

Juvenile Justice Realignment Block Grant Annual Plan



FY 2021-22

COUNTY OF MONTEREY

Prepared by the Subcommittee of the Monterey County Juvenile Justice
Coordinating Council (JJCC)

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Juvenile Justice Realignment Block

Grant Annual Plan

COUNTY OF MONTEREY

Date: 04/28/2021

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INTRODUCTION

On September 30, 2020, Governor Gavin Newsom signed into law Senate Bill 823 (SB), which realigns the Department of Juvenile Justice (DJJ) population from the State of California to Counties, beginning July 1, 2021. The bill establishes the jurisdiction of the Juvenile Court up to the age of 25 for certain offenses and transfers the responsibility of care, custody, and supervision of youth to the county of commitment. Under SB 823, intakes to the DJJ will stop July 1, 2021.

Beginning in Fiscal Year 2021-22, and annually thereafter, the State of California will make allocations to counties to provide appropriate care, rehabilitation, and supervision of the realigned population.

The newly added Section 1995 of the Welfare and Institutions Code indicates that, in order to be eligible for funding allocations associated with this grant program, counties are required to create a Subcommittee of the multiagency Juvenile Justice Coordinating Council (JJCC) for the purpose of developing an annual plan to manage the custody, supervision, and rehabilitation of the realigned population at the local level.

This plan, first due to the newly created Office of Youth and Community Restoration (OYCR) by January 1, 2022 for FY 2022-23, and thereafter submitted each year by May 1st, is mandatory for counties to be eligible for the state funding available to manage the new responsibilities. Prior to that, the local plan for the first fiscal year, FY 21-22, will be presented to the Board of Supervisors, as the OYCR does not yet exist.

The realigned population of youth offenders has been referred to as “Secure Track Treatment Youth.”

Timeline

On July 1, 2021, DJJ will no longer accept youth intakes. Until DJJ completely closes, youth already committed to DJJ can remain until completion of their program or the complete closure of all DJJ facilities on June 30, 2023. After July 1, 2021, Monterey County will be responsible

for the custody, supervision and long-term treatment for any youth who previously would likely have been sentenced to DJJ.

Funding

For the first three fiscal years, through FY 2023-24, the funding allocation for this realignment will be based on a formula including:

- Juvenile Population – 20% of formula based on county’s distribution of youth ages 10-17
- DJJ Usage – 30% of formula based on each county’s DJJ population as of December 2018, June 2019 and December 2019
- Estimated 707(b) Population – 50% of formula based on county’s local population who have committed certain violent and felony crimes as reported in Juvenile Court and Probation Statistical System (JCPSS) to be updated annually. In order to estimate a county’s 707(b)/DJJ eligible population for these specified offenses, the State Department of Finance pulled the following felony group offense codes from JCPSS in 2018: Lewd or Lascivious Felony, Other Sex Felony, Assault, Forcible Rape, Homicide, Kidnapping, Manslaughter, Vehicle Theft and Robbery.

Monterey County Projected Allocations

- FY 2021-22: \$980,809
- FY 2022-23: \$2,905,404
- FY 2023-24: \$4,813,377

SECURE TRACK TREATMENT PROGRAM GOALS

The intent of the Legislature and spirit of the language contained in SB 823 is to use evidence-based and promising practices and programs that improve outcomes for youth; increase public safety; reduce the transfer of youth into the adult criminal justice system; ensure that the dispositions of youth cases are in the least restrictive and appropriate environment; reduce and then eliminate racial and ethnic disparities; and reduce the use of confinement in the juvenile justice system by utilizing community-based responses and interventions.

Monterey County is actively planning for the implementation of SB 823 as an opportunity to develop transformative change in the local Juvenile Justice System. In keeping with the spirit of the holistic youth justice model outlined in SB 823, Monterey County plans to develop a comprehensive plan that can address public safety concerns, provide youth with innovative programming focused on rehabilitation, healing, and restorative justice, allow voices of victims and survivors to be heard and considered, and ensure that any out of home placement provides a therapeutic environment.

As Monterey County seeks to enact the mandates and principles of SB 823, it will utilize several cornerstones in program development, such as:

- Improved Youth Outcomes and Enhanced Public Safety: The Probation Department is committed to the philosophy that with the use of data-driven tool and innovative evidence-based programming, in conjunction with the balance of youth development and qualified responses to reduce harm and prevent future delinquent behaviors, Monterey County can provide meaningful improvement in the outcomes of youth under its supervision, prevent further involvement in the Justice System, and enhance the protection of the local community as a whole.
- Trauma Informed Care Approach: Monterey County, the Probation Department, collaborative agencies, and community-based providers recognize the need to focus on understanding and addressing the trauma experienced by many youths, which may have contributed to their delinquency. The implementation of Trauma Based Care within the facilities seeks to build resilience in the youth so they can thrive as individuals. The Department has trained staff in Trauma Informed Care and has developed policies and procedures that support identifying and addressing the trauma youth may have experienced and providing linkages to appropriate services and programs through collaborative partnerships, which could include county agencies, community-based organizations, youth, and families that have been impacted by the justice system, survivors of violence, and other interested stakeholders.
- Comprehensive Reentry to Community and Aftercare Services: Monterey County is committed to the idea that successful reentry to the community begins at the time of arrest and that the goal of rehabilitation is the successful reintegration of youth to the community.

The Department, collaborative agencies, and community-based programs will begin services during detention and continue through release and aftercare in the community. The Department will seek to ensure that a comprehensive network of evidence-based services and resources are available to support the realigned population and their families in the successful completion of their individualized reentry plan and reintegration to the community.

Evidence-Based Practices and Targeted Interventions

Monterey County and the Probation Department are committed to the development and utilization of effective interventions, practices, and services that are validated and consistent with the tenants of evidence-based practices, with the intent to reduce recidivism; address criminogenic needs; strengthen supportive factors; and increase the likelihood of successful rehabilitation in the youth population.

Monterey County plans to utilize the Youth Assessment and Screening Instrument (YASI), a juvenile risk assessment tool that measures both dynamic and static risk factors, needs, and protective factors in at-risk and juvenile justice-involved youth. This instrument allows for the development of individualized rehabilitation case plans for youth both within the facility and the transition to community supervision during the reentry phase of their program. This tool is currently used by DJJ for their youth population and is validated for the older age group anticipated with realignment.

In addition to use of the YASI in assessing youth and developing appropriate and targeted rehabilitation case plans, the Probation Department utilizes evidenced-based programming and treatment to address the identified needs and risks of the youth population, with the intent of addressing individualized criminogenic needs, strengthening of protective factors, and reducing the risk of recidivism. Examples of evidence-based programming in the Department's youth facilities include Thinking for a Change (T4C), Aggression Replacement Training (ART), Strengthening Families, the Phoenix Curriculum, and the Forward Thinking- Interactive Journaling Program.

The Department utilizes the Commercial Sexual Exploitation Identification Tool (CSE-IT) to screen all youth, an evidence-based identification screening tool used to identify youth that may be at risk for commercial sexual exploitation. Properly identifying the possibility of abuse allows youth to be provided proper services and protections both inside the facility and in the community, through the established protocols and collaboration of a multi-disciplinary team in Monterey County.

In addition to utilizing the CSE-IT, a Commercial Sexual Exploitation of Children (CSEC) education program is facilitated by trained staff within the facilities.

It is anticipated that the Department will work with its collaborative partners to develop and implement additional evidence-based programming in the facilities and that both sworn and non-sworn staff, as well as contracted service providers, will facilitate these modalities to the realigned youth population.

In-custody Supervision

The safety and security of the realigned youth population, as well as the existing youth populations in both Juvenile Hall and the Youth Center is a critical component in the development of an impactful plan to provide rehabilitative services, as youth can only embrace change and thrive when they feel safe and secure. Juvenile Institutions Officers (JIO) will provide this population supervision and guidance in day-to-day activities. These officers are trained in both de-escalation techniques as well as Crisis Intervention Techniques (CIT). Because of the 24/7 staffing needed to safely operate the facilities, (1) Deputy Probation Officer III (program group supervisor) and (1) Deputy Probation Officer, (10) JIO positions, and (6) Probation Aide positions will be added to provide supervision, case management, and delivery of direct and support services to the program. These positions will be phased in over the course of the first three years of operation. Due to anticipated lengths of stay, this population will be wide-ranging in age, and many will reach adulthood while in Probation care. Additional staff positions can provide services and skill building efforts to supplement on-site supports in place, while allowing for a successful transition from juvenile based services to adult based services which can be continued upon release from the facility.

It is further anticipated that with the inclusion of the realigned population to Probation facilities, the tangential work of support staff will increase. This includes additional needs for clerical work and facility maintenance. As a result, (1) Office Assistant and (1) Maintenance position will be added in subsequent years.

Program Case Managers and Aftercare Release Supervision

Based on the high-risk and need levels of the realigned population, dedicated Deputy Probation Officers and Probation Aides will be assigned Juvenile Hall, so that effective programming, management of rehabilitation case plans, and reentry planning and support can be provided to the realigned youth population. Each youth who is committed to the Secure Track Program will receive comprehensive assessments by Children's Behavioral Health, the Probation Department, and collaborative partners for use in the development of a comprehensive rehabilitation plan. Utilizing a multidisciplinary team approach, each individual youth and his/her respective rehabilitation plan will be developed, implemented, and monitored throughout the commitment program. Progress towards rehabilitative goals will be forwarded to the Court for program review and classification.

To facilitate the rehabilitative goals, two Deputy Probation Officers will begin working and building rapport with the youth while in custody and four Probation Aides will be assigned to the program to assist with case management, facilitation of programming, and provide assistance to the multidisciplinary team that will be collaboratively working with these youth.

