

# Juvenile Justice Realignment Block Grant Annual Plan

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## Background and Instructions:

Welfare & Institutions Code Section(s) 1990-1995 establish the Juvenile Justice Realignment Block Grant program for the purpose of providing county-based care, custody, and supervision of youth who are realigned from the state Division of Juvenile Justice or who would otherwise be eligible for commitment to the Division of Juvenile Justice prior to its closure.

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

County plans are to be submitted and revised in accordance with WIC 1995, and may be posted, as submitted, to the Office of Youth and Community Restoration website.

## **Contents:**

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**Part 1: Subcommittee Composition**

**Part 2: Target Population**

**Part 3: Programs and Services**

**Part 4: Juvenile Justice Realignment Block Grant Funds**

**Part 5: Facility Plan**

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

**Part 7: Regional Efforts**

**Part 8: Data**

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

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

<b>Agency</b>	<b>Name and Title</b>	<b>Email</b>	<b>Phone</b>
Chief Probation Officer (Chair)	TR Merickel Chief Probation Officer	<a href="mailto:merickelt@kernprobation.org">merickelt@kernprobation.org</a>	661-868-4102 (assistant)
District Attorney's Office Representative	William Schlaerth Deputy District Attorney	<a href="mailto:wschlaerth@kernda.org">wschlaerth@kernda.org</a>	661-868-4239
Public Defender's Office Representative	Peter Kang Assistant Public Defender	<a href="mailto:kangp@kerncounty.com">kangp@kerncounty.com</a>	661-868-4770
Department of Social Services Representative	Maria Bermudez Assistant Director	<a href="mailto:bermudm@kerndhs.com">bermudm@kerndhs.com</a>	661-631-6234
Department of Behavioral Health	Jennie Sill System Administrator	<a href="mailto:jsill@kernbhhs.org">jsill@kernbhhs.org</a>	661-868-7807
Office of Education Representative	Carlos Rojas Program Administrator	<a href="mailto:carojas@kern.org">carojas@kern.org</a>	661-636-4714
Court Representative	Hon. Judge Wendy Avila Juvenile Court Judge	<a href="mailto:wendy.avila@kern.courts.ca.gov">wendy.avila@kern.courts.ca.gov</a>	661-868-7452 (assistant)
Community Member	Tom Corson Executive Director Kern County Network for Children (KCNC)	<a href="mailto:tocorson@kern.org">tocorson@kern.org</a>	661-636-4980
Community Member	Wesley Davis President/CEO Wendale Davis Foundation	<a href="mailto:wdavis@wendaledavisfoundation.org">wdavis@wendaledavisfoundation.org</a>	661-493-0275
Community Member	Lois Hannible Program Manger Community Action Partnership of Kern (CAPK)	<a href="mailto:lhannib@capk.org">lhannib@capk.org</a>	661-396-8126
Community Member	Ucedrah Osby Chapter President All Of Us Or None	<a href="mailto:aouonbakersfield@gmail.com">aouonbakersfield@gmail.com</a>	661-616-8625

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

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

Kern County will target both male and female youth whose most recent adjudicated offense is described in WIC 707(b) and is defined under WIC 1990(b), in cases where the Juvenile Court has made a finding that less restrictive alternative dispositions are unsuitable.

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

Kern County Probation is anticipating serving youth ages 14 to 23, and up to age 25 depending on the length of the disposition ordered by the Juvenile Court. Initial population estimates for year one is 10-15 males based on recent rates of commitment from Kern County to the Division of Juvenile Justice (DJJ). There is capacity for approximately 40 youth locally. Initial population estimates for females may vary as Kern County commitments are rare (2 within the past 3 years). It is anticipated Kern County will seek a regional contract to have another County provide services for females based on the expected low numbers and to maximize their opportunities for group-based services. It is uncertain what the maximum population of female commitments will be. Absent a contract with another County, Kern County has the necessary amount of living space available to accommodate what is anticipated to be a low number of female commitments based on historical commitment data. Kern County will be seeking to contract locally for specialized services for sex offenders. It is 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.

Demographics for youth from Kern County serving commitments at DJJ as of January 2021 are as follows:

- 45 total commitments: 98% (44) males; 2% (1) female
- 60% (27) for robbery related offenses; 18% (8) for assault related offenses; 18% (8) for homicide, attempted homicide, manslaughter related offenses; 2% (1) for arson; 2% (1) for sex offenses
- 24% (11) are under age 18; 74% (33) are between 18-21 years old; 2% (1) is over age 21
- 60% (27) are Hispanic; 31% (14) are African American; 7% (3) are Caucasian; 2% (1) is Pacific Islander

The breakdown of offenders at DJJ statewide as of fiscal year 2019 is as follows:

- 96% male and 4% female
- 74% are between the ages of 18-21 years of age, 19% are under 17 years of age, and 7% are over the age of 22
- 63% are enrolled in vocational programs, 42% are enrolled in high school, and 28% are enrolled in college
- Behavioral health treatment breaks down to 13% being in Sex Behavior Treatment, 8% in Mental Health Program, and 6% in Behavior Treatment

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

Several lower-level interventions provided by the Probation Department are available to youth prior to a long-term commitment of this nature becoming necessary. However, at times the serious nature of the adjudicated offense(s) and consideration for public safety will outweigh the opportunity for youth to be tried in lower-level options. A brief description of the Probation Department's continuum of care is described below:

**Out of Custody Referrals for Youth not on Probation Status**

Kern County Probation receives hundreds of police reports a month. Each report is reviewed by a Probation Officer or Supervisor to determine what, if any, action will be taken. Referrals to other services or warning letters are sent to parents of youth with no prior record for any report received alleging charges that carry no confinement time and some low-level misdemeanors.

**Evidence-Base Screening for Felony and Misdemeanor Referrals**

Probation uses the Positive Achievement Change Tool (PACT) to screen youth referred for most misdemeanor offenses that carry confinement time and for referrals on felony offenses. The PACT is an evidence-based, risk/needs assessment and case planning system implemented to assist officers in accomplishing four basic objectives:

- Determine the level of risk for re-offending (low, moderate, or high) to focus resources primarily on moderate and high-risk youth
- Identify the risk and protective factors linked to criminal behavior so rehabilitative efforts can be tailored to address youths' unique assessment profiles
- Develop a case management plan focused on reducing risk factors and increasing protective factors
- Allow managers to determine if targeted factors change because of the Court's intervention

The PACT assists in guiding initial decision-making regarding referrals. Dispositions of cases that have been screened by an officer include referrals to the District Attorney for filing or sending a warning letter and relevant referrals to community-based resources. Felony referrals are reviewed by the District Attorney's office. Once on probation status, the PACT case plan is updated regularly by the assigned Probation Officer.

**Lower-level Interventions for Youth on Probation Status**

Once youth have been adjudged wards of the Juvenile Court, lower-level interventions may be appropriate for redirection prior to consideration for a commitment to a local custodial program. These options include: Deferred Entry of Judgment (DEJ) (it should be noted DEJ youth are not adjudged wards at time of DEJ disposition), community service, Juvenile Court Work Program (JCWP), community based behavioral health services, and school-based services. These interventions are typically ordered by the Juvenile Court in conjunction with terms of probation-based supervision of youth while they live at home in the community. Out of home placement is an option of last resort for youth whose parent/guardian is unable to properly provide care or where the home is unsafe or unsuitable.

### **Juvenile Programming Unit**

Officers can also refer youth for services available at the Probation Department's Juvenile Programming Unit (JPU). The mission of the JPU is to empower youth by providing support and intensive skill training through evidence-based practices to reduce criminal behavior for a safer community. The JPU is designed to offer youth a respectful and safe environment for individualized treatment of criminogenic needs by using evidence-based and cognitive behavioral treatment models with fidelity. The treatment provided promotes accountability, development of attainable goals, and a framework for making positive changes in personal values for increased success and reduced recidivism.

### **In-Custody Dispositional Options for Intervention**

Youth determined to need in-custody treatment can be committed by the Juvenile Court to local custodial commitment programs (Pathways Academy, Camp Erwin Owen, and Kern Crossroads Facility) for one year, serving a portion of that time in custody and the remainder of the time on furlough release. These youth are composed primarily of those who, because of their level of delinquent behavior and risk to reoffend, require in-custody service provision and supervision. Upon release, most youth return to the community under Probation Department supervision. The Probation Department operates five distinct custodial programs on three campuses:

- **Juvenile Hall:** James G. Bowles 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.
- **Camp Erwin Owen:** Camp Erwin Owen is a 65-bed juvenile forestry camp for young men ages 14-18. It is in Kernville, California, and opened in 1938 as an honor and work camp. Camp holds true to that tradition today, as staff and allied agencies provide services which promote discipline, a strong work ethic and individual responsibility. All programming is geared to provide youth with the necessary tools to remain crime free upon their return to the community. Youth attend school participate in evidence-based treatment and contribute to the maintenance of the facility on work crews. The work crews include caring for chickens and pigs, working in the garden which produces food for the Dining Hall, as well as being assigned to kitchen, laundry, maintenance, grounds, and community service projects.
- **Pathways Academy:** Located on the Juvenile Hall campus, Pathways Academy is a structured commitment program for females. Pathways Academy works collaboratively to ensure each youth successfully completes her commitment and makes a smooth transition into the community. At Pathways Academy, staff continuously strive to rehabilitate youth by providing resources to reintegrate youth into the community. Youth are provided with evidence-based

services and linked with outside service organizations. The girls participate in an educational programming and receive behavioral health services.

