Shasta County Probation Department

Juvenile Justice Plan

"Safer Communities - Better Lives"

Integrity • Professionalism • Accountability • Belief in Change

Authored and approved by the Juvenile Justice Coordinating Council on DATE

Table of Contents

A. Overview and Context

B. JJCPA and YOBG in Context of other Reforms

C. Strategic Planning Process: Community and Partner Input

D. Strengths, Opportunities, and Aspirations

E. Existing Services and Activities
- Existing Services and Approaches
- Juvenile Justice Crime Prevention Act (JJCPA)
- Youthful Offender Block Grant (YOBG)

F. Recommendations Emerging from the Planning Session

Appendix A: Participants Attending the Planning Workshop

Appendix B: Individual Interviews: Process and Participants

Appendix C: Post-Session Survey Results

Appendix D: Youth Focus Group Interview Guide

Appendix E: Email Invitation to Participants

Appendix F. Summary of Recommendations and Criteria

DRAFT

Overview and Context

The recommendations presented in this document will describe the most important components of Shasta County's Probation Department's Juvenile Division and Juvenile Rehabilitation Facility (JRF) and identify areas to strengthen its prevention, early intervention, supervision efforts, and rehabilitative and treatment services, as well as to promote collaboration across agencies and develop interventions and services to best meet the needs of Shasta County's young people.

While it is not the intent of this document to suggest changes for agencies outside of the Shasta County Probation Department, given the highly collaborative and interdependent service environment found in Shasta, and specifically with those agencies working to provide services to youth and their families, areas of recommendation may involve the work of other agencies.

Since 2009, the number and type of youth involved in the county's juvenile probation system has evolved significantly. The juvenile population peaked in 2008 and during this calendar year the probation department received a total of 1499 law enforcement referrals. Since 2008, there has been a steady decline in the population and in 2020 there were a total of 151 juvenile law enforcement referrals. The 2020 law enforcement referrals were the lowest the county has seen in decades and this low number may be a result of the pandemic or other factors. There has been an uptick in law enforcement referrals in 2021 and 2022, and we anticipate the trend to continue.

The Probation Department has received Juvenile Justice Crime Prevention Act (JJCPA) dollars since 2000 and Youthful Offender Block Grant (YOBG) dollars since 2010. A combined annual JJCPA and YOBG plan has been maintained over the years. In 2018, a community collaborative took place to update and revise the plan. The Probation Department collaboratively worked with partners to complete the goals outlined in the report. Goals and objectives included: enhancing early intervention and prevention; expand probation activities on the School Attendance Review Board (SARB); enhance the JRF behavioral management system; increase practitioner contact with family members while in the JRF; enhance mental health and substance use disorder services in the JRF; and work with the court to increase family participation in the court process.

On June 22, 2022, a community collaborative took place with the goal of revising the plan to include developing goals and objectives for the next 5 years. This report serves as the plan and will be updated annually by members of the Probation Department, collaborative partners, and at the Juvenile Justice Coordinating Council (JJCC). The plan is additionally shared with the Juvenile Justice Commission (JJC). The plan describes the programs, services and system improvements which are supported by JJCPA or YOBG resources. Annual year-end reports with more specific details of budget and expenditure, along with data, will be provided accordingly in subsequent reports.

This plan is the product of a community-wide collaborative planning conversation, that jointly informed a multi-pronged strategy reflective of the county's vision and values for its youth, the department's mission to protect and support system involved families, the community's goals and objectives, and the state's Continuum of Care reform efforts. The Shasta County Probation Department contracted with the Inquiry That Matters to conduct the planning event, analysis process to develop the Juvenile Justice Plan (Plan).

DRAFT

JJCPA and YOBG in Context of other Reforms

Systems Improvement Plan (SIP)- This plan seeks to support and leverage the work of the County SIP. Policies and Procedures have been finalized in Safety Organized Practice and Family Engagement and Finding. Ongoing training of staff on these procedures will be a continued priority. Shasta County Child Welfare and Probation collaboratively selected the Priority Outcome Measures of Placement Stability, Recurrence of Maltreatment, Monthly Out-Of-Home Visits, and Systemic Factor of Staff Training. Workgroups have been established for each individual outcome measure and Probation staff participate in these workgroups jointly with Children's Services. Activities and training around trauma informed practice, Adverse Childhood Experiences (ACE's), and the Strengthening Families Collaborative will also continue to be a priority. The 5-year SIP is from June 2020 to June 2025.

Continuum of Care Reform (CCR) Assembly Bill 403- AB 403 was signed by the Governor on October 11, 2015 and is a comprehensive reform of placement and treatment options for foster children or youth. The act was designed to improve California's child welfare system and its outcomes by using a comprehensive child assessment, increase the use of home-based family care and the provision of services and supports to home-based family care. AB 403 provides the statutory and policy framework to ensure services and supports provided to the child or youth and his or her family are tailored toward the goal of maintaining a stable permanent family.

Outreach and recruitment activities for resource families are ongoing. Child & Family Team (CFT) meetings to engage with families, natural supports, and professional partners to plan and implement services are a priority and frequently used in the Juvenile Division and Juvenile Rehabilitation Facility (JRF). The Juvenile Division completes an average of 120-150 CFT meetings annually. Case planning occurs for youth within the community and transition planning for the youth currently in custody in the JRF. Policies, procedure, and an internal placement manual was created to support efforts and consistency.

Family First Prevention Services Act (FFPSA)- The Family First Prevention Services Act (FFPSA) which was signed into law in 2018 and went into effect October 1, 2021, has been a major focus of juvenile probation and child welfare. The focus of this act is toward keeping children safely with their families and to avoid the trauma which occurs with out-of-home placement. This law had two main focuses which probation and child welfare have been working collaboratively to address. Efforts to explore the evidence-based treatment options available to assist with providing prevention services to our youth and families as part of Prevention Planning under Title IV-E. In addition, modifications have been made to the Title IVE case plan, while additional reqirements have also been placed on Short Term Residential Therapeutic Program (STRTP) Placements to include more stringent review of these placements by the County's Qualified Individual (QI) and Court review of placements as well as review hearings and aftercare services.

Out of State Short Term Residential Therapeutic Programs (STRTP)- AB 153 approved in 2021, is legislation that imposed a moratorium on out-of-state placements using a phased approach to allow counties to develop more in-state alternatives. As of January 1, 2023, all out of state facilities were decertified and all children placed in out-of-state residential facilities returned to California. Shasta County had one youth impacted by this legislation and the youth returned to California in January of 2021. With state technical assistance, the youth was accepted into a STRTP placement certified for two beds with enhanced therapeutic services to promote rehabilitation.

Assembly Bill 2083- Assembly Bill 2083 required each county to develop and implement a Memorandum of Understanding (MOU) outlining the roles and responsibilities of the various local

DRAFT

entities that serve children and youth in foster care who have experienced severe trauma. Several agencies including Probation, Child Welfare/Children's Mental Health, Shasta County Office of Education, and Far Northern Regional Center collaboratively developed the MOU which was signed in November 2020. The MOU covers areas including but not limited to the purpose, data and information sharing, establishment of an Interagency Leadership Team (ILT), and financial resource management. The foundation of this MOU is the coordination of services to achieve the lowest level of care that is safe and responsible for each child/youth and their needs. The ILT meets regularly and works collaboratively and responds to and support children/youth and families with resources and solutions.

241.1 WIC/ Dual Status- Probation and Child Welfare worked collaboratively to create and implement the Welfare and Institutions Code Section 241.1 Interagency Protocol. This protocol addresses the process for when a youth appears to come within both the dependency and delinquency systems. Efforts have been on-going regarding the development of a Dual Jurisdiction protocol.

River's Edge Academy (REA)- REA opened on April 11, 2021. REA is Shasta County Probation Department's commitment/camp treatment program serving youth in need of structured treatment services and providing youth with an alternative to out of county placements. Keeping youth in Shasta County allows for enhanced family involvement and linkages to community-based services while never leaving the community they are familiar with. REA serves female and male youth ranging in age from 14 to 17 years old who would otherwise have been sent to out of home placements. Program length varies based upon the individual needs and circumstances of each youth as well as progress in treatment and overall behavior. REA focuses on positive values and connections within the community and engaging youth in cultivating healthy relationships and building long-term support systems, with the goal of all participants becoming productive members of society. The GEO Group, Inc., is the program's contracted service provider who delivers program services to include intensive case management and evidence-based treatment programing. In partnership with HHSA, a mental health clinician provides mental health services to the youth and family, to include conducting assessments, creating individualized treatment plans, and developing transition plans for the youth and family. These activities aid in the smooth transfer of care to a clinician within the community to establish a continuum of care for the youth and family.

Commercially Sexually Exploited Children (CSEC)- The County has a multi-agency CSEC agreement, has conducted training, and is committed to improved communication to identify and serve children at risk of or who have been exploited. All probation staff have been trained in the use of an assessment scoring tool called the CSE-IT. This tool is used to identify and better serve the youth at risk. Probation participates in all CSEC Multi-Disciplinary Team meetings to support appropriate service referrals and support plans. A HHSA clinician serve CSEC youth in and out of custody. Youth are served through individual sessions as well as small group settings. Upon release the youth may still be seen by the clinician if they do not have a primary mental health clinician.

Senate Bill 823 and 92- This legislation closes the California Department of Juvenile Justice (DJJ), the state system that currently houses and treats youth who have committed the most serious crimes. DJJ intake closed on July 1, 2021, and DJJ closes on June 30, 2023. Now those youth will be housed and treated locally. SB 92 requires counties to establish a secure youth treatment facility (SYTF). Shasta County Probation has created a Secure Track Treatment Program (STTP) for these youth and has published a Juvenile Justice Realignment Plan.

