

COMPREHENSIVE MULTI-AGENCY JUVENILE JUSTICE PLAN



JUVENILE JUSTICE CRIME PREVENTION ACT (JJCPA)

SB 823 JUVENILE JUSTICE REALIGNMENT BLOCK GRANT

Presented in collaboration with the Glenn County Juvenile Justice Coordinating Council

Approved by Juvenile Justice Coordinating Council (JJCC) Subcommittee on October 27, 2021

Juvenile Justice Coordinating Council (JJCC) November 4, 2021



GLENN COUNTY PROBATION DEPARTMENT



TABLE OF CONTENTS

	Page(s)
Background, History, & Overview	3-4
Subcommittee Composition	4
Target Population & Demographics	5-11
Programs and Services	11-13
Juvenile Justice Realignment Block Grant Funds	13-23
Facility Plan	23-25
Retaining Target Population in the Juvenile Justice System	25-26
Regional Effort	26
Data	27-28

BACKGROUND, HISTORY & OVERVIEW

The history of youth inside a locked detention facility dates back to the middle of the 19th century, when California youth were housed in state prisons up to the age of 20. There have been several changes since then that have included, the establishment of Juvenile Courts in 1903, State Reform Schools, Industrial Schools, Work Farms, and local Juvenile Halls. The California Youth Authority (CYA) was established in 1941 for youth needing incarceration at a state level for more serious offenses. In 2004, CYA was reorganized and became the Division of Juvenile Justice (DJJ), and placed under the guidance of the California Department of Corrections and Rehabilitation (CDCR). In 2007, the majority of youthful offenders were committed to local county facilities, reserving those adjudicated of the most serious felony crimes for the DJJ. In 2011, youth deemed rehabilitated in DJJ and released on parole began supervision through local courts and probation departments. Only three DJJ facilities remained open at this time, housing approximately 800 youth offenders at this time. The DJJ has now been transferred from CDCR to the Department of Health and Human Services (DHHS) and has been re-named the Department of Youth and Community Restoration (DYCR).

In September of 2020, Senate Bill 823 was signed into law and initiated the closure process of the California Division of Juvenile Justice (DJJ) and shifted those resources to counties to supervise and deliver services to youth locally. Senate Bill 823 tasked each county with the responsibility of creating a local DJJ Realignment Plan.

The Glenn County Juvenile Justice Coordinating Council (JJCC) is responsible for establishing the Juvenile Justice Realignment Block Grant Subcommittee, which is responsible for the development of Glenn County's SB 823 Juvenile Justice Realignment Block Grant Plan. Additionally, a requirement for at least three community members to participate on the subcommittee was added (Welfare & Institutions Code 1995(a)(b)).

The Juvenile Justice Crime Prevention Act (JJCPA) was enacted in 2000 (AB 1913) and provides counties with a funding source for local programs and services to help assist with reducing crime and delinquency. The JJCPA is overseen by the Board of State and Community Corrections (BSCC). The JJCPA mandates a local Juvenile Justice Coordinating Council (JJCC) whose multi-agency membership collaborates with developing programs to meet identified needs and prioritizes use of funding sources. In addition, Welfare & Institutions Code Section(s) 1990-1995 establishes the Juvenile Justice Realignment Block Grant program for the purpose of providing county-based care, custody, and supervision of youth who are realigned from the state Division of Juvenile Justice or who would otherwise be eligible for commitment to the Division of Juvenile Justice prior to its closure.

To be eligible for funding allocations associated with this grant program, counties shall create a Comprehensive Multi-Agency Juvenile Justice Plan (CMJJP) that is revised annually and submitted to the BSCC. The CMJJP identifies current local services and programs available to youth, current youth issues and barriers, and develops a plan describing the facilities, local programs and services, placements, supervision and reentry strategies that are needed to provide appropriate rehabilitative services for realigned youth.

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

Anticipated Funding for Glenn County

Based on the current funding allocation in SB 823, at full implementation Glenn County will receive \$250,000 of the \$208.8 million total statewide funding each year.

Perspective from a Former Youth Offender (summarized)

“I believe that being a troubled teenager starts with problems at home. Now that I am an adult, I am able to reflect back onto what caused me to act out as a teenager. There are many positives to probation as well as negatives.

Positive: What helped was that probation officers became my friends rather than someone who just arrested me and locked me up. Juvenile drug court cheered every single one of my achievements; that was something that was never happening at home. NA meeting between teens is good. It nice to talk to others going through the same thing; having someone to talk to and build trust; Finding out the root of the problem. Once you know the problem, trying to help the problem would be beneficial.

Negative: Juveniles should not be able to go to adult NA meetings. It sometimes opens the door to more opportunities and are not always good ones. Probation coming in homes and looking through the whole house would upset parents and make it more negative after probation leaves. Leaving juveniles in Juvenile hall for long periods of time can be traumatizing. Being a bad, tough person is not always a good method when you are talking to a troubled teenager who has a problem with authority. It would help if Probation Officers did not come off so tuff [*sic*] when first meeting the juvenile. If a troubled teen is already having problems listening to adults, then it will not be easy that they listen to an officer.

Tara, there are many good benefits to being on probation. But, when I put myself back in my teenage years, it was very difficult to understand that you were just helping me. Once I realized that the road I was headed was not where I wanted to be, I knew I had to change. I also knew that you were there to help me change. I hope that this helps and that many other teenagers learn before they become adults.”

Part 1: Subcommittee Composition

**List the subcommittee members, agency affiliation where applicable, and contact information:
(WIC 1995 (b))**

Agency	Name & Title of Member
Chief Probation Officer (Chair)	Brandon Thompson, Chief Probation Officer
District Attorney’s Office Representative	Ruby Neumann, Assistant District Attorney
Public Defender’s Office Representative	Geoff Dulebohn, Attorney
Department of Social Services Representative	Bill Wathen, Social Services Director
Department of Mental Health Representative	Eloise Jones, Behavioral Health Program Manager
Office of Education Representative	Leilani Miller, Transition Age Youth Specialist
Court Representative	Judge Ekland, Glenn County Superior Court
Community Member	Sylvia Hoenike
Community Member	Adrienne Haylor
Community Member	Joe Hejl, Boys & Girls Club
Additional Participants	
Glenn County Probation Department	Rick Beatty, Deputy Chief Probation Officer
Glenn County Probation Department	Michelle Knight, Probation Program Manager
Glenn County Probation Department	Tara Flewelling, Deputy Probation Officer IV

Part 2: Target Population

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

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

Regardless of the route a youth becomes involved the criminal justice system, Glenn County has been devoted to finding the best methods to support rehabilitation and growth for the youth in our community. Such care and positive change cannot be sustained by incarceration alone. Evidence-based treatment plans, along with trauma informed care is the current method to providing a positive future.

Beginning in 2021, and each year thereafter, the JJCC Subcommittee will collect information as to which youth in Glenn County are assigned to the realignment program. To avoid disproportionality, additional data will be collected to ensure a balanced and fair approach is available to all youth regardless of their gender, race, ethnicity, age or other status.