- **Larry J. Rhoades Kern Crossroads Facility:** The Kern Crossroads Facility is a secure residential institution with an operational capacity of 120 beds. It was created to provide a local institution option for juvenile male offenders, ages 14-18, in lieu of a Division of Juvenile Justice (DJJ) commitment. The rehabilitative function of the Kern Crossroads Facility relies on a program design that includes evidence-based cognitive behavioral therapy, incentives, education, work experience, vocational training, physical education, group living and a behavioral health counseling component. Youth attend school and participate in vocational/work programs and/or counseling when not in the classroom. The custody portion of the program is a two-tiered, 168-day or 252-day program.
- **Furlough Treatment and Rehabilitation:** Located on the Juvenile Hall campus, Furlough Treatment and Rehabilitation is a 30-bed short-term in-custody program designed for youth who are on furlough release from, or who are pending transfer to a Juvenile Court ordered treatment facility (Camp Erwin Owen or the Kern Crossroads Facility).
- **Re-entry, ADA, and Programming Units:** All three facility settings have Re-entry, ADA, and Programming Units (RAP). The goal of RAP is to increase programming, improve staff/youth interactions, de-escalate tense situations, reduce use of force incidents, and change facility culture. RAP staff assist youth in their adjustment to a facility by ensuring youths' individual needs are being addressed. RAP staff conduct Pre-Release Meetings to review youth accomplishments, identify available community resources, and present release expectations to render youth ready for successful re-entry into the community. Youth who engage in misconduct will be seen by a member of the RAP Team to aid in the youth's continued participation in normal programming. The RAP Team has Crisis Awareness Response (CARE) Team members available to respond to youth in crisis and meet regularly with youth to model and encourage pro-social behaviors. The RAP Team will assist youth with ADA accommodations by making sure they understand program expectations and staff are aware of their accommodations. The Special Cases List containing all youths' ADA accommodations will be distributed daily and a weekly Special Cases Meeting with facility staff and partners to review accommodations will also occur. RAP staff will seek industry leading trends in programming to identify and deliver effective structured activities to the youth with the hope of being a catalyst for positive redirection in the youths' lives.

### **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:**

#### **Facility**

Kern County intends to utilize the Kern Crossroads facility to house youth. The Kern Crossroads facility is a secure residential institution with an operational capacity of 120 beds. The facility plant is divided into three pods which can house 40 youth in each, separated as two units of 20. One pod will be designated for this realigned population. Each housing unit of 20 has 12 individual rooms and four dorms which can house two individuals in each. Each 20-bed housing unit has a dayroom for structured activities and school if necessary. It also includes an additional room which can be utilized for visiting, mental health counseling or separation of target groups, as necessary. The physical plant includes a full kitchen with an attached dining hall which can seat up to 60 individuals at a time for meals.

#### **Youth Supervision**

To provide rehabilitative services to these youth, safety and security must be a core tenant. Youth will only be able to thrive when they feel safe and secure. Juvenile Corrections Officers (JCO) will provide this population supervision and guidance in day-to-day activities. They are trained in both de-escalation techniques as well as Crisis Prevention Intervention (CPI) and defensive tactics. A philosophy of “accountability and opportunity” will be employed in daily supervision efforts. Youth will be held accountable for misbehavior but also provided with an opportunity to redirect their negative behavior.

#### **Re-entry, ADA, and Programming Units**

Re-entry, ADA, and Programming units (RAP) will be available to youth housed within the facilities. RAP units have staff dedicated to providing additional programming to youth in custody, assist with crisis intervention, and provide an array of services outside of the normal supervision duties of direct youth supervision line staff. RAP staff will be on-site during programming hours to provide emotional support to youth, initiate daily structured programming to benefit youths’ active program participation and adolescent development, as well as to provide quality control for programming and activities within the institution. Additionally, RAP staff will be involved in the arrival of youth into the facility as well as Pre-Release Meetings to ensure a successful progression of the case plan while in custody and thorough connection to resources for transition upon release into the community.

#### **Medical Services**

Medical services will be provided through an agreement with Kern Medical, who provides on-site staff 12 hours each day to meet medical, dental, and vision related needs of the youth. Emergency and after-hours services are provided through Kern Medical Hospital. For families with private insurance, arrangements can be made to transport youth to those providers’ offices.



### **Behavioral Health Services**

Phoenix House will be the primary provider of behavioral health services on-site. Phoenix House provides an array of evidence-based and best-practice group programs as well as individual therapeutic interventions. For complete details regarding behavioral health services, please refer to that section within Part 4 of this plan.

### **Educational Program**

Kern County Superintendent of Schools (KCSOS) will operate the on-site educational program. The school consists of a school office, probation office, and six classrooms including a woodshop area. Youth within the program will have access to Redwood High School for continued education until they graduate or complete an equivalency course. Redwood High School serves students in a six-class rotation. The courses offered include English Language Arts, Mathematics, Science, Social Studies, Careers, and W.I.N. (What I Need). Students will also have an opportunity to enroll in the Construction Class. The Construction Class provides students with basic construction skills. Students will be eligible to earn the National Center for Construction Education and Research (NCCER) Core Certification, which is recognized internationally in the construction industry. Additionally, students may receive certification in CPR, First Aid, OSHA-10, and Forklift Safety.

Students will have access to a Career Readiness class that provides opportunities for students to develop career ready skills and explore possible career paths that target their interests and strengths. Industry has indicated that possessing strong “soft skills” directly correlates with workplace success. Additionally, students may participate in field trips to local college campuses, will be offered one-stop college registration and testing conducted at the Redwood High campus, and FAFSA (Free Application for Federal Student Aid) workshops will be made available to parents and guardians. A-G courses for students who desire advanced courses will also be available in the lab.

Students who have completed High School will have the opportunity to enroll in local colleges or vocational schools. Depending on the level of security needed with everyone, they will be able to attend classes online or possibly attend courses outside the facility if hands-on participation is required and the youth is deemed suitable for this level of responsibility. Youth who have demonstrated a high level of competence in an individual area and are eligible for a less restrictive environment and a lower level of supervision may be eligible for placement within the community for educational, vocational, apprenticeships, internships, or skills development training. Probation has initiated contact with CSUB’s Project Rebound and will continue to develop a relationship with them to facilitate services and opportunities for youth.

### **Vocational Training**

In addition to the programs referenced in the Educational Program section, youth will have access to work-based programs to enhance life skills and transitional opportunities upon release into the community. Examples of which include:

- **SERV Safe:** Youth earn a certificate by completing tasks designed to mimic the restaurant industry. An online test must be passed to receive the certificate which is good for 2 years. The certificate

translates to real world restaurant experience and the ability to step into a job in the restaurant industry immediately upon release.

- **General Maintenance/Landscaping:** Youth will work with both the maintenance and landscape coordinating staff to learn life skills in these areas. Youth learn skills such as equipment operation, tool use, landscaping, lawn care, tree pruning, plumbing repair, painting, floor care, electrical, power washing, etc.
- **Westec:** Youth will earn certificates in Forklift usage, Confined space, and requirements designed to translate to work in the oilfield, warehouse, or construction industry. This course is typically 2 weeks in length and the certificates translate to real world opportunities.
- **Department of Rehabilitation, Students with Disabilities assistance (DOR):** Probation has discussed opportunities for youth services through the DOR. Part of the re-entry plan for youth with disabilities may include referrals to DOR to establish a connection and help transition youth into industries and occupations that can train them for future employment.

### **Volunteer Services**

Probation has a dedicated department-level Volunteer Services Coordinator position specifically for developing relationships with Community Based Organizations to access services for the department in general and for youth within facilities. In addition, within the facility's RAP unit, there is a site-specific Volunteer Coordinator. The site-specific Volunteer Coordinator directly monitors volunteer activities at the facility, explores volunteer programs, bolsters existing programming to meet unmet programming needs, explores new/additional ways for youth to serve the community, serves as the direct liaison between the facility and volunteers, and works closely with the department-level Volunteer Services Coordinator in every capacity needed. Additionally, the Coordinator will answer all questions from volunteers to help them provide the best quality of service for youth.

