

Juvenile Justice Realignment Block Grant

Annual Plan

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County Name: Merced

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Background and Instructions:

In California, a youth found true (i.e., formal finding by the court that the youth was involved in a delinquent act) of committing the most serious crimes (e.g., 707(b) offenses) are transferred to the California Division of Juvenile Justice (DJJ) where they can be held until the age of 25 years old. However, consistent with research that youth experience better outcomes when they are able to remain closer to home, the Governor's Fiscal Year (FY) 2020-21 State Budget proposed transferring the responsibility of these youth to their home county. Specifically, from the Governor's proposed budget, the Senate proposed Senate Bill 823 (SB 823) which would formalize a new juvenile justice realignment at the state level. SB 823 proposed to eliminate the centralized DJJ custodial facilities for youth who are committed to DJJ. Furthermore, the bill proposed to transfer the responsibility of care, custody, and supervision from the state to local jurisdictions, such as Merced County Probation. Under SB 823, intake to the current DJJ custodial facilities for youth will stop July 1, 2021, and local jurisdictions will assume responsibility for custodial care and supervision. The bill was signed September 30, 2020.

Commencing FY 2021-22, and annually thereafter, there will be an allocation, referred to as the "Juvenile Justice Realignment Block Grant", to counties to provide appropriate rehabilitative

housing and supervision services for the realigned DJJ population. The allocated funding for Merced County for FY 2021-22 is \$575,934.

Based on the allocation formula in SB 823, at full implementation (FY 2023-24) Merced County will receive a total of \$2,826,428 to serve the realigned DJJ population. At full implementation, total statewide funding will be \$208.8 million.

To be eligible for the Juvenile Justice Realignment Block Grant, counties are required to create a subcommittee of the multiagency Juvenile Justice Coordinating Council (JJCC). Welfare and Institutions Code (WIC) section 1995(b) requires the subcommittee to be composed of the chief probation officer, as chair, and one representative each from the district attorney's office, the public defender's office, the department of social services, the department of mental health, the county office of education or a school district, and a representative from the court. The subcommittee shall also include no fewer than three community members who shall be defined as individuals who have experience providing community-based youth services, youth justice advocates with expertise and knowledge of the juvenile justice system, or have been directly involved in the juvenile justice system.

The JJCC subcommittee has strategized to develop this plan, describing the facilities, programs, placements, services, supervision and reentry strategies that are needed to provide appropriate rehabilitation and supervision services for the realigned DJJ population. In order to continue to receive funding, the subcommittee is required to convene at least every third year, but at a minimum, submit the most recent plan annually regardless of any changes.

Pursuant to WIC Section(s) 1990-1995, FY 2021-22, will require the Board of Supervisors to review and consider the plan for funding allocation; however, in order to receive funding for FY 2022-23, counties will be required to file the plan with the newly formed Office of Youth and Community Restoration (OYCR) no later than January 1, 2022. At full implementation (FY 2023-24) counties will then be required to submit their plans to the OYCR by May 1 of each year.

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Part 1: Subcommittee Composition (Welfare and Institutions Code 1995 (b))

Agency	Name and Title	Email	Phone Number
Probation Department	Kalisa Rochester Chief Probation Officer (Chair)	Kalisa.Rochester@countyofmerced.com	385-7560
District Attorney's Office Representative	Kimberly Lewis District Attorney	Kimberly.Lewis@countyofmerced.com	385-7381
Public Defender's Office Representative	Vincent Andrade Public Defender	Vincent.Andrade@countyofmerced.com	385-7692
Department of Social Services Representative	Yvonnia Brown HSA Director	Yvonnia.Brown@countyofmerced.com	385-3000
Department of Mental Health Representative	Genevieve Valentine, LMFT BHRS Director	Genevieve.Valentine@countyofmerced.com	381-6800
Office of Education Representative	Steve Tietjen Superintendent	STietjen@mcoe.org	381-6600
Court Representative	Hon. Mark Bacciarini Juvenile Court Judge	Mark.Bacciarini@mercedcourt.org	725-4100
Community Member	Kelly Turner Symple Equazion	Kturner@sympleequazion88.com	682-553-2366
Community Member	Jermain Paster Students with Aspiring Goals	Styf2thrive@gmail.com	276-8662
Community Member	Dennis Haines Family Resource Council	DHaines@mcoe.org	381-5980

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

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

The realigned target population for the Juvenile Justice Realignment Block Grant will consist of youthful offenders (males ages 14-25) who would be eligible for a commitment to the Division of Juvenile Justice, which is now being referred to as a local Secure Youth Treatment Facility (SYTF).

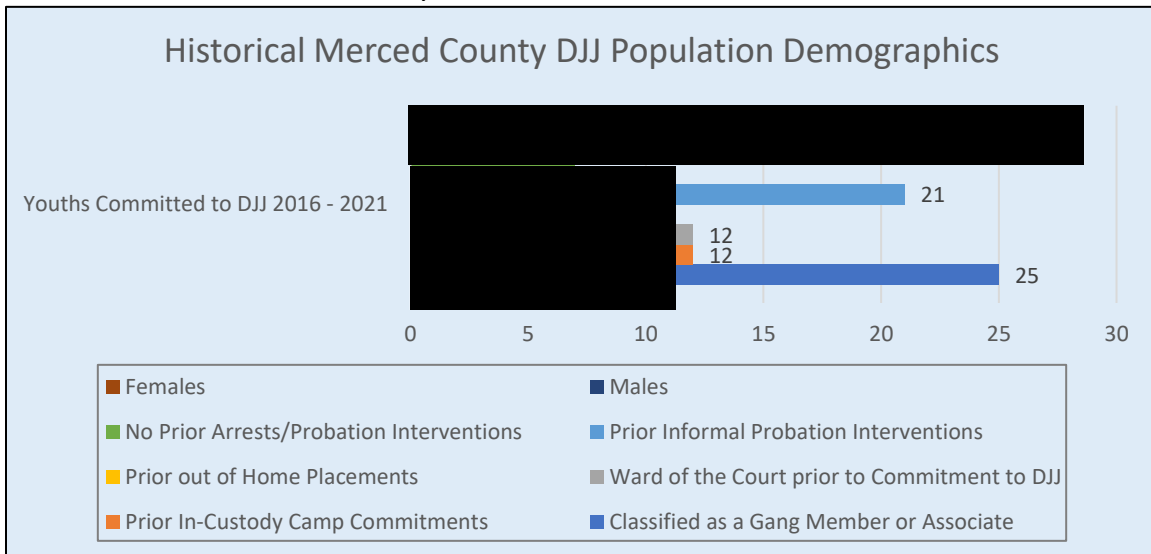
Commitments to the SYTF will require youthful offenders to be adjudicated as a ward of the Juvenile Court based on an offense described in Welfare and Institutions Code 707(b), defined under WIC 1990(b), in cases where the Juvenile Court has made a finding that less restrictive alternative dispositions are unsuitable.

Exclusionary factors for commitment to a SYTF in Merced County would consist of any youth requiring specialized treatment (i.e. females and/or any youths requiring sex offender treatment). Youths requiring specialized treatment will be referred to partnering agencies who will be able to best meet their treatment needs.

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

Merced County Probation anticipates serving youth ages 14 to 23, and up to age 25 depending on the length of the disposition order by the Juvenile Court.

