



COUNTY OF SAN DIEGO

Juvenile Justice Realignment Plan

San Diego County Juvenile Justice Coordinating Council, May 1, 2025



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JUVENILE JUSTICE REALIGNMENT BLOCK GRANT ANNUAL PLAN

MAIN CONTACT FOR PLAN

Date: May 1, 2025

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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>	N/A	N/A	N/A
District Attorney's Office Representative	Samira Seidu, Deputy District Attorney	samira.seidu@sdcca.org	(858) 694-4468
Public Defender's Office Representative	Frank Barone, Supervising 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	Frances.Cooper@sdcounty.ca.gov	(619) 559-5125
Office of Education Representative	Roberto Carrillo, Executive Director, San Diego County Office of Education	roberto.carrillo@sdcoe.net	(858) 290-5469
Court Representative	Honorable Ana Espana, Presiding Judge, Juvenile Court	Ana.Espana@sdccourt.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 have been directly</i>	Laila Aziz , Pillars of the Community, San Diego Community Organi zer	laila@potcsd.org	
	D'Andre Brooks , The Children's Initiative, Lived Experience	D'andre.brooks@outdooroutreach.org	

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

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 several substantive discussions. On 03/06/2025, by a majority vote, the subcommittee elected not to appoint a co-chair at this time.

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

Meeting Date 1: 03/06/2025

Meeting Date 2: 04/17/2025

Additional meeting dates of the subcommittee, if applicable: N/A.

Date that the subcommittee approved the plan by a majority vote: 04/17/2025.

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 were mandated to 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 was required to be submitted annually to OYCR by May 1st, and the subcommittee convened no less frequently than twice per year to consider the plan. The plan required approval by a majority of the subcommittee. The subcommittee was composed of the chief probation officer, as chair; representatives, as mandated by WIC 1995, included members from the District Attorney's Office, Public Defender's Office, Department of Social Services/Mental Health, County Office of Education, the Court, and at least three members from the community: 1) individuals with experience providing community-based youth services; 2) youth justice advocates knowledgeable about the juvenile justice system; and/or 3) individuals who had been directly involved in the juvenile justice system.

The JJCC Subcommittee oversaw the development of the DJJ Realignment Plan, which described the facilities, programs, placements, services, supervision, and reentry services needed to provide rehabilitation and supervision to youth who were realigned from DJJ. The Realignment Plan utilized the term “youth” to represent those up to the age of 18, as well as young adults up to the age of 24, recognizing 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 those recently released. In January of 2021, SANDAG issued a 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. This research aimed 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 had committed serious offenses. Recommendations included insights about client needs and appropriate programming, educational supports, the importance of a therapeutic environment, quality assurance in program implementation, and a focus on re-entry. This analysis built off prior research from SANDAG on Seeking Alternatives: Understanding the Pathways to Incarceration of High-Risk Juvenile Offenders (SANDAG, 2015). These research studies and their recommendations were presented to the JJCC, laying the groundwork for the inception of the initial Realignment Plan in 2021.

During this reporting period (FY 2023-24), several 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 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, which assisted in gathering the necessary information and documentation related to data, research, and the implementation of action items in previous plans. This coordinated effort facilitated community member participation 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.

The “target population” is defined as “youth who were eligible for commitment to the Division of Juvenile Justice prior to its closure and shall further be defined as persons who are adjudicated to be a ward of the juvenile court based on an offense described in subdivision (b) of Section 707 or an offense described in Section 290.008 of the Penal Code.” (Welf. & Inst. Code § 1990(b))

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

The following tables include the demographics of 356 youth, ages 14 or older, adjudicated in San Diego County for 707(b) offenses during Fiscal Year (FY) 2023-24. All these youth therefore qualify to receive a commitment to our SYTF program. This represents a 45.3% increase from the previous year where a total of 245 youth aged 14 or older were adjudicated for 707(b) offenses. In FY 2023-24, **38 of the 356** adjudicated youth were given a SYTF commitment by the court, representing [REDACTED] of the target population.