DRAFT

Strategic Planning Process: Community and Partner Input

Probation staff convened with the consultant to ensure that a wide range of voices would be reflected in the planning process. Staff, including those working at the JRF and Juvenile Division, and administrators were invited to identify potential participants and to review meeting protocols. It was decided that Juvenile Division and JRF staff would serve as table leaders and notetakers, encouraging participants to share their responses to the questions posed.

The initial list of potential participants included members of the Juvenile Justice Coordinating Council, people and representatives of organizations identified during the previous strategic planning session, and partnerships that had developed over the intervening years. Participants included community service providers (organizations and individuals), Shasta County government officials, staff and department heads, education leaders, city government officials and staff, and other representatives of criminal justice focused organizations. Ninety-four individuals, inclusive of Probation staff, were invited to attend. (See Appendix E for a copy of the email sent.)

The meeting was held at the Shasta High School District Office's conference room; 50 individuals registered their presence by signing in. The meeting began with a welcome, an opening of public comment for the Juvenile Justice Coordinating Council, a closing of public comment and brief introduction to the work of the day, the use of the previous plan, and the structure of the Juvenile Division and JRF. Participants were provided with nametags that indicated which table discussion they would visit first, second, and third; groups were organized so that participants would interact with different individuals during each of the three rotations.

Small groups consisted of about four to six individuals; there were three tables for questions regarding strengths and opportunities and two tables for questions about aspirations. Interactive polling occurred between rotations in order to facilitate reflection. The results from all tables were summarized at the end with participants being given an opportunity to add context or further comments.

For those who couldn't attend the in-person meeting, they were interviewed by phone (16 people). Interviews typically lasted about a half hour with many lasting between forty-five minutes and an hour.

In addition, a focus group was held with seven youth currently residing in the JRF. Youth participants were told about the Strategic Planning process and were encouraged to share their honest assessment of their experience. The focus group was conducted in one of the rooms used by the River's Edge Academy (REA); light refreshments were provided and no JRF staff remained in the room during the session. The questions used, with minor changes, appear in Appendix D. Their responses have been integrated into the summary of results and recommendations.

Strengths, Aspirations, Opportunities

The Strategic Planning session was structured to gather participant recommendations for the Juvenile Justice Division and JRF related to current Strengths, Opportunities, and Aspirations for the future. These foci represent an Appreciative Inquiry Approach, an approach that begins with what is currently working well in order to generate actionable ideas about what can be improved, revised, added, or discounted in order to meet an organization's long-term vision and mission. A review and analysis of these inform the type of Results an organization articulates and works towards.

DRAFT

The description below is organized by Discussion Topic. Each section contains the questions posed to small groups and to individuals interviewed and presents a summary of responses.

Strengths

Participants were asked to reflect on what they saw as the greatest strengths of the Juvenile Division (JD) the Juvenile Rehabilitation Facility (JRF). In addition to this overarching question, they were asked to consider the following sub-questions:

- What is working really well, for whom?
- What do you value most about the JD? The JRF?
- What are you most proud of or impressed by?

Participant responses related to strengths can be broadly summarized as relating to *Staff and Partnerships*, *Services and Resource*s, and *Approach to Service Provision*.

Staff and Partnerships

The Division's ability and willingness to collaborate and form partnerships with a wide range of agencies was seen as a current strength and, later, as an area that partners hoped would increase in scope and quality of collaboration. One participant noted the importance of the focus collaboration vs. competition. One group observed that they experienced timely communication between the Juvenile Division and community partners and another, a willingness to interact with and support partners. Outreach to organizations like Local Indians for Education (LIFE) and collaboration across agencies on shared goals were specifically mentioned.

Participants particularly appreciated the attitudes, approach, and awareness demonstrated by Probation Staff. Staff were described as genuinely caring about youth; participants noted that they engaged and connected with youth and were invested in what happened to them. In addition, staff, and administrators were seen being open to new ideas and approaches; they noted a cultural shift to acceptance of the idea of "wearing many hats". Respondents noted that there was representation among staff members of some of the diversity found among the youth population. Probation staff appeared to be aware of youth being served by community partners.

Juvenile Justice Leadership were described as passionate and progressive and were said to bring these qualities and mindsets to the culture of the JD and the JRF. One group noted the commitment to gathering and utilizing data for decision-making as an important strength.

Relationships with specific partners was called out including the presence of Juvenile Prevention Officers (JPO), the strong relationship and ongoing communication and training with Shasta County Office of Education, active advisory boards, and the addition of a full-time mental health therapist. The mental health therapist was noted for being able to attend to children engaging in or threatening to engage in self-harm and also informing staff of suicidal ideation or behavior and informing responses.

The recent move to 12-hour shifts for Juvenile Detention Officers (JDO) was mentioned as being well-received. The move was made in order to promote reduced turnover and to support maintaining full staffing, a current challenge for many agencies.

DRAFT

Services & Resources
Programs and services are often the face of an organization. In the case of the JD and the JRF, participants considered the quality, variety, and types of programs available for youth in the JRF to be a significant strength. Some participants acknowledged that they might not be aware of the full range of programs offered within the JRF or offered JD connected youth not currently in the JRF. In some cases, the entirety of offerings was mentioned. Specific JRF youth programs that participants called out included Rivers Edge Academy (REA), the GROW program, Art Therapy, Cognitive Behavioral Therapy, mental health services/treatment enhanced by a new relationship with Shasta Community Health Clinic, and educational services. More generally, participants mentioned the opportunity for youth to engage in gardening, working with animals, and learning life skills.

Participants also appreciated the referrals and connections made to external programs like Camp Hope and employment opportunities. In other sections, participants described a need to further strengthen the connection with employment opportunities.

One participant noted that the division's work for family integration was a strength. Others mentioned the fact that youth are able to stay local and connected to family and community and the Parent Project, a program that serves parents of youth residents or probationary youth.

Finally, participants noted that the JD worked to provide support for youth attending important life events (such as weddings or funerals) as well as support in continuing or pursuing educational goals. One person noted that the division worked to procure resources needed for programming and services. Another mentioned the addition of a meditation room, full-time psychologist, and garden.

Approach to Service Provision
Comments by participants made clear that the JD and the JRF's approach to service provision was a strength important to recognize. Participants noted that the organization itself was innovative and oriented towards continued learning and growing.

Interviewees appreciated the restorative justice focus of the JD and how that focus increased the Restorative Justice Dialogue in the county. Participants had questions about the implementation of restorative justice efforts and whether there was a shared understanding of what restorative justice means. Individuals appreciated that language and approaches used appeared to be strength based, that the organization appeared to value a caring attitude, and inclusive of pro-social activities that were also enjoyable.

Equally common were positive comments about the JD's responsiveness in meeting the needs of youth. One manifestation of that responsiveness was timely communication. The organization was described as action oriented, solution-focused, and organized. The establishment of a fluid, adaptable plan matrix was mentioned. The juvenile facilities and infrastructure was mentioned twice; others mentioned the addition of a de-escalation room. Partnering on placement for youth who were not going to be sent to or would belong in the JRF was also mentioned. The low population in the JRF was also considered a strength in that it suggests that youth are being diverted and allows for enhanced community connections.

Individuals noted the organization's commitment to data and to addressing cultural competencies. Participants perceived services as being trauma informed and flexible and they appreciated the focus on prevention and evidence that staff believed in the possibility of change. Other participants noted that it

DRAFT

was sometimes difficult to get a response back from the JD and part of that difficulty seemed to be related to lack of coordination and agreement across staff regarding contracting issues. One individual also wondered about the rate of turnover in the department.

One individual wanted to check their perception that a number of programs and services were being offered for free by religious organizations; their comment echoed others in an appreciation for the diversity of services offered and the attempt to stretch limited resources, and also indicated an interest in examining what other partnerships might best serve youth. Another mentioned that government agencies typically are given a roadmap; what they are supposed to achieve, how and by when, and wondered if the JD had such a map.

Participants mentioned the critical mindset of seeing a youth as being "fixable", able to be rehabilitated. They saw this as being reinforced by positive connection with adult mentors and positive role models among staff, teachers, and with other individuals and programs. They valued the focus on helping students build skills and knowledge of their own strengths in order to be able to see their futures differently.

Opportunities
In addressing opportunities, participants were asked "What are the best or most important opportunities that currently exist for the Juvenile Division (JD) and the Juvenile Rehabilitation Facility (JRF)?"

Specific focused questions for reflection included the following:

- What can the JD and the JRF do to better meet the needs of diverse youth residents?
- What can the JD and JRF can do to work more effectively with/for partners and stakeholders?
- In what ways can the JD and JRF contribute more to the community?

Participant discussion of questions followed a similar pattern across tables and topics. Responses are categorized into *Services and Resources*, *Outreach and Communication*, and *Approaches to Service Provision*.

Services & Resources
This category received the most attention in terms of opportunities noted. Expanding programming was mentioned as an important opportunity for the JD and JRF. Growth and opportunities included increasing provision of services, expanding eligibility or involvement in programs or services, leveraging community partnerships, individualizing services or customizing offerings based on youth needs, and integrating youth feedback into program development efforts. In interviews, a few providers noted that it would be helpful to know what the JD needs so programs might identify what services they could provide.

The specific programs mentioned for expansion and customization were WRAP/IFWP, Rivers Edge Academy (REA), family integration efforts; Moral Reconation Therapy (MRT), behavior modification, Aggression Replacement Training (ART), the catering program, GROW, and the Oliview program. REA was called out as a program that they hoped could include more youth. One group mentioned that youth spoke highly of programming like ART and MRT. Others mentioned opportunities they would like to see made available for youth including involvement in building micro-shelters, bicycle repair and

DRAFT

catering programs. Leadership commitment to community partnerships was thought to be important in this arena.

