

Juvenile Justice Realignment Block Grant Annual Plan

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County Name: Santa Cruz County

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Background and Instructions:

Currently in California, when the Juvenile Court makes a formal finding that a youth was involved in a delinquent act of committing the most serious crimes (such as 707(b) offenses), the youth can be transferred to the California Division of Juvenile Justice (DJJ) where they can be held until the age of 25 years old. In Fiscal Year (FY) 2020-21, SB823 was signed into legislation and eliminated the centralized DJJ custodial facilities for youth who are committed to DJJ. Furthermore, the Bill transferred the responsibility of care, custody, and supervision from the State to local jurisdictions, such as Santa Cruz County Probation. The Bill was signed September 30, 2020. Under SB 823, intake to the current DJJ custodial facilities for youth ended July 1, 2021, and local jurisdictions assumed responsibility for custodial care and supervision.

Commencing FY 2021-22, and annually thereafter, the “Juvenile Justice Realignment Block Grant” allocation is in place for counties to provide appropriate rehabilitative housing and supervision services for the realigned DJJ population. The allocated funding for Santa Cruz County for FY 2021-22 is \$250,000. Based on the allocation formula in SB 823, at full implementation (FY 2023-24) Santa Cruz County will receive a total of \$984,429 to serve the realigned DJJ population and total statewide funding will be \$208.8 million.

To be eligible for the Juvenile Justice Realignment Block Grant, counties are required to create a subcommittee of the multiagency Juvenile Justice Coordinating Council (JJCC). Welfare and Institutions Code (WIC) Section 1995(b) requires the subcommittee to be composed of the Chief Probation Officer, as Chair, and one representative each from the District Attorney’s Office, the Public Defender’s Office, the Department of Social Services, the Department of Behavioral Health, the County Office of Education or a school district, and a representative from the Court. The subcommittee shall also include no fewer than three community members who shall be defined as individuals who have experience providing community-based youth services or youth justice advocates with expertise and knowledge of the juvenile justice system or have been directly involved in the juvenile justice system.

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

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

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Part 1: Subcommittee Composition (WIC 1995 (b))

List the subcommittee members, agency affiliation where applicable, and contact information:

| Agency | Name and Title | Email | Phone Number |
|--|--|---------------------------------------|--------------|
| Chief Probation Officer (Chair) | Fernando Giraldo, Chief Probation Officer | Fernando.Giraldo@santacruzcounty.us | 831-454-3207 |
| Court Representative | Hon. Jerry Vinluan, Superior Court Judge | Jerry.Vinluan@santacruzcourt.org | 831-420-2350 |
| District Attorney's Office Representative | Tara George, Chief Deputy District Attorney | Tara.George@santacruzcounty.us | 831-454-2557 |
| Public Defender's Office Representative | Heather Rogers, Public Defender | Heather.Rogers@santacruzcounty.us | 831-454-5301 |
| Department of Social Services Representative | Robin Luckett, Division Director, Child Welfare | Robin.Luckett@santacruzcounty.us | 831-454-4062 |
| Department of Behavioral Health | Lisa Gutierrez Wang, Director Children's Behavioral Health | Lisa.GutierrezWang@santacruzcounty.us | 831-454-4948 |
| Office of Education Representative | Faris Sabbah, Superintendent, County Office of Education | Fsabbah@santacruzcountycor.org | 831-466-5904 |
| Community Member | Beverly Brook, Community Outreach Minister | Revbevbrook@gmail.com | 831-588-5373 |
| Community Member | Edgar Ibarra, Program Manager MILPA | Eibarra@milpacollective.org | 831-228-9464 |
| Community Member | Marisol Lopez, Case Manager, Monarch Services | Marisoll@monarchsc.org | 831-254-9799 |

| Additional Subcommittee Participants | | | |
|---|--|-------------------------------------|--------------|
| Santa Cruz County Probation | Valerie Thompson, Assistant Chief | Valerie.Thompson@santacruzcounty.us | 831-454-3835 |
| Santa Cruz County Probation | Jose Flores, Juvenile Division Director | Jose.Flores@santacruzcounty.us | 831-454-3886 |
| Santa Cruz County Probation | Sara Ryan, Juvenile Hall Superintendent | Sara.Ryan@santacruzcounty.us | 831-454-3852 |
| Santa Cruz County Probation | Jimmy Cook, Assistant Division Director | Jimmy.Cook@santacruzcounty.us | 831-454-3808 |

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

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

The target population as defined in SB 823 are youth who are realigned from the State Division of Juvenile Justice or who were otherwise eligible for commitment to the Division of Juvenile Justice prior to its closure. These youth will range from ages 14 to 25 and will have been adjudicated to be a Ward of the Juvenile Court based on an offense described in subdivision (b) of Section 707 or on offense described in Section 290.008 of the Penal Code.

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

Secure Youth Treatment Facility (SYTF)

In 2023, there was a total of [REDACTED] youth ordered into SYTF. All youth are [REDACTED] and with an average age of 16.5 years old. The youth were adjudicated for offenses involving murder and assault with a deadly weapon. With the closure of DJJ, the department anticipates [REDACTED] youth transitioning from DJJ to SYTF.

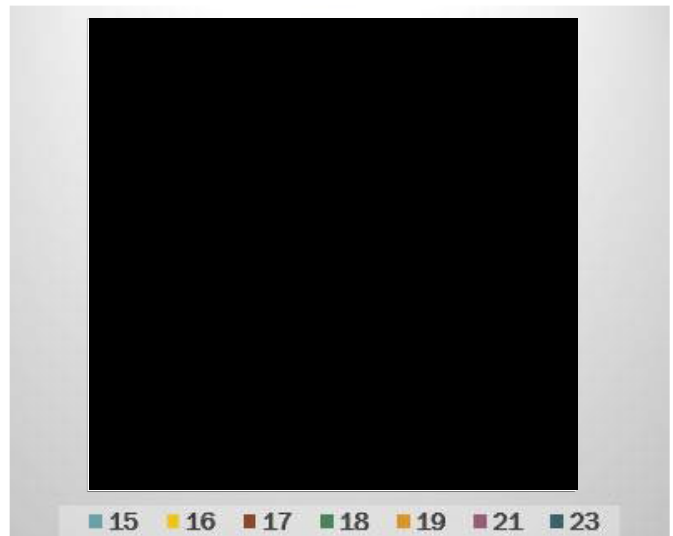
From 2010 – 2021 there were 29 youth ordered into DJJ:

