

SUSAN J. GIONFRIDDO
JUVENILE JUSTICE CENTER

2022

JUVENILE JUSTICE REALIGNMENT PLAN

SANTA BARBARA COUNTY PROBATION DEPARTMENT



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"WE CANNOT ALWAYS
BUILD THE FUTURE FOR
OUR YOUTH, BUT WE
CAN BUILD OUR YOUTH
FOR THE FUTURE."
Franklin D. Roosevelt



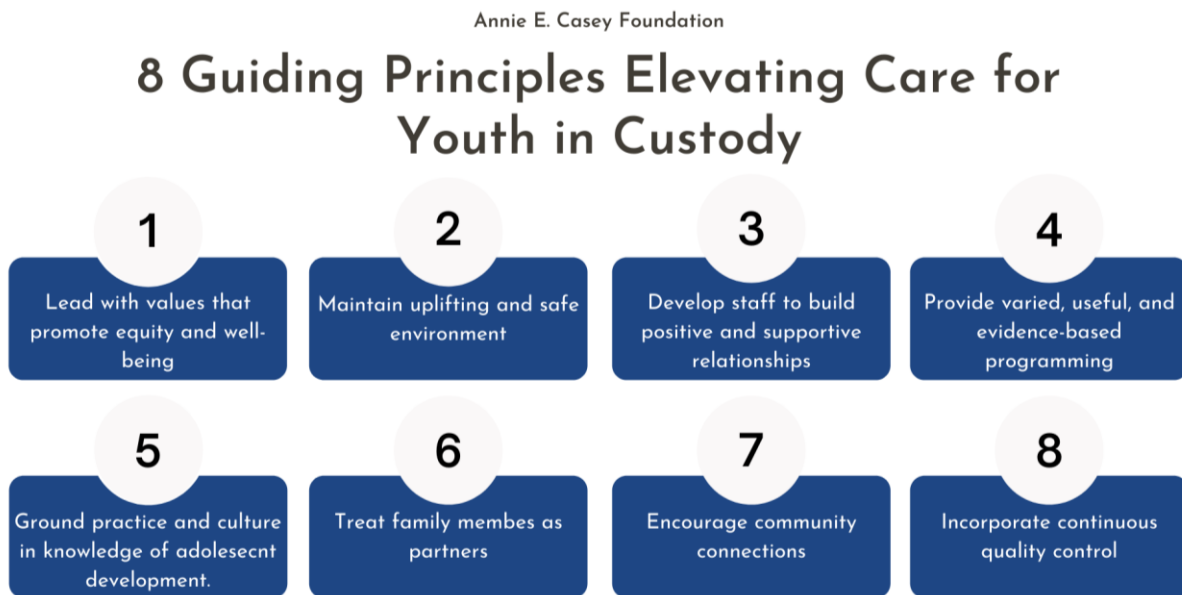
I. OVERVIEW OF DJJ REALIGNMENT

As of July 1, 2021, Senate Bill 823 (SB 823) realigned the responsibility to the counties for the care, custody and supervision of local youth who previously would have been committed to the Division of Juvenile Justice (DJJ). An allocation of funding was also made available for county-based care. Eligibility for SB 823 funding requires the development of a plan describing the facilities, programs, placements, services, supervision and reentry strategies needed to provide appropriate rehabilitative services for realigned youth.

Santa Barbara County’s plan is grounded in the *8 Guiding Principles Elevating Care for Youth in Custody* developed by the Annie E. Casey Foundation:

1. Lead with values that promote equity and well-being.
2. Maintain uplifting and safe environment.
3. Develop staff to build positive and supportive relationships.
4. Provide varied, useful, and evidence-based programming.
5. Ground practice and culture in knowledge of adolescent development.
6. Treat family members as partners.
7. Encourage community connections.
8. Incorporate continuous quality control.

Fig. 1 – AEC 8 Guiding Principles



AEC Juvenile Justice Explainer – Elevating Care for Youth in Secure Custody:
<https://youtu.be/npY5Hlp9coA&sa=D&source=editors&ust=1633644075974000usg=AOvVaw24rmLeZtOE>



LOCAL PLANNING AND OVERSIGHT

A. Juvenile Justice Realignment Subcommittee of the Juvenile Justice Coordinating Council

Welfare & Institutions Code (WIC) Section(s) 1990-1995 establish Juvenile Justice Realignment for the purpose of providing county-based care, custody, and supervision of youth who are realigned from DJJ or who would otherwise be eligible for commitment to DJJ prior to its closure. To be eligible for funding allocations associated with this program, counties shall create a subcommittee of the multiagency juvenile justice coordinating council to develop a plan describing the facilities, programs, placements, services, supervision and reentry strategies that are needed to provide appropriate rehabilitative services for realigned youth. County plans are to be submitted to the Office of Youth and Community Restoration (OYCR) in accordance with WIC 1995 and a summary and a copy of the annual county plans will be made available to the public on the OYCR website.

The Santa Barbara County Juvenile Justice Realignment Subcommittee (JJRS) of the Juvenile Justice Coordinating Council (JJCC) is charged with developing a plan for the local youth who previously would have been committed to DJJ. The JJRS is composed of the Chief Probation Officer, as chair, and one (1) representative each from the District Attorney's (DA) office, the Public Defender's (PD) office, the Department of Social Services (DSS), the Department of Mental Health, the County Office of Education or a school district, and a representative from the Court. The JJRS must also include no fewer than three (3) community members who have experience providing community-based youth services, youth justice advocates with expertise and knowledge of the juvenile justice system, or individuals who have been directly involved in the juvenile justice system.