Participants, in other areas of the session/interviews, noted their appreciation for efforts to keep youth from spending time in the JRF. They hoped to see more opportunities made available for diversion. Similarly, participants desired increased support for youth upon graduation from or those transitioning out of the JRF. Expanding transition services was seen as important. This desire was noted strongly in the youth focus group conducted in the JRF.

Other participants thought that it would be important to teach youth foundational and preventative mindfulness or other meditation/self-regulation techniques.

Outreach and Communication

The most common statements by participants indicated a desire for better communication between the JD and providers, in general, along with an increased demonstration of a commitment to community partnerships. Participants suggested different ways that nonprofits could be integrated into the landscape of the JRF or JD's work and noted that the JD could take a leadership role in this effort.

Participants recommended better communication about the activities and foci of the JRF and JD and greater awareness of outcomes realized. Often, those interviewed indicated a lack of knowledge about what the JD did and how it worked. Participants noted that outreach to community residents, parents, and partners was also important and suggest tours of the JRF as one form of education and outreach

In terms of outreach to youth, a mobile probation presence was mentioned as an opportunity to meet youth where they are. The diversity of youth in the care of the JD was mentioned across topic areas as an opportunity to enhance training around serving diverse youth.

Partnerships

One form of outreach and connection mentioned by a community agency representative was to invite targeted agencies to trainings being offered to the JD. They noted that these would be of interest to partners and could help in the identification of common themes and approaches, particularly with respect to trauma informed ways of working with youth. It was suggested that the JD might benefit from additional training in working respectfully with youth including awareness about respectful communication.

Participants noted an opportunity for more collaboration on cases involving youth who had gotten in trouble with law enforcement but were not going to be sent to the JRF. They suggested meeting jointly with Children Services to create a safety plan, involving managers in communication, communicating reasons behind decisions made, and working collaboratively to develop criteria for how to handle specific cases. Partners were interested in a deeper commitment to developing dual jurisdiction protocols that would guide decision-making and collaboration. Participants perceived an opportunity to build trust in coordination from line staff and supervisors, and to increase clarity about roles.

Approach To Service Provision

Within comments coded as an approach to service provision, participants noted efforts that they would like to see increased or strengthened as well as those they would like to see added. Several comments indicated an interest in wrap-around, intensive coordinated services. Comments frequently pointed to the importance of having an equity focus. This was described by one person as equity of outcomes.

DRAFT

Participants wanted to ensure that the JD is meeting the needs of diverse youth under its care and integrating equity concerns into Strategic Planning efforts. Participants noted the importance of role models, particularly for male youth; participants were similarly interested in exploring how to make implementation of JPO's equitable.

In terms of expansion of services, participants noted an interest in an increased focus on substance abuse treatment and prevention and increased opportunities for youth to participate in sports in the community. Participants also wanted to see more restorative justice programs in the community and within the JD and were in favor of programming like the REA being available to all youth in the JRF.

There were several comments highlighting the importance of ensuring trauma-informed care. Participants also mentioned the benefit of attending the Hope Theory integration. In terms of service provision, participants wanted programs to be consistent, predictable, and rooted in a broad understanding of the needs of youth. For example, it was noted that it is important for students to connect with an area of interest and to learn how to self-regulate before engaging more deeply in academic pursuits. Youth academic needs differ based on many factors including length of stay at the JRF.

From a staffing perspective, participants wanted to ensure that the JD intentionally hired for and trained staff to be able to meet the expectations of these opportunities. This included developing staff knowledge of ACES and trauma and to integrate this knowledge into programming. At the organizational level, comments indicated an interest in the creation of youth friendly spaces where interviews with youth could be held and a commitment to fully implementing dual jurisdiction.

Partnership opportunities included expanded cross sector data sharing. Participants specifically wanted to be able to review more of the data that the JD collected; one person wondered how the JD used the data that they reported.

Throughout the sections addressed, participants noted the importance of including the voices of system-involved youth in informing programs and policies. It was recommended that the JD consider compensating youth for time spent in providing feedback.

Aspirations

"The dream would be that they come out with an understanding of where things went wrong and having a desire to do differently and not repeating those, coming out with a sense of hope, a different future, and options."

Participants/interviewees were asked to consider their hopes for what the Juvenile Division (JD) and the Juvenile Rehabilitation Facility (JRF) could offer youth. The ideas shared here were generative and larger group discussions suggested that there were community partners with considerable energy and enthusiasm to share in these areas. Specific aspects of that question were as follows:

- What would you like the future to look like for Juvenile Justice impacted youth regardless of identities?
- What JD or JRF possibilities or potential accomplishments for the JD (and what it can accomplish) are you most passionate about?
- What projects, programs, services, or data would support these dreams?

DRAFT

The broad categories emerging in this section focused on *Services and Support*, *Approaches to Service Provision*, *Systems and Structures*, and *Outreach and Partnership*.

Service and Support

"I want 99.9% of youth diverted from the JRF. We have to do better . . .connecting people/youth to their communities. . ."

When dreaming of the services and support that participant's hoped to see, creative engagement opportunities and family engagement opportunities were mentioned most frequently. Creative engagement opportunities referred to ways that staff and other mentors could spend enriching time with youth under the Juvenile Division's (JD's) care. Participants were very interested in enhanced opportunities for engaging and supporting families, connecting them with assistance as necessary, contributing to their stabilization, and having a family component to treatment including treatment options for parents.

In terms of treatment services, participants recommended medication-assisted treatment (MAT) and the inclusion of additional therapeutic opportunities: like EMDR, biofeedback, and a trauma academy mind map. One comment suggested that the JD could implement an Adverse Childhood Experiences (ACEs) presentation developed specifically for youth to introduce them to new ways of breaking negative cycles. Other specific tools mentioned in this section included motivational interviewing, effective Child and Family Teams (CFTs), and mindfulness techniques and practices. In addition to these more therapeutic interventions, participants mentioned the role of extra-curricular involvement in programs including sports, the Justice Assistance Grant (JAG) programs, Martin Luther King Center programs and services, connection with Cal Fresh, and additional resources for youth. In addition to involvement in sports, participants saw that youth needed physical activity and healthy eating for optimal health.

Participants and interviewees spoke about hoping to see more robust attention focused on the transition from the JRF. Concern was expressed that support was either not happening after release or was not robust enough. Specifically, respondents were interested in the JD having greater involvement in helping youth develop marketable job skills and engage in career through more post-secondary education including academic and career/trade focused options and resources for housing. Housing support was especially important for those who are eighteen years and older and don't qualify for AB12; including the family/household in services and support was thought to be critical to success.

While youth were in custody or care, participants recommended substance abuse programming and connection with adventure activities or camps. Participants mentioned again the desire for a wider range of diversionary options for youth that responded to various levels of risk and more mentoring opportunities with outside groups,

Approaches to Service Provision

"I would hope to see it not like a place of incarceration more like a healing center."

It was mentioned that condensed programming was important given the variable lengths of stay among youth in the JRF and also was a good way of organizing services.

The most commonly mentioned recommended criteria related to approaches to service provision included diversity and inclusion and individualized wraparound services. Diversity and inclusion were

DRAFT

mentioned in terms of culturally responsive programming and approaches appropriate for a range of youth. This would require cultural responsiveness on the part of staff; cultural responsiveness education could also be integrated into what youth learned. Such an approach should be suited to identifying each individual youth's unique differences. The idea of wraparound encompassed services that identified and bridged gaps, meeting youth needs. Such a model of service delivery would be better suited to early identification of risk and timely provision of appropriate interventions. It would be helpful to ask youth directly about what they wanted or needed to succeed.

Among their goals for the JD, participants wanted to ensure that services were trauma-informed, that they provided pathways for youth to make better decisions and exercise social control. They noted that a focus on developing critical thinking and general life skills was foundational to these efforts and noted that youth would be supported by more opportunities to build relationships and connect with others. More robust substance abuse prevention and intervention was mentioned again.

Another mentioned that other dimensions of restorative justice or programming could be more connections with the community, more interactions with people in the community which could include things as simple as board games. Greater collaboration with community partners was important because of the complexity and multiplicity of issues facing youth.

Overall, participants wanted services that were SMART (specific, measurable, achievable, relevant, timebound) and customized.

System and Structures

"I would like for them to not recidivate and not graduate into adult court."

Participants indicated an awareness of ways that systems, structures, and policies can shape what the JD and JRF provide. Participants were especially interested in the JD providing after care support for youth who successfully complete their stays, connecting youth with external resources, and greater communication between the JD and youth attorneys. Participants raised the idea of completing detention in a respite home and having a CASA representative work with youth and a team member of the JRF staff.

In terms of educational services, participants recommended giving 45-day advance notice, if at all possible, for youth enrolled in Juvenile Court School who were planning to transition out of the JRF. Similarly, participants recommended examining educational services in place for youth with short lengths of stay.

Court timeliness was also mentioned as having an important effect on youth. One respondent mentioned that the recent decision to have one judge preside over child welfare dependent and justice system involved youth was a positive move.

Dual jurisdiction was mentioned during discussions about strengths, opportunities, and aspirations. Fully exploring successful implementation of dual jurisdiction would involve convening a range of partners. A related systems change desired was strengthening data sharing policies and practices. Multiple benefits of reviewing data from the child welfare system were mentioned, including greater exploration and strengthening of outcomes, the potential of decreasing youth involvement with the child welfare or juvenile justice system, the emergency room, or psychiatric hospital, and decreased lengths of stay for youth.

