
- ❖ Linkage to Family counseling
- ❖ Social and life skills workshops
- ❖ Workforce Training
- ❖ Employment linkage/internship
- ❖ Aftercare services

Throughout all these services, the Rite Track staff will work to mitigate the youth's risk factors and increase their protective factors. If a risk factor is peer relations and substance abuse-the staff will make sure that the youth's peers are appropriate and supportive. To support protective factors, staff will teach life-skills such as opening a bank account, depositing a paycheck, shopping for groceries, getting a driver's license, practicing mindfulness practices, safe dating and ultimately how to access community resources. In addition, the Rite Track Student Support Team (consisting of Management, Facilitator and Mentor) will be responsible for the planning and development of youth services in collaboration with probation department staff that are assigned to Secure Track youth. The Student Support Team will coordinate meetings to address progress and setbacks that need to be addressed.

Transitioning services will be rendered to Secure Track youth six months prior to their provisional and permanent release from ICJH. Service Coordinator Mentor will develop a reunification plan with Secure Track youth and their families. Services will take place within ICJH, Rite Track facility, and the youth's family home. Transitioning plans will include the following services:

- ❖ **Housing Services** - Service Coordinator Mentor will work with Secure Track youth to develop a housing plan upon their release from ICJH. Mentor will assist in locating an adequate housing within a family residence and or locating independent housing.
- ❖ **Workforce Services** - To assist Secure Track in establishing financial stability through employment. Service Coordinator Mentor will offer a hands-on Customer Service and Sales curriculum and prepare the youth for the workforce upon their release from ICJH.
- ❖ **Work Experience** - Service Coordinator/Mentor will collaborate with Businesses within the community and offer (optional) 100 hours of hand on training in a related customer service and/or sales field. Through the collaboration with our identified community Business Hosts, youth will have the opportunity to gain work experience, employment management and enhance their work ethics. Upon successful completion, youth will receive a stipend (contingent upon available funds).
- ❖ **Post-Services** - Service Coordinator/Mentor will provide 6-monhts post-service to Secure Track upon their release from ICJH. Mentor will provide peer counseling, guidance, support, substance abuse monitoring, and general youths monitoring and compliance with SB823 plans

Soft Skills Workshop

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.

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.

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:

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

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 Reconciliation 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 and SED Severely Mentally Ill (SMI) Transition-Age Youth who will receive the following services:

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

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. You are provided the following services:

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

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. Clinical staff focus on some of the following topics:

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

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

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. The Student Attendance Review Board (SARB) provides services for truants and at-risk students at the school level. Intensive supervision is provided by a probation officer to students and families whose school attendance problems may lead to a School Attendance Review Board Hearing.

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

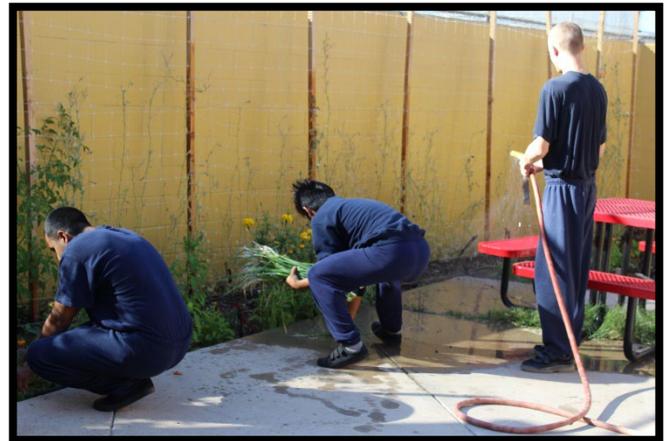


The Probation Department has continued their partnership with the Imperial Valley Desert Museum. The partnership continues to allow youth within juvenile hall to receive educational instruction by the Imperial Valley Desert Museum where they learn about traditional culture and participate in art projects throughout the year. The Desert Museum offers weekly fine arts and culture projects to youth in Juvenile Hall through their “History on the Go” program. The weekly classes included lessons on traditional Kumeyaay culture, science and technology, and earth science activities.

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.

