



2023

JUVENILE JUSTICE REALIGNMENT PLAN

RIVERSIDE COUNTY PROBATION DEPARTMENT



Dedicated to creating collaborative re-entry pathways alongside youth to promote healing, healthy, and resilient lifestyles, as well as strengthen families, and restore safety to the community



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EXECUTIVE SUMMARY

The Division of Juvenile Justice (DJJ), operated by the State, historically treated high needs youth who committed serious or violent crimes, 707(b) Welfare and Institution Code (WIC) offenses. On September 30, 2020, Governor Gavin Newsom signed SB 823 into law, which supports the research reflecting youth experience better outcomes when they remain closer to home. Effective July 1, 2021, the State began phasing out DJJ by halting all transfers of youth from California's counties to the State's three remaining custodial facilities and, effective June 30, 2023, DJJ will close their doors and return any remaining youth to county custody. Riverside County appropriately positioned to respond to the legislative changes and requirements. It was determined RCP's Alan M. Crogan Youth Treatment and Education Center (YTEC) already had similar programs to those provided at DJJ and met the criteria requirements of SB 823. A gap analysis was completed, and even though the area was limited to expand vocational services, it was agreed upon, and approved, by the Juvenile Justice Coordinating Council (JJCC) subcommittee and the Board of State Community Corrections (BSCC) that the YTEC structure offered the program and service components required by SB 823. RCP assumed responsibility of the care, custody, and supervision of this population and opened the door for our county's youth to receive rehabilitative services closer to their families and to their communities. RCP's secure treatment program, named *Pathways to Success*, was established to mirror YTEC's existing program foundation and incorporated within YTEC's facility. Since July 1, 2021, eligible RCP youth, per 875 WIC, were placed in the Pathways to Success program, which consisted of one male unit, capacity of 20. As of April 20, 2022, RCP dedicates three units for the Pathways to Success Youth, two male units (one maximum capacity of 20 males per unit and one maximum capacity of 10 males per unit) and one female shared unit.

Pathways to Success exemplifies a treatment-centered program that accounts for varying life experiences. While commitment to a secure track setting may appear to be the same, each youth's journey is different, and Pathways to Success offers individualized opportunities for success to each participating youth.

To continue Pathways to Success' progress, in accordance with 1995 WIC requirements, RCP established a multiagency subcommittee of the Juvenile Justice Coordinating Council (JJCC) to collaboratively assist with the continued development of the infrastructure, implementation, and improvements of RCP's secured track treatment facility and processes. This subcommittee is comprised of county stakeholders, the district attorney, behavioral health, Department of Public Social Services, Riverside Office of Education, the public defender, and community members defined as individuals who have experience in providing community-based services to youth, youth justice advocates with an expertise and knowledge of the juvenile justice system, or justice involved youth who have experienced or been directly involved in the juvenile justice system.



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The subcommittee will meet no less than once a year, or as needed, to provide research and resources to enhance the program.

The primary focus is to maximize the funding on treatment mandates, which include mental health services, sex offender treatment, trauma-based needs, adolescent needs, family engagement, re-entry planning, cultural responsiveness, and inclusion of nongovernmental/community-based providers. Furthermore, the subcommittee is required to convene at least every third year to submit the most recent plan annually regardless of any changes.

On March 10, 2021, RCP's initial JJCC Subcommittee finalized the general framework for Pathways to Success' vision: **Dedicated to creating collaborative re-entry pathways alongside youth to promote healing, healthy, and resilient lifestyles, as well as strengthen families, and restore safety to the community.** This vision outlines and guides the creations of RCP's secured treatment program. It ensures critical requirements are met, continued improvement to the current services, and most importantly, youth are provided the best opportunity for local treatment, services, as well as positive efforts to successfully reintegrate them into the community.

On August 29, 2022, the JJCC Subcommittee reconvened to add in new members and provide a vision for this year's goals to enhance the Pathways to Success program in the following areas: Transitional Services, Vocational and Life Skills, Parent Resources, Program Metrics, and auditing process. Team leads were assigned to each area and have begun to research and meet monthly to discuss resources to integrate into the program.

RCP has continued to identify opportunities to improve and work collaboratively with the Office of Youth and Community Restoration (OYCR) to remain updated on legislation, language, and the process of detouring youth cases being transferred into the adult sector. On February 2, 2023, RCP met with LaRon Dennis and Miguel Garcia, OYCR's regional representatives, to exchange information, strategies, link with education, and updates evidenced-based practices to support RCP's efforts. We will continue conversation periodically throughout the year to ensure compliance and best practices.

To better understand the volume of youth committed to Pathways to Success program, and the subsequent impact to the County since DJJ's closure, the below charts provide a breakdown of data specific to demographics, dispositions, and offenses pertaining to 707(b) WIC and 290.008 PC for 2021/2022. Due to the limitations of our client management system, the data may have variations and deviations.



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707(b) Offenses:

After an analysis on the demographics of 707(b) offenses from **July 2021 through June 2022**, we gathered the following:

- Average age at Disposition: 16 yrs.
- Race: 61% Hispanic, 23% Black, 11% White
- Gender: █████ Male to Female Ratio

Demographics of 707(b) Offenses		
Race	Gender	
	Male	Female
Asian	0	0
Black	45	█
Hispanic	129	
Indian (American)	█	0
Other		█
Pacific Islander	█	0
White	23	█
Total	█	█

Adjudications of 707(b) Offenses	
Disposition	N
Deferred Entry of Judgement 790 WIC*	█
Juvenile Supervision	64
Juvenile 725(a) WIC*	█
Juvenile 654 WIC*	
Juvenile Placement	22
C.D.C.R.-D.J.J.	█
Youth Treatment Education Center (YTEC)	40
Pathways to Success (PTS)	25
Juvenile-Dismiss Petition	29
Awaiting Disposition	20
Unfit/Transferred to Adult Court**	█
Total	225

**Outliers: Youth were granted DEJ, 725(a) WIC and Informal Probation after admission of guilt

**Some youth had 707 motions and were declared unfit after the fiscal year



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Count of 707(b) Offenses	
707(b) Offenses	N
12022.53(b) PC - Use of A Firearm During A Violent Offense	
136.1(a)(1) PC - Prevent/Dissuade Victim/Witness	
136.1(a)(2) PC - Att Prevent/Dissuade Victim/Witness	
136.1(b)(1) PC - Att Prevent/Etc Vic/Etc: Rpt	
136.1(c)(1) PC - Intimidate Wit/Victim	
187(A) PC - Murder: First Degree	
187(A) PC - Murder: Second Degree	
209(a) PC - Kidnapping for Ransom	
211 PC - Robbery: First Degree	51
211 PC - Robbery: Second Degree	15
215(a) PC - Carjacking	15
245(a)(1) PC - Force/ADW Not Firearm: GBI	26
245(a)(1) PC - Force/ADW-Not Firearm: GBI	
245(a)(2) PC - Aslt W/Firearm on Person	14
245(a)(4) PC - Assault by Force/GBI	60
245(b) PC - Aslt Prsn: Semiauto F/Arm	
245(c) PC - ADW Not F/Arm: PO/Fire: GBI	
246 PC - Shoot: Inhab Dwell/Veh/Etc	
246.3(a) PC - Willful Discharge F/Arm W/Grs Neg	
261(a)(2) PC - Rape by Force/Fear/Etc	
261(a)(4) PC – Rape: Victim Unconsc of Act	
269(a)(3) PC- Agg Sex Aslt:Mnr:Sdmy/Etc	
288(a) PC - L&L W/Child Under 14	19
Total	241

*Of those adjudicated, the number is higher as some youth had multiple 707(b) offenses.

Sex Offenses:

The following are the demographics of Sex Offenses gathered from **July 2021 through June 2022:**

- Average age at Disposition: 17 yrs.
- Race: 64% Hispanic, [redacted] Black, [redacted] White
- Gender: [redacted] Male to Female ratio
- 42% of youth had a dismissal granted on their petition.