Cooperation with faith-based organizations has traditionally been strong. Entities such as Bethany Center, Teen Challenge, Youth for Christ, Symbols of Hope, New Hope Ministries, and Catholic Services will provide opportunities for youth seeking religious fulfillment from their program. In many cases, these services continue once youth are released from the facility into the community. Youth are free to exercise their individual religious liberties as they choose, with safety and security in mind.

### **Other Unidentified Contracted Specialized Programs and Services**

As we move forward with this population it is recognized that service and programming gaps will likely be discovered. These may be vocational, recreational, treatment or some other area. Probation will address these service gaps through contracted services, volunteer-based partnerships, and collaborative agency workgroups to help leverage resources and direct services based on the needs of the realigned population.

## **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:**

Phoenix House will be the primary provider of behavioral health services on-site. Phoenix House provides an array of evidence-based and best-practice group programs as well as individual therapeutic interventions. Further exploration and implementation of programs best suited for this new population will be an ongoing priority. Kern County Superintendent of Schools (KCSOS) oversees the provision of Education Related Mental Health Services (ERMHS) and there will be ongoing communication and collaboration with Phoenix House regarding youth plans when those services overlap. Psychological medication management will be done in conjunction with Kern Behavioral Health and Recovery Services (BHRS) contracted psychiatrists. BHRS will assist in the transition from custody plans related to mental health services post-release, as most of these youth will be eligible for services under the Transition Age Youth (TAY) program and the adult system of care once out of custody.

### **Phoenix House Services**

The goal of the behavioral health services offered will be to assist youth in establishing a commitment to change so they may live productive crime-and-drug-free lives, along with the stabilization of their mental health status. It integrates evidence-based approaches with best practices within the field to serve the needs of youth and their families. The program will incorporate assessment, treatment planning, case management, individual and group counseling, and intensive family services. The selected services will target behavioral health and substance abuse issues, decreasing risks of recidivism, along with addressing behavioral, social, and cognitive issues, and introducing new life-skills. Youth will also be assigned a counselor who will actively seek to meet the individual needs of each youth and determine the best path to success for each individual. Youth who do not meet the criteria for group therapy or may have special needs may receive individual counseling.

Phoenix House will provide the following services exclusively for the realigned youth population, according to their case plan:

- **Seeking Safety:** This manual presents the first empirically studied, integrative treatment approach developed specifically for co-occurring PTSD and substance abuse. For persons with this prevalent and difficult-to-treat dual diagnosis, the most urgent clinical need is to establish safety to work toward discontinuing substance use, letting go of dangerous relationships, and gaining control over such extreme symptoms as dissociation and self-harm.
- **CBT with Justice Involved Clients (Interventions for Antisocial and Self-Destructive Behaviors):** Grounded in science and clinical experience, this treatment planner provides essential tools for conducting Cognitive-Behavioral Therapy (CBT) with justice-involved clients in a wide range of settings. Guidelines are presented for assessment, case formulation, and intervention to alter criminogenic thinking and destructive lifestyle patterns. With a focus on reducing recidivism, the book demonstrates ways to enhance clients' motivation for change and elicit prosocial values and life priorities.

- **Dialectical Behavior Therapy Skills Training Handouts and Worksheets:** Featuring more than 225 user-friendly handouts and worksheets, this is an essential resource for clients learning Dialectical Behavior Therapy (DBT) skills, and those who treat them. All the handouts and worksheets discussed in Marsha M. Linehan's *DBT® Skills Training Manual, Second Edition*, are provided, together with brief introductions to each module written expressly for clients. Originally developed to treat borderline personality disorder, DBT has been demonstrated effective in treatment of a wide range of psychological and emotional problems.
- **CBT Toolbox (A Workbook for Clients and Clinicians):** *The CBT Toolbox* guides youth through evidence-based exercises to help navigate the road to recovery. For a client's use on their own or for use in a therapeutic setting, this book will teach how to overcome unhealthy life patterns, providing fresh and proven approaches to help. Cognitive Behavior Therapy (CBT) is the most empirically supported form of treatment for a broad range of psychological problems.
- **Antisocial, Borderline, Narcissistic and Histrionic Workbook (Treatment Strategies for Cluster B Personality Disorders):** Utilizes unique worksheets, checklists, and other exercises to diagnose, tackle specific issues, reduce problematic symptoms, and keep therapy moving forward. Provides concrete methods to reduce self-mutilation and other risky behaviors, improve attachment, collaboration, and trust, conquer maladaptive beliefs and diffuse narcissistic resistance, assess, transference/countertransference issues, determine narcissistic drives for perfection and excellence, and lessen flirtatious behaviors.
- **A New Direction:** A New Direction is a comprehensive cognitive-behavioral therapy treatment program that trains chemically dependent offenders to challenge their thinking to change their criminal and addictive behavior patterns. *Criminal & Addictive Thinking and Introduction to Treatment:* real inmates tell the real story about recovering from a life of addiction and crime cognitive-behavioral approach helps inmates see how their attitudes and assumptions fuel destructive behaviors. *Introduction to Treatment:* The program introduces justice-involved clients to the treatment process. They are encouraged to consider why they chose to participate in a treatment program, what success looks like, and how to turn their lives around. *Socialization:* clients reflect on past relationships and improve communication skills, so they may build and maintain sober, crime-free relationships.

Phoenix House currently provides the following groups to youth housed within the facility who are committed to the Crossroads program. These programs will also be available to the new population of realigned youth:

- **24/7 Dad (12-weeks, 12-sessions):** Focuses on parenting skills, children's life skills, and family life. The 24/7 Dad program is based on five principles, which are: how we parent successfully or unsuccessfully in a largely learned set of behaviors, father and mother parents have two different distinct approaches to parenting, there are universal aspects of fathering and parenting that exist in all cultures, and any father, given the chance can learn to be a great dad and parent. The goal is to increase positive parenting skills, involvement, responsibility, and commitment to their children and the mother of their children.
- **The Strengthening Families Program (SFP) (14-weeks, 14-sessions):** A science-based parenting skills, children's life skills, and family life skills training program specifically designed for high-risk families. Parents and youth participate in SFP, both separately and together. Group leader manuals contain a

complete lesson for every session. Parent and youth handbooks/handouts are also provided for every session.

- **Aggression Replacement Training (ART) (10-weeks, 30-sessions):** ART is made up of three components including Skill Streaming, Anger Control Training and Moral Reasoning. ART group targets emotions, behaviors, and cognitions that contribute to the complex character of aggression. In Structured Learning Training, the youth will learn social skills so that they can communicate with people more effectively. In Anger Control Training, the youth will learn about anger how to manage it effectively. In Moral Reasoning Training, the youth will learn how to make more decisions that are appropriate.
- **Thinking for a Change (T4C) (8-weeks, 25-sessions):** Focuses on problem solving, social skills, and cognitive restructuring. The youth will learn social skills such as Active Listening, Giving Feedback and Responding to Anger. The youth will also learn how thinking impacts behavior. The last six sessions focus on problem solving and addresses goal setting, choices, and consequences.
- **Cognitive Behavioral Interventions for Substance Abuse (CBISA) (13-Weeks, 37 sessions):** Focuses on utilizing therapeutic strategies designed to change the cognitions that influence maladaptive behavior. The curriculum is designed for participants who are moderate to high risk in the area of substance abuse. Interventions rely on a cognitive-behavioral approach to teach participants strategies for avoiding substance abuse.
- **Choices and Changes (5-weeks, 16-sessions):** Focuses on teaching youth problem-solving skills, victim empathy, positive self-image, increasing self-esteem and confidence, discusses high risk places/situations for continued negative behavior pattern, avoiding negative peer influences, value clarification, loyalty, respect, dealing with disrespect, building a support system, consequences faced, future goals, the revolving door, and steps to take to help make pro-social choices.
- **Stages of Change (SOC) (3 to 7-weeks, 9 to 20 -sessions):** **\*\*Usually done in individual sessions\*\*** Stages of Change focuses on youth who have substance abuse problems and is based on the model developed by Prochaska & DiClemente 1984. The group offers an integrative framework for understanding, measuring, and intervening in behavior change regarding the use of substances. In this mode, change is seen as a progression through a series of five stages, from initial Pre-Contemplation stage where the youth is not thinking of change to Contemplation, Preparation, Action, and the fifth stage of Maintenance which the youth work to maintain long-term change from substance use.
- **Anger Management (4weeks, 10-sessions):** **\*\*Usually done in individual sessions\*\*** Anger Management focuses on youth who have challenges regulating their emotions when they become angry and is based on the model developed by C. Nuckols & S. Nuckols 2004 for the Hazelden Corporation. The group has three main sections to assist with anger management problems: About Anger, About the Workbook, and Promising Treatments. The group utilizes Relaxation Interventions to reduce emotional and physiological arousal, Cognitive Interventions to reduce anger-inducing information and internal cognitive prompts, and Behavioral Interventions that seek to change angry, aggressive behavior to more adaptive behavior.
- **Anger Control Training (ACT) (10-weeks, 30 sessions):** Is made up of three components including Skill Streaming, Anger Control Training, and Moral Reasoning. The ACT group fundamental focus is on the interrelationship of cognitions, behaviors, and emotions that contribute to the complex character of

aggression. In Skill Streaming Training, youth will learn prosocial alternative behaviors that will manifest and enhance effective communication with other people. In Anger Control Training, youth will learn self-awareness to effectively control their anger across a variety of situations. In Moral Reasoning Training, youth will develop better decision-making skills.

