

Juvenile Justice Realignment Block Grant Annual Plan

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County Name: Tehama County

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Background and Instructions:

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

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

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

Tehama County created a subcommittee with the appropriate membership and submitted our County plan in January of 2021. This plan has minor changes and includes updates as to programs and implementation of the Secure Youth Treatment Facility.

Contents:

Part 1: Subcommittee Composition

Part 2: Target Population

Part 3: Programs and Services

Part 4: Juvenile Justice Realignment Block Grant Funds

Part 5: Facility Plan

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

Part 7: Regional Efforts

Part 8: Data

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

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

Agency	Name and Title	Email	Phone Number
Chief Probation Officer (Chair)	Richard A Muench Chief Probation Officer	rmuench@tprobation.org	530-527-4052
District Attorney's Office Representative	Matthew Rogers County DA	mrogers@tehamada.org	530-527-3053
Public Defender's Office Representative	Kathryn Thompson Public Defender	thompson-kathryn@sbcglobal.net	530-529-1263
Department of Social Services Representative	Laura Hawkins Director	lhawkins@tcdss.org	530-527-1911
Department of Mental Health	Jayne Bottke Director	Jayne.Bottke@tchsa.net	530-527-8491
Office of Education Representative	Richard Duvarney Superintendent	rduvarney@tehamaschools.org	530-528-5811
Court Representative	Kevin Harrigan Ct Executive Ofcr	kharrigan@tehamacourt.ca.gov	530-527-3484
Community Member	Dave Nichols	Bossman3056@gmail.com	530-356-8511
Community Based Organization	Michaele Brown Director Empower Tehama	Michaele@empowertehama.org	530-528-0226
Community Member	Hillary Lindauer	hillary.lindauer@fccredbluff.org	530-527-6702
Community Based Organization – Job Training Center	Carrie Ferchaud	cferchaud@jobtrainingcenter.org	530-727-5600

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

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

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

Tehama County also has a secondary target population that will be supported by the block grant, that being the high-risk incarcerated youth. Each youth will have an individual specialized case plan providing them with intensive services in an attempt to alleviate the risk of rising to the level of DJJ eligibility and potentially being placed in a regional hub.

As a regional hub, Tehama County has contracted to provide programs and treatment for youth meeting the above targets for Lake, Glenn, Siskiyou, Plumas, and Trinity Counties.

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

Tehama County Probation is a regional detention facility for six northern counties, with a capacity for approximately 64 youth locally and is anticipating serving youth 14 to 18, and up to age 25 depending on the length of the disposition ordered by the Juvenile Court. Historically, only 3 youth from Tehama County have been sentenced to DJJ in the past 10 years, and the same low numbers apply to our contracting counties, therefore, it is anticipated the number of commitments will remain low.

Demographics for youth from Tehama County as of June 30, 2021, are as follows:

- Tehama County Probation's realignment target population currently consists of 82% Males, and 18% Females, with the average age is 16.
- The ethnicity of current supervised high-risk juveniles are approximately:
 - 73% white
 - 27% Hispanic
- Approximately 100% of crimes committed by Tehama County's target population are:
 - 27% = Crimes of Violence
 - 19% = Theft Related
 - 18% = Sex Crimes
 - 36% = Property Crimes

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

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

Out of Custody referrals for Youth not on Probation Status

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

Evidence-Based Screening for Felony and Misdemeanor Referrals

Probation uses the Juvenile Assessment and Intervention System (JAIS) tool to screen youth referred for most misdemeanor and felony offenses that carry confinement time. The JAIS is an evidenced-based, risk/needs assessment and case planning system implemented to assist officers in accomplishing four basic objectives:

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

Once on probation status, the JAIS is updated every six months by the assigned Probation Officer, or more frequently if the youth is adjudicated of a new offense or change in life situation.

Lower-Level Interventions for Youth on Probation Status

Once youth have been adjudicated as wards of the Juvenile Court, lower-level interventions may be appropriate for redirection prior to consideration for a commitment to a local custodial program. These options include: Deferred Entry of Judgement (DEJ) *Note: DEJ youth are not adjudged wards at time of DEJ disposition*, Community Service, and Juvenile Behavioral Health Court (JBHC). These interventions are typically ordered by the Juvenile Court in conjunction with terms of probation-based supervision of youth while they live at home in the community. Out-of-Home placement is an option of last resort for youth whose parent/guardian are unable to properly provide care or where the home is unsafe or unsuitable.