Behavioral Health-Children's Services

The Juvenile Justice Team of the Behavioral Health Department – Children's Services is the primary provider of behavioral health services on-site. It is anticipated that the agency will provide an array of evidence-based and best-practice group programs as well as assessments and individual therapeutic interventions. The Probation Department continues to explore, develop, and plan for implementation of programs best suited for the realigned youth and it is anticipated that this will be an ongoing process and priority in the County plan. The Monterey County Office of Education oversees the provision of education related mental health services

and there is ongoing communication and collaboration with both agencies regarding youth rehabilitation case plans when those services overlap. Psychological medication management is done in conjunction with Behavioral Health, contracted psychiatrists, and Natividad Medical Center. Behavioral Health will assist in the transition from custody plans related to mental health services post-release, as the majority of these youth will be eligible for services under the Medi-Cal Program or the adult system of care once out of custody.

Collaborative Partners

It is recognized that collaboration has been one of the cornerstones which Monterey County has relied upon to improve juvenile justice outcomes over the past two decades. Collaboration will undoubtedly continue to be an indispensable component in the development of impactful services for the realigned youth population. While the Probation Department will have the primary responsibility for the supervision, safety, security, and service delivery to the realigned population, numerous other partners will be significantly involved. The Monterey County Office of Education and local colleges will play a vital part in education services. Natividad Medical Center will provide health care services. The Behavioral Health – Children’s Services will provide mental health care, individual and group therapy, as well as facilitation of clinical programming. Additional collaboration with existing service and program providers, collaborative agencies, volunteers, and community-based organizations will be vitally important to bringing the envisioned delivery of services to fruition.

Contracted Specialized Services

While moving forward with the development of the Monterey County plan, the Probation Department recognizes that service gaps will likely be discovered. Having funds available to address these service gaps is a sensible strategy to ensure that youth’s needs will be met. The target areas of need will be presented to the SB 823 Subcommittee for consideration.

Contracted Specialized Placement Fund

Monterey County anticipates that certain youth in the realigned population may require specialized care or needs that the Probation Department is not able to offer locally, such as youth with significant mental health needs, female youth, or sex offenders that require

specialized treatment needs that could be better suited in another County's program. These cases, while uncommon, will certainly occur; therefore, it is important to begin to prepare for such a contingency. Contracting with another County will be expensive so maintaining a fund for such circumstances will be critical to avoid impacting local staffing, programming, and service, and to provide assurance to the Courts that all youth have the opportunity and ability to be placed in a program that best suits their needs.

Re-entry Case Planning Supports

As the current average length of stay at the Department of Juvenile Justice is approximately 28 months, Monterey County must plan for similar local commitments from the Court with the realigned population into the future. It is anticipated that will remain similar moving forward with the development of sentencing structures for local commitments. This likelihood will result in youth attaining the age of maturity while in the facility and the Department must plan for their reintegration to the community as adult citizens who are no longer under the care or control of their parents and guardians. For this reason, it is anticipated that there will be a variety of tangible needs required to assist in the reentry of the youth population to the community upon completion of their commitment, including assistance with transitional housing, food, clothing, transportation, and vocational and education supports. As such, Monterey County will need funds to be set aside to provide support in this area, including allocations for the development of contracted services in the community.

Operating Costs

In order to provide appropriate services and achieve the programming goals envisioned for this population, there are likely to be associated operating costs. These costs may include office and field equipment; licensing rights for evidence-based programs and assessments; vehicle maintenance and fuel; training and overtime costs for staff; and future staffing and service cost increases that are anticipated to occur on a yearly basis.

Infrastructure Improvements and Equipment

In order to provide the cornerstone programming goals outlined in the County plan, improvements and additional equipment will be needed. In light of the descoping of the

ongoing Juvenile Hall Project, a high security housing unit, separate classrooms, kitchen, and laundry, support, and dining buildings were eliminated from the project, leaving scarce housing and programming spaces for the realigned population. Additionally, it is anticipated that there will likely be ongoing costs for new programming and recreation activities, safety, and security upgrades to both Juvenile Hall and the Youth Center, home like furnishings, and much more. This category allows for a funding source to be available to address the needs of this population on an ongoing basis.

Data Collection and Analysis

Data collection and analysis is an important aspect of any new program, especially one of the magnitude presented with SB 823. The Probation Department remains committed to having accurate and relevant data upon which informed decisions can be made by the JJCC Subcommittee. To achieve this end, a Management Analyst position will be assigned to focus on this task and provide oversight to help ensure that aspects of the plan are adhered to and followed. A dedicated Probation Services Manager (PSM) will be added and report to the existing Probation Division Director. This manager will help set and enforce program standards, handle personnel matters, act as a community liaison, and perform other administrative duties.

Summary

It is the goal of Monterey County to provide safety and services to the realigned population in order to maximize their success both while committed in Probation's facilities and upon their release to the community. The Probation Department intends to accomplish this goal by utilizing a multidisciplinary approach towards rehabilitative services for youth, reinforcement of the existing culture of Trauma Informed Care and practices within the facility, and expansion of services from collaborative partners. Monterey County is committed to improving youth outcomes, utilizing evidence-based practices, assessments, and programming to meet the needs of the realigned youth population. Probation recognizes that this goal will require regular review and modification to the County plan as available resources and services are developed, located in the community, or identified by the Subcommittee.

THREE-YEAR FISCAL PLAN

The Three-Year fiscal plan represents a first projection for the use of resources needed to serve the Secure Track Treatment population in a safe and productive manner. However, the budgets will be further refined and possibly adjusted each year, as the information about SB 823 solidifies and Monterey County reaches a better understanding of the scale and level of operations, and the needs of the new population.

Year-One represents the beginning of the program, which will be scaled up as new youth are committed to local custody. One (1) Deputy Probation Officer III (DPO) and four (4) Probation Aides will be added to the Programming Units to provide additional support both in custody and in the community upon release, and a 0.5 Psychiatric Social Worker (PSW) II from Behavioral Health for assessment, counseling and individual, group and family therapy. In addition, funding will be prioritized in the area of contracted specialized services, infrastructure improvements and equipment, contracted specialized placement, and operating costs. Existing services will be leveraged, focused, and expanded to ensure that youth receive the services and support they need as outlined in the JJCC Annual Plan. These services and support are anticipated to grow as funding increases in Year-Two and Year-Three.

Year Two will build upon Year-One investments and act as a bridge to the fully enacted plan in Year Three and will focus on ensuring adequate unit supervision. Six (6) Juvenile Institution Officers (JIO) will be added in anticipation of population growth and opening of a second wing to house the realigned population. One (1) additional DPO II will begin to address reentry and post-release supervision in the community, and one (1) Maintenance position will be added to manage the ongoing facility needs with the increase in population due to local commitments. One (1) Management Analyst will be added to expand existing data collection and analysis efforts required under SB 823 mandates. The BH PSW II will be increased to a 0.75 position. Increased investments will be added to the categories of contracted specialized placement, contracted specialized services, infrastructure improvements and equipment, and operating expenses.

Year Three will represent the fully enacted program. Additional staffing will include one (1) Probation Services Manager (PSM) to manage the program and supervise the added staff, four (4) additional JIOs to maintain mandated supervision ratios and safely coordinate all activities within Juvenile Hall, two (2) additional Probation Aides for the Programming Units to provide additional support both in custody and in the community upon release, and one (1) Office Assistant will support the increase in program activities and ancillary responsibilities.

The PSW II will be increased to two (2) full positions to expand behavioral health services and cognitive-based interventions.

SB 823 THREE-YEAR DRAFT BUDGET							
		FY 2021-22		FY 2022-23		FY 2023-24	
Total Services							
Type of Service	Description	Units	Total	Units	Total	Units	Total
Probation/Health Staffing	County Employees						
	Probation Services Manager	0	-	0	-	1	253,394
	Deputy Probation Officer III	1	197,392	1	203,314	1	209,413
	Deputy Probation Officer II	0	-	1	193,424	1	199,226
	Juvenile Institutions Officer II	0	-	6	1,006,092	10	1,727,124
	Probation Aide	4	399,068	4	411,040	6	635,057
	Management Analyst II	0	-	1	165,843	1	170,819
	Officer Assistant II	0	-	0	-	1	93,988
	Maintenance Personnel	0	-	1	94,928	1	97,776
	Psychiatric Social Worker II	0.5	63,664	0.75	95,745	2	261,651
	Total:	5.5	660,124	14.75	2,170,386	24	3,648,448
	Total Staffing Cost		660,124		2,170,386		3,648,448
Health Costs	Labs and non-Natividad Medical services	2	24,000	4	50,400	6	79,380
Youth Support	Meals, Clothing & Personal Care items	2	8,000	4	16,800	6	26,460
Assessment	Assessment and Evaluation Application/Training for Staff	1	50,000	1	7,500	1	7,875
Staff Training	Specialized placement - sworn Probation FTE	7	35,000	10	50,000	10	50,000
ERP Costs	County Wide Infrastructure per Probation FTE	5	3,685	14	10,318	22	16,214
Operating Expenses	Other Special Dept Expenses	1	50,000	1	50,000	1	50,000
Contracted Specialized Services	Counseling, MH Rehab, Linkage, Substance Abuse, Crisis intervention, etc.	1	150,000	1	300,000	1	435,000
Contracted Specialized Placement	Placement (Place holder Cost/# of Youth is TBD - estimate is \$685 per day per bed)	0	-	1	250,000	2	500,000
	Total Services & Supplies Cost		320,685		735,018		1,164,929
	Grand Total Cost:		980,809		2,905,404		4,813,377
	State Proposed Funding @3/2021		980,809		2,905,404		4,813,377

PART 1: SUBCOMMITTEE COMPOSITION (WIC 1995 (B))

Subcommittee members, agency affiliation where applicable, and contact information:

Agency	Name and Title	Email	Phone Number
Chief Probation Officer (Chair)	Todd Keating, Chief Probation Officer	keatingt@co.monterey.ca.us	(831) 755-3913
District Attorney's Office Representative	Jeannine Pacioni District Attorney	pacionij@co.monterey.ca.us	(831) 755-5470
Public Defender's Office Representative	Susan Chapman, Public Defender	chapmanse@co.monterey.ca.us	(831) 755-6424
Department of Social Services Representative	Lori Medina, DSS Director	medinal@co.monterey.ca.us	(831) 755-4430
Department of Mental Health	Lucero Robles, Acting BH Bureau Chief	roblesl@co.monterey.ca.us	(831) 755-4509
Office of Education Representative	Deneen Guss, MCOE Superintendent	dguss@montereycoe.org	(831) 755-0301
Court Representative	Larry Hayes, Juvenile Presiding Judge	hayesl@monterey.courts.ca.gov	(831) 775-5400
Community Member	Beth Wilbur, CASA Executive Director	beth@casaofmonterey.org	(831) 455-6800
Community Member	Robin McCrae Community Human Services Executive Director	rmccrae@chservices.org	(831) 658-3811
Community Member	Deborah Carrillo, Turning Point Program Administrator	dcarrillo@tpocc.org	(831) 758-9421
Additional Subcommittee Participants			

PART 2: TARGET POPULATION (WIC 1995 (C) (1))

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

The realigned population in Monterey County consists of youth 14 years of age or older, who have been adjudicated for an offense listed in WIC 707(b) and would have previously been eligible for commitment to the State's Division of Juvenile Justice (DJJ).

The youth served in this population are anticipated to be some of the county's highest needs youth and those who have been found unsuitable for a less restrictive alternative disposition by the Court. Jurisdiction of this population may be up to the age of 23 years, and up to the age of 25 years, depending upon the disposition ordered by the Juvenile Court.

Youth released from DJJ over the past five years statewide stayed, on average, 28 months in the commitment program. Given this average, and the likelihood that many of the realigned youth will exit the juvenile justice system at an adult age, targeted rehabilitation efforts during detention and comprehensive reentry planning is paramount to the youth's success.

Some of the realigned population may be absorbed within the existing local infrastructure and programs available to the court, with some modifications and enhancements, i.e., Juvenile Hall, Youth Center, and Probation supervision in the community, while the most serious offenders posing higher needs may be committed to a Secure Youth Treatment Facility as outlined in WIC 875(a).

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

Based on current Monterey County commitments to DJJ, most of these youth are Hispanic males, between the ages of 17-19, with sustained violent WIC 707(b) offenses. Many have documented affiliation with criminal street gangs and/or limited supportive systems within their home or community.

Monterey County plans to develop evidence and strength-based programs that meets the therapeutic treatment and criminogenic needs of this population during their commitment

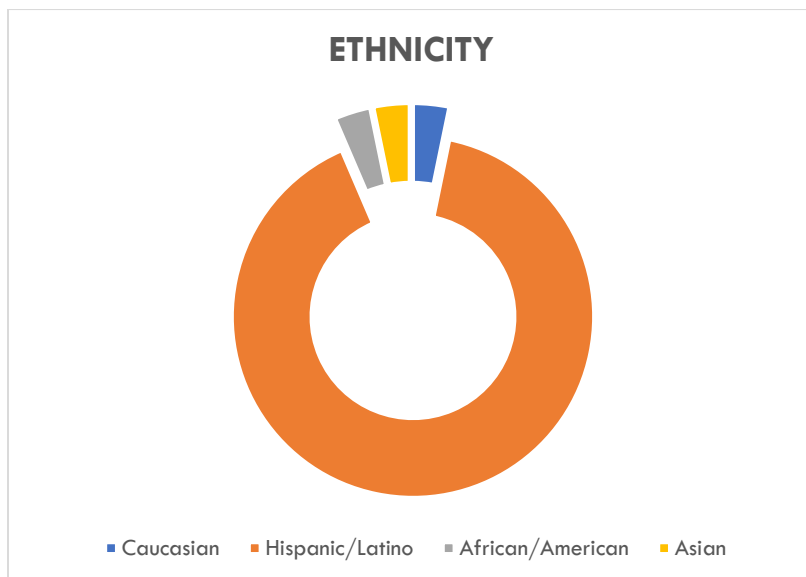
period and develop comprehensive reentry case plans that utilizes the wide range of available services from collaborative agencies, community-based organizations, and stake holders to ensure successful reintegration to the community.

Another significant high-needs group is comprised of sex offenders. It is anticipated that Monterey County may seek to contract locally for specialized services for sex offenders, to maximize their opportunities for group-based services and programs or seek out placement in a regional contract with another County that may be able to provide appropriate services to those offenders that may require a higher level of treatment.

Currently, there is only one female committed to DJJ from Monterey County. Based upon historical commitment data, it is believed that Monterey County has the necessary amount of living space available and appropriate programming to accommodate this realigned population.

Total Current Commitments - as of March 1, 2021 (including one pending transfer): 31

Ethnicity



ETHNICITY DETAIL

- Caucasian: 1
- Hispanic/Latino: 28
- African/American: 1
- Asian: 1
- Pacific Islander: 0

Offenders by Age

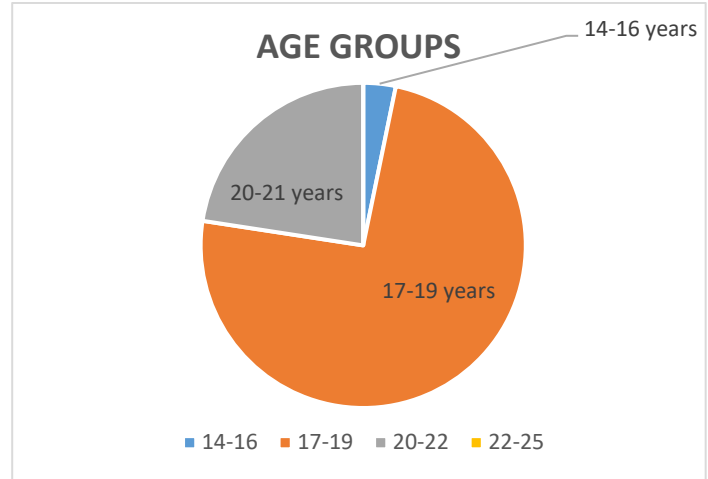
Age Groups

Age 14 to 16 = 1

Age 17-19 = 23

Age 20-21 = 7

Age 22-25 = 0



Offenses

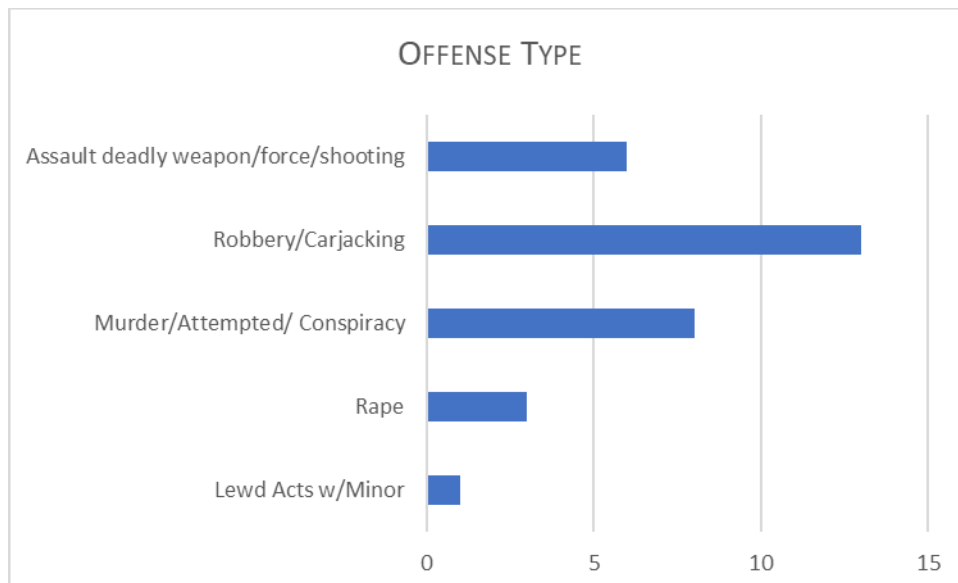
Offenses committed by Monterey youth committed to DJJ consist of two main categories: sex crimes and violent crimes, the latter being predominant. These two populations' needs, as well as risk and protective factors, are quite different, and will require targeted interventions and specialized programs. Further, individual assessments and rehabilitation case plans will guide interventions and programs tailored to the individual offender.

Sex Crimes: 4

- Lewd Acts w/Minor: 1
- Rape: 3

Violent Crimes: 27

- Murder/Attempted/Conspiracy: 8
- Robbery/Carjacking: 13
- Assault Deadly Weapon/Force/Shooting: 6



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

This population has the highest level of risk of recidivism and highest needs in the juvenile justice system. Specific individual needs will be identified through a validated assessment to be tailored to each individual and become the basis of their rehabilitation case plan.

Many of the realigned youth committed to DJJ in Monterey County have histories of out of home placement, mental health needs, and common criminogenic needs, such as antisocial peers and anger management issues. Further, many of the youth committed to DJJ in the past have been unsuccessful in a range of less restrictive placements and programs, which led to their eventual commitment to DJJ by the Court. The Probation Department is committed to the development and implementation of targeted services and interventions that can identify barriers to success, establishing meaningful case goals and working with youth and collaboratives and community-based organizations to support achievement, and improve youth outcomes by promoting positive behavior change and long-term success.