All Male. The average length of stay for youth confined at DJJ is 2.2 years

Ethnicity



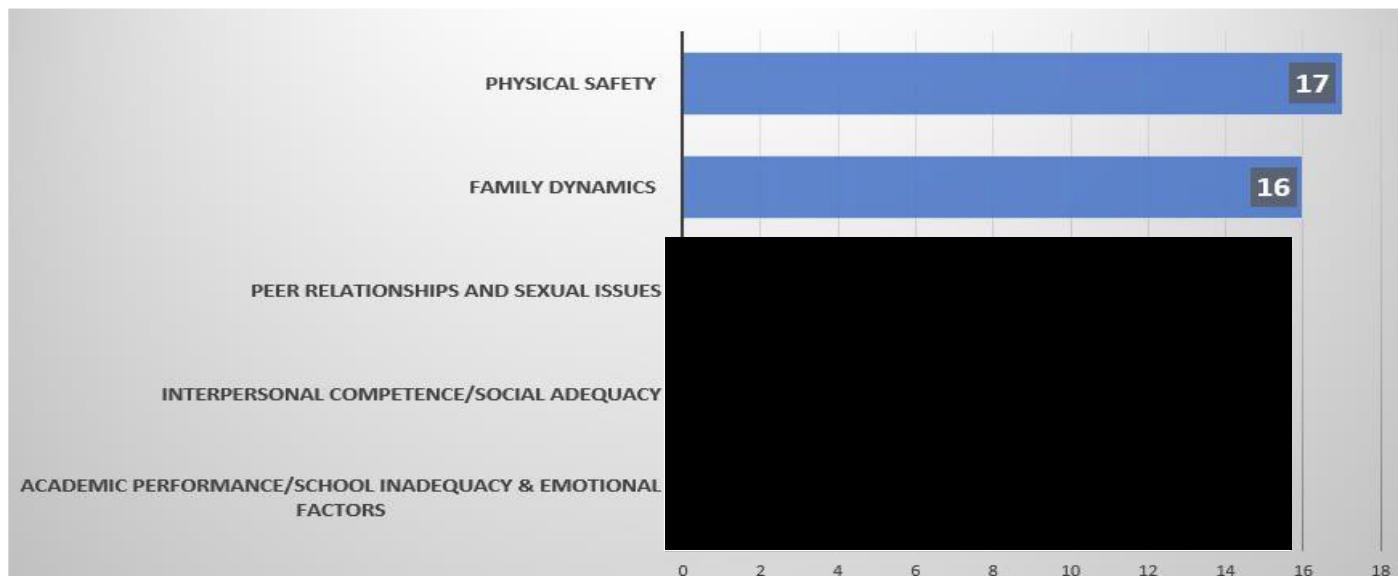
Age at time of Commitment



Charge Type



Top 5 Needs as Measured by the JAIS



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

The Juvenile Division is responsible for a continuum of services focused on investigation, diversion, pre- and post-adjudication services, community supervision, preventative out-of-home placement services, and out-of-home placement supervision for youth referred to the Probation Department. The Juvenile Division is also responsible for the oversight of youth who are committed to Secure Youth Treatment Facilities (SYTF) because of the Division of Juvenile Justice (DJJ) Realignment under SB 823. Coordination with community partners ensures services are delivered in a trauma-informed, culturally and gender responsive manner to support well-being of young people, their families, and public safety.

Goals: The Juvenile Division is committed to ensuring public safety through the reduction of recidivism by increasing the life skills and competencies of the youth and families we serve. This is accomplished through a continuum of services which involve genuine engagement and partnership with the families and youth we serve. Probation continues to strategically and successfully partner with community stakeholders to support the Juvenile Division's efforts to provide comprehensive and culturally responsive supervision and services that the court, juvenile justice court partners, and community rely on to enhance community safety.

The Juvenile Division utilizes the Integrated Core Practice Model (ICPM). The ICPM is a model and framework for the shared values, core components, and standards of practice expected for those serving California's children, youth, and families. It sets Child and Family Teaming (CFT) as a primary vehicle for team-based process to meet objectives of reducing recidivism, reducing victimization, increased life skills and family engagement.

ICPM Guiding Practice Principles:

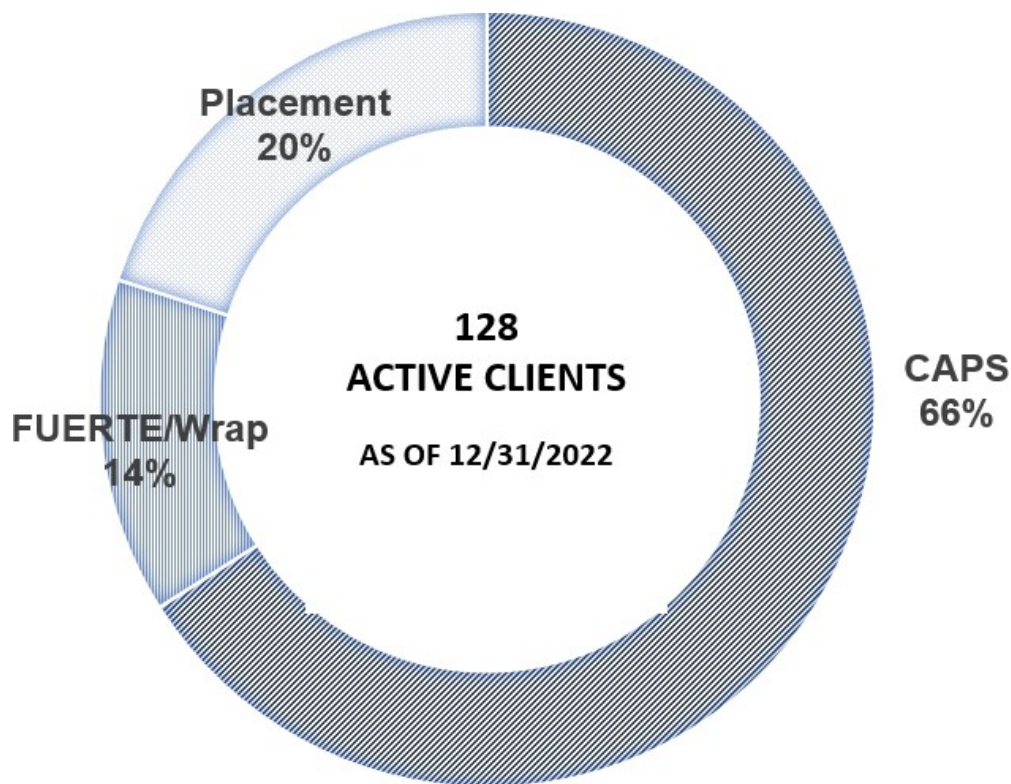
| ICPM Values | ICPM Phases | ICPM Guiding Practice Principles |
|--|--|--|
| <p>Family-driven and Youth Guided: Youth and family voice is solicited and respected.</p> <p>Community-Based: Services are provided in the community.</p> <p>Culturally & linguistically competent: Services are provided in the families primary language. While valuing traditions, values, and heritage as sources of strength</p> | <p>Engagement, Assessment, and Team Preparation</p> <p>Initial Service Planning</p> <p>Monitoring and Adapting</p> <p>Transition</p> | <p>Family voice and choice- Each family member's voice is important.</p> <p>Team-based- Team consists of individuals agreed upon by the family.</p> <p>Natural supports- Friends, neighbors, coworkers, church members, and others identified by family.</p> <p>Collaboration and integration-Team shares responsibility in all aspects of plan development.</p> <p>Community-based- Services and supports are accessible and available in the family's community.</p> <p>Culturally respectful- Plan supports achievement of goals for change that integrates the youth and family's culture.</p> <p>Individualized- Plan is built on strengths, needs, and interest of the family members.</p> <p>Strength-based- Team will use family's skills, knowledge and build upon the initial Child and Adolescent Needs and Strengths (CANS) assessment.</p> <p>Persistence- The team never gives up on youth or families. When met with resistance, the team will revisit the plan to identify any revisions.</p> <p>Outcome-based- Team tracks goals and progress in plan and adjust as needed.</p> |

Executive Summary

In 2022, the focus of our staff was centered on strengthening their understanding of the Integrated Core Practice Model (ICPM) and the 10 principles which strengthen engagement and fosters a genuine partnership with families and youth. The Juvenile Division, in unison with the evolving practices and reform in the Probation field modified caseloads and created the Connecting and Promoting Success (CAPS) caseload. Our youth centered, trauma-informed, and needs driven supervision reinforces our commitment for positive change and success stability in the community for youth and families.

In keeping with research-based and effective supervision practices, the Juvenile Division continues to implement and sustain key caseload types with nine Deputy Probation Officers who are supervised by four Supervising Probation Officers (Deputy Probation Officer III's).

