



Fresno County Juvenile Justice Realignment Plan



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INTRODUCTION

Consistent with research that youth experience better outcomes when they are able to remain closer to home rather than being transferred to the California Division of Juvenile Justice (DJJ) facilities, where they can be held until the age of 25 years old, the Governor's FY 2020-21 State Budget proposed transferring the responsibility of these youth to their home counties. Specifically, from the Governor's proposed budget, the senate proposed Senate Bill 823 (SB 823) which would formalize a new juvenile justice realignment at the state level. SB 823 proposed to eliminate the centralized DJJ custodial facilities for youth who are committed to DJJ. Furthermore, the bill proposed to transfer the responsibility of care, custody, and supervision from the state to local jurisdictions. Under SB 823, intake to the current DJJ custodial facilities for youth stopped July 1, 2021, and local jurisdictions will assume responsibility for custodial care and supervision. The bill was signed into law on September 30, 2020.

Commencing Fiscal Year 2021-22, and annually thereafter, an allocation is to be budgeted to counties to provide appropriate rehabilitative housing and supervision services for the realigned DJJ population. In making allocations, the Board of Supervisors shall consider the plan. To be eligible for the aforementioned funding allocation, counties are required to create a subcommittee of the multiagency Juvenile Justice Coordinating Council (JJCC). The JJCC subcommittee develops a plan describing the facilities, programs, placements, services, supervision and reentry strategies that are needed to provide appropriate rehabilitation and supervision services for the realigned DJJ population.

Welfare and Institutions Code (WIC) section 1995(b) requires the subcommittee to be composed of the chief probation officer, as chair, and one representative each from the district attorney's office, the public defender's office, the department of social services, the department of mental health, the county office of education or a school district, and a representative from the court. The subcommittee shall also include no fewer than three community members who shall be defined as individuals who have experience providing community-based youth services, youth justice advocates with expertise and knowledge of the juvenile justice system or have been directly involved in the juvenile justice system.

In order to receive 2022-2023 funding pursuant to Section 1991, a plan shall be filed with the Office of Youth and Community Restoration by January 1, 2022. In order to continue receiving funding, the subcommittee shall convene to consider the plan every third year, but at a minimum



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submit the most recent plan regardless of changes. The plan shall be submitted to the Office of Youth and Community Restoration (OYCR) by May 1 of each year.

The intent of the Legislature and the administration for counties in SB 823 is to use evidence-based and promising practices and programs that improve the outcomes of youth and public safety, reduce the transfer of youth into the adult criminal justice system, ensure that dispositions are in the least restrictive appropriate environment, reduce and then eliminate racial and ethnic disparities, and reduce the use of confinement in the juvenile justice system by utilizing community-based responses and interventions. The Fresno County Juvenile Justice Realignment Block Grant Plan upholds this intent.

As Fresno County moves to enact SB 823, the county sees an opportunity to implement transformative change to the local juvenile justice system by embracing a reimagined youth justice model. The collaborative work of the JJCC in developing the plan demonstrates the community support for addressing public safety in terms of empowering youth and their supports, improving outcomes of youth in our care. The plan outlines the commitment from justice and community partners, formerly justice involved youth, educators, and pastors to provide guidance, and oversight to hold the community accountable to this intent. The following themes have guided the work of the Juvenile Justice Realignment subcommittee:

- **Healthy Adolescent Development:** Young people experience decision-making, risk-taking, and trauma differently than adults and require intentional investment in their strengths and relationships to others in order to thrive. Healthy Adolescent Development brings a positive, strength-based and social justice orientation to working with youth, families, and communities; characterized by opportunities that promote a sense of belonging, usefulness, and power by helping young people develop competencies that will enable them to grow and lead healthy, responsible, and caring lives.
- **Public Safety Achieved Through Improving Youth Outcomes:** Designing a youth justice system that is not “overly punitive” and is “centered on healing and growth is essential for improving the well-being of young people.” New approaches balance positive youth development and appropriate sanctions for harm. This includes using less restrictive, alternative dispositions for youth away from the long-term secure custody involvement in favor of short-term commitments, community-based restorative and transformative justice programs, significantly downsizing the reimagined youth justice system.



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- Evidence-Informed Design - Policies and practices should be guided by evidence, both qualitative and quantitative, about what tools and strategies can meaningfully improve outcomes compared to those of our current system.
- Restorative and Transformative Justice - Youth justice should prioritize strengthening relationships between individuals and social connections within communities as well as addressing the structural barriers and racial inequities that contribute to system involvement. Restorative and transformative approaches to justice are effective strategies for meaningful accountability and repairing harm because they provide healing and support to victims, and justice involved youth.
- Coordination, Collaboration and Empowering Natural Communities - Improve coordination and transparency across systems and between systems, youth, and community. Drive decision-making about systems coordination and integration, programming and direct services, evaluation and funding through identifying, developing and resourcing opportunities for collaborative, multidisciplinary partnerships among county agencies, community-based organizations, youth and parents that have been impacted by the juvenile justice system, survivors of violence and harm, and other interested stakeholders. This commitment to identifying and investing in a community-based infrastructure will ultimately reduce the use of confinement as treatment where no secure and appropriate alternatives currently exist.
- Investing in Care and Reducing Youth Confinement The Justice Policy Institute released a 2006 report that indicates there are harms that result from incarceration to youth. The decision to establish a SYTF at the JJC was based on the expedited timeline of DJJ intake closure, and the scant alternatives currently existing for secure placement in Fresno County. However, the Realignment Subcommittee is committed to identifying and supporting alternatives to incarceration and investments in a community-based infrastructure that will ultimately reduce referral to the SYTF and overall county confinement.



PART 1: SUBCOMMITTEE COMPOSITION

Agency	Name and Title	Email	Phone Number
Fresno County Probation (Chair)	Kirk Haynes Chief Probation Officer (Chair)	khaynes@fresnocountyca.gov	(559) 600-1298
Fresno Superior Court	The Honorable Judge Mary Dolas	mdolas@fresno.courts.ca.gov	(559) 457-6429
District Attorney’s Office Representative	Galen Rutiaga	grutiaga@fresnountyca.gov	(559) 600-5188
Fresno County Superintendent of Schools Representative	Marisa Gamboa	mgamboa@fcoe.org	(559) 600-4950
Public Defender’s Office Representative	JoAnna Edwards	jedwards@fresnocountyca.gov	(559) 600-1560
Department of Social Services Representative	Tricia Gonzalez	gonzapd@fresnocountyca.gov	(559) 600-2306
Department of Mental Health	Susan Holt	sholt@fresnocountyca.gov	(559) 600-9058
Additional Community Participants			
Brown Girl Healing	Morghan Velasquez-Young	morghan@browngirlhealing.org	(559) 940-0082
City of Fresno	Maggie Navarro	Maggie.Navarro@fresno.gov	(559) 621-2489
Department or Public Health	John Zweifler	jzweifler@fresnocountyca.gov	(559) 779-4277
Focus Forward	Joanna Litchenberg	joannaz@focusforward.gov	(559) 600-4961



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Fresno Barrios Unidos	Briana Zweifler	briana@fresnobarriosunidos.org	(559) 453-9662
GEO Group	Angel Duarte	anduarte@geogroup.com	(559) 454-0012
National Alliance on Mental Illness Fresno	Christina Valdez-Roup	chris@namifresno.org	(559) 385-8446
Rising Star Baptist Church	Booker Lewis, Pastor	btlewis@hotmail.com	(559) 442-1908
Wellpath	Dulces Gonzalez	Dulces.Gonzalez@wellpath.us	(559) 600-4837
Youngsters for Change	Sergio Coronel	sergiocoronel2690@gmail.com	(559) 397-1365
Community Justice Center	Sheri Wiedenhoefer	sher@communityjusticecenter.com	(559) 878-5105



PART 2: TARGET POPULATION

REALIGNMENT POPULATION

Under Senate Bill (SB) 823, Fresno County is developing a plan to safely and securely meet the needs of youth previously committed to the Department of Juvenile Justice (DJJ). This approach requires knowledge of previous commitments, as well as youth with 707(b) offenses who were not committed to DJJ to fully understand the needs of youth in similar situations. The youth served will be some of the county’s highest need youth. Between the years 2016 to 2020, Fresno County committed 83 youth to DJJ, with an average population of approximately 30 youth at any given time. Of those 83 youth [REDACTED] female and [REDACTED] committed for sex offenses¹. Further, these same youth had histories of serious crimes, warranting enhanced security to ensure public safety but as Fresno County takes responsibility for these youth formally sent to State facilities, it is designing programs to meet their treatment, criminogenic, and culturally competent needs. Youth released from DJJ over the last 5 years stayed 28 months on average which underscores the importance of tailored reentry planning as committed youth will likely exit this system as adults.

DEMOGRAPHICS

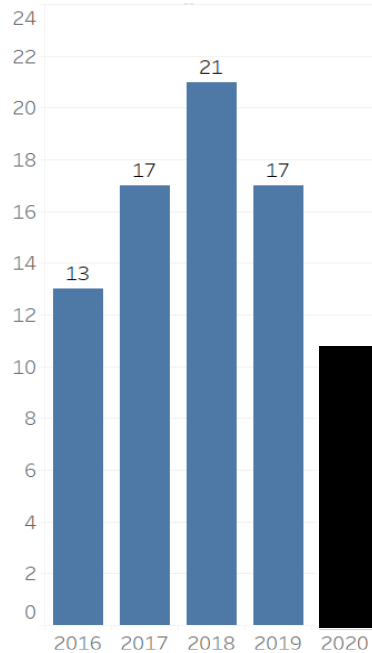


Figure 1: Count of DJJ Commitments, by Year

An average of 16 youth were committed to DJJ per year, before 2020. The following summary applies to DJJ commitments in 2019, but the population at full implementation for Fresno’s new program depends on factors such as future youth dispositions and other system level adaptations.