The Probation Department anticipates the development of additional programs that incorporate Moral Reconciliation Therapy (MRT), cognitive behavioral interventions and therapy, and anger management. Further, it will require expanded vocational, educational, and occupational programming aimed at developing behaviors and skills that can be utilized upon reentry to the

community, with continued engagement and support from probation staff and appropriate community-based organizations. It is further anticipated that collaborative agencies, such as Children's Behavioral Health, will expand their services to provide individualized and group therapy, as well as facilitate programming and participate in multi-disciplinary team meetings to provide case management and support to the realigned youth population.

Continuum of Care

The Probation Department currently provides an array of lower-level interventions to youth in the community or in the juvenile justice system, prior to any Court involvement or long-term custodial commitment such as that envisioned in SB 823.

Graduated responses are used to reward the growth of sustainable pro-social behaviors and skills and to deter, through imposition of consequences, risky behaviors and non-compliant behaviors. These interventions include accountability, risk control, treatment responses and rehabilitative programs. A successful and consistent graduated response approach will ensure that incentives and sanctions are derived from best practices and implemented consistently across staff and cases, while at the same time helping staff focus case plans on the most important strengths and needs for each youth. Developing a successful response process provides incentives that: (1) can be implemented in a timely fashion; (2) are developmentally appropriate; (3) are integrated with other aspects of the supervision process; (4) can evolve as behaviors change; and (5) provide proportional incentives that gradually shape the desired behaviors.

These interventions seek to address four key issues: community protection, reparation of harm, programs and services to address criminogenic needs, and development of youth's competencies. They include, from the least to the most restrictive:

- Probation-coordinated prevention services
- Probation-managed diversions
- Court sanctions without wardship
- Interventions under Court wardship
- Local Custody

The use of these interventions is a key component of Probation's balanced approach to addressing negative youth behaviors and has helped to reserve Court involvement and terms of incarceration for only the most serious matters. The Probation Department will continue to explore opportunities to expand the continuum of diversion programming to improve system outcomes and focus on intervention strategies that reduce delinquency for youth at significant risk for serious reoffending in the community.

Prevention

The Silver Star Resource Center (SSRC) is a multi-agency collaborative of government agencies and community-based organizations working to reduce risk factors that precipitate youth entering the juvenile justice system by addressing risk factors that increase the likelihood of delinquent behaviors. These risk factors are measured in five domains: Family, Community, School, Individual, and Peers. SSRC offers a "one-stop shop" for youth and families with children between the ages of 6-21 who are experiencing difficulties in the areas of gang involvement, substance abuse, truancy, employment, mental health or family conflict. The goal of the program is to increase opportunities for academic achievement, attain employment skills, promote overall health and welfare, and decrease gang involvement by providing early prevention services to youth and families.

Diversion

The Juvenile Division is responsible for processing all juvenile offenders referred and cited by law enforcement agencies to the juvenile justice system in Monterey County. Each citation and referral are reviewed for a determination as to the most appropriate action to be taken. A significant number of youth referred to the Probation Department are diverted from penetrating deeper into the juvenile justice system so that they can receive services and make restitution to any victims without formal prosecution or formal court record of the offense.

These diversions may include participation in Restorative Justice, Merchant Accountability Panel (MAP) meetings, and Informal Probation with a contract. Examples of alternative interventions can be community service hours, behavior contract, referrals to a community-based behavioral health service or community-based program that can appropriately assist the

youth and their families in identifying and addressing negative behaviors, and school-based services. The goal is to address the youth's problem at the lowest level of intervention and provide referrals to support programs as appropriate.

Low-level Court Interventions

When necessary, the youth's case is referred to the District Attorney for filing of a court petition and the matter is decided by the Juvenile Court. Low level responses determined by the Court include Informal Probation under WIC 654.2, Probation without wardship under WIC 725(a), and, in certain cases including some felony offenses, Deferred Entry of Judgment (DEJ), under WIC 790, a grant of probation between 12 and 36 months with opportunity for petition dismissal and sealing of the juvenile record.

Court Wardship

The Probation Department adheres to a philosophy of utilizing graduated responses for youth who may struggle to adhere to behavior expectations or those who fail to follow Court imposed conditions of their supervision to make certain that the response to negative behavior is commensurate with the behavior causing the violation; and to provide a variety of non-detention options to staff that address risk, public and victim safety, and the severity of the violation. It also allows the youth to continue working toward the satisfactory completion of probation conditions while remaining in the community. This ensures that a youth is maintained at the least restrictive level of supervision consistent with public safety.

The continuum of graduated responses is a system with a wide range of accountability-based, structured and incremental responses coupled with rehabilitative programs that address underlying family, school, peer group, and individual risk factors that are most likely to produce change in offenders.

Community Supervision

Community supervision is a set of programs that provide for probation supervision of juvenile wards in their local community instead of placing them in a secure facility.

During the probationary period, youth are directed to complete programs designed to address their criminogenic needs, encourage accountability, and repair damage done to victims or to the community.

Through a collaboration with local school districts, Deputy Probation Officers have also been assigned to various schools to supervise minors on probation, respond to reports of criminal activities and intervene in case of emergencies or crisis situations, provide supportive services to school personnel in the area of delinquency prevention and diversion, and to monitor and facilitate school attendance.

Silver Star Youth Program (SSYP) at Rancho Cielo

Officers can also refer youth for services available at the Probation Department's Silver Star Youth Program (SSYP) located at, and in collaboration with, the non-profit Rancho Cielo, Inc. in Salinas for services and programming. The Probation Department provides supervision, case management for students involved in the juvenile court, meals and transportation, while the Monterey County Office of Education (MCOE) provides teachers and classroom aides for Rancho Cielo's Community School. Behavioral Health also provides mental health services to all students at Rancho Cielo. Rancho Cielo's own programs include the Youth Corps, the Construction Academy, the Drummond Culinary Academy, Agriculture Vocational Training, and the Transitional Housing Village.

Therapeutic Courts

The juvenile therapeutic court model recognizes that some criminal offenses may be linked to specific factors such as substance abuse, mental health illness or dual diagnosis, and sexual misconduct. Goal of these courts is to identify and support the needs of youth involved with the justice system using a treatment approach. In Monterey County, there are three collaborative courts for juveniles: 1) Juvenile Drug Court Program; 2) Collaborative Action Linking Adolescents (CALA), a Mental Health Court, and 3) Juvenile Sex Offender Response Team (JSORT) for juvenile sex-offenders. JSORT is a collaborative, multidisciplinary program that intervenes at the initial stages of inappropriate sexual behavior, links all county agencies involved with juvenile sex offenders, and provides specialized therapy and treatment.

Wraparound Program in Lieu of Formal Placement and Removal from Home

Wraparound was developed to provide the Juvenile Court with a sentencing option alternative to out-of-home placement and is designed to provide a comprehensive program of intensive supervision, support services, and assistance to minors in jeopardy of being removed from parental custody, centered around their family or support system.

Placement

Placement is a court order for the foster care placement of youth in an out-of-home setting, such as a resource family home, transitional housing, or Short-Term Residential Therapeutic Program (STRTP).

Home Supervision and Electronic Monitoring

The Home Supervision Program functions as a sanction and alternative to detention in Juvenile Hall for youth adjudicated or pending adjudication by the Court. The Court releases these youth to the supervision of the program at home, in lieu of custody, when determined to be in the youth's rehabilitative interest and in the interest of the public's safety. Electronic monitoring might also be used during the program.

Local Custody

Youth determined by the Court to require continued detention can be committed by the Juvenile Court to a local custodial commitment program in Juvenile Hall or the Youth Center facilities, serving a portion of that time in custody and the remainder of the time on in the Temporary Electronic Monitoring Program (TEMP) or supervised aftercare release supervision in the community. These youth are composed primarily of those who, because of their level of delinquent behavior and risk to reoffend, have been determined by the Court require in-custody service provision and supervision.

Monterey County operates distinct custodial programs on two separate campuses:

Juvenile Hall: Juvenile Hall is a secure detention facility for youth who fall under the jurisdiction of the Juvenile Court. Youth detained at Juvenile Hall are alleged to have committed a law

violation and are detained for the protection of themselves and/or the community or are serving a short-term Juvenile Court-ordered commitment. The Juvenile Hall program is structured to provide individual and group activities, behavioral health treatment, and a well-balanced school program. All youth booked into Juvenile Hall are screened for risk factors associated with Human Trafficking (HT)/Commercially Sexually Exploited Children (CSEC), suicidal/self-harming ideation through the MAYSI-II, sexual abuse through the Prison Rape Elimination Act (PREA) questionnaire, and a general health assessment is made.

Youth Center: Located in Salinas, the Youth Center is a structured commitment program for males. The Youth Center works collaboratively with on-site providers to ensure each youth successfully completes his commitment and makes a smooth transition into the community. Facility staff continuously strive to rehabilitate youth by providing targeted resources and interventions to assist youth in rehabilitation and reintegration to the community. Youth are provided with evidence-based services while participating in the program, are linked to ongoing services with outside service organizations, participate in an educational programming, and receive behavioral health services.

PART 3: PROGRAMS AND SERVICES (WIC 1995 (C)(2))

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

FACILITIES

While both juvenile institutions operated by Monterey County Probation will be utilized for this population, Juvenile Hall will be designated as the Secure Youth Treatment Facility (SYTF), while the Youth Center may serve as a less restrictive step-down placement option available to the Court pursuant to WIC 875(f) (1).

The immediate goal is to improve upon existing programming and services available in the community and at each institution to accommodate a significant portion of the realigned population without having to resort to a Secure Youth Treatment Facility outside Monterey

County. A longer-term goal will be to develop a specialized Secure Youth Treatment Facility within Monterey County, either with modifications to existing institution(s) or new construction.

Juvenile Hall (JH)

The new 80-bed facility is laid out in a campus-style design with a centralized recreation yard surrounded by housing units and support buildings. The two main housing units are 30-bed medium security units with both single and double rooms, separated into two distinct units, each containing a connecting dayroom and shower area, surrounding a central multi-purpose room, staff support spaces, and outdoor recreation areas. Additionally, a (20) bed dormitory unit with a dayroom and programming space is available for minimum security youth.