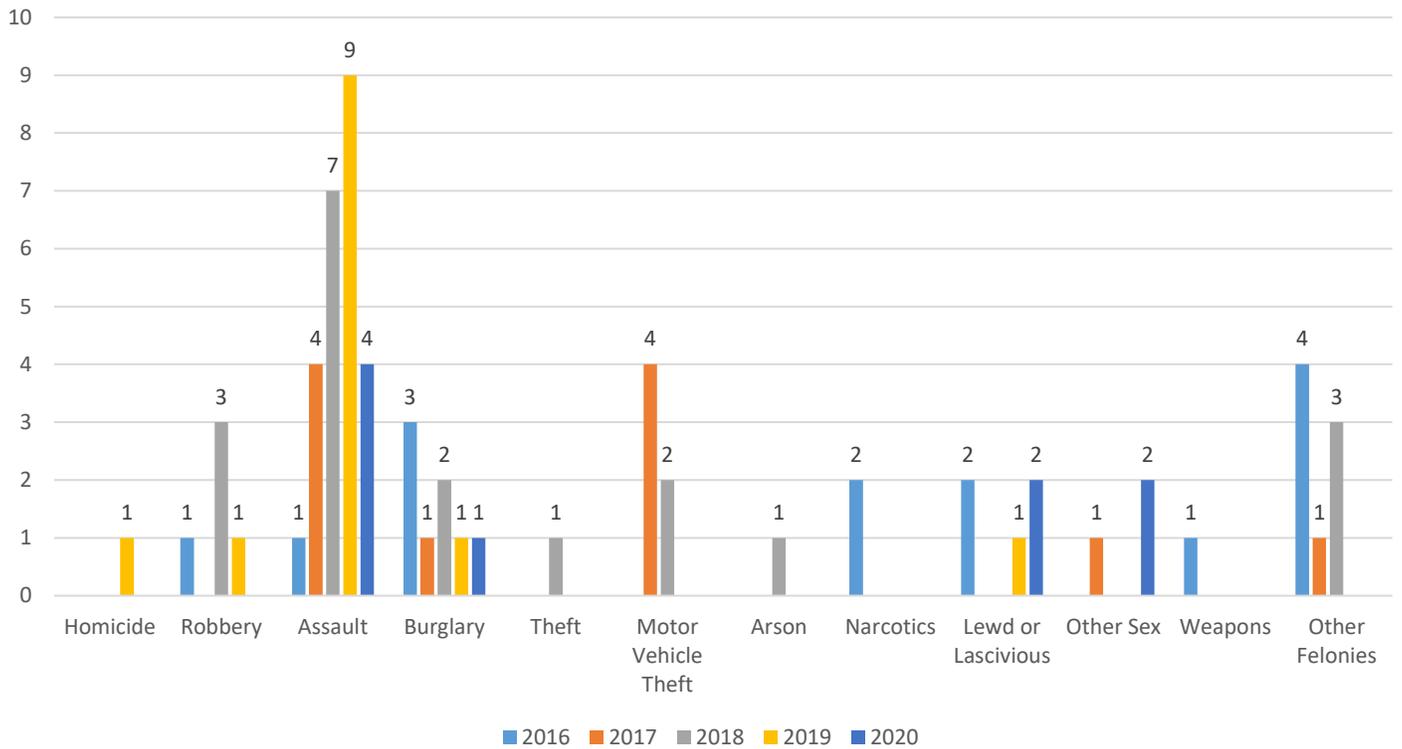
Since Glenn County does not have a local detention center to house this population of youth, we will need to rely on one or more contracts with facilities to accommodate this realigned population.

Demographics of identified target population, including anticipated numbers of youth served, disaggregated by factors including age, gender, race or ethnicity, and offense/offense history: (WIC 1995 (C)(1))

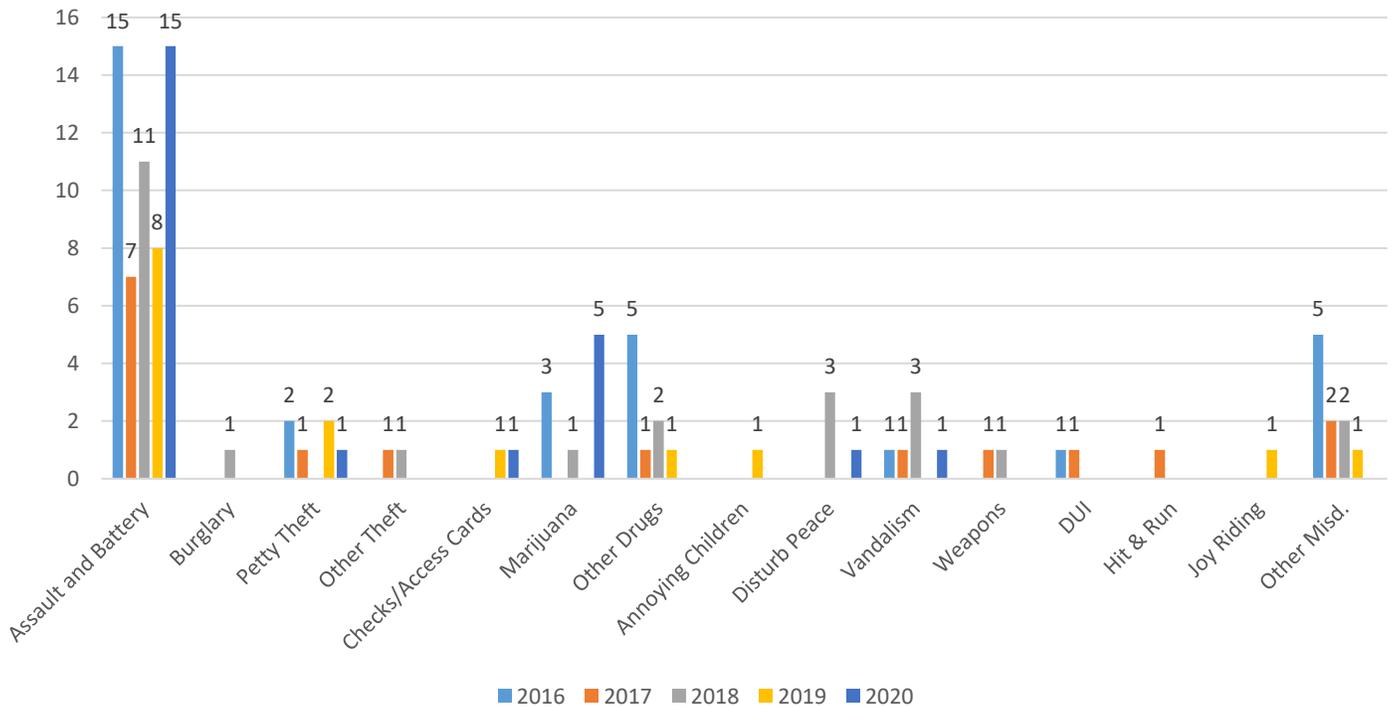
Glenn County Probation Department place youth in a regional detention facility hub provided by Tehama County Probation Department for six northern counties, with a capacity for approximately 42 youth and is anticipating serving youth 14 to 18, and up to age 20 depending on the length of the disposition ordered by the Juvenile Court. Historically, zero (0) youth from Glenn County have been sentenced to DJJ in the past 10 years, and the same low numbers apply to our neighboring counties, therefore, it is anticipated the number of commitments will remain low.