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Demographics of Sex Offenses		
Race	Gender	
	Male	Female
Asian	1	0
Black	1	0
Hispanic	48	1
Indian (American)	0	0
Other	1	0
Pacific Islander	0	0
White	1	1
Total		

Adjudications of Sex Offenses	
Adjudications	N
Deferred Entry of Judgement 790 WIC*	1
Juvenile Supervision	14
Juvenile 725(a) WIC*	1
Juvenile 654 WIC*	1
Juvenile Placement	1
Pathways to Success (PTS)	1
Juvenile Dismiss Petition	32
Awaiting Disposition	14
Unfit/Transferred to Adult Court**	1
Total	76

** Outliers: Youth were granted DEJ, 725(a) WIC and Informal Probation after admission of guilt
 **Some youth had 707 motions and were declared unfit after the fiscal year



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Count of Sex Offenses	
Sex Offense	N
243.4(a) PC - Sexual Battery	14
243.4(d) PC - Sexual Battery: Sex Arousal	
243.4(e)(1) PC - Sexual Battery: Sex Arousal	
261(a)(2) PC - Rape by Force/Fear/Etc	
261(a)(4) PC - Rape: Victim Unconscious of Act	
261.5(c) PC - Sex W/Minor: 3+ Yrs Younger	
264.1 PC - Rape/Etc: Cncrt Force/Viol	
269(a)(1) PC - Agg Sex Assault: Minor: Force/Etc	
269(a)(3) PC - Agg Sex Aslt: Mnr: Sdmy/Etc	
269(a)(4) PC - Agg Sex Aslt :Mnr: Oral/Etc	
269(a)(5) PC - Agg Sex Aslt: Mnr: Frgn Obj	
286(b)(1) PC - Sodomy: Person Under 18	
287(b)(1) PC - Oral Copulation of Minor Under the Age Of 18	
288(a) PC - L&L W/Child Under 14	36
288(b)(1) PC - L&L W/Child -14: Force/Etc	12
288(c)(1) PC - L&L Acts W/Child:Age Spec	
288.5(a) PC - 3 Or More Sex Acts W/Ch U/14Yr	
288.7(b) PC - Oral Cop:Vict Under 10Yrs	
289(a)(1)(A) PC - Sex Penetration: Force/Etc	
289(a)(1)(B) PC - Sexual Penetration of Minor Younger Than 14 By Force, Or Fear	
289(h) PC - Sex: Frgn Obj/Etc: Vic -18	
311.1(a) PC - Send/Sell/Etc Obs Mtr: Minor	
311.11(a) PC - Poss/Etc Obs Mtr: Mnr:Sex	
647.6(a)(1) PC - Annoy/Mol Victim Under 18	
Total	96



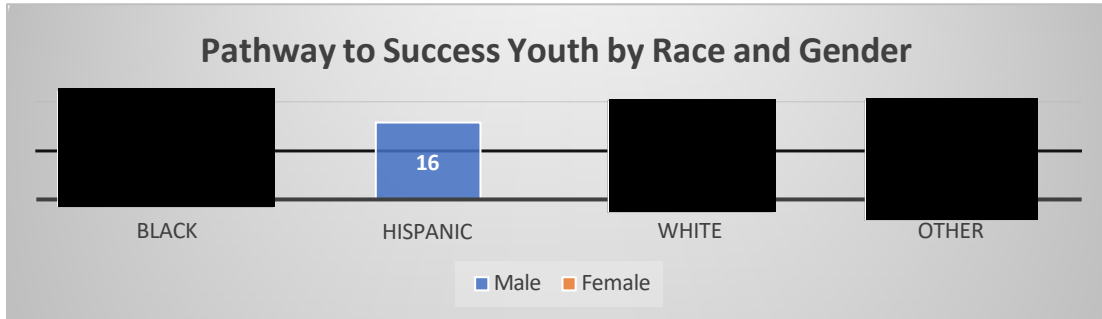
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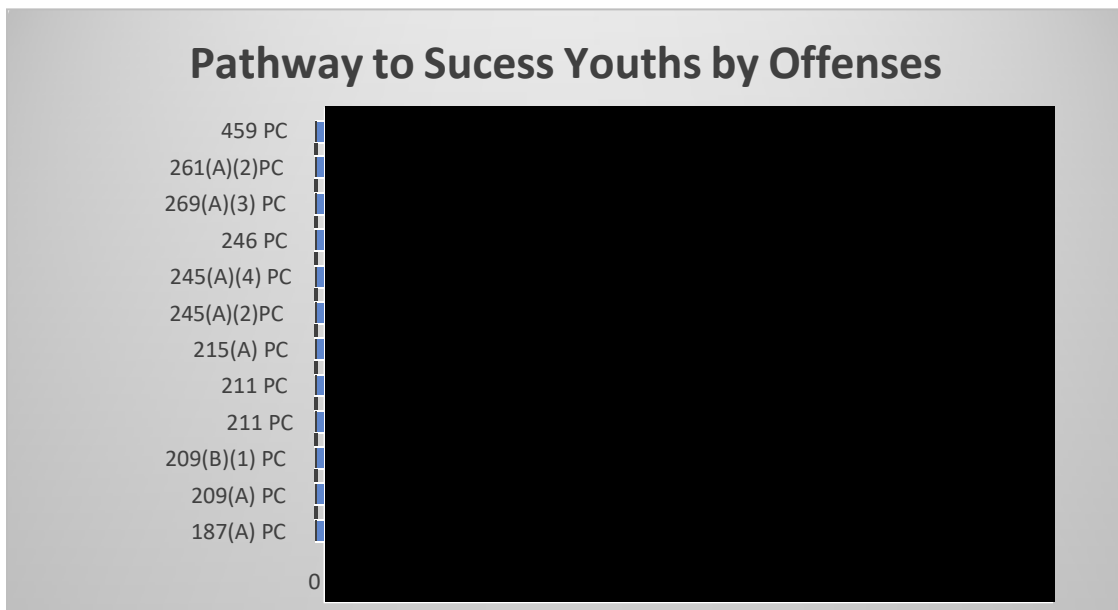


The following statistics are for the current youth committed to our secured track facility:

Pathways to Success (PTS) opened on July 1, 2021, and the following demographics describe the youth who have been placed in the program from the opening date through June 2022. Based on this population the average age range was between 16 and 21 years old with an average age of 18 yrs. To date only [REDACTED] female has been committed to Pathways to Success giving a ratio of [REDACTED].



Below are the adjudicated offenses amongst the Pathways to Success youth. The most prevalent offense being 187(a) PC, murder in the first degree, and 211 PC, robbery in the first degree.





PROGRAM OVERVIEW

The *Pathways to Success* program, is committed to reducing recidivism by creating a rehabilitative, health-focused, and care first system within a secured environment for youth. As this population is considered serious and with a high level of treatment needs, RCP collaboratively works with the county partners, state, and community organizations to provide effective programs leading to educational advancement, employment and life skills, pro-social activities through recreational settings, and an overall therapeutic living environment. These services will offer evidenced-based practices and trauma-informed approaches that will empower and encourage youth to stay away from illegal activities by enabling rational thinking and life skills, as well as emotional maturity to succeed in the community.

This is a continuum of care program, providing in-custody services, along with comprehensive re-entry plans for each youth which are initiated upon admission. While youth complete their custodial portion of their commitment, they are assigned to a Probation Corrections Officer (PCO) case worker and Probation Officer who collaborate and work closely with the youth, their family and program personnel to develop the re-entry plan respective to the youth's individual needs.