Facility program services space is available for religious services; counseling; substance abuse classes; group counseling; mental health evaluations; and other evidence-based programs to reduce recidivism throughout the facility, utilizing dayroom and/or multipurpose room space in the housing units, classrooms and gymnasium spaces in the education building, as well as the visitation area in the administrative building for program delivery. The educational building consists of four classrooms, gymnasium, teacher resource room, educational offices, and staff support areas.

To facilitate the Department's abilities and efforts to provide appropriate programs and services, the facility will seek evidence-based programs that will address identified risk and needs to better service the youth population, including the use of a youth assessment and screening instrument to assess risk, needs and protective factors in each youth committed to the facility, as well as an institutional case plan with identified and targeted interventions. The Department further plans to expand rehabilitative programming and opportunities available for youth, including transitional reentry services for youth exiting the facility. These programs are intended to assist in the reduction of recidivism, preparing the youth and their families for reintegration back to the community, and the continuation of appropriate services through community-based organizations and collaborative agencies.

Youth Center (YC)

The Monterey County Youth Center is a local secure residential, treatment facility and aftercare program designed for Monterey County Juvenile Court wards, rated as a camp. The Youth Center is comprised of four dormitories with a total capacity of 60 male residents. The program's cognitive behavioral approach is focused on building trusting relationships with positive adult role models (staff), developing better decision-making skills and learning strategies to reduce anger by attending group and individual counseling sessions along with receiving substance abuse, mental health and educational services.

Rehabilitation opportunities are offered in collaboration with other County agencies and departments, as well as private and business sectors of the community. The Youth Center's environment is designed to address anti-social/illegal behavior and thinking patterns in youth while promoting acceptance of personal responsibility, increasing self-awareness, enhancing resilience and personal coping mechanisms, and encouraging pro-social attitudes and behaviors.

The Aftercare/Re-entry portion of the program is spent in the community and can last from six to twelve months. All residents are placed on electronic monitoring when they first start aftercare. The goal of re-entry is to transition the youth successfully back into their family and the community through supervision, connection to resources and continued therapeutic treatment and support.

PROGRAMS

Monterey County is dedicated to the implementation of evidence-based programming that targets youth motivation, addresses identified criminogenic needs, develops strengths and prosocial skills, and is responsive to the needs of the realigned youth population. Specialized services to support the needs of youth with disabilities, mental health issues, learning challenges, or trauma-based concerns will be identified and addressed through a comprehensive rehabilitative case plan that is developed by a collaborative multi-disciplinary team. It is hoped that utilizing collaborative agencies and family members in the comprehensive rehabilitation plan developed for each youth will facilitate positive change,

break down barriers to change, strengthen supportive roles in the family and community, and provide a continuum of care and services for the youth upon return to the community during the reentry process.

Monterey County will continue to seek out innovative and impactful programming to meet the rehabilitative needs of this population, including the continued development of culturally relevant programming, expanded educational and vocational programming, and implementation of robust and innovative re-entry services for youth with the assistance of community providers and collaborative agencies. The County will further continue development of programming to address the needs of the LGBTQI population under care with the assistance of collaborative agencies.

Programs currently being offered by the Probation Department and its partners within the juvenile institutions address multiple areas of need, such as: educational/ vocational, cognitive behavioral therapy (CBT), counseling, support services, prosocial activities and life and family skills, education in the areas of drugs, sex, and parenting, gang prevention, and reentry.

Below are the programs currently offered in Probation's juvenile institutions:

Thinking for a Change (T4C): Thinking for a Change (T4C) is a cognitive-behavioral curriculum developed by the National Institute of Corrections that concentrates on changing the criminogenic thinking of offenders. T4C is a cognitive-behavioral therapy (CBT) program that includes cognitive restructuring, social skills development, and the development of problem-solving skills. T4C stresses interpersonal communication skills development and confronts thought patterns that can lead to problematic behaviors. The program has three components: cognitive self-change, social skills, and problem-solving skills. Lessons on cognitive self-change provide participants with a thorough process for self-reflection concentrated on uncovering antisocial thoughts, feelings, attitudes, and beliefs. Social skills lessons prepare participants to engage in prosocial interactions based on self-understanding and awareness of the impact that their actions may have on others. Finally, problem-solving skills integrate the two other components and provide participants with a step-by-step process

to address challenges and stressful situations they may encounter. The T4C curriculum is administered by staff from both Probation and California Youth Outreach (CYO).

Aggression Replacement Treatment (ART): ART is a cognitive-behavioral program administered by Probation and Behavioral Health staff to groups of juvenile offenders. ART has three main curriculum components—Structured Learning Training, which teaches social skills; Anger Control Training, which teaches youth a variety of ways to manage their anger; and Moral Education, which helps youth develop a higher level of moral reasoning. Using repetitive learning techniques, offenders develop skills to control anger and use more appropriate behaviors. In addition, guided group discussion is used to correct antisocial thinking that leads to problem situations.

Art Therapy: This Art Therapy Program managed by Probation staff allows for participants to express their creativity while gaining practical experience in patience, perspective, and nonjudgmental acceptance; all while having fun.

Culture- Beliefs, Customs, & Capabilities: Culture- Beliefs, Customs, & Capabilities is a pro-social Probation program which aims to address the questions surrounding who we are and why do we do the things we do. By addressing cultural questions and customs, participants can better understand the history and reason why various cultures believe and act in the ways they do. Culture- Beliefs, Customs, & Capabilities aims to provide insight into who we are while understanding how we are all connected.

Education: MCOE's Alternative Education Program provides mandated, compulsory public education services for juvenile offenders in custody, who are under the protection and/or authority of the county juvenile justice system, in a supportive school environment that focuses on increasing academic and prosocial behaviors and skills, while also providing functional life skills instruction. MCOE offers:

- Highly qualified teachers
- Individual assessment to determine student academic skill levels and graduation requirements

- Standards-based middle school & high school curriculum for grades 7th through 12th
- WASC-Accredited High School diploma & Middle School promotion certificate
- Safe, structured, small classes with low student-to-teacher ratio
- Career Technical Education courses & College & Career placement support
- Access to technology
- Transition Support & Plans for students returning to home districts, MCOE Alternative Programs, or other educational placements

Fresh Lifelines for Youth (FLY): This program is implemented through a partnership with the homonymous award-winning nonprofit and is administered by trained Probation staff. FLY combines legal education, leadership training, and mentoring programs with pro-social events and community and systems collaboration to increase youth’s knowledge of the law, increase social-emotional learning and inspire youth to change their behaviors, and build confidence to help make that change possible.

Forward Thinking – Interactive Journaling: Forward Thinking is a cognitive-based interactive journaling program, administered by trained Probation staff, that helps youth involved in the criminal justice system in making positive changes to their thoughts, feelings, and behaviors. Through the journals, youth will be able to determine where they are, figure out where they want to go and how to get there. Journal topics include: “What Got Me Here?”, “Responsible Behavior”, “Substance Using Behaviors”, “Family”, “Handling Difficult Feelings”, “Relationships and Communication” and “Victim Awareness.”

Healthy Competition: Pro-Social Activities for Teens: Healthy Competition: Pro-Social Activities for Teens is a program that promotes positive peer interaction. Engaging in Healthy Competition: Pro-Social Activities for Teens helps youth improve their communication skills, teambuilding, and good sportsmanship. This program will increase their patience, self-discipline, and cooperation with others. Youth learn to work together as they overcome obstacles throughout the game. Together, they will be able to increase their problem-solving skills and challenge themselves in a new and positive way. Healthy Competition: Pro-Social Activities for Teens provide the opportunity for youth to engage in different pro social activities.

Job Training and Skill Development Program: The Job Training and Skill Development Program delivered by Probation staff is designed to provide youth with the knowledge and fundamentals needed in order to obtain employment. This program allows the youth to develop their strengths, self-confidence, and skillset in order to successfully achieve employment upon release. The program covers concepts such as: how to professionally pick up and drop off a job application, how to properly fill out a job application and how to interview for a potential job opportunity. The program focuses on teaching the youth proper communication skills, self-confidence, and professionalism. The course provides hands-on learning by providing youth the opportunity to role-play different phases of the employment process, such as application and resume exercises, mock interviews, and a career day presentation. The course is designed to be taught in eight, one-hour, sessions.

The Knights of the Square Table: Probation staff utilize the game of chess to help young people learn to concentrate, think logically, overcome obstacles, spot patterns, and categorize information. It also helps with the development of problem-solving skills, planning, patience, focus of thought and self-discipline; all while fostering healthy competition. Knights of the Square table offers participants the opportunity to challenge themselves and their peers in a game of wits and focus.

Monterey County Behavioral Health: Juvenile Hall is staffed with a full-time therapist that meets and evaluates residents on an individual basis. Behavioral health offers various services to the youth in custody; these resources are as follows: Information and education; Screening and assessment; Individual, group and family counseling; Case management; Social and life skills groups; Family support groups; Medication evaluation and treatment; Residential treatment; and Referrals to community resources. Minors can request to speak with a therapist during business hours. Staff also can submit a mental health referral on the minor's behalf if they feel that the minor would benefit from behavioral health services. Aside from the various services provided to the youth in custody, Monterey County Behavioral Health also provides training and informational sessions to staff. These sessions aid staff in their day-to-day interactions with the minors while also maintaining an environment focused around trauma informed care.

Om Ohm Aum: Self-Reflection Program: The Om Ohm Aum: Self-Reflection program delivered by Behavioral Health staff focuses itself around three distinct components: awareness, understanding, and meditation. Program participants start each session with a meditation exercise aimed at helping individuals focus on their present rather than their past or future. This program aids individuals in processing emotions and understanding the underlying reasons for their emotional responses. Aside from various mindfulness exercises, the program addresses appropriate communication skills, accountability, anger management, substance abuse education, and understanding their thoughts/actions. Om Ohm Aum aids in the understanding of the basic cognitive skills needed for a successful transition out of custody.