Demographics for youth from Glenn County as of December 31, 2020 are as follow:

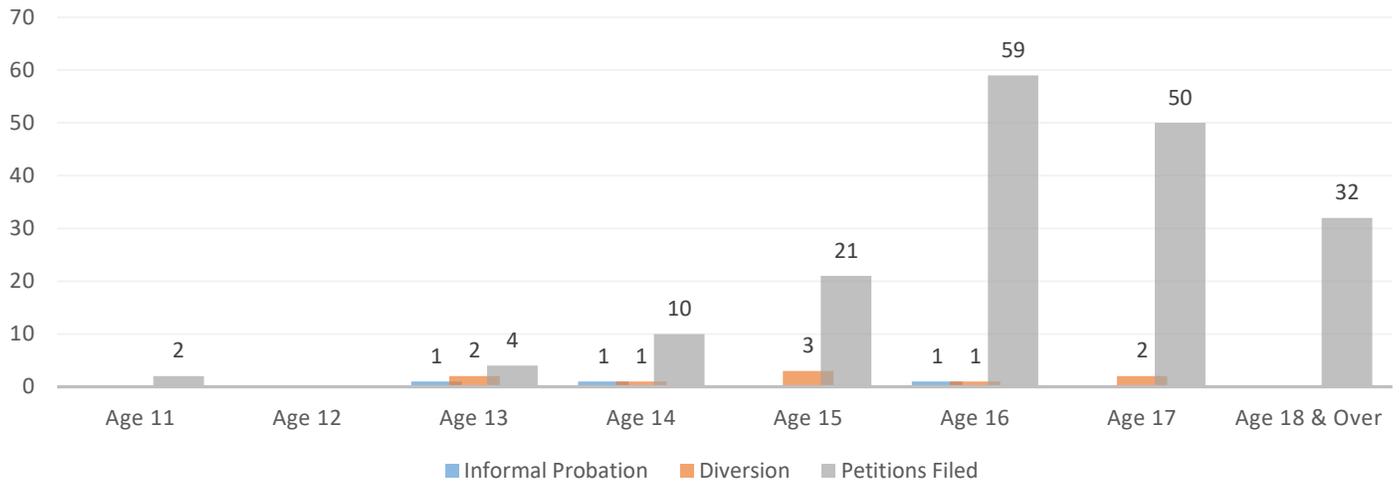
Juvenile Adjudications "Felonies" 2016 - 2020



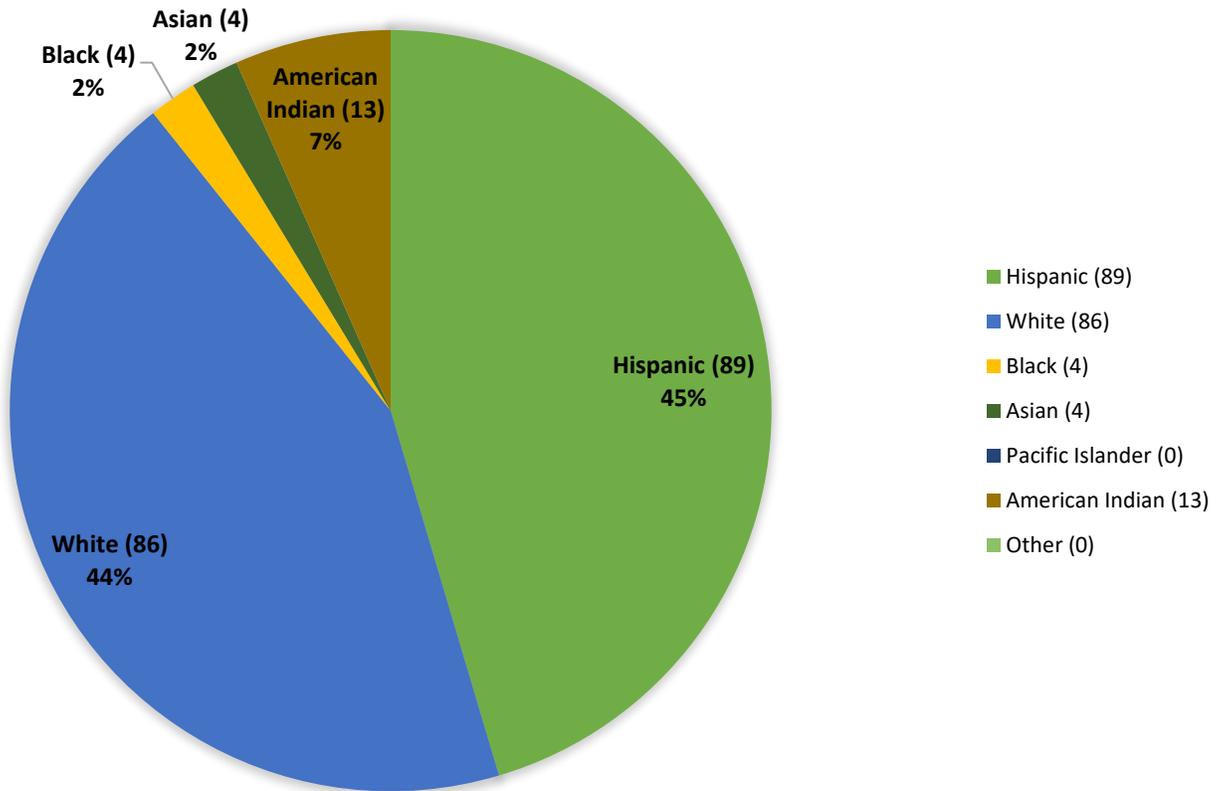
Juvenile Adjudications "Misdemeanors" 2016 - 2020



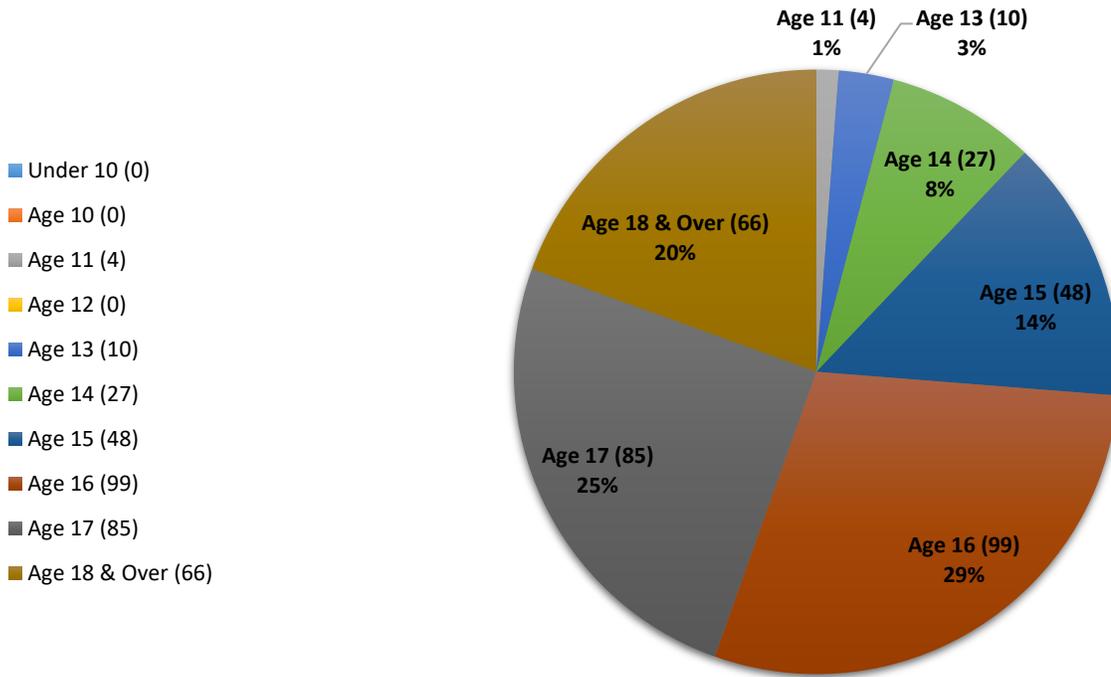
Probation Department Juvenile Disposition 2016-2020