In-Custody Dispositional Options for Intervention

Youth determined to need in-custody treatment can be committed by the Juvenile Court to custodial commitment programs. These youth are composed primarily of those who, because of their level of delinquent behavior and risk to reoffend, require in-custody service provision and

supervision. Upon release, most youth return to the community under Probation Department supervision. The programs offered are as follows:

- *Juvenile Hall* – Tehama County Juvenile Detention Facility is a secure detention facility for youth who fall under the jurisdiction of the Juvenile Court. Youth detained at Juvenile Hall are alleged to have committed a law violation and are detained for the protection of themselves and/or the community or are serving a short-term Juvenile Court ordered commitment. The Juvenile Hall program is structured to provide individual and group activities, behavioral treatment, and a well-balanced school program. All youth booked into Juvenile Hall are screened for risk factors, suicidal/self-harming ideation, sexual abuse through the Prison Rape Elimination Act (PREA) questionnaire, and general health assessment is made.
- *Changing ARMOR* – Located within the Tehama County Juvenile Detention Facility is the Changing ARMOR Program, is an in-custody 180/120 day program for youth between the ages of 16-20, utilizing a five phase, points-based program that focuses on (A)ttitude, (R)esponsibility, (M)otivation, (O)utlook, and (R)espect. The primary objectives of the program are community protection and redirection of delinquent behaviors. Changing ARMOR is a behavior modification program supported by evidence-based programming designed to match a youth's strengths and needs in order to assist them in taking responsibility for their actions and develop new life and coping skills. In order to participate in the program all youth must first be deemed a suitable candidate by their probation officer and court ordered by their County Judge to the 180 day maximum confinement.
- *Maxine Singer Youth Guidance Center (aka: Camp Singer)* – Tehama County contracts with Yuba and Sutter County Probation Departments to have youth attend the Maxine Singer Youth Guidance Center Camp Singer program as an alternative to out-of-home placement and extended juvenile hall stays. Camp Singer is a 365-day court commitment program for youth ages 14 and older, wherein the last phase is spent on a family furlough. Youth have the ability to graduate from the program up to six months earlier if their behavior and individual progress warrants an early release. The primary objectives of Camp Singer are to focus on community protection and redirection of maladaptive behaviors. Camp Singer focuses on providing a highly-structured and disciplined environment which will help curb the youth's delinquent behavior.

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

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

Facility

Tehama County intends to utilize Tehama County Juvenile Detention Facility to house youth. The detention facility is a secure residential institution with an operational capacity of 64 beds. The facility plant is divided into three pods each having 6 double and 8 single occupancy rooms with a dayroom for structured activities and classroom in each pod. One pod will be designated

for this realignment population. The facility also includes an intake unit with 4 additional single room cells with negative air flow to be used for any communicable disease isolation, an additional room which is used for mental health counseling, and a family visitation area. The physical plant includes a full kitchen, an elevated control tower with window views into all 3 pods and intake, and a fenced in recreation area.

On November 16, 2021, the Tehama County Board of Supervisors approved a plan for staffing and programming of the Tehama County Secured Youth Treatment Facility.

A Juvenile Detention Facility Supervisor has been assigned as the Intervention Case Specialist to oversee all evidence-based treatment programming and services for our long-term commitment youth who are ordered by their jurisdictional judge to serve a commitment of thirty days or more. The Intervention Case Specialist will work with the youth and his/her probation officer in completing a full assessment to determine the youth's needs while in the program, with the goal of rehabilitating the youth by providing evidence-based behavior modification tools and training to assist them in a successful transition back into their community. The Intervention Case Specialist will be the liaison between the youth and their probation officer in coordinating monthly face-to-face meetings to review the youth's progress and making modifications throughout the youth's program to attain the predetermined set goals. This Intervention Case Specialist is on-site to provide emotional support to the youth, initiate daily structured programming to benefit the youth's active program participation and adolescent development, as well as provide quality control from programming and activities within the institution. Two weeks prior to the youth's projected release from the facility the Intervention Case Specialist will schedule a pre-release exit meeting with the youth, his/her probation officer, his/her parent(s)/guardian(s) and/or any outside support person(s) who are deemed to be a positive influence in the youth's life, and any service providers to develop an exit case plan on behalf of the youth to support them as they transition back into their communities. Tehama County was awarded a grant to review existing practices and implement changes supporting PATH, Medi-CAL suspension, as well as reinstatement of services.

Youth Supervision

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

Re-Entry Program

A dedicated case manager works with the youth in determining programming needs and providing an array of services outside of the normal supervision duties of direct youth

supervision line staff. The case manager will be on-site during programming hours to provide emotional support to youth, initiate daily structured programming to benefit youths' active program participation and adolescent development, as well as provide quality control from programming and activities within the institution. Additionally, the case manager will be involved in the arrival of youth into the facility as well as pre-release meetings to ensure a successful progression of the case plan while in custody and through connection to resources for transition upon release into the community.