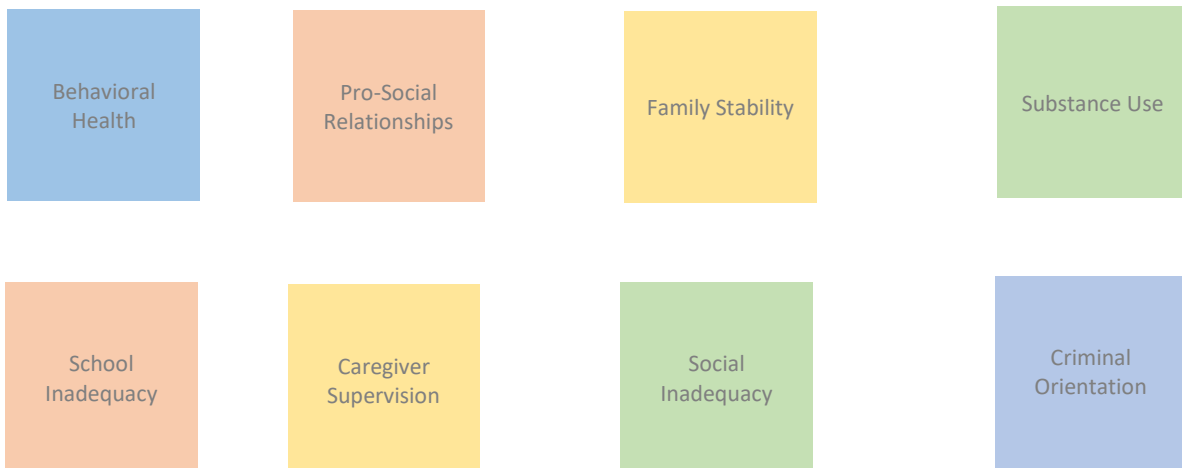
Between January 1, 2016 and June 30, 2021, 29 unduplicated youth were placed at DJJ. Of those 29 youth, 19 were Hispanic, [REDACTED] White, [REDACTED] Black, and [REDACTED] listed as Other. The youngest age upon entry was 14 years old while the oldest was 20 years old.



As of December 1, 2021, 8 of the aforementioned Merced County youth were still serving commitments in the California Division of Juvenile Justice.

As of December 1, 2021, there are [REDACTED] who are currently in custody at the Merced County Juvenile Hall pending 707(b) offenses/offenses that would qualify for commitment to a SYTF. It should be noted these youth are still pending the court process and there has been no judicial finding. Ages for these youth range from 15 years old to 19 years old.

Current Potential SYTF Youth Needs



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

The following list represents both formal and informal interventions that are utilized by the Probation Department. These interventions focus on addressing education, mental health, social services, drug and/or alcohol, and familial resource needs.

- 3rd Millennium Classroom is a virtual platform for the intervention of first-time juvenile offenders. 3rd Millennium Classrooms has been at the forefront of prevention and intervention since 1999. 3rd Millennium created the first on-line alcohol education course in the country. Since then, they have developed courses for marijuana and other drug use, intimate partner violence and sexual consent, nicotine awareness, and theft and impulse control. All programs use a motivational interviewing style and provide personalized feedback reports. The goal of the programs is to engage the client in a powerful learning experience that impacts behavior. Probation primarily used their Marijuana 101 program. Marijuana 101 is a marijuana education and intervention course that is used as a sanction for marijuana violations or possession of drug paraphernalia, as well as an educational component for DWI violations. Clients are presented compelling information about the dangers associated with marijuana use, presented in a reasonable and balanced manner.
- Learning for Life as facilitated by Probation staff, address taking ownership and responsibility for actions, learning from mistakes, discussion regarding anger and conflict management with the ultimate goal of accepting consequences
- Supportive Ongoing Services (S.O.S) is a multidisciplinary team that meets weekly to assist families in problem solving and securing agency resources. The team consists of Merced County Behavioral Health and Recovery Services, Merced County Public Health, Merced County Probation Department, Merced County & City School Districts, Merced County Child Welfare, Parent Partners, and Central Valley Regional Center. The ultimate goal for S.O.S. is to keep families together by building on family strengths and providing coordinated resources. All agencies and families have access to S.O.S. Referrals to S.O.S. are routed to a single source and families are scheduled to attend a meeting with resources providers who are typically already connected to the family. Information is exchanged and a plan is developed for the youth. A follow-up meeting is scheduled to ensure successes of the plan.
- The Re-Direct Program provides information to children and parents regarding community resources that are available to families to prevent deeper involvement in the juvenile justice system. The purpose of the Re-direct Program is to empower parents to become more effective in their parenting by clarifying their rights and responsibilities and their children's rights and responsibilities. The target population for this group is youth 12 to 18 years of age who have parents/guardians/or a caring adult who is engaged in the life of the youth. This program is a collaborative effort amongst community justice partners including but not limited to: Merced County Probation Department, Field Services and Custody Divisions, Merced County Behavioral Health and Recovery Services, Merced County Public Defender's Office, Merced County District Attorney's Office, various Law Enforcement Agencies, Merced County Public Health, Merced County Child Welfare and Merced County Office of Education.

- The Merced County Youth Accountability Board (YAB) is a volunteer organization which was originally formed by citizens who are concerned with the problems of escalating juvenile delinquency and the disintegration of the family. YAB provides diversion services to first-time offenders who would otherwise be under-served due to the lack of city and county resources. The volunteers strive to strengthen the community by supporting parents in their attempts to raise their children to be successful, law-abiding citizens and to teach children the need to be accountable for their actions. Should the youth fail to complete all of the terms in the contract or re-offend during the time frame of the contract, the youth is referred back to the juvenile justice system.
- The Graffiti Abatement Program focuses on hot spot areas frequently targeted by graffiti vandals. These hot spots are checked regularly, with the overall goal of removing graffiti as soon as possible. The Graffiti Abatement Program has a long history in the County of Merced. Youth that has been adjudicated for vandalism (graffiti) or those youth that need to learn the importance of not damaging personal or government property will have the opportunity of participating in the graffiti abatement program. Their participation will reduce local government costs while allowing youth to perform community service under the supervision of a Deputy Probation Officer.
- The Merced County Probation Department has two (2) Early Intervention Officers (EIO) assigned to the juvenile division. The EIO provides prevention, early intervention and diversion services to all areas of Merced County. The EIO targets at risk, low-level youth that were cited by a law enforcement agency or referred by school districts. The EIO seeks to apply constructive evidence-based interventions to hold the youth accountable for inappropriate negative and criminal behavior, as well as address the criminogenic needs of the youth when possible. The EIO is responsible for managing the Youth Accountability Board (YAB) program and ensuring appropriate youth are receiving suitable level of services. The EIO is the lead representative for the S.A.F.E. (Supporting Attendance and Families through Education) Program. All truancy referrals are assigned to the EIO for intake and investigation. Based on program outlines and the decision-making tree, clients will have an appropriate response to truancy referral(s). The EIO will work collaboratively with the respective school district that generated the truancy referral. The EIO is the primary representative to participate in School Attendance Review Boards (SARB). The EIO is responsible for providing gang and drug abuse awareness presentations to both parents and teachers identifying early warning signs; to include, vape pen usage to both elementary and middle schools within the county. The EIO participates in and department representative for the Supporting Ongoing Services (S.O.S.) Program. Lastly, the EIO acts as the departments representative and primary presenter for the Re-Direct Program.
- **The Juvenile Behavioral Health Court Program** is a court supervised, comprehensive, four-phase treatment program provided in collaboration with the Judge of the Superior Court-Juvenile Division, Merced County Probation, Merced County Behavioral Health and Recovery Services (BHRS), Merced County District Attorney (DA), Merced County Public Defender (PD), and Merced County Office of Education (MCOE). The program is designed for youth who have been diagnosed with a mental health or co-occurring mental health and substance use disorder. This program provides resources, tools and continuum of care which increases their overall quality of life and decreases incarceration for youths.