DRAFT

Outreach and Partnership
Aspirations related to increased outreach and collaboration with a wider range of partners emerged in the sessions, interviews, and post it notes added in response to the gallery walk. Such partnerships were important to program interests like connecting youth to successful adults representing a range of racial/ethnic backgrounds. Increased outreach and partnerships would help close gaps in services and facilitate successful discharge planning.

Increasing community awareness of services is important for recruiting volunteers and other forms of support and, in some cases, to connecting people with early intervention services. It was noted that it would be helpful to have Probation Staff conduct community outreach and be involved in identifying potential community resources.

Increased parent engagement was seen as not only an important intervention, but also as a form of outreach and prevention. Ensuring robust JPO programs was mentioned but the effectiveness and consequences of the strategy was also questioned during interviews.

In terms of partnerships, participants strongly recommended direct communication with the leadership of partnering organizations on matters of concern. Such direct communication was critical to gathering accurate information and sharing any required steps prior to taking further action.

Existing Services, Activities, and Approaches

The Juvenile Division (JD) is charged with the supervision and service delivery to youth who have been referred to the department as a result of criminal offenses. The department has invested heavily in the development of a host of services, and in the evidence informed models which make them effective. That investment has yielded a thoughtfully implemented continuum of services, from Primary Prevention to Aftercare. This continuum is built upon a partnership with HHSA and other key partners. This closely aligned cross agency work is highly regarded within the public youth-serving sector in California for its success, well-established levels of leadership trust, and capacity to innovate in response to the emerging needs of its young people. Shasta employs a system focused, breaking barriers, and family focused approach, which links leaders from its Child Welfare and Behavioral Health, School Systems, and the Probation Department in a shared and highly collaborative delivery of services.

The department provides a range of services within its continuum. Probation teams currently partner with several community-based organizations, other county departments, school programs, and law enforcement agencies to assure a variety of services are dedicated to addressing the needs of youth and their families. The Shasta County Probation Department recognizes the vital importance of developing a community strategy for serving youth. Critical partners in creating a trauma-informed system include law enforcement, child welfare, education, first responders, and health care partners—from both public and private systems:

- Law enforcement partners include Shasta County Sheriff's Office and local police departments in Redding and Anderson, the county's two largest cities.
- School partnerships are collaborative, and direct service partnerships with schools are present in a number of schools via co-located services, or services delivered via contract with providers or

DRAFT

other partners. The Juvenile Division maintains a partnership with Gateway School District, Shasta Unified School District, and Anderson School District to provide a Deputy Probation Officers, as Juvenile Prevention Officers (JPO), working with at risk youth building leadership, sense of self, peer conflict resolution, and accountability. These officers, amongst other duties, provide intervention and support services and addresses truancy and status offenses. Education partners are committed to working together to resolve issues on campus before calling law enforcement. The development of a sense of community on the campus allows these officers to quickly assist as issues arise and aid the youth in addressing problems before they rise to the level of school discipline or arrest. Removing barriers for school services is frequently difficult for probation youth and these officers work as intermediaries between the schools and the youth to create successful outcomes as problems or concerns arise.

- The Probation Department participated in meetings led by the Shasta Office of Education to revamp the Student Attendance Review Board (SARB) process. These meetings were held monthly and have resulted in the changing of the SARB process for our county. By looking at data, and processes, as a group it was determined that SARB would no longer focus on behavior issues and would solely address attendance issues. Behavior issues are now managed within the home district of the child/youth. Further early intervention was selected as an area for our county to target as issues with attendance appears as early as in Transitional Kindergarten and successfully coming to school at that young age has a direct correlation to the attendance when the youth is older according to the data.

Prevention Services: Community based providers and schools which provide pro-social activities are key to primary prevention in Shasta County. Civic groups and clubs, which provide positive activities for youth, support their development and connect them to their community. Prevention services are not limited to those procured via formal contracts with Probation. Pro-social activities throughout the community promote youth development and community engagement which reduce risk factors and increase protective factors in youth.

Diversion Services: The department utilizes a diversion program for youth who are eligible according to the law and established criteria, which improves rehabilitative efforts and makes appropriate interventions and/or recommendations in alignment with evidence-based practices. The goal of diversion is to remove youth as early in the juvenile justice process as possible to avoid later negative outcomes associated with formal processing, such as increased odds of recidivism, stigmatization/labeling, and increased juvenile justice costs.

The Probation Department has partnered with community-based organizations to develop many strategies, specific to the community and aligned with research, for youth who are eligible for diversion programs. The department uses an intervention strategy that redirects low risk and certain first-time offenders away from formal processing in the juvenile court system, while holding them accountable, providing services based on the youth's risk to reoffend and criminogenic needs, providing victim services, and providing services for the entire family.

Depending on the identified needs, the youth and family are referred to appropriate services including various education programs including: Shasta Youth Options/Peer Court, Hope City- HUB (mentoring, restorative circles, anger management, art therapy, Nurturing Fathers program), Thinking for a Change, substance abuse counseling, Towards No Drugs, Forward Thinking, Aggression Replacement Training

DRAFT

(ART), Moral Reconation Therapy (MRT), Youth Fire Prevention and Intervention Program, mental health services, Triple P (Positive Parent Program), Parent Project, Parent Café, community work service, discussion on choices, restitution, writing assignments, Effective Practices in Community Supervision (EPICS), and homework and apology letters.

Treatment and Supervision Services: Juvenile Division treatment and supervision services are comprehensive and well-coordinated. The primary intensive treatment services are:

- The Integrated Family Wellness Program (IFWP): An interagency collaborative program with HHSA Children's Services, Shasta County Probation, Pathways to Hope/Ameri-Corps, and the Shasta County Juvenile Court. Youth admitted to the program have significant challenges in relation to juvenile justice involvement, mental health symptoms, substance abuse and educational success. IFWP is the result of the merging of the former Juvenile Drug Court Program with our Wraparound Interagency Network for Growth and Stability (WINGS) Program. This resulted in one program that can effectively treat and manage drug and alcohol issues, mental health issues, and family dynamics.

- Juvenile Court Work Program (JCWP): The Probation Department oversees youth ordered to do community service as part of their terms and conditions, as a sanction, alternative to custody, or as an alternative to fines and fees. A variety of community programs are available for individuals to perform their community service allowing sufficient flexibility in scheduling days and times as well as locations. Group projects and services days are also coordinated by Probation staff that specifically focus on improving the community. Group projects may include community clean up, work around the JRF campus, or assisting with the GROW Program.

- Placement Team: The placement team is made up of one DPO and a Probation Assistant who are overseen by a Supervising Probation Officer. Once youth are ordered to be placed out of the home by the Court, the youth's assigned DPO works closely with the placement team to coordinate placement services using the lowest level of care that is safe and suitable for each youth needs. Should placement in a Short-Term Residential Treatment Program (STRTP) be deemed necessary, the DPO collaborates with the STRTP and the youth's team to return them back into the community either with their parents, a relative, or a resource family. Depending on their age and circumstances, they may be entered into an independent living program. While a youth is in an STRTP or any placement, the DPO's visit each youth at least once per month.

- River's Edge Academy: River's Edge Academy (REA) is Shasta County Probation Department's commitment/camp treatment program serving youth in need of structured treatment services and providing youth with an alternative to out of county placements.

- Rehabilitative and Treatment Services: The Probation Department contracts with several community-based organizations to provide evidence-based treatment services to youth both in and out of custody. These services include: Aggression Replacement Training (ART); Moral Reconation Therapy (MRT); Individual Cognitive-based Treatment (ICBT); Art Therapy; Smart Recovery; mental health services; Project Towards No Drugs; Girls Circle; and Boys Council.

DRAFT

Approach Utilized to Facilitate Collaboration

There are several vehicles for collaboration and coordination in use in Shasta County, including the Juvenile Justice Commission (JJC), the Juvenile Justice Coordinating Council (JJCC), and the Strengthening Families Collaborative.

Shasta County's public youth serving agencies employ a unique use of interagency partnership, modeled on the premise that all youth deserve to be raised in their communities and with families who know and love them. Interagency Placement Committee (IPC) functions as a regular convening of agency partners for care coordination. The IPC work is historically rooted in the county's comprehensive Juvenile Justice Local Action Plan and families are a primary focus of service delivery within the Juvenile Justice System. In addition, collaborative teaming has been part of the effort to assure youth and families receive services through a family-focused approach. Historically this team was referred to as the Placement Prevention Review Team (PPRT), however with the creation of the AB 2083 MOU, the name was changed to the Interagency Placement Committee (IPC). The MOU also created an Interagency Leadership Team (ILT) to oversee youth in the Foster Care System. This team consists of administrative members from the Probation Department, Child Welfare/Mental Health, SCOE, and Far Northern.

Juvenile Justice Action Strategy

The strategy for Shasta County is early identification, assessment, and multiagency collaboration to address identified supports needed for youth and families. The Juvenile Division uses the Positive Achievement Change Tool (PACT) to assess the risk/needs of each youth. Evidence-based programming (EBP) related to criminogenic needs identified in the assessment is utilized to target interventions and address the issues directly related to recidivism. Case planning efforts are focused on the youth and family's strengths, while addressing the needs of the youth and the family and encouraging connections with pro-social activities in the community. Central to assisting youth and reducing recidivism is to help strengthen families, prevent the generational cycle of continued delinquent, criminal behavior, and adverse childhood experiences (ACEs).