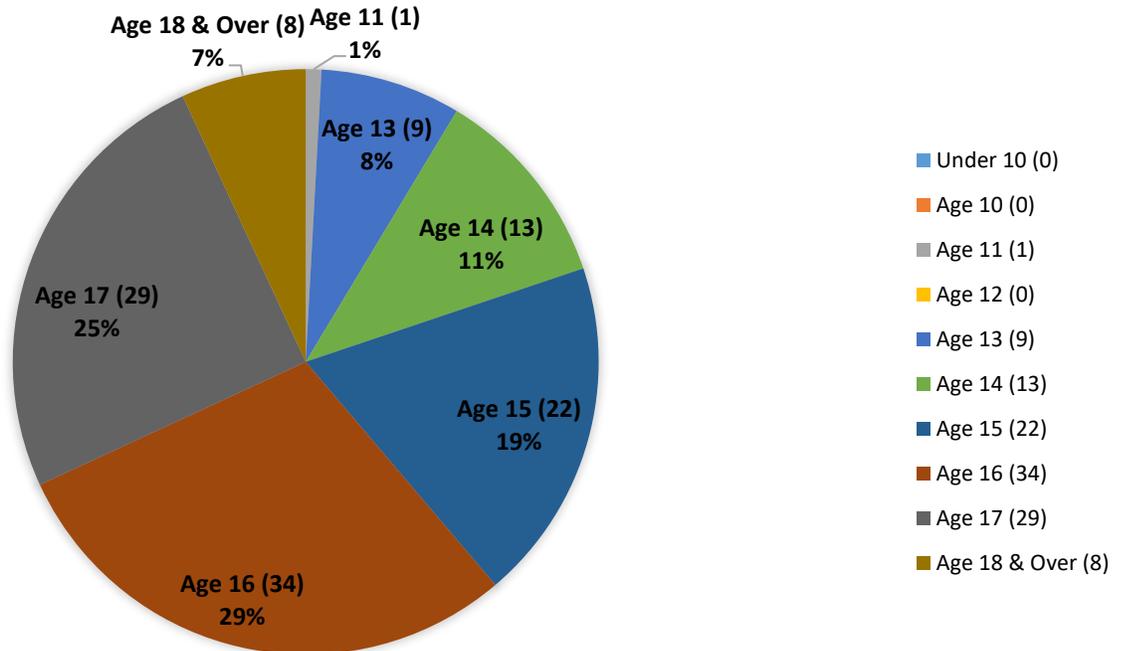
REFERRAL FOR JUVENILE OFFENDERS BY "ETHNICITY" 2016 - 2020



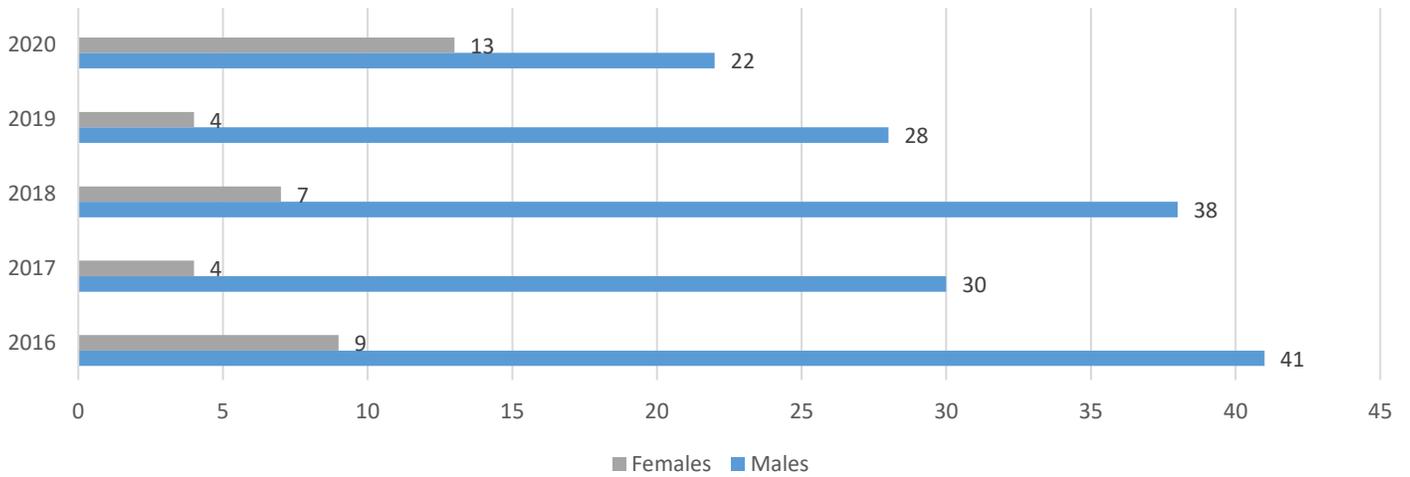
Juvenile Offenders by Age "Felony Offenses" 2016 - 2020