JUVENILE HALL – GARDEN OF DREAMS

The Garden of Dreams was initially presented in 2015 with the goal of offering detained youth the opportunity to learn about the delicate balance between living and surviving through a hands-on application. Currently, the Garden of Dreams continues to strive through the collaboration between the Imperial County Probation Department, the Master Gardener, and the Esther Huff School teachers, where participating youth can learn the importance of working collaboratively with one another, develop



leadership skills, and learn responsibility. The Garden of Dreams facilitates lessons that include creating positive relationships 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 foster 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. Funding through YOBG has allowed for

purchase of compost, seed, drip irrigation supplies, and safety apparel for youth to work in the garden. In order to keep the welfare and safety of youth and staff located within Juvenile Hall, the Imperial County Probation Department began limiting outside visitors to the facility, which included the Master Gardener of the Garden of Dreams. The Department hopes to resume this program as soon as County safety guidelines allow.

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. Wraparound may also be used for children who are eligible for Adoption Assistance Program benefits. 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. Further services which some realigned youth may benefit from include: divorce, paternity, child support, spousal support, guardianship, conservatorship, and request for order.



IMPERIAL VALLEY FOOD BANK (IV FOOD BANK)



Should 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 participant's required level of supervision depends upon the actual behavioral change that has taken place for each individual participant.

OTHER UNIDENTIFIED CONTRACTED SPECIALIZED PROGRAMS AND SERVICES

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

PART 4: JUVENILE JUSTICE REALIGNMENT BLOCK GRANT FUNDS

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

MENTAL HEALTH

Imperial County Behavioral Health Services

Imperial County Behavioral Health Services (ICBHS) will be the primary provider of mental health services on site. Grant funds will be allocated to renew existing Memorandum of Understanding between the Imperial County Probation Department and ICBHS as deemed necessary. In said partnership, ICBHS will provide specialty mental health services to the targeted 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.

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.

Positive Engagement Team (PET)

The Imperial County Behavioral Health Services Positive Engagement Team (PET) Program was incorporated at the Juvenile Hall as a stigma reduction program, utilizing trained dogs to reduce negative feelings, attitudes, beliefs, stereotypes, perception and/or discrimination related to being diagnosed with a mental illness, having a mental illness or seeking mental health services. The goal of the program is to provide mental health services to unserved and underserved individuals in our community by increasing acceptance dignity and equity for individuals with mental illness, and members of their families. PET is intended for children, adolescents, adults and other adults, from cultural diverse groups to create a positive association with mental health services.

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 done to make existing facilities less trauma inducing. As probation continues to implement the trauma-informed care approach at juvenile hall, additional modifications to Dormitory five, 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, probation is seeking to collaborate with a local certified anger management program to provide an anger management course to SB823 youth.

ADDITIONAL EXPENDITURES

Transportation vehicle

Probation has determined that a vehicle assigned specifically for the realigned population is necessary to efficiently 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 probation 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, probation will utilize grant funding to meet the realigned youth's 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 will be provided by New Creations Ministries with group services and individual bible studies 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, probation will be purchasing necessary gardening equipment and materials to fulfill the program objectives.

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 probation will replenish the commissary on an on-going basis and items to reward youth to encourage participation in programming and achievement of behavioral goals.

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 machines, 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, probation is proposing to purchase sporting equipment conducive to large muscle exercises. Supplementary to fitness equipment, probation is proposing the construction of a multi-purpose building within the juvenile hall premises, where indoor activities may also take place.

The Imperial County Probation Department has identified areas of the Juvenile Hall where improvements to the facility can be implemented so that youth staying at the Hall will have space for additional recreational activities. Current plans include expanding the basketball court area to allow for more space and a wider variety of activities for the youth stationed at the Hall. These improvements will be essential in promoting the physical and mental well-being of youth housed in the facility.



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, probation 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, probation 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 seek to incorporate Music Education as an additional activity for the realigned youth.

Literacy Program

In order to encourage and strengthen the youth's literacy skills, probation 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.

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, probation 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, probation 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, probation will expand visitation options and allow additional visitation time on a monthly basis with their family. As an incentive, probation 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, probation 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, probation 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.

Parenting Education

Community referrals for parenting classes will be submitted upon the youth's commitment to juvenile hall. 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

Re-entry 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

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 20-hour job readiness workshop that builds on the essential tools needed to enter the workforce and is designed to assess the current skill level of participants and enhance or refresh their employment seeking tools. Participants learn effective job searching techniques, high quality interviewing practices, how to develop competitive resumes, and how to communicate with 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 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 realigned youth. Prior to a youth's release, probation 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 to return upon release. The department will offer reunification services to the youth and their family during a youth's time in custody so that the youth's transition home can be smooth. 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 released from custody that decide to enroll in, or continue with, higher education at IVC, will be referred to this program if they are in need of housing.