- **Anger Management for Substance Use Disorder (10-weeks, 12-sessions):** A Cognitive-Behavioral Anger Management group treatment model developed to help individuals with substance use and mental health problems co-occurring with anger management problems. Theoretically unified by principles of Social Learning Theory, there are four types of CBT interventions utilized in treating anger management and to help develop an understanding of how anger and violence and substance use are linked. The curriculum utilizes Relaxation Training which targets emotional and physiological components of anger; Cognitive Interventions targets cognitive process such as building awareness of cues and triggers, hostile appraisal and attributions, maladaptive beliefs, and inflammatory thinking; Communication Skills Interventions targets strengthening assertiveness and conflict resolution skills; Combined Interventions integrates two or more CBT interventions and targets multiple domains.

#### **Contracted Specialized Services for Youth**

- **Sex Offender Services:** Probation will be seeking to contract locally for specialized services for sex offenders. 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.
- **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. 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 the Pathways Academy. 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.

#### **Trauma Informed Care Based Approach**

Kern County Probation is dedicated to a Trauma Informed Care (TIC) based approach. The first part of TIC in the Juvenile Justice System is to recognize that most of the affected youth have experienced trauma in their lives. The next step is to put policies in place which attempt to minimize the potential for re-traumatization. Providing services and outlets to address trauma through both treatment and positive staff interactions is also key. Ongoing training will be a priority to ensure the permanency of these practices. To support ongoing training efforts, 1 Juvenile Corrections Officer III will be dedicated to the Training unit. This staff will assist in researching and coordinating formal and informal training for the Department and collaborative partners, with a primary focus on emerging TIC and behavioral health minded approaches to staff/youth interactions to supplement and enhance current training efforts already in place.

**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)):**

Youth will have access to a variety of programs and services designed to promote healthy adolescent behavior. Some of the specific evidence-based, pro-social, and best-practice programs related to this area are more fully described in the behavioral health section of Part 4 of this plan. In addition to those, other services directed at healthy adolescent development will include volunteer-based, educational, recreational, redirection and vocational based programs and supports.

**Volunteer Services**

Probation has a dedicated department-level Volunteer Services Coordinator position specifically for developing relationships with Community Based Organizations to access services for the department in general and for youth within facilities. An example of a volunteer program that is designed to help healthy adolescent development is as follows:

- **Marley's Mutts Pawsitive Change Program:** Probation plans to partner with Marley's Mutts to bring their Pawsitive Change dog program to the realigned population. The youth will complete applications and interviews to enter the 12-week program. They must also maintain pro-social behavior to remain in the program. Once chosen, they will be tasked with caring for and training dogs who will live on-site. Youth must work together to share the responsibility of caring for and training the dogs which promotes communication and team building skills. Through participation in the program, the youth gain coping skills, pride in themselves, and increased responsibility for their action.

**Educational and Vocational Services**

In addition to the provision of traditional core secondary and post-secondary education, this realigned population will be able to receive additional training and skill building in specific fields. Healthy adolescent development includes the development of skills that support independence, responsibility, and work ethic. Some examples of these types of programs include:

- **SERV Safe:** Youth earn a certificate by completing tasks designed to mimic the restaurant industry. An online test must be passed to receive the certificate which is good for 2 years. The certificate translates to real world restaurant experience and the ability to step into a job in the restaurant industry immediately upon release.
- **General Maintenance/Landscaping:** Youth will work with both the maintenance and landscape coordinating staff to learn life skills in these areas. Youth will learn skills such as equipment operation, tool use, landscaping, lawn care, tree pruning, plumbing repair, painting, floor care, electrical, power washing, etc.
- **Westec:** Youth will earn certificates in Forklift usage, Confined space, and requirements designed to translate to work in the oilfield, warehouse, or construction industry. This course is typically 2 weeks in length and the certificates translate to real world opportunities.
- **Department of Rehabilitation, Students with Disabilities assistance (DOR):** Probation has discussed opportunities for youth services through the DOR. Part of the re-entry plan for youth with disabilities

may include referrals to DOR to establish a connection and help transition youth into industries and occupations that can train them for future employment.

### **Re-entry, ADA, and Programming Units**

The Re-entry, ADA, and Programming (RAP) unit has specific staff positions whose purpose is to help support healthy adolescent development, both through redirection and provision of supports to guide better decision making. Some of those positions and services within the RAP unit are as follows:

- **Americans with Disabilities Act (ADA) Coordinator:** The ADA Coordinator runs Special Cases Meetings, monitors the Special Cases List to ensure accuracy, 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 our partnering agencies and other Probation divisions, and evaluates ADA training needs for the facility. The ADA Coordinator will ensure youths' accommodations are communicated during intake, initial assessment, school, and Pre-Release Meetings. The ADA Coordinator will work closely with the School Coordinator to ensure information regarding educational accommodations are received and documented.
- **Special Cases Meeting (SCM):** The SCM attendees include representatives from school, behavioral health, medical, and Probation staff. The primary goal of the SCM is to discuss challenges youth may have while programming, specifically detailing their ADA accommodations. The ADA Coordinator records minutes and disseminates information to unit staff to assist youth supervision.
- **Volunteer Coordinator:** Within the facility's RAP unit, there is a site-specific Volunteer Coordinator. The site-specific Volunteer Coordinator directly monitors volunteer activities at the facility to explore volunteer programs, bolster existing programming and meet unmet programming needs. The Volunteer Coordinator serves as the direct liaison between the facility and volunteers.
- **Programming Coordinator:** The Programming Coordinator directly monitors programming in the facility to determine the effectiveness and appropriateness of existing programming, works closely with partnering agencies to assure our mission and goals are understood, researches new programming, technology, and industry trends in facility programming.
- **Crisis Awareness Response (CARE) Team Members:** The CARE Team consists of all members of the RAP Team. CARE Team members will respond to youth in crisis to de-escalate situations before they deteriorate further. The CARE Team will motivate youth to interact in the program and counsel youth who need re-direction. All CARE Team members will work shifts that allow the most accessibility to the programming needs of youth. CARE Team members will be present in the units to lead structured activities, engage youth individually when appropriate, build rapport, and gain knowledge about youth to assist with de-escalating future incidents that may occur. Not being part of direct youth supervision staffing ratios will allow CARE Team members to respond directly to incidents without delay.
- **Alternative Program (AP):** Alternative Program (AP) will be a sanction used to address all levels of youth misconduct. Youth who receive AP will not participate in regular recreational programming and will remain in the defined AP area, typically a separate dayroom. RAP staff will facilitate AP and document youth participation. The ADA Coordinator will document youth with ADA accommodations who were placed in AP. All youth in AP will complete any interventions, educational assignments, or Cognitive Behavioral Therapy (CBT) assignments during their AP time. Completed interventions and



assignments will be reviewed by staff and discussed with the youth. Longer AP periods, which may be given for high level misconduct, may require several Core Correctional Practices (CCP) interventions, educational or CBT assignments over the course of the AP period.

### **Other Unidentified Contracted Specialized Services**

As we move forward with this population it is recognized that service gaps will likely be discovered. Some of these may be related to the need for additional supports and services to help further promote healthy adolescent development. Probation will address these service gaps through contracted services, volunteer-based partnerships, and collaborative agency workgroups to help leverage resources and direct services based on the needs of the realigned population.

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

Youth will have access to groups designed to enhance the transition back to the community and maintain a strong family unit. Bolstering a robust, sturdy family unit will be a core concept in the program. Family members are preferred to be involved in every step of youths' programs and transitions back into the community. The more involved the family is in the treatment experience, the better the understanding, respect, and trust to solidify the successful return to the community will be.

### **Visiting**

Regular visiting will be accessible to parents or legal guardians to continue and further develop family ties. Visiting will be accessible at the facilities, either in person or remotely via ZOOM conference. Consideration will be given to expand visiting options to include additional family members, such as siblings, grandparents, spiritual advisers, and mentors. As the youth progress through the program, they may earn the privilege to expand their visiting list to close friends who serve as constructive influences. For youth who are parents, opportunities will be available for regular baby visits. Youth will have onsite visits with their children and typically their parent/guardian. Future baby visits may include both the youth and the other parent to allow for family unity. Suitability for this will be assessed on a case-by-case basis.

