



COUNTY OF SAN DIEGO

Juvenile Justice Realignment Plan

San Diego County Juvenile Justice Coordinating Council, May 1, 2024



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Introduction

National research has demonstrated that youth in long-term custody experience the best outcomes when they reside close to home, remain in regular contact with supportive adults, and the local agencies can prepare for their reentry on their first day in custody. Senate Bill (SB) 823, known as the Juvenile Justice Realignment: Office of Youth and Community Restoration (OYCR), was enacted on September 30, 2020, to close California's Division of Juvenile Justice (DJJ) and establish local programs consistent with best practices. The law allocates resources to counties to supervise and provide services to realigned youth closer to their homes. The passage of SB 823 provides San Diego County's juvenile justice partners with the unique opportunity to fully implement juvenile justice transformation. San Diego County's proposed plan includes a strength-based, developmentally appropriate approach to treatment, rehabilitation, and positive growth in our young people. Local stakeholders and national researchers have consistently recommended programs, services, and staff trainings that enhance successful outcomes and encourage justice-involved youth to thrive in the community. Fully implementing this plan will allow us to support a San Diego region that is building better health, living safely, and thriving for every resident.

In December 2017, the County of San Diego began implementing the Youth in Custody Practice Model (YICPM) with eighteen months of technical assistance from the Council of Juvenile Justice Administrators (CJJA) and the Center for Juvenile Justice Reform (CJJR) at Georgetown University. The process included a review of existing practices and recommendations to align training, policies, and procedures with national best practices. County leadership also visited juvenile detention facilities and programs in jurisdictions that have embraced a developmentally informed approach. To reduce racial and ethnic disparities, stakeholders invested in ongoing research to identify justice system decision points where disparities exist and to develop targeted interventions to reduce those disparities. The Probation Department collaborated with the County Board of Supervisors, Juvenile Court, Public Safety Group Executive Office, The Children's Initiative, Health and Human Services Agency (HHSA), and the San Diego County Office of Education (SDCOE) to implement the recommendations. The County followed this effort through additional technical assistance projects with CJJA and CJJR.

The San Diego County Juvenile Justice System partners including the San Diego County Probation Department, Juvenile Court Bench, District Attorney's Office, Public Defender's Office, County of San Diego Public Safety Group, and the Children's Initiative, collaborated on a Transforming Juvenile Probation Capstone Project with CJJR in 2019, which included developing a set of shared Core Beliefs. The Core Beliefs are based on twenty plus years of national research, evidence-based practices, and nationally recognized promising approaches to improve outcomes for youth and keep communities safe. The Core Beliefs reflect that the partners prioritize prevention and early intervention programs and services for at-risk youth to help redirect delinquent behavior and support the healthy development of youth. Programming should match the youth's assessed needs. The partners recognize proven juvenile justice approaches, including the use of individualized, strength based, trauma informed practices involving family members and the use of data to guide decisions.

Background

Over the last six years, stakeholders in San Diego County have worked to transform the local juvenile justice system that will oversee this new program. The Board of Supervisors supports the San Diego County Comprehensive Strategy for Youth, Family, and the Community, a collaborative and integrated systems-approach to reducing delinquency which calls for evidence-based practices that emphasize family-strengthening and positive youth development with appropriate sanctions and interventions for serious, violent, or repeated delinquency. The County, through its public safety and youth serving agencies, also partners with the Juvenile Court and community partners to support and implement the work of the Reducing Racial and Ethnic Disparities (RRED) Committee. San Diego County's Juvenile Justice realignment plan responds to the requirements of SB 823 and reflects the values and beliefs of local juvenile justice stakeholders.

Probation Department – Youth Development and Community Support Services

To support best practices for positive youth development, the Probation Department established Youth Development and Community Support Services (YDCSS), a separate juvenile administration to provide strong leadership at the agency and facility levels. Based on core values of Respect, Equity, Commitment, Compassion, Motivation, Positivity, Innovation, and Collaboration, this administrative structure was designed to support the principles of trauma-informed care and a developmental approach to youth rehabilitation. YDCSS envisions a fair and equitable system of support for youth and families involved in the juvenile justice system that values the youth's individual needs and provides access to meaningful and relevant opportunities for success.



Probation Department Youth Development and Community Support Services

Mission

To fully support youth and their families with evidence-based practices that focus on rehabilitation, healing, and positive youth development.

Guiding Principles

- Public safety is our priority
- Maintain fiscal stability
- Promote a culture that values diversity, fairness & equity
- Conduct business with transparency and accountability
- Act with integrity
- Continually challenge ourselves to enhance our knowledge and expertise



JUVENILE JUSTICE REALIGNMENT BLOCK GRANT ANNUAL PLAN

MAIN CONTACT FOR PLAN

Date: May 1, 2024, **County Name:** San Diego County.

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BACKGROUND AND INSTRUCTIONS:

Welfare & Institutions Code Section(s) 1990-1995 establish the Juvenile Justice Realignment Block Grant program for the purpose of providing county-based care, custody, and supervision of youth who are realigned from the state Division of Juvenile Justice or who would otherwise be eligible for commitment to the Division of Juvenile Justice prior to its closure. Section 1995 was amended by Assembly Bill 505 (Ting, Chapter 528, Statutes of 2023.) This template has been updated to reflect those amendments which will be in effect on January 1, 2024. All citations are to the law as amended. The statutory language can be found [here](#).

To be eligible for funding allocations associated with this grant program, counties shall create a subcommittee of the multiagency juvenile justice coordinating council to develop a plan describing the facilities, programs, placements, services, supervision, and reentry strategies that are needed to provide appropriate rehabilitative services for realigned youth. (Welf. & Inst. Code § 1995(a).)

County plans are to be submitted to the Office of Youth and Community Restoration in accordance with Welf. & Inst. Code §1995. OYCR may request revisions as necessary or request completion of the required planning process prior to final acceptance of the plan. (Welf. & Inst. Code § 1995 (f).) Plans will be posted to the Office of Youth and Community Restoration website. (Welf. & Inst. Code § 1995(g).)