Medical Services

Medical services will be provided through Tehama County Public Health Services, who are on-site 3 days per week to complete initial physical assessment on all newly booked youth as well as any medical issues that arise with in-custody youth. They are also available for after hour emergency calls as well. However, imminent emergency and after-hours services are provided through St Elizabeth's Community Hospital.

Behavioral Health Services

Tehama County Behavioral Health Services will be the primary provider of behavioral health services on-site. They provide mental health counseling and drug and alcohol evidence-based treatment services and programs. Additional psychiatric services will be contract based on assessed need.

Victor Youth Services will be providing on-site general behavioral counseling services to all youth, as well as evidence-based, behavioral intervention programming via open group format or individually. Thinking for Change, Aggression Replacement Therapy, and Seeking Safety are but a few programs that will be offered and all programming will focus on social skills, mindfulness, trauma informed care, healthy relationships (domestic violence focused), suicide prevention and parent and/or family counseling.

Educational Programs

- *Tehama Oaks Court School:* Tehama County Department of Education operates the Tehama Oaks Court School. The school consists of a school office and two classrooms in separate pods. The courses offered include English Language Arts, Mathematics, Science, Social Studies, History, and Art. Students also have access to apply for FAFSA (Free Application for Federal Student Aid) and college registration.
- *Step-Up:* Students who are high school graduates will have access to the Shasta Technical Education Program-United Partnership (aka: STEP-UP) which is a partnership program through Shasta College. The STEP-UP program combines support with accountability and community to assist students in making the transition to becoming

successful, contributing member of society. Among the academic programs that STEP-UP supports: Adult Education, Agriculture, Automotive Technology, Business Administration, Culinary Arts, Equipment Operations and Maintenance, Industrial Technology, Office Administration, Welding Technology and more. STEP-UP also provides assistance for employment skills development and job searches.

- *Job-Skills:* Also being offered is an on-site Wood Shop and Welding Program where students will benefit from learning real world job skills in the woodworking and welding trade as well as create pieces of art.
- *Makers Space:* The Tehama County is also proud to have one of the only known Makers Spaces to exist in a correctional environment. Makers Spaces are commonly associated as community centers with tools. They combine manufacturing equipment, electronics, art, video production, and education for the purpose of enabling community members to design, prototype and create works. To define our Makers Space by its purpose and simplest forms, it is a place where young people have an opportunity to explore their own interest, learn to use tools and materials, both physical and virtual, and develop their education through creative projects.
- *Culinary/Food Handlers Certificate:* Youth will be able to attain their culinary and food handlers certificates and gain experience working in the juvenile detention facility kitchen learning how to prepare nutritious meals, in a safe and secure environment.
- *Gardening/Landscaping:* This class will be overseen by our DRC Correctional Officers who will take youth out into the community to do landscaping projects for local non-profits and public agencies, as well as work in our on-site Juvenile Detention Facility garden from which the produce grown is used the Juvenile Detention Facility kitchen to prepare and distribute approximately 200+ meals per day for the Senior Nutrition Program as well as feed the youth in the detention facility. Through this program not only will youth learn a viable trade, they also will learn work ethics and gain the experience of giving back to the community by feeding the local homeless shelters and seniors in donating the produce they have personally grown and shared.
- *Woodshop Program:* We have recently completed the addition of a woodshop located in a secured area adjacent to the juvenile detention facility where the woodshop/welding program will be taught, affording youth the opportunity to learn wood working skills from a local craftsman/instructor. The program is currently offered 2 hours per week and the supervision ratio is one staff for every two youth participating.

Volunteer Services

Cooperation with faith-based organizations has traditionally been strong. Volunteers in the community offer nondenominational services where youth are free to exercise their individual religious liberties as they choose, with safety and security in mind.

Other Unidentified Contracted Specialized Programs and Services

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

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

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

Tehama County Behavioral Health Services (TCBHS) will be the primary provider of behavioral health services on-site. They provide an array of evidenced-based group programs as well as individual therapeutic interventions. Further exploration and implementation of programs best suited for this new population will be an ongoing priority. Psychological medication management will also be done in conjunction with TCBHS with contracted psychiatrists. TCBHS will assist in the transition from custody plans related to mental health services post-release, as most of these youth will be eligible for services under the Transitional Age Youth (TAY) program and the adult system of care once out of custody.