Membership

- Tanja Heitman, Chief Probation Officer (Chair)
- Pam Fisher, Interim Director, Department of Behavioral Wellness (BeWell)
- Tracy Macuga, Public Defender
- Mag Nicola, Chief Deputy District Attorney
- Daniel Nielson, Director, Department of Social Services
- Darrel Parker, Executive Officer, Santa Barbara County, Superior Court
- Susan Salcido, Superintendent, Santa Barbara County Education Office
- Saul Serrano, Coordinator, CommUnify
- Jill Sharkey, Associate Dean for Research and Outreach, University of California Santa Barbara
- Victor Vega, Community Member



B. Target Population

The target population to be served, based on analysis of youth previously committed from the county, will generally be Hispanic males between the ages of 15-24, who have committed serious or violent offenses involving harm (physical, psychological and/or monetary) to a victim.

The County conducted an analysis of local youth commitments to DJJ from July 2017 through December 2020. From this data, the demographics were as follows:

- Gender: █% male, █% female
- Age at commitment: █% ages 16-17, █% age 18+
- Race/Ethnicity: █% Hispanic, █% Black, █% Asian
- Committing Offense: █ Assault with Deadly Weapon/Assault, █ Robbery, █ Murder/Attempted Murder, █ Sex Offenses, █ Shooting at an Inhabited Dwelling

In addition:

- █% had a mental health diagnosis at the time of commitment
- 82% had a history of trauma
- █% were in foster care at some point before they were juvenile-justice involved
- 100% had prior juvenile justice involvement and attempted interventions
- 82% had gang association
- 90% committed an offense resulting in harm (physical, psychological and/or monetary) to their victim
- █% were high school graduates or near graduation at the time of the committing offense
- Majority received vocational training, mental health support, and educational services at DJJ while serving their commitment

Informed by this data, it is anticipated that between two to five (2-5) youth per year will be committed to this program, going forward. It is anticipated that they will largely be male Hispanic youth age 16 and over who have committed serious or violent offenses involving harm to a victim.



C. Secure Youth Treatment Facility Program

PEAK Restoration Program: Perseverance, Equity, Accountability, and Knowledge

The intent of SB 823, Juvenile Justice Realignment, includes keeping realigned youth closer to their families, delivery of age appropriate evidence-based treatment to improve the youth's outcome and public safety, and reducing the transfer of youth into the adult system. SB 823 was designed for youth to be placed in the least restrictive appropriate environment that would reduce and/or eliminate racial and ethnic disparities while decreasing the use of confinement in the juvenile justice system. Further, the legislation has provided that counties develop a Secure Youth Treatment Facility (SYTF) option for youth ages 14 and over who are adjudicated of a §707(b) WIC offense.

If the Court finds that a "less restrictive alternative disposition is unsuitable for the ward," and determines the youth is both eligible and suitable for a SYTF based on specific criteria addressed in a report developed by Probation, the youth will be ordered to serve a baseline term of confinement. The Santa Barbara County Probation Department has developed the PEAK Restoration Program, a SYTF for realigned youth. PEAK provides focused individualized interventions that promote behavior change through data-informed programs delivered in a safe and secure environment for those who are at the highest risk of reoffending. The program aligns with an intentional pro-social Positive Youth Development (PYD) model that engages youth within their communities, schools, organizations, peer groups, and families in a manner that is productive and constructive; recognizes, utilizes, and enhances youths' strengths; and promotes positive outcomes for young people by providing opportunities, fostering positive relationships, and furnishing the support needed to build on their leadership strengths. Processes, interventions and programs include, but are not limited to the ARISE gang intervention program, El Joven Noble, Healthy Relationships curriculum, Seeking Safety®, Courage To Change © interactive journaling, art and culture, Moral Reconciliation Therapy®, religious services, poetry, sexually transmitted infection (STI) prevention and education, incentives, multidisciplinary treatment teams (MDT) and youth voice.

Within 15 days of court commitment into a SYTF, a multidisciplinary team consisting of Probation, youth, family or other adult supportive partner, mental and behavioral health, education, defense attorney, and other treatment providers will convene to develop an Individual Rehabilitation Plan (IRP). Guided by criminogenic and mental health risk and needs assessments, the IRP is individually tailored and includes input from the youth and family to identify and address family strengths, risks and needs, and a case plan is developed to match the needs with appropriate program interventions. The IRP addresses services necessary for the youth to successfully re-enter the community upon release. The IRP must be filed with the Court within 30 days of commitment. A review hearing will occur at least every six (6) months with the purpose of evaluating the youth's progress relative to the IRP and determine whether the baseline term of commitment should be lowered up to six (6) months.



Locally, consideration will be given for recommendations to the Court for the use of Los Prietos Boys Camp (LPBC) as a step-down facility for those serving PEAK commitments, when appropriate. Youth referred for this option would be subject to meeting specific criteria set forth for this purpose, in order to engage in treatment and transitional programming in an open setting. Through this step-down plan, youth will participate in a gradual and supportive transition back into the community.

Discharge Hearing at Conclusion of Baseline Term

At the end of the baseline term, the youth will have a discharge hearing during which the Court must review the youth’s progress toward meeting the IRP goals and the recommendations of counsel, Probation, and other agencies deemed as appropriate by the Court. At the conclusion of the hearing, the Court can order the youth discharged to a period of probation supervision in the community under approved terms and conditions. If the Court finds the youth constitutes a substantial risk of imminent harm to others in the community if released, the youth can be returned to SYTF for up to one (1) additional year subject to maximum confinement and required reviews.