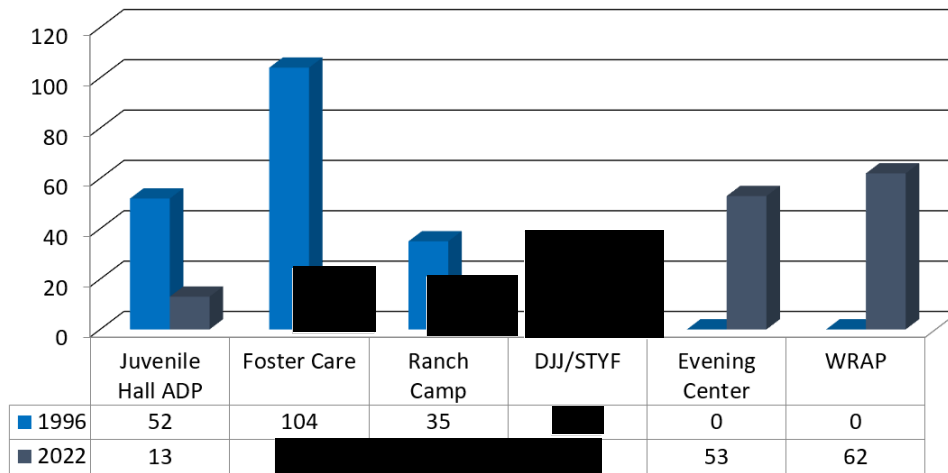
The following chart outlines caseload types and percentages in the Juvenile Division:



Our Connecting and Promoting Success (CAPS) caseload consists of 66% of total youth under supervision. It provides a youth centered and needs driven approach for those on formal probation. The goal of CAPS is to strengthen and increase the connection of services and interventions for youth and families with an emphasis on success. The FUERTE/Wrap caseloads are smaller specialized placement prevention caseloads that focus on family engagement strategies and behavioral health services for youth who have escalating needs and are at risk of out of home placement. This supervision model includes a team-based approach consisting of a transitional specialist, a behavioral health clinician, and a probation officer. The Placement caseloads consist of youth who have been removed from their homes and placed in Short Term Residential Therapeutic Programs (STRTP), an extended family or natural support home, a Ranch Camp setting, or a Secure Youth Treatment Facility (STYF). These placements ordered by the Juvenile Justice Court. The Placement Unit also oversees Non-Minor Dependent youth (age 18-21). The decision for removal is typically based on behavioral and therapeutic needs which are not able to be met in a home-based family setting, even with the provision of supportive wraparound services.

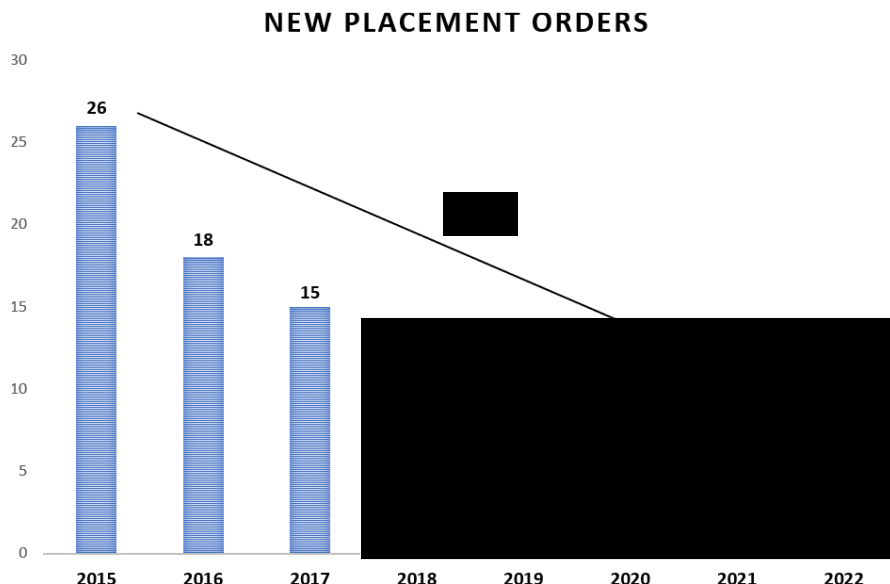
The next chart illustrates how the local use of alternatives and community based intensive programs such as FUERTE/Wrap and the Luna Evening Center have helped keep probation youth placed in their homes rather than in costly out-of-home placements and commitment facilities. The use of intensive local programs that utilize evidenced based practices (EBP) and culturally responsive practices have proven to be effective in rehabilitating youth and families supporting them in the community and results in considerable cost savings.

Reductions at all levels of Institutional care, while increasing capacity of community-based interventions....



In 2022, efforts by the Juvenile Division staff and the court partners to keep youth in the community continued to be met with successful results. The number of new court ordered out of home placements has continued to remain relatively low. While the out of home placements continued to be low with only [redacted] placement orders ([redacted] of which were new placement orders) in 2022. The division is focused on early identification of natural supports, which commences in the Intake Unit and continues throughout our continuum of services to provide optimal support for young people in the community.

In 2022, Probation staff completed 30 CFT meetings. The CFT meetings allow the youth and families in conjunction with their identified natural supports to have a stronger voice in the outcomes of their cases and more influence on supervision strategies administered by probation. It provides a team of professionals from various county agencies and community-based organizations to come together to meet with the family and strategize how to best meet the needs of the youth and family, while developing an appropriate recommendation to the Juvenile Court regarding disposition. The following graph illustrates the benefits of this approach and a decrease in overall placements by [redacted]:



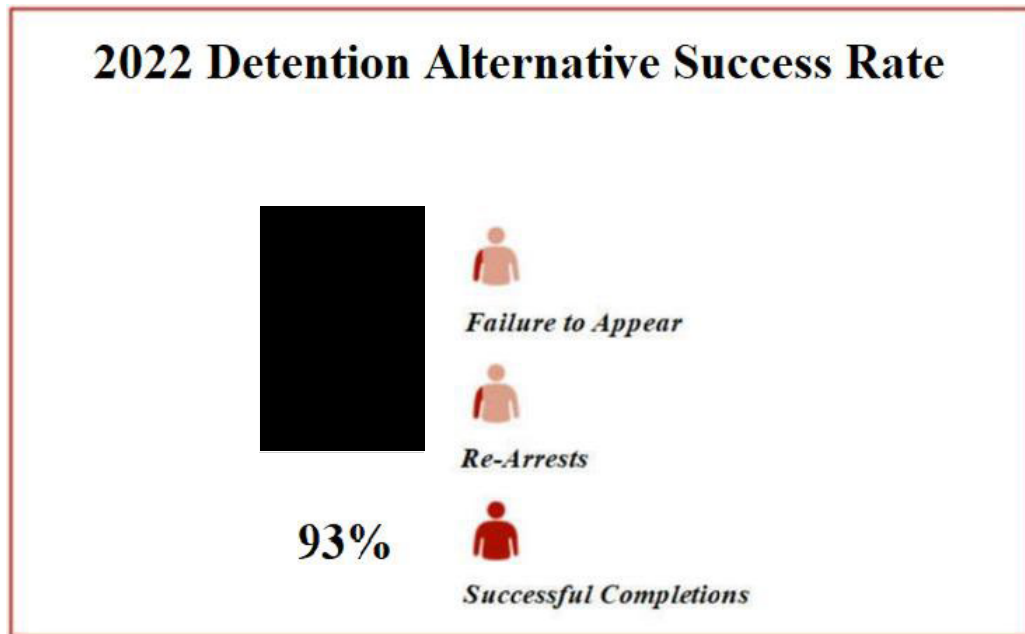
In 2022, the Juvenile Division continued to administer the Juvenile Assessment and Intervention System (JAIS) by initiating use of the JAIS Case Plan. In addition to identifying a youth's level of risk to reoffend, the JAIS has three goals:

- To help probation officers quickly establish appropriate supervision strategies based on youth strengths and needs, anticipated behaviors, attitudes, and the root causes for behaviors and attitudes.
- To provide probation officers with effective strategies for dealing with problems behaviors before they escalate into law violations.
- To reduce recidivism, which is defined as any youth receiving a subsequent adjudication while on active supervision (which was █████ in 2022)

Juvenile Probation Supervisors and Juvenile Division Managers are monitoring administration of the instrument for inter-rater reliability, a result of which 91% of all cases completed an initial assessment of moderate and high needs having received a full JAIS assessment. Additionally, the JAIS assessment is being reflected in court reports and in case staffing.

