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Part I. Service Needs, Priorities & Strategy

(Government Code Section 30061(b)(4)(A))

A. Assessment of Existing Services (Government Code Section 30061(b)(4)(A)) –

Include here an assessment of existing law enforcement, probation, education, mental health, health, social services, drug and alcohol, and youth services resources that specifically target at-risk juveniles, juvenile offenders, and their families.

In 2018, Sonoma County explored ways to assess its existing services for juveniles and their families that addressed all aspects of the Juvenile Justice Continuum. In early 2019, in partnership with the Council of State Governments (CSG), the Sonoma County Improving Outcomes for Youth (IOYouth) Initiative was undertaken. IOYouth was a data-driven project that helped states and counties align their policies, practices, and resource allocation with research proven methods. An IOYouth Task Force (Task Force) was formed and included leadership and program managers from the: Probation Department, Human Services, Health Services' Behavioral Health Division, County Administrator's Office, Sonoma County Office of Education, Santa Rosa Police Department, Offices of the District Attorney and Public Defender, Conservation Corps-North Bay, Voices Youth Center, and the Presiding Juvenile Court Judge.

Working closely with the Task Force, the CSG conducted a 10-month review to determine how well the Sonoma County juvenile justice policies and practices aligned with those shown to work in improving outcomes for youth. The culmination of that process was the Comprehensive Multiagency Juvenile Justice (CMJJ) Plan that stated seven (7) Goal Areas describing how Sonoma County's policies and programs could be enhanced. Every year, the Juvenile Justice Coordinating Council (JJCC) reviews its Goal Areas, provides Task updates and modifies language as needed. In 2023, a subcommittee was formed that examined all the ongoing tasks that determined which ones should be carry into the 2024-2025 Plan and which should be permanently closed.

To follow in the "Juvenile Justice Action Strategy" section below are the 2024 updates for the 2024-2025 Comprehensive Multiagency Juvenile Justice Plan, in all seven (7) areas: Diversion, Family Engagement & Case Planning, Probation Supervision, Detention Decision Making and Alternatives to Detention, Juvenile Equity & Training, Detention Services, Quality Assurance & Data Collection.

Describe what approach will be used to facilitate collaboration among the organizations listed above and support the integration of services.

Collaboration among the key juvenile justice organizations will be facilitated primarily by the JJCC. The Sonoma County JJCC meets quarterly and, consistent with Welfare and Institutions Code (WIC) Section 749.22, includes: Law Enforcement representatives from the Rohnert Park Department of Public Safety and Sonoma County Sherriff's Office, a designee from the Sonoma County Board of Supervisors, the Juvenile Court Presiding Judge, Attorneys from the offices of the Sonoma County Public Defender and District Attorney, Sonoma County Behavioral Health, Sonoma County Human Services-Family, Youth, and Children Division, several Community-

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based service providers, an At-Large member from the community, Sonoma County Office of Education, Sonoma County Juvenile Division Leadership and the Chief Probation Officer.

Since the completion of the IOYouth system review, JJCC participants met at quarterly intervals through 2022 and into 2023; workgroups to target specific tasks met more frequently on an as-needed basis. At the end of every calendar year, the JJCC revisits changes that have occurred in the Probation Department, County, and State; the status of ongoing Plan Goal Areas and Tasks; and how best to facilitate collaboration with the ever-changing group of stakeholders. Following the annual review of the 2022-2023 CMJJ Plan, the seven revised Goal Areas were: Diversion, Family Engagement & Case Planning, Probation Supervision, Detention Decision Making and Alternatives to Detention, Juvenile Equity and Training, Detention Services, Quality Assurance and Data Collection.

At the October 2022 meeting, the Comprehensive Multi-agency Juvenile Justice Planning Subcommittee (CMJJPS) reviewed and prioritized the Tasks targeted for continued progress or completion in 2023-2025.