Multi-County Collaboration

In some instances, a youth’s needs may require intensive specialized programming, such as sex offender treatment, that is available in another county’s juvenile facility. Should such a situation arise, in collaboration with the Juvenile Court, the Probation Department would explore opportunities for collaborative partnerships with other Departments that may have a program design better suited for the identified specialized need.



II. AMPLIFYING VOICES TO INFORM DESIGN & IMPLEMENTATION

Youth & Family Voice

In an effort to incorporate input from stakeholders into the design and function of the County’s SYTF program, a Youth Voice survey was provided in September 2021 to 44 youth that were currently or had recently been in custody at the Susan J. Gionfriddo Juvenile Justice Center (JJC). In addition, feedback from parents of these youth was collected through the administration of a Family Voice survey, which received a total of 15 responses. Both surveys were available in English and Spanish and provided for electronic submission or hand written responses.

Responses varied widely to the Youth Voice survey, suggesting that youth have unique needs and preferences and a range of programming options would be most beneficial. The survey solicited feedback in a variety of areas such as preferred programs and services, outdoor activities, daily scheduling, support from Probation, and improvements to counseling rooms and common spaces. Similarly, responses on the Parent Survey varied but a few main themes emerged including interest in increased communication between parents and Probation staff, need for additional resources and support to parents, and their desire that youth have access to sports and religious supports.

What do you feel would be most important for a child to excel in a long-term custody situation?

“Feel supported by family members, and for staff to give them trust.”

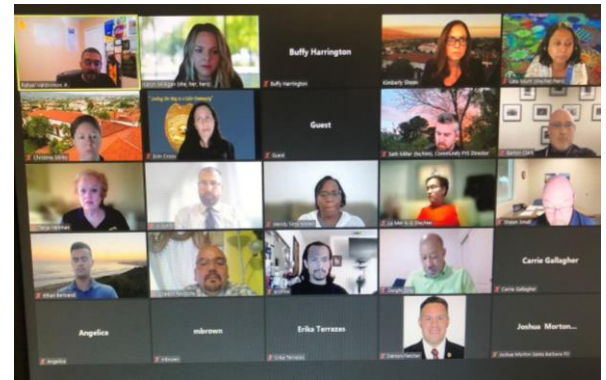




Community Voice

In addition to the surveys, the Probation Department sought feedback from the larger community at two (2) virtually held public events. Public input was received at an event hosted by the KIDS Network on September 1, 2021, and a Virtual Listening Community Forum hosted by Probation staff on September 24, 2021. Both events drew a total of 84 attendees who shared their thoughts on how best to support youth in secure custody. Common themes that emerged included the need to develop staff to build relationships with youth that are positive and supportive, increase officer awareness of racial disparities and injustices, foster a safe and uplifting environment, and provide programming that is varied and evidence-based. Input also highlighted the importance of treating family members as partners, incorporating data and research opportunities that could aid in the Probation Department's understanding of the larger picture of supporting youth from an early age while keeping in mind the root causes of crime, and creating a more effective continuum of care for youth by increasing connections with community groups. Additional feedback emphasized the need to build stronger partnerships with community groups, need for increased training for staff, providing support to families while their children are housed in the facility for long term commitments, including multi-family group therapy, and the importance of involvement of formerly justice-involved individuals that have experience in the juvenile justice system. The Probation Department has utilized this feedback to inform design and available programming and will continue to make modifications and process and program enhancements.

Fig. 2 – Virtual Listening Forum on Juvenile Justice Realignment



Staff Development – Trauma Informed Care

Santa Barbara County Probation Department is committed to Trauma Informed Care when working with justice-involved youth and their caregivers. Trauma Informed Care is grounded in the recognition that many system-involved youth have experienced trauma in their lives through abuse/neglect, gang violence, sexual abuse and or violence in their homes. The development of practices and policies to minimize the potential for re-traumatization and providing services and outlets to address trauma through both treatment and positive staff interactions are key. Ongoing training has also been a priority to ensure the permanency of these practices. To support these efforts, the Department has annual Trauma Informed Care training combined with “booster” trainings from our BeWell partners. The Probation Department is also dedicated to specific training aimed at supervising and coaching youth who are committed for longer periods of time. De-escalation training, in context of trauma informed care, for all sworn staff is mandated and will be completed by January 2022, with bi-annual refresher courses to follow.

III. PROGRAMS & SERVICES

Assessment

Standardized risk and needs assessments provide objective structure and consistency to the case planning and intervention-matching process. The Probation Department has incorporated the Positive Achievement Change Tool (PACT) as a continuous case planning process for all youth under supervision. The PACT is an evidence-based, risk/needs assessment and case planning tool implemented to assist officers in accomplishing these basic objectives:

- Determine the level of risk for re-offending (low, moderate, or high) to focus resources primarily on moderate and high-risk youth,
- Identify the risk and protective factors linked to criminal behavior so rehabilitative efforts can be tailored to address youths’ unique assessment profiles, and
- Develop a case management plan focused on reducing risk factors and increasing protective factors.



The use of a risk and needs assessment, such as the PACT, is one (1) of the eight (8) evidence-based practices that together have been shown to reduce the likelihood of recidivism. The tool was implemented in July 2019 and identifies criminogenic needs. Criminogenic needs are needs that research has shown are associated with criminal behavior, and can be addressed and improved upon to reduce further risk to reoffend. As of October 2021, the top three (3) criminogenic needs for youth under supervision identified by the PACT are: (1) criminal associates (36%), (2) leisure and recreation (32%), and (3) family factors such as inconsistent supervision, neglect, abuse, and/or family criminality (19%). Once committed to the PEAK Restoration Program, the PACT case plan will be reassessed every six (6) months, with additional 30 day Treatment Team reviews of case plan progress.