- **The Do Whatever It Takes at Home (DoWITH) Program**, offered by ASPIRAnet, is a collaborative between the Human Services Agency (HSA), BHRS, the Merced County Probation Department, and the MCOE. DoWITH offers a unique blend of “wraparound” services designated to be flexible in nature and will consider and incorporate the family's voice in the decision-making process. The strengths of the family are utilized as the foundation of the planning process. The parent of the youth is given a parent partner to assist with the struggles of parenting troubled teens. The (DoWITH) Program offers twenty-four hour on-call assistance with crisis intervention. DoWITH utilizes the least restrictive, most beneficial setting for youth and their families while utilizing a culturally responsive, family-focused, strength-based and evidence-based approach.
- **The Wraparound Empowerment Compassion and Needs (WeCAN) Program** provides individualized, multisystemic strength-based interventions to ameliorate mental health conditions that interfere with a youth's functioning. The WeCAN Program is operated by ASPIRAnet and is Merced County’s other Full-Service Partnership (FSP), which serves children and youth ages 0 to 18 of all races and ethnicities with special efforts to reach those with increased risk factors. WeCAN delivers specialty mental health services to severely emotionally disturbed clients, according to an individualized treatment plan designed with the child and the family. WeCAN meets families in their home on their time and collaborates with families’ natural support systems. WeCAN provides community services and support 24 hours a day, 7 days a week to clients with an emphasis on those with serious emotional behavior issues living successfully in the least restrictive normative environment. The goals of the program are to reduce out-of-home placements and to provide strength-based, family-driven services that promote wellness, recovery, and community integration.
- The RISE Program is a collaborative program between Merced County Office of Education and the Probation Department which provides participants with employability skills training followed by paid work experience in a culinary establishment. With their culinary training, food handler’s certification card, experience in the mobile coffee trailer and work experience with a local culinary establishment, participants will be prepared for employment in the local culinary labor market
- The RISE to Higher Grounds Café, Mobile Coffee Cart is a collaborative reentry program between Merced County Office of Education and the Probation Department which helps clients overcome one or more of barriers of transition back within the community. The purpose of the Mobile Coffee Cart program is to provide an opportunity for youth currently detained and completing an in-custody program, to learn skills related to customer service, handling cash, barista, merchandising, stocking and various other tasks oriented towards daily operational duties. The ultimate goal is to give youth practical work skills they can use once they leave and assist them with a smoother transition to the community if employment is no longer a barrier to success. Clients will be enrolled in the Merced County Regional Occupational Program (ROP) Culinary Essentials program. Participation in the program is based on behavior, current status within their commitment program and overall drive to partake in and contribute to the success of the program. The program's instructor is a credentialed teacher who is a former restaurant owner/manager. The program is also supported by an Instructional Aide with food service experience. Once clients have learned the necessary culinary skills in the classroom/kitchen lab and have obtained their Food Handlers certification card, they can then utilize their skills in the

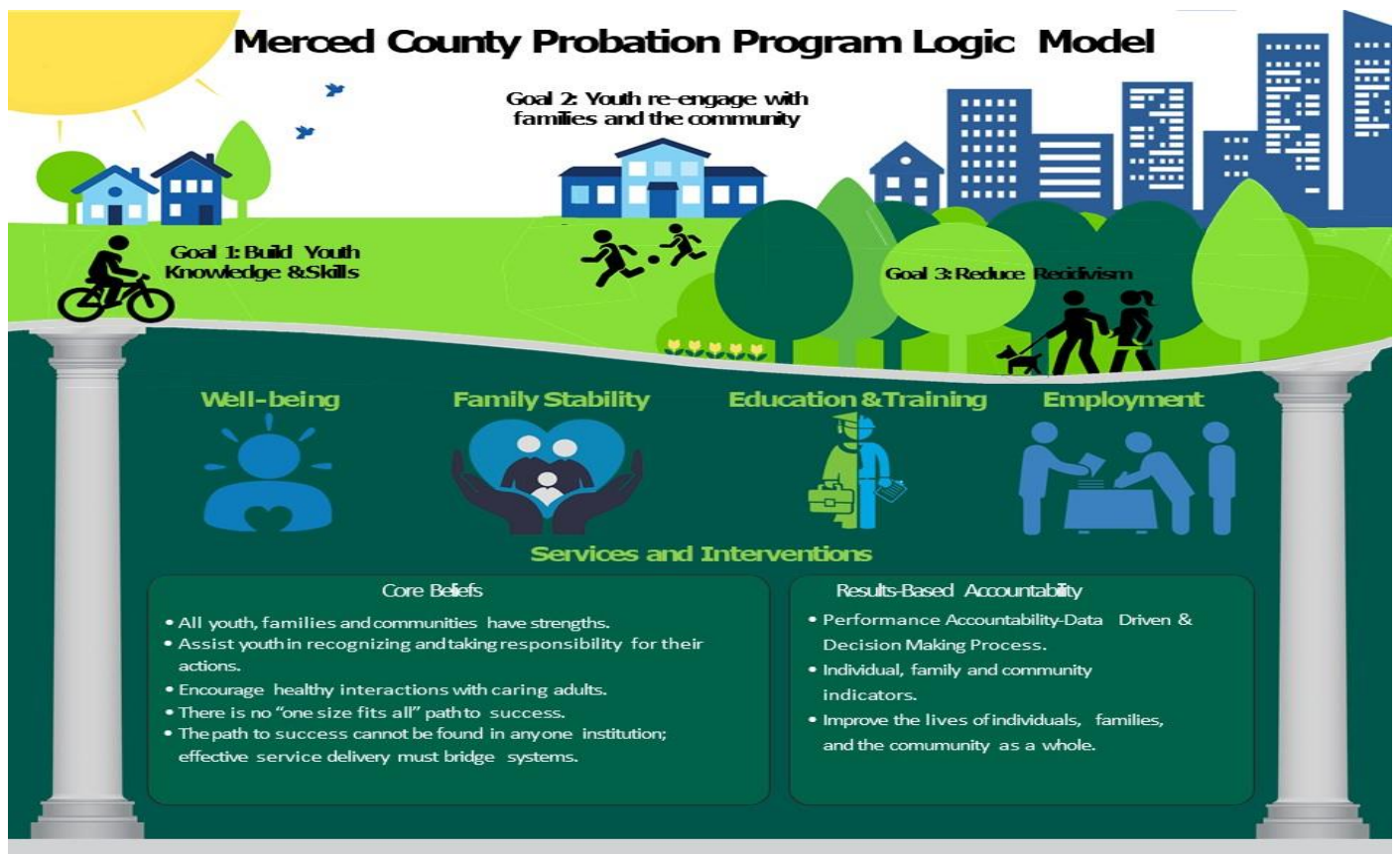
mobile coffee trailer to gain hands on culinary experience and customer service training through interaction with customers from the general public.

- The Probation Department operates an after-school program for youth who are referred and are ranked by a risk assessment tool as moderate to high risk for recidivism. **The Learn. Inform. Network. Know. (L.I.N.K.) Program** allows for youth to learn life skills, get informed about available resources within the community, network with positive mentors which gives them the knowledge they need to be successful in the future. This is an incentive-based program that is held at Atwater Valley Community School. Participants receive independent living skills, employment assistance, anger management classes, substance abuse counseling, sports training, Moral Reconciliation Therapy (MRT), and more. A Deputy Probation Officer is the main facilitator of the program providing direct oversight; however, a host of treatment providers are brought in to provide the aforementioned services.

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

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

Young people leaving any secure treatment facility face many barriers as they reintegrate with their families and communities. Research indicates many young people return to unstable home environments, struggle to remain in school, lack the necessary skills needed for employment, and have a behavioral health diagnosis that can negatively impact the reintegration process. To improve outcomes for the target population when they reenter the community, effective service delivery will need to bridge different agencies, services, and supports. As such, the Probation Department's Program Logic Model will be utilized.



This model provides an overview of our rehabilitative principles, services and interventions, and results-based accountability framework that will be led by the Probation Department to reintegrate justice system-involved youth to their families and communities with the knowledge and skills necessary to live successful, crime-free lives. This theoretical framework focuses on rehabilitation. Our Services and Interventions are all evidence-based practices that focus on strengthening areas (pillars) to ensure youth successfully transition back into the community with the ultimate goal of reducing recidivism. The four primary areas of focus

have been identified as: Behavioral Health (Well-being), Family Stability, Education/Vocational Training, and Employment. These service areas are all inter-related and equally important.

The Probation Department will follow guiding principles when providing rehabilitative services to the target population utilizing:

An integrated system approach that engages the target population, their families and communities:

- Each youthful offender's risks and needs will be identified utilizing our Positive Assessment Change Tool (P.A.C.T.) and other facility assessments such as aptitude tests, and behavioral health evaluations.
- An individualized rehabilitative plan will be developed.
- Pre and post release planning and coordinated transition services to enhance youthful offender's contact with community-based programs, services and support.
- Provide family services and support to ensure family and home stability, and healing of damaged relationships.

Effective treatment and understanding the stages of change:

- Evidence-based and promising services and interventions will be delivered to improve the outcomes of youth.
- Interventions will be developmentally sensitive and based on cognitive-behavioral concepts and strategies.
- Programs and services will be strength-based, culturally competent, and trauma-informed.
- A caring environment where youth are treated with compassion and respect.
- Positive change and achievements will be supported and recognized.