Short Stories for Teens: This Probation-managed program allows for readers to dive into different literary works and uncover the meaning behind the words. Participants not only practice reading and comprehension skills, but they also participate in open discussions and various topics. These discussions help develop healthy communication skills while in a group setting. Short Stories for Teens offers participants perspective into the way others view the world and how words on a page can convey a message far greater than what was written.

Paternity Education: Monterey County Child Support Services provides information to youth regarding the costs associated with being a parent. This program offered minors insight into enhancing the well-being of children and the self-sufficiency of families by providing professional services to locate parents, establish paternity and establish and enforce orders for financial and medical support. Paternity Education rotates between housing units on a bi-weekly basis and all minors housed on that unit are offered the opportunity to attend the sessions.

Strengthening Families: Partners for Peace (P4P)'s mission is to build strong families for a peaceful community by strengthening the family unit, improve communication, and promote healthy development of youth. P4P provides intervention services to families in need of support. P4P offers The Strengthening Families Program, an 8-week family education classes for parents and youth 10-14 in English and in Spanish. Youth and their families participate in this program to rebuild the family dynamic. Juvenile Hall currently offers P4P a meeting space to facilitate their sessions.

Planned Parenthood: Quality sex education taught by trained educators covers a wide range of topics, including relationships, decision making, condom negotiation, gender identity, body image, birth control, and sexually transmitted infections (STIs). When people receive quality sex education, they explore their values and beliefs about sex and relationships while also gaining skills to navigate relationships and manage their own sexual health. Planned Parenthood offers the youth in custody a means to learn about sexual education in an engaging and interactive way. Planned Parenthood also allows participants to choose the topics covered in each session. Planned Parenthood rotates between housing units on a bi-weekly basis and all minors housed on that unit are offered the opportunity to attend the sessions.

Phoenix Curriculum: The Phoenix Curriculum administered by Probation staff is centered around life lessons and self-exploration, aiding youth in the analysis of change. In this program, youth learn the reason they make some of the life choices they make and how those choices can impact their life. This program allows youth to work directly with staff to identify how ready the individual is for change while discussing the various stages of change.

Preparing Adolescents for Young Adulthood (PAYA): The purpose of the PAYA program is to enhance the youth's ability to make a successful and smooth transition into adulthood. The PAYA program is designed to address the fundamentals of independent living. The curriculum focuses on concepts such as, managing money, social skills, personal care, housing, employment, transportation, education and much more. The program provides hands on learning by providing real life scenarios that the youth may encounter as they prepare for young adulthood. This program administered by Probation staff assists youth in developing their strengths, self-confidence, and the skillset to become a self-sufficient young adult.

Positive Insight: Probation staff is managing this program, which allows the minors to explore the world outside of their neighborhood through films, videos, and documentaries. Some of the films/videos introduce topics of history, geography, and science. While others demonstrate teamwork, ethics and integrity, and individuals overcoming adversity. These films/videos are presented to motivate, inspire, and positively influence youth through the film's message through group dialogue.

Restorative Justice: The Victim Impact Program is a program that teaches youth, how a crime, like burglary, effects a victim. Some may not even realize what a victim feels or experiences after they are victimized. Under the guidance of the Restorative Justice Partners (Victims or Survivors) learn to talk about what they've experienced and their recovery process. The crimes discussed within this program range from property crimes all the way to homicide. On average, Restorative Justice provides two Victims/Survivors to present their experiences to in-custody youth per month. These presenters are willing to share with youth their story and what it is like to survive crime from their perspective.

The Teenage Brain: The Teenage Brain is a drug education program provided by Probation staff. The program focuses on many of the areas of concern facing today's youth. This series allows youth to engage and better understand why they make certain decisions while also gaining insight on the potential dangers surrounding drugs and alcohol use. The video prompted lessons are titled, Social Skills for Life: managing strong emotions; Blow-Ups and Rage: learning to manage your anger; It's Never Too Late: stopping teen suicide; Addiction and the Teenage Brain; Marijuana and the Teenage Brain; Cocaine and Heroin: still here, still deadly; Rushing, crashing, dying: the meth epidemic; Vaping: more dangerous than you think; The Ten Signs of Relationship Abuse, etc. Each of these lessons allows youth to engage in open discussions regarding the various topics while better understanding similar and differing thoughts on the subject matter.

CSEC - PROTECT Program: This program, administered by Probation and three community-based organizations, provides human trafficking prevention education to youth to prevent the potential exploitation of children, utilizing youth friendly approaches to the curriculum vetted for a classroom. This program teaches youth the signs and tactics of traffickers so they can protect themselves and others from victimization, recognize when a child is at-risk of being trafficked, and how to connect to the resources they need. PROTECT fosters an ongoing conversation and establishes a system of protocols within Monterey County to protect children from exploitation.

T.H.E. Program by Unchained: The Training & Humane Education (T.H.E.) Program by Unchained fosters empathy, respect, and responsibility in youth through the human-animal

bond. Through its Canines Teaching Compassion program, the program teaches youth how to train homeless dogs in basic skills, manners, and socialization, helping the dogs be adopted into permanent homes. The youth develop values of patience, respect and responsibility for themselves and others, through the trust and relationship-building with their dogs.

Family Therapy Group Counseling: Conducted by Behavioral Health staff at the Youth Center, weekly therapy sessions between youth and their families are conducted to address any issues that may be contributing to instability in the family unit or contributing to negative behaviors and delinquency.

Cuidate: This Health Department program offers small group culturally based intervention to reduce HIV sexual risk among Latino youth. It is a 60-minute module to prevent sexually transmitted diseases. The participants watch videos, listen to music, role play, have interactive games, and hands on practice pertaining to safe sex.

Mr. Bunn's Secret Garden Horticulture Program: From his vast legacy of sustainable agriculture in the Salinas Valley, youth learn from a local provider about how to grow vegetables and plants, including the life cycle of plants, negative impacts of pollution, and how to contribute in a meaningful manner to their community. Gardening boxes in the facility allow youth to have a hands-on experience of horticulture and develop a sense of pride in seeing their accomplishments "bloom."

Turning Point Employment Program: This program allows youth to be exposed to tangible employment skills, resume writing, and interview techniques in preparation for entering the workforce. The program continues into the Aftercare phase of the Youth Center Program, allowing youth to receive assistance in employment opportunities in the community.

R.E.A.D.Y Program: The R.E.A.D.Y. Program, provided by California Youth Outreach (CYO) is designed to support youth and their parents as the youth transition to home and community for the Youth Center and Juvenile Hall. An Individual Service Plan (ISP) is developed based on assessments, probation mandates and individual client goals. The ISP services suitable to the client's needs and values with resources and opportunities in order to comply with probation

and successfully discharge. This program is available for moderate to high-risk male juvenile offenders, ages 13-18, with a focus on those that are within 60 days from being released from Juvenile Hall and the Youth Center. Youth are able to sign up for this program and staff can also refer a minor to the program if they believe that a youth would benefit from this intervention method.

Pre-Release Group/Aftercare Preparation: Facilitated by Probation Officers at the Youth Center and Behavioral Health staff, the group meets on a weekly basis with youth that are approaching release to the community to assist with successful reintegration to the family unit. The group provides assistance in transitioning from the secure facility to aftercare services and link youth with community resources to assist in their reentry plan.

PART 4: JUVENILE JUSTICE REALIGNMENT BLOCK GRANT FUNDS (WIC 1995 (3)(A))

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

Probation will partner with the Behavioral Health Bureau (BH) – Children Services to initiate or expand mental health services, substance abuse education and treatment, and juvenile sex offender treatment programs currently offered to youth through BH Children Services. BH has implemented trauma-based practices in all facility operations and intake assessments to identify and address trauma in youth.

As many of these youth suffer from mental health disorders, trauma, environmental stressors, and family instability, Monterey County is committed to the development of a trauma-informed approach in the provision of programming and services. In conjunction with Behavioral Health Children’s Services, the development and implementation of expanded mental health services, programming, and interventions will be developed that are individualized to the needs of the youth, encourage family engagement and input, and are culturally competent.

It is anticipated that psychiatric social workers from Behavioral Health will be involved in the development and implementation of a multidisciplinary team for the realigned population,

including those that may display consistent behavioral issues or evidence of a disability that may represent barrier to their academic, social, or rehabilitative program success. Behavioral Health currently provides mental health services for youth in Monterey County, both in a detention setting and, in the community, and provide assessment of youth, psychiatry, therapy, case management, and supportive services with a trauma-informed model.

Sex Offender Treatment Services

Probation is committed to providing programming for sexual offending youth informed by the individual treatment needs of youth in custody and in the community. Historically, youth with adjudicated sexual offense are assessed using the Juvenile Sexual Offense Recidivism Risk Assessment Tool-II (JSORRAT-II). As this tool captures only static risk factors associated with reoffending, additional validated assessment tools will be required to serve the needs of this population and the development of a rehabilitative treatment and case plan to reduce recidivism risk. Probation is currently reviewing the Juvenile Sex Offender Response Team (JSORT) programming services with Behavioral Health, do determine if an expansion of services is viable and appropriate for this population. It is anticipated that Monterey County may seek to contract locally for specialized services for sex offenders, to maximize their opportunities for group-based services and programs or seek out placement in a regional contract with another County that may be able to provide appropriate services to those offenders that may require a higher level of treatment.