Cognitive Behavioral & Prosocial Programming

Youth will have access to a variety of programs and services designed to promote healthy adolescent behavior while in the PEAK Restoration Program. All programmatic interventions embrace PYD principles, build on youth strengths and assets, assist with building empathy, positive relationships and supports, and are developmentally appropriate. To further support the treatment and development of youth committed to PEAK, each youth is assigned an individual facility staff, dedicated as a Youth Development Coach, to assist, encourage and advocate for the youth and family. This staff guides and supports the youth in their progress in completing the goals identified in the youth’s IRP, as well as the rules and requirements set forth for successful re-entry into the community upon release. They also maintain regular contact with the family, enhancing engagement, needs and communication. Further, the Probation Department has additionally dedicated one (1) Senior Deputy Probation Officer (Sr. DPO) assigned to the JJC to the development and oversight of programming operations.



The following are programming options available to youth in PEAK, as are indicated by their risk and needs assessments and as outlined in their IRPs:

- **Seeking Safety®**: An evidence-based treatment intervention that provides coping skills to help youth attain safety from trauma and/or substance abuse. This program directly addresses both trauma and addiction without requiring clients to delve into the trauma narrative. Sessions are highly flexible and conducted in a group or individual format for different genders, ages, environment, and trauma/ substance abuse. Seeking Safety offers 25 topics, each representing a safe coping skill. They can be conducted in any order and scaled to accommodate available treatment sessions.
- **Moral Reconciliation Therapy® (MRT)**: An evidence-based, cognitive behavioral treatment program focused on substance abuse that targets recidivism reduction and designed to facilitate the development of higher stages of moral reasoning. The course is to be completed in 20-30 sessions and in open-ended groups where participants can enter at any time and work at their own pace. Completion of the program is defined when the client successfully passes MRT's 12th step.
- **Courage To Change® Interactive Journaling**: Through a structured and experiential writing approach, Interactive Journaling goes beyond standard educational materials and resources to make the individuals the center of their own change process. This evidence-based methodology is a structured and experiential writing process that motivates and guides participants toward positive life change through a variety of different topics covered through multiple journaling packets.
- **El Joven Noble®**: Assists youth in character development. During group sessions and discussions, the primary topics examined in depth are: reducing and preventing unwanted or unplanned pregnancies, substance abuse, community violence, and relationship violence. Active participation within the meetings is encouraged. This includes practice working on: developing options thinking, acknowledging positive qualities in self/others, social/familial relationship pattern realization with development of ideas and options. Group topics are presented within the session time and open discussions promote the development of critical thinking skills. Groups assist individuals to develop realistic life qualities in-order to create positive foundations versus the building of further negative support systems.
- **ARISE**: A gender-neutral interactive gang intervention program designed for at-risk youth ages 13-25. The curriculum is an open program allowing youth to participate in the program's varied topic stand-alone sessions, irrespective of the length of time in the facility. Curriculum topics include violence and conflict, gang dynamics, fatherhood, and managing finances. In addition, the curriculum teaches core life skills, strategies and techniques, including problem solving, critical thinking, effective communication, decision-making, creative thinking, empathy, self-awareness building, coping with stress and emotions, and interpersonal relationships. ARISE addresses various topics through open discussions between the instructor and youths, quizzes, as well as pre and post assessments.

Additional programs being provided or considered for implementation include life skills programs to teach communication skills, résumé and employment application assistance, employment interview practice, and athletic programs/recreational activities, including art and



poetry. Additionally, a local community-based program provides an activity coach to assist with activities and projects, homework, reading skill enhancement, and mentoring.

Incentives

PEAK utilizes a point-based behavioral modification system to help youth use their time in a positive manner and to provide feedback on areas for future growth. Behavior modification focuses mainly on positive reinforcement, which involves rewarding youth for good behavior by encouraging adherence to facility rules, providing pro-social activities, skill-building chores to willing youth, and recognizing hard work and good behavior as youth advance to reach excellent conduct and enhanced privileges. Youth who show positive behavior will earn various points throughout the day. Depending on the total amount of accumulated points, the youth has the opportunity to participate in daily incentive activities such as a later bedtime, extended time in the shower, participation in the unit clean-up and special projects, and the privilege to pick the movie or television show the unit will watch. Weekly incentives include increased time in the recreation room, Saturday night movies, special snacks, and extra telephone calls.

Excellent Behavior Card

All youth are provided an Excellent Behavior Card. When a youth exhibits excellent behavior, a staff member will use a specific hole punch and punch one (1) of the numbered boxes on the card. One (1) box is reserved for a single observation of excellent behavior and there is no limit as to how many punches a youth may earn in a day. Once the youth has filled their card, the youth is allowed to select a "Golden Egg" from the Treasure Chest. Each golden egg contains a prize ranging from a special snack, an extra telephone call, or a meal with administration.

Fig. 3 – Excellent Behavior Card

JJC
EXCELLENT BEHAVIOR CARD
Name: _____
Date issued: _____
○ ○ ○ ○ ○ ○ ○ ○
○ ○ ○ ○ ○ ○ ○ ○



Trust Unit

In May 2019, Chief Probation Officer Tanja Heitman envisioned the creation of a Trust Unit to incentivize positive behavior and reduce behavioral issues within the facility. Chief Heitman's vision became a reality when the Trust Unit officially opened in January 2020. The core principle of the unit is to ensure the youths are respectful, responsible, learn skills to work with their peers, become positive leaders and to promote positive behavior in the other units. All staff assigned to the work the Trust Unit are proficient in Motivational Interviewing (MI). Youth interested in residing in the Trust Unit must complete an application and have exhibited a period of good behavior including no involvement in recent altercations, shown active participation in school and evidence-based programming, and possesses reputation of being respectful toward staff. Youth committed to the PEAK Restoration Program are also eligible to apply to the Trust Unit. Once a youth's application is accepted, the youth will participate in an interview with the Trust Unit Board. If a youth is accepted to the Trust Unit, the youth will sign a behavior contract and immediately move to the unit.