Four Primary Areas of Focus for Program Logic Model:

I. Family Stability

Successful reintegration is more likely when youthful offenders have a stable living arrangement prior to their release from a secured facility. Stable housing is fundamental to sustaining family living, to finding and keeping employment, and overall health and safety. Unfortunately, Merced County is one of the most impoverished areas in the nation with a poverty rate of 29.31%, an unemployment rate of 8.2%, lack of affordable housing and low educational attainment levels. Due to these economic conditions, many Merced County residents struggle to meet basic needs such as food, shelter, clothing and transportation. Example of these needs can prevent individuals from moving forward toward successful reintegration. These findings indicate that family strengthening is needed to foster improved familial relationships and functioning. As such, we engage families, programs, and communities in building the following five key Protective Factors:

1. Enhance parental and youth resilience through individual, group and family therapy and education via our partnership with Merced County Behavioral Health and Recovery Services (BHRS).

2. Provide activities and events that foster healthy social connections to their natural systems of support.
3. Provide families with concrete support in times of need by referring them to safety net programs and services.
4. Facilitate knowledge of parenting and youth development by offering both youthful offenders and/or their parents with comprehensive education.
5. Support healthy social & emotional development in youth by providing a caring environment where individuals are treated with compassion and respect.

II. Behavioral Health (Well-being)

Physical and behavioral health issues can make it more difficult for individuals to make progress toward a successful reintegration. These behavioral health issues often prevent individuals from being able to focus on school, work, and family. In order for youthful offenders to better focus and make progress toward their goals, it is critical they receive the behavioral health support they need to improve their lives. Our secure treatment facility has a clinical team that consists of a Mental Health Clinician II, Mental Health Clinician I and Mental Health Worker II through our partnership with Behavioral Health and Recovery Services (BHRS). Through our partnership with BHRS, we deliver the following services:

- Behavioral Health Evaluations.
- Individual, Group, and Family Therapy.
- Psychotropic medication evaluations and on-going monitoring of youth who have been prescribed psychotropic medications.
- Anger Management Counseling.
- Drug and Alcohol Treatment and Education Programming.

Our secure facility also has peer support specialists that facilitate cognitive behavioral and evidence-based programs, and serve as mentors and caring adults to the youth. The following services and/or programs are available and delivered to the youth:

- Cognitive Behavior Therapy Interventions/Evidence Based Curricula.
 - Moral Reconciliation Therapy (MRT)- A systematic treatment strategy that seeks to decrease recidivism by increasing moral reasoning.
 - Youth Crossroads-A cognitive behavioral evidence-based program that offers an extensive library of curricula that reduces criminogenic needs.
 - Cultura Cura-El Joven Noble-Rites of Passage, Character Development Program, is a character development, support, and leadership-enhancement program that provides a process, and a vehicle, for the continued “rites of passage”, ages 10-24.
 - Thinking for Change (T4C)- Is a cognitive-behavioral curriculum developed by the National Institute of Corrections that concentrates on changing criminogenic thinking.
 - Interactive Journaling-A structured and experimental writing process that incorporates evidence-based practices that effectively assist individuals in making positive and lasting life changes.

III. Education and Vocational Training

Research consistently shows that individuals who have jobs are less likely to engage in crime. Education and vocational training can position people to obtain employment upon their release from a secure facility.

The following education services and vocational trainings will be provided to develop responsible, employable, and knowledgeable lifelong learners. Through our partnership with Merced County Office of Education (MCOE) and Merced College, we deliver the following services to youth:

- All youth will have the opportunity to receive their high school diploma through our Juvenile Hall Court School.
- Online College
 - We have a College Transition Advisor (Tutor) from MCOE that assists and supports youth to graduate high school and successfully transition between high school and post-secondary education. Additionally, the College Transition Advisor advises students on matters related to college programs, enrollment and financial aid.
- Career Technical Education
 - Career Portfolio/Employability Skills Training: We have a fulltime Job Development Training Technician (JDTT) that provides a wide range of career-related services to youth, who need additional support to access and enter the local work force. Some essential duties and responsibilities of the JDTT include:
 - Assesses student-client interests, skill levels, aptitudes and experiences and develops individualized plans for education, training, and career goals. Provides case management related to the accomplishment of the goals.
 - Prepares schedules, and delivers a broad range of career-related workshops and small group presentations including but not limited to employability skills, job search techniques, writing applications and/or resumes, interviewing skills, financial literacy, and entrepreneurship.
 - ROP Programs
 - Culinary Essentials: This program provides students with hands on experience, providing fundamental skills and knowledge of food preparation, food and kitchen safety, sanitization, food costs, basic culinary terminology, proper use of kitchen tools and equipment, and customer service. This course offers students the opportunity to earn a Food Handlers Card and ServSafe Certification. This program includes completion of an Employment Portfolio and an internship with a local business, providing entry-level skills and training necessary to secure employment in the Food Service Industry.
 - Automotive Technology: The Automotive Technology Program is structured to serve the trainee who plans to seek employment immediately or to pursue advanced training in a post-secondary Automotive Training Program. The purpose of the program is to prepare technicians who can demonstrate the skills necessary to

diagnose, service and repair automotive vehicles. Instruction is designed and aligned to the California State Academic Standards along with National Automotive Technicians Education Foundation Industry Standards. Demonstration of knowledge and skills with ASE Standards A1-A8 Engine Repair, Automotive Transmissions, Suspension Systems, Brakes, Electronic and Electrical systems, Heating & Air Conditioning, and Engine Performance. Trainees will complete training internships with local businesses. Trainees will also receive certifications in safety and pollution prevention (S/P2).

- Construction & Solar Technologies (Onsite): This program provides students with the opportunity to train in the field of Construction Trades and Solar Technologies, and to obtain specific technical skills necessary for both new construction and remodeling projects. Included in this course are classroom and work-based learning experiences related to safety, construction processes, rough and finished carpentry standards, buildings standards and codes, construction materials, new technology, tools and equipment and career opportunities. Students receive instruction in the classroom, shop, laboratory, and on job sites. Students receive certifications in Construction Industry Safety (SP/2, OSHA10) and safe equipment operation. Multi-Craft Core Curriculum (MC3) prepares students to succeed in registered apprenticeship programs.
- Logistics and Warehousing: Students learn the skills needed to be successful in the logistics/warehousing industry. Logistics & Warehousing includes the transportation, freight, warehousing, delivery and support needed to move goods from producers to customers. Students also learn the importance of workplace safety and proper operation of equipment including a forklift. SP/2 and OSHA 10 Certification provided.
- Work Learning Academy: Youth learn about sustainable farming, plant and fruit care, and seasonal growing cycles.
- Animal based program: Youth learn about the proper way to care for and maintain animals.
- Bitwise Training Program (Website for Beginners): Students are able to learn computer and web basics.

IV. Employment

We contract with Merced County Office of Education to collaborate with employers, business associations, and labor unions to create career pathways for the target population. The JDTT is responsible for initiating and developing professional relationships with prospective employers to promote the adult education program and increase employment opportunities for students. The JDTT solicits and accepts job offers and sets up recruitment profiles. Additionally, the JDTT provides networking opportunities between agencies, employers, and students including semi-annual advisory meetings, job fairs, guest speakers and other similar activities.

The Merced County Probation Department currently offers paid work experience opportunities (RISE Program) for eligible youth who have completed an in-custody program.

The RISE Program

This program provides participants with employability skills training followed by paid work experience in a culinary establishment.

Program Sequence:

- Participants attend two weeks of Employability Skills Training facilitated by a credentialed Career Technical Education teacher.
- The training is held off campus at the MCOE administration complex to assist students with the transition from school to a sheltered work environment prior to placing them at local businesses for paid work experience.
- Upon completion of the two weeks of Employability Skills Training, students are placed in local businesses for up to 200 hours of paid work experience.
- The following criteria was established for students to get into the RISE program:
 - GPA 2.0 or better (required for work permit)
 - Right to work documents (original SS card; school ID)
 - Age 16 or higher
 - Progress with probation requirements
 - Has demonstrated a willingness to learn/improve
 - Attendance (to be determined by school administration)

Behavior Management System

A series of safeguards will be put into place to reward and reinforce immediate and long-term positive change. Our secure facility utilizes a comprehensive Behavior Management System (BMS) that is designed to encourage and reinforce positive behaviors while discouraging and minimizing negative behaviors. The BMS consists of these primary components:

- Phase System (Group Leaders): The phase system is a graduated system that defines behavior expectations and allows for earned privileges.
- Reinforcement System (RS): Daily, weekly and monthly rewards. The RS is designed to provide immediate opportunities to shape each youth's behavior throughout the day, week, and month.
- Disciplinary Decision-Making System/Review Board.