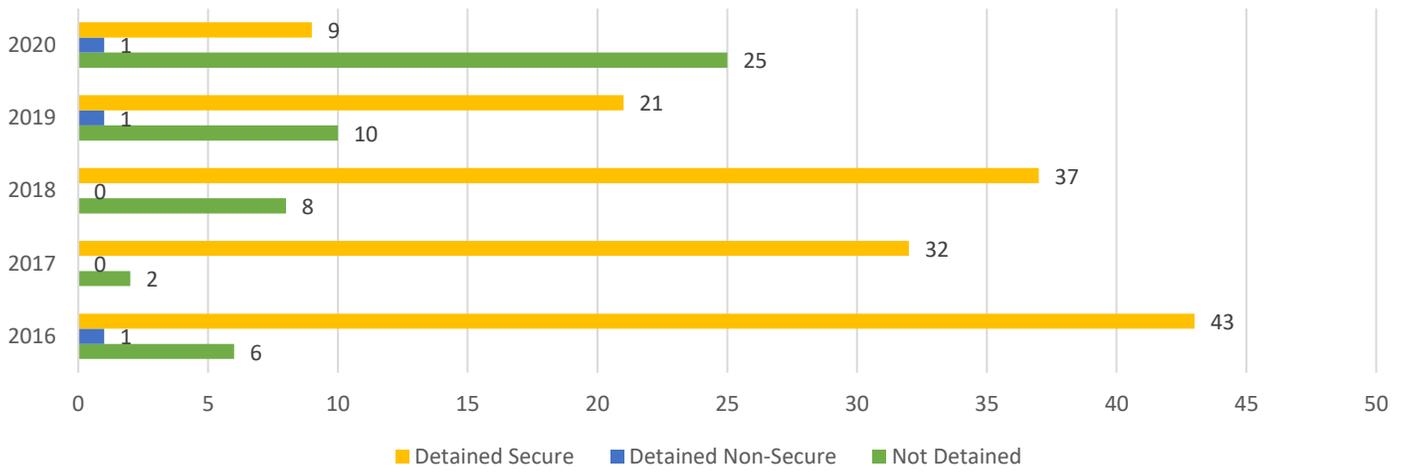
JUVENILE OFFENDERS BY AGE "MISDEMEANOR OFFENSES" 2016 - 2020



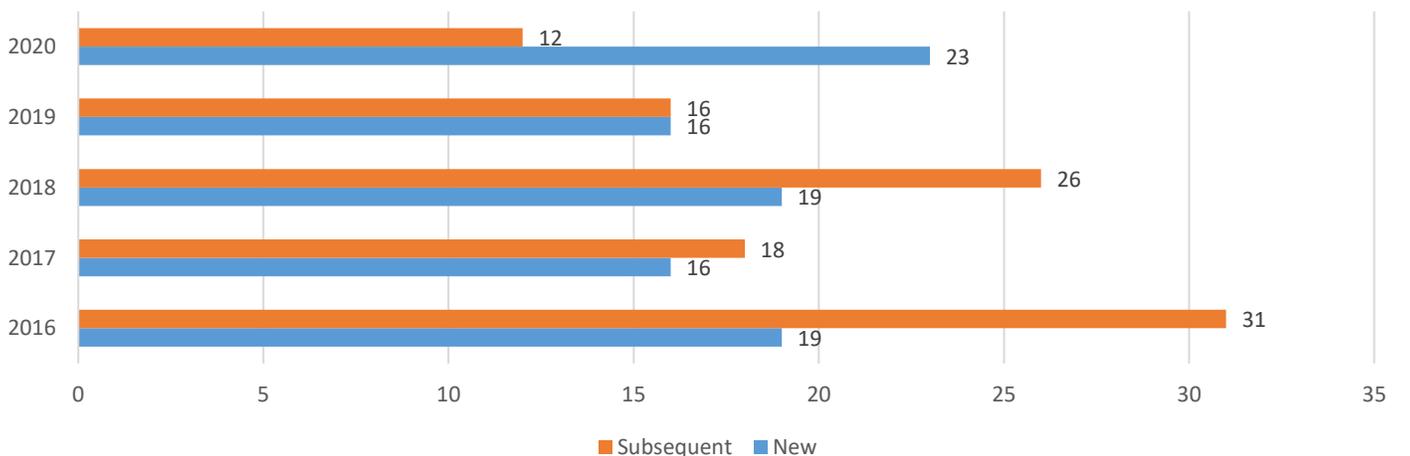
Referrals of Juveniles for Delinquent Acts by "Gender" 2016 - 2020



Referrals Resulting in "Non-Detainment or Detainment" 2016 - 2020



Referral Types "New or Subsequent" 2016 - 2020



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

Lower level interventions provided by the Probation Department are available to youth prior to a long-term commitment becoming necessary. However, there are times that the serious nature of the adjudicated offense (s) and consideration for public safety will eliminate the opportunity for youth to access lower level options. Probation Officers meet with the youth and parents and if the offense(s) is substantiated, services are provided with probation oversight and support until complete. A brief description of the Probation Department's continuum of care is described below:

Out of Custody referrals for Youth not on Probation Status

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

Evidence-Based Screening for Felony and Misdemeanor Referrals

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

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

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

Lower-Level Interventions for Youth on Probation Status

Once youth have been adjudged Wards of the Juvenile Court, lower-level interventions may be appropriate for redirection prior to consideration for a commitment to a local custodial program. These options include, but are not limited to: Drug and Alcohol Counseling, Smoking Cessation Program, Mental Health Counseling, Transitional Living Services/Independent Living, Strengthening Families Program, Forward Thinking Journaling Program, Juvenile Drug Court, Far Northern Regional Center, Community Service Program, Theft Prevention Counseling, Anger Management Counseling, and other counseling services as determined. "Wrap around" services are available. These interventions are typically ordered by the Juvenile Court in conjunction with terms of probation-based supervision of youth while they live at home in the community. Out-of-Home placement is an option of last resort for youth whose parent/guardian are unable to properly provide care or where the home is unsafe or unsuitable.

In-Custody Dispositional Options for Intervention

Youth determined to need in-custody treatment can be committed by the Juvenile Court to custodial commitment programs. These youth are composed primarily of those who, because of their level of delinquent behavior and risk to reoffend, require in-custody service provision and supervision. Upon release, most youth return to the community under Probation Department supervision. The programs offered for youth in custody are as follows:

- Juvenile Hall – Glenn County utilizes the Tehama County Juvenile Detention Facility, which is a secure detention facility for youth who fall under the jurisdiction of the Juvenile Court. Youth detained at Juvenile Hall are alleged to have committed a law violation and are detained for the protection of themselves and/or the community or are serving a Juvenile Court ordered commitment. The Juvenile Hall program is structured to provide individual and group activities, behavioral treatment, and a school program. All youth booked into Juvenile Hall are screened for risk factors, suicidal/self-harming ideation, sexual abuse through the Prison Rape Elimination Act (PREA) questionnaire, and a general health assessment is made.
- Changing ARMOR – Located within the Tehama County Juvenile Detention Facility is the Changing ARMOR Program. This is an in-custody 180/120 day program for youth between the ages of 16-20, utilizing a five phase, points-based program that focuses on (A)ttitude, (R)esponsibility, (M)otivation, (O)utlook, and (R)espect. The primary objectives of the program are community protection and redirection of delinquent behaviors. Changing ARMOR is a behavior modification program supported by evidence-based programming designed to match a youth's strengths and needs in order to assist them in taking responsibility for their actions and develop new life and coping skills. In order to participate in the program all youth must first be deemed a suitable candidate by their probation officer and court ordered by their County Judge to the 180 day maximum confinement.

Part 3: Programs and Services

Provide a description of the facilities, programs, placements, services and service providers, supervision, and other responses that will be provided to the target population: (WIC 1995 (c)(2))

Facility

Glenn County closed its juvenile hall in 2017 and currently contracts with Tehama County to house detained youth. If it is determined that a youth requires out of home placement, a risk/needs assessment will be conducted to target the needs of that youth and a plan centered around those needs, as reviewed and designed by a multi-disciplinary team, will be developed with services, providers, supervision, and community responses identified.