There are nine sections to the plan:

Part 1: Subcommittee Composition

Part 2: Target Population

Part 3: Programs and Services

Part 4: Juvenile Justice Realignment Block

Grant Funds

Part 5: Facility Plan

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

Part 7: Regional Efforts

Part 8: Data

Part 9: Other Updates

PART 1: SUBCOMMITTEE COMPOSITION AND PROCESS (WELF. & INST. CODE §§ 1995 (B) AND (C))

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

Agency	Name and Title	Email	Phone Number
Chief Probation Officer (Chair)	Tamika Nelson, Chief Probation Officer	Tamika.Nelson@sdcounty.ca.gov	(858) 514-3103
Co-Chair (<i>If Applicable</i>)			
District Attorney's Office Representative	Lisa Weinreb, Deputy District Attorney	Lisa.Weinreb@sdca.org	(858) 694-4468
Public Defender's Office Representative	Frank Barone, Deputy District Attorney	Frank.Barone@sdcounty.ca.gov	(858) 974-5803
Department of Social Services Representative	Yael Koenig, Deputy Director, Behavioral Health Services	Yael.Koenig@sdcounty.ca.gov	(619) 563-2773
Department of Mental Health	Fran Cooper Behavioral Health Services Health & Human Services Agency	Frances.Cooper@sdcounty.ca.gov	(619) 559-5125
Office of Education Representative	Tracy Thompson Executive Director, San Diego County Office of Education	tthompson@sdcoe.net	(858) 290-5807
Court Representative	Honorable Ana Espana, Presiding Judge, Juvenile Court	Ana.Espana@sdcourt.ca.gov	(858) 634-1501
Three Community Members (<i>defined as "individuals who have experience providing community-based youth services, youth justice advocates with expertise and knowledge of the juvenile justice system or</i>	Laila Aziz, Pillars of the Community San Diego Community Organizer	laila@potcsd.org	
	D'Andre Brooks, The Children's Initiative Lived Experience	D'ande.brooks@outdooroutreach.org	

<i>have been directly involved in the juvenile justice system” (Welf. & Inst. Code § 1995(b).)</i>	Joy Singleton, Singleton Law Firm	joysingleton73@gmail.com	
Additional Subcommittee Participants			

Describe the process used to determine whether to select a co-chair for your subcommittee (Welf. & Inst. Code § 1995(b)):

Updates pertaining to Welfare and Institutions Section 1995(b) were disseminated to the subcommittee, followed by a substantive discussion. At present, a decision regarding the appointment of a co-chair has yet to be determined. Should any changes come to the plan, they will be updated in accordance with statute and applicable rules and regulations.

Provide the dates of the last two meetings that the subcommittee convened to discuss your county’s JJRBG plan?

Meeting Date 1:

Meeting Date 2:

Additional meeting dates of the subcommittee, if applicable:

N/A.

Date that the subcommittee approved the plan by a majority vote: April 25, 2024

Describe how the plan was developed, including the review and participation of the subcommittee community members as defined in Welf. & Inst. Code § 1995(b):

As a requirement to receive funding through the Juvenile Justice Realignment Block Grant Program, counties must create a subcommittee within the Juvenile Justice Coordinating Council (JJCC) per WIC 1995 and submit a plan to OYCR by January 1, 2022. Thereafter, the plan must be submitted annually to OYCR by May 1st and the subcommittee shall convene no less frequently than twice per year to consider the plan. The plan must be approved by a majority of the subcommittee. The subcommittee is chaired by the Chief Probation Officer. The subcommittee may decide to have a cochair, in addition to the probation chief, using a selection process determined by the subcommittee. Representatives, as required by WIC 1995, are included from the District Attorney, Public Defender, Department of Social Services/Mental Health, County Office of Education, the Court, and at least three members of the community: 1) individuals who have experience providing community-based youth services; 2) youth justice advocates with knowledge of the juvenile justice system; and/or 3) individuals who have been directly involved in the juvenile justice system.

The JJCC Subcommittee oversees development of the DJJ Realignment Plan that describes the facilities, programs, placements, services, supervision, and reentry services needed to provide rehabilitation and supervision to youth who are realigned from DJJ. The Realignment Plan utilizes the term “youth” to represent those up to the age of 18 as well as young adults up to the age of 24, with a recognition that the developmental and chronological age needs of youth and young adults must be considered in care.

To prepare for DJJ realignment, San Diego County juvenile justice partners collaborated with the Criminal Justice Research Division of the San Diego Association of Governments (SANDAG) to conduct research on the characteristics of youth committed to DJJ and recently released. In January of 2021, SANDAG issued their report entitled, Preparation for the Realignment of Department of Juvenile Justice Youth: A Study of the

Population, Best Practices for Rehabilitation, and Evidence-Based Recommendations. The research was intended to capture the experiences that youth had while detained in Juvenile Hall and DJJ, including their opinions regarding in-custody curriculum and staffing. Information was also gathered on best practices for rehabilitating youth who have committed serious offenses. Recommendations included information about client needs and appropriate programming; educational supports; importance of a therapeutic environment; quality assurance in the implementation of the program; and a focus on re-entry.

Prior research from SANDAG on Seeking Alternatives: Understanding the Pathways to Incarceration of High-Risk Juvenile Offenders (SANDAG, 2015) identified the following recommendations:

- Institute standardized trauma screening
- Provide family-based treatment
- Develop policies that support non-discretionary spending across systems
- Develop an interconnecting treatment and service delivery system that spans Child Welfare, schools, law enforcement, behavioral health, juvenile justice, and community-based services

The research and its recommendations were presented to the JJCC, laying the groundwork for the inception of the initial Realignment Plan in 2021.

After the approval of the amended 2022 Realignment Plan, efforts to implement its strategies and action steps began in anticipation of the youth returning from DJJ. Throughout the year 2023, numerous meetings were convened to coordinate and establish vital mechanisms for monitoring progress, evaluating policies and procedures, and making necessary adjustments to ensure the plan's long-term effectiveness. County stakeholders, contract providers, and Probation staff actively collaborated not only to facilitate a seamless transition for the returning youth but also to realize the objectives outlined in the Youth Development Academy (YDA) within the realignment plan. These regular gatherings fostered continuous collaboration among all partners, enabling troubleshooting and improvements as the program advanced, thus ensuring comprehensive addressing of all deliverables outlined in the realignment plan.

Developing the Realignment Plan document involved several key steps, including the temporary establishment of the Realignment Plan Action Group, to assist in gathering the necessary information and documentation related to data, research, and implementation of action items in previous plans. This coordinated effort assisted the subcommittee community members to participate in the development and review of the plan as a draft was initiated. The Action Team comprised subject matter experts from the Youth Development Academy and Community Supervision Units, alongside departmental data and research specialists. With their expertise, an initial draft of the plan was formulated. Subsequently, the JJCC Subcommittee provided valuable input and feedback on the updates made throughout the year, offering suggestions and recommendations for addressing identified needs and potential solutions. This iterative process involved multiple rounds of revisions to refine the plan and ensure that it was comprehensive, inclusive, and reflective of the diverse needs and priorities of the community. Once the plan was thoroughly reviewed and revised, the subcommittee finalized the document for submission.

PART 2: TARGET POPULATION (WELF. & INST. CODE § 1995(D)(1))

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

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

Describe the target population, disaggregated by programs, placements and/or facilities to which they have been referred.