The BMS is designed to promote positive behavioral change and enhance the youth's treatment. The use of positive reinforcements and sanctions assists in shaping the youths' behaviors. Within the BMS, every staff is considered an integral part of the treatment process. The BMS creates an environment to reward and reinforce positive behavioral change on a daily, weekly, and monthly basis, thus providing consistency to help youth make the transition from crime to pro-social living.

Other Supportive Services include:

- Life skills development programming
- Mentoring
- Tutoring

- Structured and unstructured recreational and social activities
- Planned and supervised off-grounds activities (*Eligibility factors will apply*)

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

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

One of the Merced County Probation Department's top priorities is the provision of mental health services to the target population. As part of a larger institutional and community mental health strategy, the Probation Department and Merced County Behavioral Health and Recovery Services (BHRS) have identified treatment needs that are not only required to be addressed by Title 15 Minimum Standards for Juvenile Facilities, but are also in the best interest of the target population. In preparation of DJJ realignment, the Merced County Probation Department and BHRS developed a collaborative clinical team servicing the behavioral health needs of youthful offenders in the juvenile facility. BHRS has made the commitment to assign a full-time licensed mental health clinician, a full-time unlicensed mental health clinician and a full-time mental health worker to provide on-going direct services to the youth in custody. The Probation Department has committed to funding a full-time peer support specialist as a member of this treatment team. This integrated team is the first of its' kind to be placed at the Merced County Juvenile Facility. They will provide a culturally competent and trauma-based service approach when delivering services to youthful offenders.

Identified Services will include:

- Assessment of mental health symptoms and concerns in a confidential environment upon referral from facility staff, medical staff, or by way of self-referral.
- Individual therapy/rehabilitation at designated intervals as determined to be appropriate by the clinical team.
- Group therapy (average of three (3) to five (5) times per week) to include the following topics:
 - Aggression Replacement Therapy (ART);
 - Social Skills;
 - Interpersonal Skills;
 - Stress Management;
 - Decision Making;
 - Stages of Change (Substance Use).
- Family therapy when deemed appropriate by Clinician.
- Clinical case management, including linkage to substance use disorder services, psychotropic medication evaluation, appropriate follow-up services, and referrals upon release from the facility.
- Collaboration with, consultation, and communication of recommendations to probation staff and medical staff when permissible and in accordance with ethical and legal standards or with a signed release of information.
- Assessment of suicide risk in a confidential environment upon identification of risk and referral from facility staff, medical staff, or by way of self-referral.

- Crisis intervention and stabilization to include, but not limited to, an assessment of risk, de-escalation and management of crisis, and coordination of appropriate treatment and referrals, which may include recommending transport to the hospital for medical clearance or for admission to an inpatient psychiatric facility.
- Regularly, but no less than daily, reassessing youth on suicide precautions to determine whether the level of precaution or supervision shall be raised or lowered.
- Reporting all incidents of known, or intended, self-harm to facility staff and facility administrators, immediately upon discovery.
- Ensuring that youth who are removed from suicide precautions receive a follow-up assessment by a BHRS clinician within twelve (12) hours of removal.
- Working collaboratively with the assigned program specialist who will act as a liaison for programmatic services.

In addition, BHRS will assign a part-time psychiatrist to perform direct services and consultation as needed.

Psychiatric services identified will include:

- Evaluations to determine the need for psychotropic medications;
- Medication management to include the monitoring of youth on psychotropic medications and adjustments to medication regimens as appropriate;
- Coordination of behavioral health services with clinician, facility staff, and medical staff;
- Coordination with BHRS Clinician regarding follow-up services for youthful offenders who no longer need psychotropic medications.

As previously mentioned, the Merced County Probation Department will not be able to provide specialized intervention services such as sex offender treatment and/or females who have been committed to a SYTF.

In the event the Juvenile Court orders the aforementioned specialized treatment(s), Merced County is participating in a state-wide consortium that will act as a conduit in seeking regional Memorandums of Understanding (MOU) and/or contracts with another County who could provide group-based services with like offenders.

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

As previously mentioned, there will be numerous programs and services provided to the target population that will promote healthy adolescent development to include:

- Behavioral Health Evaluations: The behavioral health clinical team will not only be able to conduct an initial evaluation, they will be able to provide ongoing services to youth who need therapeutic services.
- Individual, Group, and Family Therapy: The target population will also participate in Cognitive Behavior Group Therapy focusing on many different areas of reasoning and decision making. Youthful offenders and families who are identified as needing family therapy will receive additional services from our clinical team, who will be working varied hours to meet familial needs. Because of the location of the facility (rural area), a room is being prepared to allow for family therapy to occur via Zoom, if needed.
- Psychotropic Medication Evaluations: Youthful offenders who are identified as needing medication will be seen by the psychiatrist for a medication evaluation. If it is determined medication is necessary, a plan will be developed and the individual's progress in medication compliance and treatment will be continuously evaluated.
- Anger Management Counseling: Impulse control is typically an issue for most individuals who find themselves in the criminal justice system. All youthful offenders who are found to need anger management counseling will receive services either individually or in a group setting, depending on their need.
- Drug and Alcohol Treatment and Education Programming: Not all individuals who come into the juvenile facility need treatment for drugs and alcohol; however, we recognize it is important to educate all youth on the dangers of abusing substances; therefore, any youth who is found to not need treatment, will receive educational programming.
- Cognitive Behavior Therapy Interventions/Services: The target population will receive a variety of Cognitive Behavior Therapy via evidence-based curricula. Materials and training for CBT are quite costly and there will be a need to ensure we have a variety on hand due to the amount of time spent in the facility.

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

Family engagement is critical for youthful offenders' overall success not only when they are in custody but also when they are out of custody. "Family" can include biological family members, extended and/or fictive kin (including godparents and foster siblings). Equally important are other identified life-long connections such as coaches, mentors and teachers. Research has shown that individuals who have diverse support systems have better outcomes. Involving families and other supportive individuals in crucial decision-making activities facilitates the identification of the services and resources an individual might need to succeed upon their release.

The Multidisciplinary Team (MDT) and Child and Family Team (CFT) are decision-making bodies for youthful offenders and their families. Consistent with Systems of Care principles in the Child and Family Team Meetings, the MDT meetings are also family driven, inclusive, family centered, strength-based and solution focused.

Definitions-

- Family Driven: Reliance on the Family's expertise for the selection of the team and resources. Planning and decision making will include the entire family.
- Inclusive: What can be done to include the Multidisciplinary Team and/or Child Family Team and what are their ideas?
- Family Centered: Looking at each family as a whole while being culturally sensitive and competent; determining the family's hierarchy of needs; what stressors they have and what resources have they utilized in the past; non-blaming; empowering; providing hope and motivation.
- Strength-based: Build on and compliment family's strengths; their history of solving problems; natural resources available to them; viewing family as competent and unique.
- Solution-Focused: Looking at what has worked in the past rather than on what hasn't worked; staying focused on solutions and exceptions to the problem rather than on the problem itself; viewing incremental change and goals as stairs rather than a wall.

An MDT Meeting) will occur within the first 30 days of the youthful offender's entry to the SYTF. The Individual Rehabilitation Plan will include objectives and time frames for resolution of targeted needs for intervention. Periodic evaluations of progress toward meeting individual rehabilitation goals will occur at least every 30 days, or as needed. If there is a need to modify Individual Rehabilitation Plan, a MDT Meeting will be scheduled to involve the entire team.