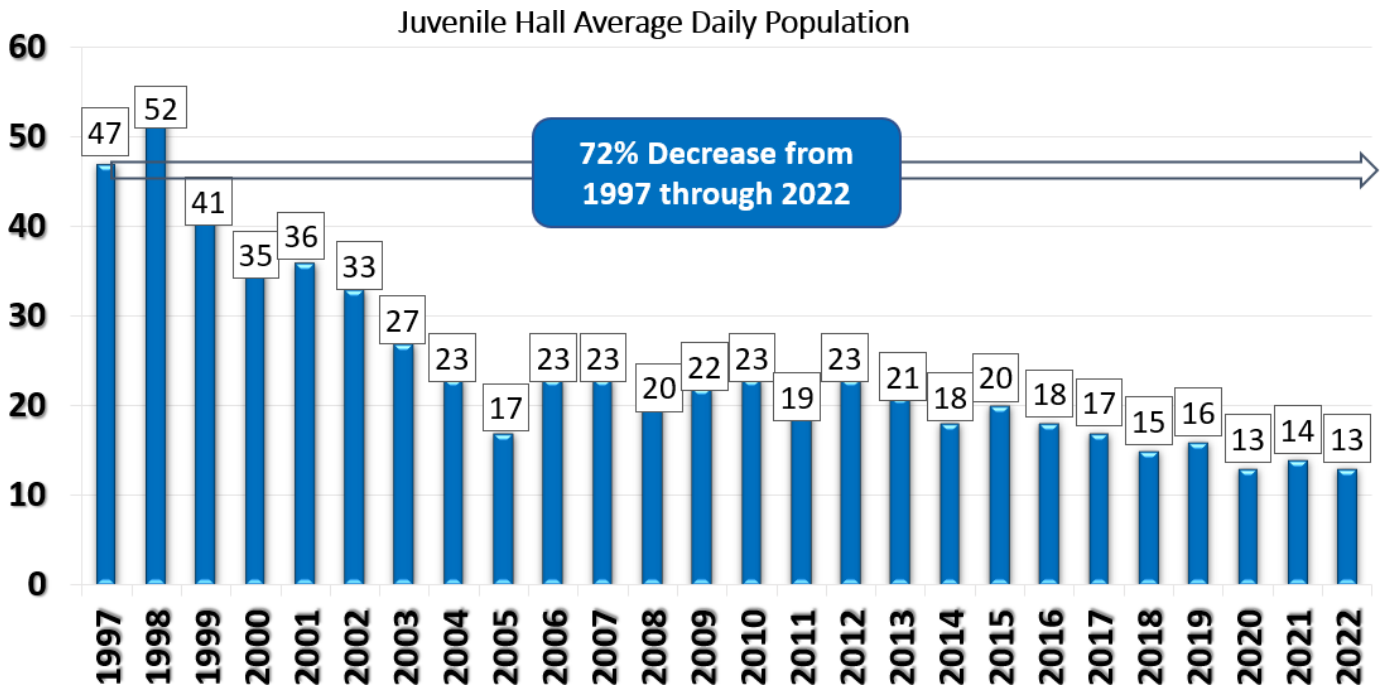
Detention Alternatives Outcome Data

The Juvenile Division continues to be a leader in juvenile justice system reform by utilizing alternatives to detention when appropriate. The following chart illustrates the use of alternatives to detention upon contact with the juvenile system. In 2022, 93% of all youth that were placed in an alternative to detention program attended their next Court appearance and did not recidivate pending Court.



Our focus on reducing the use of juvenile detention has been a commitment of the Juvenile Division since 1999, when the Juvenile Division became a model site for the Annie E. Casey Foundation’s (AECF) Juvenile Detention Alternatives Initiative (JDAI). The initiative seeks to eliminate unnecessary use of secure detention; utilize data-driven decision making; improve court processing; develop risk-based detention criteria; increase the use of community-based detention alternatives; improve conditions of confinement; address reduction in disproportionate minority contact of those who are confined, and address inequities and needs of special populations. For numerous years, our division has hosted various delegations, nationally and internationally, inviting them to learn about our dedicated work and practices which have produced successful outcomes for youth and families. In 2019, our Assistant Chief Probation Officer, Valerie Thompson, was also awarded the National JDAI Distinguished System Leadership Award for Juvenile Justice Reform efforts. The Probation Department will continue to sustain JDAI’s eight core strategies reflected in our reform efforts to date.

Our intentional work to safely reduce the use of unnecessary detention and increase community capacity continues to have a positive impact on the average daily population (ADP) of the Santa Cruz County Juvenile Hall. As is illustrated in the following chart, the ADP in 1997 was 47 youth in detention, exceeding our rated capacity of 42. In 2022, the ADP was 13, or down 72% from 1997:



As can be seen in the next table, the use of alternatives to detention programming has remained an integral function of probation. As numbers of referrals to probation have declined almost annually since 2017 (as captured in the chart below) it is worth noting that in 2022 our overall numbers were dramatically lower than in the previous years which we attribute to the global pandemic. The percentage of change between 2019 and 2020 is significant, but we believe that by placing even more emphasis and resources on prevention and diversion we will see the number of diversion cases go back to pre-pandemic numbers.

| Referrals | 2017 | 2018 | 2019 | 2020 | 2021 | 2022 | % Change |
|-----------------------------------|------|------|------|------|------|------|----------|
| Diversion and Informal Contracts | 242 | 151 | 131 | 88 | 68 | 61 | -10% |
| Home Supervision | 50 | 58 | 76 | 59 | 73 | 76 | 4% |
| Electronic Monitoring | 114 | 115 | 114 | 73 | 117 | 101 | -14% |
| Average Monthly Supervision Total | 187 | 161 | 156 | 184 | 142 | 135 | -5% |
| Court Reports Completed | 54 | 69 | 67 | 53 | 45 | 37 | -18% |

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

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

The Santa Cruz County Probation Department uses a partner agency to host our realigned youth due to several factors related to our current Juvenile Hall. The facility, which was built in 1967, is both older and smaller when compared to many of the Juvenile Halls in other parts of the state. The newer facilities, many of which have been built with multiple units, can more easily address the need for separate programming and maintaining separation between youth who may be confined as part of the DJJ realignment and youth who are housed for local violations. Due to realignment, the ages of youth in custody could change dramatically with the need to potentially house youth as young as 13 and as old as 25 years of age. This significant range in ages between youth presents its own set of challenges if they cannot be adequately separated and housed in different units. Additionally, the space needed for recreation and large muscle activity is limited at the Santa Cruz County Juvenile Hall.

For the reasons listed above, the Santa Cruz County Probation Department completed an Memorandum of Understanding (MOU) with the Sonoma County Probation Department to host our youth who have proved to be unamenable to least restrictive services and interventions including, but not limited to: graduated sanctions, intensive in-home and Behavioral Health(BH) services, Short Term Residential Treatment Program (STRTP), Ranch Camps or Juvenile Hall (JH) commitments and/or the need to maintain of public safety warrants commitment into a Secure Youth Treatment Facility (SYTF).

The following information is contained in the Sonoma County Juvenile Justice Realignment Block Grant Annual Plan which is applicable to partner counties who may select Sonoma County as a host county:

The Sonoma County Probation Department provides a safe and secure facility for the housing and programming of Court committed youth identified as appropriate per SB 823. It provides rehabilitative treatment designed to reduce recidivism; provide opportunities to address personal, social, physical, mental health, educational, vocational needs and independent living skills needs; and prepare them for a successful re-entry to their communities.