Age	Number of Youths
14	57
15	94
16	82
17	80
18	■
19	■
20	■
21	■
22	■
23	■
24	■
25 and older	■

Gender	Number of Youths
Male	304
Female	52
Non-binary	0
Declined to identify	0

Race or Ethnicity	Number of Youths
White/Caucasian	216
Hispanic or Latino	90
Black/African American	0
Asian	0
American Indian or Alaskan Native	0
Native Hawaiian or Other Pacific Islander	0
Multi-Racial	0
Other	0
Unknown	0

Offense or Offense History	Number of Youths
Arson	0
Assault	214
Attempted Homicide	0
Homicide	0
Kidnapping	0
Robbery	106
Sex Offense	0
Use of Firearm	0
Violence Against Aged	0
Weapon of Mass Destruction	0
Witness Tampering	0
Other	0

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

This table represents the placement and/or facility detail for the [REDACTED] of youth committed to SYTF in FY 2023-24 and those previously housed in the SYTF who received supervision services during FY 2023-24.

Placement and/or Facility	Number of Youths
STYF within county	89
LRP - Pine Grove	■
LRP – Hoops 4 Justice	■
Home Supervision	12
Community Supervision	■
Jail	■
Residential Treatment Program	■

This table represents the commitment, placement and facility detail for the remaining 89.3% of 707(b) adjudicated youth aged 14 or older during FY 2023-24.

Placement and/or Facility	Number of Youths
Community Supervision	227
Home Supervision	65
HOPE Commitment	38
Urban Camp 120 Commitment	■
Urban Camp 130 Commitment	50
Urban Camp 250 Commitment	33
Urban Camp 85 Commitment	■
Youthful Offender Unit Commitment	■
Placement (e.g. STRTP)	■
Jail	■

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, 2024, at the end of your response (Welf. & Inst. Code §1995(D)(2) and (d)(8)):

As mentioned above in Part 2, only [REDACTED] of the target population is committed to our SYTF facility. The remaining [REDACTED] may be committed to a lower level of commitment, including our Healing Opportunities for Personal Empowerment (HOPE) program or our Urban Camp Program, or remain in the community and participate in Home or Community Supervision. Community based services also utilized for this population are Achievement Centers, CHOICE program, Resiliency Mentoring program, family wrap-around services, etc.

Our SYTF, known locally as 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; most recently, it has served the SYTF population consisting of youth between the ages of 16-24, who would have otherwise been sent to the Department of Juvenile Justice (DJJ). The department renovated the living units to soften them for the longer term SYTF population to provide a more homelike trauma-informed, and developmentally appropriate setting for longer commitments. The remodel included 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:

- Financial Literacy
- Criminal Addictive Thinking
- Restorative Practices (via Project Aware)
- Restoring Citizens/Victim Impact
- Cooking Classes
- Mediation
- Career Technical Education (CTE) Horticulture
- Juvenile Justice Advocates of California (JJAC)
- Pawsitive Teams (Dog therapy)
- Mindfulness/Trauma program
- My Life My Choice (Commercial Sexual Exploitation of Children specific)
- Life Skills/ Healthy Relationships
- Career Technical Education (CTE)/Vocational programs such as Culinary, Graphic Arts
- Religious Services
- Community Wrap Around Services (gang prevention/mentorship)
- Wellness Team (health, hygiene, wellness practices)
- High Risk Substance Use Disorder (HR SUD)
- High School and College Educational Support

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, contracted partners, San Diego County Office of Education, Behavioral Health Services, and other partners, programming includes, but is not limited to, Rehabilitative Programming, Pro-social 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). Music programming is now available in the newly established recording studio at EMJDF, providing youth with the opportunity to record and produce their own music. Looking ahead, future plans for CTE include the development of a dedicated programming unit designed to accommodate multiple CTE programs concurrently, fostering a dynamic and enriching learning environment.

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, including college.

Contracted staff provided the following programming for YDA youth in FY 2023-24:

Group Education	Number of Participants
EMPAK (Exercise Makes People Act Kind) Fitness	34
Food Safety Training	29
Leadership Development	■
Parent Council	■
Project AWARE	70
Restorative Justice Meditation Program	55
Youth Council	52
Programming	Number of Participants
Anger Management - Module 1	■
Anger Management - Module 2	■
Arts & Crafts	29
Boundaries	33
Communication	18
Community Project	35
Culinary Arts	60
David's Harp	46
Excel	■
Healthy Relationships	37
Horticulture/Garden 31	35
Life Skills	27
Men of honor – Trauma Responsive Group to develop respectful and non-violent beliefs and behaviors	■
Mindfulness	■
Recreation	68
Rehabilitative Programming	Number of Participants
Addictive Criminal Thinking	35
Fentanyl Presentation	22
Parenting	■
Thinking for a Change	15
Victims Impact	40
Young Man's Guide to Self-Mastery – Trauma informed substance abuse group	15