Assuring DPO's and staff who are invested in youth and families that serve as coaches, mentors, and role models for youth is essential to the success of youth and families. Using Effective Practices in Community Supervision (EPICS) provides for a focused interaction and skill training for youth. Daily and weekly contact, as well as graduated sanctions and immediate consequences, assist in managing and redirecting the youth quickly. In the Juvenile Rehabilitation Facility, a behavioral matrix, which is based on restorative practices, is designed to address behaviors. Through assessments, criminogenic needs of the youth are targeted incorporating evidence-based programming, both in and out of custody, that address the needs to support a continuum of care approach. Understanding the youth served based on the data and outcomes collected, allows reassessment of services and ensures necessary services are provided to meet the needs of youth and families.

Juvenile Justice Crime Prevention Act (JJCPA)

Information Sharing and Data

The department transitioned to a new case management system (CMS) Journal Technologies Incorporated in November 2021. The Juvenile Court and Probation Statistical System (JCPSS) statistical

DRAFT

data is currently manually reported to Department of Justice (DOJ) due to inaccuracies and the inability to transmit accurate data.

Noble Software Group is contracted for juvenile assessments, which include Positive Achievement Change Tool (PACT), and Detention Risk Assessment Instrument (DRAI). The Noble system also contains the Title IV-E Case Plan and Standard Case Plan. The department also pulls Adverse Childhood Experience data from the PACT. The Child and Adolescent Needs and Strengths (CANS) is administered by HHSA. Data can be pulled to communicate issues and strengths considered in treatment. The Massachusetts Youth Screening Instrument (MAYSI-2) is utilized in the JRF.

The Juvenile Division and the Juvenile Rehabilitation Facility have logic models and utilize both the CMS and Noble to pull data in many areas including recidivism of juvenile offenders while on supervision, re-entry to the criminal justice system following completion of supervision, top criminogenic needs, completion of programs, education level, employment status, use of force in the JRF, and the number of citations/incident reports in the JRF. In addition to the many outcomes tracked in the logic model, the data gathered from the PACT related to Adverse Childhood Experiences (ACEs) is used to determine areas to address with the entire population currently as well as into the future.

JJCPA Funded Program, Strategy, and/or Enhancement

Juveniles that Have Offended Sexually (JTHOS):
The Juvenile Sexual Offense Recidivism Risk Assessment Tool (JSORRAT-II) provides an evidence-based protocol which determines the risk of a youth and help guide various interventions, treatment, and legal processes. The Containment Model recognizes the complex nature of juvenile sex offending and the need for key system components to facilitate accountability, rehabilitation, and victim and community safety.

All youth are assessed using the JSORRAT-II in order to develop an individualized case plan. The Deputy Probation Officer (DPO) assists the treatment provider in addressing critical issues and in supervising the youth's activities in the home and community according to the developed safe plan. Working closely with the family and the treatment provider, a case plan is developed to ensure the youth is meaningfully participating in the treatment program and complying with court and therapeutic directives that may include a polygraph, as well as addressing family concerns.

Youth are expected to learn values as they relate to respect for self and others. They may receive sex education and will develop an understanding of healthy human sexuality and the correction of distorted beliefs about appropriate sexual behavior. Therapy focuses on impulse control and coping skills, assertiveness skills, conflict resolution to manage anger, and resolving interpersonal disputes. Family Maintenance efforts are primary.

This JTHOS DPO provides case management functions including acting as a liaison with other community agencies involved with the family and tracking outcomes for each youth. By using motivational interviewing skills to establish rapport, the DPO assists the youth with the stages of change. In addition, the DPO assures victims have access to services.

DRAFT

Outcome measures are tracked for three years after completion of probation for reentry into the criminal system. While in the program, the following data measures are tracked: arrests rates; custody commitments; completion of treatment; and completion of supervision.

Integrated Family Wellness Program (IFWP):
IFWP is an interagency collaborative program with HHSA Children's Services, Shasta County Probation, Pathways to Hope/Ameri-Corps, and the Shasta County Juvenile Court. Youth admitted to the program have significant challenges in relation to juvenile justice involvement, mental health symptoms, substance abuse and educational success. The focus of IFWP is to assist enrolled youth in developing a more positive lifestyle today, and a focus toward healthier paths as adults. Program structure combines intensive juvenile probation supervision; intensive mental health outpatient treatment; and focused outpatient substance abuse treatment to decrease substance use, improve mental health symptoms, and increase positive community functioning. One of the foundational components of IFWP is the weekly (or less frequent if indicated) parent/team meetings. These are modeled after a Wraparound approach and aim to address the concerns and needs of parents from a strength-based perspective, providing them with support and assistance in addressing the needs of their youth. Additionally, other team members (mental health clinician, substance abuse counselor, Ameri-Corps youth partner/parent partner, DPO, etc.) are present to create a shared treatment direction for the youth. Youth enrolled in IFWP are given daily opportunities to learn new ways of handling life's challenges regarding their mental well-being and recovery from illegal substances. Intensive supervision and accountability are provided by the DPO and the Juvenile Court. Individual, group, and family therapy are available through the mental health clinician and substance abuse treatment and support is available through the drug and alcohol counselor.

Gardening, Responsibility, and Ownership of Self and Community Well Being (GROW):
This program has existed as part of juvenile services' in and out of custody program options since 2015. In the GROW program, youth assist in building and maintaining raised planter beds, chicken coops, and enclosures to provide for chickens and goats. The youth care for the chickens and goats by providing food, water, and basic grooming. The youth sow seeds, plant seedlings, and care for the plants until harvest. The JRF kitchen utilizes the eggs and produce in the facility menu as well as the Parent Project weekly meal for parent attendees. The Youth Partner facilitates family dinner cooking classes in the community utilizing affordable recipes that can be made together as a family.

The Juvenile Court School partners with the program by incorporating lessons regarding math, nutrition, animal husbandry, landscaping, biology into the class curriculum, and utilizes the on-site garden and farm as a laboratory for in-custody students.

This program has an assigned staff, a Youth Champion from Pathways to Hope, and support from Juvenile Detention Officers. The youth learn skills transferable to future employment, teamwork, and pro-social relations with others. The program also helps support social emotional skills, such as empathy and coping skills, by teaching youth to care for the animals and learn patience. Raising food that is utilized on-site gives youth a sense of pride and ownership. Youth also learn valuable life skills working inside the JRF kitchen. Outcomes measures such as program participation, program completion, and recidivism rates for youth who participated in the GROW program are tracked.

Parent Project:
The Parent Project is classified as a best practice in reduction in juvenile recidivism and school expulsions**.** Effectiveness of the Parent Project has been established by several studies, primary among

DRAFT

them, the work of Dr. Heidi Stoltz. She used a pre-and post-survey at several national sites and demonstrated significant positive changes in effective parenting in every area studied. This work has been replicated since.

The goal of the Parent Project is to help parents learn and practice identification, prevention, and intervention strategies for destructive behaviors of their children while increasing positive relationships and healthy display of affection within families. This program is for the parents or guardians of out-of-control youth with destructive behaviors such as truancy, alcohol and other drug use, gangs, running away, violence in the home and/or community, and suicide/attempts. Trained Probation staff facilitate the classes, in which parents receive a twelve-week curriculum, meeting one night a week for three hours. Parents learn to develop a plan to prevent or intercede in their children's destructive behavior and build a stronger family unit. Outcome measures tracked are related to parent completion rates, how often parents praise their youth, and frequency that parents lose control when disciplining their youth.

Diversion Services:
A significant amount of research has been conducted to support diversion programs. Diversion programs have demonstrable outcomes in both their efficacy and effectiveness. The Probation Department utilizes various forms of diversion programming for eligible youth, which focuses on redirecting them away from formal processing in the juvenile justice system, while holding them accountable for their actions. The goal of diversion is to remove youth as early as possible in the juvenile justice process, to avoid later negative outcomes associated with formal processing. The Probation Department has partnered with community-based organizations in Shasta to develop many strategies, specific to our community and aligned with research, for youth who are eligible for diversion programs.

Assigned staff review offense report referrals to determine eligibility, at which point the officer contacts the youth and parent(s) to assess problems, issues, and strengths of the family. Staff complete a PACT (Positive Achievement Change Tool) prescreen assessment according to the business rules.

Depending on the identified needs, the youth and family are referred to appropriate services including various education programs i.e., Youth Options; Peer Court; Thinking for a Change; Hope City- HUB; Community Restorative Justice Panel; substance abuse counseling; mental health services; Triple P or Parent Project; community work service; Fire Setting Prevention Program; discussion on choices; restitution; writing assignments; and apology letters. Youth may also be referred to Anderson Teen Center or the Martin Luther King Center for additional services and support. Once referred, staff monitor those placed on diversion for completion of the programs or assignments. Monitoring for non-compliance also includes referrals to the screening DPO for court action if necessary and appropriate.

Juvenile Detention Officer assigned to the Juvenile Division:
JDO assigned to the Juvenile Division works side by side with Deputy Probation Officers in assisting youth and their families to strengthen and increase their capabilities. The JDO motivates and supports youth and engages with families. The JDO works one on one with the youth both in and out of the JRF doing tasks such as journaling, job seeking, Core Correctional Practices sessions, and specialized programs in the JRF. This officer assists with transports to treatment and community events, as well as out of town transports, drug testing, in office school suspension supervision, and involvement in pro-social activities with the youth. The JDO is also a role model for youth as well. Having a JDO assigned to the Juvenile Division enhances rehabilitation efforts as it allows for a staff that already has a relationship with the youth to mentor, teach, and guide youth to making correct decisions as they transition back into the community.