The Sonoma County Probation Department maintains contracts with local providers for current services within the Juvenile Hall (and the Probation Camp once re-occupied) in addition to contracts focused on transitional services. Within the facility residents are offered drug and alcohol services, mental health support, Aggression Replacement Training, trauma focused, gender responsive, culturally competent/bilingual services, spiritual advising, and various other services. Transitional services include referrals to our Intensive Case Management (ICM) Program, Vocational/Job Training Programs, County Behavioral Health, and case management/supervision services through the Probation Department.

The Sonoma County Probation Department provides additional family engagement opportunities and program provider meetings to support its existing programming, including focus on the Child and Family Team approach to individual rehabilitation plans (case plans), enhanced family visitation opportunities such as events, vocational, educational, programming, and workday-pass/furlough opportunities (Court approved), face-to-face meetings in Juvenile Hall with program providers, and strategic family therapy services.

Housing of residents will vary based on classification, risk level, individual needs, and safety of the resident and other residents within the facility. The department is exploring the use of a Camp setting by utilizing the un-occupied Probation Camp facility to assist in housing residents who are transitioning back into the community.

All youth housed in a host facility will remain under the supervision of a Santa Cruz County Probation Officer. This will allow for a combined case planning opportunity and ensure that the six-month review with the Santa Cruz County Juvenile Court contains the most current information on the youth's adjustment in the host county. Additionally, when a youth is committed to a period of confinement to the host county, the Santa Cruz County Probation Officer will immediately reach out to their parents/guardians to share information about the host county including visitation planning.

Probation Officers assigned to the Placement Unit are required to have face to face contact with the youth at the host county every 30 days as a minimum standard. To support families in their effort to visit youth, the Probation Department will assist families in need to ensure visitation occurs during the period of confinement. Sonoma County understands the importance of visitations and familial connections for youths' overall success while at SYTF. To further support and strengthen family connections, visits have been extended to two hours per visit. Additionally, virtual visitations are provided to allow for additional visits. Over the years, the Santa Cruz County Probation Department has had to place youth in a variety of programs that have been out of county. These programs have largely consisted of group homes, which are now referred to as STRTP programs. They have also included Ranch Camps and the Division of Juvenile Justice. To ensure families stay connected with youth when they have previously been removed from their homes, the department has aided families for travel to visit youth. This assistance has been approved by the County Administrators Office (CAO) and all reimbursements for this purpose follow established Travel Rules and Regulations as specified in the County Policies and Procedures Manual.

We continue to leverage SB 823 funding opportunities and local funding to support visitation. The current per diem rates is established by the state and are set as follows: \$17 for breakfast, \$18 for lunch and \$34 for dinner. Gas receipts are required for reimbursement of travel involving driving. Gas reimbursements cannot exceed \$215 per visit. The Probation Department will request prior CAO approval for cases where gas cost may exceed the allowable limit. Overnight reimbursement is also available if approved prior to travel. Hotel rates are reimbursed at \$157.00 per day and the total cost for any trip cannot exceed \$500 per visit.

It should be noted in years following the announcement of realignment, additional funding opportunities were provided to counties by the state to assist with the costs associated with DJJ Realignment. Initially, the Santa Cruz County Probation Department applied for a one-time funding provided by SB 823 through the Youth Programs Facilities Grant Program. This program allowed counties such as Santa Cruz County to purchase other items to accommodate housing youth in another county. Due to the size of our county, we were eligible to apply for \$47,086 which was awarded to our county for the purchase of a 12-person passenger van to allow for transportation of families to the host county.

In early April 2023, our vender was able to secure our order and the purchase of the van was completed. The van has since been processed with our County Fleet department, being equipped with additional sides steps for family members with disabilities and outfitted with Wi-Fi capabilities for youth and families to have access to internet. The department is currently in the planning stages and coordination for transportation of door-to-door services to and from Sonoma for visitations for families with an overall plan of developing a schedule which is focused on the family's needs for transportation.

The state then announced that a second round of funding would be available to counties to assist with DJJ realignment. Santa Cruz County submitted a request for an additional \$120,443 to be used for construction improvements to a conference room in the Juvenile Hall which has recently been completed. This area has been updated to be made secure and used for visitation purposes for youth and families pending transfer to the Secure Treatment Youth Facility (STYF) and advances in technology to include the purchase of six tablets and six MiFi's. MiFi's utilize mobile phone networks to create mini wireless broadband cloud or hotspots that can be shared between mobile internet-enabled devices such as smartphones, and tablets. The digital devices will either be loaned out or used from one of our three sites throughout the county to ensure accessibility and responsiveness for parents/family/caregivers and natural supports per approved contacts.

The final area to be covered in the second funding request was for programming related costs including materials and supplies to support any re-entry planning and connections to ensure successful family engagement in re-entry planning and implementation. The total of both awards granted to us were \$167,529. To further support the successful re-entry, Santa Cruz County applied for and was awarded a grant for the implementation of The Santa Cruz County Mobile Success Center. This mobile Success Center will be a Sprinter Chassis van that will bring services to the youth while removing barriers to transportation. Services provided in this mobile success center will be focused on the re-entry needs and support of the youth and family.

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

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

The following information is contained in the Sonoma County Juvenile Justice Realignment Block Grant Annual Plan which would be applicable to partner counties who may select Sonoma County as a host county:

The Sonoma County Probation Department provides comprehensive treatment related to mental health needs and sex offender specific treatment. The Probation Department currently refers youth to community-based individual and group sex offender treatment and will transition these services into Juvenile Hall as well as adding services for the resident's family and any victims within the home. Sonoma County has historically served most sex offenders within the community and through home removal via placement/out of home care; commitments to Juvenile Hall or DJJ for sex offenses are infrequent. On average, residential juvenile sex offender treatment is between 18-24 months in length.

Behavioral health and trauma services will remain available to all residents housed in Juvenile Hall regardless of commitment status and in compliance with statute and Title 15 regulations. The Sonoma County Probation Department will expand the current service array and introduce evidence-based services targeting these need areas, to help build youth resilience, stability, and rehabilitation.

The Santa Cruz County Probation Department continues to work closely with the host county to ensure these vital services are being made available to youth based on their own specific individual needs. The services are included as part of the youth's case plan and will be provided with a trauma informed lens in their application. As youth begin to transition back to our community, the Probation Department will determine if the local supervision strategies will be centered around the

FUERTE/Wraparound Program for the younger youth or the Adult Post Release Community Supervision Program (PRCS) team who has worked in conjunction with Juvenile Probation for years to supervise young adults who had previously returned from the Division of Juvenile Justice.

Listed below is a description of the FUERTE/Wraparound (FW) Program which provides a team approach for youth experiencing behavioral health issues. The team includes a Probation Officer, a Transitional Specialist, and a Clinician and generally lasts between 6-12 months in duration.

- Eligibility: Youth must have behavioral health symptoms consistent with at least one DSM-V diagnosis and exhibit functional impairment in at least a couple major life domains (“medical necessity”, required by Medi-Cal).
- Referral process: If Probation, in conjunction with the host county determines a youth on probation would benefit/be a fit for FW, they will schedule a Child and Family Team Meeting (CFTM) to include one member of the existing FW program from the Community Based Organization. This meeting is to introduce the program to the youth and family and conduct a brief screening to determine eligibility and interest. Following the CFT, the FW team will decide to accept or not accept the youth into the program at which time the Probation Officer would advise the Court via a memo about the outcome of the CFT.
- Funding: contracted with Probation (cost reimbursement) and CBH (fee for service, EPSDT Medi-Cal billing for specialty mental health services).
- Direct service providers: Four; two dyads of one Clinician and one Transitional Specialist (TS) that work as a team sharing a caseload.
- Caseload size: 10 clients per dyad (20 total)
- Services include: Frequent CFT meetings with FW staff, PO, parent/caregiver, and natural support the youth identifies as their “team” or wants to attend, case management, individual therapy, family therapy, collateral support (for family and non-family), crisis intervention and de-escalation, 24-hour crisis phone line.
- Models used: EBP Wraparound, CFT meetings, targeted case management, Intensive Care Coordination (ICC), and therapeutic modalities such as: CBT, TF-CBT, MI, DBT, and more.
- Clinical tools used: DSM-V, CANS, MSE, PPQ, PSC, Psychosocial Assessment, co-created Treatment Plan, and more.
- Timeline: Typically, 6-12 months, sometimes longer as needed.