Descriptions of some of the contracted provided programming listed above:

EMPAK (Exercise Makes People Act Kind) Fitness: Functional exercise program allows each youth to identify mental and physical goals with four unique training phases: Phase 1: Assessment/Balance/Coordination/Endurance, Phase 2: Hypertrophy/Power/Technique, Phase 3: Dynamic/Flexibility/Competitive, Phase 4: Speed & Agility/Custom Programming/Reassessment.

Project AWARE: The Primary focus is emotional literacy skills, social development and problem-solving. Learning the connection between the lack of emotional control, violence and abuse.

David's Harp: The Beats Behind the Wall Program provides mentorship and education in music production, engineering and business administration. Biz Pod teaches youth real life skills to use videography and photography to create content for professionally produced videos and photos for clients.

Thinking for a Change: Thinking for a Change (T4C) provides participants with opportunities to identify and examine the thinking and decision-making patterns that have contributed to their contact with the criminal justice system. Using a cognitive behavioral model program, participants learn pro-social communication and problem-solving skills.

Young Man's Guide to Self-Mastery: The program provides guidance on integrating evidence-based interventions, mindfulness techniques and experiential activities. Includes the topics of adverse childhood experiences, male socialization, sense of self, communication, sexuality, relational aggression and building health relationships. It examines trauma's impact on families, mental health and addictive behavior and discusses key elements of strength-based approaches and mentoring.

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, Restorative Practice and an overview of the Youth In Custody Practice Model. Altogether, direct supervision staff receive 10 weeks of training during their first year on the job.

Direct supervision staff also 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, 2024, at the end of your response: (Welf. & Inst. Code §1995(d)(3)(A) and (d)(8))

The response for Part 4 addresses the application of grant funds for the [REDACTED] of the target population committed to SYTF.

The County uses 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 Continuing Technical Education 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 out of custody youth with transportation to classes and purchasing of course materials. A partnership with the San Diego County Office of Education 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, 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 trainings provided on the Youth In Custody Practice Model (YICPM). 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. The 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 experts 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 violence	This tool is designed to meet Prison Rape Elimination Act (PREA) guidelines.
Texas Christian University Drug Screen (TCU)	TCU Drug Screen 5 checks 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 Correctional Healthcare Partners (CHP) staff. CHP professionals provide follow-up recommendations for interventions, therapeutic services, or referrals to specialized care, supporting the overall well-being and development of youth.

On December 1, 2024, the CHP Team assumed responsibility for providing mental health services within institutional settings to replace Behavioral Health Services (BHS) from the Health & Human Services Agency, as part of the Cal-AIM initiative. BHS has since transitioned from institutional services to field services, now focusing on assisting youth on probation who have been released and are residing in the community.

These changes in the service delivery were part of larger scale updates to the provision of healthcare services for youth in custody. During the fall of 2024, the department implemented an Integrated Healthcare Services unit, under the clinical direction and leadership of a medical director, dedicated to enhancing the care and support provided to youths in our detention facilities. In the fall of 2024, the department executed new contracts for integrated healthcare services for youths in the facilities including physical healthcare, behavioral healthcare, pharmacy services, pre-release/reentry services, and wellness services to provide youths with the healthcare they need to be healthy, safe and thriving. The department is also updating its Electronic Health Record system to further support these efforts.

The department is collaborating with the Health & Human Services Agency to plan for the implementation of the Medi-Cal Transformation - Cal AIM Justice Involved initiative to advocate for clients in the youth facilities to enroll in and receive services that focus on continuity of care during reentry and enhanced care coordination to advance health equity and improve health outcomes.