Admissions

Prior to admission, RCP begins with a preliminary screening process through the Pathways Screening Committee. This committee is comprised of representatives from the Riverside County Office of Education (RCOE), the Riverside University Health Systems-Behavioral Health (RUHS-BH), and RCP Pathways to Success Supervisors. Prior to the screening, a Behavioral Health clinician will meet with the youth to assess their needs and provide a treatment plan and goals. This plan assists the committee in determining the level of care needed to meet the youth's



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treatment needs in the least restricted environment. Further, the committee evaluates the eligibility and suitability of the youth for a secured track recommendation pursuant to 875 WIC:

- The severity of the offense or offenses for which the ward has been most recently adjudicated, including the ward's role in the offense, the ward's behavior, and harm done to victims.
- The ward's previous delinquent history, including the adequacy and success of previous attempts by the juvenile court to rehabilitate the ward.
- Whether the programming, treatment, and education offered and provided in a secure youth treatment facility is appropriate to meet the treatment and security needs of the ward.
- Whether the goals of rehabilitation and community safety can be met by assigning the ward to an alternative, less restrictive disposition that is available to the court.
- The ward's age, developmental maturity, mental and emotional health, sexual orientation, gender identity and expression, and any disabilities or special needs affecting the safety or suitability of committing the ward to a term of confinement in a secure youth treatment facility.

The committee's recommendation is added to the investigator's report for submission to Court, and a treatment plan is discussed with the Pathways Treatment Team should the youth be committed to the Pathways to Success program. Each youth screened is tracked for disposition of the case. The following charts depict the recommendations provided the court's disposition is of those cases.

Since July 2021, of the **230** 707(b) adjudicated juvenile cases, **55** cases were screened with the Pathways Interagency Screening committee. Of those screened, **53%** were recommended to Pathways secured track treatment facility, **█** to the AMC-YTEC program, and **█** to a less restrictive disposition, which includes placement or community supervision. **13** youth were ordered by the court to Pathways secured track without screening.

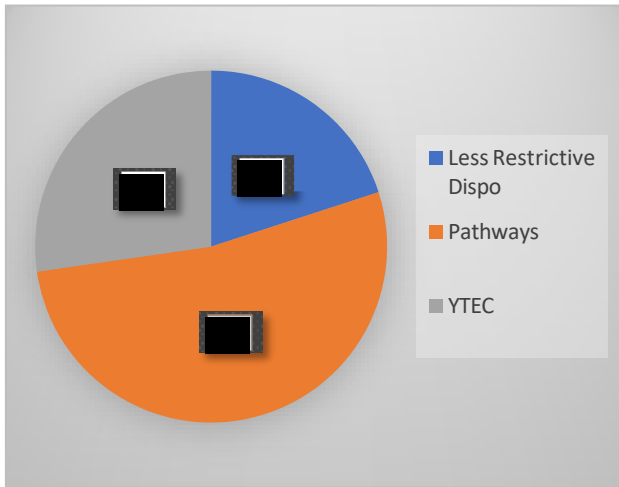


Figure 1: Screening Committee's Recommendations

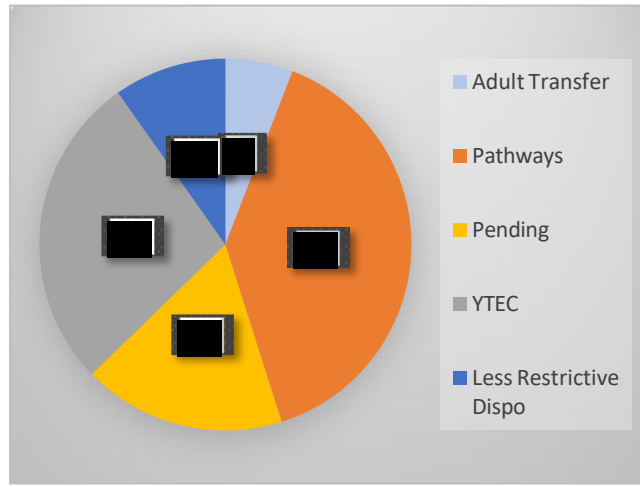


Figure 2: Court's Disposition of those Screened

Commitment to Pathways to Success

Upon the court's order to commit a youth to the program, a baseline term of confinement will be set pursuant to 875 WIC, "...the court shall set a baseline term of confinement for the ward that is based on the most serious recent offense for which the ward has been adjudicated (the category for which this is determined is pursuant to SB92). The baseline term of confinement shall represent the time in custody necessary to meet the developmental and treatment needs of the ward and to prepare the ward for discharge to a period of probation supervision in the community."

Once the youth is committed by the court and pending placement into the program, the Supervising Probation Officer of the respective unit will contact the youth for a warm welcome and provide them with expectations. This process empowers the youth to take an active role in their rehabilitation. To determine living units, youth are screened for relevant characteristics such as age, developmental maturity, mental and emotional health, sexual orientation, gender identity and expression, disabilities, and/or special needs which are taken into consideration for classification of appropriate housing, safety, and well-being of the youth. Upon arrival into the program, each youth is assigned to a Pathways' unit case worker, as well as a behavioral health clinician, who work closely alongside the youth to develop treatment goals based on assessments, behavioral history, career assessment and future goals. Probation staff administer the Ohio Youth Assessment System (OYAS), Adverse Childhood Experiences (ACEs) and the Prison Rape Elimination Act (PREA) assessments. Following these initial assessments, behavioral health personnel complete a clinical assessment. With this information an Individual Rehabilitation Plan (IRP). The IRP is designed to focus on youth's needs and treatment plan, submitted to court along



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with the comprehensive screenings and assessments, and upon court authorization, all results are reviewed by the treatment team to begin programming. Further, the Pathways' unit case worker will contact the youth's parents to provide a point of contact to the parents, guardians, or positive support system of youth, an overview of the program, and expectations for participation.

The youth are then introduced to their treatment team, who partners with them to restore connections, safety, and trust. This treatment team is a multi-disciplinary team comprised of probation staff, educational personnel, behavioral health staff, county office of education, and an institutional nurse. The treatment team meets monthly to discuss the progress each youth is making in achieving their individual rehabilitation goals, the youth's progress in the incentivized phase system and potential promotion or demotion. Further, the team evaluates the youth's achieved behaviors and participation in education, treatment, and programming to determine any baseline term modifications. Throughout this process, Child and Family Team meetings (CFTM) are conducted every six months or as needed. Once the youth has advanced in their phases or reached their baseline term, a Transitional CFTM is scheduled 30-60 days prior to transition to discuss the youth's transition to either a less restrictive setting or their community integration plan. These CFTMs are intended to include those involved in the youth's life and include mapping out action items to assist in the transition. For example, if a youth is meeting their treatment plan goals, completed their educational and programming assignments, and achieved positive behaviors, they may be considered for a less restrictive environment. Similarly, if the youth is doing well and is coming close to reaching their baseline confinement time, they may be considered for discharge/release into the community, and everyone involved in the CFTM will have input in the planning and understand their role in assisting the youth.

Once assigned to their living unit, the youth review the Youth Handbook, which includes detailed program guidelines, the Pathways Incentivized Ranking System (PIRS) and Pathways Incentive Dollars (PIDs), and an understanding of their expectations to be successful within the program. The focus of the program is to ensure a welcoming, therapeutic, healthy, and safe environment for staff and youth. This environment will allow staff and youth to effectively interact in therapeutic, educational, and pro-social activities, which will foster healthy adolescent growth, development, opportunities, and space to express their individuality in a clean and safe setting. Incentives are utilized to encourage youth to display desired behaviors. These incentives will further assist the youth in learning independent living skills, including, but not limited to, conflict resolution, health and hygiene, self-esteem, managing a budget, and evaluating benefits and consequences when making decisions. Such an environment allows youth the opportunity to meet their primary goal of learning to take responsibility for their thoughts, actions, and choices, and setting personal goals and objectives to fulfill their vision of the future.