DRAFT

Deputy Probation Officer assigned to the River's Edge Academy:
A Deputy Probation Officer (DPO) is assigned full-time to the River's Edge Academy to support youth in the program and their families. The DPO is responsible for conducting a warm hand-off to the program while working to create stability and developing a transition plan for the youth. The DPO will continue family finding efforts when the youth has entered the program and make efforts to establish a transition plan for the youth's exit of the program. The DPO is the advocate for the youth in the program and will participate and schedule CFT's as necessary, visit the youth and conduct EPIC's sessions as appropriate, participate in any IEP's or SST's needed, and participate in weekly staffing for the youth. The DPO will participate in the development of the long-term treatment plan and help guide the youth towards their goals in the program. The DPO will make efforts to do furloughs and special visits when appropriate to help re-establish family and community bonds. This may also include transportation of the youth to various furloughs or even to school in the community. The DPO will also make efforts to either prepare the family to receive the youth back into their home or to seek possibly foster care should no family be available. When the youth is furloughed or transitioned back into the community the DPO will supervise the youth based on our supervision standards to ensure compliance and give support to the youth and family during the transition.

Youthful Offender Block Grant (YOBG)

Strategy for non 707(b) Youth

The Shasta County Probation Department employs various strategies to address non-707(b) youth: The Juvenile Division uses the Positive Achievement Change Tool (PACT) to assess the risk/needs of each youth. Evidence-based programming (EBP) related to criminogenic needs identified in the assessment is utilized to target interventions and address the issues directly related to recidivism. Case planning efforts are focused on addressing the needs of the youth and the family, while encouraging connecting with pro-social activities in the community. Other approaches include River's Edge Academy, Foster Care with relative or non-relative caregivers; secure detention and treatment; intensive probation supervision; and daily and weekly contact, as well as graduated sanctions and immediate consequences have proven helpful in managing and redirecting youth.

In all cases, central to assisting youth and reducing recidivism is to help strengthen families to prevent the generational cycle of continued delinquent and criminal behavior and adverse childhood experiences (ACEs). Using Effective Practices in Community Supervision (EPICS) and Core Correctional Practices sessions (CCP) provides for a focused interaction and skill training for youth. In the JRF, a behavior response matrix, which is based on restorative practices, is designed to reinforce positive behavior and provide consistent, appropriate suggested staff responses to address negative behavior while teaching appropriate replacement skills.

YOBG/JJCPA Funded Program, Strategy, and/or Enhancement

YOBG funds are used for staff salaries and benefits in the JRF. The Comprehensive Multi-Agency Juvenile Justice Plan utilizes YOBG funds to support the JJCPA programs by providing a validated detain/release inventory tool to detention staff in order to identify youth appropriate for referral to JJCPA funded programs. Detention staff are trained in Motivational Interviewing and Core Correctional Practices, which can prepare detained and released youth for further participation in JJCPA programs.

DRAFT

The goal of the JJCPA is to provide a stable funding source for local juvenile justice programs aimed at reducing crime and delinquency among at-risk youth. The act invites and requires a focus in key areas of service delivery, which include early intervention, crisis family reunification, case management services, after-school services, and juvenile justice treatment services. The act also supports and invites collaboration with the courts, health and human services department, schools, parents and family, community-based providers, and other partners to develop a trauma-centric, coordinated, and effective continuum of services to achieve positive outcomes for youth and their families. The goal of the YOBG program is to provide state funding for counties to deliver custody and care (i.e., appropriate rehabilitative and supervisory services) to youthful offenders who previously would have been committed to the California Department of Corrections & Rehabilitation, Division of Juvenile Justice (DJJ).

Key outcomes shared by both the act and the grant include increased school attendance, completion of probation, decreased recidivism, decrease in status offenses, increased availability and quality of treatment, increased family functioning, and decreased out-of-home placements. These key outcomes align with the mission of the JRF which provides a safe and secure environment for youth in a setting where the residents are held accountable but are also supported by trained JDOs to foster, target, and model pro-social behavior. The JRF staff works closely with community partners to target individual needs and deliver services and support education for the youth in the facility.

Staff use the Detention Risk Assessment Instrument (DRAI), which guides detention intake personnel making the critical decision of whether to detain or release a referred youth. Detaining only the appropriate youth through objective decision-making to provide for youth and community safety is the goal.

As the number of youth who are detained for serious offenses or ordered by the court for long-term commitments increases, so does the need to develop a commitment program. The JRF and Juvenile Probation staff are committed to partnering with county agencies and CBO's to establish and maintain a program for these youth. It is vital that the behavioral, mental health, and trauma-based service needs of these youth are addressed while they are housed in the JRF.

To support these service needs the Probation Department has contracted with Victor Community Support Services to provide Cognitive Behavior Services to all residents detained in the JRF, and individual and family counseling as needed. HHSA provides a mental health clinician to address mental health services, crisis intervention, and assistance with de-escalation in the JRF. The clinician communicates with the family and makes referrals to community-based programs for the continued success of the youth and family. To further support the JRF residents, Fine Arts Therapy is offered giving an outlet for the residents to express their thoughts, feelings, and emotions. A sensory-de-escalation room has been developed as a positive behavior invention to assist residents in working through emotions and creating a safer environment within the JRF.

YOBG funds are used as partial funding of salaries and benefits for Juvenile Rehabilitation Facility (JRF) staff and for housing and treatment of youth in the JRF. The rated bed capacity of the JRF is 90 and is currently funded for 55 youth.

DRAFT

Recommendations

The following recommendations were derived through an analysis of planning session documentation, interviews with providers, and a focus group with youth residing in the Juvenile Rehabilitation Facility. Some recommendations were provided by participants and others emerged from comments made about opportunities and aspirations. The goals and recommended activities below are summarized in categories related to prevention and early intervention, expanding, and strengthening existing services, staff professional development, attention to equity, strengthening community partnerships, community education and outreach, and data utilization and sharing. Certainly, goals often have implications for more than one category. Criteria and guidelines for goal implementation are shared as reminders of qualities or characteristics that should be kept in mind when designing specific responses.

Increasing and Strengthening Prevention and Early Intervention Services

1. Increase involvement in prevention and early intervention activities aimed at youth. Work to collaborate with school districts to support their prevention needs and provide education on services available to youth.

2. Promote expansion of current diversion options for youth with a particular emphasis on restorative justice if applicable.

Criteria and Guidelines for Goal Implementation:

- Clarify and share definitions of early intervention and prevention.
- Follow criteria and guidelines related to the provision of services within the Juvenile Justice system including the focus on culturally responsive and trauma informed services.

Strengthening and Expanding Current Services

3. Increase access to quality evidence-based/best practice substance abuse treatment services for probation youth.

4. Increase access to job, career skill development, and vocational training, allowing for opportunities for certification as available. Offer youth opportunities to learn a range of job skills in addition to their involvement in academic courses. Skills might include keyboarding, cooking, mechanical work, and trail building as well as life skills related to managing money and making decisions (e.g., establishing a bank account and using a debit card). Focus group youth identified being able to get a job and make money as key to having stable housing and being able to stay away from negative influences.

5. Increase and provide opportunities for youth to engage in pro-social activities. Explore opportunities for connection with existing mentor programs.

6. Strengthen services offered to youth upon transition out of the JRF.

Criteria and Guidelines for Goal Implementation:

DRAFT

- Consider leveraging experts in particular fields, including local holders of cultural knowledge, to provide youth or staff with information related to substance abuse treatment, career counseling, and other needed trainings.
- Offer services to youth regardless of length of stay.
- Consider incentivizing participation in particular activities or in the planning or evaluation of activities with incentives meaningful to youth.
- Programs and services should be trauma-informed and culturally responsive and should help youth expand their connections with positive relationships including families, and other sources of support.
- Ensure that enrichment programs as well as other programs are responsive to the individual needs of youth.
- Map/clarify the range of probation programs and services available in the community.

Strengthening Community Partnerships and Relationships

7. Expand the range of community partners involved in larger convening including the JJCC. Revise and update the email lists for convenings to assure all those interested are included.

8. Continue work to implement a dual jurisdiction system in Shasta County to include policies and procedures. Work collaboratively with Child Welfare if/when dual jurisdiction protocol is established in our community.

9. Consider implementing equity-minded practices to eliminate disparities and to ensure access to opportunities and supports for pro-social development to all youth.

Criteria and Guidelines for Goal Implementation:

- Ensure further development of a coordinated model of service provision across phases of involvement with justice and other service systems.
- Take advantage of opportunities for collective impact with community partners as well as with government agency partners.
- Ensure input of line staff and supervisors about program needs and coordination needs.
- Implement an exit survey for youth exiting the JRF and for youth being terminated from juvenile supervision.

Investing in Staff Development and training

10. Implement robust and ongoing training for staff related to cultural responsiveness and trauma informed services.

11. Review recruitment and onboarding policies in service of continued hiring and retention of a diverse staff.

    Examine patterns of turnover and gather information about reasons for leaving or of dissatisfaction. Staff have insider knowledge about the challenges of the position and potential responses/solutions; explore staff satisfaction with the aim of identifying support and professional development/learning needs. Training in mindfulness, self-reflection, and emotional regulation were noted as important in navigating challenging interactions and in

DRAFT

helping increase confidence and response options. Focus group youth indicated that understanding and caring were key qualities that led to successful relationships; training in youth differences was desired.

Criteria and Guidelines for Goal Implementation:

- Link training to the mission, vision, and outcomes; training should be trauma informed and supportive of helping youth develop their unique strengths and identities.
- Provide ongoing skill development and learning given the complexity of topics and staff turnover.
- Offer training that supports further professionalization.