While the 2023-2025 CMJJ Plan was being worked on, significant changes impacted the juvenile justice system in California, specifically Senate Bill (SB) 823 and Assembly Bill (AB) 505. The former bill, among other things, realigned youth that were, or would have been, sent to the Division of Juvenile Justice back to their home county to serve out their sentence. The latter bill includes language that provides greater safeguards for committed youth via an ombudsperson and articulates the oversight role of the Office of Youth and Community Restoration. Despite these system-wide changes, the JJCC continued to meet quarterly, integrating the Goal Area priorities into the new legislative directives where possible. In 2023, updates were reviewed and approved by the JJCC, below are the 2024 updates to the CMJJ Plan.

B. Identifying and Prioritizing Focus Areas

Identify and prioritize the neighborhoods, schools, and other areas of the county that face the most significant public safety risk from juvenile crime.

Sonoma County, like much of the nation, experienced a significant decline in delinquency referrals for several years. During the COVID-19 crisis, referral numbers were at an all-time low but emerging from the pandemic, there has been an increase in referrals. The number of referrals (excluding Probation Violations) dropped almost 50% from 2018-2021: 648, 595, 385, and 333, respectively. In 2022, the Probation Department saw an increase in that number to 457; for 2023 the number of referrals jumped to 682. Not only are the raw numbers of great concern, but the JJCC also found stark disparities in delinquency referral rates for Black and Hispanic youth, including a leap in the misdemeanor and felony referral rates for Hispanic youth in 2022 and 2023.

During 2023 the JJCC raised important concerns about the quality of race and gender data in Probation's systems. In response, Probation has begun a project to improve race and gender data collection, which will include allowing multiple selection of racial/ethnic categories and additional gender options beyond male and female. The new race and gender data collection standards will be required in Probation's new case management information systems. The

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project is currently underway but could take several years to fully implement. The data collection improvements are envisioned to better honor the identities of the youth and families served by Probation and its contractors and inform future planning processes with a better understanding of how people are faring in the Sonoma County community. The County's adoption of the Antiracist Results Based Accountability framework will also guide planning efforts to elevate the voices and experience of those experiencing inequitable outcomes in the Juvenile Justice continuum.

Data also continues to show schools as a significant source of referrals. For FY 24-25 Sonoma County's Plan will continue to focus on supporting school connection and safety, especially through its prioritized Diversion Tasks and programs such as Keeping Kids in School (KKIS). KKIS is a multi-agency partnership aimed at re-engaging the most disconnected youth to their education by providing individualized case management and schoolwide technical assistance services to increase student attendance and prevent future entry into the juvenile justice system.

C. Juvenile Justice Action Strategy

Describe your county's juvenile justice action strategy. Include an explanation of your county's continuum of responses to juvenile crime and delinquency as well as a description of the approach used to ensure a collaborative and integrated approach for implementing a system of swift, certain, and graduated responses for at-risk youth and juvenile offenders.

As described above, Sonoma County Probation's Juvenile Division underwent a comprehensive review of its programs in 2019 and 2020. The result was the ongoing work of the JJCC and its CMJJ Plan. The CMJJ Plan is organized around seven focus areas addressing the Juvenile Justice Continuum and the JJCC meets regularly to discuss ongoing progress for each area.

The full CMJJ Plan for 2020-2022 is shown directly below; the revised CMJJ Plan for 2023-2025, with updates and recommendations, is described in Section D.

Diversions (Prevention)

1. Establish formal policies around diversion eligibility criteria and the screening process and expand diversion to additional low risk youth.
 - 1.1. Create formal policies and criteria around eligibility for pre-file diversion, based primarily on PACT pre-screen risk assessment results, including youth who have prior referral histories, and do not preclude youth with non-violent felonies from being eligible for diversion if low/moderate risk.
 - 1.2. Create a structure for ongoing communication and education with stakeholders, such as law enforcement and schools, around diversion eligibility policies.
2. In lieu of, or as a precursor to, an assessment center, expand law enforcement diversion and develop multi-systems diversion partnerships.
 - 2.1. In partnership with local law enforcement agencies, establish/expand pre-arrest law enforcement diversion programs for low-risk youth/first time offenders, including an emphasis on effective diversion programs for youth of color to reduce front-end racial disparities and address current geographic equity issues.