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Pathways Incentive Ranking Systems (PIRS)

Riverside County Probation's Pathways Incentive Ranking System (PIRS) is designed to provide secure track youth incentivized programming phases. PIRS will be in alignment with their rehabilitation plan as established by the youth, their family, and the treatment team. PIRS is



focused on fostering independent thinkers, healthy adolescent development and building upon the skills necessary for a seamless transition into a less restrictive environment. PIRS is set to encourage accomplishments and reinforce positive behaviors while discouraging and minimizing negative behaviors through the offered incentives as well as the collaborative partnerships of a treatment team working together to support growth

and rehabilitation. Youth who complete or meet the required assignments of their respective phase may progress to the next phase.

The following is the PIRS's guideline which provides information pertaining to the progression of each phase, requirements and incentives, and the opportunity to reduce up to six months of their baseline term of confinement every six months, per 875 WIC.

PIRS Guidelines:

- Per 875(e)(1) WIC, a youth committed in a secure track must have a review hearing every six months which should include the youths progress and evaluation of their education, programming and treatment status, the opportunity given to reduce up to six months of their baseline term of confinement every six months, and recommendation to either continue within the secure track or transition to a different setting (less restrictive, reintegration into the community, etc.).
- PIRS has four (4) phases beginning with phase one (1) which includes a thirty (30) day orientation and the final phase ending in the youth's transition into a less restrictive setting or reintegrated into the community.
- At any time, youth complete their court ordered baseline term, regardless of their phase, a recommendation for community supervision will be submitted. Once youth is ordered to be released into the community, the Pathways PO will assist with their Community Integration Plan (CIP) and scheduling of a Transitional CFTM.
- Each phase provides the youth the ability to reduce up to six months off their baseline term every six months, dependent upon their progress, completion of the required assignments, and their demonstrated behaviors achieved through the duration of their program.



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- A calculated formula has been set to calculate 10 days per required criteria (education, treatment, and programming) which is discussed at the end of every month in the treatment team meetings (TTM).
 - The recommended credits earned will be totaled and added into the respective six-month review hearing report pursuant to AB200.
 - TTMs are conducted monthly to collaboratively discuss the youth's progress, time earned toward baseline confinement time, and for members to provide continued support and rehabilitation.
 - At the end of each month, the TTM will evaluate the youth's behaviors and progress in their respective PIRS phase.
-
- Youth will be celebrated with certificates upon completion of any achievement/phase within the Pathways program.
 - To celebrate all youth and consistently emphasize positive reinforcement regardless of behavior, general incentives such as birthdays and cultural holidays will be offered to the youth based on their behavior, no matter their phase. This will allow for youth to be celebrated individually, for them to share their individual beliefs, bond with others, and boost their self-esteem.
 - The Community Integration Plan (CIP) is a collaborative re-entry plan entered into the youth's IRP to assist the youth's transition from Pathways into a less restrictive setting or the community. It sets and evaluates the goals of the youth and family specific for services needed to transition. CIP is developed by the treatment team members, the youth's family, and any positive mentors or support systems identified by the youths. It is introduced and established in the orientation phase and continues throughout the youth commitment. The CIP will be utilized in all TTM and CFTMs.
 - Per **Policy 976 Incentives and Discipline Process, Subsection 978.6 Minor Rule Violations and 978.8 Major Rule Violations**, the below behaviors may result in unsatisfactory reviews:
 - Fights
 - Assaultive behavior
 - Sexual Misconduct
 - Weapons
 - Drugs
 - Cell Phone
 - Not following appropriate offsite behavior
 - Any crime
 - Concerns or behaviors noted by the Probation Correction Officer-Case worker (PCO-CW)/Pathways PO/Treatment Team or disruptive/counterproductive to the therapeutic environment/rehabilitative plan



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- Failure to comply, or demonstrations of serious/violent behaviors and/or reduction of PIDs per Policy 976, may prevent the youth from promoting to the next phase. A CFTM will be conducted to address behaviors and discuss appropriate outcomes.
- The court will determine the final decision regarding the commitment of the youth and baseline term credit ordered.

Between July 2021 and June 2022, the PIRS baseline modification structure had to be altered with the passage of AB200, where each youth can earn up to six months every six months of their baseline term. With that said, the average baseline modification during this timeframe was 160 days off. RCP also released their first Pathways secured-track youth into the community following the completion of the baseline time was not until after the last fiscal year on August 29, 2022.

Pathway Incentive Dollars (PID's)

Pathways to Success uses a token economy, which is designed to encourage and reward pro-social behavior. Based on positive behavior and their achieved level in PIRS, youth earn PID's. These dollars are then used to purchase incentives. A youth council will be used to determine incentives of value. In addition, youth will learn the concept of earning money for positive behavior as well as delayed gratification, and what it means to save money. Youth are eligible to participate in a weekly honor incentive reward night in which planned meals, including appetizers and dessert, and fun activities are provided. During certain holidays, this includes a themed evening.

Using their earned weekly PID's, youth can also purchase canteen items that include both food and non-food items. Some of the non-food items include arts and craft supplies, alternative hygiene products and upgraded stationary supplies.



Youth are also provided a guidebook that contains important rules for a youth's daily behavior while in the program. Staff cover these items with youth and provide redirection as needed.

Family and or positive supportive individuals in the youth's life will be highly involved in the youth's program and will have the opportunity to attend various events at the facility.



PROGRAM COMPONENTS



The following section provides a description of the types of program components, resources, and services offered to youth and their families specifically those focused on

1. Programming,
2. Education, and
3. Treatment.

Actual programs and services are dependent on the youth's individual rehabilitation plan and the needs to be address for a successful transition into the community. Each one of these components are evaluated monthly at the multi-agency treatment team meetings.

Treatment Team

Communication among collaborative partners is a key component in keeping the youth's needs at the forefront of all decisions. A minimum of monthly treatment team meetings are essential to the youth's success. This is an opportunity to further develop healthy adolescent behaviors. The youth will be brought in, if eligible for promotion, to explain why they feel they earned a promotion, as well as learn public speaking skills which will assist them with future employment. In addition, the youth will always have a clear understanding of their progress in the program as well as the opportunity to advocate for her or himself which will be an important skill to become self-reliant upon their release. Collectively, the team can evaluate the youth's progress in the program. Together, achievements will be celebrated and supports established in areas where milestone targets were met. These meetings allow for information to be disseminated in a consistent manner so everyone can rally around the youth and support them in their journey.

The treatment team consists of the following:

- Probation staff including a facility manager, supervisor, caseworker, and senior probation officer
- Medical staff including a registered nurse as needed
- Behavioral Health staff including a clinical therapist and substance abuse counselor
- RCOE staff including an educational liaison
- Community partners (Community-Based Organizations and Riverside Community College) as invited following discussion of any confidential information.

At the Treatment Team Meeting, the team members will provide an evaluation for the six-month reviews which will include the following:



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- **Education**- School/Vocational/College participation/Attendance/Progress/Individual Education Plan (IEP)
- **Programming**-Behavior management/Conduct/Accountability/Responsibility/Staff-Peer Interactions
- **Treatment** – Therapy, individual therapy, family reunification, counseling, journaling, and IRP goals
- **Phases** – Status of phases, assessment of behavior, and requirements and incentives
- **Recommendation, with appropriate findings, for:**
 - Reduction of baseline time
 - Continued programming within Pathways,
 - Less restrictive programming, or
 - Reintegration into community recommendation

To ensure youths' needs are being met and that they have a support system, a CFTM will be held within the first month of the youth starting in the program, and will be scheduled every six months thereafter, or as needed, to include the family and positive support systems in the youth's rehabilitation process. A special CFTM may be scheduled should the youth's behavior decline, struggle to complete phase assignments, significant changes/circumstances arise, or if the youth's behavior significantly improves so the team celebrates progress. Thereafter, the TTM's will continue to meet monthly and the CFTMs as needed to reassess the youth's efforts and IRPs.