The Individual Rehabilitation Plan will include:

- Custody status
- Family information
- Children's information (if applicable)
- Behavior in custody

- Medical objectives
- Mental health objectives
- Educational objectives
- Substance use objectives
- Anger management objectives
- Gang/peer relationship objectives
- Social skill objectives
- Family conflict objectives
- Overall goals
- Assigned responsibilities for the youthful offender, their parent/guardian and facility staff

Within 30 days prior to the youthful offender's release from custody, a CFT Meeting will be scheduled to discuss transitional planning. Development of the transitional plan will include input from the youthful offender's family and/or supportive adults, such as applicable school staff, the assigned supervision Deputy Probation Officer, Behavioral Health and Recovery Services staff, when applicable. The Deputy Probation Officer assigned to the facility will moderate the CFT-M/transitional planning meeting.

The transitional plan will include the following:

- Identification of existing community-based resources
- Medical and behavioral health referrals with linkage obtaining psychotropic medication (if applicable)
- Educational needs (if applicable)
- Linkage to employment resources (if applicable)
- Re-entry terms and conditions of supervision

Families are also encouraged to participate in monthly Parent Cafés. Parent Cafés are a series of guided conversations to increase community wisdom, build family and social support, and facilitate action to increase the chances of success for incarcerated youth. It focuses on strengthening families and growing communities by using the Five Protective Factors. Families learn about:

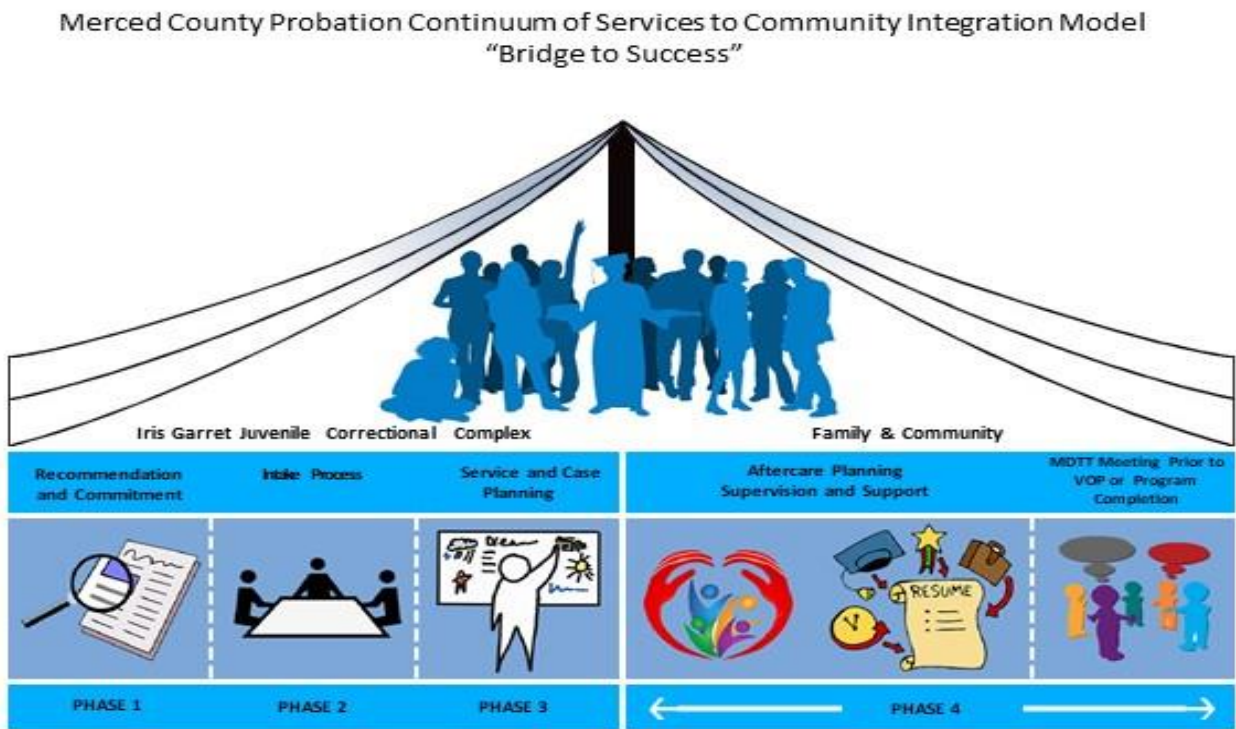
- The Protective Factors
- How to strengthen their relationship with their child
- Resources in the community
- Build a stronger community

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

Community Integration Model “Bridge to Success” and Coaching:

Assisting youthful offenders to become law-abiding citizens requires that they have access to programs and services that help build the skills needed to successfully reintegrate into the community. Employment, employability and vocational training are identified as critical elements in the reintegration process. Creating and sustaining a broad set of institutional jobs and opportunities to develop and provide employability and vocational training is essential with particular attention being given to responding to the employment needs of youth who are nearing release to the community.

Our Community Integration Model or “Bridge to Success” approach will ensure staff work collaboratively with the youth and their families, as well other significant supports to develop individualized treatment plans that consider all their needs and is designed to assist with community reintegration. Our model will consist of four main phases.



Phase I: Recommendation and Commitment

As previously stated, any youthful offender being considered for the SYTF will be assessed to determine their risk level to ensure commitment to the SYTF is being utilized as a last resort due to less restrictive alternative dispositions being unsuitable. Proposed section 875(a)(3) will specify new findings that the court must make when considering whether a commitment to the SYTF is the most appropriate disposition for the youthful offenders.

To avoid justice by geography, the Judicial Council will be required to develop a new classification system allowing for youthful offenders to earn credits for time served based on positive behavior; however, until that occurs, the state has agreed with keeping the California Code Regulations Title 9, Section 30805 offense-based classification system.

Phase II: Intake Process

In order to prepare the target population for successful re-integration, planning for re-integration must begin from day one. All youthful offenders who are committed to our SYTF will receive a variety of comprehensive assessments to identify risk factors, needs, and strengths to develop the Individual Rehabilitation Plan. Each youthful offender's risk level and needs will be identified utilizing the Positive Achievement Change Tool (PACT). The PACT identifies not only the areas (domains) in which the youthful offender is most at risk, but just as importantly, those in which he or she has strengths (protective factors) which can be built upon to help turn their life around. Risk and protective factors in this instrument include both static and dynamic characteristics. The benefit of measuring both factors and characteristics is that a juvenile justice professional is better able to match the offender's current needs with the appropriate programs and services.

This comprehensive assessment instrument measures the youthful offender's risk and protective factors in the following 12 domains: Criminal History, School, Use of Free Time, Employment, Relationships, Family, Living Arrangements, Alcohol and Drugs, Mental Health, Attitudes/Behaviors, Aggression, and Skills. Assessment of criminogenic risk factors and treatment directed toward changing dynamic characteristics provides the best chance of reducing recidivism.

The PACT may be used by non-clinical staff in juvenile intake, diversion, probation, detention, group home placement, and aftercare settings. The instrument is administered in a client interview setting and requires approximately 45 minutes.

Other facility assessments such as Individualized Education Program (IEP) evaluations, aptitude tests, and behavioral health evaluations will also be utilized to help prepare the youth's treatment plan and rehabilitation program.

Phase III: Service and Individual Rehabilitation Plan Plan

The scores from the PACT will be utilized to determine the dynamic factors which are influencing the youthful offender's anti-social behavior, and it will provide the facts (evidence) needed to develop an individual rehabilitation plan to effectively address these prioritized criminogenic needs. In a very focused way, the Individual Rehabilitation Plan helps probation staff and judges define the youthful offender's unique behavioral problems and create goals and actions to resolve those problems.

This phase will consist of periodic meetings and Court hearings to review the youth's progress toward rehabilitation and also to mitigate potential setbacks. This phase includes the following:

- Bi-monthly meetings with the youthful offender's individual rehabilitation plan specialist to monitor their progress toward treatment goals and intervention services, and to routinely conduct criminogenic risk/needs assessments.

- Monthly meetings with the youthful offender’s multidisciplinary treatment team (case worker, education provider, behavioral health and other service providers identified by the Probation Department) to discuss treatment goals and potential barriers to the reintegration process.
- Bi-annual progress review hearings involving the Juvenile Court Judge, Superintendent, Probation Program Specialist, Program Manager, youthful offender’s family and other treatment providers determined by the Probation Department to evaluate progress toward their Individual Rehabilitation Plan. This will allow for the Judge to make an informed decision as to whether or not the baseline term of confinement needs to be modified.
- Finally, as previously mentioned, a transitional plan will be developed by the Child and Family Team for re-integration back into the community.