If the youth is older and/or deemed not appropriate for the FW program, a referral will be made to the Santa Cruz County Probation Success Center (PSC) which is described below:

The Probation Success Center is a groundbreaking collaboration between the county and over a dozen local community-based organizations to integrate services and decrease barriers to successful community reintegration for individuals under probation supervision and returning to the community from jail or prison. The PSC model makes it easier for individuals to access support, while also increasing communication and coordination among providers. Services include: workforce and job development, education and computer literacy, behavioral health counseling, assessment, and linkage to substance use disorder treatment, parenting and family involvement, social services navigation, domestic violence, anger management, and social skills classes, and linkage to shelter and housing support. In September 2022, a second center, Watsonville Success Center was opened to further remove barriers to access for our most vulnerable populations. Today, individuals can access services in their own community and remove barriers to accessibility.

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

The following information is contained in the Sonoma County Juvenile Justice Realignment Block

Grant Annual Plan which would be applicable to partner counties who may select Sonoma County as a host county:

The Sonoma County Probation Department has used grant funds to secure and facilitate evidence based and innovative practices and programs. The department currently has a variety of services and interventions available to residents, administered by trained staff, and using local community-based organizations. The department has compiled a list of services that are either evidence based or promising practices which would benefit this population. Grant funding has assisted in the procurement of these services and allows the department to provide additional services and training of staff. In addition, grant funds have been used for facility upgrades and/or procurement of equipment and resources for the integration of vocational/job training services.

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

The following information is contained in the Sonoma County Juvenile Justice Realignment Block Grant Annual Plan which would be applicable to partner counties who may select Sonoma County as a host county. The Probation Department is dedicated to securing services for youth and families that promote well-being and assist in our goal of rehabilitation. The Sonoma County Juvenile Hall works closely with Juvenile Probation Officers to provide residents and their families with supportive and necessary transition services. Family engagement is a key part of this transition process, and the department intends to engage with families while the youth is housed within the facility and throughout their transition onto aftercare; and ultimately, successful completion of probation supervision. Grant funding would also be applied toward procuring necessary community-based and media services which could be used within the facility via virtual programming and in-person visitation. In addition, a portion of funding could be maintained to allow flexible spending for youth and families when various funding needs arise. Such spending is commonly referred to in Sonoma County as Flex-Funding or Flex-Funds which would be used to ensure opportunities and support to youth and families by providing linkage to community-based pro-social activities.

Virtual visitation and programming will assist the department's goal of facilitating family engagement and breaking down barriers to regular communication with family and pro-social connections that the youth may have outside the facility. This also allows for Child and Family Team Meetings to easily be part of our case planning and case management process. These meetings place families in the center of the planning process and encourage formal and informal supports to unite around shared hopes and goals. Plans resulting from Child and Family Team meetings build on individual and family strengths to address unmet needs and involve the use of community resources.

There are many factors in probation cases which pose a challenge to family engagement. Those factors may include youth who have fractured or estranged familial ties or pro-social connections within the community, youth with increased behavioral health needs, and youth involved in sex offenses with a victim within the family or home. The Probation Department is well suited to overcome these challenges and is dedicated to improved outcomes for justice involved youth. Ultimately, grant funds applied toward family engagement would improve the array of services and supports available to youth while they are housed in the facility, engage families through a more individualized approach that emphasis family involvement, and improve child and family well-being.

The Santa Cruz County Probation Department believes that family engagement is critical for a youth's overall success not only when they are in custody, but also when they are released. "Family" can include biological family members or extended family members (including godparents and foster siblings). Equally important are other life-long connections such as coaches, mentors,

and teachers. We refer to these connections as “natural supports” and have created a thorough process of identifying them to better support youth during their time in contact with the juvenile justice system. It has been shown that individuals who have diverse support systems have better outcomes. Involving families and other supportive individuals in crucial decision-making activities facilitates the identification of the services and resources an individual might need to succeed upon their release.

Youth who are ordered to a period of confinement in a Secure Youth Treatment Facilities (SYTF) shall have an Individual Rehabilitation Plan (IRP) developed within 30 days by a Multidisciplinary Team (MDT) to include participation and input from the youth and family. This meeting may also include representatives from both the Juvenile Hall and Juvenile Division of Probation, Santa Cruz County Office of Education, Children’s Behavioral Health, and other identified providers. Areas of focus within this plan shall:

- a. Identify the youth’s needs in relation to treatment, education, and development, including any special needs they may have in relation to health, mental, emotional health, disabilities, or gender-related or other special needs.
- b. Describe the programming, treatment, and education to be provided to the youth in relation to the identified needs during the commitment period.
- c. Reflect, and be consistent with, the principles of trauma-informed, evidenced-based, and culturally responsive care.

Within 90 days prior to the youth’s release from custody, an MDT will be scheduled to discuss transitional planning. Development of the transitional plan will include input from the youth’s family and/or supportive adults, such as applicable school staff, the assigned Probation Officer, Strengthening Transition and Re-Entry (STAR) re- entry Specialist and Behavioral Health staff when applicable. The Probation Officer assigned to the youth will moderate the MDT/transitional planning meeting.

The transitional plan will include the following: identification of existing community-based resources, medical and behavioral health referrals with linkage to obtaining psychotropic medication (if applicable), as well as educational needs and linkage to vocational and/or employment resources. Finally, the assigned Probation Officer will ensure the re-entry terms and conditions of supervision are shared with youth and family.

The Sonoma County Probation Department currently utilizes several approaches consistent with Santa Cruz County Probation Department to connect youth to families while they are confined. As noted above, Sonoma County is currently using virtual technology in addition to in-person visitation to provide contact between confined youth and their families. This is the same practice we have been using in Santa Cruz County post COVID-19 pandemic. The assigned Santa Cruz County Probation Officer will immediately work with families of committed youth to determine the ability to connect virtually, and efforts will be made to ensure that families have access to technology that will support contact with the youth who may be housed by the host county, when in-person visitation are unavailable.

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

The Santa Cruz County Stable Transitions after Re-entry (STAR) Program is a Title II grant program available through the Board of State Community Corrections (BSCC). Title II grants are funded by the U.S. Office of Juvenile Justice and Delinquency Prevention (OJJDP) and meant to support delinquency prevention and reduce the over-representation of youth of color in the juvenile

justice system. The STAR program, with the support of two community-based Re-entry Specialists and a Program Coordinator, focuses on making system improvements to the re-entry process for youth by providing them support when they have been removed from their homes. The STAR program is designed to begin serving youth who have been removed from their homes 90 days prior to their return to the community. In advance of the 90-day window, the assigned Probation Officer will make a referral to the STAR program. Youth who are being housed in the host county will be moved to the top of any waiting list within the program to ensure a high level of response is put into place to start the transition home. In addition to making the referral to the program, the Probation Officer will immediately schedule a time to meet with the STAR team which will include attendance at the weekly STAR team meeting where valuable information regarding the youth and his/her family is shared and staffed. Typically, those in attendance at the weekly meeting besides the community-based Re-entry Specialists and Program Coordinator, include the Juvenile Hall Superintendent, Juvenile Hall Assistant Division Director, Juvenile Division Director, and Assistant Juvenile Division Director.

The STAR Program offers the following services: Case management (linkages to resources, services, supports), CFTM scheduling/facilitating, care coordination, parent/family support, and support with education, employment, community service, pro-social activities, behavioral health, and substance use programming.