Campeños 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 allows us to help pay past due rent or utilities, and provide emergency food. We 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. By helping alleviate these immediate needs, we also gain the opportunity to offer additional emergency and social service support to improve socio-economic status and overall wellness of low-income families/individuals in Imperial County.

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 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, probation 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 in-patient rehabilitative services, youth will 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.

EDUCATION/VOCATIONAL:

There are various educational and vocational options 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, allocated 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 criteria being a 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.

Prison Education Program (PEP)

The goal of PEP is to create a "Prison-to-School Pipeline" and provide in-custody students with the cognitive tools necessary to function as productive citizens. The program's multi-layered approach enhances human development, reduces recidivism, saves resources, and allows participants to contribute to the economic and civic life of California.

As part of the continuance of programming for Secure Track Youth, Probation established a collaboration with the Prison Education Project where students initiated the Spring Semester on February 21, 2023. The pilot program offers 7-week introductory courses in different subjects. Said courses are taught by university students and professors from 20 regional universities; such as San Diego State University. The volunteers ultimately become mentors for youth and guide them through the contours of re-entry once they are discharged. Our cohort of Secure Track Youth are attending in-person classes at Juvenile Hall; specifically, Building Healthy Relationships and Self-Empowerment.

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:

The Learning Institute of Southern California 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 American Beauty & Barber Academy: The American Beauty & Barber Academy is located in Brawley, California, and offers training to become a licensed cosmetologist, esthetician, manicurist, or barber. At American Beauty and Barbering Academy, students are provided with the training and education they need to pass the state board exam, receive their state license, and get a job in their desired career field

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 or discourage 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 grant funds for staff training regarding Evidence-Based Practices and Trauma-Informed Care (TIC). 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. Continually training

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staff addressed the issue of consistency of the implementation of a rating system, allowing youth to receive targeted interventions that accurately correspond to their criminogenic needs. 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 is trained to facilitate certain CBT curriculums such as Thinking for a Change and Moral Reconation Therapy. If additional Probation Staff is 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 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, and as often as necessary. The assigned Probation Staff will be tasked to organizing and facilitating all CFT meetings; therefore, funding will additionally be allocated for training Probation Staff on conducting 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, and community supervision. Furthermore, MDST 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 might need in the community.

In addition, Probation intends to allocate funds to 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 carried out by the former Division of Juvenile Justice, the path toward successful re-integration of youth into their communities relies on the effectiveness of collaborative efforts from community service providers. Youth must be enveloped with services aimed to target their risk/needs while fulfilling their needs in a setting conducive to community re-integration. As proposed changes are implemented to current facilities, the partnerships with local service providers will be strengthened and solidified. In collaboration with Imperial County Probation, local service providers will be fundamental in providing the necessary tools and services for re-aligned youth to receive the necessary services to meet their individual 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 of which will play a crucial role in delivery of academic needs and vocational opportunities. Medical services within the facility are delivered by NavCare, aimed to target physical, dental, vision healthcare needs. In addition,

Imperial County Behavioral Health Services will provide significant services to re-aligned youth, both in a mental health and substance use capacity. With the ICBHS- Youth and Young Adults and ICBHS – Substance Use Disorder Program youth will be provided an array of targeted services.

As the re-aligned youth are increasingly serviced in their originating communities, the implementation of services is likely to adjust as the best practices and structures are refined. Local community partnerships may need to be adjusted to better serve the population and meet their specific needs, as any occupational, recreational, or treatment needs arise. Allocating a contingency fund from the funds to address additional or unexpected services will be necessary to ensure that youth's needs will be met. It is important to consider the possibilities of unforeseen treatment needed for youth in special circumstances or specialized needs. Having an allocated fund to address these circumstances will ensure Imperial County Probation's capability to adjust to any unforeseen circumstances and render the appropriate services and care. The expenditure of funds will be authorized by the Division Manager, (further outlined in Part 5), though specific details of the budget are pending. Taking an approach similar to Wraparound Program, numerous factors will be examined to ensure the youth is equipped with the necessary tools and services for community re-integration. In these necessary areas, expenditures may arise to ensure tangible needs are met for both the youth and family. As re-aligned youth are transitioned into their communities, additional needs may arise including housing, wardrobe, transportation, educational, or vocational needs. In addition, the need for additional/increased treatment programs may arise in the future and funds will be allocated to fulfill any unexpected needs of the youth or family.