Phase IV: Aftercare planning

Youthful offenders who are transitioned back to the community will be monitored by a Deputy Probation Officer. The Deputy Probation Officer will have attended the Child and Family Team – Meeting and will be aware of goals and objectives set for re-integration. In addition, the Deputy Probation Officer will also ensure the youthful offender is abiding by their terms and conditions of community supervision. A full time Community Integration Specialist will be contracted through Merced County Officer of Education to provide eligible youth with employment support to help them secure and maintain employment upon release. In addition to the aforementioned, the following components will necessitate improved outcomes for youthful offenders as they re-integrate:

- Continuity of services and programs such as Learn. Inform. Network. Know. (L.I.N.K.) and restorative justice programs, education, vocational training, employment support, family support and behavioral health support.
- Continuity of social connections and community engagement will be encouraged to develop positive relationships and create a sense of community. This component will be fulfilled with mentorship programs and community events.
- Monitoring the youth’s progress toward individual rehabilitation plan goals while updating criminogenic risk/needs assessments (PACT) at least every six months (or when there is a life changing event) to identify risk factors related to re-offending as well as identifying strengths and/or protective factors that might mitigate those risk factors.
- Holding Child Family and Team -Meetings to discuss the youthful offender’s progress toward their Individual Rehabilitation Plan and change goals/objectives as needed and to mitigate potential threats in completing the plan.

As the Merced County Probation Department works to enhance its collaborative capacity, the role of partners such as police services, county service agencies, educational providers, community-based organizations and stakeholders will continue to be recognized as essential in the re-integration process. It is anticipated that the Probation Department will be a vehicle for public awareness and education about community corrections and will provide possibilities for greater involvement and/or engagement of the residents of Merced County in the rehabilitation process. Activities identified in the plan will facilitate the seamless transition of youth from the institution to the community and the provision of supports beyond successful completion. The Juvenile Justice Realignment Plan will be reviewed at least annually, or as needed, and can be amended by the Juvenile Justice Coordinating Council at any time; however, any

changes made to the plan will need to be presented to the Board of Supervisors for FY 22/23 only, and to the Board of Supervisors and the OYCR thereafter.

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

As previously mentioned, the Merced County Probation Department has a full clinical team to address the social and emotional needs of all youth who are in our care. In addition, we employ peer support specialists who have previously been impacted in some way by the “system.” All of these providers, in addition to our institutional officers will provide services and interventions that are evidence-based, trauma-informed and culturally responsive. Relevant services and interventions will include but will not be limited to:

1. Relationships – We will work with youthful offenders to cultivate positive and healthy relationships. Family Therapy will be encouraged and through therapy, we will offer safe spaces for healing of damaged relationships. Youthful offenders will be able to engage in constructive and healthy events and activities to strengthen relationships between their families or other identified life-long connections, and the community. Additionally, caring adults (Probation staff, families, and service providers) will play an important role in guiding youth’s healing from trauma and equipping them with the protective factors that will help them succeed.
2. Wellness (Self-regulation skills and social-emotional learning) - Cognitive-behavioral treatment strategies will be implemented to discourage anti-social behavior, reinforce positive behavior, and enhance intrinsic motivation to change. Interventions will be developmentally sensitive and based on cognitive-behavioral and trauma-informed concepts and strategies. Our services will help the target population manage adversity and heal from the effects of trauma to be able to thrive. Some services include individual and group therapy.
3. Behavioral health and medical support: All youth will be evaluated to determine the need for immediate mental health services. The clinical team will screen youth for acute issues that need further interventions. All youthful offenders will receive a complete physical exam within seven days of their arrival to our facility. Medical history data is reviewed during the physical examination and follow-up treatment will be established, as necessary. Lab testing will be conducted to check for contagious diseases including HIV (with consent), pregnancy and any other conditions necessitating chronic care (i.e. diabetes, asthma, etc.). All dental needs will be addressed including routine cleanings.
4. The Behavior Management System (BMS) will be used to encourage and reinforce positive behaviors while discouraging and reducing negative behaviors. Our BMS will teach more adaptive replacement behaviors through positive behavioral interventions. Additionally, various Behavioral health assessments will be utilized to identify and address the needs of youth exposed to traumatic events. Incentives (identified by the established student body) will be purchased and provided to youthful offenders for reaching certain milestones in their Program.
5. Education and Vocational Training: The biggest barrier(s) to overall success is typically lack of education and/or vocational training to enter the competitive workforce. We will allow the target population attend post-secondary education and have access to quality Career Technical Education programs so they acquire the necessary skill, knowledge and experience they need to enter the local workforce. added benefits will provide the target population with hope and promise for a brighter future.

Employment Assistance: As mentioned above, The Job Development Training Technician (JDTT) collaborates with local employers and public entities to create career pathways for the target population. The JDTT is responsible for initiating and developing professional relationships with prospective employers to promote the adult education program and increase employment opportunities for students. The JDTT solicits and accepts job offers and sets up recruitment profiles.

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

At this time there is not a non-governmental or community-based provider who has been identified to apply grant funds toward to provide services or programs for the target population; however, we recognize the role that Community Based Organizations (CBO) play to the community's social health, well-being, and overall functioning. If/when the opportunity arises for grant funds to be utilized for a CBO or nongovernmental entity, the JJCC will convene and discuss the cost-benefit of investing in such. It should also be noted, plans to utilize block grant funds can be changed annually or even amended mid-year by the JJCC subcommittee to meet the needs of the target population.

Part 5: Facility Plan

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

The Merced County Iris Garrett Juvenile Justice Correctional Complex, has two (2) separate buildings for housing our target populations. They will be identified as Building one (1) and Building two (2).

Each building has two separate housing units, consisting of two wings in each housing unit. Each wing has the capability of housing up to 15 youth, each unit has the ability to house up to 30 youth. Although the facility design allows for us to house up to 120 youth, the probation department is budgeted to hold up to a maximum of 90 youth.

We will utilize our housing units to serve the target population, as the need arises. Utilization of housing will consist of separation based on age/criminal sophistication while also keeping in mind the need for those youth who may have special needs or behavioral issues.

Building 1

- Pre-Adjudicated housing and/or housing for post-adjudicated youth who have been transferred to adult court.
 - A-wing: General Population Unit Ages 14-18
 - B-wing: Administrative Separation, Self-Separation, Separation Program Unit (Reserved for youth who are having programmatic issues and/or have been assigned for separation by Behavioral Health or the Medical Provider
 - C-wing: Maximum Security Unit Ages 14-17
 - D-wing: Maximum Security Unit youthful offenders) Ages 18-25

Building 2

- Post-Adjudicated housing only
 - E-wing: Vacant
 - F-wing: Vacant
 - G-wing: 18-25
 - H-wing: 14-17

At full implementation, we would like to have a wide variety of vocational educational courses for youths to choose from to build onto their portfolio while they are housed in our secure facility and a full functioning Re-Entry Center for them to report to where a community transition team will be co-located for youths to meet with their treatment provider(s), gain educational assistance in their coursework (pre or post graduate) and their Deputy Probation Officer.

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

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

The Merced County Probation Department continues to work within the parameters of the legal system to ensure youth entering the Juvenile Justice System are given opportunities to succeed at the lowest level of intervention possible. Partners within the Juvenile Justice System include the Merced County Juvenile Court, the Merced County District Attorney, and the Merced County Public Defender. These partners work closely to ensure fair, consistent, equal, and individual treatment for each youth.

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

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

Part 7: Regional Effort

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

As previously stated, Merced County will serve youth locally unless substantial case factors indicate the youth would be better served another way. Youth committed to this program are not only at risk of further exposure to the Criminal Justice System, but they are at much higher risk to become disenfranchised with the community to which they will ultimately return. Family structure, family visits, positive peer and mentor involvement, and community service are keys to successful reintegration to the local community. Local programming, vocational training, higher education, and community ties are valuable to a youth's chances for success when released from the program. Merced County is committed to prioritizing both the family bond and commitment to their community for these youth and local programming provides the best opportunity.