Re-entry Specialists utilize the Child and Adolescent Needs and Strengths (CANS) assessment tool to design individualized re-entry plans. Plans include comprehensive strategies for helping youth and their family achieve and maintain stability, including linkages to community-based services and supports in the youth's and family's natural environment when the opportunity to return to the community presents itself.

The Re-entry Specialist assigned to the youth getting ready to transition back to Santa Cruz County works closely with the facility staff at the host county to ensure a seamless transition is made to include referrals to local community partners, determination if the youth will need the services of the FUERTE/Wraparound Program or a referral to the Probation Success Center. It is expected that most of these decisions will be made during the CFT that will be held 90 days prior to the anticipated release from the host county.

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

The Sonoma County Probation Department has identified the following programs as evidence-based or promising, trauma-informed and culturally responsive services for the target population (not all services will be provided):

Positive Youth Justice

Organizing framework for the program rooted in youth development research. Focuses on key assets: skills (learning & doing) and connections (attaching & belonging). Behavior change and development are pursued through six practice areas: Work, Relationships, Health, Education, Community, and Creativity.

CBT for anger-related problems in children and adolescents

Does not refer to a specific program

This variant of CBT focuses specifically on residents who have anger-related problems, including aggression, self-control, problem-solving, social competencies, and anger experience. For residents with anger problems, CBT is designed to 1) change how anger is experienced (e.g., how quickly a

youth becomes angry, the intensity of the anger, and the amount of time spent feeling angry), 2) reduce aggressive behavior, and 3) improve social functioning.

Aggression Replacement Training (ART)

A multidimensional psychoeducational intervention designed to promote prosocial behavior in chronically aggressive and violent adolescents using techniques to develop social skills, emotional control, and moral reasoning. Program techniques are designed to teach youths how to control their angry impulses and take perspectives other than their own. The main goal is to reduce aggression and violence among youth by providing them with opportunities to learn prosocial skills in place of aggressive behavior.

Girls Moving On

Girls Moving On is a gender-informed cognitive-behavioral program for at-risk girls between the ages of 12 to 21 years. Girls Moving On is a comprehensive program that uses several complementary approaches, such as relational theory, motivational interviewing, and cognitive-behavioral intervention. The program is designed to provide girls and young women with alternatives to criminal activity by assisting them to identify and mobilize personal and community resources. Girls Moving On consists of seven modules: two are delivered in an individual basis and five are delivered in a group-based setting.

Cognitive Behavioral Interventions - Core Youth (CBI - CY)

This curriculum is designed to provide a thorough intervention that broadly targets all criminogenic needs for juvenile populations. Relies on a cognitive-behavioral approach to teach individuals strategies to manage risk factors in a way that is developmentally appropriate for youth. The program places heavy emphasis on skill building activities to assist with cognitive, social, emotional, and coping skill development. Additionally, it provides modifications so that youth with mental illness can participate, though it is not dedicated exclusively to this population.

Triple P Parenting

Provides 17 core parenting strategies/skills that promote children's development by creating positive relationships & teaching new skills & behaviors.

Just Beginning

A structured visitation program designed specifically for young noncustodial fathers, particularly those in juvenile or criminal justice facilities with the goals of building and strengthening the relationship between father and child.

Supportive Virtual Family Time Program

Designed to create structure, guidance, and training for those supervising virtual parent-child visits, with the goal of helping them facilitate positive remote supervised visits between parents and their children in out-of-home care. Geared toward both private agency supervised visitation providers as well as caseworkers who will be supervising these virtual visits.

Prolonged Exposure Therapy for Adolescents (PE-A)

PE-A is a therapeutic treatment where clients are encouraged to repeatedly approach situations or activities they are avoiding because they remind them of their trauma (in vivo exposure) as well as to revisit the traumatic memory several times through retelling it (imaginal exposure). Psychoeducation about common reactions to trauma as well as breathing retraining exercises are also included in the treatment. The aim of in vivo and imaginal exposure is to help clients emotionally process their traumatic memories through imaginal and in vivo exposure. Through these

procedures, they learn that they can safely remember the trauma and experience trauma reminders, that the distress that initially results from confrontations with these reminders decreases over time, and that they can tolerate this distress.

Eye Movement Desensitization and Reprocessing (EMDR)

EMDR is guided by the Adaptive Information Processing (AIP) model, which is based on the theory that symptoms arise from maladaptive stored memories that include the thoughts, beliefs, emotions, body sensations, and behavioral responses that were experienced at the time of the traumatic event. This 8-phase psychotherapy treatment was originally designed to alleviate the symptoms of trauma. During the EMDR trauma processing phases, guided by standardized procedures, the client attends to emotionally disturbing material in brief sequential doses that include the client's beliefs, emotions, and body sensations associated with the traumatic event while simultaneously focusing on an external stimulus. Therapist directed bilateral eye movements are commonly used external stimulus, but a variety of other stimuli including hand-tapping and audio bilateral stimulation are often used.

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

Sonoma County Probation intends to apply a portion of grant funding toward acquisition and utilization of community-based providers to secure community-based programming for youth transitioning home or to an alternative placement, Vocational/Job Training Programs, and Mentoring services. We also intend to supplement currently funded programs such as our Intensive Case Management (ICM) Program, Behavioral Health services, and trauma/counseling services.

As previously noted, the Intensive Case Management (ICM) Program will serve probationers and families in a strengths-based, family-centered, and culturally competent manner. Vocational/Job Training Programs serve at risk youth ages 16-24, and will target vocational and educational goals, and assist in facilitating employment. Trauma and counseling services will be offered to youth and families who have an identified need beyond services already available to them (either through private insurance or probation referrals). All these services will be selected through a Request for Proposals process and will be available in the community and within the facility.

The Santa Cruz County Probation Department intends to fully understand the different programming highlighted above that begins the transition process to include the use of mentoring services, educational services, and vocational and job training. Fully understanding these services will enhance case planning objectives and improve opportunities to match services as closely as possible with Santa Cruz County service providers. It is likely that many youth who are confined in the host county will return to Santa Cruz County as young adults which will result in an abundance of referrals being made to the Probation Success Centers. As it relates to employment and/or vocational skill building, the Success Centers have a stellar program that relies on evidence-based workforce and employment programs and services. Combining hands-on, individualized employment services with curricula, these programs will help participants obtain sustained, verifiable employment, create resumes, complete life skills and vocational training, and receive personalized support that includes barrier removal, job searching skills, and mentoring. These services are intended to increase job placement and retention with the primary goal being employment leading to career paths and increased self-sufficiency. The secondary goal of these services are the development of employer and vocational training relationships creating increased, long-term employment opportunities for formerly confined young adults, and removal of common barriers through basic skills training and employment readiness. The program model provides a roadmap for participants to achieve the long-term goals of remaining attached to the legitimate workforce and maintaining their freedom. Preparing participants for employment requires the

development of, and agreement to, an individualized plan, based on initial and ongoing assessments.

The supports provided to participants helps prepare and place participants in sustainable employment may include:

- Collaborative employment-focused case management (working with Probation lead case managers)
- Individual Employment Plans (IEP)
- Vocational training
- Evidence-based comprehensive individual training
- Evidence-based comprehensive group training
- Evidence-based individualized life skills development and training
- Employment readiness and skills training
- Job searching skills and support, resume development
- Job placement in sustainable, verifiable jobs
- Job coaching, interview practice
- Barrier removal, as it relates to employment
- Connection to employers and vocational training organizations
- Facilitation with employers for any concerns, job retention and support
- Subsidized employment placement.

Service Outputs and Measures:

During frequent scheduled meetings between the employment specialist and participants, discussion will occur pertaining to activities and progress on short and long-term goals, including any changes needed with plans and concerns. In these case management sessions, staff will help participants navigate through their activities and assist them with integration of their learning experiences, always with the focus on community reintegration. The employment specialist will match the skills, interests, and abilities of participants with specific needs of employers with whom staff has developed relationships. Staff will create and sustain relationships with employers who will hire our participants, serving as their free-of-charge employment agency and human resource support provider.