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- 2.2. Establish formal partnership with other service systems—child welfare, behavioral health, and schools--to leverage and combine resources to divert and serve low/moderate risk youth outside of the juvenile justice system.
- 2.3. Establish a multi-systems diversion/program placement team and family/team meeting process that connects youth with complex needs to appropriate services.
3. Create a juvenile assessment center to serve as a non-secure, multi-system receiving center for youth in contact with the justice system.
 - 3.1. Create a one-stop assessment center (potentially with regional offices to alleviate geographic barriers) that serves as a central receiving location to process juvenile referrals from law enforcement—including pre-arrest—and that co-locates and provides warm handoffs between and amongst probation, behavioral health, restorative justice, service providers, and family engagement specialists.

Detention Decision Making and Alternatives to Detention (Incapacitation)

4. Revise the DRAI, create override policies, and collect, analyze, and report data on tool fidelity and overrides.
 - 4.1. Revise and validate the detention risk assessment instrument (DRAI) or adopt an already validated tool and adapt to local context and establish clear override policies.
 - 4.2. Update policies and procedures around use of the DRAI and generally restrict use of detention unless certain criteria are met: lack of community-based supervision alternatives, crisis beds, and service options; a lack of supervision in the home or community; a parent, guardian or legal custodian avoiding legal responsibility; a risk of self-harm or other behavioral health needs; technical violation unless public safety is at risk.
 - 4.3. Develop and provide training on the DRAI, new policies and protocols, and establish a quality assurance process to analyze data and produce quarterly reports on detention decisions to review alignment with the DRAI, the use of overrides, the reasons for overrides, and to identify and address equity issues. Share reports with detention staff on a consistent basis.
5. Create alternatives to secure detention to ensure that youth who are not a public safety risk are not placed in Juvenile Hall.
 - 5.1. In collaboration with the Human Services Department, develop policies that require detention staff to engage in a family-findings process and allow kinship placement for use in lieu of secure detention.
 - 5.2. Partner with HSD and other service systems/community-based organizations to expand eligibility criteria for currently available shelter beds/crisis intervention to also include youth involved in the juvenile justice system and create guidelines to support the use of these beds as an alternative to detention.

Detention Services (Intervention/Incapacitation)

6. Expand availability and accessibility of research-based services to youth in detention.
 - 6.1. Expand the availability of research-based mental health, substance use, and CBT services in detention, including through partnerships with additional community-based providers.
 - 6.2. Expand partnerships with local community-based providers with the goal of continuing their service provision in the community for youth post-release.

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Juvenile Equity and Training (Entire Juvenile Justice Continuum)

7. Provide robust, ongoing training, and engage all staff in regular conversations around equity issues.
 - 7.1. Review current training offerings for Juvenile Hall staff and ensure that the Department is offering a robust set of trainings that includes research and best practices focused on adolescent development, positive behavior change, implicit bias, and cultural competence.
 - 7.2. Incorporate considerations around equity and cultural competence into staff and supervisor meetings and trainings and include a process to regularly share and review data on equity at all points of the juvenile justice continuum.

Probation Supervision (Intervention)

8. Develop Department-wide policies to improve service matching based on youths' criminogenic and behavioral health needs.
 - 8.1. Create internal policies and protocols to improve service matching based on criminogenic and behavioral health needs, establish a related quality assurance process, and better define the role of probation officers in service matching, referrals, and communication/engagement with providers.
9. Restrict the use of secure detention for youth as a sanction, and generally, post-disposition.
 - 9.1. Restrict the use of detention as a sanction.
 - 9.2. Limit the use of detention post-disposition by establishing non-secure residential or intensive community-based behavioral health and substance use treatment alternatives, and/or by requiring a multi-disciplinary team process to explore all potential community-based/non-secure alternatives before secure placement are used.
10. Revise Juvenile supervision policies to reflect a developmentally appropriate approach and explore opportunities for system-wide change.
 - 10.1. Move toward a more developmentally appropriate model of juvenile probation focused on youth/family engagement and positive youth behavior change, including:
 - 10.1.1. Establishing policies that position probation officers as agents of behavior change, including youth and family engagement and service engagement and oversight.
 - 10.1.2. Using the graduated response matrix with fidelity to adopt graduated responses, minimize violations, and incentivize positive youth behavior.
 - 10.1.3. Exploring opportunities to streamline the number of probation officers that youth have across the system.
 - 10.1.4. Tailor conditions of probation to youths' assessed risks and criminogenic needs in conjunction with juvenile justice partners, and aligning court expectations, progress reports, and termination criteria accordingly.