Programs

- *Seeking Safety*: This manual presents the first empirically studied, integrative treatment approach developed specifically for co-occurring PTSD and substance abuse. For persons with this prevalent and difficult-to-treat dual diagnosis, the most urgent clinical need is to establish safety to work toward discontinuing substance use, letting go of dangerous relationships, and gaining control over such extreme symptoms as dissociated and self-harm.
- *Aggression Replacement Training (ART) (10 weeks, 30 sessions)*: ART is made up of three components including Skill Streaming, Anger Control Training, and Moral Reasoning. ART group targets emotions, behaviors, and cognitions that contribute to the complex character of aggression. In Skill Streaming, the youth will learn social skills so that they can communicate with people more effectively. In Anger Control Training, the youth will learn about anger and how to manage it effectively. In Moral Reasoning Training, the youth will learn how to make more decision that are appropriate.
- *Thinking for a Change (T4C) (8 weeks, 25 sessions)*: Focuses on problem solving, social skills, and cognitive restructuring. The youth will learn social skills such as active

listening, giving feedback and responding to anger. The youth will also learn how thinking impacts behavior. The last six sessions focus on problem solving, addressing goal setting, choices, and consequences.

- *Moral Reconciliation Therapy (MRT)*: A systematic treatment strategy that seeks to decrease recidivism among juvenile and adult criminal offenders by increasing moral reasoning. Its cognitive-behavioral approach combines elements from a variety of psychological traditions to progressively address ego, social, moral, and positive behavioral growth. MRT takes the form of group and individual counseling using structured group exercises and prescribed homework assignments. The MRT workbook is structured around 16 objectively defined steps (units) focusing on seven basic treatment issues: confrontation of beliefs, attitudes, and behaviors; assessment of current relationships; reinforcement of positive behavior and habits; positive identity formation; enhancement of self-concept; decrease in hedonism and development of frustration tolerance; and development of higher stages of moral reasoning.
- *PowerSource*: The Power Source curriculum by Bethany Casarjian, Ph.D., and Robin Casarjian, M.A. is a proven, evidence-based SEL program for high-risk youth. PowerSource equips adolescents with the social and emotional regulation skills they need to build healthy relationships, break intergenerational cycles of violence, addiction and other high-risk behaviors, and be successful in the workforce. This unique and transformative program is both preventative and rehabilitative. Power Source guides highly at-risk adolescents and young adults in discovering their own resilience, while building the skills associated with healthy social and emotional development.

Contracted Specialized Services for Youth

- *Sex Offender Services*: Probation will attempt to house sex offenders in-house if deemed appropriate treatment services are available locally. However, it is also possible certain sex offenders will require a level of treatment necessitating a regional contract with another County who could provide group-based services with like offenders. Certain youth, depending on their circumstances or specialized needs, may benefit from a non-local custodial placement.

Trauma Informed Care Based Approach

Tehama County Probation is dedicated to a Trauma Informed Care (TIC) based approach. The first part of TIC in the Juvenile Justice System is to recognize that most of the affected youth have experienced trauma in their lives. The next step is to put policies in place which attempt to minimize the potential for re-traumatization. Providing services and outlets to address trauma through both treatment and positive staff interactions is also key. Ongoing training will be a priority to ensure the permanency of these practices. To support ongoing training efforts a Juvenile Detention Facility Supervisor will be the dedicated to overseeing research and

coordinating formal and informal training for the facility and collaborative partners, with a primary focus on emerging TIC and behavioral health minded approaches to staff/youth interactions to supplement and enhance current training efforts already in place.

We have also contracted with Victor Youth Services to provide quarterly training for all detention facility staff to increase utilization of evidence based skills, trauma informed care, and cultural responsiveness both in the Juvenile Detention Facility and in the community.

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

Each of the contracting Counties who utilize services at Tehama County Juvenile Detention Facility only received the minimum allocation, however, as a group pooled all their grant fund allocations together to accomplish the following:

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

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

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

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

Visitation

Regular visiting will be accessible to parents or legal guardians to continue and further develop family ties. Visiting will be accessible at the facility, either in person or remotely via phone call or ZOOM conference. Consideration will be given to expand visiting options to include additional family members, such as siblings, grandparents, spiritual advisors, and mentors. For youth who are parents, opportunities will be available for regular baby visits as well. Youth will

have on-site visits with their children and typically their parent/guardian. Future baby visits may include both the youth and the other parent to allow for family unity, however, suitability for this will be assessed on a case-by-case basis.

Special Events and Engagements

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

Family Engagement Programs

Parent Project: The Parent Project's Changing Destructive Adolescent Behavior is a behaviorally based psychoeducational program for parents of acting out adolescents and older children which is presented only by trained Certified Parent Project Facilitators. Changing Destructive Adolescent Behavior requires parents to attend a minimum of twenty hours of activity-based, highly structured classroom instruction, and six hours of support group involvement. Groups operate under the UCLA Self-Help Support Group Model and may continue to meet indefinitely. Thus, Changing Destructive Adolescent Behavior is not only a parent-training module, but also contains a subsequent ongoing support group component. The program follows the 216-page curriculum, *A Parents' Guide to Changing Destructive Adolescent Behavior*. This program can serve as a stand-alone intervention for less severe issues, or concurrent with more traditional service delivery systems such as individual/family counseling, psychiatric treatment, inpatient, or residential care. There are four 12-week sessions offered per year and are held in the Juvenile Detention Facility lobby. Facilitators are trained probation staff, and the classes are offered not only to parents of offenders, but also to other parents in the community who would like to enhance their parenting skills. The classes are held in the evenings and meals are provided by the Juvenile Detention Facility kitchen.