The Trust Unit differs from other units within JJC, as it has an open home-like setting, with couches, a large flat screen television, a gaming system, foosball, Ping-Pong, and indoor and outdoor exercise equipment. Youth are issued different clothing from other youth housed at JJC, freedom to move about the unit and recreation yard without permission from staff, and no time restrictions for telephone and shower usage. Youth rooms are

decorated with their personal items, area rugs and an overall homelike feel. They are allowed to keep personal hygiene items and food in their rooms. The youth are provided with a weekly allotment of clothing they store in their rooms and wash their own laundry.



Since the inception of the Trust Unit, the youths have developed a sense of independence, learned time management, built their self-esteem, developed positive communication and team building skills, and worked towards creating positive life goals.

Specialized Programming

For youth committed to a SYTF that may present with specialized needs, consideration will be given to partner with other county Probation Departments. Examples include youth adjudicated for having committed a sex crime or girls requiring a SYTF commitment. Due to the infrequent nature of these cases, establishing contracts and leveraging already established specialized programming in other counties will ensure each youth's needs are addressed with quality programming.



Behavioral Health

BeWell provides clinical services for all youth held in the PEAK Restoration Program. Upon entry to the facility, all youth are screened using the Massachusetts Youth Screening Instrument – II (MAYSI-II). Clinical staff respond immediately to elevated MAYSI-II screening results completing acute evaluations on all indicated youth. Within 14 days of admission, the Child and Adolescent Needs and Strengths (CANS) assessment tool is administered to all youth as required by the California Department of Health Care Services (DHCS), to support decision-making, including treatment planning, facilitating quality improvement initiatives, and monitoring the outcomes of services. The tool collects information in a consistent manner and improves communication between those providing services and families receiving services. The CANS reviews the strengths and needs of the youth considering past behavior, but focuses on the current needs to help the youth and family. The CANS provides the family and clinical staff with information on their needs and strengths to help inform the treatment planning process. As the tool is used over time, it is useful in informing decisions on transition needs to higher or lower level of care. The CANS is also a communication tool that aids collaboration, such as in collaborative treatment planning, across all systems the youth is involved in by integrating data into one place, and creating a common language. The CANS assists clinical staff, youth, and family measure improvement towards goals and see how needs and strengths change over time. Additionally, data can be used to assess service strengths and gaps at the individual, program, and system levels.

Clinical staff provide individual psychotherapy, group therapy, and family therapy. BeWell offers a variety of curriculum to meet youth's needs. The group therapy sessions provided include MRT®, Seeking Safety®, gender-specific programming incorporating a trauma-informed approach, and assistance with facilitating specified Forward Thinking journaling modules. Family therapy sessions focus on improving communication, destigmatizing mental health treatment, learning new skills to promote conflict resolution and supporting you and caregivers/family members with the youth's community reintegration. Psychiatric and



medication evaluations are provided as needed, including medication management. Further, reentry planning efforts involve a multi-disciplinary approach with participants from Probation, school, medical, and the youth's attorney to assist with developing appropriate treatment plans to address the youth's risks and needs to ensure the youth and their family are linked with appropriate community-based services upon release.

Educational/Vocational

The Santa Barbara County Education Office (SBCEO) operates the Dos Puertas (DPS) School at the JJC in partnership with the Probation Department. DPS provides educational services to youth in PEAK, who have not obtained their high school diploma. The school focuses on providing successful reentry for youth returning to a traditional school setting and ensure there is a continuity of student's academic career and collaboration with community stakeholders to create a safety net to help prevent youth from reentering the juvenile justice system.



DPS also provides greater access to Career Technical Education (CTE) courses. Youth choose from modules in 12 different subjects determined to be relevant in the local workforce. Youth that complete a module will receive a certificate of completion specific to the module, which can be used in a resume and job hiring. High school level and graduates alike are eligible to use the CTE lab. Additionally, SBCEO provides career awareness courses, and dual enrollment post-secondary educational opportunities. SBCEO ensures a seamless transition of special education services as identified in a student's Individualized Education Plan (IEP), which allows students to work on their IEP goals and receive accommodations in their general education classroom.

The Probation Department has partnered with local community colleges to provide post-secondary education programs. Programs being offered include the Santa Barbara Community College's (SBCC) "Running Start" program that bridges high school to college transition and SBCC's "Transitions" program focuses on providing mentorship for justice-involved students and enrollment support. Allan Hancock College's (AHC) "Beyond Barriers" program is geared towards a population of previously incarcerated and provides services such as mentorship, tutoring, financial assistance, mental health, and assistance with individuals with learning disabilities. AHC also offers "Get Focused, Stay Focused" curriculum for justice-involved students. The curriculum is based on life lessons, career exploration, skills building, building a long-term plan and offering support groups. In the coming year, AHC will be offering "Rising Scholars", a program geared specifically toward justice-involved individuals. The Probation Department utilizes a college scholarship discretionary fund supported by community civic groups for youth in custody who have graduated from high school. The funds are available to current or former probation youth that are pursuing secondary and/or vocational education for tuition, texts books, and necessary supplies.