The Tehama County Detention Facility is a secure residential institution with an operational capacity of 42 beds. The facility plant is divided into three pods with 14 individual single occupancy rooms with a dayroom for structured activities and classroom in each pod. One pod will be designated for this realignment population. The facility also includes an intake unit with 4 additional single room cells with negative air flow to be used for any communicable disease isolation, an additional room which is used for mental health counseling, and a family visitation area. The physical plant includes a full kitchen, an elevated control tower with window views into all 3 pods and intake, and a fenced in recreation area.

Youth Supervision

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

Re-Entry Program

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

Medical Services

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

Behavioral Health Services

Tehama County Behavioral Health Services will be the primary provider of behavioral health services on-site. They provide mental health counseling and drug and alcohol evidence-based treatment services and programs. Local Behavioral Health Treatment providers also provide services to detained youth on a case by case basis.

Educational Programs

Tehama Oaks Court School - Tehama County Department of Education operates the Tehama Oaks Court School. The school consists of a school office and two classrooms in separate pods. The courses offered include English Language Arts, Mathematics, Science, Social Studies, History, and Art. Students also have access to apply for FAFSA (Free Application for Federal Student Aid) and college registration. They provide diplomas and/or certificates for their graduating students.

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

Job Skills - Also being offered is an on-site wood shop and welding program where students will benefit from learning real world job skills in the woodworking and welding trade as well as create pieces of art.

Makers Space - Makers Spaces are commonly associated as community centers with tools. They combine manufacturing equipment, electronics, art, video production, and education for the purpose of enabling community members to design, prototype and create works. To define our Makers Space by its purpose and simplest forms, it is a place where young people have an opportunity to explore their own interest, learn to use tools and materials, both physical and virtual, and develop creative projects.

Culinary/Food Handlers Certificate - Youth are able to attain their culinary and food handlers certificate and gain experience working in the juvenile detention facility kitchen learning how to prepare nutritious meals, in a safe and secure environment.

Volunteer Services

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

Other Unidentified Contracted Specialized Programs and Services

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

Part 4: Juvenile Justice Realignment Block Grant Funds

Describe how the County plans to apply grant funds to address the mental health, sex offender treatment, or related behavioral or trauma-based needs of the target population: (WIC 1995 (3)(a))

The goal of the services offered will be to assist youth so they may live productive, healthier lives, along with the stabilization of mental health needs. It integrates evidence-based approaches with best practices within the field to serve the needs of youth and their families. The program will incorporate EBP assessment, treatment planning, case management, individual and group counseling, and intensive family services. The selected services will target behavioral health and substance abuse issues, decreasing risks of recidivism, along with addressing behavioral, social, and cognitive issues, and introducing new life-skills.

Programs While in Custody:

- Seeking Safety - This manual presents the first empirically studied, integrative treatment approach developed specifically for co-occurring PTSD and substance abuse. For persons with this prevalent and difficult-to-treat dual diagnosis, the most urgent clinical need is to establish safety to work toward discounting substance use, letting go of dangerous relationships, and gaining control over such extreme symptoms as dissociated and self-harm.

- Aggression Replacement Training (ART) (10 weeks, 30 sessions) - ART is made up of three components including Skill Streaming, Anger Control Training, and Moral Reasoning. ART groups targets emotions, behaviors, and cognitions that contribute to the complex character of aggression. In Skill Streaming, the youth will learn social skills so that they can communicate with people more effectively. In Anger Control Training, the youth will learn about anger and how to manage it effectively. In Moral Reasoning Training, the youth will learn how to make more decisions that are appropriate.
- Thinking for a Change (T4C) (8 weeks, 25 sessions) - Focuses on problem solving, social skills, and cognitive restructuring. The youth will learn social skills such as active listening, giving feedback and responding to anger. The youth will also learn how thinking impacts behavior. The last six sessions focus on problem solving and addresses goal setting, choices, and consequences.
- Moral Reconciliation Therapy (MRT) - A systematic treatment strategy that seeks to decrease recidivism among juvenile and adult criminal offenders by increasing moral reasoning. Its cognitive-behavioral approach combines elements from a variety of psychological traditions to progressively address ego, social, moral, and positive behavioral growth. MRT takes the form of group and individual counseling using structured group exercises and prescribed homework assignments. The MRT workbook is structured around 16 objectively defined steps (units) focusing on seven basic treatment issues: confrontation of beliefs, attitudes, and behaviors; assessment of current relationships; reinforcement of positive behavior and habits; positive identity formation; enhancement of self-concept; decrease in hedonism and development of frustration tolerance; and development of higher stages of moral reasoning. Participants meet in groups twice weekly and can complete all steps of the MRT program in a minimum of 3 to 6 months.
- Power Source - The Power Source curriculum by Bethany Casarjian, Ph.D., and Robin Casarjian, M.A. is a proven, evidence-based Social Emotional Learning (SEL) program for high-risk youth. Power Source equips adolescents with the social and emotional regulation skills they need to build healthy relationships, break intergenerational cycles of violence, addiction and other high-risk behaviors, and be successful in the workforce. This unique and transformative program is both preventative and rehabilitative. Power Source guides highly at-risk adolescents and young adults in discovering their own resilience, while building the skills associated with healthy social and emotional development.

Programs For Youth Who Are Out of Custody:

Through case management, probation officers will make referrals to provide linkage to axillary services such as:

- Glenn County Health and Human Services (HHS)
 - Mental Health Care Individual and/or Group Counseling
 - Substance Use Disorder Services (SUDS)
 - Public Health
 - Child and Family Teams (CFT)
 - SYSTEM-wide Mental Health Assessment and Response Treatment Team (SMART)

- Northern Valley Indian Health
 - Mental Health Care Individual and/or Group Counseling
 - Medical Care

- Forward Thinking - The Forward Thinking Journal Series is a cognitive-behavioral series that uses evidence-based strategies to assist youth involved in the criminal justice system in making positive changes to their thoughts, feelings and behaviors. Applying the information presented in the Interactive Journals to their own lives helps participants achieve their goals for responsible living.

The Forward Thinking Interactive Journaling® Series was developed in collaboration with the California Department of Corrections and Rehabilitation, Division of Juvenile Justice's Interactive Journaling® Charter. Through the journaling program, youth focus on the following areas:

- What got me here?
- Individual Change Plan
- Responsible Behavior
- Handling Difficult Feelings
- Relationships & Communication
- Victim Awareness
- Re-entry Planning
- Substance Using Behavior
- Family

- Helping Advocating Better Incentives Toward Success (HABITS) - The HABITS Program is designed to utilize economic motivation to incentivize the practice of behaviors that can result in rehabilitative change utilizing evidence-based practices. In doing so, youth serving out longer term commitments will develop pro-social behaviors. Many behaviors, no matter how outwardly maladaptive appearing are rooted in a need. The need serves as the motivation behind the behavior, especially in youth who have experienced significant trauma, and enter the juvenile justice system with a variety of needs that underpin their choices. The HABITS Program is based on changing those needs and motivations in an attempt to rehabilitate those youth into law abiding, productive citizens.