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

Re-entry Supports

The current average length of stay in DJJ is approximately 28 months. It is anticipated that will remain similar moving forward with the development and sentencing structures for local commitments. Many of the youth will not have been out-of-custody and in the community as an adult prior to release. Based on their ages, there will also no longer be legal obligation for parental care and custody. It is anticipated there will be a variety of tangible needs to help the release transition be more successful. Some examples of potential tangible needs may include food, clothing, transportation, vocation, and education supports. In addition, upon release there will be occasional need for housing supports, be it in sober living homes or other temporary housing options and funds will need to be set aside to provide support in this area. To accomplish this, funds will be designated to support efforts in this area, which may include the

need to develop contracts with Community-Based Organizations and other support-focused entities.

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

Re-Entry Coordinator

A Juvenile Detention Supervisor assigned as The Intervention Case Specialist will manage exit plans for youth prior to being released from commitments to address both custody and community needs upon release, coordinate services with all partnering agencies, oversee Pre-Release meetings, act as the facility liaison for assigned Probation Officers, facilitate connections with outside entities (Social Security Office, DMV for ID or CDL, birth certificates, Medi-Cal, etc.) and maintain a presence in the facility to build rapport with youth and determine any special interest or skills to be further encouraged through community referrals.

Vocational Training

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

- *Serv Safe* – Youth earn a certificate by completing tasks designed to mimic the restaurant industry. An online test must be passed to receive the certificate which is good for 2 years. The certificate translates to real world restaurant experience and the ability to stoep into a job in the restaurant industry immediately upon release.
- *Wood Shop / Welding Program* – An on-site program where youth will benefit from learning real world job skills in woodworking and welding trade getting hands-on experience from a former longtime local woodshop business owner with many years of experience in the field.
- *General Maintenance/Landscaping/Gardening* – Youth will have the opportunity to work in the year-round community garden which is connected to the Juvenile Detention Facility as well as gain firsthand experience doing landscaping projects in the community under the guidance of our counselors at the Day Reporting Center.
- *Job Training Center* – Youth will have the opportunity to learn how to build resumes, experience doing a live interview, and apply for actual jobs within the facility working on community service projects for the local community and getting paid in the form of gift cards, which as earned will be stored in their personals for when they are released from custody. They will also experience life skills training and the college application process.

Ongoing Educational Opportunities and Support

Students who have completed High School will have the opportunity to enroll in local colleges or vocational schools. Probation is exploring the possibility, depending on the level of security needed with everyone, to have youth attend classes online or possibly attend courses outside the facility if hands-on participation is required, and the youth is deemed suitable for this level of responsibility.

STEP-UP is one such program where students who are high school graduates will have access to the Shasta Technical Education Program-United Partnership (aka: STEP-UP) which is a partnership program through Shasta College. The STEP-UP program combines support with accountability and community to assist students in making the transition to becoming successful, contributing member of society. Among the academic programs that STEP-UP supports: Adult Education, Agriculture, Automotive Technology, Business Administration, Culinary Arts, Equipment Operations and Maintenance, Industrial Technology, Office Administration, Welding Technology and more. STEP-UP also provides assistance for employment skills development and job searches.

Pre-Release Meetings

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

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

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

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

The core of EBP is an evidence-based assessment. Tehama County utilizes the Juvenile Assessment and Intervention System (JAIS) tool. This assessment both identifies a youth's risk level to reoffend as well as their criminogenic needs. This allows for individualized case plans that focus on those dynamic risk factors that lead to criminal behavior.

In addition to the JAIS assessment tool, EBP includes evidence-based treatments. These are Cognitive Behavioral Therapy (CBT) programs and other best practices that have been proven to address criminogenic needs and reduce recidivism. Examples include: Aggression Replacement Training (ART), Thinking for Change (T4C), and Moral Reconation Therapy (MRT), and Powersource. Both sworn and non-sworn staff, as well as contracted service providers will facilitate these treatment modalities to youth.