The County of San Diego provides treatment in a secure setting to address the risks and needs of youth ages 14-24 who have committed offenses described under Welfare and Institutions Code (WIC section 707(b) or an offense described in Section 290.008 of the Penal Code (WIC 1990(b)) and who were formerly committed to a period of custodial treatment and rehabilitation with DJJ. Prior to the closing of DJJ, local commitments to DJJ ranged from 14-24 youths annually with an approximate overall population of 55 San Diego youth at DJJ.

As of March 2024, there are 65 youth in custody committed to the Youth Development Academy (YDA), San Diego’s Secure Youth Treatment Facility (SYTF). 30 youth were returned from DJJ, of which █ have been released from San Diego County Probation’s custody. 43 youth have been committed to YDA, of which █ have been released from San Diego County Probation’s custody.

Year	# Youth sent to DJJ	# of New YDA Commitments
2021	17	0
2022	12	█
2023	0	27
2024 YTD	0	12

Demographics of 65 youth in custody committed to YDA in March 2024:

Ethnicity	Female	Male	Total
Black	█	█	19
Filipino	█		█
Hawaiian			█
Mexican/Hispanic	█	█	38
Other	█		█
Vietnamese			█
White			█
Total	█	█	65

Age at time of YDA Commitment	Count
15	1
16	1
17	12
18	17
19	13
20	1
21	1
Total	65



Baseline Term	Count
18 Months	1
2 Years	1
3 Years	13
4 Years	16
5 Years	1
7 Years	17
Total	65

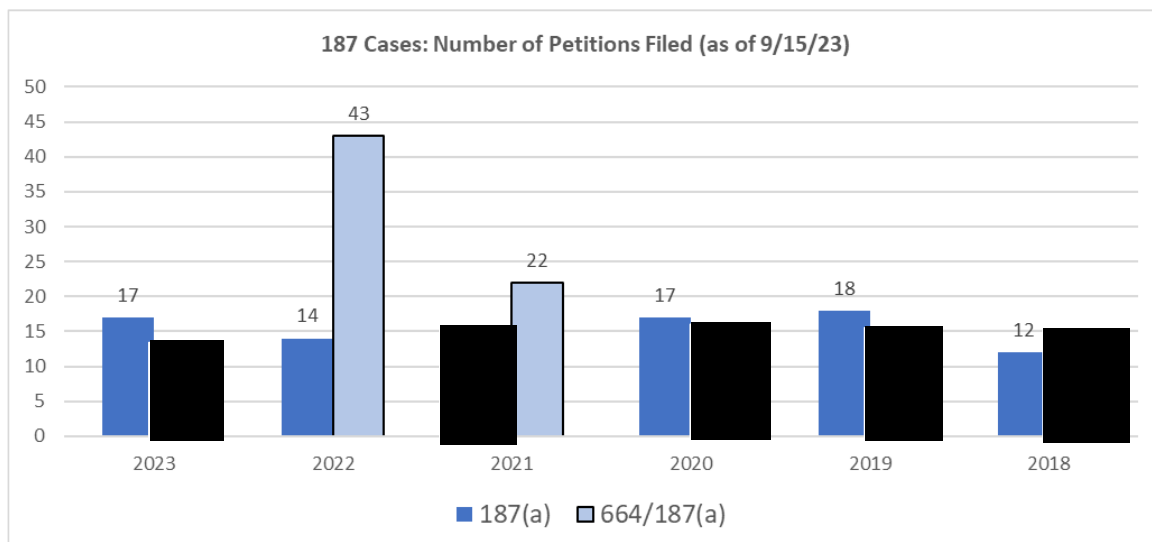
In a sample of 32 local youth committed to YDA in 2022 and 2023, the Probation Department found the following history of interventions:

- 53% (17/32) had no history of prior commitments
- ████████ had prior Breaking Cycles or Urban Camp commitments
- ████████ had a prior Youthful Offender Unit (YOU) or Healing Opportunities for Personal Empowerment (HOPE) commitment
- 38% (12/32) had participated in substance use treatment services
- ████████ had attended Achievement Centers
- ████████ had received CHOICE services
- ████████ had received mentoring services through Resilience

In terms of anticipating the numbers of youth served in the future with possible dispositions to the YDA, as of March 2024, there are 217 youth pending adjudication with 707(b) charges:

Most Serious 707b Charge Pending Adjudication	Count	Percent
Assault	116	53.5%
Robbery	47	21.7%
Murder	21	9.7%
Sex Crimes	18	8.3%
Attempted Murder	13	6.0%
Kidnapping	█	███
Dissuading a witness from reporting a crime	█	███
Total	217	100.0%

The County of San Diego has also seen an increase in homicides committed by youth. Understanding and monitoring these trends closely are important in considering the potential impact on future dispositions to the Youth Development Academy (YDA).



The County of San Diego is seeking to reduce disparities in this population. The RRED committee, a joint effort of the County's Public Safety Group, Probation Department, District Attorney, Public Defender, Health and Human Services Agency (HHS), and partners in the Juvenile Court, SDCOE, and The Children's Initiative, is working to implement on-going improvements to justice system policies and procedures to create a more equitable system where racial and ethnic disparities are reduced and social justice is enhanced.

These efforts strive to reduce the entry of youth of color into the juvenile justice system, reduce the disparate treatment of youth of color within the juvenile justice system, and reduce their movement deeper into the system. The County has supported this endeavor by implementing best practices including:

- Application of a Dispositional Matrix to structure decision-making for determining dispositions and use of detention;
- Using a validated risk assessment tool to inform supervision decisions;
- Engaging the family and community;
- Training staff on diversity/inclusion and implicit bias;
- Hiring staff who reflect the communities we serve; and
- Monitoring data and conducting research to identify disparities and initiate changes in policies and procedures to reduce disparities.

PART 3: PROGRAMS AND SERVICES (WELF. & INST. CODE §1995(D)(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. Describe any progress on this element since May 1, 2023, at the end of your response (Welf. & Inst. Code §1995(D)(2) and (d)(8)):

The Youth Development Academy (YDA) houses the male youth and is located at the East Mesa Juvenile Detention Facility (EMJDF). EMJDF is a secure facility in the East Otay Mesa area of San Diego County. The facility opened in June of 2004 and has served both short term detention populations and medium-term commitment programs, including a previously realigned population of youth between the ages of 16-20 who would have otherwise been sent to the DJJ. The department started renovating the living units to soften them for the longer term SYTF population in February 2022 to provide a more homelike, trauma-informed, developmentally appropriate, and livable setting for longer commitments. This includes laminate flooring in the unit dayrooms, a complete remodel of sleeping rooms with new toilets, desks, privacy walls and beds. Additionally, units have been re-painted and softened using heavy-duty furniture, murals of local outdoor scenes, and classrooms with updated furniture. The female YDA youth are placed at the Youth Transition Campus (YTC). The campus features a schoolyard that encompasses classrooms, a gymnasium, and amphitheater as well as a support services area to include the Visiting Center, the Commons (youth dining), and a state-of-the-art kitchen. In addition to the services provided for YDA, the female youth participate in gender specific services and other programs offered at YTC that include:

- Mediation
- Horticulture
- Juvenile Justice Advocates of California (JJAC)
- Pawsitive Teams (Dog therapy)
- Mindfulness/Trauma program
- My Life My Choice (CSEC specific)
- Life Skills/ Healthy Relationships
- CTE/Vocational programs such as Culinary, Graphic Arts.