Increasing Community Education and Outreach

12. Increase awareness about the programs and services offered by the JRF and the Juvenile Division to community residents and partners through a variety of communication means.

13. Clarify and investigate how community partners and other community volunteer can offer programs and services to the JRF and Juvenile Division to improve services for youth.

Criteria and Guidelines for Goal Implementation:

- Involve youth, those currently in the JRF and those who have graduated, in making presentations when possible.
- Consider presentations that include attention to existing collaborative efforts and understanding systems of care.
- Continue to engage in multiple forms of education designed to speak to diverse audiences, noting the role of in person opportunities where relationship-building is required.

Strengthening Attention to Equity, Cultural Responsiveness, and Inclusion

14. Articulate and implement use of an equity framework to guide equitable program and policy development.

    Equity frameworks are useful in communicating the goals and philosophy of services, assessing the equity implications of policies and practices, informing care plans, assessing existing services and practices, and creating the conditions for greater inclusion and sense of belonging.

15. Assess mental health services and supports to ensure that services are culturally responsive, trauma informed.

16. Foster connections among youth across pods, providing opportunities for positive interactions.

    Youth expressed an interest in shared meals, games, or otherwise interacting with youth in different pods. There may be an opportunity to connect youth based on shared interests or identities. Youth may benefit from an understanding of cultural humility when related to identities.

Criteria and Guidelines for Goal Implementation:

DRAFT

- Connect eligible youth in shared interests and activities.
- Foster the use of respectful, strengths-based language.
- Connect youth with cultural resources and practices.

Expanding Utilization and Sharing of Data

17. Increase awareness among community partners and community residents of Juvenile Justice data and outcome tracking.

DRAFT

Appendix A: Participants Attending the Planning Workshop

First name	Last name	Organization
Melissa	Hunt	City of Anderson Councilwoman
Kathryn	Barton	Public Defender's Office
Mike	Biggers	Probation
Michael	Burke	One Safe Place
Jo	Campbell	Hill Country Clinic
April	Carmelo	Indian Education/LIFE
Twyla	Carpenter	Probation
Jackie	Durant	Hope City
Chelsey	Chappelle	Probation
Ian	Collins	Public Defender's Office
Jennifer	Coulter	Youth Options
Jackson	Crupi	Juvenile Justice Commission youth member
Betty	Cunningham	Chemical People
Amy	Diamantine	NVCSS
Wendy	Dickens	First 5 Shasta
Jenn	Duval	Shasta County CAO's Office
Danielle	Gehrung	Geo Group
James	Goodwine	Probation
Benjamin	Hanna	District Attorney's Office
Valerie	Hartley	Youth and Family Programs, Foster Care
Jill	Haskett	Probation
Ebony	Higgs	Probation
Cindy	Hogue	Happy Valley Union School District
Ron	Icely	Redding Police Department
Kimberly	Johnson	Children's Legacy Center
Jeremy	Kenyon	Probation
Angel	Marshall	Probation
Katie	McCullough	Victor Youth Services
Leah	Moua	Dunamis Wellness
Tracie	Neal	Probation
Austin	Preller	Shasta County Office of Education

DRAFT

First name	Last name	Organization
Gene	Randall	Shasta County Jail
Mary	Rickert	Shasta County Board of Supervisor
Kelly	Rizzi	Shasta County Office of Education
Mandy	Saulsbury	One Safe Place
Kerri	Schuette	Shasta County Health and Human Services Agency
Laura	Stapp	HHSA- Children's Services
Brandon	Thornock	Shasta Community Health
Cindy	Vogt	CHYBA
Carrie	Webb	Shasta County Office of Education
Dave	Winklepleck	Probation
Donna	Nachreiner	Probation
Youth		Probation – River's Edge Academy youth
Cassandra	Curl	Local Indians For Education
Rachal	McFarland	Shasta YMCA
Cindy	Lane	HHSA- Children's Services
Lisa	Jenkins	Shasta County Courts
Christina	Massey	City of Reding/ Martin Luther King Center
Mark	Mezzano	Redding City Official

DRAFT

Appendix B: Individual Interviews: Process and Participants

Individuals who were not able to attend the larger group gathering were contacted by email and then by phone. Priority was given to individuals representing organizations or perspectives whose perspectives were not included in the larger gathering and those who represented more than one agency or perspective. After presenting the reason for the interviews and explaining informed consent procedures, the interviewer asked participants the same questions that were posed during the Strategic Planning session. The list below includes those who completed interviews.

Interviewee	Organization
Jenna Barry	Catalyst Mentoring
Susan Wilson	Youth Options
Holly Duffy	Shasta County Health and Human Service Agency, GARE
Dr. Doug McMullin	Shasta Community Health Clinic
Amy Cavalleri	Shasta Self Care/Center for Mind Body Medicine
Elizabeth Betancourt	Oliview Farm Project
Jon Polestski	Anderson Police Department
Maryjane Mathis and staff member	Health and Human Service Agency - Children's Services
Jack Potter Jr.	Tribal Chairman Redding Rancheria
Carla Stevens	Director Juvenile Rehabilitation Facility
Marcia Ramstrom	Lotus
Katie Cassidy	Health and Human Service Agency-Adult Services
Laura Birch	Shasta County Health and Human Service Agency, Interim Director
Judy Flores	Shasta County Office of Education, Director
Jessica Wuerth	NorCal Outreach, Director
Miguel Rodriguez	Health and Human Service Agency, Children's Services Director

DRAFT

Appendix C: Final Survey Results

Probation sent a brief survey to participants after the Strategic Planning session. Thirty-five of the fifty attendees completed the survey, a response rate of 70%. Many of those who did not respond were Probation staff who helped facilitate small group discussions.

The open-ended responses are summarized below.

1. What did you most appreciate about the planning session?

- Well organized, time was well spent; finishing on time; the preparedness of the hosting agencies; The way the collaboration was arranged was creative and effective. (4)
- The diverse involvement of government, nonprofit and community agencies coming together for the betterment of our youths; range and number of participation/turnout (7)
- Gathering as a group and sharing information; interaction; hearing thoughts of others (3)
- Collaborating with outside agencies and personnel from different entities; collaboration/brainstorming between each table; meeting other stakeholders; comradery; between government and nonprofits (7)
- Great dialogue/conversations about providing needed services to the youth in our community (3)
- Working with different individuals provided a variety of productive ideas; The great ideas that surfaced to improve an already good program. (2)
- The opportunity to speak with stake holders and community members about Probation; Probation desire for community input (2)
- Shared ideas; Everyone's common goals; Common ideas shared by multiple participants provides greater validity for future service and treatment direction. (3)
- The opportunity to see the big picture goals and to discuss the current program at various table groups with different community members; allows probation to get a larger picture of program needs (2)
- How interactive and engaging the session was made for a fun meeting to discuss important topics; opportunity to interact and exchange ideas with others, provide input through small groups (5)
- Open honest questions

DRAFT

2. What didn't you like about the planning session?

- Nothing; N/A; I liked it; it went well/well put together (13)
- I like that it's a futures base approach to delivering services and representative to what might happen in the future and planning; rather than, trying to use old programs to fix new problems.
- Time at the end to recap; A follow up/next step/action plan at the end of the meeting (2)
- Time to diver deeper into ideas (2)
- Pace almost too fast, quick (2)
- Some of the breakout groups were too small
- Some of the questions seemed somewhat repetitive.
- Some of the interactive pieces with the app felt redundant
- The length of the meeting
- I would have liked to have had the opportunity to sit and hear from more people in the room; connect with more people (30)

Preparation

- I wish I knew more about the programs going in, knowing the questions in advance (2)
- That we didn't get a better perspective from the juvenile from REA.
- Some people were unable to share ideas based on limited information about topics, perhaps asking attendees to read plan if not familiar before attending

Logistics

- Parking was not friendly. I found the location on the 3rd stop as well.
- The building/room was warm but that's to be expected in the summer months in Redding.
- In one group the facilitator didn't have us introduce who we were, which was a little awkward. I didn't want to step on toes, so I didn't say anything.

3. What were your most important take-aways from our planning session? Consider insights you had, things you learned or directions that seemed important.

- Many of the big picture ideas that were generated will require a great deal of interagency partnership.
- Collaboration and community support; Building relationships with allied agencies; How many tools are resources there are to help youth in our community; We can always continue to re-evaluate and improve communication among agencies; the importance of communicating and sharing resources to achieve success (8)
- We have a lot of great people and programs in the numerous systems involving youth; community resources available; the number that came; many opportunities to bring ideas forward (7)
- The need for ongoing conversation and planning to ensure we have services in place to address the needs and challenges our youth experience; (5)
- I was reminded again that we have so much more impact when we work together; instilled hope and opportunity for continued collaboration and improvement (3)
- I was also reminded how important it is to invite the voices and perspectives of our youth.
- There was a lot of acknowledgements of the good work being done

DRAFT

- How committed the community is to having smoother transitions for youth in juvenile justice system and working to help kids be able to succeed and have a better life; There was eagerness, creativeness and being able to feed off on-another's thoughts; collaboration (3)
- I learned that Probation partners with more people in the community than I thought; The number of partners that work with Probation was amazing; Those partners have the same view on what our strengths and weaknesses are. (4)
- There are many things/services available, but everything is compartmentalized and not focusing on the whole child; really paints the picture of "wrap around" services to our youth/this population (2)

Important Directions/Responses

- Dual Jurisdiction is a direction that needs to be continued (although it has been in conversation for some time) (2)
- Substance Use for youth needs to be consistent and directive if there is to be any change for these early substance users
- Introducing more mentorship and post-secondary education.
- Increase family involvement for probation youth. Difficult for youth to create change when they return to systems still in dysfunction.
- Prevention, cultural competency, and dual diversion seemed to be takeaways.