Funds will need to be designated to certain community organizations by developing contracts and other community supports. Imperial County Probation's collaboration with agencies such as Imperial Valley Desert Museum, Rite Track Youth Services, Imperial Valley College – Resilient Scholars Program, Geo Re-Entry Services, Imperial Valley Regional Occupational Program, among others. The STAT staff, detailed below, will routinely examine the needs of the youth and family and search for community based supports. In addition, the STAT staff will make referrals to programs as appropriate upon the re-integration to society and inform the youth and family accordingly.

PART 5 – FACILITY PLAN

The facility plant is divided into five dormitories, which capacities vary ten, eleven, or twenty youth in each dormitory. The facility's has three dormitories in the front (Dormitory 1, Dormitory 2, and Dormitory 3), currently utilized for the general population and for quarantine purposes as a response to COVID-19. Dormitories 1 and 2 have eleven single occupancy rooms, while Dormitory 3 has ten single occupancy rooms. 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 contains staff, normally 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 tub, for youth with more advanced limitations, in compliance with the Americans with Disabilities Act (ADA).

Dormitories 1, 2, and 3 are within close proximity of each other, while Dormitories 4 and 5 are located furthest away from the entrance, allowing for separation by age and/or special needs as warranted and identified during classification. Dormitories 4 and 5 have quick access to the outdoors from within the dormitory, which leads to an open area, where additional infrastructure is intended for services/programming functions. Within the ICJH facility, are two classrooms, one which can accommodate separate instruction from Imperial County Office of Education instructors for re-aligned youth. In addition, within close proximity to the separated dormitories is an additional room, which can be utilized for, behavioral health counseling, or for individual meetings with youth.

Dormitory 4

This dormitory 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 a healthy adolescent development and incentivize desired behaviors. The realigned youth would partake in the Honor Dormitory on separate dates and/or times as the remaining youth in the general population. with positive direction and support, such as a family friend, youth group leader, teacher, coach, pastor, etc.

Dormitory 5

This dormitory will serve as the housing unit for re-aligned youth. Dormitory 5 has a day room for structured and recreational activities, leading to the outdoor yard of the facility, where large muscle activity can occur in the facility's basketball court, garden, or proposed multi-purpose building for additional sports and wellness

activities. This dormitory will be adjusted to hold 10 youth within 10 single-occupancy rooms and is currently adjacent to Control Center II. The rooms span the length of the dormitory, with five rooms on each side. The program intends to start with one dormitory, Dormitory 5, therefore, there is less possibilities for assigning youth to housing units and areas. Instead, youth will be housed on one side of the unit based on considerations including but not limited to 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, Positive Achievement Change Tool. Adjustments to housing will be made to ensure the environment remains safe for all youth at all times.

The Imperial County Juvenile Hall Facility

The Imperial County Juvenile Hall Facility includes a dining hall, which can host up to 40 youth at a time for meals. Food preparations are made at the Juvenile Hall Kitchen, located outside of the facility. It is staffed by one food supervisor and three cooks that plan and prepare meals based on specific nutritional requirements by the State of California. As mentioned, the ICJH facility includes a school area which houses Imperial County Office of Education, Esther Huff. The school consists of two classrooms, which can hosts up to the allotted ratio of instructor per students in each classroom. Additionally, large muscle body exercises are completed on a full size blacktop basketball court, which doubles as a volleyball court.

Youth in Imperial County have historically been committed to the Division of Juvenile Justice at very low rates. Further, commitments of female youth to Division of Juvenile Justice are sparse. For this reason, Imperial County Probation will focus on housing male youth in Dormitory 5. In the event the need arises, female youth committed for longer terms in custody may be housed with like-gender youth so that they can program together. In the event that local facilities are not in line with the most conducive environment for youth to receive services and programming, options will be explored including but not limited to a regional contract with another county that can provide suitable programming with like-gender youth.