Contracted Specialized Services for Youth

- Sex Offender Services - Probation contracts for specialized counseling services for sex offenders. It is also possible certain sex offenders will require a level of treatment necessitating a regional contract with another County who could provide group-based services with like offenders. Certain youth, depending on their circumstances or specialized needs, may benefit from a non-local custodial placement.

- Domestic Violence Treatment Counseling - Probation contracts for specialized counseling services for domestic violence offenders.

Trauma Informed Care Based Approach

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

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

Glenn County is focused on prevention care for youth and a highly individualized approach to maintaining youth in the community. Some programs include Children's System of Care, Child and Family Team Meetings, and identified specialized providers. Some of the specific evidence-based, pro-social, and best-practice programs related to this area are more fully described in other sections of this plan. In addition to those, other services directed at health adolescent development will include volunteer-based, educational, recreational, redirection and vocational based programs and supports.

Youth will have access to a variety of programs and services designed to promote healthy adolescent behavior. Through case management, probation officers will make referrals to provide linkage to axillary services such as:

- Health and Human Services (HHS)
- Mental Health Counseling
- Substance Use Disorder Services (SUDS)
- Transition Age Youth Center (TAY)
- Harmony House (Drop In Center)
- Public Health Services (HHS)
- Immunization, Tobacco Education, Women, Infant & Children (WIC),
- Testing: Pregnancy, Flu, TB, Communicable Disease & Education,
- Family Planning, Well Child Checkups, Oral Health, and Pediatric Medical Care
- Northern Valley Indian Health
- Mental Health Care Individual and/or Group Counseling
- Dental Care
- Medical Care
- Prenatal Care
- Children's Health Center & Immunizations
- Glenn County Office of Education (GCOE)
- Friday Night Live

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

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

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

Family Engagement While in Custody:

Visitation

Regular visiting will be accessible to parents or legal guardians to continue and further develop family ties. Visiting will be accessible at the facility, either in person or remotely via phone call or ZOOM conference. Consideration will be given to expand visiting options to include additional family members, such as siblings, grandparents, spiritual advisors, and mentors. For youth who are parents, opportunities will be available for child visits as well. Youth will have on-site visits with their children and typically their parent/guardian. Additional child visits may include both the youth and the other parent to allow for family unity, however, suitability for this will be assessed on a case-by-case basis.

Special Events and Engagements

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

Family Engagement While out of Custody:

Probation Officers participate in the following meetings/programs with youth and their families to encourage and support family engagement and youth success:

- Individualized Education Plan (IEP)
- School Attendance Review Board (SARB)
- Child and Family Teams (CFT)
- System-wide Mental Health Assessment and Response Treatment Team (SMART)
- Youth and Family Meetings with the assigned Probation Officer

Through case management, probation officers will make referrals to provide linkage to axillary services such as:

- Health and Human Services (HHS)A
 - Pregnant and Parenting Teen (Public Health)
 - Strengthening Families (Behavioral Health)
 - First Five of Glenn County
- Glenn County Office of Education
 - Nurturing Parents (GCOE)

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

Re-entry Supports

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

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

Re-Entry Coordinator

The case manager assigned to the Juvenile Detention Facility (JDF) will directly coordinate all details of youth being released from commitments to address both custody and community needs upon release, coordinate services with all partnering agencies, oversee pre-release meetings, act as the facility liaison for assigned Probation Officers, facilitate connections with outside entities (Social Security Office, DMV for ID or CDL, birth certificates, Medi-Cal, etc.) and maintain a presence in the facility to build rapport with youth and determine any special interest or skills to be further encouraged through community referrals.

Vocational Training While in Custody

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

- ServSafe – Youth earn a certificate by completing tasks designed to mimic the restaurant industry. An online test must be passed to receive the certificate which is good for 2 years. The certificate will give the youth the ability to step into a job in the restaurant industry upon release.

- Wood Shop / Welding Program – An on-site program where youth will benefit from learning real world job skills in woodworking and the welding trade. They get hands-on experience from a former longtime local woodshop business owner with many years of experience in the field.
- General Maintenance/Landscaping/Gardening – Youth will have the opportunity to work in the year-round community garden which is connected to the Juvenile Detention Facility as well as gain firsthand experience doing landscaping projects in the community under the guidance of our counselors at the Day Reporting Center.

Ongoing Educational Opportunities and Support While in Custody

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

STEP-UP is one such program where students who are high school graduates will have access to the Shasta Technical Education Program-United Partnership (STEP-UP) which is a partnership program through Shasta College.

Pre-Release Meetings

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

Through case management, probation officers will make referrals to provide linkage to axillary services such as:

- Health and Human Services (HHS)
 - Job Readiness & Employment Services
 - STEP Program
 - Housing & Energy Assistance
 - Glenn Ride
 - Behavioral Health Services
 - Drug and Alcohol Use Program
- Glenn County Superior Court
 - Self – Help Legal Program
 - Legal Services of Northern California
- Local School Districts and Colleges

- Glenn County Office of Education (GCOE)
 - Child Care Resource, Referral and Payment Program
 - Educational Services
 - General Education Degree (GED) Testing
 - Success One Charter School
 - Medical Assistance Program
 - Printing & Graphics Program
 - Forklift Driver Program
 - Audio Engineering Program
 - Computer Literacy Program
 - Printing and Graphics Program
 - English as a Second Language

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

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

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

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

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

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

Culturally Responsive Services

Glenn County Juvenile Probation Officers and Tehama County Juvenile Correction Officers in the facility will continue to receive ongoing annual training on topics that include youth development and culturally responsive approaches to youth interaction.

Upon the filing of a juvenile delinquency petition, the probation officer makes an inquiry, usually through the youth's parent/guardian, asking if the youth has any Indian ancestry. If it appears the youth is, or might be eligible to be a tribal member, the probation officer contacts the tribe(s) through their designated Indian Child Welfare Act designee, and the tribe is subsequently noticed of all juvenile court proceedings and invited to participate in case planning and decision making, including participating in Child and Family Teaming.

Trauma Informed Care Based Approach

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

Crisis Intervention Training (CIT): This course provides an overview on how to work proactively to increase pro-social behavior, teach skills, and positively change behavior. Specific behavioral interventions and corrective teaching are covered for common mental health diagnoses seen in this setting. Adverse Childhood Experiences (ACEs) are reviewed with examples of triggers and fight/flight responses.

Children's System of Care: HHS's Children's System of Care is an integrated team of partner agencies comprised of Child Welfare, Probation, Mental Health, Alcohol and Drug Services, Public Health, and Education Partners offering comprehensive services to meet the special needs of youth who may be at risk, and their families. The program takes a team-based approach, and encourages family involvement. Collaboration and integration, culturally respectful, individualized, strength-based and outcome based components are key to success.

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

A collaborative effort will be needed to successfully realign the DJJ population. While the Probation Department will have primary responsibilities for security, services and treatment, numerous other partners will be significantly involved. Glenn County Office of Education, local school districts, Tehama County Department of Education and local Community Colleges will play a vital part in education services. Tehama County Public Health will provide health care services while youth remain in custody. Other important partners will be Glenn and Tehama County Behavioral Health Services and various other volunteer groups and non-profits.