Victor Youth Services will be providing on-site general behavioral counseling services to all youth, as well as evidence-based, behavioral intervention programming via open group format or individually. Thinking for Change, Aggression Replacement Therapy, and Seeking Safety are but a few programs that will be offered and all programming will focus on social skills, mindfulness, trauma informed care, healthy relationships (domestic violence focused), suicide prevention and parent and/or family counseling. Victor Youth Services will also be providing quarterly training for all detention facility staff to increase utilization of evidence based skills, trauma informed care, and cultural responsiveness both in the Juvenile Detention Facility and in the community

Culturally Responsive Services

When developing and/or providing services for diverse populations, Tehama County considers a number of factors that may influence our approach, such as acculturation, ethnic identity, religious identity, generational status, language barriers, recency of immigration, country of origin, political climate, socio-economic status, sexual identity and orientation, culturally based beliefs and practices, and attempt to match between the language and cultural backgrounds of program staff and youth served.

Our goals are to:

- ✓ Promote an environment which attracts, retains and fosters a diverse and multi-cultural staff
- ✓ Facilitate and encourage cross-cultural communication within the facility
- ✓ Ensure the development and implementation of cross-cultural diversity, knowledge, empathy and respect in policy, planning and service delivery systems within the facility
- ✓ In partnership with service providers and the community at large, seek and receive knowledge, information and resources from the community to improve staff knowledge, empathy and respect of the various community collectives.

In an effort to increase cultural awareness and avoid varying attitudes, perceptions, prejudices, and biases often found in the juvenile justice system, and accommodate the needs of a growing ethnic population, the plan is to seek out on-going training in an effort to developing cultural understanding amongst the juvenile correctional staff.

Trauma Informed Care Based Approach

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

Crisis Intervention Training (CIT): This course provides an overview on how to work proactively to increase pro-social behavior, teach skills, and positively change behavior. Information is shared on how to stay ahead of behavior working the environment to increase success from intake. Specific behavioral interventions and corrective teaching are covered for common mental health diagnoses seen in this setting. ACEs are reviewed with examples of triggers and fight/flight responses.

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

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

It is recognized to accomplish the mission of successfully realigning the DJJ population it must be a collaborative effort. While the Probation Department will have primary responsibilities for security, services and treatment, numerous other partners will be significantly involved. Tehama County Department of Education and Shasta College will play a vital part in education services. Tehama County Public Health will provide health care services. Other important partners will be Tehama County Behavioral Health Services, volunteer groups, psychiatric services, employment training and other non-profits.

In addition to those core partnerships, as we move forward with this population it is recognized that service gaps will likely be discovered. These may be occupational, recreational, treatment or some other area. Having funds available to address these service gaps is a sensible strategy to ensure that youths' needs will be met. Certain youth, depending on their circumstances or specialized needs, may present specialized treatment needs that could be better served by a community-based entity. Therefore, it is important to begin to prepare for such a contingency and grant funds will be set aside to be available for these types of services. The actual target areas will be directed by the SB823 Subcommittee.

It is anticipated there will be a variety of tangible needs to help the release transition be more successful. Some examples of tangible needs may include food, clothing, transportation, vocation, and education supports. In addition, upon release there will be occasional needs for housing supports, be it in sober living homes or other temporary housing options and funds will need to be set aside to provide support in this area. To accomplish this, funds will need to be designated to support efforts in this area, which may include the need to develop contracts with Community-Based Organizations and other support-focused entities.

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

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

PART 5: FACILITY PLAN

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

Facility

Tehama County intends to utilize Tehama County Juvenile Detention Facility to house youth. The detention facility is a secure residential institution with an operational capacity of 64 beds. The facility plant is divided into three pods each having 6 double and 8 single occupancy rooms with a dayroom for structured activities and classroom in each pod. One pod will be designated for this realignment population. The facility also includes an intake unit with 4 additional single room cells with negative air flow to be used for any communicable disease isolation, an additional room which is used for mental health counseling, and a family visitation area. The physical plant includes a full kitchen, an elevated control tower with window views into all 3 pods and intake, and a fenced in recreation area.

Facility Upgrade Considerations

Current facility upgrades include the construction of a 400 square foot building with restroom that will accommodate instructor with skills for landscaping, gardening, and wood working/welding.

Additional improvements planned for the facility itself include: Improving the fencing around the Juvenile Detention Facility garden with the addition of privacy screen blocks to eliminate any potential sight and sound issues from the public, and enhance security by adding additional fencing in the field area that circumferences the woodshop. We are in the process of softening the culture by replacing furnishings in our Pod Dayrooms as well as changing the youths' uniforms to create a softer approach.

We are still assessing options for providing additional space needed for increased programming needs etc. and are considering aesthetically redesigning one of the Juvenile Detention Facility pods to create a more appealing (non-institutional) environment.

Staffing

Youth will be housed in a safe environment in cooperation with Juvenile Detention Staff and partnering agencies.