- 100% male
- Average age was 17 years old at commitment, with an age of release of 20 years old.
- 85% were assessed high or moderate risk to recidivate by the PACT assessment for static factors²
- [REDACTED]% of committed youth were Hispanic, [REDACTED]% black, [REDACTED]% white, and [REDACTED]% Native American.
- [REDACTED]% of committing crimes involved Robbery, [REDACTED]% Assault with a deadly weapon, [REDACTED]% Manslaughter, and [REDACTED]% attempted homicide.

¹The demographic information does not include the [REDACTED] youth committed for sex offenses or the [REDACTED].



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²Static Risk assessment pertains to a youth risk to recidivate based on factors that cannot be changed through intervention. Factors such as age at first arrest, types of past arrests, and timing of arrests are analyzed through an algorithm that assists Probation in allocating its resources to clients with relatively higher levels of risk.

50% of commitments over the last 5 years have centered around the following zip codes prior to commitment: 93726 (■) 93722 (■) 93727 (■) 93706 (■) and 94703 (■) Youth in a foster care placement prior to commitment are not on this map.

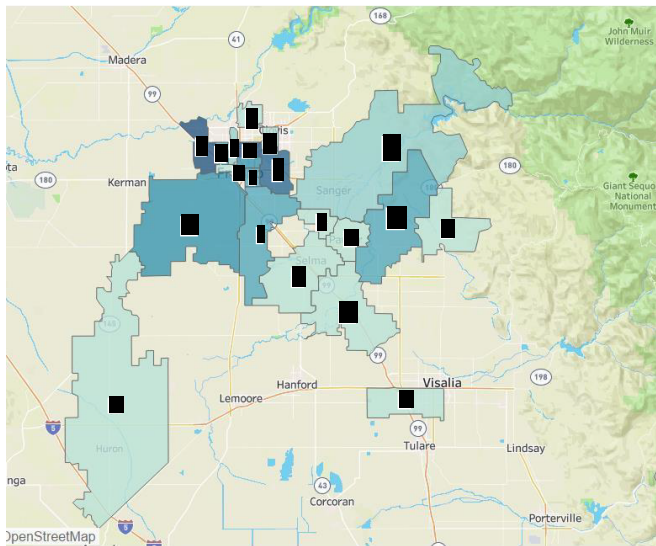


Figure 2: 5-year Count of DJJ Commitments, by Zip Code (Darker Colors have relatively more commitments)

OTHER NEEDS, PROGRAMS, AND PLACEMENTS

Many of the youth have histories of out of home placement, as well as mental health needs. Further, many of the committed youth were not successful in a range of less restrictive placements and programs, leading to eventual commitments.

- 20% had a history of Out of Home Placement
- 35% had a history of mental health needs associated with the commitment order
- 20% had an Individualized Education Program
- Common criminogenic needs included anti-social peers (often gang affiliation) and anger management



PART 3: PROGRAMS AND SERVICES

VISION OF FACILITIES, PROGRAMS, PLACEMENTS, SERVICES AND SERVICE PROVIDERS

The intent of SB 823 is congruent with work Fresno County Probation has undertaken in recent years to address the needs of higher risk youth. This includes the adoption of a validated risk assessment tool, collaboration with community-based agencies, and a partnership with the University of Cincinnati to plan and implement evidence-based practices. At the forefront of these efforts is the utilization of evidence-based practices with the desired outcome of reducing recidivism, and improving youth outcomes. Probation has created the foundation to prepare to receive these higher risk youth at the Juvenile Justice Campus, and is eager to expand these capabilities to better prepare these youth to safely reenter the community. To this end, Probation has partnered with the University of Cincinnati to redesign services using a multidisciplinary team approach to respond to youth behavior and utilize Core Correctional Practices (CCP) to reduce misconducts and lower recidivism. This program model continues to provide a viable way to maintain the safety and security of the facility, and therefore reduces the need for more restrictive confinement. This basis will be enhanced by the adoption of a more comprehensive approach for staff use of verbal de-escalation and least restrictive means to manage behavior on the units.

The implementation of evidence-based programming will include several curricula designed to target motivation, address criminogenic needs, encourage development of prosocial skills, and healing. This will be delivered by a combination of internal and community-based providers, using an approach that is responsive to the needs of the population. Specialized services to support the unique needs of youth with disabilities including mental health, learning challenges, or trauma-based concerns will be addressed through a comprehensive Individualized Rehabilitation Plan developed by a multi-disciplinary team. This model of review and support will include input from youth, their family and loved ones, and mentors that will prove vital to a successful transfer to the community as the youth progress through their time in county care. This continuum of care represents a commitment to work with youth as they have struggles and seek to address unmet needs that pose barriers to their re-entry success. This model will incorporate these mentors with lived experience with incarceration and rehabilitation into all phases of youth's progress through intake, program time, and the re-entry process. The Realignment Subcommittee recognizes the importance of connecting the youth to credible messengers at the earliest point possible in their system involvement in order to maximize the positive ties to the community.



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Likewise, Probation has invested in enhancing the approach used in juvenile field services, through the implementation of CCP in the field Effective Practices In Community Supervision (EPICS), a system of incentives and responses, and an internal coaching system for Continuous Quality Improvement (CQI). Additional initiatives are planned to further develop the capacity for continuous quality improvement and ongoing evaluation of community-based organizations. Fresno is positioned to fulfill the purpose of Senate Bill 823 to produce better outcomes by working together with youth to strengthen safe, healthy, and more positive connections with families and communities. Furthermore, there is energy in the community, with the assemblage of the Subcommittee, to provide for an age-appropriate service that supports youth development from admission through a phased-approach step-down process of re-entry into the community.

Core to the Realignment Plan is the implementation of a credible messenger mentor model. The purpose of incorporating credible messengers is to minimize institutionalization and maximize positive ties to the community. In order to successfully prepare youth for safe and successful community reintegration, they have to develop trusting, positive ties within the community. When agreed upon by the youth, mentors will be a stakeholder on the Multidisciplinary Team, inside the facility on a regular basis, and will be supported in building authentic, trusting, confidential relationships with youth in custody. The Realignment Subcommittee understands that correctional models, by themselves, are inappropriate for youth treatment and healing. Agencies providing credible messenger mentors are expected to be approved for in-custody programming.

The community-based organizations stand poised to support this population through educational, vocational, and supportive services. There are several agencies that are invested in providing mentoring, advocacy, and restorative justice opportunities for youth to assist them not only in the transition to the community and a prosocial lifestyle, but prior to entry to the juvenile justice system as well. These learning activities will begin while the youth are in custody and will continue upon discharge to their home or in placement. For those youth returning to their home in other jurisdictions, a comprehensive re-entry plan will be developed in coordination with their home county to provide relevant and essential supports as they transition out of Fresno County.

This proposal provides details regarding physical plant considerations, safety and security safeguards, and the continuum of services needed. This program is intended to reduce the risk for future criminal justice system involvement, and to strengthen bonds with social supports in the community. While maintaining a trauma-informed approach, the program must meet the treatment needs of this diverse target population including, but not limited to: antisocial behavior, social skill and emotion regulation deficits, problems with family and peer



relationships, gang affiliation, substance misuse, mental health issues, self-harm, poor academic performance, aggression and violence. As such, the program has the potential to serve as an important resource for communities in and around Fresno County.

The length of time in custody for youth referred to the DJJ Realignment Program is projected to be approximately two to four years, with an age of release around 20 years old in some cases. The initial phase of the program will involve the delivery of structured interventions and services in a more secure setting (most likely as a stand-alone unit within two units in the Commitment facility on the Juvenile Justice Campus). The DJJ Realignment Program would also include a step-down approach that incorporates a significant commitment to re-entry services and community partnerships. Furthermore, transitional services may include an option for independent living to help youth maintain the benefits of programming, especially if they do not have adequate family support and/or housing accommodations post-release.

The specific program elements to be designed and/or adapted for the purposes of this project include: the assessment protocol, case management practices, treatment materials, adjunctive interventions, and re-entry services. The goal is to create a blueprint for the program to cover the entire process from intake through discharge and community aftercare. In addition, continuous quality improvement measures will be created to ensure that Probation is fully equipped to sustain the program into the future. All program elements will incorporate evidence-based practices, and structured interventions will be based on a cognitive-behavioral model. Furthermore, the key concepts of youth development will inform the design of materials.

In order to undertake this work in a systematic way, separate Multidisciplinary Implementation Teams were established to complete specific tasks and deliverables in four substantive areas: (1) intake protocol, assessment and case management practices; (2) the behavior management system and physical design of the unit; (3) structured treatment interventions and programming schedules; and (4) the continuous quality improvement plan. University of Cincinnati key personnel provided the structure, technical assistance, templates, and other materials to support and guide the work of these committees. Implementation plans will be developed to guide action steps as the program is established and enhanced.

I. LOGIC MODEL AND PROGRAM DESIGN

The County Juvenile Justice Realignment Subcommittee will collaborate with the University of Cincinnati to create a logic model as a starting point for the program design. The logic model is intended to illustrate the relationship between program inputs (e.g., resources), strategies,



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program outputs, and the desired outcomes. It will serve as the overall framework for design, implementation, monitoring and evaluation.

The logic model will include process measures to provide the University of Cincinnati, Probation, the Subcommittee and the program staff with feedback during the initial roll out. This information can be used to sort out logistics and/or makes minor adjustments when the program is delivered in practice. University of Cincinnati will be responsible for collecting, analyzing, and reporting these key indicators throughout this project.