Family Engagement and Case Planning (Intervention)

11. Develop and implement department-wide family engagement policies and practices.
 - 11.1. Establish policies and trainings around meaningful family engagement including participation of families in case planning and treatment team meetings, visitation policies, engagement in service provision, the creation of surveys and feedback loops, development of parent groups, etc.

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- 11.2. Begin process to create a paid position for a bilingual family advocate to assist families as they navigate the court and probation process.
- 11.3. [COMPLETED] Establish a family-team conference model to deploy at key decision and transition points along the juvenile justice continuum, including reentry from Hall/Camp/DJJ.
12. Develop a case planning process that is seamless across the juvenile justice system and involves families in a meaningful way.
 - 12.1. Create a uniform case planning template that is used throughout the duration of a youth's time in the juvenile justice system and develop policies and required timeframes for case planning and treatment team meetings that involve youth, families, probation staff, and service providers (in addition to other individuals as appropriate).

Probation Camp – [REMOVED due to Camp un-occupancy]

Quality Assurance and Data Collection (Information Sharing and Outcome Reporting)

13. Develop a continuum of effective and equitable community-based services across the county aligned with youth's most prevalent needs.
 - 13.1. Partner internally and with the Juvenile Justice Coordinating Council and Provider Council in an ongoing way to:
 - 13.1.1. Map existing services/funding streams to better leverage/use untapped community resources to enhance diversion and support services for probation youth and make this database available for officer and county stakeholder use.
 - 13.1.2. Based on results from above and IOYouth analysis, better align contracted services with youth's needs and identified service gaps, to include creation of more behavioral health treatment services, as well as addressing equity and geographic service gaps.
 - 13.1.3. Establish performance-based requirements for providers, develop an associated quality assurance, oversight, and continuous quality improvement process, deepen commitment to increasing capacity for high-quality, community-based programming, and reallocate resources to more effective programs.
14. Build internal data collection, analysis, reporting, and use capacity for system and provider performance and youth outcomes.
 - 14.1. Build internal capacity to collect, track, report, and use data to inform decisions, including:
 - 14.1.1. Identifying other system performance and positive youth outcome measures.
 - 14.1.2. Incorporating data review and use into leadership and staff meetings and cross-system discussions.
 - 14.1.3. Develop an ethnic and racial disparity report to support Objective 7.2, above.
 - 14.1.4. Establishing a standard definition of and/or multiple ways of tracking recidivism.
 - 14.1.5. Tracking recidivism into the adult system.
 - 14.1.6. Analyzing recidivism and technical violation rates by key variables.
 - 14.2. Establish shared program performance/ outcome measures and consistent data collection expectations to improve data collection for service providers; develop and track outcome measures as well as program participation data for services provided by the Probation Department.

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D. Comprehensive Plan Revisions

Describe how your Plan has been updated for this year.

At its final meeting on March 30, 2023, the Planning Subcommittee confirmed the following Tasks for its CMJJ Plan (FYs 2023-2025):

Priorities for Diversion (Prevention):