FACILITY UPGRADE CONSIDERATIONS

Currently, facility additions, security upgrades, and programming are being planned and prioritized to ensure the most effective environment for re-aligned youth in a long term commitment. ICJH facility counts with a spacious room, adjacent to the entrance of the facility. This room currently serves as a storage room; however, to better serve the re-aligned population, the room will be renovated. The room is in need of renovations including but not limited to painting, flooring, lighting, furnishings, movable furniture, camera equipment, and updating. This room boasts a large multi-purpose room, two bathrooms, kitchenette, and an office space. The multi-purpose room has the capability of being divided into two sections. Within these said sections, ICJH intends to use one section and

convert it into a Multi-Sensory De-Escalation Room, modeling Sacramento County Probation's success in establishing the first MSDR of its kind.

The goal of the MSDR is to create a safe, trauma-informed environment that allows residents to de-escalate without use of force or an isolation room, which may help prevent violence and increases safety. This would provide youth with an environment, which allows them to calm down and control their feelings. 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 ICJH staff the alternative to using room confinement as a mean of regulating dysfunctional 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 manipulatives 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 experiencing dysfunctional behavior to allow them to safely regain control of themselves and their emotions. By providing youth with a calming environment and staff engagement, the MSDR may function as a de-escalation tool while allowing youth opportunities to explore and expand their self-regulation techniques if the need arises.

As part of the facility upgrade considerations, intended plans are to contract with local artists to develop murals in the areas where re-aligned youth will program, reside, and engage with others including but not limited to, dormitory, MSDR, outdoor visitation area, and the dining hall. These environments will share common themes in line with 'normal' community setting and will have colors that are visually interesting/appealing.

The proposed dormitory's lighting, doors, and room intercom systems are controlled remotely from the Control Center II, separate from the Control Center I, which oversees the other dormitories. Control Center II will require upgrades to ensure supervision capabilities are effective and reliable. Included in the proposed upgrades are a renovation of Control Center II to include new countertops which house the technology systems, upgrading telephone systems, monitors, cameras, furnishings, lighting, and communication systems.

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 investigate allegations when needed. This will ensure there are no blind spots for areas where youth program.

In implementing increased family engagement activities, service providers, and visitations to the ICJH facility, it will be essential to screen all visitors for contraband for the safety of all youth and staff. Imperial County probation 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.

In addition, Imperial County Probation seeks to improve the activities and provide more options to youth for large muscle exercises. Proposed facility upgrades include a gym inside the modular multi-purpose room. This gym would include cardiovascular machines, weight training, resistance training among other equipment conducive to physical exercise. Currently, youth are confined to certain times of the day to complete large muscle activities, as required by Title 15, due to the nature of the weather in our location. Youth normally complete the large muscle activities early in the morning, as to avoid extreme heat known to the region, such as temperatures as high as 120 degrees Fahrenheit in the summers. A designated indoor space with appropriate equipment will increase the available activities for youth while not being reliant on outdoor weather. Further, as part of providing youth additional options for activities, a Tennis Court/American Handball Court is being proposed. This court would be easy to implement to the already existent area where the basketball court is located. Preparations would include erecting a three-sided wall and preparing the surface with concrete. This type of court provides activities for youth to engage with as a group and requires minimal ongoing maintenance. This proposal ties into the goal of expanding activities for youth that will be housed long term and implementing alternatives to Title 15 large muscle exercises.

ICJH counts with secured outdoor areas near Dormitory 4 and 5, which are easily accessible and provide views to outside, natural lighting, and serve to reduce the sense of confinement. These areas will be retrofitted with new outdoor seating areas, shading, and mural art to create a normative environment.

STAFFING

Re-aligned youth will be housed in a safe environment within ICJH 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 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 units 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 standards. Consequently, a significant portion 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 department.

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

Staff will facilitate youth engagement to local community partners to forge relationships and provide services and supports inside the facility. Increasing community supports will be achieved with building positive relationships with community members and involving family at every opportunity to create inclusion and ongoing support as protective factors. Frequent family visits are correlated with good behavior and overall improved behavior and functioning. With the accommodations proposed above, youth will be able to meet with family for visitations and monthly picnics. These meetings will serve to strengthen family based ties and include the family in the youth's life, progress, goals, and overall programming.