The phases are established upon the individualized needs of each youth and will be based on the TTM's assessments and their recommendations. Should there be any disagreements with the assessment or recommendation of a youth, the managers, or designees, from each agency involved in the TTM will deliberate to arrive at an appropriate decision.

Programming

The use of evidence-based programs has become the mainstay of treatment that emphasizes outcomes which are proven to reduce recidivism. *Pathways to Success* utilizes various programs which address youth risk and needs.



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Treatment programs are evaluated utilizing the evidence-based principles for effective interventions depicted below. Once established that a treatment program is evidence-based, it is evaluated, and the program is made available to the youth.

Youth committed to the *Pathways to Success* Program have the following evidence-based programs made available to them by Probation:

- Forward Thinking
- Just Beginning Program
- Crossroads
- Restorative Justice
- Victim Awareness

Family Engagement

Research shows youth benefit more from treatment, and better sustain those benefits, when family is involved in the treatment process. As mentioned, immediately upon commitment to Pathways to Success, the family is engaged, as they are contacted to participate in the CFTM to discuss the youth’s strengths, areas of concern, identify goals within the program and transition to the community.

The Family Resources are included from initial CFTM and continued upon the youth’s transition into the community. A plan is developed to engage families in the youth’s treatment process, from the time a youth is referred to Pathways to Success to the time they transition into the community. A flow chart is tailored to describe circumstances in which families can be involved throughout the treatment process.

Engagement strategies are identified to increase family support of youth (e.g., participate in movie nights and family dinners). Alternative visiting options for families were secured that worked around the families’ schedule.



Family engagement services offered are:

- Visiting
- Family Orientation
- Family Therapy
- CFTMs
- Transportation (via bus passes etc.)
- Family Days



Community Based Organizations (CBOs)

RCP, along with CBO service providers, are committed to providing “collaborative reentry pathways alongside youth to promote healing, healthy, and resilient lifestyles, as well as strengthen families, and restore safety to the community.” To achieve this aim, RCP has begun to partner with CBOs for life skills, mentorship, and re-entry specific services to the diverse regions of Riverside County.

CBOs have begun working together with the youth and their family to develop and implement a collaborative and individualized approach to re-entry services, including discussions of resources for parenting partners through Behavioral Health’s TAYS program. As we expand those services,

they will be regionally specific and include but are not limited to substance abuse and behavioral health, job and housing placement, college and career planning, and systems navigation and mentoring.



The RCP re-entry strategy will allow for more targeted services, thereby being more intentional in meeting the service needs of our diverse client population. Our approach has been to make it more probable that clients will have access to services and resources which align with their region while addressing their strengths and needs.

Currently, RCP has begun to work with the following Community Based Organizations: Chavez Educational Services/STEP UP, Chapman Mediation Services, Success Stories, and Canine Therapy program with Kayla Branscum. Each organization provides engagement while the youth are in the secured track facility but also when the youth reintegrates back into the community. Individuals from these CBOs will begin working with our youth in various capacities either on site or virtually. Each CBO provides specific services to enhance the youth’s support systems, provide consistent mentorships and provide life skills as described:

Chapman University Mediation: It is a three-pronged approach, conflict resolution, restorative justice, and transitioning youth into the community, with regards to conflict and decision making. Track 1 is Conflict Resolution and Mediation Program which teaches youth the necessary skills to creative problem-solve under principles of believing and acting in a non-violent society. Further, it will adjust to the youth's learning levels. Track 2 is the Restorative Justice program with resolution services. The victims will take an active role in this with collaborating partner agencies. Track 3 is the transition to home program for mediation, conciliation, and mentorship within the community.

Chavez Educational Services/STEP UP program: Interactive seminar to address issues of self-efficacy, independent decision making, personal goal setting, anger and conflict identification, and resolution woven into an intense workshop beginning with their transition from childhood to adulthood with its responsibilities and freedoms. There are a series of activities from music, poetry, intensive and interactive dialogue, self-revealing exercises, and goal identification.



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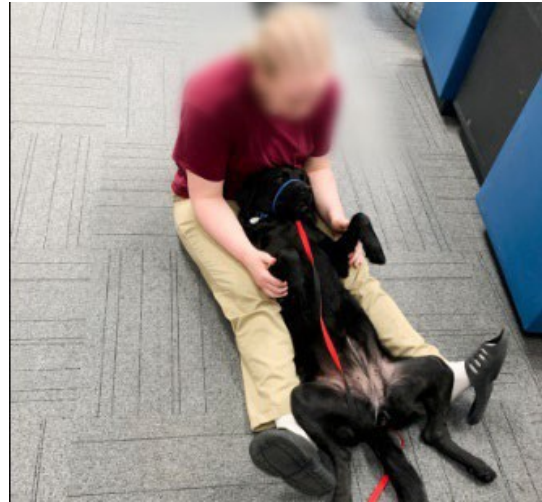
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Success Stories: Weekly mentorship meetings to develop resiliency upon reentry into the community by exploration of toxic masculinity, patriarchy, beliefs, love, and short-term/long-term thinking and provide participants with tools needed to shift their criminal behaviors to positive behaviors and not act in harmful ways that lead to recidivism.

Other partnered community-based organizations and government agencies utilized by RCP:

- Real Man Read: a literacy program that provides community engagement from male mentors to encourage young men to read.
- Women Wonder Writers: youth participate in writing and speaking lessons, practicing healthy expression, empathy building, receive positive peer supports, gain a sense of purpose and hope, and improve self-esteem.
- California Family Life Center: Youth Opportunity Center: youth begin to set career goals and personal aspirations through receiving paid in-custody work experience and work readiness development and assist in transition into the community.
- Partner Paws Dog Training/Canine Therapy (Indio location): animal assisted therapy and activities to help youth relax, reduce feelings of depression, anxiety, or loneliness, and promote a feeling of well-being.



Beyond organizations coming in to provide services, there have been several guest speakers who have presented opportunities, positive messages, and inspiration to the youth. On September 13, 2021, the youth met with Rising Scholars Regional Coordinator Javier Rodriguez. His program provides educational support. On September 22, 2021, the youth met professional firefighter Royal Ramey who is the Co-founder and Chief Operations Officer of the Forestry and Fire Recruitment Program. His non-profit organization provides support to formerly incarcerated firefighters as well as anyone interested in a career in the Wildland and Forestry sector. On December 1, 2021, the youth met with Riverside County Sheriff's Department, Assistant Sheriff Ed Delgado. He provided an inspirational message to the youth. On December 22, 2021, California Army National Guard, Staff Sergeant Daniel Zavala provided the youth with



On December 22, 2021, California Army National Guard, Staff Sergeant Daniel Zavala provided the youth with





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recruitment information. Additionally, on February 1, 2022, the youth met with Abe Cruz from the Forever Faith program. Mr. Cruz shared his story and spoke about having the “mindset of a champion.” The guest speakers have been a great addition to the program and allow to the youth to explore new career options. The guest speakers give hope for the future and provide a positive outlet.

We are working with JJCC Subcommittee to expand the community-based organizations for the youth to have continued support through their program, provide opportunities to the youth, and ability to learn more life skills.

Faith-Based Services

Pathways to Success youth are offered voluntary weekly faith-based services and bible study through various local faith-based organizations. Volunteers offer many different services including Catholic, Christian, Islamic and Non-Denominational. Youth may also request services not represented.

In addition to providing the above-mentioned services, faith-based volunteers also participate in competitive, yet friendly, sporting events during holiday weekends. They also participate in holiday events including Christmas caroling, gift wrapping and bringing in guest speakers.



Educational and Employment Services

Pathways to Success offers high school, post-secondary, and college opportunities through Riverside County Office of Education (RCOE), Riverside Community College (RCC), and independent vocational and mentoring services. Youth also have access to job skills training and career guidance. Further, youth may obtain their birth certificate, California identification card, food handler card, high school transcripts and social security card.