Trauma-Informed Care Based Approach

Monterey County is dedicated to a Trauma-Informed Care based approach and recognizes that most of the affected youth have experienced trauma in their lives and has extensively trained Probation staff to recognize the impacts of trauma upon adolescent behavior, as well as the potential that trauma responses are easily triggered in the facility. Officers work collaboratively with Behavioral Health in the facilities and have received training related to crisis de-escalation and management of youth in crisis.

The Probation Department has policies and procedures that have been developed in consultation with Behavioral Health – Children’s Services that seek to minimize the potential

for re-traumatization of youth. Monterey County strives to provide services and outlets to address trauma through both treatment and positive staff interactions.

Gender and Culturally Responsive Services

Monterey County is committed to demonstrate inclusion and respect in every interaction with the youth and their families. Monterey County actively retains and recruits a diverse staff in its facilities, as the Department strongly believes that the ability for youth to have relatable role models and the ability to speak with prosocial adults that have a shared cultural experience is imperative to meaningful engagement. The Probation Department is committed to continued expansion and development of programming that is both culturally and gender responsive in collaboration with public agencies and community partners.

Culturally responsive materials are available to youth in the facility in both English and Spanish languages; bilingual and bicultural staff in the facility provide services to youth that are linguistically and culturally appropriate for the youth in Probation's care. All services provided by the Monterey County Office of Education and Children's Behavioral Health are offered in both English and Spanish. Additional language services, as well as services for youth that may be visually or hearing impaired, are available in the facility through contract with approved outside providers.

All services and programs offered by the Probation Department meet the diverse needs of local youth and provide an environment in which all individuals are treated with respect and dignity, regardless of actual or perceived sexual orientation, gender, or identity. The expansion of programming and services related to diversity and reduction of disparate treatment related to racial and gender identities is a benchmark goal of the Department and County. Probation will explore resources available in the community or provided by collaborative partners to address this concern.

Juvenile Probation Officers are trained to complete the Commercial Sexual Exploitation – Identification Tool (CSE-IT), for youth who are or may be involved in Commercial Sexual Exploitation of Children. Youth who are identified as at risk or vulnerable to exploitation are monitored and/or referred to collaborative agencies pursuant to the Monterey County

Commercial Sexual Exploitation of Children (CSEC) Multi-Disciplinary Team for responsive action, which can include additional supportive services in the areas of housing, mental health and substance use counseling, and mentoring.

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

The Probation Department will take steps to ease and simplify the processes for families and supportive adults to engage with youth in the facility, including the development of enhanced mail, electronic communication, and facility visitation with supportive persons in the community. Identified family and supportive persons will be included in regular multidisciplinary team meetings regarding the youth's progress, including participation in family therapy, parent-teacher conferences, and decision making/planning for services.

Probation is planning to use the Juvenile Relational Inquiry Tool (JRIT) to identify supportive individuals that can assist youth in obtaining integrated services and support while detained and identify appropriate services available in the community in re-entry planning.

Further, Probation will seek out programming, methods, tools, and policy to identify and engage family, supportive adults, and community members to assist detained youth while in the facility in participating in appropriate therapy and programming during their commitment periods, as well as the development of a support system that can assist with reintegration to the community upon transfer to community supervision.

Healthy Adolescent Development

Monterey County strongly believes that successful rehabilitation and assimilation into the community as a productive citizen requires healthy adolescent development, as such development fosters independence, the ability to develop healthy relationships, and the ability to appropriately manage adversity and change. The staff, collaborative agencies, and community partners will consider the social, emotional, cultural, and cognitive needs of the youth in Probation's care. The development of rehabilitation case plans will include input from a multidisciplinary team of professionals, in conjunction with the youth and their families, and will include adolescent development including psychological functioning, academic/vocational

success and interests, physical health and maturation, family history and support, social development, and leisure activities and interests.

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

Probation intends to seek out and develop evidence-based and trauma-informed programming options for youth, targeting the risks, needs, and strengths identified in the risk assessment and institutional case plan, as well as the recommended therapeutic needs identified by the multidisciplinary team within the facility. The Department intends to utilize contracted services that include mental health, substance abuse education and counseling, and aggression behavior reduction therapy by using a cognitive learning model. A formal institutional risk assessment and case plan will be developed by the assigned probation officer, including transition and aftercare services in the community.

Housing

Monterey County plans to initiate identification of a housing assistance or placement that will best address the needs of youth without suitable homes several months before potential release from the commitment, as a component of reentry case planning. The Department has a long-standing relationship with many collaborative agencies and local organizations that may assist in the location of potential transitional housing services offered in the community. Monterey County will continue to explore additional opportunities for independent living for the realigned population as the program develops and in conjunction with the development of reentry planning.

Community Re-entry Services and Aftercare Program

The current average length of stay at DJJ is approximately 28 months. It is anticipated that will remain similar moving forward with the development of sentencing structures for local commitments. Many of the youth will not have been out of custody and in the community as an adult prior to release. Based on their ages, there will also no longer be a legal obligation for parental care and custody. It is anticipated there will be a variety of tangible needs to help the release transition be more successful. Examples of potential tangible needs may include food, clothing, transportation, vocation, and education supports. In addition, upon release there will

be occasional need for housing supports, be it in sober living homes or other temporary housing options and funds will need to be set aside to provide support in this area. To accomplish this, funds will need to be designated to support efforts in this area, which may include the need to develop contracts with community-based organizations and other support-focused entities.

Through assessments and rehabilitation case planning, the Probation Department will work with youth and their families in collaboration with Natividad Medical Center, Behavioral Health Children's Services, the Monterey County Office of Education, and other collaborative agencies to support youth while they are in custody through targeted programming and reentry strategies that can be continued in the community with continuity during the transition from detention to community supervision. Areas of focus are anticipated to include continuing education or vocational training; employment services; continuing medical and mental health services; housing; and the development and maintenance of personal safety and healthy relationships. Referrals to other community-based programs and services will also be provided. The Monterey County Office of Education will be invited to be part of the school transition process team and will provide valuable linkages to community service providers and/or universities. Transition plans will be discussed with students and referrals to various community-based organizations and adult schools or universities will be made in alignment with students educational and career goals.

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

Monterey County is committed to a collaborative approach with its core partners to develop and implement innovative services to support the needs of the realigned youth, including expanded programming and services from community-based organizations. It is recognized that in addition to the services provided by county collaborative agencies, there will likely be gaps in services and programs that will be discovered as the development of the County plan evolves and new legislation is received from the State of California. It is therefore anticipated that the services of nongovernmental and community-based providers will be expanded to help fill those gaps.

PART 5: FACILITY PLAN

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

The facility classification system is designed to provide for youth safety, the safety of other youth, facility staff and the public, by placing the youth in the most appropriate and least restrictive housing and program setting. The factors that will be considered in assigning detained youth to living units in the facility include, but are not necessarily limited to, the youth's age and gender; the seriousness of the offense; the youth's prior involvement with the justice system; medical or mental health issues the youth may have; maturity; sophistication; emotional stability; program needs; safety considerations; sexual identity, and the youth's academic needs. These and related issues identified by the assessments administered during the Intake process are considered when staff determine which living unit is most appropriate for each detained youth, given the living units' security levels and programming. Classification decisions are reviewed and re-evaluated as the youth progresses with their institutional case plan and at regularly scheduled classification status reviews conducted by the duty supervisor.

Housing units will be managed under the principles of direct supervision during all shifts. The housing building design allows for both male and female youth to be housed within one building but provides for separation by gender. The facility will provide housing for minimum, medium, and high-security youth by using a combination of medium security housing units with individual rooms and medium security dormitories.

The bifurcated design of the housing units will also allow for the older and/or more difficult youth to be housed in an area away from younger, less sophisticated youth. It is anticipated that the more sophisticated youth will be housed in Housing Unit C, on the smaller, C2 side. General population for youth sixteen (16) years or older, and those with serious or violent offenses, will be housed in Housing Unit C, on the larger C1 side.

Policies will be implemented to ensure that all youth are fairly and appropriately classified, housed, and screened for medical and mental health and access to programs, education, and recreation. All youth will move under direct supervision of sworn staff to and from educational classes, gymnasium, outdoor recreation, and visitation. In order to accommodate this, the previous spaces will be part of the campus circulation and secondary security by Central Control.

The Youth Center (YC) has a total capacity of 60 beds in dorm setting. The youth are distributed in 4 housing units: Ventana Bay, Gavilan Bay and Pinnacle Bay can each house 16 wards, while Laguna Bay can accommodate 12 wards. This configuration allows the institution to provide separate programming based on assessed risks and needs.

Youth receive medical and mental health services as needed and attend school. In-custody time is utilized for the early and immediate exposure and engagement in supportive rehabilitation programs, as well as Independent Living Skills, designed to help juveniles develop skills that will allow them to become self-sufficient. The program also offers an intensive supervision aftercare program.

Female youth have historically been committed to current DJJ programs at a very low rate. As such, female youth programming may be better suited where additional like-gender youth can program together. This may be accomplished through a regional contract with another county. If that option is not available or appropriate, female youth committed for longer terms in custody may be housed in a separate wing, or along with other females housed within the Juvenile Hall campus.

Upon intake to the commitment unit, thorough assessments will be conducted to gather a profile of the youth's psychological, social-emotional, and behavioral functioning. The results of the assessments will be compiled by the assigned probation officer and a planning meeting will be scheduled to begin the development of an individualized rehabilitation plan with a multidisciplinary team of professionals. In addition to assessment protocols, the youth will be oriented to the rules, structure, and goals of the program. This will include helping them understand the incentive and discipline system, levels and accompanying privileges, and

schedule of activities and programs. Finally, the youth will participate in a group that provides a general orientation to the treatment model and begins to prepare them for programming.