As the project shifts into the program design phase, assessments and structured treatment interventions will be implemented to match the criminogenic needs – or dynamic risk factors – of the target population to be served by the program. Probation utilizes the Positive Achievement Change Tool (PACT 2020) and the Static Risk Offender Needs Guide – Revised (STRONG-R) to identify risk and need factors. These assessments will continue to serve as the foundation for evidence-based decision-making. Additional assessments will be selected to provide more detailed information about criminogenic need domains and specific responsivity factors.

Other program elements will then be designed around this core. This will include the schedule for programming and activities, contingency management (or behavior management) system, case management plans, as well as other program documents such as progress ratings and program fidelity measures. Careful attention will be paid to contextual factors (including the physical layout of the program, staff ratios, etc.) to ensure that the program can be implemented as designed.

One other important aspect to the design of the program must be acknowledged. Many of the referrals to the program are likely to have been previously placed in current programs. Repeating identical program offerings fails to respond to the unique needs of the serious youthful offender and may have limited efficacy as a result. An evidence-informed, innovative model that is more comprehensive and multifaceted will better address the needs of this population. The treatment programming decisions reside primarily within Probation and have been determined to include traditional cognitive behavioral curricula and will be described in more detail later in this proposal.

II. TRAINING AND COACHING

In the second phase of the proposed project, University of Cincinnati key personnel will develop a list of staff training modules, the course sequence, and a proposed schedule. If appropriate, University of Cincinnati key personnel will identify the trainings that particular staff should attend by job position description. A partial listing of possible training topics includes:



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- PACT 2020 and STRONG-R Assessment Training
- Behavioral Interventions to Reduce Institutional Misconducts and Recidivism
- Case Planning (how to create an Individualized Rehabilitation Plan)
- Free Your Mind Facilitator Training
- I Decide Curriculum
- Juvenile Sex Offender Risk Assessment Training (J-SOAP, ERASER or PROFESSOR)
- Core Correctional Practices Interactions
- EPICS Refresher
- Core Correctional Practices and EPICS Training-of-Trainers
- Crisis De-escalation and Physical Management
- Crisis Intervention Team (CIT)
- Positive Action
- Family Systems Trauma Model

These trainings will be delivered by University of Cincinnati, Vant4ge, and other contracted agencies. Both Probation personnel and staff from community-based organizations will be trained as appropriate to the topic and their program delivery role. A more detailed plan of the utilization of community-based organizations is included in other categories within this document.

As program elements are implemented, formal pilot periods will be established to address any logistical issues. Coaching will involve hands-on modeling of skills associated with service delivery, as well as observation with feedback. At this stage, virtual meetings can also be used for ongoing consultation on program implementation. At the end of this phase, attention will shift from implementation to continuous quality improvement in order to equip the program with the skills and resources needed to sustain the model over time.

III. PROGRAM FIDELITY

Staff members will be trained on the use of group observation forms, client satisfaction surveys, and staff evaluations for the purposes of quality improvement. Probation is in the process of implementing a comprehensive CQI plan that will be overseen by an Executive Committee and led by the Probation Quality Control/Program Evaluation/Training Officers Unit.



PART 4: PLAN TO ADDRESS THE NEEDS OF THE REALIGNED POPULATION

MENTAL HEALTH AND TRAUMA-INFORMED SERVICES

Justice-involved youth have a high prevalence of mental health disorders, trauma, environmental stressors, and family instability. The National Center for Mental Health and Juvenile Justice indicate that approximately 66% of youth in the juvenile justice system have a mental health disorder. The rate of trauma these youth have experienced suggests a trauma-informed approach should be applied as a universal intervention that creates a healing environment suitable to rehabilitation and prosocial development. Provision of mental health and psychosocial interventions are most effective when individualized to the needs of the youth, involve family, and are culturally competent.

The primary goal is to maintain the safety and well-being of the youth in our care. Quickly identifying and responding to self-injurious behavior, suicide risk, or potential harm to others is critical. While the youth are in custody, Wellpath provides comprehensive medical and mental health services, and as a correctional healthcare leader, they provide hope, healing and “patient-first” compassionate care to nearly 300,000 adult and juvenile patients daily in nearly 500 facilities, in 33 states nationwide, and Australia. Wellpath has been an integral component at the Fresno County’s adult and juvenile facilities since July 1, 2018. Their unique and integrated solution has optimized on-site care and includes a wide range of services and specialties beyond medical and mental healthcare including: competency restoration, triage and sick call, substance abuse/detox programs, crisis response and stabilization, chronic care, discharge planning, dentistry, optometry, utilization management, pharmaceutical supply, and medication management. Recently, Wellpath at Fresno JJC became nationally recognized and accredited by the National Commission on Correctional Healthcare.

In addition, the Department of Behavior Health (DBH) provides a certified Crisis Stabilization Center and field-based mobile crisis response in the community. Representatives from these organizations will be involved in a multidimensional team for those youth who present with consistent behavioral issues or evidence of a disability that may pose a barrier to their academic, social, or program success.

Wellpath, DBH and additional community providers are all available to provide mental health services for youth in the community including assessment, psychiatry, therapy, case management, and supportive services. These providers all deliver services congruent with a trauma-informed model.



NAMI, the National Alliance on Mental Illness, is the nation's largest grassroots organization providing education, support and advocacy for all people living with mental health challenges for over 40 years. NAMI Fresno, the local affiliate, provides education classes, presentations, and support groups for both individuals and family members of those living with mental health challenges. These programs are available to community members at no cost and always from a lived experience perspective. Programs such as NAMI Ending the Silence, NAMI Connection Recovery Support Group, and NAMI Peer to Peer are some of the opportunities from this community benefit organization to support youth, young adults and their families.

Focus Forward is available to facilitate separate coping and support groups for youth and their parents/caregivers using a peer support model. Focus Forward also connects youth with adult mentors to provide a social support system for the youth while in custody and during their transition into the community. With this population, a greater focus in recruitment for mentors will be for adults with lived experience and an intentional handoff to community support networks. Fresno Barrios Unidos Services offers Healing Circles and Fresno Youth Rising (promotes leadership development and advocacy training for youth who have been previously incarcerated, or justice system involved. It aims to support youth in understanding the systems that shaped them, building positive identity, and breaking cycles of incarceration by transforming themselves and their community). Additional trainings led by directly impacted youth and credible messenger mentors will also be provided to facilitate trauma-informed, healing-centered services to youth.

Community Justice Center VORP (Victim Offender Reconciliation Program) facilitates a process to restore and heal the relationship between the party that was harmed and the party that caused the harm. This is done through individual meetings and family group conferencing where all parties can express their pain, remorse, and efforts to heal. An alternative to the punitive approach, this process puts the emphasis on relationships and healing. The Insight Awareness Program also provides CBT and DUI courses for young adults, referred by community, probation, court, public defenders, and families. Insight Awareness certificated instructors are formerly incarcerated.

A trauma-informed approach is required when working with this population. Probation and Fresno County Superintendent of Schools has provided staff with training to raise awareness to the prevalence of trauma with the youth in their care, as well as approaches to reduce provocation of trauma-responses. The selected programming is designed to support the use of effective emotional regulation and coping strategies to reduce impulsivity, aggression, and social isolation.



SEX OFFENDER TREATMENT SERVICES

Probation is committed to providing programming for sexual offending youth informed by the individual treatment needs of youth in custody and in the community. Currently those youth convicted of a sexual offense are assessed using the Juvenile Sexual Offense Recidivism Risk Assessment Tool-II (JSORRAT-II) prior to their admission to DJJ. This tool provides a valid risk score but has limited utility in developing a treatment plan to reduce recidivism risk. Probation is interested in securing capacity to assess those youth adjudicated with a sexual offense using a tool that will provide guidance in the formation of a treatment plan. Options include the Juvenile Sex Offender Assessment Protocol-II (J-SOAP-II), Estimate of Risk of Adolescent Sexual Offense Recidivism (ERASOR), or Protective + Risk Observations For Eliminating Sexual Offense Recidivism (PROFESOR). With adequate assessment information, a portion of the Individualized Rehabilitation Plan will be developed and will include participation in the I Decide curriculum.

I Decide curriculum is intended to target sexually maladaptive behavior in moderate to higher risk youth. It is designed to: (1) promote healthy sexual attitudes and behavior; (2) encourage youth to take responsibility for behaviors; (3) identify and replace risky thinking; (4) learn to manage emotions; (5) develop the ability to take the perspective of others; (6) build social skills to strengthen relationships; (7) support the formation of a positive identity; and (8) strengthen bonds with family members. The session materials are based on a cognitive-behavioral treatment model, and also incorporate motivational engagement, mindfulness techniques, and relapse prevention. In addition, many of the concepts are consistent with the good lives model, a strength-based approach that has been adopted by sex offender treatment programs internationally (see Collie, Ward, Hufham & West, 2007; Willis, Prescott & Yates, 2015).

The formal title of this program, I Decide: Cognitive-Behavioral Intervention for Adolescents to Control Impulses and Create Identity, was selected as the authors have integrated the concept of identity into the curriculum to refer to the personal qualities and beliefs that define an individual. For adolescents who have been convicted of sexual offending behavior, the authors felt that it was important to emphasize the development skills to support healthy sexual behaviors, personal relationships, and identity formation.