### **Special Events and Engagements**

Youth who are progressing strongly through their program and meet the criteria may be able to be eligible for passes to attend life events such as graduations, births, and funeral services. On-site outdoor picnics will be available to youth doing well in the program who attain certain goals. Additionally, off site picnics may be allowed provided the youth meets classification and behavior criteria.

### **Family Engagement Programs**

Youth and families will have access to several programs intended to increase family engagement and further strengthen and support existing family bonds. Some examples of such programs are as follows:

- **24/7 Dad (12-weeks, 12-sessions):** Focuses on parenting skills, children's life skills, and family life. The 24/7 Dad program is based on five principles, which are: how we parent successfully or unsuccessfully

in a largely learned set of behaviors, father and mother parents have two different distinct approaches to parenting, there are universal aspects of fathering and parenting that exist in all cultures, and any father, given the chance can learn to be a great dad and parent. The goal is to increase positive parenting skills, involvement, responsibility, and commitment to their children and the mother of their children.

- **The Strengthening Families Program (SFP) (14-weeks, 14-sessions):** A science-based parenting skills, children's life skills, and family life skills training program specifically designed for high-risk families. Parents and youth participate in SFP, both separately and together. Group leader manuals contain a complete lesson for every session. Parent and youth handbooks/handouts are also provided for every session.

**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)):**

**Re-entry Supports**

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. Some 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 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.

As we move forward with this population it is recognized that re-entry services gaps will likely be discovered. These may be vocational, recreational, treatment or some other area. Probation will address these service gaps through contracted services, volunteer-based partnerships, and collaborative agency workgroups to help leverage resources and direct services based on the needs of the realigned population.

**Re-Entry Coordinator (RAP Unit Staff)**

The Re-Entry Coordinator will directly coordinate all details of youth being released from commitments to address both custody and community needs upon release, coordinate services with all of our partnering agencies, oversee Pre-Release Meetings, act as the facility liaison for assigned Probation Officers, facilitate connections with outside entities (Social Security Office, Post Office for draft registration, DMV for ID or CDL, birth certificates, Medi-Cal, etc.), and maintain a presence in the facility to build rapport with youth and determine any special interests or skills to be further encouraged through community referrals.

## Vocational Training

Youth will have access to work-based programs to enhance life skills and transitional opportunities upon release into the community. Examples of which include:

- **SERV Safe:** Youth earn a certificate by completing tasks designed to mimic the restaurant industry. An online test must be passed to receive the certificate which is good for 2 years. The certificate translates to real world restaurant experience and the ability to step into a job in the restaurant industry immediately upon release.
- **General Maintenance/Landscaping:** Youth will work with both the maintenance and landscape coordinating staff to learn life skills in these areas. Youth learn skills such as equipment operation, tool use, landscaping, lawn care, tree pruning, plumbing repair, painting, floor care, electrical, power washing, etc.
- **Westec:** Youth will earn certificates in Forklift usage, Confined space, and requirements designed to translate to work in the oilfield, warehouse, or construction industry. This course is typically 2 weeks in length and the certificates translate to real world opportunities.
- **Department of Rehabilitation, Students with Disabilities assistance (DOR):** Probation has discussed opportunities for youth services through the DOR. Part of the re-entry plan for youth with disabilities may include referrals to DOR to establish a connection and help transition youth into industries and occupations that can train them for future employment.

## Ongoing Educational Opportunities and Support

Students who have completed High School will have the opportunity to enroll in local colleges or vocational schools. Depending on the level of security needed with everyone, they will be able to attend classes online or possibly attend courses outside the facility if hands-on participation is required and the youth is deemed suitable for this level of responsibility. Youth who have demonstrated a high level of competence in an individual area and are eligible for a less restrictive environment and a lower level of supervision may be eligible for placement within the community for educational, vocational, apprenticeships, internships, or skills development training. Probation has initiated contact with CSUB's Project Rebound and will continue to develop a relationship with them to facilitate service and opportunities for youth.

## Behavioral Health Transitions

Kern Behavioral Health and Recovery Services (BHRS) will work with Probation to transition youth from in-custody treatment to behavioral health services post-release, as most of these youth will be eligible for services under the Adult System of Care or through the Transition Age Youth (TAY) program once out of custody.

The Adult System of Care provides services to youth (age 18 and over) who are experiencing challenges in life functioning as a result of symptoms related to mental illness and/or substance use. Treatment is client-driven and based on the strengths and goals of the youth served. Key treatment components include a mental health assessment/reassessment, psychological evaluation, medication management services, group therapy, individual therapy, family therapy, case management services, psychoeducation, substance use treatment, rehabilitation and coping skills education, and linkage to community resources. The therapist and recovery

specialist form a dyad team to provide tailored services to the client which are outlined on the Clinical Practice Guidelines and reviewed with the youth at the onset of treatment.

The TAY team is a full partnership team which provides support to foster youth between the ages of 16 and 25 who are struggling with mental and emotional health issues. Some specialty services offered include counseling/therapy, drug/alcohol addiction treatment, help with securing financial and health benefits, assistance with accessing medical, dental and vision services, assistance with securing safe and affordable housing, accessing transportation options, food, and clothing resources, help with securing employment or vocational training, and assistance with education classes. Services are provided in the community with locations, such as but not limited to, the client's home, school, work site, or other community agency.

The TAY Team utilizes *The Transition to Independence Process (TIP) Model* which is an evidenced supported practice that helps engage youth in their own futures planning process, provides them with services/supports, involves them and others in a process that facilitates greater self-sufficiency, and successful achievement of goals related to each transition domain. The TIP Model helps youth with emotional behavioral difficulties to overcome barriers and achieve their goals.

### **Pre-Release Meetings**

Pre-Release Meetings will address the accomplishments and continuing needs of youth being released. A report detailing youths' programs while in the facility and goals for after release will be discussed with partnering agencies from education, behavioral health, family members, and Probation staff to help develop a successful re-entry plan. Probation will maintain a current resource list of community-based service providers to be able to refer youth being released to in order for the youth and family to know what is available to them within the community. The resource list will include agencies who provide support, services, and opportunities in the following areas:

- Employment/Job Readiness
- Housing, Shelter, and Utility Services
- Medical Services
- Transportation Services
- Legal Assistance
- Child Care Services
- Support/Counseling Groups

### **Juvenile Programming Unit and Adult Programming Unit Services**

Staff assigned to the Juvenile Programming Unit (JPU) and Adult Programming Unit (APU) are trained in a wide array of evidence-based and best-practice modalities. Due to anticipated lengths of stay this population will be wide-ranging in age, and many will reach adulthood while in our care. JPU and APU staff can provide services and skill building efforts to supplement on-site supports in place, while allowing for a warm handoff from juvenile based services to adult based services which can be continued upon release from custody.

### **Post Release Supervision**

Based on the high-risk level and numerous needs of the realigned population, dedicated caseloads with manageable youth to officer ratios will be key to successful re-entry back into the community. Deputy

Probation Officers will begin working and building rapport with the youth while they are in custody. They will provide case management services and individualized case plans to maximize the chance for successful integration. For those youth over 21 the SRNA (Static Risk and Needs Assessment) will be utilized. This tool is used by the Probation Department for their adult offenders and is validated for this older age group. They will also provide a level of accountability to help redirect behavior which is contrary to their success.

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

**Evidence Based Practices**

Kern County and the Probation Department are committed to Evidence-Based Practices (EBP). EBP includes a wide variety of practices and treatments that have been validated through meta-analysis to reduce recidivism by addressing criminogenic needs and building on supportive factors.

The core of EBP is an evidence-based assessment. Kern County utilizes the Positive Achievement Change Tool (PACT). This assessment both identifies a youth's risk level to reoffend as well as their criminogenic needs. This allows for individualized case plans that focus on those dynamic risk factors that lead to criminal behavior. The PACT is validated for youth up to 21 years of age. For those youth over age 21 the Static Risk and Needs Assessment (SRNA) will be utilized. This tool is used by the Probation Department for their adult offenders and is validated for this older age group.

In addition to an assessment, EBP include evidence-based treatments. These are Cognitive Behavioral Therapy (CBT) programs and other best practices that have been proven to address criminogenic needs and reduce recidivism. Examples include Aggression Replacement Training, Strengthening Families, Thinking for a Change (T4C), and Cognitive Behavioral Interventions-Substance Abuse (CBISA). Both sworn and non-sworn staff, as well as contracted service providers, will facilitate these treatment modalities to youth. Additional examples of such programs being implemented for this realigned population are found in Part 4 of this plan.