4. Please share any further ideas, insights, or comments you have related to future Juvenile Probation or Juvenile Rehabilitation Facility (JRF) planning efforts.

- N/A
- Keeping in communication as JJCC goals are being developed and implemented; follow-up, perhaps with same group in 6 months with updates; This type of meeting was great and should be replicated for a variety of other efforts in our community. I hope we can do this meeting more often and/or follow-up meetings to ensure follow-through is taken, action happens, and solutions are achieved (4)
- Youth Options Shasta offers valuable diversion options that prevent that "first touch" with the juvenile justice system. Youth are given the opportunity to participate in Restorative Justice practices, engage in the community, and are empowered to give others that hand up that they received.
- It would be nice to slow down the release procedures for patrol personnel. I think a longer cooling off period might prevent repeat calls to family disturbances, especially true with respect to the group homes.
- I feel as though we have to actively keep the conversation going, making sure the public is aware of all the positive work being done. I see a need for more and longer support services for youth and young adults after their release from custody.
- The River's Edge Academy is a good program, which should be encouraged and expanded. I am also a great believer in expander activities on site for kids to grow vegetables, perhaps plant fruit trees, etc. Perhaps they could set up a stand in front of the facility and sell product to the locals to raise money. Show them that hard work can reap rewards. It would give them a feeling of worth.
- More meetings involving PO's and JDO's to help the community better understand our efforts.
- Inviting perspectives from outside your organization is always fruitful.

DRAFT

- Always include the voices of the youth in our programs.
- I really enjoyed this planning meeting. I appreciated how the intention was set for the meeting, the collaboration of partners, the enthusiasm and warmth of each staff person at the tables, and the ideas that flowed from everyone. It didn't feel like a "work meeting" because it was fun and engaging (2)
- This is exciting to watch, and hoping for increased mental health services
- Ensuring consistent and timely communication with the various partners connected to the youth involved with probation and the JRF. Communication is key
- I'm very interested in seeing how we can intersect with JRF and Juvenile Probation to support youth in our community and am actively working to learn more about the programs; everyone needs to be working on the same page (2)
- Continue to support life skills (budgeting, relationships) to these youth and those involved with CFS and continue to work toward a whole family, whole child approach, working with families (3)
- I enjoyed the program. Very organized and efficient use of my time. Please invite me to future opportunities to support our juvenile probation program.; More meetings with Pos and JDOs (2)

DRAFT

Appendix D: Youth Focus Group Questions

The following interview guide was developed for the youth focus group held at the JRF.

1. Before we begin, can you tell us where you were born about how long you have been here in the facility?

2. There are programs like REA and activities like gardening that youth can sometimes be involved in when here. What have you have participated in? What did you like about it? What didn't you like? What could have made it better?

    a. If you could bring or create a program here, what would you like to see?

3. There are different ways that students keep up with school while here. How have you kept up on schoolwork? What has been hard about that? What has helped?

4. Before you came here, were you given a choice to participate in some other kind of program instead? What kind of services or programs, if any, do you think would have helped keep you from coming here?

5. If you had to describe how you feel Probation staff treat you, what would you say?

6. There are other people who come here for programs or activities. How do you feel around them? In your opinion, how do you think the program staff that visit think of you?

7. The Juvenile Division wants programs to serve everyone, no matter your race, ethnicity, gender, sexuality, physical ability, language, etc. In your experience, do staff and other people who come here respect everyone? What differences, if any, aren't supported or respected here? What tells you that differences are respected?

8. What else would help you when you leave here? What would help you be successful and not find yourself here again? [Probe: any programs, services, support, environment, interactions, skills, knowledge.]

    a. Are there any changes or new opportunities you would like to see here that would help you be successful?

9. Overall, what else is working well here in your opinion?

10. What are your hopes or dreams for your next steps, after leaving here?

DRAFT

Appendix E. Email Invitation to Participants

Participants invited to the Strategic Planning Session received this email. Attached to the email was a copy of the last report along with a copy of the previous plan and updates.

Hello Juvenile Justice Partners,

Please save the date, **June 22, 2022 at 1:30 p.m.,** and plan to attend our Juvenile Justice Coordinating Council (JJCC) community-wide collaborative planning conversation. It has been almost 5 years since we met and revised our Shasta County Probation Juvenile Justice Plan and it is time to refresh the document and identify new overarching objectives and goals for juvenile probation.

The JJCC is tasked with developing a comprehensive, multi-agency Juvenile Justice Plan for our county that identifies resources and strategies for providing an effective continuum of responses for the prevention, intervention, supervision, treatment, and incarceration of juvenile offenders in accordance with 749.22 and 1961 WIC and 30061 of the Gov. Code. The first Juvenile Justice Plan was developed in 1997, followed by a revision in 2001. In 2018, a consultant was brought in to coordinate a planning discussion and overhaul our Juvenile Justice Plan.

The last conversation was extremely beneficial and resulted in a Juvenile Justice Plan that highlighted meaningful prevention, treatment, and supervision goals. We will be meeting again on **June 22, 2022, at 1:30 p.m.** and are seeking your attendance and participation in this collaborative event. An additional email will be sent shortly which will include registration information and a survey to complete. We hope you can join us for this important event. If you are unable to attend, please let us know and our consultant will schedule a separate interview. Your feedback and insight is valuable and we want to make sure it is included in the plan.

We hope to see you on June 22nd!

Thank you, Tracie

Tracie Neal
Chief Probation Officer
Shasta County Probation Department
2684 Radio Lane
Redding CA, 96001
(530) 245- 6217, fax (530) 245- 6001

"Be the change you want to see in the world" Mahatma Gandi

DRAFT

Appendix F. Summary of Recommendations

Goals and Recommendations	Policy, Practice	Program, Service	Partnership Relations
Increasing and Strengthening Prevention and Early Intervention Services			
1. Increase involvement in prevention and early intervention activities aimed at youth in middle school, high school, the foster care system, and those involved in lower-level crimes.	x		x
2. Expand diversion options for youth with a particular emphasis on coordinated, joint diversion referrals focused on restorative justice.	x		x
3. Increase partnerships with the child welfare system in order to inform and support care plans for youth.			x
Strengthening and Expanding Current Services			
4. Increase access to quality substance abuse treatment services within the JRF and for youth who transition out of the JRF.		x	
5. Increasing access to job and career skill development, allowing for opportunities for certification as available.		x	
6. Increase opportunities for youth to be active in the community and in nature.		x	
7. Provide opportunities for mentorship by positive adults in the community, by peer mentors who have successfully navigated similar challenges, and through involvement in local teen centers.		x	
8. Expanding opportunities for youth-family integration.	x	x	
9. Strengthen services offered to youth upon transition out of the JRF.		x	
Strengthening Community Partnerships and Relationships			
10. Increasing active involvement in community collaboratives like the Substance Abuse Coalition and child welfare advisory boards.			x
11. Expand the range of community partners involved in larger community meetings including the JJCC.			x
12. Implement coordinated, regular development of dual jurisdiction policies and relationships.	x		x
13. Build and develop relationships with underserved communities important to successful outcomes for youth.			x
14. Clarify communication protocols between agencies.	x		x
15. Consider equity-minded integration of court-related proceedings.	x		
Investing in Culturally Responsive, Trauma informed Staff Development and training			
16. Implement robust and ongoing training for staff related to cultural responsiveness and cultural humility.	x	x	

DRAFT

Goals and Recommendations	Policy, Practice	Program, Service	Partnership Relations
17. Review recruitment and onboarding policies in service of continued hiring and retention of a diverse staff.	x		
Increasing Community Education and Outreach			
18. Increasing awareness about the programs and services offered by the Juvenile Division to community residents and partners through a variety of communication means.			x
19. Increase education and clarification about how community partners and other community residents can offer programs and services to the Juvenile Division.			x
Strengthening Attention to Equity, Cultural Responsiveness, and Inclusion			
20. Articulate/adopt and implement use of an equity framework to guide equitable program and policy development.	x		
21. Assessing mental health services and support to ensure that services are culturally responsive, trauma informed.	x		
22. Foster connections among youth across pods, providing opportunities for positive interactions.			x
Expanding Utilization and Sharing of Data			
23. Increase awareness among community partners and for community residents of Juvenile Justice data and outcome tracking.	x		x
24. Consider targeted data-gathering related to goals outlined in this report. [e.g., outcomes related to School Resource Officers; cost-benefit data of prevention vs. detention; qualitative data on positive youth outcomes; transition services; and other youth support needs.]	x		

Suggested Criteria and Guidelines for Goal Implementation:

- Identify and map existing landscape of prevention and early intervention services, clarifying definitions of early intervention and prevention.
- Ensure that services are culturally responsive, trauma informed services, pro-social, meet individual youth needs, encourage family integration as appropriate, and are supported by ongoing staff training and skill development.
- Consider leveraging local holders of cultural knowledge to provide youth or staff with information related to substance abuse treatment, career counseling, and other trainings.
- Consider incentivizing participation in activities, presentations, or assessments with incentives meaningful to youth (e.g., gift cards, activity passes, phone minutes, etc.).
- Ensure further development of a coordinated model of service provision; pursue collaboration and opportunities for collective impact.
- Foster the use of respectful, strengths-based language and attention to intersectional identities Connect youth with cultural resources, allow participation in cultural ceremonies.

DRAFT

- Ensure that data reports are user friendly; include attention to data visualization and data links, measures of disproportionate impact, expanded demographic variables, and exploration of unintended consequences.

DRAFT