Community Justice Center's COSA (Circles of Support and Accountability) Program is a restorative re-entry program committed to evidence-based practices that create safe communities by supporting persons 12-6 months pre-release through the first year of re-entry. The COSA model was developed and is implemented primarily as intervention and support for sex offenders and



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provides accountability for community safety. COSA Fresno has expanded services to those who have committed other serious and violent crimes occurring as a teenager. Each Core Member (client) is supported by trained community volunteers who commit to weekly meetings for one year. COSA works inside and out of prison institutions and Coalinga State Hospital, with emphasis on transformative programming around sexual harm and intimate partner violence. Duwe (2013) conducted a random control study with Minnesota DOC level 2 sexual offenders and demonstrated a reduction in sexual offense arrest of 88% and 49-57% reduction in general recidivism. The authors note that the sample size is small, however, the follow-up length and use of random assignment may mediate this limitation.

DBH currently provide limited sex offender specific assessment and treatment. It is forecasted these agencies will be involved in the delivery of the programming specific to this subpopulation both in the facility and upon discharge into the community.

HEALTHY ADOLESCENT DEVELOPMENT

While the primary focus of the program will be to reduce youth recidivism, and improve youth outcomes, this will be accomplished in the larger context of healthy adolescent development. Successful development results in a sense of independence, capability of forming meaningful relationships, and the ability to rationally manage challenges. The staff and community partners will consider the social, emotional, cultural and cognitive needs of the youth in our care. While there is debate over what healthy adolescent development includes, it is clear that a variety of factors influence it including physical development, family cultural norms, and unique variances of each individual child. Youth will participate in an orientation phase, to allow for a comprehensive intake process. Various professionals, in conjunction with the youth, will complete a portion of the assessment with a final report ready for use in preparing a comprehensive Individual Rehabilitation Plan (IRP) by the team. Areas of the assessment will focus on tasks of adolescent development including psychological functioning, academic/vocational success and interests, physical health and maturation, family history and support, social development, and leisure activities and interests. The Realignment Subcommittee recognizes the importance of thoroughness and accuracy in the assessment phase in order to develop an effective rehabilitation plan that is individually tailored to each youth. As such, a large investment will be made in contracting with experts and partnering with a variety of community agencies to conduct the appropriate assessments and assist with development of the individual rehabilitation plan. In this vein, comprehensive assessments will be conducted for each youth upon entry to identify whether there are any expressive, receptive or pragmatic language issues prior to development of the plan to inform the multi-disciplinary team on the effective ways of communicating information and delivering treatment to the youth.



These areas overlap with several criminogenic needs that will be the target of intervention during programming, including peer associations, family, education/employment, personality traits and emotional regulation, and leisure recreation. In other words, a large part of reducing risk for recidivism is to target the developmental needs of the youth that have also been shown to be relevant in their propensity for reoffending. The staff at the Juvenile Justice Campus will serve as role models and will interact with youth to encourage prosocial group values and norms, as well as holding them accountable and providing structure. This allows opportunities for staff to participate in professional development, and connect with efforts to utilize credible messengers and peer navigators to support youth in custody, and during transition to the community. This balance between acceptance of the youth while setting limits will support the development of a healthy identity. The key will be developing a group that is coherent on the unit and has a healthy attachment to staff. Opportunities for age-appropriate activities will be provided during school and on the unit.

The select programming targets the developmental needs of youth and addresses the behaviors that have led to illegal behavior. The curricula utilized is developed for the population served and covers the content in an engaging and interactional manner. The teaching of coping, communication, and social skills is focused on through the use of role play. Moral development is targeted through helping youth engage in perspective taking and focus on internal and long-term consequences for choices. For example, Probation has selected the I Decide curriculum because a significant tenet of the I Decide curriculum for youth convicted of sex offenses is the development of a healthy identity and normative sexual development.

Finally, a significant portion of the time with Probation will include the learning of a trade or in higher education. This is a critical component of helping youth form a prosocial identity and put them on the path towards long-term success.

FAMILY ENGAGEMENT

Family intervention is a vital component when working with justice-involved youth. Given the length of confinement many of the targeted youth will serve, it will be essential to support continued engagement with their family and community. This will be achieved through outreach and opportunities for visitation, earning of community passes, and discharge planning that includes family reunification. Programming will include a wide range of interventions that are designed to increase healthy family patterns to support the gains of the youth in programming. Probation plans to explore partnering with the Department of Behavioral Health for the provision



of Functional Family Therapy (FFT). A systematic review by Hartnett, et al (2016) noted that FFT outperformed untreated controls, as well as alternative programming including cognitive behavior therapy, other models of family therapy, and parenting services to reduce youth behavioral and substance use. Those families with the greatest need will be prioritized for referral for this service.

There are a variety of community-based agencies available to provide therapy and could be supported to provide additional services for families. To build this capacity Probation would like to support the community-based organizations in securing training in the Family Systems Trauma Model. Family Systems Trauma (FST) is based on Parenting with Love and Limits, an evidence-based model developed by Scott Sells. The model has been effective in family reunification and helping families deal with trauma. The certification in the use of the model includes training with the author, consultation on cases, and review of practice delivery. This approach could be initiated with the youth in the institution to support inclusion of the family in the treatment process or initiated upon discharge as a component of reintegrating the youth into the home.

Regardless of ability to participate in family services, there will be active outreach with families, which may include extended family, and non-related support persons considered like family by the youth or caregivers, spouses, significant others and children, to provide updates and involve them in the programming and planning related to the youth. The family will be interviewed as a part of the assessment phase, as well as to gather additional data as necessary through the duration of the program. Visitation and home passes are viewed as an important component to support the transition back to the community and help the youth stay attached to their family. For those youth who are out of county, this will be more challenging. In light of this, video visitation and other accommodations will be pursued to promote family engagement.

The community is also available to provide parenting classes to the youth's parents, as well as offerings for those youth/young adults that are parents. Some of the available programs include: Nurturing Parenting, Just Beginnings "Baby Elmo" and Bright Futures (Focus Forward), Rooted in Resilience: Young Mothers, Young Fathers and Rooted in Resilience and La Cultura Cura Familias (Fresno Barrios Unidos), Boystown Fatherhood and National Fatherhood Initiative (GEO), Community Justice Center and NAMI Fresno provides education classes, presentations and support groups specifically for families with loved ones living with mental health challenges. NAMI Basics, NAMI Family to Family and NAMI Family Support Group are available at no cost and delivered from a lived experience perspective. These are some of the programs available to support families of youth in the SYTF program.



SUPPORTING EMPLOYMENT AND CONTINUING EDUCATION

Education attainment, and the ability to earn a meaningful income through employment is one of the primary goals of Fresno's realignment plan. Of the youth exiting DJJ, 55% exited with a GED or High School diploma. Further, the employment rate of those who have exited DJJ recently was around 40% as of January 2021. Fresno's plan aims to improve on this by raising education attainment rates at release for the new program, as well as create linkages to employment to create meaningful employment opportunities as well as pathways to build a career, and potential entrepreneurship, not just have a job. Through partnerships with local education providers as well as employers, linking Fresno's program with community partners is a core strategic goal.

The Fresno County Superintendent of Schools (FCSS) is positioned to provide and extend services to this population. Upon admission each student will receive a comprehensive educational and vocational transcript analysis to aid in the development of an academic and career plan. The youth will attend school with other youth that are housed on the Juvenile Justice Campus, integrated with youth depending on their age and academic needs. All youth up to age 22 with disabilities will have full access to special education and related services as determined by the Individualized Education Program (IEP) team. Individual and small group services may include an emphasis on the development of cognition, language, social, behavioral, self-help and academic skills. FCSS has partnered with Probation for many years in delivering high quality education services for the youth at the Juvenile Justice Campus. The Alice Worsley School has achieved full accreditation by the Western Association of Schools and Colleges (WASC) for over 20 years with goals that include students achieving proficiency in academics, 21st century skills, and college and career readiness. The school provides all courses necessary for youth to earn their high school diploma and also offers courses to prepare young adults to pass the High School Equivalency Test (HiSET) should this be a better path for them.

To support the youth to greater academic success, we would like to implement Positive Action (PA). This program is designed to increase academic success, build character, and increase positive behaviors. Kin-Kit Li et al (2011) studied the use of the curriculum in inner-city Chicago and found recipients reported significantly lower levels of lifetime substance use and violent behavior than the control groups. Beets and colleagues (2009) found similar results in a study in Hawaii of 111 schools. The approach uses a social-emotional model that is based on the tenant that people feel good about themselves when they engage in positive actions, positive actions lead to positive feelings about self, and positive feelings lead to more positive thoughts. The focus on developing a positive self-concept is covered through a variety of units including problem-



solving, decision-making, study skills, nutrition, self-control, managing personal resources, social skills, self-honesty, and setting and achieving goals.

HIGHER EDUCATION

Students at Alice Worsley School may qualify for Fresno City College Dual Enrollment Program allowing them to complete college and high school credits at the same time. The offered courses provided are taught using the same materials and requirements of the courses offered at the college level. As academic services and programs are expanded overtime there may be the prospect of adding additional college courses either on-line or for youth to attend in-person classes at a local college campus. This may also prove to be an effective path for youth upon re-entry to transition to a traditional college campus as they are already familiar with the rigor of a college course. One such program that may be available to this population is Project Rebound, which is explained further in this report under re-entry services.

Focus Forward also has a strong partnership with Fresno City College and is available to help students at Alice Worsley through a program titled Pipeline to Opportunity. In addition, tutoring and school success coaching is provided to students through Fresno Barrios Unidos Services.

The Alice Worsley School maintains a continuous collaboration with State Center Community College District (SCCCD) that includes Fresno City, Clovis, Madera, and Reedley campuses. Through this collaboration college outreach specialists provide opportunities for students to stay current with community college courses, programs, and services including completing the FAFSA application and placement testing. The school will explore other higher education opportunities with advanced 4-year degrees and/or graduate level degrees.