**Culturally Responsive Services**

Juvenile Correction Officers within the facilities receive ongoing annual training on topics that include youth development and culturally responsive approaches to youth interaction. Here is one example of a culturally responsive training offered:

- **Cultural Competency (Course Description):** Law Enforcement Professionals are dealing with many challenges, including how to interact and navigate through the diverse communities they are working with. Recent high-profile interactions have also strained police-community relations and has made the jobs more difficult. This interactive course will explore the historical relationships between law enforcement and the communities they serve. This training will also examine the dynamics of culture, police culture, human relations, and the impact they can have working with a diverse population. Students will also explore effective ways to increase public trust while working within the criminal justice system.

Youth are free to exercise religious expression and have opportunities to request visitation from personal spiritual advisors. Cooperation with faith-based organizations such as Bethany Center, Teen Challenge, Youth for Christ, Symbols of Hope, New Hope Ministries, and Catholic Servicers provide an opportunity for youth seeking religious support during their program. In many cases, these services continue once youth are released from the facility into the community.

### **Trauma Informed Care Based Approach**

Probation is dedicated to a Trauma Informed Care (TIC) based approach. The first part of TIC in the juvenile justice system is to recognize that most of the affected youth have experienced trauma in their lives. The next step is to put policies in place which attempt to minimize the potential for re-traumatization. Providing services and outlets to address trauma through both treatment and positive staff interactions is also key. Some examples of current trainings provided to staff that support a trauma-informed approach include:

- **Crisis Intervention Training:** This course provides an overview on how to work proactively to increase pro-social behavior, teach skills, and positively change behavior. Information is shared on how to stay ahead of behavior by working the environment to increase success from intake. Specific behavioral interventions and corrective teaching are covered for common mental health diagnoses seen in this setting. ACEs are reviewed with examples of triggers and fight/flight responses.
- **Mental Health 101:** This course provides an overview of mental health issues and diagnoses, interventions, and psychotropic medications. Information is covered on the history of treatment for offenders with mental health issues and the impact now on the Criminal Justice System and Probation. Disability and special education laws are covered as well as how to effectively make accommodations for offenders with mental health issues with regard to developing effective interventions and treatment plans.
- **Crisis Prevention Institute Non-Violent Intervention Strategies:** This course provides an overview of the Crisis Development Model and offers non-violent intervention strategies to address potential escalating behavior. This course identifies both verbal and non-verbal techniques and strategies to utilize when contacting a youth who is showing signs of anxiety.
- **Behavioral Health Unit-Juvenile Corrections Officer Core Training:** The Behavioral Health Unit (BHU) was created to increase officers' proficiency at identifying possible mental health or behavior issues and support appropriate officer responses, as well as identifying resources that are available to youth within the Juvenile Justice System. This training unit is comprised of ten individual lessons consisting of: Signs and Symptoms of Substance Abuse, Trauma, Interventions and Resources, Stigma and Bias, Roles and Responsibilities, Liability, Suicide Prevention, Foundations and Definitions, Safety, Emotional Survival.

### **Ongoing Training Support**

Ongoing training will be a priority to ensure the permanency of these practices. To support ongoing training efforts, 1 Juvenile Corrections Officer III (JCO) will be dedicated to the Training unit. This staff will assist in researching and coordinating formal and informal training for the Department and collaborative partners, with a primary focus on emerging TIC and behavioral health minded approaches to staff/youth interactions to supplement and enhance current training efforts already in place.

**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)):**

It is recognized to accomplish the mission of successfully realigning the DJJ population it must be collaborative effort. While the Probation Department will have primary responsibilities for security, services and treatment, numerous other partners will be significantly involved. KCSOS and local colleges will play a vital part in education services. Kern Medical will provide health care services. Other important partners will be Phoenix House, Kern County Behavioral Health and Recovery Services, various volunteer groups, and more.

In addition to those core partnerships, as we move forward with this population it is recognized that service gaps will likely be discovered. These may be occupational, recreational, treatment or some other area. Having funds available to address these service gaps is a sensible strategy to ensure that youths' needs will be met. Certain youth, depending on their circumstances or specialized needs, may present specialized treatment needs that could be better served by a community-based entity. Therefore, it is important to begin to prepare for such a contingency and grant funds will be set aside to be available for these types of services. The actual target areas will be directed by the SB 823 Subcommittee.

It is anticipated there will be a variety of tangible needs to help the release transition be more successful. Some 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.

Kern County Probation has a dedicated position for a Volunteer Services Coordinator specifically for developing relationships with Community-Based Organizations to access services for youth within facilities. The Coordinator will routinely analyze institution/youth needs and search for a Community-Based Organization to fill needs.

Probation will maintain a current resource list of community-based service providers to be able to refer youth being released to in order for the youth and family to know what is available to them within the community. The resource list will include agencies who provide support, services, and opportunities in the following areas:

- Employment/Job Readiness
- Housing, Shelter, and Utility Services
- Medical Services
- Transportation Services
- Legal Assistance
- Child Care Services
- Support/Counseling Groups

## **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)):**

### **Facilities**

Kern County intends to utilize the facility currently described as Kern Crossroads to house realigned youth. This facility is a secure residential institution with an operational capacity of 120 beds. It was created to provide a local institution option for juvenile male offenders, ages 14-18, in lieu of a DJJ commitment. The facility plant is divided into three pods which can house 40 youth in each, separated as two units of 20 within each pod. These separate units will allow for some separation by age and/or special needs as warranted and identified during classification. Each unit of 20 has 12 individual rooms and four dorms which can house two individuals in each. Each 20-bed housing unit has a dayroom for structured activities and school if necessary. It also includes an additional room which can be utilized for visiting, behavioral health counseling or separation of target groups, as necessary. The physical plant includes a full kitchen with an attached dining hall which can seat up to 60 individuals at a time for meals. Also included is a school area which currently houses Redwood High school. The school consists of a school office, Probation office, and six classrooms including a woodshop area. Additionally, there is a physical education area with 2 full size basketball/volleyball courts, a weight room, and a field which is utilized for sports and other activities.

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. 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 the Pathways Academy. Pathways is located on the Juvenile Hall campus, which is a secure facility.

### **Facility Upgrade Considerations**

Currently security upgrades are being planned and prioritized. Initially, a holding room is being converted to a padded safety room. Also being considered are upgrading perimeter fencing, adding an additional recreation slab, and adding taller railings to the upstairs portions of the pods. Additionally, a new camera system is being added to cover all areas of the facility to protect youth and investigate allegations when needed. We are actively seeking all options for upgrading and securing the facility, as well as providing space for programming, school, and behavioral health groups. These added measures will help ensure safety and security while allowing for robust service delivery and increased time spent outside of rooms.



## Staffing

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

- **Probation Staffing:** Juvenile Corrections Officers (JCO) will always be on site 24 hours a day for supervision of youth assigned to facilities. There will always be an adequate number of personnel sufficient to carry out program activities, provide for safety and security of youth and staff, meet established standards, and regulations and to ensure that no required services shall be 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 Standards for juvenile detention facilities. JCO 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 will be on-site for 12 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 Kern Medical Hospital. For families with private insurance, arrangements can be made to transport youth to those providers' offices.

## Additional Safety Measures and Protections

- **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 the Deputy Probation Officer III (DPO III) and Juvenile Corrections Officer III (JCO III) level. At any time during an investigation, outside law enforcement agencies may be called to conduct a criminal investigation. Victim's 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 Kern County Institution, 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 Kern County Superintendent of Schools, 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 RAP Unit has a position designated as the ADA Coordinator. The ADA Coordinator runs Special Cases Meetings, monitors the Special Cases List to

ensure accuracy, 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 other Probation divisions, and evaluates ADA training needs for the facility. The ADA Coordinator will ensure youths' accommodations are communicated during intake, initial assessment, school, and Pre-Release Meetings. The ADA Coordinator will work closely with the School Coordinator to ensure information regarding educational accommodations are received and documented.

- **Special Cases Meeting (SCM):** The SCM attendees include representatives from school, behavioral health, medical, and Probation staff. The primary goal of the SCM is to discuss challenges youth may have while programming, specifically detailing their ADA accommodations. The ADA Coordinator records minutes and disseminates information to unit staff to assist youth supervision.
- **Suicide Prevention:** Probation is committed to deterring and preventing self-harm and suicide within its facilities. Policies are in place for 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)):**

Kern County Probation continues to work within the parameters of the legal system to ensure youth entering the Juvenile Justice System are given opportunities to succeed at the lowest level of intervention possible. Partners within the Juvenile Justice System include the Kern County Juvenile Court, the Kern County District Attorney, the Kern County Public Defender, and community support advocates. These partners work closely to ensure fair, consistent, equal, and individual treatment for each youth.