Implementation of re-alignment program for youth to be housed long term in local facilities necessitates additional infrastructure to ensure the proper delivery of services and supervision of youth with long-term commitments. Additional positions in Probation will be sought to fulfill duties in delivery of services, supervision, communication with local service providers, Courts, enforce Court orders, reduce recidivism, motivate behavioral change, and advocate for victims.

Within the proposed structure, Imperial County Probation is seeking to implement two positions, in the capacity of a Division Manager and a Deputy Probation Officer III. Said positions will implement the standards and practices brought forth by SB 823 and create policy and procedures to serve re-aligned youth in concert with community service providers.

DIVISION MANAGER:

Under the direction of the Chief Probation Officer, will supervise, plan, organize, and direct the Re-Entry division of the Probation Department; through subordinate supervisory staff, supervise subordinate probation and/or juvenile hall officers and staff in the processing of applications for probation and re-aligned youth and the monitoring of persons placed on probation or committed to long term detention by the courts; assign referrals from several agencies and determine appropriate and applicable services as required. The implementation of SB 823 will require extensive involvement in the development of policy and protocol/procedures. In addition, establishing Memorandums of Understanding with collaborating agencies to render services and aid to SB 823 population will be essential.

A Division Manager will supervise activities of an assigned probation division such as Re-Entry in the Juvenile Division; train subordinate personnel; evaluate work performance of subordinate probation or juvenile hall officers and support staff. Develop; implement and administer specialized programs such as training, community service work, or work furlough; recommend policy to determine who is eligible for programs. Analyze legislation, correspondence, reports and other materials to evaluate impact on division activities and develop plans for appropriate action; interpret complex rules, regulations, laws, policies and procedures and remain current on probation-related issues. Keep abreast of all applicable local, state, federal, and court laws, rules, regulations, policies and procedures to ensure compliance; assess impact to program and recommend and implement policies and procedures to maintain compliance. Develop and manage major Probation Department studies, projects, initiatives, or other activities as assigned; develop goals and objectives; directs staff in implementing strategies and work plans for the successful achievement of such goals and objectives; establish performance standards and methods for the Juvenile Re-entry program section. Evaluate, interpret and report on program/project results; research, analyze and prepare program and/or project data and information; prepares written communications including reports, memoranda, letters, electronic mail and other documents; prepares charts, graphs and other

documents to present conclusions or results; shares information appropriately with boards, groups, committees and others as requested. Conduct staff meetings to provide staff information on services, new laws and regulations affecting the provision of services and to communicate developments within the department. Direct and ensure the maintenance of records, preparation of reports, and the functions necessary for effective program operations. Monitor assignment of investigations and cases for supervision and quality of investigation reports. Make presentations to committees, outside agencies and organizations and the Board of Supervisors regarding policies and procedures. Serve as chair or co-chair of various committees related to the operation of the department, including the Juvenile Justice Realignment Plan to discuss the furtherance of its goals, or the goals of community-based organizations committed to the effective delivery of juvenile and criminal justice services. Prepare a variety of reports submitted to the courts or the Chief Probation Officer. Investigate, write and prepare supplemental or original reports to the courts for possible placement, further detention or other action. Assure that actions are in accordance with Department policy and with applicable laws and regulations. Perform the duties of a Deputy Probation Officer as necessary; appear in court as court officer or in the training of new employees. Assist the public in question concerning department policies and procedures. Perform related duties as assigned.

DEPUTY PROBATION OFFICER (DPO) III:

Under the direction of a Supervisory Probation Officer or Probation Division Manager, lead other Deputy Probation Officers and assist in the supervisory duties within a unit of probation officers; perform specialized and complex work with the most difficult cases; perform special projects involving detailed investigations and research, involving re-aligned youth and youth committed to ICJH for long-term.