As the youth age and successfully graduate from high school, post-secondary enrollments will expand. Currently, the Department is exploring space to be renovated into a post-secondary educational room. The area will have a two (2)-part design with appropriate furniture in an effort to offer a quiet, supportive space for youth to focus on their academic work in the company of likeminded youth also pursuing their post-secondary education while at JJC. Half of the area will be designed with a more neutral background for the youth as they attend virtual classes. The other half of the room will emulate a study/lounge area commonly located in a collegiate library. The goal is to provide an environment where youth can produce their best work and be better prepared for a successful re-entry into the community feeling accomplished in their post-secondary educational efforts.





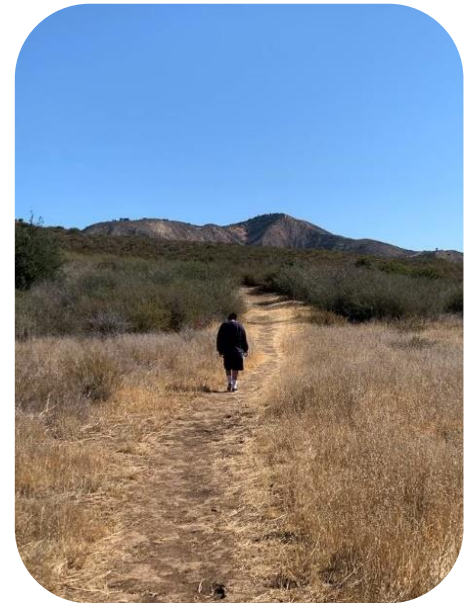
IV. SUPERVISION & REENTRY STRATEGIES

The Santa Barbara County Probation Department has implemented a PYD approach to case management, including a focus on strength-based work with youth. This includes strengthening natural supports, engaging youth’s family or other supportive members, incorporating youth voice in meaningful ways for case and treatment planning, and building upon developmental assets. In addition, the Department continues to provide opportunities to strengthen the essential aspects of healthy adolescent development, including providing opportunities for youth leadership while in custody. Family engagement, the involvement and engagement of a youth’s natural supports and connections, will be facilitated and encouraged.

The average length of stay for youth formerly committed to DJJ was approximately 28 months. It is anticipated that will remain similar for youth in PEAK. Many of the youth will reenter the community as an adult upon release. This substantial milestone will require additional support in areas of housing, food, clothing, transportation, vocation, and education supports. Individualized reentry plan will be designed for youth with input from all collaborative partners, youth and family.

If the Court has deemed it appropriate, some youth will be transferred to LPBC, a lower security facility, with more freedom and community integration opportunities, as a step-down program prior to their final release.

Transition planning for youth begins immediately and involves detailed transition plans developed 90 to 120 days in advance of re-entry. It also identifies specific roles for treatment providers and community supervision staff to support a successful transition. Required elements of the transition plan include best practices for youth and family engagement and involvement in all aspects of the IRP. This includes but is not limited to employment plans, suitable housing and alternate plans, continuation of educational programs already underway, successful enrollment in a secondary, post-secondary or vocational program if not already completed; and life skills planning. Partnerships with local TAY (Transitional Age Youth) programs are also being explored to ensure the youth can remove or overcome barriers to success. As stated previously, the case manager will regularly contact the youth and aid in the successful completion of the youth’s various services and programs identified by their IRP. The Youth Development Coach will have weekly one on one contact with the youth and the youth’s family to further aid in successful community reintegration.



The Probation Department uses a multifaceted approach involving multi-agency collaboration in order to provide youth the necessary tools for successful re-entry into the community. The Juvenile Division will capitalize on existing Adult Division resources in place for older and



transitional age youth, including programming, housing and employment resources. The assigned probation officer will work closely with JJC, LPBC and Adult officers to ensure connections to programs and services are made well in advance of release. The Juvenile Division will also participate in the existing treatment teams and multi-disciplinary teams to enhance partnerships and ease of access of services. BeWell will continue to utilize a multi-disciplinary approach to assist with developing appropriate treatment plans to address the youth's risks and needs to ensure the youth and their family is linked with community-based therapeutic treatment services upon their release.

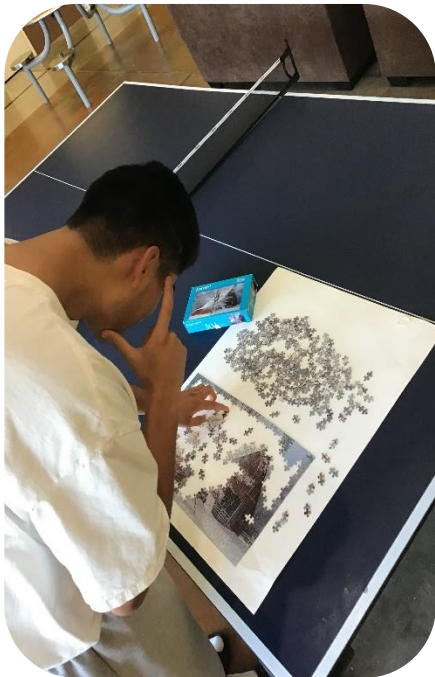
At discharge the youth/family are provided documentation indicating follow-up or specialty care including dental and vision which is also provided to the youth's primary care physician. If at the time, the youth is no longer eligible for coverage under their parents' healthcare insurance or Medi-Cal plan, the assigned probation officer will work with DSS and the liaison to assist the youth in applying for Medi-Cal benefits to ensure their health care needs are covered at the time of re-entry.



V. DATA COLLECTION/OUTCOMES

As youth progress through PEAK, data will be collected and outcomes measured to assess the effectiveness of the services and programs they are receiving. Continuous data collection and assessment will allow Probation staff to adjust treatment and services as needed.