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Riverside County Office of Education (RCOE):

Youth attend school daily. The RCOE educational program is fully accredited. Youth are evaluated utilizing the Renaissance Learning Star Assessment to determine reading and math achievement levels to place them in the appropriate grade. Ensuring youth obtain a quality education is a vital component of the program. Those who have graduated high school or completed a high school equivalent exam can enroll in a higher education program through Riverside Community College’s Rising Scholars program and attend virtually.



Pathways has one Specialized Academic Instruction Teacher to assist with post-secondary education and vocational opportunities. Some of those responsibilities entail:

- Assisting youth in applying to college
- Complete the Free Application for Federal Student Aid (FAFSA) & Deferred Action for Childhood Arrivals (DACA)
- Assists with graduations, portfolios, and resumes
- Facilitate & Coordinate communication between RCC, RCP, and students.
- Assist and provide student support by establishing and maintaining a learning environment that is physically, emotionally, and intellectually safe
- Teach students how to read syllabus and how to navigate website
- Discuss career goals and assist with resources
- Three-day support system to graduates
- Assist with College and Career Fair
- Participate in Student Individualized Education Program (IEP) Meetings as needed

College Opportunities:

Pathways to Success is building a bridge between the youth and higher education. Through a partnership with, but not limited to:

1. Both Riverside Community College, Rising Scholars,
2. California State University San Bernardino, and
3. The Prison Education Program (PEP)



Riverside City College’s Rising Scholars Program provides a safe, supportive, equitable, and empowering educational environment for students impacted by the carceral system. Pathways to Success youth, who are enrolled in RCC classes, are encouraged to join Rising Scholars for



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them to receive the full benefits of the program while they are in custody and following their release from custody. The RCC Rising Scholars program equips students with the tools they need to achieve their highest potential through higher education. Understanding that each student has their own unique set of experiences and challenges, Rising Scholars aims to assist students throughout their college journey, from application to graduation. The foundation of the Rising Scholars program is the Scholar Success Team (SST). The SST provides individualized, integrated support to students from trained and experienced educators while engaging them within a community of support. The team consists of an RCC counselor, an educational advisor, and an outreach specialist. The program is currently expanding capacity to also include in the SST current RCC students as peer mentors and California State University San Bernardino (CSUSB) students as in-person academic tutors. Appropriate intake assessments and procedures as well ongoing communication enable the SST and students to work together to identify an appropriate program of study, alleviate potential barriers, and ultimately stay on their intended path.

The goals for the partnership between RCC Rising Scholars and Pathways to Success are as follows:

1. Expose Pathways to Success youth to a college experience that is holistic, supportive, rehabilitative, and academic-forward goal setting that optimizes student success and goal attainment.
2. Provide youth access to RCC credit-bearing and non-credit course options, that are rigorous, relevant to their lives, and prepare them for the future and professional opportunities.
3. Create long-lasting opportunities for youth and provide them the skills to identify and reach their short-term and long-term goals that will extend beyond the Pathways to Success program.
4. Institutionalize a network of academic and social connections for incarcerated youth to access and rely upon during reentry.
Build strong and equity-minded youth and provide effective enrollment and retention best-practices through matriculation support, high quality academic instruction, mentorship, and individualized support services.

The programming designed for Pathways to Success is based on a California Community Colleges Guided Pathways model, which provides a framework to facilitate clear, integrated, goal-focused certificate or degree pathways with continued support from designated staff and faculty along the student's journey. Guided Pathways is a national movement founded upon four pillars: 1) clarify the path, 2) enter the path, 3) stay on the path, and 4) ensure learning. Therefore, regular meetings with counselors and advisors are complemented by relevant informational workshops and connections to individualized support services. Depending on the student's needs, tailored services may include the Disability Resource Center, the Guardian



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Scholars Program (for former and current foster youth), Extended Opportunity Programs and Services (EOPS), Umoja and La Casa.

Students can enroll in academic majors and courses according to their interests and the availability of online programming. All RCC classes are conducted virtually. Meetings with members of SST are conducted both virtually as well as in-person at the Alan Crogan Youth Treatment and Education Center (YTEC). Since spring 2022, a total of 22 Pathways students have enrolled in classes across the three colleges of Riverside Community College District (RCCD) – RCC, Moreno Valley College and Norco College, including █ dually enrolled court school students. There are also █ students who have been released from custody who are still receiving regular support (weekly contacts) from the Rising Scholars counselor. While most students attend classes part-time (less than 12 units), there are █ students who currently have 12 units or more.

By providing academic, life skills, and career development programming, PEP aims to educate, empower, and transform the lives of incarcerated individuals. The goal of PEP is to create a "Prison-to-School Pipeline" and provide in-custody students with the cognitive tools necessary to function as productive citizens. The overarching philosophy of PEP is to use the resources in the backyard of each of the state's prisons to make change e.g., university student and faculty volunteers. They have provided an initial session to all the youth and working to continue their involvement with all units within the Pathways to Success program.

Vocational Opportunities:

The Riverside County Office of Education has spearheaded a multitude of vocational services through the Innovative Creative Educational Videos (ICEV) program. All youth will be exposed to Workforce Readiness Skills Courses. Upon completion of the foundational classes, the youth will have the opportunity to take a myriad of computer-based classes in family and consumer sciences, based on the courses taken the youth have an opportunity to earn certificates in culinary meat selection and cookery, food safety, and Southwest professional communication. The other avenues youth currently exploring with our community partners to build relationships to further the youth's career training are architecture, construction, transportation, manufacturing, and a pathway in business, marketing, finance, IT and Media classes. The final piece are classes in career exploration. The pathways caseworkers will learn the classes that interest the youth, and we will begin to build community connections to create the linkage between learning the knowledge and how it translates into the workplace.

Moreover, the youth will experience an eighteen-week hands on multi-media class where the youth will learn video production procedures, practices, and production equipment. Students will learn the basic components, proper care and use of the video camera and editing equipment.



Treatment

As part of their treatment plan youth participate in and complete various treatment programs, and mental health services. These plans begin with the screening process which includes mental health and risk assessment processes. Thereafter, youth are matched with a caseworker, treatment team, and respective courses for their individualized therapeutic treatment needs. The offered services include, but are not limited to mental health, counseling and psychiatric services, trauma-informed approaches, conflict mediation, restorative justice, substance abuse, anger management, moral and cognitive recognition, sexual offender treatment, etc.



Counseling Services

Behavioral Health services use evidence-based, trauma-informed, collaborative, and strength-based treatment approaches to target dynamic risk factors that contribute to re-offending. Youth who are committed to the Pathways to Success program receive treatment services through Behavioral Health and Probation staff.

All youth in the Pathways to Success Program participate in the CHANGE Model. CHANGE stands for Collaboratively Helping Adolescents Negotiate Greater Empathy. The model includes stage work, bibliotherapy, plant/pet therapy, and individual, family and group therapy. Within the model some treatment interventions are required, including Moral Reconciliation Therapy (MRT), Healthy Living, and Restorative Justice. Other treatment interventions are required for youth who have exhibited certain problem behaviors; for instance, substance use treatment, Aggression Replacement Training (ART), Dialectical Behavioral Therapy (DBT), and family therapy. Additionally, some forms of treatment are voluntary but highly encouraged, including evidence-based practices to address trauma.

All treatment interventions were carefully selected as part of the CHANGE Model to help youth address their core treatment needs, while identifying and utilizing their talents, strengths, and healthy interests. The wide array of treatment options also enable youth to develop a treatment plan that is very individualized to them while providing them the best opportunity to successfully reintegrate to their family and community. Most of the treatment interventions are Evidence-Based, meaning that there is strong research supporting their effectiveness with certain age groups and populations (in this case, juvenile justice involved youth).



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Youth who want to complete the Pathways to Success program and successfully reintegrate into the community should avail themselves to the treatment services that match their needs.