Fresno Pacific University and Community Justice Center offer a 15-to-18-unit Peacemaking Certificate that focuses on community learning and skills development in conflict management and mediation, restorative processes, and transformative justice. The Certificate is offered cost-free to system-impacted young adults with transferrable units to City Colleges and Universities.

VOCATIONAL TRAINING PROGRAMS

The school offers CTE/ROP classes at the Juvenile Justice Campus. The CTE/ROP program is founded on the realization that high quality technical and career training opportunities are essential to meet the ever-changing needs of both our students and communities. CTE/ROP classes provide multi-faceted leadership in employment preparation, the upgrading of skills of



those employed, and career preparation emphasizing post-secondary education. Based upon rapidly changing technology, increased employer demands, and the necessity of lifelong learning, career preparation is a primary objective and first priority of service.

Currently the school offers CTE/ROP courses in Welding Fabrication and Application, Environmental Horticulture Science, and certification programs in Leadership/Workforce Readiness. The Workforce Readiness certification program focuses on developing soft skills that are needed in today's workforce and has been approved by the Fresno Regional Workforce Development Board. Industry certifications in OSHA and Safe Serve food-handlers are also offered in the school program.

With the growth of our young adult population with high school diplomas, the school in partnership with Probation may be expanding our CTE offerings to possibly include: expanding agricultural offerings, pre-apprenticeship opportunities, Pinegrove Fire Camp, building trades, Microsoft Office Systems (MOS) certification, and adding animal husbandry.

Youth released from incarceration often do not have access to meaningful employment opportunities. To ensure investments in vocational training are maximized, Probation will continue to collaborate and increase connections with other agencies to identify local employers or trade unions to establish employment pipelines into jobs that pay livable wages. Opportunities for transitional jobs such as wage-subsidized internships, stipends for community service, and time-limited, subsidized positions will potentially be expanded. To the extent possible, placement into these jobs will begin as soon as possible when youth enter "step-down" phases.

COMMUNITY REENTRY SERVICES

Justice-involved youth often have few, if any, financial resources and may not have family members that they can rely on for food and shelter upon release. Probation and other agencies serving realigned youth are committed to addressing all the stabilizing needs of released youth and are prepared to provide referral for concrete services and resources such as transportation, food vouchers, relocation supports, clothing, school supplies, and hygiene items. The Realignment Workgroup will evaluate options such as ensuring access to Extended Foster Care Benefits for those eligible, utilizing statewide grants to establish a basic income pilot, or partnering with community-based organizations to identify stipend funds.

Fresno Barrios Unidos offers programming staffed by mentors with lived experience in the justice system to provide an array of services rooted in culture and healing, including intensive, relationship-based support, resource navigation, warm handoffs to community providers,



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wellness services, education, and leadership development.

There are several community-based organizations that are available to provide for the re-entry needs of the youth and young adults upon their release to the community (GEO Day Reporting Center, Workforce Connection, Focus Forward, Project Rebound, and Community Justice Center).

GEO Day Reporting Center (DRC) provides for a full complement of services to support educational and vocational assessment, training, and support. This includes resume support, computer labs for job seeking purposes, and job readiness training. They have ACT WorkKeys assessments and curriculum modules available to support instruction on the skills necessary for workplace success.

GEO is preparing to provide a group intervention for those who have limited success in procuring and sustaining employment. Cognitive-Behavioral Interventions for Employment (CBI-EMP) is designed for adults and juvenile justice-involved individuals who are moderate to high need in the area of employment. The curriculum integrates cognitive behavioral interventions with more traditional employment approaches. The program teaches individuals how to identify and manage high risk situations related to obtaining and maintaining employment. Heavy emphasis is placed on skill building activities to assist with cognitive, social, emotional, and coping skill development for the work environment. Using a modified closed group format with multiple entry points, the curriculum is designed to allow for flexibility across various service settings and intervention lengths. This curriculum was developed by the University of Cincinnati in partnership with MDRC.

OVERVIEW

Components of the 31-session curriculum include the following five modules:

- Module 1: Motivational Enhancement – Getting Them Ready for Work
- Module 2: Cognitive Restructuring – Thinking Right about Work
- Module 3: Social Skills/Emotional Regulation Skills – Skills for Work
- Module 4: Problem Solving – Working through Challenges at Work
- Module 5: Success Planning – Being Successful at Work

Probation is able to refer to the DRC for intensive services and would be able to provide additional structure and support to program participants that have transitioned to the community and have difficulties maintaining employment/education, stability, or as an alternative to Probation violation.

Workforce Connection is located throughout Fresno County and provides services that encourages careers in a variety of fields. The Young Adults Services includes a variety of services



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related to academic success, job readiness, and guidance and support.

Focus Forward has programs that support a range of re-entry needs of youth and young adults. Through assessments and case planning, case managers and mentors work with youth and their families in collaboration with Probation, Well Path, Mental Health Systems and other community partners to support youth while they are in custody through transition post release with a shared case plan. Areas of focus include Academic Education, Workforce, Life Skills, Medical/Behavioral Health, Safety and Relationships. Programs provided include Nurturing Parenting for youth parents, and for youth with their parents; Just Beginning's "Baby Elmo" for youth parents and their babies, Safe Dates and Money Habitudes group classes for youth in custody, Higher Education matriculation and one-on-one mentoring support throughout. In addition, case management services provide unique support individualized to the youth or family as needed (i.e. forklift certification, employment readiness, document attainment, application assistance, etc.). Tangible resources and financial support are provided to remove barriers to program participation. Referrals to other community based or in custody programs and services are also provided. Transition from Focus Forward programs will include an intentional handoff to youth/family's established support networks. This is an approach to support self-sufficiency for long term success.

Focus Forward also partners with California Justice Leader and Impact Justice as a placement site for AmeriCorps members with former justice involvement. AmeriCorps members are mentors, case managers and educators for justice involved youth working toward success. The goal is to help them transition back into society so they can become the next generation of community leaders. They also assist with the application and attainment of an Honorable Discharge certification by the Board of Juvenile Hearings. Honorable Discharge has the potential to lift barriers to employment and education and provides evidence of rehabilitation that can help young people seal their records, thus increasing their future success.

The Community Justice Center is invested in serving the target population and has a long-standing relationship with Probation. The Community Justice Center offers Cognitive Behavioral Intervention (CBI), family group conferences, and victim offender mediator sessions and will continue to be an available resource.

Project Rebound (Fresno State) is a program designed to help formerly incarcerated individuals successfully reintegrate into society via higher education. Project Rebound prepares serious students for a University mindset. Project Rebound assists in helping fill out enrollment forms, provides mentors, conducts academic advising, and provides a space to support students.

The school is a member of, and works in partnership with, the State Center Adult Consortium (SCAEC). The SCAEC is one of the 71 adult education consortia in California, and its region is



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located within the San Joaquin Valley, and includes Fresno and Madera counties and borders portions of Kings and Tulare counties. The goal of the consortia is to improve adult education services focusing on increasing transportation options for students, enhancing successful transitions to college or career, partnering with Workforce Development Boards, better serving students with disabilities, and increasing counseling services.

The SCAEC transition counselors will be invited to be part of the school transition process team and will provide valuable linkages to community service providers and/or universities. Transition plans will be discussed with students and referrals to various community-based organizations and adult schools, or universities will be made in alignment with students educational and career goals.

Community Justice Center's COSA (Circles of Support and Accountability) Program is a restorative reentry program committed to evidence-based practices that create safe communities by supporting persons 12-6 months prerelease through the first year of reentry. The COSA model was developed and is implemented primarily as intervention and support for sex offenders and provides accountability for community safety. COSA Fresno has expanded services to those who have committed other serious and violent crimes occurring as a teenager. Each Core Member (client) is supported by trained community volunteers who commit to weekly meetings for one year. The COSA Case Manager works with the client to develop a Wellness plan that outlines the client's needs and goals. The Wellness plan covers important areas like housing, employment, transportation, rebuilding family/community relationships, making amends, substance use and recovery support. The client works with the case manager and circle volunteers to implement their Wellness Plan post-release.

Lack of transportation remains a huge barrier to re-entry services. There is no means of public transportation to the SYTF. Workgroup deliverables will include efforts to remedy this and implement viable and accessible modes of transportation to and from this location.

HOUSING

Probation has a long tradition of utilizing a variety of foster and Short-Term Residential Therapeutic Program (STRTP) placements for youth under supervision. Probation will continue the strong collaborative work with the Department of Social Services related to suitable foster care placements for eligible youth, which includes family finding, other relative/family-based placements and community housing opportunities. These relationships will continue to be utilized as necessary upon discharge. The identification of a placement that will best address the needs of youth without suitable homes will be initiated several months before potential release from the JJC. Additional resources, such as transition-aged youth family finding services and expanded transitional housing,



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will be explored and advocated for.

Probation intends to seek additional housing services offered in the community to include, Housing Authority, Fresno County Homeless Task Force, and Turning Point; all agencies that provide or assist with transitional housing. Additional opportunities for independent living will be explored in subsequent years as the population transitions from the facility to the community. It is essential that they provide an environment that is conducive for the changes initiated in the program and provide a prosocial support system. This will help cultivate an establishment in the community and reinforce efforts towards connections with education, work, and civic organizations.

EVIDENCE-INFORMED AND EVIDENCE-BASED INTERVENTIONS

Evidence-based interventions mean a program or practice that has a high level of research indicating its effectiveness, determined as a result of multiple rigorous evaluations including randomized controlled trials and evaluations that incorporate strong comparison group designs, or a single large multisite randomized study, and, typically, has specified procedures that allow for successful replication. These can often be adaptations of successful models but should center on a key outcome targeted for the new facility, as well as a program design that incorporates approaches shown to work.