Youth committed to YDA benefit from a variety of improvements to the living and physical environment designed to better meet foundational needs and increase their amenability to treatment. These include mattresses which are twice the thickness of typical correctional facility bedding, art, and murals throughout the facility, and a newly created athletic field. Nutrition has shown to have an impact on behavior and amenability to treatment, with one study showing that individuals who received improved nutrition committed 26% fewer facility rule violations while in custody (Gesch, 2013). Youth in local custody receive meals which have been prepared fresh on-site from a menu designed to appeal to youth, and informed by regular youth surveys to ensure quality, as well as fresh fruit bowls in each unit to ensure easy access to healthy snacks between meals.

YDA programs and services received are dependent on a youth's individualized rehabilitation plan (IRP), which is formulated from the results of evidence-based screenings, assessments, and input from the family and youth. In collaboration with Probation, contract partners, San Diego County Office of Education, Behavioral Health Services, and other partners, programming includes, but is not limited to, Rehabilitative Programming, Prosocial Development groups, Positive Youth Development classes, Career Readiness and exploration, Employment Preparation, Education, Academic Services, and Care Services.

Career Technical Education (CTE) is currently being developed and implemented to integrate technical training and academics to help youth develop the knowledge and skills needed for transition to career training and the workforce. CTE opportunities for YDA youth include a Fuels Crew and Vegetation Management training program via the YDA Fire Program (in collaboration with San Diego County Fire), a horticulture/gardening program and a music program. Garden 31 Community Initiative provides training in all aspects of gardening and landscaping, nursery, and personal development. Students will gain knowledge and understanding of environmental sustainability and the history of cultural agriculture. The music program is a joint effort between the Probation Department and the Berklee College of Music. Initiated for a determined youth with an aspiration in music, that youth is now attending virtual classes on a scholarship to Berklee College of Music with specialized computer systems and instruments to provide the youth the tools they need to excel in their academic and musical pursuits. Future CTE will include an expanded music and recording studio, graphic arts and design studio, and a coffee cart.

YDA programming provided by contracted services includes expanded Cognitive Behavioral Therapy (CBT) curriculums, social emotional learning program, victim/survivor impact groups, mindfulness practices (yoga, meditation, restorative circles), substance abuse education, and specific treatment services (sex offense). Additionally, all YDA youth have the opportunity for higher education, to include college.

The Probation Department's direct supervision staff receive a state approved CORE training curriculum which includes diverse topics such as professionalism and ethics, crisis communications and de-escalation, group dynamics, responding to medical emergencies, fire and life safety, cultural diversity and ethnic disparity, gender identity, case planning, addressing and reporting child abuse, preventing sexual assault, trauma, signs and symptoms of substance abuse, suicide prevention, as well as other core correctional practices to support safety. In addition to the state curriculum, the Probation Department has added trainings on Trauma Informed Care, Implicit Bias, Wellness, LGBT, Commercial Sexual Exploitation of Children, Adolescent Brain Development, Childhood Disorders, the Americans with Disabilities Act, the Positive Youth Development philosophy, and an overview of the YICPM. Altogether, direct supervision staff receive 10 weeks of training during their first year on the job.

Direct supervision staff have also recently received a series of four trainings addressing Implicit Bias, Adolescent Brain Development, Restorative Practice, and Trauma Informed Care. Recently, direct supervision staff have begun to receive training in the Mandt system, a comprehensive, integrated approach to preventing, de-escalating, and if necessary, intervening when the behavior of an individual poses a threat of harm to themselves and/or others. The Mandt system is designed to be developmentally appropriate for use in youth-

serving workplaces. It seeks to develop a culture that provides emotional, psychological, and physical safety for everyone, where youth can say that “In this place, and with these people, I feel safe.”

PART 4: JUVENILE JUSTICE REALIGNMENT BLOCK GRANT FUNDS (WELF. & INST. CODE §1995(D)(3))

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. Describe any progress on this element since May 1, 2023, at the end of your response: (Welf. & Inst. Code §1995(d)(3)(A) and (d)(8))

The County will utilize grant funds to promote family engagement in the treatment process, expand the number of mental health clinicians serving realigned youth, and procure additional evidence-based services for this population including treatment for violent sex offenders.

The County uses a multi-disciplinary team (MDT) approach to develop Individual Rehabilitation Plans with each youth. This MDT team includes the youth, their family, representatives of behavioral health, education, ancillary treatment providers, and Probation. Treatment goals are developed based upon the youth’s assessed risk and needs utilizing the San Diego Risk and Resiliency Checkup-II (SCRRC-II), a validated assessment instrument, as well as the youth’s own perceived strengths and input from their family. The youth are reassessed every six months using the SDRRC-II to track improvements in both risks to recidivate and in protective factors gained through programming. The establishment of the Individual Rehabilitation Plan is done by a care coordinator (Reentry Officer). This person is responsible for gathering input from stakeholders, monitoring progress for completing goals and updating the plan as goals are achieved and new priorities are identified. Once youth complete their high school education, or its equivalent, care coordinators support youth with identifying potential career pathways—education or employment. San Diego has established partnerships with local community colleges to offer traditional Associate of Arts (AA) or CTE pathways that lead to meaningful employment. Dedicated staffing, with a unique understanding of the barriers facing the justice-involved population, help local youth navigate enrollment, financial aid, and other important tasks. A community-based organization supports youth with transportation to classes and purchasing of course materials. A partnership with the SDCOE also helps custodial youth with tutoring and homework assistance when college youth are in custody.

Each youth’s Individualized Rehabilitation Plan is uniquely tailored with input from members of the MDT based on the following principles:

- Include youth, families, and supportive individuals
- Address family strengths, risks, and needs
- Identify positive community supports for the youth and family
- Include community-based services that are evidence-based and trauma-informed
- Involve services for mental health, substance use treatment, cognitive behavioral therapy, life skills, academic support, enrichment programs, and physical activity
- Immediately involve re-entry planning to identify goals and a pathway towards successful release and transition to the community

- Assist with overcoming barriers to success such as tickets and fines, school access, immigration status, securing vital documents, and other legal challenges
- Include prosocial activities and recreational elements (e.g., sports, gym membership, music enrichment, art, or other social activity) as part of each youth's transition to the community
- Address harm to the victim and community

MDT staff members and involved systems professionals receive training in national best practices to support re-entry needs with refresher Youth In Custody Practice Model (YICPM) trainings. They serve as program liaisons to the education and treatment providers in and out of custody. MDT meetings occur regularly and in response to any emerging issues. Regular reviews are conducted with youth and their family to review the case plan and discuss progress. Youth receive case management that includes effective communication and planning involving all supports with a focus on re-entry. Probation ensures that the Court receives meaningful information about the case plan development and the youth's progress toward completion of goals at an initial review hearing within 30 days of commitment and at regular reviews at a minimum of every six months thereafter, and as needed.