According to behavioral health, research regarding juvenile justice-involved youth shows the more treatment they receive, the more likely they will be successful at staying out of locked facilities in the future. Sometimes, in addition to counseling services, medication can be helpful for a youth to address depression, anxiety, mood and emotional instability, and other difficult symptoms. When therapists think a youth may benefit from medication/psychiatric services, they refer the youth to one of the psychiatrists at Pathways. While counseling is a required part of being at Pathways, medications are voluntary. However, many youth discover that if they are prescribed medication and take it consistently, it helps them to reach their goals and stay on track at Pathways. Some youth are unable to maintain healthy/stable thoughts, emotions, and behaviors without taking medications consistently. Youth may also refer themselves to meet with the psychiatrist by filling out a self-referral form.

CHANGE Model

The CHANGE Model is the overarching program that includes all behavioral health counseling provided to youth in the Pathways to Success Program. All individual, family, and group therapy, and all other clinical and behavioral health activities, are part of the CHANGE Model. In the model youth work through a series of eight stages that help them to build pro-social attitudes and behaviors and prepare for successful community re-entry. This program is specifically designed for youth with sex offenses and/or violent offenses. As part of the stage work the youth address the following topics: healthy living; personal history; responsibility and accountability; attachment, loss, and early connections; behavior patterns and restorative justice; effective decision making; successful community re-entry; and creating a new beginning.

The stages include:

Stage 0 – Comprehensive assessment and evaluation; case planning and orientation

Stage 1 – Initial exploration of the past and the relationship between decision-making and behaviors so that youth can begin to plan a successful move forward.

Stage 2 – Exploration of past with focus on future; accountability and responsibility and the role of each in long-term success.

Stage 3 – Exploration of the relationship trauma, victimization and thoughts, feelings, and behaviors; foster the healing process and help youth develop new healthy ways to manage thoughts, feelings, and behaviors.

Stage 4 – Promote continued learning about the effects of behaviors on self and others with an emphasis on demonstrated progress in making positive behavioral changes.



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Stage 5 – Facilitate continued learning about the relationship between thinking and decision-making. Assess youth’s readiness to promote out of the institution. Finalize plans for Re-Entry. Youth also has a chance for Promotion out of Institution at the end of this stage – to be determined by Probation Unit Supervisor and based on youth behavior throughout the program.

Stage 6 – Provide guidance as youth is allowed the opportunity to demonstrate achievements in Re-Entry and Good Life goals, as well as the ability to be a good citizen, and learn new skills for a successful transition.

Stage 7 – Reinforce continued demonstration of positive changes, firm preparations for future, and closure.

In the CHANGE group youth share and process their stage work assignments and address any challenges and successes they are having in each stage. They provide constructive feedback to their peers and receive the same from them. They share details about their offense(s) and receive constructive feedback from their peers that increase their accountability for their poor choices and awareness of how their offense(s) impact their peers, family, victims, and the community.

CHANGE Model for Youth with Sexual Offenses:

Riverside County collaborated with and received training from the Division of Juvenile Justice (DJJ) to develop a modified version of their Sexual Behavior Treatment Program. Youth committed to Pathways to Success, who have committed a sexual offense, will be enrolled in the CHANGE Model for Youth with Sex Offenses. Any treatment that involves disclosure of the sex offenses is completed separately from youth who have not been adjudicated for sex offenses, to individualize the treatment and contribute to the safety of the youth.

Other Treatment groups and classes:

Through a youth-centered approach and the detailed individual rehabilitation plan, the goal is to unlock the youth’s potential. The youth will use the rehabilitation plan as an active roadmap with action items and achievable milestones while in the Pathways to Success program.

The following is a list of potential programming and treatment provided to each youth:

- Aggression Replacement Training (ART)-*Resource Group*
- Moral Recognition Therapy (MRT)-*Resource Group Required*
- Seeking Safety-*Individual Treatment Resource (Voluntary)*
- Trauma-Focused Cognitive Behavioral Therapy (TF-CBT)- *Individual and Family Treatment Resource (Voluntary)*
- Dialectical Behavioral Therapy (DBT)- *Individual and Family Treatment Resource (Voluntary)*



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- Collaboratively Helping Adolescents/Young Adults Achieve Greater Empathy (*Change Model*)
- Healthy Living- *Resource Group Required*
- Restorative Justice- *Resource Group Required*
- Moods and Expressions- *Resource Group Required*
- Substance Use Counseling-*Resource Group*

Commitment-Less Restrictive Settings

During the youth's commitment to Pathways to Success, should the treatment team or the Court deem the youth eligible for a less restrictive program, the motion must be considered at the next scheduled review or a separate scheduled hearing to modify the commitment order. The purpose is to facilitate the safe and successful reintegration of the youth into the community. According to SB 92, "The court must consider the recommendations of the probation department on the proposed change in placement. The court must determine that ward has made substantial progress toward the goals of the individual rehabilitation plan and that placement is consistent with youth rehabilitation and community safety before ordering transfer. In making that determination the court must consider the following factors:

- The ward's overall progress in relation to the rehabilitation plan during the period of confinement in an SYTF; and
- The programming and community transition services to be provided or coordinated by the less restrictive program".

Once ordered to a less restrictive setting, the youth will continue to attend six-month review hearings to update the court on the performance and compliance of the youth in the program on an individual basis. The court will consider the recommendations for discharge upon the completion of the less restrictive setting or baseline term, whichever comes first. Prior to the discharge hearing, the youth, family, positive support systems and treatment team will complete a Transitional CFTM to map out the plan for re-entry, including referrals within the community. RCP plans to utilize Pine Grove Youth Conservation Camp (PGYCC) and YTEC facility-Omega unit as a soft handoff to community supervision while engaging in the community. At the YTEC treatment facility, Omega unit, an open dorm style setting, provides programming for youth who are ready to complete Stage Three of the CHANGE model and can continue to work through the model in a less restrictive environment that allows life skills training and furloughs to attend school, visit family, etc.



Community Supervision



To minimize trauma youth experience due to generational impacts from incarceration, and/or community violence, Probation will work in a trauma-informed approach to shift the view of law enforcement within these youths' lives as community supports and involvement are established. To initiate this process, community mentors are made available with the hope that bonds will be established between the youth and these mentors over the entirety of their time in the program and reintegration into the community. The role of the mentor should be to

provide emotional support for the youth as they reconnect themselves into the community. In addition, mentors will be available for the youth to address their needs and concerns promoting their success. Mentors will hold consistent one-on-one meetings with youth to mentor and support them during their transition back into the community. Youth are requested to identify their mentors and should they have not found a positive, supportive person, one will be provided through our community-based organizations. Probation will collaborate with the mentor to best support the youth and families involved.

STAFF TRAINING

Training for probation staff is crucial for the success of the Pathways to Success program. In addition to safety training, the primary focus is trauma informed, communication and feedback.



Some of the training classes provided to new staff to Pathways to Success include:

- **Motivational Interviewing:** Probation staff learn how to successfully motivate and actively participate in each youth's rehabilitation. This course not only teaches staff how to optimize rehabilitative outcomes, but also how to implement evidence-based practices to overcome the ambivalence youth may feel when tasked by the Court to change their lives.



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- Utilizing ACEs: Identify and explain the Adverse Childhood experiences (ACEs) study and the outcomes found during a study of Probation staff and the children housed in juvenile halls and camps in CA.
- Emotional Intelligence: Emotional intelligence is an emerging trend in law enforcement. Understanding and utilizing appropriate emotional intelligence is a key element for success, which can make a difference in the results of decision-making, stress tolerance, and impulse control for both leaders and front-line personnel. The ability for an officer to express and control their emotions is essential, but so is the ability to understand, interpret, and respond to the emotions of others. A law enforcement practitioner's ability to manage and use their emotions effectively and in a positive way is crucial for stress management and career survival while aiding in and helping establish positive community relations. This course will provide a thorough exposure to working with emotional intelligence supported by case examples and tools to understand the basics of Emotional Intelligence (EI)
- Dynamic Communication and Conscious Communication: After completing an assessment, trainees will create a blueprint about their communication and behavioral style and the motivational factors that move them to action. This highly interactive course walks employees through a process that can lead them to gain a better understanding of self and others, as well as the value and unique blend of strengths they bring to the team.
- Title 15-Trauma Informed Care: The student will learn approaches and techniques to reduce the stress faced while interacting with traumatized youth in the juvenile justice system. By understanding trauma, the student can become more effective and find greater reward and success working with the youth in their care.