Facility Upgrade Considerations

Due to the reduction in scope for the construction of the new Juvenile Hall occupied in 2020, the facility lacks high security housing for youth requiring enhanced security measures, especially long-term. The new scope removed the 30-bed high security housing unit with dedicated classroom, reduced the 30-bed dormitory to 20 beds, and consequently the total facility capacity from 120 to 80 youth. It also eliminated the building containing kitchen, dining area, laundry, maintenance shop, and storage, and restricted programming space. It would be in the best interest of the county to explore financing options to address the shortcomings created by the descoping of the New Juvenile Hall project.

Staffing

Youth will be housed in a safe environment in cooperation with Probation staff and partnering agencies.

Probation Staffing: Juvenile Institutions Officers will always be on site 24 hours a day for direct supervision of youth committed to facilities by the Court. There will always be an adequate number of personnel sufficient to carry out program activities, provide for the safety and security of youth and staff, meet established standards and regulations, and to ensure that no required services are denied because of insufficient numbers of staff on duty (absent exigent circumstances). The shift coverage for the units will be arranged to meet or exceed the Title 15 Minimum Standards for juvenile detention facilities. Officer supervision encompasses all daily activities youth participate in including, unit programming, meals, physical education, school, room and unit clean-up, medical transports, vocational training, off site visits, court appointments, visits, structured activity, baby visits, and all other programs.

Behavioral Health Staffing: Behavioral health staff will be on site every day and on-call 24 hours a day in case an emergency response is needed, or a mental health crisis takes place. Youth can request behavioral health services at any time by either verbal or confidential written request.

Medical Staffing: Medical staff from the Natividad Medical Center (NMC) will be on-site for 15 hours every day to provide timely and quality medical care. Youth can verbally inform staff of any medical needs and staff can initiate protocols or refer the youth to medical staff for evaluation. Youth can also complete a confidential medical request and have that sent to medical staff. Services provided to youth include medical, dental, and vision. Emergency and after-hours services are provided through NMC. For families with private insurance, arrangements can be made to transport youth to those providers' offices.

Additional Safety Measures and Protections in the Facilities

Prison Rape Elimination Act: Youth will have access to the Prison Rape Elimination Act (PREA) hotline. The Probation Department has a policy in place to investigate all sexually based accusations or complaints as serious, truthful, and time sensitive. PREA investigators include supervisory staff at all levels within the facility. At any time during an investigation, outside law enforcement agencies may be called to conduct a criminal investigation. Victim Advocates will be available should they need to be utilized in any case. All information is considered confidential.

Transgender Youth: Policies are in place to protect transgender and intersex youth. Upon initial entry to any Monterey County facility, youth who identify as transgender participate with staff in completing a Transgender Youth Preference Form which plays a part in helping to determine housing, clothing, and supervision based on their gender identification.

Special Education: In cooperation with the Monterey County Office of Education, youth will have access to continued education and services. Individual Education Plans (IEP) and Education Related Mental Health Services (ERMHS) are available for those youth who qualify. Schools also work in cooperation with behavioral health providers, medical staff, and Probation to individualize each youth's program to meet their specific needs.

Americans with Disabilities Act (ADA): The Department has a position designated as the ADA Coordinator. The Coordinator monitors accommodations for youth requiring additional assistance due to a disability. The Coordinator conducts quality control of the documentation in

unit binders, follows up with staff to ensure accommodations are understood and being followed, serves as an ADA liaison with partnering agencies and evaluates ADA training needs for the facility. The ADA Coordinator will ensure youth accommodations are communicated during intake, initial assessment, school, and multidisciplinary team meetings. The ADA Coordinator will work closely with the Monterey County Office of Education to ensure information regarding educational accommodations are received and documented.

Suicide Prevention: Probation is committed to deterring and preventing self-harm and suicide within its facilities. Policies are in place for the identification and supervision of youth identified as high-risk for this behavior. Each youth completes a MAYSI-II questionnaire upon entry into any facility. This risk assessment tool is utilized in determining the youth history, current state of mind, and potential for self-harm or suicidal ideation. Youth deemed to be an immediate risk are immediately assessed by behavioral health to determine program needs and supervisory objectives. Youth may be placed on Suicide Watch or Special Watch depending on their needs. Programs can be changed at any time during their stay with behavioral health input and approval.

Youth Grievances: Youth will be able to file a grievance at any time. Each youth will have access to grievances during their program or they and may keep them inside their room for completion. A confidential grievance box is made available within each housing unit, or youth may give them directly to supervisory staff. Grievances are taken seriously, handled in a timely manner, and at times can develop into policy change when required. All are reviewed by facility administration.

PART 6: RETAINING THE TARGET POPULATION IN THE JUVENILE JUSTICE SYSTEM

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

To facilitate the retention of the target population within the jurisdiction and rehabilitative foundation of the juvenile justice system, it will be imperative that the Court, justice partners, and community have confidence that the programming, treatment, services, and facilities available will safely and successfully address the target population's rehabilitative needs, while providing necessary community safety.

Probation will continue to operate rehabilitative programs and refer youth to community-based services and the lowest level of intervention possible, to reduce youth recidivism and mitigate the need for the transfer of cases to the Adult Criminal Justice System. The proposals in this plan further support the benefits of keeping youth in the Juvenile Court system. Providing services in their home county allows for quality engagement of the family, establishment of school or work, and ties to community services, resources, and activities. Monterey County believes that youth provided with intensive local services are more likely to be successful in meeting the goals of their rehabilitation plans and successfully reintegrate into the community as productive citizens, thereby reducing recidivism and enhancing safety.

Probation also continues to work with Monterey County's Juvenile Justice System partners to ensure that youth are given opportunities to succeed the lowest level of intervention possible. Each individual case is assessed and evaluated for referral for prosecution. Before Court recommendations are made to ensure the best practices and services are directed to each individual youth and that incorporation of goals related to youths' court orders into their program to ensure youth are on track to meet achievable goals of being law-abiding and self-sufficient community members.

It is the belief of the Probation Department that the realigned youth population will serve any imposed commitment locally unless substantial case factors or facility limitations result in diminished services at the local level.

PART 7: REGIONAL EFFORT

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

Due to the very tight timing for creation of suitable facilities and implementation of services, counties are still assessing the impact of the new population in their own jurisdictions.

It is not known at this time if other jurisdictions will offer available beds with the appropriate programming for the general or for specialized populations (e.g., sex offenders). Through its participation in the proactive Chief Probation Officers of California (CPOC) association and its allied organizations, Probation will keep abreast of possible partnerships with other counties for the custody and delivery of services to offenders that Monterey County cannot serve.

Possible Regionally Contracted Specialized Services for Youth

- **Sex Offender Services:** Probation will be seeking to expand specialized services for sex offenders through Behavioral Health – Children's Services. It is also possible certain sex offenders will require a level of treatment necessitating a regional contract with another County who could provide group-based services with like offenders. Certain youth, depending on their circumstances or specialized needs, may benefit from a non-local custodial placement capable of serving more youth with similar needs, allowing for the group counseling dynamics needed in sex offender treatment.

- **Programs and Services for Females:** Female youth have historically been committed to current DJJ programs at a very low rate. Therefore, female youth programming may be better suited where additional like-gender youth can program together to avoid isolation or stigmatization. This may be accomplished through a regional contract with another County. If that option is not available or appropriate, female youth committed for longer terms in custody may be housed in a separate wing, or along with other females within Juvenile Hall. In either case, there will be an individualized case plan developed specific to the youth that is suitable to both meet the youth's needs and is appropriate for longer-term care. It is prudent to ensure all youth have optimal opportunities to be placed in a program that best suits their needs.

- **Mental Health Services:** Probation will be seeking to expand specialized services for youth with significant mental illness through Behavioral Health – Children’s Services. It is also possible certain youth may require a level of treatment necessitating a regional contract with another County who could provide an appropriate level of services with like offenders. Certain youth, depending on their circumstances or specialized needs, may benefit from a non-local custodial placement capable of serving more youth with similar needs, or whose individualized needs exceed the available local service.

PART 8: DATA

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

Collection of data on these population will require additional programming of current the case management system for juvenile offenders. At the beginning, as offenders are gradually committed to local custody, data might be collected through manual methods.

Data collection and analysis is an important aspect of any new program. Probation is committed to having accurate and relevant data upon which informed decisions can be made regarding what is working, what is not and where resources should best be applied. A Management Analyst position will be added and assigned to this program to collect and analyze data, an evaluate evidence-based solutions and programs for the realigned youth population. This will allow the Department to ensure reporting accuracy and provide the ability to identify trends that impact services including programs and funding. This system will be further built out to collect data specific to this new population related to demographics and progress, both while in and out of custody.

The Probation Department routinely reports information in the JCPSS system, annually through the CPOC annual report and collects monthly statistical reports from Probation Officers. This information is used to direct resources and helps guide decision making for the Department’s Management Team. Statistical data will also be gathered on youth housed within the facility to gather demographic information and to monitor and gauge significant incidents which may occur. Categories in which statistics will be compiled include but are not limited to

mutual fights, assaults, gang related graffiti/signs/comments/writing, suicide attempts, self-inflicted injuries, PREA incidents, suicides, escapes, and escape attempts.

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

Monterey County plans to track a broad range of process and outcomes measures for youth served by this grant, with a particular focus on outcomes related to programs, services, and re-entry. Reports will be developed for this population showing rates of entry to programs, successes, and failures, recidivism rates, services for youth with disabilities and ultimately where resources should be directed to allow youth the best chance to succeed. Measuring the success of those committed to the local realignment program will be a significant indicator of how these youth will adjust released back into the community.

The Department plans to set attainable and measurable goals tied to the youth's rehabilitation case plans and Court orders will be set through the course of their program to gauge case plan goal completion, progress, and to adjust to individual needs during their stay. Case managers will establish attainable goals during assessments to focus youth on successful program completion. Examples of these goals would be high school graduation or equivalency, college course completion, vocational training, certificate attainment, completion of Court-ordered programs and treatment, job training program, enrollment, apprenticeships, and internships.