- *Juvenile Corrections Officer (JCO):* Will always be on site 24 hours a day for supervision of youth detained in the facility. There will always be an adequate number of personnel sufficient to carry out program activities, provide for safety and security of youth and staff, meet established standards and regulations, and ensure that no required services shall be denied due to insufficient numbers of staff on duty (absent exigent circumstances). The shift coverage for the units will be arranged to meet or exceed Title 15 Standards for juvenile detention facilities. JCO supervision encompasses all daily activities youth participate in including, unit programming, meals, physical education, school, room and unit clean-up, medical transports, vocational training, off-site visits, court appointments, visits, structured activities, and all other programs. We also plan to enhance our staffing level with the addition of seven (7) Juvenile Detention Facility Counselors to work directly with the Case Manager Supervisor in providing in-house programming and supervision to the SYFT youth.
- *Behavioral Health Staffing:* Staff will be on-site every day and on-call 24 hours a day in case of an emergency response as needed, or a mental health crisis takes place. Youth can request behavioral health services at any time by either verbal or confidential written request.
- *Medical Staffing:* Staff will be on-site every Monday/Wednesday/Friday to conduct initial medical evaluation on all newly booked youth. In-custody youth can verbally inform staff of any medical needs and staff can initial protocols or refer the youth to medical staff for evaluation as well. Emergency and after-hours services are provided by St Elizabeth's Community Hospital. Youth also have access to dental and vision services located off-site as well.

Additional Safety Measures and Protections:

- *Classification System:* The goal of the classification system is to promote a safe and secure environment for the youth and staff and to ensure that staff are respectful and equitable in treatment of transgender and intersex youth. The classification system provides suitable levels of security for each youth and imposes the least restrictive conditions that are practical. Additionally, it is the goal of the classification system to re-classify youth as circumstances warrant. This system is used to determine the following factors: Age, gender, sophistication, legal status, maturity, emotional stability, program needs, medical, mental health, public safety, and gender identity. In addition, the physical design of the facility as well as the changing population is always taken into consideration. In making a classification decision during booking, the highest classification rating shall be the base classification, with 707 findings of unfitness increasing the currently classification by one level. Any JDF Counselor can, with proper documentation, raise the classification status of a youth, however, a reduction in classification status requires the decision of a Supervising Juvenile Detention Facility Counselor.

The classification levels are as follows:

- ✓ General (G) – Minimum potential risk to injure or escape, less sophisticated/less serious offenses, full unrestricted program, schoolroom, dayroom, community service.
- ✓ Restricted (R) – Moderate potential of risk to injure or escape, less sophisticated/less serious offender, same program participation as (G) status with the exception: No work detail.
- ✓ Security Risk (SR) – Potential of risk to injure or escape. Does not meet criteria for MSR Status but has demonstrated the need for security above (R) status. Reintegration from (MSR) status to a lesser classification, sophisticated/serious offender, but same program as (R) status with the exception: Not allowed out with general population (no group participation), school in their room.
- ✓ Maximum Security Risk (MSR) – Youth booked on 707(b) charges will be initially considered as (MSR), with their status to be reviewed within 12 hours of booking to determine if change of status is needed based on behavior. (MSR) status applies to youth who have previously escaped with use of force from any locked facility (felony escape), youth who are on parole from any state who pose a maximum potential risk to injure or escape, or the sophisticated and serious offender.

The youth can also earn points to level up by choosing to show good behavior by following all facility rules and staff directives. Youth initially start out as a Level 1 (orange pants) and with positive behavior can attain Level 2 (yellow pants) and Level 3 (green pants) respectively. Once at Level 3 youth can potentially participate in activities outside the facility (ie: Woodshop, gardening, community projects, field trips, etc.)

- *Prison Rape Elimination Act* – Youth will have access to the Prison Rape Elimination Act (PREA) hotline. The Juvenile Detention Facility has a policy in place to investigate all sexually based accusations or complaints as serious, truthful, and time sensitive. PREA Investigators include supervisory staff or the Deputy Chief Probation Officer. At any time during an investigation, outside law enforcement agencies may be called to conduct a criminal investigation. Victim’s Advocates will be available should they need to be utilized in any case. All information is considered confidential.