The Deputy Probation Officer III classification serves in a lead capacity and performs highly specialized work involving the application of extensive knowledge and experience in the probation field. Said Officers are assigned the most complex and difficult cases. This class is distinguished from Deputy Probation Officer II in that the latter performs the full range of duties requiring experience in court and custody investigations, supervising probationers, preparing reports while working under considerable latitude and discretion with an assigned caseload. The Deputy Probation Officer I class performs routine casework under close supervision while learning the legal requirements, policies and procedures of the Probation Department. The Deputy Probation Officer III class is distinguished from Supervising Deputy Probation Officer in that the latter class has full supervisory responsibility for a unit of Probation Officers

Deputy Probation Officer III Re-Entry Officer will lead Deputy Probation Officers/ Juvenile Hall Detention Officers and assist in the supervisory duties within a unit of probation officers/ detention officers; train officer, assign and review casework; serve as mentor and role model and advise on complex case questions. Perform specialized work in the most difficult and unyielding cases involving re-aligned youth; complete research and

analyze subject areas, utilizing agency personnel and community resources as necessary. Develop, write and submit grant proposals for specialized projects. Supervise adult and juvenile probationers individually; to ensure compliance with terms and conditions of probation; explains conditions of probation to clients and families; implements treatment modalities and assesses progress during treatment; violates probation of individuals not following the orders of the Court. Further duties entail conducting court investigations; investigate cases of adults and minors charged with and convicted of crimes; Interview clients to determine eligibility for probation, to discuss illegal behaviors and to obtain social history and client's intentions for the future; researches case history, reviews and interprets technical, financial and scientific reports; interviews families, victims and other interested parties such as employers, schools, and attorneys and discuss the backgrounds of assigned cases; prepare reports for inclusion in court records and conduct interviews of defendants and victims. Enforce conditions of probation assuring that probationers follow orders established by the courts. Review juvenile or adult intakes referrals by local, County, State and federal agencies; make decisions regarding the detention or release of custody. Represents the department before community groups and committees. Deputy Probation Officer III – Re-Entry Officer will restrain aggressive clients and juveniles in or out of court. Make arrests as needed of probationers in violation of court orders; perform searches and seizures of clients on probation. Be the lead contact with other collaborative agencies to obtain mental health or drug abuse counseling, employment, training or other community resources for the client or probationer; work with health, social service, group home, or other support agencies to implement the treatment needs of probationers/re-aligned youth; make referrals to treatment programs; assess the progress, development and ongoing needs of clients; make periodic reports to the Court on client status; counsel and act as liaison between probationers, families, and others; make recommendations for dismissal of cases where satisfactory progress has been achieved; resolve crises; may facilitate a variety of staff and/or client training programs. Verify information obtained from clients; perform drug tests on probationers to detect possible drug use; obtain clients' prior records. Prepare and file actual petitions in court. Communicate with judges in court or in chambers regarding facts of a case; provide pertinent or supplemental information concerning the client's probation report such as psychological reports, mental health reports and welfare reports. Assist other law enforcement agencies as necessary regarding assigned cases. Conduct custody investigations to recommend to juvenile court the proper placement and custody of children. Assist Juvenile Hall staff in emergency situations; apply and explain basic Juvenile Hall rules and regulations. Develop, write and update relevant policy and procedures. Take the lead role in a committee, special project or collateral duty.

ICJH staffing will lean toward scheduling supportive staffing patterns and schedules, which will accommodate program delivery and consistency. Staff will also facilitate independent living through ongoing activities and collaboration with partner agencies such as Rite Track Youth Services, referenced in Part 3: Programs and Services. Among services provided to youth will be vocational, mental health, cultural enrichment, independent

living skills, and cognitive behavioral therapy, among others. Staffing patterns will be conducive to ensure partner agencies are available to meet and deliver services to youth within the facility, allowing for consistent work with small groups of youth. In addition, staff will ensure the youth's progress is regularly monitored through Child Family Team Meetings and Multi-Disciplinary Services Team Meetings to determine youth's status with programs and evaluate the level of care needed for the youth.

Re-aligned youth will be offered intensive services aimed at targeting their risk factors, while promoting positive behavior conducive to their reintegration into society. With those considerations, ICJH staff will also be prioritized to ensure wellbeing of their mental health and wellness. Ensuring that policy and practices reflect both youth and staff's best interest is of high priority. In rendering services to re-aligned youth, staff may be subject to issues such as vicarious trauma, secondary traumatic stress, or direct stress. Aid to staff will be available through team meetings, time to debrief following incidents with youth, and services from the Employee Assistance Program (EAP). For those reasons, it is imperative that appropriate staffing is maintained at all times, as it presents an environment to address the needs of youth and staff simultaneously.

BEHAVIORAL 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.