The MDT provides a variety of program options to address identified risks and needs of each youth. Planned services include:

- Substance use education and counseling
- Cognitive Behavioral Treatment and Moral Reasoning
- Mental health support
- Sex offender treatment
- Anger management
- Child and family parent engagement and family visitations
- Parenting skills
- Self-care and emotional regulation
- Healthy relationships
- Independent Living Skills
- Financial Literacy
- Education support
- Career and technical education and support
- Mentorships utilizing lived experience and gang intervention
- Physical, Mental and Sexual Health awareness and education

The contract or agreement to provide these services is supported in part by grant funds.

In addition to a risk and needs assessment, youth committed to local secure youth treatment receive screening/assessments at intake to identify mood/anxiety symptoms, risk of suicide/self-harm, history of alcohol/drug use, history of trauma, current traumatic stress symptoms, risk of violence/sexual victimization, and risk of commercial sexual exploitation.

Screening Tool	Description
Massachusetts Youth Screening Instrument (MAYSI-2)	MAYSI-2 is a brief behavioral health screening tool designed for juvenile justice programs and facilities that identifies important behavioral health needs for youth.
Columbia Suicide Severity Rating Scale (C-SSRS)	C-SSRS is an evidence-supported questionnaire used to assess suicide risk that has been successfully implemented in the justice system.
Commercial Sexual Exploitation Identification Tool (CSE-IT)	CSE-IT is a validated tool widely used in child welfare and probation agencies that is designed to improve early identification of children who are commercially sexually exploited.
Risk of sexual victimization or perpetration	This tool is designed to meet Prison Rape Elimination Act (PREA) guidelines.
Texas Christian University Drug Screen (TCU)	TCU Drug Screen 5 screens for mild to severe substance use disorder and is particularly useful when determining placement and level of care in treatment.
San Diego Risk and Resiliency Check-Up (SDRRC)-II; Resiliency Self-Administered Tool (RSAT) B – Adverse Childhood Experiences (ACES)	The SDRRC II is a risk-based tool for assessing the risk and needs of youth. The RSAT B is a self-administered screening tool which identifies Adverse Childhood Experiences which may include experiencing/witnessing violence, abuse, neglect, or growing up in a household with substance use, mental health, parental separation due to incarceration or other instability related challenges.

Youth with MAYSI and C-SSRS scores, that indicate cause for concern are referred for follow up by behavioral health clinicians, which are currently managed by Juvenile Forensic Services Stabilization, Treatment and Transition (STAT) Team, operated by County of San Diego, Health and Human Services Agency (HHSA), Behavioral Health Services (BHS). BHS also utilizes the Child and Adolescent Needs and Strength Tool (CANS) to assess YDA youth. The CANS is a structured assessment for identifying youth and family actionable needs and useful strengths. It provides a framework for developing and communicating a shared story and incorporates youth and family information to inform planning, support decisions and monitor progress. The youth are screened within 3 days of admission and every 6 months thereafter. Additionally, within 30 days of admission, all YDA youth receive a Behavioral Health Assessment. The Behavioral Health Assessment is a comprehensive evaluation to identify and address the mental health and emotional needs of youth. Key components include screening for mental health disorders, assessment of emotional well-being, and evaluation of social functioning across various environments such as home, school, and community. The tool is used by trained BHS professionals who provide follow-up recommendations for interventions, therapeutic services, or referrals to specialized care, supporting the overall well-being and development of youth.

The STAT Team provides a full continuum of mental and behavioral health services such as: crisis intervention, behavioral health assessment, traditional psychotherapy, competency restoration work, trainings, psychiatric evaluation and medication management in the detention facilities and commitment programs. This includes preparing some youth for transition back to the community and serving youth on probation who have been released and are living in the community for a brief period. Treatment is provided by a multi-disciplinary team that includes psychiatric nurses, licensed therapists, psychologists, predoctoral psychology interns, and

psychiatrists. Each youth is assigned a STAT clinician that meets with them at minimum once weekly. The clinicians for YDA have a private office in each YDA unit for youth to meet with their clinician, in private, as needed. The clinicians are also on hand to provide any crisis intervention, family therapy, and family reunification services as needed, or as ordered by the Court. BHS offers individual, group, and family services with the primary modality for group therapy being Dialectal Behavior Therapy. Current clinical staffing at EMJDF consists of a program manager, a psychiatric nurse, Licensed Mental Health Clinicians, Clinical Psychologist, Sr. Clinical Psychologist, and 24-hour on-call psychiatrist coverage. A future YDA program design will be to include a Crisis Response Team to quickly respond to developing situations and provide a therapeutic and team approach to de-escalate situations and attempt to resolve a youth's issue or primary stressor without the need for the use of force or room confinement. With the realignment and increasing populations of high-risk youth to local custody, grant funds will be used to partially offset the cost to increase the number of clinical and administrative staff supporting the behavioral health and treatment needs of the youth.

Daily behavior is addressed through a positive behavior management system. Developed during a period of technical assistance through the Youth In Custody Practice Model (YICPM), the behavior management system is based on positive reinforcement and the evidence-based principle that behavior modification is most effective when youth receive five positive recognitions to every one negative intervention. The system encourages program staff to look for and reinforce positive behavior. This supports the "coach" mindset; actively looking for strengths that can be acknowledged to achieve improved outcomes and encourage responsible behavior while reducing negative interactions between youth and staff.

The behavior management system offers multiple opportunities for youth to earn "achievements" during the day by demonstrating safe conduct and showing effort. As youth earn more "achievements," they gain additional privileges such as access to video game systems, personal mp3, DVD players, and longer-term incentives. Grant funds will be used in part to offset costs associated with procuring these incentive items.