- Create formal policies and criteria around eligibility for pre-file diversion, based primarily on PACT pre-screen risk assessment results, including youth who have prior referral histories, and do not preclude youth with non-violent felonies from being eligible for diversion if low/moderate risk.
 - Update 2023: The District Attorney (DA) and Probation are reviewing the inter-agency agreement for Diversion and referral to the DA.
 - Update 2024: The DA and Probation's inter-agency agreement for Diversion and mandatory referral for prescribed crimes to the DA was updated in mid-2023. The updated agreement ensured that any case involving domestic violence would get reviewed by the DA.
- Establish formal partnership with other service systems—child welfare, behavioral health, and schools to leverage and combine resources to divert and serve low/moderate risk youth outside of the juvenile justice system.
 - Update 2023: The Family First Prevention Services Act (FFPSA) has helped the Probation Department embark on a multi-year Prevention Planning collaboration with the Department of Human Services. With the Family, Youth, and Children's Services team, the Probation Department are working to identify the best evidence-based practices to support youth and families as a means of prevention and diversion from system involvement.
 - Update 2024: The implementation for the Family First Prevention Services Act (FFPSA) has been delayed by the California Department of Social Services due to automation updates at the State level; however, the collaboration between agencies continues. One example is the successful implementation of Functional Family Therapy which provides a roadmap for shared programming whereby both agencies can access services for low/moderate risk youth in Sonoma County. This collaboration has created more stability in the program as it serves a larger youth population than those only being served in the juvenile justice system.
- In partnership with local law enforcement agencies, establish/expand pre-arrest law enforcement diversion programs for low-risk youth/first time offenders, including an emphasis on effective diversion programs for youth of color to reduce front-end racial disparities and address current geographic equity issues.
 - Update 2023: The Probation Department has an ongoing collaboration with local police agencies in the development and implementation of pre-arrest diversion programs. These partnerships will also provide data for the Quality Assurance and Data Collection Tasks to provide public-facing reports on juvenile equity issues.
 - Update 2024: Collaboration with local law enforcement, municipalities, regional partners, and private organization continues to increase awareness around

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Diversion programs and their impact on youths, families, and their communities. Several local law enforcement agencies have begun their own diversion programs, which may account for the numbers being diverted by Probation to be down by nine percent (9%) overall. In the coming year Probation plans to complete the next phase of the “Racial and Ethnic Disparities Analysis” Report, focused on Diversion/Petition Filing decisions. This will examine the differences in rates of Diversion and Petition Filing among racial/ethnic groups, with a goal of advancing our shared understanding of where disparities exist and what policy changes to consider in response.

Priorities and Recommendations for Family Engagement & Case Planning (Intervention):

- Recommendation for the Family Engagement & Case Planning Goal Area: For one of these tasks the JJCC should develop a focus group or incorporate the voices of those with lived experience to help improve programming and outcomes.
 - Update 2023: Before undertaking this recommendation, the Probation Planning, Implementation, and Evaluation (PIE) Team will conduct research to ensure an equitable, gender responsive, and trauma-informed process is used to develop the candidate(s) at the center of the focus group or project.
 - Update 2024: The JJCC or its subcommittees plan to add at least one youth with lived experience in the latter part of 2024. The goal is to have candidates participate in the development of their role as a part of engagement, work as a key member in creating the 2025 Plan and be able to use this experience toward their continued growth in the community while maintaining a crime-free life.
- Begin process to create a paid position for a bilingual family advocate to assist families as they navigate the court and probation process.
 - Recommendation for this Task: Add language that the bilingual paid position should also be bicultural/culturally competent.
 - Update 2024: Due to staffing shortages, budget constraints and the implementation of SB 823 and AB 505, this continues to be an unfulfilled goal.
- Create a uniform case planning template that is used throughout the duration of a youth’s time in the juvenile justice system and develop policies and required timeframes for case planning and treatment team meetings that involve youth, families, probation staff, and service providers (in addition to other individuals as appropriate).
 - Update 2023: From a technical perspective, the single case plan is close to completion. Once all Divisions are trained on the single case plan, they will be on the same platform with trainings occurring annually. In addition, Probation Officers will take a training that reinforces the Department’s philosophy of strong case development and planning.
 - Update 2024: Technical enhancements to the case planning system are now complete and Probation will implement the new case plan in the coming year.

Priorities for Probation Supervision (Intervention):

- Using the graduated response matrix with fidelity to adopt graduated responses, minimize violations, and incentivize positive youth behavior.