At EMJDF (males) and YTC (females), each youth is assigned a clinician that meets with them at minimum once weekly. CHP provides a continuum of mental and behavioral health services such as: crisis intervention, behavioral health assessment, traditional and non-traditional psychotherapy, psychiatric evaluation and medication management in the detention facilities and commitment programs. This includes preparing youth for transition back to the community. Treatment is provided by a multi-disciplinary team that includes psychiatric nurses, discharge planners, associate therapists under the supervision of a licensed clinician, licensed therapists, psychologists, post-doctoral psychologists, psychiatric nurse practitioners, and psychiatrists. The psychiatrists and psychiatric nurse practitioners also provide 24-hour on call coverage for all YDA youth. The clinicians for YDA have a private office in each YDA unit for youth to meet with their assigned clinician, as needed. The clinicians are also on hand to provide any crisis intervention, family therapy, and family re-unification services as needed, or as ordered by the Court. CHP offers individual, group, and family services. CHP utilizes evidence-based treatments for individual therapy such as Cognitive Behavioral Therapy (CBT), Motivational Interviewing (MI), Dialectal Behavior Therapy (DBT), and other modalities that meets the medical necessity of the youth in YDA. While the primary modality for group therapy is Dialectal Behavior Therapy. 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 to support the decrease in need for physical interventions or room confinement.

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. Reinforcing positive behavior is a more effective approach to behavior change than relying on the application of sanctions. 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 players, 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, 2024, 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. Additionally, the department has partnered with the National Institute of Corrections and Justice System to implement the Organizational Coaching Model, which supports behavior change by providing training and technical assistance to improve organizational culture, management styles, policies, procedures, and environment, fostering evidence-based practices.

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, 2024, 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 possesses 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 has been 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 a Summer Festival, Thanksgiving dinner, Winter Holiday Events, art and music exhibits and high school graduations.

Programming procured for this population using grant funds is 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. Transportation assistance was provided to 30 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 of 2023 to December of 2023 the visitation types included no contact visits and Skype visits. Contact visits and a parent council (parent advocates for youth and families in YDA) were also added in January of 2024.

As a result, in FY 2023-24:

- 65% of YDA youth had at least one in person 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] [REDACTED] 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, 2024, 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 MDT, 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 FY 2023-24, █ youth were housed at Pine Grove, █ youth at an LRP, 12 youth were released on Home Supervision, █ youth transitioned to Community Supervision, and █ youth was housed in a Residential Treatment Program.

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 Mentoring Program/Project Aware
- Transitional housing
- Counseling and Psychotherapy Center (CPC)
- 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 San Diego County Office of Education (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 schools, and/or community-based organizations to provide continuing education and vocational training to this population. The proposed agreement establishing a vocational training partnership will include a focus on licensure, apprenticeships, 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, 2024, at the end of your response: (Welf. & Inst. Code §1995(d)(3)(E) and (d)(8))

As a general approach to service delivery, the San Diego County Probation Department offers evidence-based, evidence-informed, rehabilitative, and developmentally appropriate programming to youth in custody that supports their long-term success. The Department requires that contracted providers offer services that are evidence-based or evidence-informed that are delivered in a manner that is culturally competent and responsive to the population that they are serving. The Department provides programming that is based on a positive youth development model and supports the youth's pro-social development by including their voices in programming decisions and working collaboratively to meet their needs. Successful and effective programming helps youth acquire the skills needed to exit the juvenile justice system more quickly and thrive in the community.

The County collaborates with a variety of agencies for service delivery including: a contracted service provider, Correctional Healthcare Partners, community-based organizations including volunteers, Probation staff, and collaborative partnerships with other County agencies such as the San Diego County Office of Education, the County of San Diego Behavioral Health Services (BHS), and the County of San Diego Office of Emergency Services. Programs and services are provided to youth in custody and during reentry to assist youth in a successful transition from custodial treatment to the community.

To guide service delivery, clients are screened/assessed for trauma, Substance Use Disorder, Commercial Sexual Exploitation, and criminogenic needs. The grant supported contracted service provider operates an evidence-based comprehensive program to address the 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. Other programs provided in custody include but are not limited to: Aggression Replacement Training, Dialectical Behavior Therapy, Thinking for a Change, Moral Reconation Therapy, Multi-Dimensional Family Therapy, mentorships utilizing lived experience experts and gang intervention, Substance Use Disorder (SUD) education, My Life My Choice, Safe Dates, Seeking Safety (a manualized treatment for PTSD and substance abuse), Seven Challenges, Interactive Journaling, and Character Counts. Services are provided using a range of formats from individual to group sessions utilizing curricula that emphasize skill-based interventions that employ role-playing and are evidence-based or evidence informed. These programs

and 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.