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

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

Probation will maintain a current resource list of community-based service providers. Upon release, the youth and family will know what services are available to them within the community. The resource list will include agencies who provide support, services, and opportunities in the following areas:

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

Boys & Girls Clubs of the North Valley (BGCNV)

The Boys & Girls Clubs of the North Valley (BGCNV) was formed in 1995 to provide comprehensive youth development services, activities and programs for youth ages 5-18, in Butte and Glenn Counties. They are governed by a local volunteer board and staffed with over 75 youth development professionals. Their mission is to inspire and enable all youth to reach their full potential as responsible, caring and productive citizens. The BGCNV offers tested, proven, and nationally recognized programs within five core areas: Character & Leadership, Academic & Career Development, Health & Life Skills, the Arts, and Sports, Fitness & Recreation. Each year, the BGCNV provides direct services to more than 2,000 youth of Butte and Glenn Counties. The BGCNV offers wrap-around services to youth and their families, fosters positive friendships and adult relationships, and provides a safe place for children to go every day after school and throughout the summer.

Their commitment to youth is in finding ways to engage, encourage and have fun while participating in the Club. Simply put the Boys and Girls Clubs:

1. Are a consistent space that provides the social, emotional, and physical safety that every child needs to learn and grow.
2. Have diverse programs and activities designed to expose young people to a variety of enriching experiences and skill-building opportunities.
3. Foster hope through youth development strategy to create a sense of belonging, usefulness, competence and influence.

The BGCNV has been at the forefront of after school and summer services for the past 25 years in Butte County. In 2016 they established the Boys and Girls Club site located at Hamilton Elementary School. Annually, the Hamilton City Club site serves approximately 200 students aged 4-14 and their families with year-round care, wrap around services, and case management support. There is a current feasibility study being conducting to see about the need and possible expansion of Boys & Girls Clubs services in additional communities within Glenn County.

Part 5: Facility Plan

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

Long-Term Commitment Services

Long-term commitment services, including specialized treatment services, are currently being developed by other counties. After the programs are established, Glenn County will then assess the needs of the youth and the available commitment services, including specialized treatment services, to determine what type of programming is available to best meet the needs of the youth.

Short Term Commitment Services - Facility

Glenn County is currently utilizing the Tehama County Juvenile Detention Facility to house youth. The detention facility is a secure residential institution with an operational capacity of 42 beds. The facility plant is divided into three pods with 14 individual single occupancy rooms with a dayroom for structured activities and classroom in each pod. One pod will be designated for this realignment population. The facility also includes an intake unit with 4 additional single room cells with negative air flow to be used for any communicable disease isolation, an additional room which is used for mental health counseling, and a family visitation area. The physical plant includes a full kitchen, an elevated control tower with window views into all 3 pods and intake, and a fenced in recreation area.

Facility Upgrade Considerations

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

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

Staffing

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

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

Additional Safety Measures and Protections:

- **Prison Rape Elimination Act –** Youth will have access to the Prison Rape Elimination Act (PREA) hotline. The Juvenile Detention Facility (JDF) has a policy in place to investigate all sexually based accusations or complaints as serious, truthful, and time sensitive. PREA Investigators include supervisory staff or the Deputy Chief Probation Officer. At any time during an investigation, outside law enforcement agencies may be called to conduct a criminal investigation. Victim's Advocates will be available should they need to be utilized in any case. All information is considered confidential.
- **Special Education –** In cooperation with the Tehama County Department of Education, youth will have access to continued education and services. Individual Education Plans (IEP) and Education Related Mental Health Services (ERMHS) are available for those youth who qualify. The school will also work in cooperation with behavioral health providers, medical staff, and Probation to individualize each youth's program to meet their specific needs.

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

Part 6: Retaining Target Population in the Juvenile Justice System

Describe how the plan will incentivize or facilitate the retention of realigned youth within the jurisdiction and rehabilitative foundation of the juvenile justice system in lieu of transfers of realigned youth into the adult criminal justice system: (WIC 1995 (5))

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

Each individual case is assessed and evaluated before court recommendations are made to ensure the best practices and services are directed to each youth. Probation utilizes the PACT risk/needs assessment tool and case plan to assess level of risk to reoffend, and identify criminogenic needs. This allows incorporation of goals related to youths’ court orders into their program to ensure youth are on track to meet achievable goals. When considering court recommendations on those cases, the underlying principle applied to the court process will be that whenever possible and appropriate youths’ cases should remain in the Juvenile Justice System.

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

The HABITS Program is designed to utilize economic motivation to incentivize the practice of behaviors that can result in rehabilitative change utilizing evidence-based practices. In doing so, youth serving out longer term commitments will develop pro-social behaviors. Many behaviors, no matter how outwardly maladaptive appearing are rooted in a need. The need serves as the motivation behind the behavior, especially in youth who have experienced significant trauma, enter the juvenile justice system with a variety of needs that underpin their choices. The HABITS Program is based on changing those needs and motivations in an attempt to rehabilitate those youth into law abiding, productive citizens.

Part 7: Regional Effort

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

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

Possible Regionally Contracted Specialize Services for Youth

Sex Offender Services: Probation will be seeking to contract locally for specialized services for sex offenders. It is also possible certain sex offenders will require a level of treatment necessitating a regional contract with another county who could provide group-based services with like offenders. Certain youth, depending on their circumstances or specialized needs, may benefit from non-local custodial placement. With the low numbers of sex offenders from Glenn County, it is possible for it to be in the best interest of the youth to get services from another County capable of serving more youth with similar needs, allowing for the group counseling dynamics needed in sex offender treatment.

High Risk Violent Criminal Behavior: Probation will be seeking to contract locally for specialized services for high risk violent offenders who have been adjudicated for crimes such as murder which may require a level of treatment necessitating a regional contract with another county who could provide group-based services with like offenders. With the low numbers of murderers from Glenn County, it is possible for it to be in the best interest of the youth to get services from another county capable of serving more youth with similar needs, allowing for the group counseling dynamics needed.

Part 8: Data

Describe how data will be collected and outcome measures for youth served to determine the results of the programs and interventions supported by block grant funds: (WIC 1995 (7))

Beginning in 2021, and each year thereafter, the Juvenile Justice Coordinating Council Subcommittee will collect information as to which youth in Glenn County are committed to the DJJ Justice Program. To avoid disproportionality, additional data will be collected to ensure a balanced and fair approach is available to all youth regardless of their gender, race, ethnicity, age, or status. Reports will be developed and analyzed by the Probation management team, and will be shared with the Subcommittee.

Tehama County Probation Department's Juvenile Hall:

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

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

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

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

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

Measuring the success of those committed to the DJJ realignment program will be a significant indicator of how these youth will adjust once released back into the community. Attainable and measurable goals tied to the case plans and court orders will be set through the course of their program to gauge case plan goal completion, progress, and to adjust to individual needs during their stay. The Case Manager will establish attainable goals during assessments to focus youth on successful program completion. Examples of these goals would be high school graduation or equivalency, college course completion, vocational training certificate attainment, completion of court-ordered programs and treatment, job training program, apprenticeships, and internships.