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- Update 2023: The Behavior Response System (BRS) policy has been implemented with trainings provided across the Division. The BRS has moved into the automation phase to simplify use and collect data for evaluation purposes.
- Update 2024: The Juvenile Division is finalizing automation of its BRS and is updating response options to align with available interventions, with the goal of providing a refreshed training and implementation by the end of 2024. In addition, the data team is working to pair the Juvenile BRS, which was implemented prior to the Adult BRS, as much as possible with its Adult counterpart to reduce training time if POs move between divisions.
- Exploring opportunities to streamline the number of probation officers that youth have across the system.
 - Update 2023: The Probation Department will be researching academic sources and reviewing other regional Probation Departments' practices to determine the feasibility of this goal long-term. After conducting research and reviewing internal procedures, it was determined restructuring the caseloads to reduce the number of PO transitions would represent a massive operational and structural change with unknown results. Instead of restructuring how Probation caseloads are managed, a more youth-centered approach was proposed. In 2022, the Department implemented Child and Family Teams (CFT) for all its cases. This model emphasizes support from an integrated team that includes the youth, his or her family, natural and community supports, Probation Officers they encounter, and other professionals as they move within the juvenile justice continuum. In this way, there is a continuous group meeting about the youth's goals and challenges as they progress through the system; CFTs encourage collaboration, emphasize teamwork, and keep the service professionals they use apprised of all changes to their case All Probation Officers have been trained and the results have been promising.
 - Update 2024: The CFT model has continued to thrive and is now used in all non-Diversion cases. In the coming year, the plan is to provide pre- and post-surveys to CFT youths and their families to gauge success and make improvements where needed. Also due to the dynamic nature of the youth population, DPOs serve youth on their caseload with a variety of risk levels and needs; therefore, more than ever before POs may retain a specific youth for longer periods.

Priorities for Detention Decision Making and Alternatives to Detention (Incapacitation):

- Revise and validate the detention risk assessment instrument (DRAI) or adopt an already validated tool and adapt to local context and establish clear override policies.
 - Update 2023: The revised DRAI was implemented in 2021 and data is being collected to validate the tool and determine how well it is being used.
 - Update 2024: Data collection for the DRAI continues, once sufficient occurrences have been obtained a validation will take place.
- Develop and provide training on the DRAI, new policies and protocols, and establish a quality assurance process to analyze data and produce quarterly reports on detention decisions to review alignment with the DRAI, the use of overrides, the reasons for overrides, and to identify and address equity issues. Share reports with detention staff on a consistent basis.

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- Update 2023: The DRAI policy, training, and quality assurance processes were all established in 2021. As stated above, data is being collected with the aim of discovering the reasons for certain overrides and how those impact equity.
- Update 2024: July 2023 saw the release of Probation’s “Preliminary Juvenile Racial/Ethnic Disparities Analysis: Detention Decisions” Report, to the public and the JJCC. Among other data points, this analysis compared the rate of mandatory detention and override rates across race/ethnicities between 2014-2022 and found that rates for youth of color and white youth are comparable.
- Partner with HSD and other service systems/community-based organizations to expand eligibility criteria for currently available shelter beds/crisis intervention to also include youth involved in the juvenile justice system and create guidelines to support the use of these beds as an alternative to detention.
 - Update 2024: No update currently.

Priorities and Recommendations for Juvenile Equity & Training (Entire Juvenile Justice Continuum):

- Recommendation for the Juvenile Equity & Training Goal Area: Update language to allow for completion, such as incorporating into a policy or formalizing already established procedures.
- Incorporate considerations around equity and cultural competence into staff and supervisor meetings and trainings and include a process to regularly share and review data on equity at all points of the juvenile justice continuum.
 - Update 2023: Equity, gender-responsive, and trauma-informed care training are a regular part of the annual training plan for all Department staff.
 - Update 2024: Completed
- Review current training offerings for Juvenile Hall staff and ensure that the Department is offering a robust set of trainings that includes research and best practices focused on adolescent development, positive behavior change, implicit bias, and cultural competence.
 - Update 2023: Trainings have been implemented and are reviewed at regular intervals by Juvenile Probation management, the Probation Training Unit, and the Program, Planning and Evaluation Team.
 - Update 2024: Completed