- *Transgender Youth* – Policies are in place to protect transgender and intersex youth. Upon initial entry to the Tehama County Juvenile Detention Facility youth who are identified as transgender participate with staff in determining housing, clothing, and supervision based on their gender identification.
- *Special Education* – In cooperation with the Tehama County Department of Education youth will have access to continued education and services. Individual Education Plans (IEP) and Education Related Mental Health Services (ERMHS) are available for those youth who qualify. The school will also work in cooperation with behavioral health providers, medical staff, and Probation to individualize each youth’s program to meet their specific needs.
- *Suicide Prevention* – The Juvenile Detention Facility is committed to deterring and preventing self-harm and suicide within its facility. Policies are in place for supervision of youth identified as high-risk for this behavior. Each youth completes a Suicide Risk Assessment questionnaire upon entry into the facility. This risk assessment tool is utilized in determining the youth history, current state of mind, and potential for self-harm or suicidal ideation. Youth deemed to be an immediate risk are immediately assessed by Behavioral Health to determine program needs and supervisory objectives. Youth may be placed on Suicide Watch depending on their needs. Programs can be changed at any time during their stay with Behavioral Health’s input and approval.
- *Youth Grievances* – Youth will be able to file a grievance at any time. Each youth will have access to grievances during their program. A confidential grievance box is made available in each pod, or youth may give them directly to supervisory staff. Grievances are taken seriously, handled in a timely manner. All are reviewed by facility administration.

PART 6: RETAINING TARGET POPULATION IN THE JUVENILE JUSTICE SYSTEM

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

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

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

underlying principle applied to the Court process will be that whenever possible and appropriate youths' cases should remain in the Juvenile Justice System.

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

PART 7: REGIONAL EFFORT

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

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

In addition to serving local youth, Tehama County currently provides detention and treatment services to five rural Counties; Glenn, Lake, Siskiyou, Lassen, Trinity and Plumas. The existing treatment program is proposed to be expanded and financially supported by the current six contract Counties. The extent of the financial support and the level of program commitment is not known as of this writing.

Possible Regionally Contracted Specialize Services for Youth

- *Sex Offender Services* - Probation has contracted with Shasta Treatment Services in Redding California, for local sex offender treatment. The youth are initially assessed utilizing JSORAT as well as any other applicable assessments depending on the age of the youth. Program attendance is every other week for a minimum of one year (with good participation) and the youth will be assigned homework in between sessions which will be monitored by Juvenile Detention Staff. It is also possible certain sex offenders will require a level of treatment necessitating a regional contract with another County who could provide group-based services with like offenders. Certain youth, depending on their circumstances or specialized needs, may benefit from non-local custodial placement. With the low numbers of sex offenders from Tehama County, it is possible for it to be in the best interest of the youth to get services from another

County capable of serving more youth with similar needs, allowing for the group counseling dynamics needed in sex offender treatment.

PART 8: DATA

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

Tehama County Probation is committed to having accurate and relevant data upon which informed decisions can be made regarding what is working, what is not and where resources should be best applied. We have an in-house Department Analyst who manages all our research, analysis and data. The Probation Department also routinely reports information to JCPSS system, annually through the CPOC annual report, and collects monthly statistical reports from Probation Officers. This information is used to direct resources and helps guide decision making for the Department's Management Team. In addition, the Superior Court has authored a Standing TNG Order that allows for information sharing on juvenile matters between specific agencies that have a vested interest and involvement in juvenile offenders' treatment plans and rehabilitation.

Statistical data will also be gathered on youth housed within the facility to gather demographic information and to monitor and gauge significant incidents which may occur. Categories in which statics will be compiled include but are not limited to mutual fights, assaults, gang related graffiti/signs/comments/writing, suicide attempts, self-inflicted injuries, PREA incidents, suicides, escapes, escape attempts, and use-of-force. This data will be regularly reviewed by Probation Management.

Another important piece of data is getting feedback from the youth themselves. It is vital to understand how the affected youth are perceiving the services and supports being provided. Equally important is to gauge what service gaps exist from their perspective. While this feedback will be received during the normal course of interacting with the youth it is felt a formalized process to collect and analyze quantitative and qualitative data is needed. Therefore, formalized surveys will be conducted on a periodic basis, no less than two times per year. This data will be collated by the Department Analyst and shared with Probation Management and the SB823 subcommittee (JJCC) to help inform decisions moving forward.

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

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

Reports will be developed for this population showing rates of entry to programs, successes and failures, recidivism rates, services for youth with disabilities and ultimately where resources should be directed to allow youth the best chance to succeed.

Measuring the success of those committed to the DJJ realignment program will be a significant indicator of how these youth will adjust once released back into the community. Attainable and

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

Juvenile Program Outcome Measure:

- Completion of the program without getting a new offense charge
- Risk assessment levels decrease and improve during the program
- Completed life skills class (Job skills, applying for jobs, and budgeting)
- Clean and sober (Negative drug testing throughout the program)
- Maintain or work on obtaining a positive support system (family, friends, or county mentors)

- Recidivism Outcome Measure:
 - No new charge – one year after completion
 - Obtaining/maintaining employment or attending school or college
 - Clean and sober – one year after completion of the program