The Free Your Mind Curriculum consists of a series of cognitive behavioral treatment (CBT) modules to target the criminogenic needs of justice-involved youth. This intervention was designed to achieve two outcomes: (1) to reduce the risk of institutional misconducts and post-release recidivism; and (2) to help participants find greater value, satisfaction, and investment in life without rule-breaking and/or antisocial behaviors.

The Free Your Mind Curriculum incorporates a variety of CBT strategies, including behavioral interventions, cognitive restructuring, emotion regulation, structured skill building, motivational interviewing, and mindfulness techniques. It is important to note that the CBT model has a solid empirical base in the “what works” literature as an effective approach to reducing offender recidivism (see Bonta & Andrews, 2016 for a detailed review). The intervention is organized into a series of sessions that can be combined in different ways to meet the individual needs of correctional agencies.

The Free Your Mind CORE Curriculum includes three modules: (1) the Orientation Module to introduce participants to the program, and to explore the relevance of the title; (2) the Core Module to teach participants a variety of new self-control strategies and social skills; and (3) the Integration Module (Relapse Prevention) to teach participants how to avoid and manage risky situations. The Free Your Mind CORE Curriculum also includes optional Treatment Readiness



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Sessions (and can be delivered in individual or group format), as well as Advanced Practice (or Booster) Sessions. The intervention contains a total of 30 sessions (i.e., 6 sessions in the Orientation Module, 14 sessions in the Core Intervention, and 10 sessions in the Integration Module).

The Free Your Mind DOMAIN SPECIFIC Interventions offer additional sessions to address key criminogenic need areas and include: Emotional Regulation, Mental Toughness (the module entitled 'Mental Toughness' targets antisocial personality and behavioral patterns), Substance Abuse, and Gang Intervention. Each DOMAIN SPECIFIC Intervention contains a total of 12 sessions

There are several advantages associated with the Free Your Mind Curriculum. First, all sessions are based on evidence-based practices and are consistent with the principles of effective intervention. Second, the modules are streamlined to improve coordination of various program components by providing a common language and simplifying the concepts for both corrections professionals and program participants. Third, the Free Your Mind Curriculum incorporates activities to stimulate neuroplasticity and engage participants in meaningful prosocial lifestyle changes. Fourth, the intervention includes additional materials necessary to monitor client progress and sustain program fidelity over time. Fifth, the treatment materials have been created with program facilitators specifically in mind; while the sessions are structured, there is still 'space between the lines of curriculum' for facilitators to connect with participants in a meaningful way. To this end, each session also includes a list of inspirational resources, self-care reminders, and special notes to encourage connection with both the treatment materials and the participants. Finally, we have also created a network for program facilitators to connect with one another to share ideas and support.

Program Facilitators must complete the three-day training for certification to deliver the Free Your Mind CORE Curriculum. An additional six to eight hours of training is typically required for certification to deliver each of the Free Your Mind DOMAIN SPECIFIC Interventions. These sessions will be delivered in custody with aftercare provided in the community at various community-based organizations.

For youth who may benefit from additional interventions relative to substance use, Probation has capacity to provide or contract for delivery of Cognitive Behavioral Interventions for Substance Use. The Cognitive-Behavioral Interventions for Substance Abuse (CBI-SA) curriculum is designed for individuals that are moderate to high need in the area of substance abuse and well suited for justice-involved youth. As the name of the curriculum suggests, this intervention relies on a cognitive behavioral approach to teach participants strategies for avoiding substance abuse. The program places heavy emphasis on skill building activities to assist with cognitive, social, emotional, and coping skill development. The components of the curriculum include



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pretreatment (optional), Motivational Enhancement, Cognitive Restructuring, Emotional Regulation, Social Skills, Problem Solving, and Success Planning (Relapse Prevention).

DBH also has a network of SUD providers delivering SUD treatment for Medi-Cal beneficiaries in the community.

The Community Justice Center advances safety, shared responsibility and healing through evidence-based programs and services. This is accomplished through values of community, support, accountability, commitment, diversity, and restoration. The programs offered are grounded in these values and CJC ensures that restorative justice practices and processes are fully and authentically provided. CJC provides internationally proven evidence-based programming scanning the scope of the criminal justice system, from prevention to intervention through incarceration and reintegration into the community through two primary programs: VORP serving youth and COSA serving adults in Fresno County impacted by the criminal justice system.

Additional offerings in the community to address the criminogenic need domains include Thinking for a Change, Youngsters for Change, CBT Anger Management, Phoenix/New Freedom, Living in Balance, Moral Recognition Therapy, Interactive Journaling, Insight Awareness and Community Justice Center.

TRAUMA-INFORMED APPROACH

The model utilized is congruent with a trauma-informed approach. Staff at the Juvenile Justice Campus receive training on the types of traumatic life events, as well as the potential that trauma responses are easily triggered in the facility. Staff are trained to notice the sign and symptoms of trauma and bring this to the attention of supervisory staff and mental health professionals. The importance of behaving in a way that reduces the risk of re-traumatization is covered in detail. Additional training and coaching will be emphasized on this concern during the crisis de-escalation and physical management course due to the significant risk posed to re-traumatize youth during these periods of agitation. Staff are supervised and reminded that much of the reactions of the youth are related to their past trauma and delayed cognitive development. Trauma-related symptoms are easily mistaken as aggression or noncompliance. Taking an approach of attempting to control or punish the youth for this behavior is counterproductive. Instead, staff need to follow a process of verbally engaging the youth, developing a collaborative approach, and using verbal de-escalation strategies, when at all possible. Core Correctional Practice are used to help promote safety through teaching skills of cognitive restructuring, emotion regulation, structured social skills, and problem solving. All of these approaches rely on a stable and collaborative relationship. Probation staff will be assigned to the designated unit to allow for the development of a consistent, familiar, and trusting relationship to develop.



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Youth who demonstrate consistent behavioral disruptions or present with symptoms of mental disorders or intellectual disability and other development disorders will be referred for a specialized plan to better support the youth in their success on the unit and in various activities. This plan, along with any necessary safety plans will be developed with the input from the youth, family and all providers involved in interactions with the youth. A safety plan may be established and reviewed daily to enable the safe integration of the youth in all daily activities.

Integration of credible messenger mentors into unit programming will further facilitate a trauma-informed approach. Relationships with mentors who have been in similar situations themselves can help youth understand their reactions and ensure youth are learning to recognize and respond to triggers effectively.

GENDER AND CULTURALLY RESPONSIVE SERVICES

Understanding the historical construct of institutional racism is fundamental to critically examine the youth justice system's structural investments in custody, control and punishment to achieve public safety. This system of racial hierarchy must be clearly understood in the current construct, acknowledged, and directly engaged if we are to achieve equity and well-being for communities of Black and Brown young people.

It is critical that a stance of inclusion and respect be at the core of every interaction with the youth and their families. In Probation, the philosophy of cultural responsiveness is seen in several ways. First, we are comprised of a diversified staff. It is essential that all youth can look to staff for relatable role models and opportunities to talk with adults with a shared cultural experience.

In addition, community-based organizations that specialize in or work with specialty populations are represented in the network of providers utilized by Probation. Staff make referral decisions based on resources that are most likely to result in a feeling of trust and comfort by the family. There is an effort to reflect a variety of cultures most represented among the youth at the Juvenile Justice Campus in the artwork displayed, stories and books available, menus and snacks, as well as providing cultural heritage events or activities.

These principles are taken seriously in both employee policies and the guidelines enforced with the youth. There are serious consequences for youth that engaged in hate speech or actions. Staff are afforded opportunities to attend trainings on different ethnic and racial topics and are supervised with an emphasis on awareness of contextual factors and sensitivity.

Community-based organizations are available to provide additional programming and support in areas geographically convenient and responsive to the diverse population in Fresno County. One such program that has promising evidence to support improved outcomes is El Joven Noble



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provided at Fresno Barrios Unidos. The program El Joven Noble targets character development and promotes healthy relationships and the reduction of community violence, unintended pregnancies, and substance abuse.

Any girls who are adjudicated on 707(b) offenses and warrant a long-term period of confinement will be retained locally or be transferred to a regional county for admission into a designated SYTF if most appropriate. Upon return to the community, many of the community services available for boys will likewise be utilized for the girls. Services for girls will be selected with an emphasis on gender responsive programming.

Fresno County Juvenile Probation Officers are trained to complete the Commercial Sexual Exploitation – Identification Tool (CSE-IT), for youth who are or may be involved in Commercial Sexual Exploitation of Children. Youth who are vulnerable to exploitation may be eligible to receive additional supportive services in the areas of housing, mental health and substance use counseling, and mentoring.

There are specialty groups geared towards girls at several community-based organizations. Fresno Barrios Unidos offers Womxn Empowered a group to provide a safe and inclusive space for youth to voice ideas, develop positive identity and advocate for their community. Youth build leadership and advocacy skills alongside peers and with adult mentors. They also provide a structured group curriculum called Xinachtli (Germinating Seed). It is designed to provide young women and non-binary youth the guidance for a healthy development into adulthood. Over 16 sessions (10-week period for in-house groups), youth will heal from trauma, learn life skills, and develop a support system of peers.

GRANT FUNDING ALLOCATION (WIC 1990 & 1991)

Fresno County Probation Department is committed to a system-wide initiative to prepare for and deliver services to support the needs of the realigned youth. As a result, existing contracts with nongovernmental and community-based providers will be expanded through the grant funds awarded the department. While the specific details of the budget are pending, plans are underway to provide for a process to efficiently extend, enhance, or initiate new contracts for necessary services.