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, Continuing Technical Education, 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, 2024, 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 contracts or agreements 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 and Family Well-being (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, 2024, 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 the Secure Youth Treatment Facility are housed in units which are specially dedicated to

delivering their treatment or rehabilitative 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. All five units have undergone a complete remodel; therefore, providing a setting that is more homelike, trauma-informed, and developmentally appropriate 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. This includes 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, 2024, 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 to the Court 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) Non-Wardship Probation
- 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 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.

During FY 2023-24, █████ youth had transfer hearings held; however, only █████ youth were transferred to adult criminal 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, 2024, at the end of your response: (Welf. & Inst. Code (d)(8))

The County has held discussions with neighboring counties, but regional agreements 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, 2024, at the end of your response:

The Department collects data on youth served by the block grant using the Probation Case Management System (PCMS), which is a robust application that maintains data at the individual level so that all aspects of a case can be monitored through case file review, data extraction, and analysis. In addition, contracted service providers report on contract deliverables on their monthly status reports. The Department collects data at all points in the justice system process including referrals to probation, petitions filed, bookings into custody, dispositions, risk and needs assessment, case planning, referrals to services, programming, reentry, contacts, use of incentives, etc. Data is collected for case activities occurring in custody as well as when the youth is released on community supervision.

All the Department's data can be analyzed at the individual level by client demographics including age, gender, race/ethnicity, etc. The Probation Department monitors racial and ethnic disparities by utilizing standardized protocols based on the US Department of Justice, 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 Reducing Racial and Ethnic Disparities Committee, identify changes to policies and practices to address disparities.

The Department utilizes the Performance-based Standards (PbS) program which helps the agency to monitor and improve services provided to youth using national standards and outcome measures. PbS collects data from staff and youth surveys, youth records, and youth incident reports.

During FY 2024-25, the Department began implementing new technology in the youth facilities called the Guardian Radio Frequency Identification system, which provides a user-friendly electronic tracking system to improve the monitoring of youth participation in programming while enhancing the safety and security of youth and staff.

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, 2024, at the end of your response:

The Department utilizes a variety of process and outcome measures to monitor the results of programs and interventions supported by the block grant funds. The process measures examine how the programs and interventions are being implemented by quantifying the number of program activities, the number of youths served, and the program completion rates. The outcome measures focus on the results of the programs and interventions including the impact on the target population.

The Department continuously collects data on process measures including the number of assessments completed, the number of different types of rehabilitative programs provided, the number of youths who participated in different types of rehabilitative programming, the number of youths who participated in group education, the number of case management contacts (face-to-face, telephone, and virtual) made with youths who have been released from custody, the number of referrals/linkages to community programs, etc. The Department also monitors the number of youths who completed the full number of required sessions for specific programs, the number of youths who terminated from programs without completing them, and the number of out-of-custody youths who successfully completed services.

To monitor client satisfaction with services, the Department tracks the completion of exit interviews/customer service questionnaires. Qualitative data is also gathered through youth surveys, Youth Advisory Councils, and Parent Advisory Councils.

To further examine the outcomes of programming and services in terms of the impact on the clients, the Department monitors changes in risk levels, protective factors (those associated with positive adjustment and reduced risk), and the risk-to-protective factor ratio. The changes in risk and protective factors are analyzed based on the clients' most recent reassessments compared to when they started in the Youth Development Academy.

A variety of outcomes related to recidivism are monitored. The Department tracks new charges filed during the custodial portion of the Youth Development Academy. Once clients are released to the community, the Department monitors the number of clients who have warrants issued, the number of clients who are booked back into juvenile detention for probation violations, warrants, and new crimes, and the number of clients who are arrested on new crimes in the adult system. These recidivism outcomes are tracked for clients who have been released for six and twelve months. After clients have been terminated from the Youth Development Academy, the Department tracks the number of clients who have new sustained law violations in both juvenile and adult courts for a range of follow-up periods.

PART 9: OTHER UPDATES: DESCRIBE ANY PROGRESS ON ELEMENTS SINCE MAY 1, 2024: (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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