Priorities and Recommendations for Detention Services (Intervention/Incapacitation):

- Recommendation for the Detention Service Goal Area: Update language to allow for completion, such as incorporating into a policy or formalizing already established procedures.
- Expand partnerships with local community-based providers with the goal of continuing their service provision in the community for youth post-release.
 - Update 2023: The Probation Department has many community-based partners that it works regularly with to help youth re-enter into the community.
 - Update 2024: Sonoma County continues to cultivate relationships and partner closely with community-based organizations to help youths transition from the Juvenile Hall to the community. In addition, Sonoma County has added a DPO

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III and IV who are dedicated to facilitating youths and their families movement through the justice system from intake to reentry.

- Expand the availability of research-based mental health, substance use, and Cognitive Behavioral Therapy (CBT) services in detention, including through partnerships with additional community-based providers.
 - Update 2023: While all sectors are experiencing issues around recruitment demands for mental health providers, the Probation Department is doing all it can to maintain its internal and community-based providers. Quality assurance and data collection remains a main feature of this programming.
 - Update 2024: While many county agencies and CBO services continue to experience problems with hiring and retention, Sonoma County is working to enhance the number of providers who can provide services in person and via telehealth. The County is encouraging providers who specialize in working with youths and families in anticipation of, and after reentry into the community to help ensure seamless provision of services.

Priorities for Quality Assurance & Data Collection (Information Sharing and Outcome Reporting):

- Establish performance-based requirements for providers, develop an associated quality assurance, oversight, and continuous quality improvement process, deepen commitment to increasing capacity for high-quality, community-based programming, and reallocate resources to more effective programs.
 - Update 2023: The Probation Department is committed to using the Results Based Accountability (RBA) model, a countywide initiative aimed at streamlining safety net data collection, performance measure tracking, and transparency. The RBA model is being modified to include an anti-racist emphasis module, set for release by the end of 2023. Provider contracts are being updated to reflect these Performance Measure goals as they are executed.
 - Update 2024: All new provider contracts include Antiracist Results Based Accountability (AR-RBA) Plans and ongoing collaborative performance monitoring requirements.
- Based on results from above and IOYOUTH analysis, better align contracted services with youth's needs and identified service gaps, to include creation of more behavioral health treatment services, as well as addressing equity and geographic service gaps.
 - Update 2024: Sonoma County is organizing efforts to implement CalAIM requirements, focused on behavioral health services for those in detention and assuring continuity of care upon reentry.
- Establish shared program performance/ outcome measures and consistent data collection expectations to improve data collection for service providers; develop and track outcome measures as well as program participation data for services provided by the Probation Department.
 - Update 2023: In addition to using the RBA model, the Probation Department collaborates with all its providers on a "Community-Based Organization Outcomes Report", the next due for release at the end of 2023.
 - Update 2024: The release of the "Community-Based Organization Outcomes Report" was delayed addressing concerns about how data is collected by the

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Probation Department. Intake forms and surveys were gathered from all funded program providers and reviewed by the JJCC to better understand how racial, ethnic, and gender data is collected across Sonoma County. The “Community-Based Organization Outcomes Report” will be revised and integrate the lessons learned to help determine what improvements the Probation Department can make; release is targeted for mid-2024.

- Develop an ethnic and racial disparity report.
 - Update 2023: The Juvenile and Ethnic Racial Disparities Analysis is nearing completion. The details of this Analysis are discussed further, below.
 - Update 2024: As above, July 2023 saw the release of Probation’s “Preliminary Juvenile Racial/Ethnic Disparities Analysis: Detention Decisions” Report, to the public and the JJCC. In the coming year Probation plans to complete the next phase in the Racial and Ethnic Disparities Analysis, focused on Diversion/Petition Filing decisions, with a goal of advancing our shared understanding of where disparities exist and what policy changes to consider in response.
- Identifying other system performance and positive youth outcome measures.
 - Update 2023: The Sonoma County Probation Department recently released its first-ever “Juvenile Recidivism Report”, tracking recidivism, discussed in more detail, below.
 - Update 2024: Completed.