Each individual case is assessed and evaluated before Court recommendations are made to ensure the best practices and services are directed to each individual youth. Probation utilizes the PACT risk/needs assessment tool and case plan to assess level of risk to reoffend, identify criminogenic needs, and guide services (further information on the PACT is found in Part 2 of this plan). This allows incorporation of goals related to youths' court orders into their program to ensure youth are on track to meet achievable goals of being law-abiding and self-sufficient community members. Working within the existing laws, only offenses eligible for transfer to the adult system would be considered. When considering Court recommendations on those cases, the underlying principle applied to the Court process will be that whenever possible and appropriate youths' cases should remain in the Juvenile Justice System.

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

## **Part 7: Regional Effort**

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

Kern County will serve youth locally unless substantial case factors indicate the youth would be better served another way. Youth committed to this program are not only at risk of further exposure to the Criminal Justice System, but they are at much higher risk to become disenfranchised with the community to which they will ultimately return. Family structure, family visits, positive peer and mentor involvement, and community service are keys to successful reintegration to the local community. Local programming, vocational training, higher education, and community ties are valuable to a youth's chances for success when released from the program. Kern County is committed to prioritizing both the family bond and commitment to their community for these youth and local programming provides the best opportunity.

### **Possible Regionally Contracted Specialized Services for Youth**

- **Sex Offender Services:** Probation will be seeking to contract locally for specialized services for sex offenders. 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. With the low numbers of sex offenders from Kern County, it is possible for it to be in the best interest of the youth to get services from another County 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 the Pathways Academy. 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.

## Part 8: Data

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

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. Two Department Analyst positions from the Department's Research, Analysis and Data (RAD) unit will be added and assigned to this program. The RAD unit is dedicated to finding evidence-based solutions and programs for the clientele served by Probation. In addition, Probation has recently developed an internal case management system allowing officers to manage the Juvenile Probation population. This will allow the Department to ensure reporting accuracy and provide the ability to identify trends that impact services including programs funded by JJCPA and YOBG. 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. In addition, the Superior Court has authored a Standing Order that allows for information sharing on juvenile matters between specific agencies that have a vested interest and involvement in juvenile offenders' treatment plans and rehabilitation.

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. Probation also has a separate program, Benchmark, which tracks all use of force incidents that occur. This data is regularly reviewed by Probation management.

Another important piece of data is getting feedback from the youth themselves. It is vital to understand how the affected youth are perceiving the services and supports being provided. Equally important is to gauge what service gaps exist from their perspective. While this feedback will be received during the normal course of interacting with the youth it is felt a formalized process to collect and analyze quantitative and qualitative data is needed. Therefore, formalized surveys will be conducted on a periodic basis, no less than two times per year. This data will be collated by the assigned Department Analyst and shared with Probation management and the SB 823 subcommittee to help inform decisions moving forward.

Staff working directly with the youth will be continuously engaged in providing feedback to supervisors and management through scheduled unit meetings and ongoing conversations. In addition to these normal avenues of communication, staff will be given the opportunity to complete annual surveys related to the services and supports being provided in order to formalize a process to collect and analyze quantitative and qualitative data.

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

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 DJJ realignment program will be a significant indicator of how these youth will adjust once released back into the community. Attainable and measurable goals tied to the 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.

DRAFT

# County of Kern

## SB 823 Juvenile Justice Realignment

### Plan and Fiscal Summary

### FY 2021/22 through FY 2023/24

(A Supplement to the Juvenile Justice Realignment Block Grant Annual Plan)



## SB 823 Subcommittee

TR Merickel, Chief Probation Officer (Chairperson)

Honorable Wendy Avila, Judge of the Superior Court, Juvenile Division

**William** Schlaerth, Deputy District Attorney

Peter Kang, Assistant Public Defender

Jennie Sill, System Administrator – Behavioral Health & Recovery Services

Maria Bermudez, Assistant Director – Department of Human Services

Carlos Rojas, Program Administrator – Kern County Superintendent of Schools

Tom Corson, Executive Director – Kern County Network for Children (Community Member)

Wesley Davis, President/CEO – Wendale Davis Foundation (Community Member)

Lois Hannible, Program Manager – Community Action Partnership (Community Member)

**Ucedrah Osby, Chapter President – All Of Us Or None**

## Introduction

Senate Bill 823, passed in 2020, prospectively realigns the DJJ (Division of Juvenile Justice) population from the State to the Counties effective July 1, 2021. This high-risk and older population (up to age 25) brings both new challenges and opportunities. The bill created the SB 823 Subcommittee of the Juvenile Justice Coordinating Council. This Subcommittee has convened to consider the requirements of WIC 1995 and discussed how to best succeed in providing safety and services to this population.

That plan can be accessed in the Juvenile Justice Realignment Block Grant Annual Plan. This document is a companion to that plan and provides a summary of philosophy, staffing and services along with a fiscal breakdown of allotted funds. The sections below describe the plan fully implemented in Year-Three (FY 23/24), with the understanding that the Subcommittee can adjust as appropriate moving forward. At the end of this document there is a financial breakdown of each fiscal year in reverse order, showing the implementation steps needed to fully enact the plan.

Below is a chart showing Kern County's SB 823 projected funding for the next three fiscal years:

<u>Fiscal Year</u>	<u>Funding</u>
FY 21/22	\$1,410,496
FY 22/23	\$4,178,245
FY 23/24	\$6,922,091

## Evidence-Based Practices

Kern County and the Probation Department are committed to Evidence-Based Practices (EBP). EBP includes a wide variety of practices and treatments that have been validated through meta-analysis to reduce recidivism by addressing criminogenic needs and building on supportive factors. The core of EBP is an evidence-based assessment.

Kern County utilizes the PACT (Positive Achievement Change Tool). This assessment both identifies a youth's risk level to reoffend as well as their criminogenic needs. This allows for individualized case plans that focus on those dynamic risk factors that lead to criminal behavior. The PACT is validated for youth up to 21 years of age. For those youth over 21 the SRNA (Static Risk and Needs Assessment) will be utilized. This tool is used by the Probation Department for their adult offenders and is validated for this older age group.

In addition to an assessment, EBP include evidence-based treatments. These are Cognitive Behavioral Therapy (CBT) programs and other best practices that have been proven to address criminogenic needs and reduce recidivism. Examples include Aggression Replacement Training, Strengthening Families, Thinking for a Change (T4C), and Cognitive Behavioral Interventions-Substance Abuse (CBISA). Both sworn and non-sworn staff, as well as contracted service providers, will facilitate these treatment modalities to youth.



## Trauma Informed Care and Training

Kern County is dedicated to a Trauma Informed Care (TIC) approach. The first part of TIC in the juvenile justice system is to recognize that most of the affected youth have experienced trauma in their lives. The next step is to put policies in place which attempt to minimize the potential for re-traumatization. Providing services and outlets to address trauma through both treatment and positive staff interactions is also key. Ongoing training will be a priority to ensure the permanency of these practices. To support ongoing training efforts, 1 Juvenile Corrections Officer III (JCO) will be dedicated to the Training unit. This staff will assist in researching and coordinating formal and informal training for the Department and collaborative partners, with a primary focus on emerging TIC and behavioral health minded approaches to staff/youth interactions to supplement and enhance current training efforts already in place.

## Unit Supervision

In order to provide rehabilitative services to these youths, safety and security must be a core tenant. Youth will only be able to thrive when they feel safe and secure. Juvenile Corrections Officers (JCO) will provide this population supervision and guidance in day-to-day activities. They are trained in both de-escalation techniques as well as Crisis Prevention Intervention (CPI) and defensive tactics. A philosophy of “accountability and opportunity” will be employed in daily supervision efforts. Youth will be held accountable for misbehavior but also provided with an opportunity to redirect their negative behavior. The 24/7 staffing needed will be 1 Deputy Probation Officer III (DPO) (program supervisor) 4 JCO III’s, 20 JCO’s, and 1 additional JCO III to act as a Program Liaison.

## RAP Services

Staff assigned to the RAP (Re-entry, ADA, and Programming) unit are specialized in providing services to youth. They are not part of unit supervision but instead focus on their namesake services. Their goals are to ensure youth have tools and supports to help overcome any barriers they face and successfully navigate through the program and eventually back into the community. These staff are present during the programming part of the day and will include 2 JCO III, 3 JCO’s, and 1 DPO.

## JPU and APU Services

Staff assigned to the Juvenile Programming Unit (JPU) and Adult Programming Unit (APU) are trained in a wide array of evidence-based and best-practice modalities. Due to anticipated lengths of stay this population will be wide-ranging in age, and many will reach adulthood while in our care. JPU and APU staff can provide services and skill building efforts to supplement on-site supports in place, while allowing for a warm handoff from juvenile based services to adult based services which can be continued upon release from custody. To support this effort, 4 Probation Program Specialists (PPS), 2 each from JPU and APU, will be designated to serve this population.