MEDICAL STAFFING

NavCare medical staff will be on-site Monday through Friday to provide timely and quality medical care. For medical emergencies when NavCare 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 NavCare 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 ICJH facility, ICJH 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 plays a part 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 ICJH. 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 ICJH 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, behavioral health, medical, and Probation staff, and any positive support designated by the youth. The primary goal of the CFT is will be to use strength-based, family

centered process, to engage youth and family in developing and implementing individual treatment plan, or other services designated to meet their needs.

Suicide Prevention:

Probation is committed to deterring and preventing self-harm and suicide within its facilities. Policies are in place for supervision of youth identified as high-risk for this behavior. Each youth completes a MAYSI-II questionnaire upon entry into any facility. This risk assessment tool is utilized in determining the youth history, current state of mind, and potential for self-harm or suicidal ideation. Youth deemed to be an immediate risk are immediately assessed by behavioral health to determine program needs and supervisory objectives. Youth may be placed on Safety Watch (Level I, II, or III) depending on their needs. Programs can 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 or may keep them inside their room for completion. A confidential grievance box is made available within each housing unit, or youth may give them directly to supervisory staff. Grievances are taken seriously, handled in a timely manner, and at times can develop into policy change when required. All are reviewed by facility administration 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, considerations of lower level of care will be considered. Examples of these options include but are not limited to Short Term Residential Treatment programs, Electronic Monitoring through S.C.R.A.M., among others. These programs and services are further explained in detail in Part 3– Programs and Services.

PART 6: RETENTION OF TARGETED POPULATION

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, probation 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 for the productivity and well-being of our community.

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 probation 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 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 enjoy listening to the keynote speaker share

their 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 are not under juvenile delinquency jurisdiction and who meet the program's criteria. 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.

When considering adjudicated youth who are on probation, the Probation Department has taken proactive steps to implement appropriate supervision models and up-to-date evidence based practices and programs so that existing probation youth do not necessitate involvement with the adult justice system. Probation officers are trained in and utilize motivational interviewing throughout the life of a case when interacting with youth. At the inception of every 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 can 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 (please 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). EM is used as a means of intervention to mitigate recidivism and 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 mitigate circumstances 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. CFTs are intended to discuss a youth's progress and goals as well as any problem solving strategies that may be necessary for a youth to complete their case plan goals. 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 the community, 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 go to 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; youth 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 they 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. It is the goal of the department that youth receive the intensive rehabilitative services they need so that they can develop, mature, and become responsible law-abiding individuals.

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 male realigned youth at the local level. Allowing youth to maintain close family ties, as well as utilizing community based resources; the Probation Department feels that our youth will have a greater likelihood to smoothly transition back into the community following their release from custody. When considering this, should the Probation Department encounter a female youth who requires confinement, each youth will be evaluated on a case-by-case basis and a determination will be made for local treatment, or, out-of-county treatment. The Probation Department is committed to being a gender-responsive environment and committed to meaningfully addressing the needs of our female population; however, if probation's facility is not able to provide adequate services for the female youth, the department will consider contracting regionally with another county.

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 the youth. 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. Ideally, our department hopes to contract with Matt Burgan to provide in-custody services to this population, should the need arise. However, if this is not a viable option, and no other options can be identified, our county would look to leverage a regional provider in order to ensure there are no gaps in services for the youth.

PART 8: DATA COLLECTION

Data collection will be an essential part of establishing and maintaining our program. Data collection will allow the Probation Department to create an analytical basis for informed decision-making and help the Probation Department focus attention on improving desired results.

Probation officers will track case specific data through an internal case management system. The Probation Department is also in the process of updating to a new case management system, which can collect and analyze comprehensive data. In addition to probation's internal data system, probation officers have access to a countywide 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 desired data. Moreover, service providers will continue to provide in-depth 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 be set key performance indicators and monitor and their effectiveness. Data will be collected to assess program performance, explore trends in various fields, review resource allocation, identify what is working well and identify areas in which consideration should be given for improvement outcomes, among other measurable outcomes.

The Probation Department also plans to obtain qualitative data in the form of observation, probation staff interviews and questionnaires, and realigned youth interviews and questionnaires. The Probation Department will seek out qualitative data in an effort to understand the emotions that drive behavior and the feelings that precede decisions. Examples of desired outcome measures are as follows:

In-Custody Data Tracking

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, resource allocation.

Out of Custody Data Tracking

Referrals to services, 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, resource allocation