Describe how the County plans to apply grant funds to address support programs or services that promote healthy adolescent development for the target population. Describe any progress on this element since May 1, 2023, at the end of your response: (Welf. & Inst. Code §1995(d)(3)(B) and (d)(8))

San Diego County Probation Department pursues a strength-based strategy of positive youth development. This intentional, pro-social approach engages youth in their communities, schools, organizations, peer groups, and families in a manner that is productive and constructive; recognizes, utilizes, and enhances youth's strengths; and promotes positive outcomes for young people by providing opportunities, fostering positive relationships, and furnishing the support needed to build on their leadership strengths. This approach supports positive outcomes by building on strengths, working collaboratively with the youth, and promoting a sense of fairness and support for the youth. Studies have shown that youth are more likely to accept responsibility for their actions, comply with authorities, and embrace pro-social activities when they perceive systems to be fair (National Research Council, 2013). Providing for a strong youth voice in the system, allowing youth to see a neutral and fact-based decision-making process, treating youth with respect and politeness, and acting out of benevolent and caring motives, have all been shown to increase youth perceptions of a fair system (Fagan & Tyler, 2005).

Probation has supported this strategy by transforming the role of direct supervision staff from a referee mindset, in which they look to penalize infractions, to a coach mindset whereby they offer support, encouragement, opportunities to debrief and learn from mistakes and role play for better outcomes. In 2023 the department reclassified the two previous Correctional Deputy Probation Officer classifications to the Deputy Probation Officer classification to emphasize the changed nature of the expectations and role of the position.

This effort has included introducing positive youth development in the core training curriculum for supervision staff and training staff members in adolescent brain development, trauma informed care, restorative practices, and implicit bias. The approach is further strengthened through a youth advisory council in which youth can provide suggestions and feedback directly to the facility superintendent, with the introduction of regular youth surveys, and by placing an emphasis on and encouraging youth and family participation in the development of individualized treatment plans.

The County utilizes grant funds to procure services for this population which are evidence-informed, rehabilitative, developmentally appropriate, and support the positive youth development model. Treatment providers are required to support pro-social development by including the youth's voice in programming decisions, offering programs that support financial literacy, job readiness, artistic expression and enrichment, and opportunities for leadership development.

Healthy development is further supported through the provision of appropriate care including screening for Fetal Alcohol Spectrum Disorders and Traumatic Brain Injury (TBI), medical, mental health, and dental screenings, and providing preventative care including dental cleanings every six months.

Describe how the County plans to apply grant funds to address family engagement in programs for the target population. Describe any progress on this element since May 1, 2023, at the end of your response: Welf. & Inst. Code §1995(d)(3)(C) and (d)(8))

Family engagement and intervention is a critical component in working with youth committed to long term programs. Therefore, it is essential to support ongoing and continued family engagement and community engagement opportunities.

The family is the youth's greatest support and possess extensive knowledge about the youth and their background. Family visits for youth in custodial settings have been linked to decreased rates of symptoms of depression (Monahan, Goldweber & Cauffman, 2011). Youth who receive regular family visits also perform better academically and are involved in fewer behavior incidents compared to their counterparts (Villalobos Agudelo, 2012). Reentry programs that prioritize involving families early in the youth's treatment process have also been shown to reduce the prevalence and seriousness of subsequent offending (Winokur-Early, Chapman & Hand, 2013). The Probation department has implemented increased access to in-person, contact family visits, as well as skype visiting opportunities. To assist in family re-unification, special in-person visits with minor siblings and/or children are encouraged and facilitated by visiting center staff.

The EMJDF visiting center continues to be softened through the implementation of table style games (air hockey, foosball, etc.) as well as board games to increase family-youth engagement and increase family bonds.

Shifting this population from distant DJJ facilities to local treatment offers a tremendous opportunity to harness the positive rehabilitative benefits of strong family bonds and collaborative involvement of family in the youth's treatment. Local secure treatment is designed to engage the family as part of the treatment team from the beginning of the program, inviting and encouraging their participation in developing the initial treatment and re-entry plans. Families are encouraged to collaborate as a partner during the regular multi-disciplinary treatment team meetings throughout the youth's commitment. They are invited to attend program graduations and other milestones during the youth's commitment, and Probation holds regular family engagement events to encourage their presence in the program, including Thanksgiving dinner, a Christmas celebration, and high school graduations.

Programming procured for this population using grant funds are designed to include a strong role for the family and seek best practices and innovative approaches to maximize family participation in treatment such as transportation assistance, options for virtual attendance, flexible hours, support for incarcerated parents, and monetary support for attending clinical programming when their role is necessary. To date, transportation assistance has been provided to 40 youth and their families to support engagement.

These strategies build upon policy and procedure changes the Probation Department has enacted in recent years to encourage family engagement and support. To increase visitation for youth in custody, the definition of “family” was expanded to allow visits from aunts, uncles, cousins, adult siblings, non- biological relatives, and more; visitation areas were made more welcoming; and special events were introduced. Transportation is also provided for parents to increase visitation opportunities for families as well as increase involvement at engagement events, MDTs, and special visits. From July 2023 to February 2024, a monthly average of 91% of youth in the YDA were visited a least once per month. From July of 2023 to December of 2023 the visitation types included no contact visits and Skype visits. Contact visits and Parent Round Table (parent advocates for youth and families in YDA) were also added in January of 2024.

As a result, in 2023:

- 65% of YDA youth had at least one in person personal visit each month
- The median number of visits each youth received was 5.5 visits per month from family and friends
- The highest number of visits for [REDACTED] youth was 38 visits from family and friends in a month

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. Describe any progress on this element since May 1, 2023, at the end of your response: (Welf. & Inst. Code §1995(d)(3)(D) and (d)(8))

The County embraces a philosophy that re-entry planning should begin at the start of a youth’s commitment. To that end, the multi-disciplinary team works with the youth and family to develop their Individualized Rehabilitation Plan within the first 30 days to identify any obstacles to be overcome, existing supports which can be leveraged, and new supports which can be developed to prepare each youth for successful return to the community upon completion of their in-custody treatment. This plan is regularly reviewed and updated through the multi-disciplinary team, including the youth and their family, throughout the youth’s commitment.

San Diego’s shared philosophy calls for youth to remain in secure treatment for the shortest term necessary to achieve the specific rehabilitative goals of the Court and promote safe and successful re- entry. Regular reviews address whether the youth’s rehabilitative needs can be safely met in a stepdown location, or on supervised release within the community. In 2023, [REDACTED] released to a Less Restrictive Program (LRP), and [REDACTED] granted furlough to attend a funeral service in the community.

The Judicial Council has now established new guidelines related to Senate Bill 92. These parole consideration intervals are based on the severity of the most serious offense for which the youth received a true finding. Previously, youth committed to DJJ could reduce their parole consideration date by half based on good citizenship and participation in their treatment program. San Diego’s program continues this practice through a phase-based approach.

Senate Bill 92 also calls for youth to appear before the Court every six months for an update on their progress toward completing their Individualized Rehabilitation Plans. As the youth nears completion of their program, Probation reports to the Court on the youth’s willingness to continuing their treatment at a stepdown location, using furloughs, or on community supervision.