In addition to demographic, crime type, and court disposition data collected, four (4) surveys will be administered to youth at varying points in time to assess changes in their thinking patterns and level of satisfaction with the programming and services they receive. Three (3) of the four (4) surveys were developed by the Texas Christian University (TCU) Institute of Behavioral Research and adapted for this use. Selected questions required rewording before consolidation to ensure comprehension and minimize survey burden for the youth completing them. The fourth survey was developed by Tufts University and focuses on the research area of PYD. All four (4) surveys are described in Figure 4 including outcomes measured and timeframes for administration.



The use of interventions shown to be effective with youth are prioritized to achieve the greatest benefit with youth. Quality assurance process in place includes working with providers to support delivery of curriculum to ensure programs are provided in accordance with the research-based models. The Probation Department has implemented various monitoring efforts including self, peer and onsite assessments of a program session completed either by an individual within the organization providing the service, a peer organization delivering the same program or Probation Department staff. The assessments rate various aspects of the sessions, in addition to allowing for open-ended comments to the session facilitator(s). Additionally, local providers are required to provide quarterly data on the performance measures related to those services.



Fig. 4 – Youth Surveys

Survey	Outcomes Measured	Frequency of Administration	Staff to Deliver
Thinking/Social/ Psychological	Various domains of thinking are assessed such as premeditation, attention, self-esteem, depression, hostility and social support.	Administer within two (2) weeks of youth arrival at JJC, then administer every six (6) months thereafter	CSI Youth Coach (contracted service provider)
Trauma	This Mental Trauma and PTSD Screen contains 17 symptom-severity items representing post-traumatic stress disorder.	Administer within two (2) weeks of youth arrival at JJC, then administer every 6 months thereafter	County Department of Behavioral Wellness
Treatment Engagement	Assessment comprises four (4) scales that address treatment participation, satisfaction, and relationships established in treatment.	Administer within two (2) weeks of the youth's program/treatment start date; re-administer within 60 days of the program/treatment start date	County Department of Behavioral Wellness
Positive Youth Development	Survey measures five (5) psychological, behavioral, and social characteristics that indicate youth are thriving: Competence, Confidence, Character, Caring, and Connection.	Administer within four (4) weeks of youth arrival at the JJC, then administer once annually thereafter	CSI Youth Coach (contracted service provider)



VI. FACILITIES

The JJC is located in Santa Maria and has a rated capacity of 140. Individuals requiring secure detention will be housed and receive programming and services at the JJC. The JJC is comprised of three (3) newer living units that include a classroom, a living room, a counseling room, a kitchenette, a dining room, a dayroom, and an attached outdoor recreation area. The three (3) remaining units are smaller and are not regularly used as living units but are available on an as needed basis as they have limited common space and do not have attached green space. These living units are available for medical separation and programming or visiting in inclement weather. The PEAK Restoration Program, within the JJC, is designated as the SYTF for realigned youth. As previously indicated, PEAK provides evidence-based focused individualized interventions that promote behavior change through data-informed programs delivered in a safe and secure environment for those who are at the highest risk of reoffending. The program aligns with an intentional pro-social PYD model that engages youth within their communities, schools, organizations, peer groups, and families in a manner that is productive and constructive; recognizes, utilizes, and enhances youths’ strengths; and promotes positive outcomes for young people by providing opportunities, fostering positive relationships and furnishing the support needed to build on their leadership strengths.



Health Services

Youth in PEAK receive on-site medical services provided by Wellpath seven (7) days a week. Wellpath also coordinates offsite services, including dental, as required. The Probation Department and Wellpath, were awarded accreditation from the National Commission on Correctional Health Care (NCCHC) in 2020. This accreditation represents the highest level of care in correctional facilities for youth. Information on accessing services and the list of services provided to youth are posted in each unit and at Intake. Upon admission, youth are informed of the unlimited access to medical and mental health care services provided at the JJC. Youth are screened at Intake and are seen by a nurse within 24 hours and a doctor within 96 hours of admission. However, every effort is made for youth to be seen by an on-duty medical staff during the Intake process.

Youth feeling ill or wanting to be seen by medical staff, can either request a referral through staff or self-refer if wishing to keep medical information confidential. When a youth is in need of health care, the physician and/or nurse will treat the youth in the facility. Each youth’s medical/dental care service needs are evaluated on a case-by-case basis. Youth needing specialized care such as medication, restricted foods, physical activity, or need for frequent observation are treated according to specific instructions given to staff by medical personnel. Youth with chronic conditions or special health needs are placed in Wellpath's chronic disease program, which includes the development of a treatment plan based on national clinical practice guidelines and regular clinic visits. When it is necessary for a youth to receive health/dental care services from a provider located outside of the facility, youth are accompanied by and transported to the appointment by JJC staff.



Discharge planning is provided to all youth who are near release. Medical staff will coordinate plans and make arrangements for any identified acute or chronic medical condition and dental services needed after release. Youth experiencing ongoing dental problems are addressed by medical personnel and referred to outside dentists for treatment.

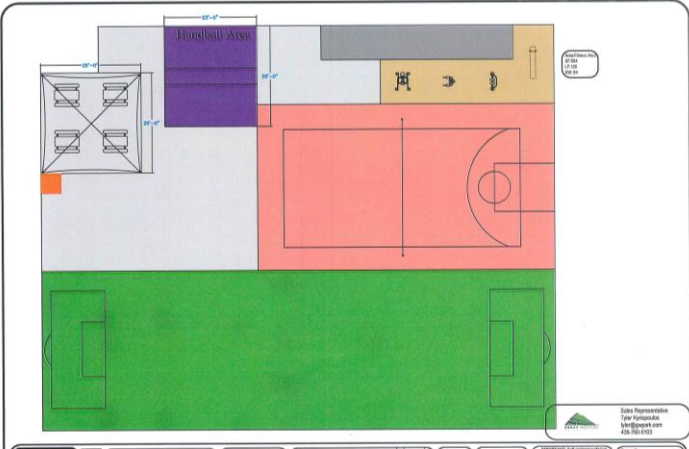
Green Space

Current research suggests that detention facilities with higher proportions of natural vegetation within its perimeter exhibit lower levels of self-harm and violence between youth and toward staff. Additionally, research suggests beneficial associations between green space exposure and reduced stress, positive mood, less depressive symptoms, better emotional well-being, improved mental health and behavior, and decreased psychological distress in adolescents.