Regionally Contracted Specialized Services for Youth

- **Sex Offender Services:** In the event the Juvenile Court orders a youthful offender to receive sex offender treatment services, Merced County is participating in a state-wide consortium that will act as a conduit in seeking regional Memorandums of Understanding (MOU) and/or contracts with another County who could provide group-based services with like offenders. With the low numbers of sex offenders from Merced County, it is possible for it to be in the best interest of the youth to get services from another County capable of serving more youth with similar needs, allowing for the group counseling dynamics needed in sex offender treatment.
- **Programs and Services for Females:** As previously reported, female youth have historically been committed to current DJJ programs at a very low rate. Therefore, female youth programming may be better suited where additional like-gender youth can program together to avoid isolation or stigmatization. In the event the Juvenile Court orders a female youthful offender to a Secure Track Program, Merced County is participating in a state-wide consortium that will act as a conduit in seeking regional Memorandums of Understanding (MOU) and/or contracts with another County who could provide group-based services with like offenders. In either case, there will be an individualized rehabilitative plan developed specific to the youth that is suitable to both meet the youth's needs and is appropriate for longer-term care. It is prudent to ensure all youth have optimal opportunities to be placed in a program that best suits their needs.

Part 8: Data

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

The Probation Department utilizes a web-based SaaS (software as a service) solution that enables the department to coordinate, communicate, record, and track each step of a youth's supervision process. Built in features allows for streamlined case management, while multiple layers of security provide system protection at a centralized data center, application and user levels that is Criminal Justice Information Services (CJIS) compliant and meets Amazon's AWS GovCloud requirements.

The system allows for full case monitoring and reporting capabilities for both adult and juvenile clients. Additionally, the system was developed with institution management in mind. The system is scalable and flexible and allows for tracking, recording, moving and reporting seamlessly. Moreover, the system allows for:

- Integrated forms generation
- Document management
- Reduced missed events by sending automatic appointment reminders
- Integration with third party assessment providers
- Reports generation (Reports can be shared with agencies within the County)

Different measurement tools and data sources will be utilized to measure desired outcomes.

Data will be maintained in our case management system to retrieve client characteristics reports, attendance records of counseling sessions and rehabilitative programs, and data from case management records.

The Probation Department routinely reports information in the JCPSS system, annually through the CPOC annual report, and collects monthly statistical reports from Probation Officers. This information is used to direct resources and helps guide decision making for the Department's Management Team.

The Probation Department plans to contract and work with an independent data consultant to develop and evaluate different measurement tools to determine whether a change was achieved and we produced the desired outcomes. In most evaluation designs, a mixed-method approach will be used applying quantitative and qualitative data. Quantitative data includes available descriptive data of participant and non-participant demographics, risk indicators, calculations of program output and participant exposure, and tabulations of participant and non-participant legal outcomes. Qualitative data includes focus groups and interviews exploring provider and participant experiences and participant pro-social attitudes. Three preliminary areas of focus are:

1) Assessment of data integrity

- Systematic data on participants and programming. This is necessary to ensure accuracy and reliability of data for assessing program fidelity and program outcomes.

2) Assessment of program fidelity

- Identifying program objectives that were implemented as intended and focus group data participant experiences.

3) Measurement of program outcomes

- An examination of the primary long-term outcomes of program impact on recidivism and pro-social attitudes. Recidivism and the increase of pro-social attitudes will be measured using individual-level data.
 - Client Satisfaction Survey - we will utilize this survey to help us understand and report clients' satisfaction levels of our services, identify client's needs, and discover what clients have learned.
 - Follow-up Survey - we will utilize this survey to determine whether our services have made a long-lasting impact in the lives of those we serve.

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

The residents of Merced County expect safe communities and the Probation Department along with partnering agencies are committed to ensuring their safety. The Probation Department has the fundamental obligation to contribute to public safety by actively encouraging and assisting youth to become law-abiding citizens, while exercising reasonable, safe, secure, and humane control in its institutions, and effective supervision and interventions in the community.

The Probation Department has a strong commitment to program monitoring and quality improvement. Programs and services will be monitored to determine if they are productive and should continue to be a part of the facility’s range of services. In addition, various planning and activities will be utilized to measure whether lives are being changed. Individual, family and community indicators will be examined to determine whether our services and programs are changing lives and conditions.

Merced County Probation Outcome-Based Logic Model

Project: DJJ Plan					
▶ Goal: To reintegrate justice system-involved youth to their families and communities with the knowledge and skills necessary to live successful, crime-free lives.					
Planning	ACTIVITIES			OUTCOMES	
What we invest	What we do	Who we reach	Outcome Indicator	Outcome	Measurement Tool
<ul style="list-style-type: none"> Youth receive the physical and behavioral health support to progress toward a healthy life 	<ul style="list-style-type: none"> Individual and family counseling, case management and family events/activities 	<ul style="list-style-type: none"> Individuals and families 	<ul style="list-style-type: none"> # of youth who obtained behavioral health services 	<ul style="list-style-type: none"> Build youth knowledge and Skills and, re-engage youth with families and communities, and reduce recidivism 	<ul style="list-style-type: none"> Attendance of counseling sessions and Client case management and record (Tyler Supervision/Noble) and client satisfaction survey
<ul style="list-style-type: none"> Youth receive family support to be able to meet their basic needs 	<ul style="list-style-type: none"> Referrals/assistance to transportation, housing, food and other support services (legal, childcare, clothing, etc.) 	<ul style="list-style-type: none"> Individuals and families 	<ul style="list-style-type: none"> # of youth and their families who obtained referrals to transportation, housing, food, and other support services 	<ul style="list-style-type: none"> Build youth knowledge and Skills and, re-engage youth with families and communities, and reduce recidivism 	<ul style="list-style-type: none"> Client case management and record (Tyler Supervision/Noble) and client satisfaction survey
<ul style="list-style-type: none"> Youth receive education and employment supports to obtain a sustaining wage 	<ul style="list-style-type: none"> Completion of GED or diploma, Employability Skills Training and post-secondary education 	<ul style="list-style-type: none"> Individual 	<ul style="list-style-type: none"> # of youth who obtained skills, received certificate or diploma, obtained access to post-secondary education 	<ul style="list-style-type: none"> Build youth knowledge and skills, and reduce recidivism 	<ul style="list-style-type: none"> Client case management and record (Tyler Supervision/Noble) and client satisfaction survey
<ul style="list-style-type: none"> Youth obtain and maintain employment upon their release 	<ul style="list-style-type: none"> Assist youth obtain employment upon release 	<ul style="list-style-type: none"> Individual, Families, and communities 	<ul style="list-style-type: none"> # of youth who obtained employment, # of youth maintained for a least 180 days 	<ul style="list-style-type: none"> Build youth knowledge and Skills and, re-engage youth with families and communities, and reduce recidivism 	<ul style="list-style-type: none"> Client case management and record (Tyler Supervision/Noble) and follow-up survey

Outcomes: Working with families, communities, schools and employers we hope to:

- Increase youth pro-social skills and new ways of thinking
- Re-engage youth with families and the community
- Reduce recidivism

Outcome Indicators: The Probation Department plans to contract and work with an independent data consultant to identify indicators that can measure whether a change was achieved and we produced the desired outcomes. Some indicators may include:

- Number of individuals who received a diploma, certificate, obtained access to post-secondary education, and received counseling services.
- Number of families who reported increased family functioning.
- Number of individuals and families who obtained referrals to transportation, housing, food, and other supportive services.
- Number of individuals who obtained employment upon their release and maintained employment for at least 180 days upon their release.

Measurement Tools: Different measurement tools will be used to measure desired outcomes. These measurement tools include:

- Client Characteristic Report (Tyler Supervision – Case Management System)
- Client Satisfaction Survey
- Follow-Up Survey

The Probation Department is committed to collecting and learning from research-informed best practices for the purpose of improving public safety results. Additionally, we are committed to providing high-quality services and programs that will be culturally responsive, trauma-informed, and strength-based.

Through the Juvenile Justice Coordinating Council comprehensive multi-agency plan, identified resources and strategies will provide an effective continuum of responses for delinquency prevention and intervention and the supervision, treatment, and incarceration of youth. Outcomes will be measured in an objective, standardized manner, conveyed to the public, and subsequently utilized to guide future decision-making. Outcomes will include program participation, program completion, recidivism reduction, and client satisfaction. By focusing on “what works”, results can be achieved while ensuring value for the resources dedicated to these grants.