To further support their success in re-entering the community, youth are released on GPS monitoring for at least 30 days and re-examined each month. They are provided with intensive supervision and support by their community supervision officer, who meets with the youth in the community or office every 7-10 days for a few weeks once released. As the youth is stabilized and connected to their community support systems, the supervision meetings reduce gradually based on their progress and needs for support. Goals and objectives identified as part of their re-entry meetings in the YDA program are supported by the community supervision officers in the community. Various contract provided programs and supports, that the youth participate in while in the YDA follow them into the community, such as:

- Alcohol and Drug Program Specialists (ADPS)
- Excel internship/apprenticeship program
- Mental health and/or substance abuse related needs i.e.: Residential Treatment Programs (RTP), outpatient substance abuse treatment, alcohol monitoring
- School technicians assist youth with school placement (college or HS) prior to their release
- Resilience Program/Project Aware
- Transitional housing
- HOPE
- Treatment for Sexually Reactive Youth

The County intends to use furloughs within the parameters of the Judicial Council guidelines to support re-entry by offering youth in the final stages of their custodial treatment opportunities to visit the services they will utilize upon re-entry and eventually attend some services, education, and employment in the community while returning to the detention facility at the end of the day. The goal of these furloughs will be to acclimate youth to services and locations, and build rapport with service providers, to reduce anxiety and increase the youth's comfort in attending these services and functions upon release. The County plans to use grant funds to partially offset the cost of obtaining community-based transitional living, transportation, employment support, and college and vocational education opportunities for this population.

The SDCOE will continue to support the high school education needs of youth as well as all mandated transition services including Individual Education Plans (IEP) and special education services. The County supplements their services through grant supported partnership(s) with a local college, vocational school, and/or community-based organization to provide continuing education and vocational training to this population. The proposed agreement establishing a vocational training partnership will include a focus on licensure, apprenticeship, journeyman positions, and paid work upon release as well as entrepreneurial support.

Describe how the County plans to apply grant funds to address evidence-based, promising, trauma-informed and culturally responsive programs or services for the target population. Describe any progress on this element since May 1, 2023, at the end of your response: (Welf. & Inst. Code §1995(d)(3)(E) and (d)(8))

The San Diego County Probation Department offers evidence-informed, rehabilitative, and developmentally appropriate programming to youth in custody that supports their long-term success. Successful and effective programming helps youth acquire the skills needed to exit the juvenile justice system more quickly and thrive in the community. The services provided in this program are based on a positive youth development model and support youth's pro-social development by including their voices in programming decisions and working collaboratively to meet their needs. In this program a contracted provider, supported by grant funds, works closely with County of San Diego Behavioral Health Services (BHS) and Probation Staff to assist youth in a successful transition from custodial treatment to the community.

The grant supported contracted service provider operates an evidence-based comprehensive program to address mental health, trauma, substance use disorder, and pro-social needs of youth in custody. Cognitive Behavioral Therapy (CBT) is utilized as one of the primary evidence-based practices. These services are provided while youth are in custody with an approximate six-month aftercare period during which appropriate clinical services will continue to support youth in the community.

Services include:

Institutional Services: Screening and assessment for Trauma, Substance Use Disorder, Commercial Sexual Exploitation, and Criminogenic needs. Providing Groups utilizing curricula that emphasize skill-based interventions that employ role-playing and are evidence based or evidence informed. Examples of such interventions include but are not limited to: mentorships utilizing lived experience and gang intervention, Aggression Replacement Therapy, multi-Dimensional Family Therapy, Substance Use Disorder (SUD) education My Life My Choice, Safe Dates, Seeking Safety, Thinking for a Change, Seven Challenges, Interactive Journaling, Aggression Replacement Training, and Character Counts.

Community Reentry Services: During the community reentry phase projected to span six months, the youth obtain supportive and transitional services from the clinical team that provided services while in custody. In addition, service providers ensure appropriate connections are made to community-based services prior to release including school, CTE, and other supports and services identified in their Individualized Rehabilitation Plan.

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. Describe any progress on this element since May 1, 2023, at the end of your response: (Welf. & Inst. Code §1995(d)(3)(F) and (d)(8))

The County plans to continue its procurement of a variety of services for this population through contract or agreement with nongovernmental or community-based providers. Services supported by grant funds will include leadership development, financial literacy, job training and furlough opportunities, least restrictive programs, enrichment activities, transportation to college and or jobs, family transportation, and mentoring.

Additionally, the department encourages the development of relationships between the primary service provider and organizations such as community agencies, schools, faith-based organizations, and public services to leverage community resources to serve youth and caregivers and ensure continuity and collaboration during re-entry. Probation also supports the utilization of lived experience programs within the juvenile justice system, to provide education, advocacy/community engagement, training, and support for youth and families (including direct services).

Probation will continue to utilize established protocols and processes for linkage and collaboration between community-based providers and entities such as School Districts, Public Health, Behavioral Health Services, Child Welfare Services, Juvenile Court, and other agencies to meet the needs of the youth and caregivers.

PART 5: FACILITY PLAN (WELF & INST. CODE § 1995(D)(4))

Provide a detailed facility plan indicating which facilities will be used 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. Describe any progress on this element since May 1, 2023, at the end of your response: (Welf. & Inst. Code (d)(8))

The Youth Development Academy (YDA) is located at East Mesa Juvenile Detention Facility (EMJDF). EMJDF is a secure juvenile facility in the Otay Mesa area of San Diego. The facility opened in June of 2004 and was the home of the Youthful Offender Unit (YOU), a DJJ alternative that served youth who before the passage of SB 81 in 2007, would have been sent to the DJJ.

EMJDF consists of 10 separate housing units. Youth are assigned to a housing unit based on classification criteria such as, but not limited to, age, the youth's physical size, level of delinquency/sophistication, and gender, with the aim of providing for the safety of all youth. Absent other overriding considerations, youth committed to secure youth treatment are housed in units which are specially dedicated to delivering this treatment program. Housing and program assignments for transgender or intersex youth are based on the youth's health and safety and related supervisory, management, or facility security concerns. When assigning youth to a housing unit, Probation staff are required to give serious consideration to transgender or intersex youth's views regarding their own safety. Facility staff must also allow youth to dress and present themselves in a manner consistent with their gender identity and provide youth with clothing and undergarments consistent with their gender identity.

EMJDF currently has five housing units dedicated to house youth committed to YDA. Three units have undergone a complete remodel and a fourth is currently in progress. In total, 6 living units will be renovated for this project. The Probation Department provides a setting that is more homelike, trauma-informed, developmentally appropriate, and livable for longer commitments. There is laminate flooring in the unit dayrooms, updated sleeping rooms with new toilets, desks, privacy walls and beds. Additionally, units have been re-painted and softened using heavy-duty furniture, murals of local outdoor scenes, and updated classrooms with new furniture.