Redeveloping the outdoor spaces into multi-function spaces that incorporate green space will increase opportunities for operational and programmatic efficiencies while helping to mitigate a variety of negative impacts associated with traditional secured detention.

Through the Youth Programs and Facilities Grant Program (YPFG), the Board of State and Community Corrections (BSCC) has allocated funding of \$152,571 to Santa Barbara County for infrastructure improvements. With these dollars, the large communal outdoor yard will be improved with a new irrigation system and grass will be installed in addition to soccer goals. The existing hardscape will be resurfaced with individual exercise stations, removable volleyball/pickle ball system, and a new basketball court. A multifunction space is also being developed for outdoor visiting and other special events, including graduations.

Fig. 5 – Green Space Blueprint



Visiting

Regular visiting will be accessible to parents or caregivers to continue and further develop family ties. Visiting will be accessible either in person or remotely via virtual conference. As the youth progress through PEAK, they can earn the privilege to expand their visiting options to include additional family members, such as siblings, grandparents, spiritual advisors and mentors. For youth who are parents, opportunities will be available for regular onsite visits with their children and their parents/caregivers.



Additional Safety Measures, Protections, and Security

As mentioned previously, to screen for acute mental health needs upon admission, the Massachusetts Youth Screening Instrument (MAYSI) questionnaire is completed on each youth upon entry. This risk assessment tool is utilized in determining the youth history, current state of mind and potential for self-harm or suicidal ideation. Youth are also assessed by BeWell to determine program needs. Youth may receive more frequent safety checks depending upon their needs.

Policies and practices are in place to address LGBTQ and gender non-conforming youths' needs. SOGIE (Sexual Orientation, Gender Identity and Expression) data collection design and training for staff will be completed in the coming months and will be aligned with technical support being provided by Ceres Policy Research through the Whole Youth Project. Current best practices in the field of juvenile justice state that collecting SOGIE data is an important first step to better understanding the lives, experiences, and possible unique challenges of LGBTQ and gender non-conforming youth. This technical assistance opportunity is providing assistance with the development of anti-discrimination and data sharing policies, analyzing compiled information to develop data-driven plans to improve services, and coaching to develop a continuum of care that affirms SOGIE youth.

To provide an opportunity for redress and complaint, youth are able to file a grievance at any time. Each youth has access to grievance forms and a confidential grievance box is made available within each housing unit or youth may give them directly to staff.

The JJC has a Master Control Room (MCR) where non-sworn personnel monitor cameras and provide keyless entry and exit within the interior and exterior of the facility. To enhance security, a new camera system is being added to increase facility coverage. These added measures will help ensure safety and security while allowing for robust service delivery.

County Consortium

A Chief Probation Officers of California and California State Association of Counties statewide collaborative consortium has been established to assist counties in filling gaps that cannot otherwise be addressed in the short-term. The purpose of the consortium is to ensure that there is a high-quality secure youth treatment program available for any youth in the state who would previously have been committed to DJJ. The shared principles underlying this collaborative effort include the following:

- Prevent an increase in youth transferred to adult criminal court by ensuring secure-track placement options are available when required by the judge and ensuring sufficient specialized treatment and programming options exist at the local level to meet high-need youth and garner confidence of juvenile court judges.
- Prevent “justice by geography” by ensuring the availability of high-quality programs in different regions that are culturally responsive, trauma-informed, evidence-based, age appropriate, as close to home as possible, centered on youth and family engagement, and based on positive youth development.



- Prevent net-widening by avoiding the need to establish and staff in all 58 counties a secure treatment facility and specialized programming for youth with the highest needs.

The specific functions of the Consortium are determined by participating members, but are expected to include: the development of standardized language and rates for counties who contract with each other for secure youth treatment beds or services; assistance with finding appropriate housing or treatment options for youth ordered by the court into a secure youth treatment facility; and other supports, as funding allows, to ensure high-quality services and programs across the state. The Santa Barbara County Probation Department has joined this collaborative consortium.

VII. Closing

The Santa Barbara County Probation Department is committed to meeting the varied treatment and educational needs of youth ordered into the PEAK Restoration Program, as well as improving their quality of life and long-term outcomes. We affirm the need to adopt strategies grounded in trauma informed care and PYD. Utilizing continuous data collection and assessment, adjustments to treatment and services will be implemented as indicated. Further, through the use of comprehensive needs assessments, family and youth engagement, and multi-disciplinary approaches, individualized treatment plans addressing each youth’s risks and needs are designed. Upon reentry to the community, comprehensive and holistic reentry plans will support positive outcomes for youth returning to our community, enhancing the safety and well-being of Santa Barbara County.

**"IT IS UNDER THE
GREATEST ADVERSITY
THAT THERE EXISTS THE
GREATEST POTENTIAL
FOR DOING GOOD, BOTH
FOR ONESELF AND
OTHERS."**

Dalai Lama



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COUNTY

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FUTURE



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COUNTY
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FUTURE



COUNTY OF SANTA BARBARA

Juvenile Justice Coordinating Council