## Support Staff

With the additional population tangential work will increase. This includes additional needs for clerical work, cooking, facility maintenance and laundry. As a result, 1 Office Services Technician, 1 JCO – Cook, 1, JCO – Maintenance Worker, and 1 JCO – Support Services will be added.

## Post Release Supervision

Based on the high-risk level and numerous needs of the realigned DJJ population, dedicated caseloads with manageable youth to officer ratios will be key to successful re-entry back into the community. Two Deputy Probation Officers will begin working and building rapport with the youth while in custody. They will provide case management services and individualized rehabilitation plans to maximize the chance for successful integration. They will also provide a level of accountability to help redirect behavior which is contrary to their success.

## Data Collection and Analysis

Data collection and analysis is an important aspect of any new program. We are 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. Two Department Analyst positions will be assigned to focus on this task.

## Management

Having managerial oversight will help ensure that aspects of the plan are adhered to and followed. An Assistant Probation Division Director (APDD) will be added and report to the existing Probation Division Director at the Kern Crossroads Facility. This APDD will help set standards, handle personnel matters, act as a community liaison and perform other administrative duties.

## Behavioral Health

Phoenix House is the current primary provider of behavioral health services on-site. Phoenix House provides an array of evidence-based and best-practice group programs as well as individual therapeutic interventions. Further exploration and implementation of programs best suited for this new population will be an ongoing priority. Kern County Superintendent of Schools (KCSOS) oversees the provision of Education Related Mental Health Services (ERMHS) and there is ongoing communication and collaboration with Phoenix House regarding youth plans when those services overlap. Psychological medication management is done in conjunction with Kern Behavioral Health and Recovery Services (BHRS) contracted psychiatrists. BHRS 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 Transition Age Youth (TAY) program and the adult system of care once out of custody.

## Collaborative Partners

It is recognized in order to accomplish the mission of successfully realigning the DJJ population it must be collaborative effort. While the Probation Department will have primary responsibilities for security, services and treatment numerous other partners will be significantly involved. KCSOS and local colleges will play a vital part in education services. Kern Medical will provide health care services. Other important partners will be Phoenix House, Kern County Behavioral Health and Recovery Services, various volunteer groups, and more.

## Contracted Specialized Services

As we move forward with this population it is recognized that service gaps will likely be discovered. These may be occupational, recreational, treatment or some other area. Having funds available to address these service gaps is a sensible strategy to ensure that the youth's needs will be met. The actual target areas will be directed by the SB 823 subcommittee.

## Contracted Specialized Placement Fund

Certain youth, depending on their circumstances or specialized needs, may benefit from a non-local custodial placement. An example may be female youth. This is because they have historically been committed at a very low rate. Therefore, female youth programming and their living environment may be better suited where additional youth can program together. Other youth may present 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 having a set fund for such circumstances will be important to avoid impacting our local staffing, programming, and services. It is also a prudent measure to ensure all youth have optimal opportunities to be placed in a program that best suits their needs.

## Operating Costs

In order to achieve the stated goals and objectives as listed above, there are numerous associated operating costs. These costs include office and field equipment, licensing rights, vehicle maintenance and fuel, training, overtime, and more. In addition, this funding can help offset future staffing and service cost increases that are sure to occur year over year.

## Re-entry Supports

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. Some 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.

## Infrastructure Improvements and Equipment

In order to provide an environment for these youth to succeed improvements and additional equipment will be needed. These could include new playground areas, weight sets, safety and security upgrades, 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.

## Summary

It is the goal of Kern County to provide safety and services to the realigned population in order to maximize their success both while committed and upon release. This can be accomplished by providing structure, rehabilitative services, and an inclusive atmosphere informed by a Trauma Informed Care and an Evidence-Based approach. It is also recognized that it is a collected effort involving many collaborative partners. Kern County is committed to positive outcomes and will continue to review and modify as appropriate the County's plan.

## Three Year Fiscal Plan

Below are three charts detailing staffing, services and other costs that are needed in order to enact the plan. The first chart is for Year-Three (FY 23/24) and represents the fully enacted plan as described above. Year-Two (FY 22/23) and Year-One (FY 21/22) follow and show the build up to the Year-Three plan. As mentioned above, the Subcommittee will continue to meet and modify the plan as appropriate moving forward.

### Fiscal Plan Year-Three (FY 23/24)

<u>Position/Item</u>	<u>#</u>	<u>Cost per Unit</u>	<u>Cost for 1 Year</u>
Assistant Probation Division Director	1	\$225,400	\$225,400
Deputy Probation Officer III	1	\$146,633	\$146,633
Deputy Probation Officer	3	\$134,664	\$403,992
Juvenile Corrections Officer III	8	\$132,875	\$1,063,000
Juvenile Corrections Officer	23	\$119,492	\$2,748,316
JCO – Maintenance Worker	1	\$119,492	\$119,492
JCO – Cook	1	\$107,154	\$107,154
JCO – Support Services	1	\$107,154	\$107,154
Office Services Technician	1	\$79,448	\$79,448
Department Analyst	2	\$108,555	\$217,110
Probation Program Specialist	4	\$96,098	\$384,392
Additional Behavioral Health Contract		\$270,000	\$270,000
Contracted Specialized Services		\$500,000	\$500,000
Re-entry Support Services		\$100,000	\$100,000
Infrastructure Improvements & Equipment		\$100,000	\$100,000
Contracted Specialized Placement Fund		\$250,000	\$250,000
Operating Expenses		\$100,000	\$100,000
<b>Total</b>	<b>46</b>		<b>\$6,922,091</b>

Fiscal Plan Year-Two (FY 22/23)

<u>Position/Item</u>	<u>#</u>	<u>Cost per Unit</u>	<u>Cost for 1 Year</u>
Assistant Probation Division Director	-		
Deputy Probation Officer III	1	\$146,633	\$146,633
Deputy Probation Officer	2	\$134,664	\$269,328
Juvenile Corrections Officer III	5	\$132,875	\$664,375
Juvenile Corrections Officer	18	\$119,492	\$2,150,856
JCO – Maintenance Worker	-		
JCO – Cook	-		
JCO – Support Services	-		
Office Services Technician	-		
Department Analyst	1	\$108,555	\$108,555
Probation Program Specialist	2	\$96,098	\$192,196
Additional Behavioral Health Contract	-		
Contracted Specialized Services		\$500,000	\$246,302
Re-entry Support Services	-		
Infrastructure Improvements & Equipment		\$100,000	\$100,000
Contracted Specialized Placement Fund		\$250,000	\$250,000
Operating Expenses		\$50,000	\$50,000
<b>Total</b>	<b>29</b>		<b>\$4,178,245</b>

Year-Two will build upon Year-One investments and act as a bridge to the fully enacted plan in Year Three. Nine additional JCO's and 1 additional JCO III will be added in anticipation of population growth and the opening of a second wing in the Sierra Pod. An additional JCO III will be assigned to the training unit to expand on staff training. One DPO along with 2 JCO's will be added to the RAP units while an additional DPO will begin to address post-release supervision. Two PPS will be added to the JPU and APU (1 each) to provide additional support both in custody and in the community upon releases. A Department Analyst will be added to expand existing data collection and analysis efforts. Increased investments will be added to the categories of contracted specialized services, infrastructure improvements and equipment, contracted specialized placement, and operating expenses.

Fiscal Plan Year-One (FY 21/22)

<u>Position/Item</u>	<u>#</u>	<u>Cost per Unit</u>	<u>Cost for 1 Year</u>
Assistant Probation Division Director	-		
Deputy Probation Officer III	-		
Deputy Probation Officer	-		
Juvenile Corrections Officer III	3	\$132,875	\$398,625
Juvenile Corrections Officer	7	\$119,492	\$836,444
JCO – Maintenance Worker	-		
JCO – Cook	-		
JCO – Support Services	-		
Office Services Technician	-		
Department Analyst	-		
Probation Program Specialist	-		
Additional Behavioral Health Contract	-		
Contracted Specialized Services		\$30,000	\$30,000
Re-entry Support Services	-		
Infrastructure Improvements & Equipment		\$25,000	\$25,000
Contracted Specialized Placement Fund		\$100,000	\$100,000
Operating Expenses		\$20,427	\$20,427
<b>Total</b>	<b>10</b>		<b>\$1,410,496</b>

Year-One will focus on ensuring adequate unit supervision in the form of JCO's and JCO III's. One wing of Sierra Pod will be open to house the realigned population. 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 youth receive the services and support they need as outlined in the JJRBG Annual Plan. These services and support will continue to grow as funding increases moving into Year-Two and Year-Three.