Youth committed to the YDA also benefit from a modern living environment. Such as improved food service that prepares fresh meals on-site, a menu designed to be appealing and appetizing to youth, a regular youth survey to ensure meal quality, fresh fruit bowls in each unit to ensure access to healthy snacks between meals, mattresses which are twice the thickness of typical correctional facility bedding, art and murals throughout the facility, and a new athletic field.

PART 6: RETAINING THE TARGET POPULATION IN THE JUVENILE JUSTICE SYSTEM (WELF & INST. CODE § 1995(D)(5))

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. Describe any progress on this element since May 1, 2023, at the end of your response: (Welf. & Inst. Code (d)(8))

Research has shown that juveniles tried in adult criminal court reoffend at a higher rate than youth who remain in the juvenile system (OJJDP Bulletin, Redding, 2010) and the San Diego County Juvenile Justice System's Core Beliefs highlight the importance of rehabilitation, support, and accountability, versus punishment and punitive sanctions. The San Diego County Probation Department enacts these beliefs through the use of a structured decision-making tool which guides Probation Officers to recommend the lowest level of intervention available under statutory guidelines which will provide for the rehabilitation of the youth and safety of the community. The local Juvenile Court has a variety of disposition options for youth including:

- Probation to the Court
- WIC 725(a)
- Community Supervision (WIC 790)
- Probation Supervision on a low, medium, or high-risk caseload with services in the community
- Commitment to Urban Camp for 85, 130, or 250 days
- Commitment to the HOPE or YOU program

The YDA program has added another layer of rehabilitative services and re-entry support for youth who have received true findings for the most serious charges (WIC 707(b) offenses). By developing a robust program, to replace DJJ, that meets needs and reduces risk in this population, the County created another option and level of support to reduce the likelihood of youth entering the adult system. To the extent that the YDA is implemented with fidelity, achieves its goals, and meets or exceeds outcome measures, it will effectively reduce transfers to adult court.

PART 7: REGIONAL EFFORT (WELF & INST. CODE § 1995(D)(6))

Describe any regional agreements or arrangements supported by the County’s block grant allocation. Describe any progress on this element since May 1, 2023, at the end of your response: (Welf. & Inst. Code (d)(8))

The County has held discussions with neighboring counties, but regional agreement or arrangements are not planned or anticipated at this time.

PART 8: DATA (WELF & INST. CODE § 1995(D)(7))

Describe how data will be collected on youth served by the block grant. Describe any progress on this element since May 1, 2023, at the end of your response:

The Probation Department updated its Probation Case Management System (PCMS) to clearly identify the youth with dispositions to the Youth Development Academy, Secure Youth Treatment Facility. PCMS is a robust application that maintains data at the individual level so that all aspects of a case can be monitored, the data extracted, and analyzed. All the Department’s data can be analyzed at the group and individual level by client demographics including age, gender, race/ethnicity, etc. The Department collects data at all points in the justice system process including referrals to probation, petitions filed, bookings into custody, dispositions, results from risk and needs assessment, changes in risk and needs over time, case planning activities, referrals to services, participation in programming, reentry activities, case contacts, etc. San Diego County is also a participant in the PbS program which collects data on the realigned youth which help inform facility improvement plans. PbS includes data from staff surveys, youth surveys, youth records and youth incident reports. Data is also collected for case activities occurring in custody as well as when the youth is released on community supervision. For youth in custody, the Department tracks the conduct of youth while in custody such as involvement in incidents and staff responses such as use of force. The Department tracks the use of incentives for prosocial behavior in custody.

The Department is currently planning for the implementation of new technology in the youth facilities that will provide a user-friendly electronic tracking system that will improve the monitoring of youth participation in programming while enhancing the safety and security of youth and staff.

The Probation Department also monitors racial and ethnic disparities by utilizing standardized protocols based on the US DOJ Office of Juvenile Justice and Delinquency Prevention to examine disparities in the use of

detention, true findings, and custodial commitments. The juvenile justice partners, through the RRED Committee, identify changes to policies and practices to address disparities.

Describe outcome measures that will be utilized to measure or determine the results of programs and interventions supported by block grant funds. Describe any progress on this element since May 1, 2023, at the end of your response:

Quality Assurance Processes for Dispositions to YDA:

The Department monitors the dispositions to YDA to ensure that youth are assigned to this type of custodial commitment appropriately based on the results of the structured decision-making process, in conformance with WIC 875, that considers the risk for recidivism and severity of the offenses. The goal is for less than 15% of cases annually be assigned to dispositions that are either less or more restrictive based on the risk of recidivism and most severe offense level. The Probation Department, in collaboration with SANDAG, will measure outcomes in the following areas:

1. Changes in Risk and Protective Factors
 - Changes in assessed risk to recidivate based on six-month reassessments using the San Diego Risk and Resiliency Check-up II
 - Changes in dynamic risk to protective ratio based on six-month reassessments using of the San Diego Risk and Resiliency Check-up II which shows the balance between the client's risk/negative factors in relationship to the protective/positive factors in their lives
2. Adherence to therapeutic model including program participation, and staff rapport
 - Probation will utilize the Standardized Program Evaluation Protocol (SPEP) to assess fidelity of programs
 - Probation is using staff and youth climate surveys to measure relationships between staff and participants
 - Probation staff will need to actively observe program implementation
 - Match Individualized Rehabilitation Plans with services received (as measured through a regular review of treatment plans)
3. Success of reentry
 - Document the creation of transition plans and core components will include a separate comprehensive integrated healthcare plan
 - Monitor linkages to services in the community (including furlough and transitional living programs)
4. Probation Violations
 - Violations of juvenile probation resulting in bookings into juvenile detention
5. Recidivism
 - New convictions in adult and juvenile court while on probation supervision
 - The Department evaluates the effectiveness of dispositions to YDA based on recidivism outcomes such as new arrests in relationship to the risk level and most severe offenses of youth who receive this type of disposition to further understand how well youth are being matched to appropriate dispositions to optimize outcomes.

In terms of progress since May 2023, the outcome measures that were listed in the original plan were updated to improve the feasibility of data collection and reporting. The Probation Department is currently in the process of operationalizing these measures to develop key performance indicators and has begun collecting data on

various outcomes. In the coming year, the Department and the subcommittee will continue expanding the measurement of outcomes to assess the results of programs and interventions supported by block grant funds.

PART 9: OTHER UPDATES: DESCRIBE ANY PROGRESS ON ELEMENTS SINCE MAY 1, 2023: (WELF. & INST. CODE (D)(8))

Provide a description of progress made regarding any plan elements and any objectives and outcomes in the prior year's plan, to the extent that they have not already been described above.

Please refer to the main body of the document for detailed information on the extensive updates across all plan elements, including the implementation status of objectives and outcomes. All sections of the plan comprehensively outline the progress made, highlighting achievements, challenges, and any adjustments made to ensure alignment with the overall goals of the Realignment Plan.

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