Further, probation has partnered with **Bay Shine Consulting** to continue trauma-informed training to staff wellness and for staff to provide to the youth:

First phase is program development services to be delivered concurrently with trainings to establish, evaluate, and maintain trauma-responsive approaches. Direct staff will be trained to implement the program models with

a blend of educational experience with hands-on program development for staff. The program has eight targeted topics for staff. Stages two and three will train the staff to approach the youth and their job in a trauma-informed manner.



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They are as follow:

- Transitional Age Youth (TAY) Self - adolescent brain development
- Fostering Community – Social and emotional learning
- Trauma-Responsive Care
- Cultivating Values
- Reflection Circle
- Restorative Practices
- Practical Cognitive Behavioral Therapy
- Guided practices



DEVELOPMENT AND UTILIZATION OF PERFORMANCE AND OUTCOME MEASURES

Performance metrics are essential when developing programs. These elements identify whether program objectives are being met. They are the quantifiable evidence-based measures that manage and track progress toward specific goals and standards. These performance metrics will be expanded beyond the Pathways to Success program and will serve as a model for the juvenile justice system in Riverside County.



RCP will be integrating a new case management system which will be instrumental in the collection of accurate data for reporting and analysis. Pathways to Success will measure the data required by the Office of Youth and Community Restoration as well as identifying Key Performance Indicators (KPIs) such as case plan goals completed, school credits earned, and programs completed. In addition, RCP will track undesirable behaviors such as fights or assaults. This information will be represented on a visual dashboard allowing for data driven decisions in real-time.

Moreover, the goal of the data will be to assess the youth's growth within the program, as well as their successful reintegration into the community. These measurements will initially be tracked internally, not only by Probation but by the collaborating agencies as well, and this will allow the program to be assessed not only for fidelity but for continuous improvement. One of the most exciting additions to performance measures is our work toward measuring the program's impact on empathy.



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Currently, Probation has partnered with Chapman University to develop an empathy scale that will be delivered when a youth is enrolled in the program, throughout the program and again upon completion. When a youth exits the program and if their ability to think of others and how their actions may impact others coupled with effectively addressing their underlying behavioral health needs it is anticipated recidivism will decrease. In addition to performance, population data, educational data, and assessments on mental and emotional health will also be tracked. The Pathways to Success treatment team will manage the youth and family goals developed in the individual rehabilitation plan This is accomplished by the youth and their families completing a survey on their needs and strengths. With the results from the survey the Pathways to Success program can act accordingly and place the youth on the path best suited for them. Questions will range from topics such as gender identity, therapy evaluation, and reading comprehension. Youth and family voice are pivotal in determining program success to include their opinions and feelings about the program. As such, the youth and their families will also complete a survey upon completion of the program. The survey will gauge where program improvements can be made. Chapman is currently collecting data from the Fall and Spring semester to identify the baseline and should have a report by April 2023.

While Pathways to Success aims to individualize the program to each youth it will be vital to validate the effectiveness of all programs being offered to the youth and to ensure each day spent in the program is equipping them to successful as they reintegrate into the community. This is currently a collaborate work within Riverside County’s JJCC Subcommittee team to identify the right measures, process of auditing, how to collect the information and make accessible, and show fidelity.

FUNDING ALLOCATION FOR RIVERSIDE COUNTY

Pursuant to 1990 and 1995 WIC, in fiscal year (FY) 21/22, an allocation of funds referred to as the “Juvenile Justice Realignment Block Grant” was given to counties that supply the treatment-centered secured program and youth-centered supervision for the realignment of the DJJ population. Based on the allocation formula in SB 823, over the course of three years, RCP will receive \$2.3 million for FY 21/22, - \$6.9 million for FY 22/23, and \$11 million for FY 23/24. Respectively to be utilized toward the development of a robust and comprehensive menu of services for this specialized population. At full implementation, total statewide funding will be \$208.8 million. To receive said funding the counties must have filed the initial plan with the Office of Youth and Community Restoration (OYCR) no later than January 1, 2022, and thereafter by May 1 of each year. Below is a budget breakdown of allocated funding for this fiscal year 2022-2023:





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Listed below are the breakdown of spending for the specific SB 823 categories for Fiscal Year 2022/23 and Fiscal Year 2023/24:

Budget Fiscal Year 2022/23

Category	Services	Budget
Staffing (29 Full Time Positions)	Salaries and Benefits	4,017,929
Services and Supplies	Food Costs, Clothing, Personal Hygiene, Professional Services, General Operational Costs	811,373
Behavioral Health and Mental Health Services	Healthy Adolescent Development, Trauma Based Services	283,500
Education Services	GED, College Opportunities, Vocational Opportunities	368,322
Pine Grove Fire Camp	Employable skills development	450,930
Transitional Housing and Services Program	Re-Entry Contracted Housing	600,000
Other Contracted Services	Community Based Organizations, Family Engagement, Culturally Responsive, Independent Living Programming, Conflict Resolution/Restorative Justice	388,000
Indirect Costs	Administrative Overhead	651,164
Total SB 823 allocation: \$6,686,577	Other State Funding: \$844,641	Total Budget: \$7,571,218

*Please note Fiscal Year 2022/23 included one-time start-up costs in the amount of \$370K within services and supplies lowering the operating budget for services and supplies within Fiscal Year 2023/24.

Budget Fiscal Year 2023/24

Category	Services	Budget
Staffing (40 Full Time Positions)	Salaries and Benefits	6,177,657
Services and Supplies	Food Costs, Clothing, Personal Hygiene, Professional Services, General Operational Costs	450,806
Behavioral Health and Mental Health Services	Healthy Adolescent Development, Trauma Based Services	1,515,000
Education Services	GED, College Opportunities, Vocational Opportunities	303,000
Pine Grove Fire Camp	Employable skills development	500,000
Transitional Housing and Services Program	Re-Entry Contracted Housing	314,500
Other Contracted Services	Community Based Organizations, Family Engagement, Culturally Responsive, Independent Living Programming, Conflict Resolution/Restorative Justice	1,415,740
Indirect Costs	Administrative Overhead	1,064,170
Total SB 823 allocation: \$10,906,273	Other State Funding: \$834,600	Total Budget: \$11,740,873



NEXT STEPS 2023/2024

In the next phase of the program, RCP will focus on the following components:

- Program validation and outcome metrics
- Strength-based assessment tool and additional assessments to evaluate effects of long-term commitment
- Restorative Practices
- Addition of a psychologist to the program
- Finalize process and structure OMEGA unit as a less restrictive setting
- Planning for less restrictive option at our location in Indio
- Finalize contract and referral process to Pine Grove Fire Camp
- Workforce Development collaboration, including working with the Department of Rehabilitation
- Jobs within the unit to teach leadership and responsibility
- Enhanced programming
- Vocational opportunities and certifications
- Enhance incentives
- Parenting support for the youth and their parents
- Expanding Transitional housing with services for select population
- Program Graduation Process
- SB81 expansion, round two monies for Pathways
- Job applications and interviewing skills
- Expanding Life Skills opportunities
- Victim Inclusion with Pathways program
- Enhancing Parent Resources
- Continuing to Identify community-based organizations to partner with
- Continued collaboration with OYCR to ensure compliance and best practices are being utilized
- Promotion Review Board for each phase, less restrictive, or discharge recommendation
- Chapman Mediation Leadership program