Part 5: Facility Plan

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

It is the intent of the Sonoma County Probation to house all youth within our jurisdiction in the secured setting of the Juvenile Hall, who are received for commitment (in accordance with SB 823) and to house this population within the facility through use of a classification system, direct supervision model, and services targeted to address individual needs of the residents. Male and female commitments will be housed separately; however, residents may be housed in various units throughout the facility given the resident's needs or any need due to overall safety and security of the facility. Residents will be assessed using the Positive Achievement and Change Tool (PACT), in addition to other risk assessment tools as appropriate, and Sonoma County Juvenile Hall will follow accepted juvenile justice best practices. Case management and supervision for these residents begins at the process of commitment with a review or completion of a risk and needs assessment; the development, implementation and monitoring of an individualized case plan; use of motivational interviewing and cognitive behavioral interventions;

application of structured evidence based practices such as “CCP” (Core Correctional Practices); and imposition of appropriate sanctions and the use of incentives for positive behavior and change, as a means of holding residents accountable and improving outcomes. Case planning and supervision practices for committed residents address key issues such as risk, responsivity, competency development, reparation of harm, community protection, family dynamics, adolescent development, and services to address criminogenic needs. These goals will be attained by adhering to the following objectives:

Adhering to case planning and commitment/supervision practices that address risk, need and responsivity; providing youth with appropriate treatment services based on identified criminogenic needs; and facilitating community safety through containment of youth committed for violations of the crimes specified in 707(b) of the Welfare and Institutions Code.

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

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

The Santa Cruz County Probation Department currently utilizes evidence-based and promising practices and programs that improve the outcomes of youth and public safety. This is an important step in our attempts to reduce the transfer of youth into the adult criminal justice system. By applying appropriate and individualized preventative services and ensuring that disposition recommendations are considered in the least restrictive appropriate environment, we hope to reduce recidivism and continue to serve youth within the juvenile justice system. With the addition of commitment programs by a host county we believe we can reduce the need for transfer to the adult criminal justice system. Partners within the juvenile justice system include: the Santa Cruz County Juvenile Court, the Santa Cruz County District Attorney, and the Santa Cruz County Public Defender. These partners work closely to ensure fair, consistent, equal, and individual treatment for each youth.

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

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

The following information is contained in the Sonoma County Juvenile Justice Realignment Block Grant Annual Plan which would be applicable to partner counties who may select Sonoma County as a host county:

The Sonoma County Probation Department plans to facilitate the retention of the target population by providing a safe and secure facility that promotes and provides rehabilitative treatment designed to reduce recidivism; provide opportunities to address personal, social, physical, mental health, educational, vocational, and independent living needs; and prepare them for a successful re-entry to their communities. A key component of successful re-entry is they receive age-appropriate treatment and allowing the family to engage in treatment concurrently should they wish to participate. Family and pro-social community ties play a large role in case planning for each resident.

Part 7: Regional Effort

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

The Santa Cruz County Probation Department use the funds received on an annual basis pursuant to Section 1991 to cover the costs associated with housing our youth in a host county. The current housing cost for each youth in Sonoma is \$300 per day per youth. Should there be any unspent funds during a fiscal year, those funds will be used to expand and enhance our continuum of care for youth who may require housing in a host county.

The following information is contained in the Sonoma County Juvenile Justice Realignment Block Grant Annual Plan which would be applicable to partner counties who may select Sonoma County as a host county:

The Sonoma County Probation Department has the capacity to offer our facility and programming to other counties wishing to send their realigned youth to our county. We will contract with these counties through cooperative agreements and provide them with written material and brochures describing the programming offered. As with our own county youth, we will work with out-of-county youth on ensuring connections to family and natural supports as well as closely working with the other Probation Departments to ensure a smooth re-entry plan is in place. Our department has continuously sought a partnership with several nearby counties to house our youth, but currently they are unable to host our youth. Technology is being used to strengthen communication with family and natural supports in addition to visitation.

Part 8: Data

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

The Santa Cruz County Probation Department utilizes a web-based application with a SQL server backend that enables the department to coordinate, communicate, record, and track each step of a youth's supervision process. Built-in features allow for streamlined case management, while multiple layers of security provide system protection at a centralized data center, application and user levels that is Criminal Justice Information Services (CJIS) compliant.

The system allows for full case monitoring and reporting capabilities for both adult and juvenile clients and includes an institution module. The system is scalable and flexible and allows for tracking, recording, and reporting seamlessly. Moreover, it allows for:

- Integrated forms generation
- Document management
- The ability to create custom events to track outcomes
- Integration with third party assessment provider (JAIS)

- Reports generation

Different tools and data sources will be utilized to measure desired outcomes. Data is maintained in our case management system to retrieve client characteristics reports and information from case management records. The Probation Department routinely reports information in the Juvenile Court and Probation Statistical System (CPSS), annually through the Chief Probation Officers of California (CPOC) annual report and produce monthly data blasts. This information is used to direct resources and helps guide decision making for the department's management team.

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

| Project: DJJ Plan | | | | | |
|--|---|--|---|---|--|
| <p>Goal: The Santa Cruz County Probation Department has a strong commitment to program monitoring and quality improvement. Programs and services will be monitored to determine if they are productive and should continue to be a part of our continuum of services with a host county. Individual, family, and community indicators will be examined to determine whether the host county service model is meeting the needs of our youth and families.</p> | | | | | |
| Planning | ACTIVITIES | | OUTCOMES | | |
| Identification of needs | Services Provided | Who we reach | Outcome Indicator | Outcome | Measurement Tool |
| <ul style="list-style-type: none"> Youth receive the physical and behavioral health support to progress toward a healthy life. | <ul style="list-style-type: none"> Individual youth and family counseling, case management and family events/activities. | <ul style="list-style-type: none"> Individual youth and families. | <ul style="list-style-type: none"> # of youth who obtained behavioral health services. | <ul style="list-style-type: none"> Build youth knowledge and skills and re-engage youth with families and communities and reduce recidivism. | <ul style="list-style-type: none"> Attendance of counseling sessions at host county. Information entered in Caseload Explorer. |
| <ul style="list-style-type: none"> Family will receive support to be able to meet with confined youth. | <ul style="list-style-type: none"> Referrals for transportation, housing, food, and other support such as childcare, etc. | <ul style="list-style-type: none"> Parents/guardians and other family members | <ul style="list-style-type: none"> # of families who obtained referrals to transportation, housing, food & other services. | <ul style="list-style-type: none"> Families have opportunity to engage with youth in confinement. | <ul style="list-style-type: none"> Information obtained from youth and families and host county - Information entered in Caseload Explorer. |
| <ul style="list-style-type: none"> Youth receive education and employment supports to obtain a sustaining wage. | <ul style="list-style-type: none"> Completion of GED or diploma. Employability skills training and post-secondary education. | <ul style="list-style-type: none"> Individual youth. | <ul style="list-style-type: none"> # of youth who obtained skills, received certificate or diploma, obtained access to post-secondary education. | <ul style="list-style-type: none"> Build youth knowledge and skills and reduce recidivism. | <ul style="list-style-type: none"> Information obtained from host county – Information entered in Caseload Explorer. |
| <ul style="list-style-type: none"> Youth obtain and maintain employment upon their release. | <ul style="list-style-type: none"> Assist youth obtain employment upon release. Refer to Probation Service Center (PSC) for employment or vocational training. | <ul style="list-style-type: none"> Individual youth, families, and communities. | <ul style="list-style-type: none"> #of youth who obtained employment, #of youth maintained for at least 180 days. | <ul style="list-style-type: none"> Build youth knowledge and skills and re-engage youth with families and communities and reduce recidivism. | <ul style="list-style-type: none"> Information obtained from youth and PSC – Information entered in Caseload Explorer. |

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