Total statewide funding will be \$208.8 million at full implementation. The realignment target population for the grant program shall be defined as youth who were eligible for commitment to the Division of Juvenile Justice prior to its closure, and shall further be defined as persons who are adjudicated to be a ward of the juvenile court based on an offense described in subdivision (b) of Section 707 or an offense described in Section 290.008 of the Penal Code.



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Commencing Fiscal Year 2021-22, and annually thereafter, an allocation is to be budgeted to counties to provide appropriate rehabilitative housing and supervision services for the realigned DJJ population. In making allocations, the Board of Supervisors shall consider the plan. For the 2021-22 fiscal year, thirty-nine million nine hundred forty-nine thousand dollars (\$39,949,000) shall be appropriated from the state General Fund to provide appropriate rehabilitative and supervision services for the realigned population. The by-county distribution shall be based on:

- 30 % of the per-county percentage of the average number of wards committed to DJJ, as of December 31, 2018, June 30, 2019, and December 31, 2019
- 50 % of the by-county distribution of juveniles adjudicated for certain violent and serious felony crimes per 2018 Juvenile Court and Probation Statistical System data
- 20 % of the by-county distribution of all individuals between 10 and 17 years of age, inclusive, from the preceding calendar year.

In order to receive 2022-2023 funding pursuant to Section 1991, a plan shall be filed with the Office of Youth and Community Restoration by January 1, 2022. In order to continue receiving funding, the subcommittee shall convene to consider the plan every third year, but at a minimum submit the most recent plan regardless of changes. The plan shall be submitted to the Office of Youth and Community Restoration by May 1 of each year.

For the 2024-25 fiscal year and each year thereafter, two hundred eight million eight hundred thousand dollars (\$208,800,000) shall be appropriated from the state General Fund to provide appropriate rehabilitative and supervision services for the population specified in subdivision (b) of Section 1990 based on a projected average daily population of 928 wards. The Governor and the Legislature shall work with stakeholders to establish a distribution methodology for the funding in this paragraph by January 10, 2024, and ongoing that improves outcomes for this population.

GRANT FUNDING PRIORITIES

Funding activities that ensure structure, rehabilitative services, and a collaborative atmosphere informed by a Trauma Informed Care and an Evidence-Based approach is key. Fresno County is committed to positive outcomes and will continue to review and modify as appropriate the County's funding plan.

Evidence-Based Practices

Fresno County is committed to Evidence-Based Practices (EBP). As noted above, evidence-based services and programming will be made a funding priority. These are Cognitive Behavioral Therapy (CBT) programs and other best practices that have been proven to address criminogenic needs, reduce recidivism build strengths of youth and their families. Both sworn and non-sworn



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staff, as well as contracted service providers, will facilitate these treatment modalities to youth.

Trauma Informed Care and Training

Fresno County is dedicated to a Trauma Informed Care (TIC) approach that reduces the impacts of adverse childhood experiences. Ongoing training of County and contracted staff will be a priority to ensure the permanency of these practices.

Unit Supervision

To provide rehabilitative services to these youths, safety and security must be a core tenant. Juvenile Corrections Officers (JCO) and CBOs will collaboratively provide youth supervision and guidance in day-to-day activities.

Support Staff

With the additional population tangential work will increase. This includes additional needs for One Senior Staff Analyst to provide oversight of the Juvenile Justice realignment implementation. Clerical needs will also increase requiring Office Assistant support. Fresno County Peer Support Specialists possessing lived experience will provide support to youth and families at all phases of the SYTF process.

Data Collection and Analysis

Initial and ongoing data collection and analysis is an important to the sustainability of successful outcomes. A Fresno County Information & Technology Analyst, and private information technology contractor will be assigned to focus on this task. A Data Processing is required to fulfill the data reporting requirements the SB 823 plan.

Management

Having managerial oversight will help ensure that aspects of the plan are adhered to and followed. An Assistant Deputy Chief Probation Officer (ADC) will be added and report to the Juvenile Justice Campus Deputy Chief Probation Officer. This ADC will help set standards, handle personnel matters, act as a community liaison and perform other administrative duties.

Contracted Specialized Services

Fresno County intends to partner with community-based agencies to fill identified gaps in services. CBOs will also be identified via the request for proposal process to administer programming identified through Fresno County Probation's work with the University of Cincinnati. A Fresno County Social Work Practitioner will act as County liaison, coordinator, and direct provider of these services.

Contracted Out of County Programming

Certain youth, depending on their specialized needs, may benefit from a non-local custodial placement. These cases, while uncommon, may occur; therefore, it is important to prepare for such a contingency. It is also a prudent to ensure all youth have optimal opportunities to be



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 placed in a program that best suits their needs.

Re-entry Supports

Developing reintegration services for youth returning from both the Department of Juvenile Justice (DJJ) and the SYTF is a priority for Fresno County. It is anticipated there will be a variety of tangible needs to help the release transition be more successful. Needs may include food, clothing, housing, transportation, vocation, and education supports. To accomplish this, funds will need to be designated to support efforts, which will include developing agreements with community-based organizations and other support-focused entities.

Infrastructure Improvements and Equipment

New or retrofitted programming classrooms, playground areas, safety and security upgrades, home like furnishings and much more are necessary to provide the homelike environment. As additional capital project funding becomes available, step-down housing support will need to be developed.

JJ Realignment Positions		
Title	# of Positions	Approximate FY 2021-22 Budgeted Salaries and Benefits
Senior Staff Analyst	Covered under current allocation of staff	\$104,000
Information & Technology Analyst	1	\$128,276
Assistant Deputy Chief Probation Officer	1	\$174,515
Social Worker Practitioner	1	\$75,287
Office Assistant	Covered under current allocation of staff	\$59,509
Peer Support Specialist	Undetermined - not currently allocated to the department	\$54,428
Private Information Technology Contractor	1	\$150,000

FRESNO COUNTY SB 823 FUNDING ALLOCATIONS BY YEAR:

Fiscal Year 2021-22: \$1,548,816
 Fiscal Year 2022-23: \$4,587,984
 Fiscal Year 2023-24: \$7,600,904



PART 5: FACILITY PLAN

The Juvenile Justice Campus is being used as the initial location for the Secure Youth Treatment Facility. The Probation Department is committed to a collaborative, inclusive process to work toward the development of less restrictive step-down options and alternatives to secure placement at the JJC, as appropriate for the youth in our care.

The Juvenile Justice Campus has a separate section for Commitment and Detention. Many of the youth that will be candidates for the Secure Youth Treatment Facility (SYTF) program will be in Detention awaiting trial and disposition. Upon commitment to the SYTF program, youth will be transferred to a housing unit for orientation. During their stay in the unit, a thorough assessment will be conducted. This will include a variety of interviews and standardized assessments to

gather a profile of the youth's psychological, social-emotional, and behavioral functioning. The results of the assessments will be compiled by the assigned case manager and a planning meeting will be scheduled to begin the development of the Individualized Rehabilitation Plan. In addition to assessment protocols, the youth will be oriented to the rules, structure, and goals of the program. This will include helping them understand the incentive and discipline system, levels and accompanying privileges, and schedule of activities and programs. Finally, the youth will participate in a group that provides a general orientation to the treatment model and begins to prepare them for transition to the core programming unit. The length of stay for the orientation phase will be variable based on the youth's adjustment, compliance with operations and rules, and readiness to begin the program.

The Core Programming Unit will be a housing unit in the Commitment Facility. Given that the youth will be residing in this unit for an extensive period, the accommodations will be upgraded to provide a more comfortable and relaxed environment. Youth facilities are inherently stressful environments, and youth with custodial sentences are overrepresented with health-related issues (including mental health), history of trauma and adverse childhood experiences. It is also important to recognize that the environment cues behavior, and therefore normalized, supportive, trauma-informed environments can serve to facilitate treatment.

At the same time, higher risk youth have the potential to make weapons of common furniture or accessories, attention to avoiding items with removeable pieces, sharp corners or substantive weight is required to maintain safety. Selecting colors requires avoiding any association with gangs. Finally, creating blind spots poses a serious risk of violence and violation of the Prison Rape Elimination Act. While safety remains the priority, the design and décor of the unit will be modified to create a softer and more natural setting. The goal is to, as much as possible, allow for the normative environment as recommended in the Design Guideline published by the Native



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American And Alaskan Technical Assistance Project:

- movable furnishings that permit changing use of space throughout the day and over time while offering some control over the environment;
- sound absorbing materials that mitigate the often disruptive and disturbing noise usually generated by youthful populations living together;
- open interior spaces, views to the outside, and natural lighting that reduce perceptions of crowding;
- ready access to outdoor spaces from housing and program areas so that the sense of confinement is minimized while program options are expanded;
- light colors, decorative accents and changing decorations that contribute to spatial openness, add visual variety and permit some sense of personalization;
- spatial variety throughout the day, with changing spatial scale and shapes that reflect those normally encountered in daily experience;
- familiar and variable construction materials that present no overt expectation of damaging behavior, often a self-fulfilling prophecy; and
- access to varying program activities at all times with appropriate space for residents to engage in satisfying formal and casual pursuits through daytime and evening hours so that residents and staff have options and no unproductive down time.

Research demonstrates that youth respond better in a normative environment (versus a traditional correctional setting). Normative environments contain natural light, views to the outdoors, vibrant colors and natural (or at least normal) materials, acoustic dampening (e.g., sound-absorbing materials on walls), ample personal space, and control over some personal territory. For example, Ulrich et al. (2012) published a report entitled “Toward a Design Theory for Reducing Aggression in Psychiatric Facilities” to delineate principles to follow to reduce stress.

Some of these relevant items include movable furniture, better acoustics, natural light and views, nature art, homelike design, proximity and visibility of common spaces to the staff station. Similarly, Connellan et al. (2013) support this notion of creating a therapeutic milieu that includes comfort, natural light, freedom, reduced stigma with spatial designs that mimicked a ‘normal’ community setting. They go on to discuss the inclusion of various textures, access to nature, and reduction of repetitive sounds. Karlin and Zeiss (2006) indicate that function of space, color selection, lighting, carpeting, wall graphics and furnishings should be considered in the interior design of the facility.

There are some common themes that will be central to the design of the core programming unit. Any opportunity to provide choice or control over the living space will be considered. For



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example, variable sources of lighting, movable and various types of furniture, access to books or other similar items, choice in menu items, personalization in room decoration, and areas for relaxation or socialization. This also serves to empower youth to make spaces their own and reduce the likelihood that they vandalize property.

The environment will be designed using colors that are visually interesting without overstimulating. The texture and décor will be considered based on themes of nature and warmth of texture. Recommendations include similar color schemes to those below.



The housing unit is a single tier with two wings (sides) that can hold up to 30 youth. There are 18 rooms total – with 12 two-youth rooms and 6 single-youth rooms, with an officer station in the center. To create a normative environment, as much as possible, the living spaces will be open to reduce confinement and support free movement. Comfortable de-escalation spaces will be established to support youth agency and emotion regulation. Given that the program intends to start with one unit, there is less possibilities for assigning youth to other housing units and areas. Those younger or more vulnerable youth will be housed on one side of the unit.

To ensure compliance with the Board of State and Community Corrections (BSCC) Title 15 standards, means of assigning youth to designated areas will preside based on such requirements as age, maturity, sophistication, emotional stability, program needs, legal status, public safety considerations, medical/mental health considerations, gender and gender identity of the youth. The department is committed to reducing implicit bias in housing assignment decisions and when possible, objective criteria such as assessed needs will be given consideration. Adjustments will be made if there is an observed pattern of behavior that creates a potential for an unsafe environment.



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

A 2010 Office of Juvenile Justice and Delinquency Prevention bulletin by Richard Redding reviewed several large-scale studies related to the transfer of juvenile violent crimes to the adult system. Those studies showed that juveniles tried in adult criminal court had higher recidivism rates as adults than youth that remained in juvenile court. The rehabilitative efforts in the juvenile system are more equipped to reduce recidivism than the more punishment-oriented adult system. The rehabilitative provisions put forth in this plan further support the benefits of keeping youth in the youth system. Providing services in their home county allows for engagement of the family, establishment of school or work, and ties to community services and activities. Youth with this intensity of services are more likely to be given a chance in the community and more likely to respond to that chance.

The Subcommittee membership includes representation from all levels of the court system and community representatives. Their comments and suggestions consistently support rehabilitative aims for this population. By providing a comprehensive and effective array of services that address the needs of the youth in our care, the need for more restrictive confinement will be reserved to those cases that continue to pose a serious risk to public safety through objective measures despite all available options.

PART 7: REGIONAL AGREEMENTS OR ARRANGEMENTS

Boys traditionally comprise most of the youth sent to DJJ and it is anticipated that this will continue to be true. As such, Fresno County has opted to focus on the housing and rehabilitation of boys and young men. Initially, the plan is to open one housing unit with the potential capacity of 30 youth. A second housing unit will be established for sex offender treatment, making the overall rated capacity for SYTF youth 48. Fresno welcomes boys from other jurisdictions that need rehabilitative services (including sex offender treatment). However, our community, like most around the country, has witnessed unprecedented declines in juvenile crime. We are confident in our services and expect that number to ultimately decline.

As noted previously, regional options may be utilized for any girls that require confinement. There has yet to be a specified county option for girls; however, any girls in the future will be retained locally or may be transferred to a regional county for admission into a designated Secure Youth Treatment Facility if most appropriate.



PART 8: DATA

Fresno county uses a modern database system to track all youth in its Probation system of care. Data will be collected at multiple points for administrative and operational purposes, which will facilitate information sharing as well as high quality case management. Youth entering the new system of care will be entered into the Probation case management system, as will referrals for service. There is some concern with extracting information for analysis, but the county will work to develop relevant MOUs to meet the complex needs of the youth being served by agency and community partners.

It is the intention of Probation to collect data that is meaningful and relevant. Below are data points that the department will consider and attempt to gather over time:

- % of youth with new law violations within 3 years of release
- % of youth graduating with high school equivalency at release
- % of youth connecting with Mental health services within 30 days of release
- % of youth completing in-facility programming as referred, by program
- % of youth enrolled in at least one college course or employed at least 15 hours/week within 6 months of release
- % of youth with safe and stable housing upon release
- % of youth with safe, stable, permanent housing 1 year after release and 3 years after release
- % of youth enrolled in school or employed with a livable wage within 30 days of release, 1 year after release, and 3 years after release
- % of youth connected to a mentor or caring adult upon release
- % of youth who have a plan for what to do when triggered or overwhelmed
- % of youth connected to basic needs supports upon release (can access food, clothing, hygiene supplies, transportation, etc. until stabilized with family, employment, and/or public benefits)
- % of youth who have completed 2 years of college by age 25
- % of youth connected to pro-social activities upon release (warm handoff)
- % of youth connected to a youth or community center upon release (warm handoff)

Timely collection and reporting of data related to SB 823 implementation is critical to ensure (1) there are no net-widening impacts in commitments to the local SYTF; (2) the Plan sufficiently protects against an increase in adult court transfers of youth in Fresno County; (3) there is an ongoing racial and ethnic disparity analysis to monitor the impact of the most restrictive and punitive decisions on youth of color compared to white youth; and (4) “step-downs,” or less restrictive programming for eligible youth to serve the remainder of their baseline term or modified baseline term, is being utilized to the greatest extent possible.



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(1) No net-widening impacts in commitments to the local SYTF;

- The number of youth eligible for SYTF under WIC 875(a), including youth ages fourteen (14) years or older whose most recent juvenile court adjudication is a 707(b) offense, including the most serious offense included in the adjudication
- The number of youth committed by Fresno County courts to SYTF, including the most serious offense for which youth are committed

(2) Protects against an increase in adult court transfers of youth in Fresno County;

- % of youth who do not enter the adult criminal justice system
- The number of youth for whom a motion for transfer to adult criminal court was filed, including the most serious offense considered in the transfer motion
- The number of youth transferred to adult criminal court, including the most serious offense for which the youth was transferred

(3) Ongoing racial and ethnic disparity analysis to monitor the impact of the most restrictive and punitive decisions on youth of color compared to white youth;

To examine this, Probation will publish data disaggregated by race/ethnicity and gender on a semi-annual basis.

(4) “step downs” or less restrictive programming for eligible youth to serve the remainder of their baseline term or modified baseline term, us being utilized to the greatest extent possible.

- The time youth spend in SYTF, calculated by the date of release from the SYTF, either as the result of discharge as described in WIC 875(e) or transfer to a less restrictive program as described in WIC 875(f)
- The number of youth who are transferred to a less restrictive program as described in WIC 875(f)(1), including the type of program the youth are transferred or “stepped down” to

DRAFT OUTCOME MEASURES

Recognizing the importance of evaluating longitudinal outcomes for youth, and the existing challenges related to collecting qualitative and quantitative data *after* a person is no longer under the jurisdiction of the Court, the Probation Department plans to develop a multi-year strategy to design and test methods of collecting data over time. To achieve this goal, Probation will conduct a literature review, which may include leveraging relationships with institutions of higher education, to understand the best available evidence and current research on post-justice



involvement data collection. Probation also plans to additionally leverage the expertise and life experience of our local youth who are involved (or were involved previously) in the justice system; meaningful involvement may include focus groups, surveys, and other strategies to partner with current and formerly justice-involved youth so that they may contribute to a youth-informed and evidence supported design of a data collection methodology. This longitudinal data collection is critical to understand longer term outcomes of programs and services. Ideas to explore with youth may include such topics as an informed consent for data collection, leveraging technology for communication in ways that are comfortable for youth, how to ensure privacy, how to ensure that the young person trusts how their data will and will not be used, how to address issues of equity, and other topics as identified by the data project planning team (with a youth representative on this team). With these two parallel processes, combining review of the best available literature and the critical voice of our local youth, Probation will develop an action plan to implement the data collection methodology for a beta test. The goal of the beta test phase will be to understand what worked, what didn't work, and what can be improved in the methodology and data collection strategies.

Fresno County will be tracking a broad range of process and outcome measures for youth served by this grant, with a particular focus on outcomes related to service provision and re-entry. These outcomes will be developed in conjunction with program logic models, as many outcomes for these youth are long term into adulthood, which as noted above, is beyond the scope of Probation's data access for several reasons including, record sealing and privacy issues:

- Reduce the period of commitment for similar crimes by 20% with similar rates of recidivism
- Reductions in overall county confinement
- Reduce disparities in % white and black incarceration relative to their % in the population
- Increase interactions between incarcerated youth and representatives of community-based organizations that have the capacity to provide services prior to and after release
- Improvement in self-reported connection to family
- Reduction in self-reported trauma or mental health symptoms (e.g. depression, anxiety, irritability/agitation) upon release, 1 year after release, and 3 years after release
- Increase % of formerly incarcerated youth who are housed in stable housing after release
- Increase % of formerly incarcerated youth enrolled in at least one college course or employed at least 15 hours/week after release