Per the regular cycle, the JJCC will revisit these Tasks at the end of 2023 to determine the status of each and decide whether priorities should be updated for 2024.

Part II. Juvenile Justice Crime Prevention Act (JJCPA)

(Government Code Section 30061(b)(4))

E. A. Information Sharing and Data

Describe your information systems and their ability to facilitate the sharing of data across agencies within your county. Describe the data obtained through these systems and how those data are used to measure the success of juvenile justice programs and strategies.

Sonoma County Probation participates in the Integrated Justice System (IJS) with the Court and the Offices of the Sheriff, District Attorney and Public Defender, and has direct access to the database tables for analysis and measurement of the success of juvenile justice programs and strategies.

The data obtained through the IJS supports measurement of: juvenile delinquency referral trends including mapped locations; detention utilization and detention screening results; effectiveness of the detention risk assessment in appropriately classifying youth for pre-dispositional placement; assessed risk and needs; service referral, engagement and completion; detention commitment and adult transfer trends related to Juvenile Justice Realignment; front-end and deep-end strategies to prevent further justice system involvement; adherence to behavioral response best-practices and policy and case management standards; the implementation of Child

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and Family Team meetings; effectiveness of youth- and family-serving programs; recidivism during and after supervision, including in the adult system; and racial/ethnic and gender disparities at key decision points in the juvenile justice system.

Building on last year's completion of the "Juvenile Recidivism and Racial and Ethnic Disparities Analysis", the next phase of the "Racial and Ethnic Disparities Analysis: Detention Decisions" Report was released. Earlier analysis found stark disparities in the experience of youth of color compared to white youth at the point of receiving a delinquency referral; specifically, the experience of being brought to detention for screening. The Detention Decisions analysis found that detention rates are comparable across racial/ethnic groups. In earlier years Black, Hispanic and Indigenous youth experienced mandatory detention (per policy, related to serious offenses) at higher rates than white youth, but in recent years the rates are comparable. Rates of overrides of the Detention Risk Assessment are comparable in all years.

In the coming year Sonoma County will complete the next phase of the "Racial and Ethnic Disparities Analysis", examining the Diversion and Petition Filing decision points, with a goal of advancing our community's shared understanding of where disparities exist and what policy changes to consider in response.

B. Juvenile Justice Coordinating Councils

Does your county have a fully constituted Juvenile Justice Council (JJCC) as prescribed by Welfare & institutions Code 749.22?

- Yes
- No

If no, please list the current vacancies that exist on your JJCC, when those vacancies occurred, and your plan for filling them.

Currently, all but one of the CBO Representative positions are filled. Vacancies are posted and maintained online in accordance with the Local Appointments List or "Maddy" Act.

C. Funded Programs, Strategies and/or System Enhancements

Using the spaces below describe each program, strategy and/or system enhancement that will be supported with funding from JJCPA, identifying anything that is co-funded with Youthful Offender Block (YOBG) funding. At the end of each program description press the "Add Funded Programs" button to include additional programs. If you wish to remove a program, please use the "Remove Funded Programs" button.

Add Funded Programs

Evidence-based Probation Supervision

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Evidence Upon Which It is Based:

Studies have shown community supervision and intensive supervision to be promising practices in reducing juvenile recidivism. This program uses principles from the research shown to be most effective in the field of community supervision; the program addresses the principles of risk, need, treatment and fidelity. Officers use evidence-based risk/needs assessment tools to determine the level of risk for re-offending and to target resources to higher-risk offenders, and to match intensity of services and supervision to level of risk. The tools allow staff to identify criminogenic needs, protective factors, barriers, and drivers. This information is used to develop individualized case plans. Case plans set “SMART” goals and identify interventions, supervision strategies and treatment programs that are appropriate to the offender's strengths and needs. Officers use motivational interviewing and Effective Practices In Community Supervision (EPICS) when working with youth.

Description:

Officers funded through this program supervise low-moderate risk caseloads. This program seeks to reduce delinquent offenses; provide for higher rates of successful completion of probation and restitution requirements; and improve participating students' school attendance and performance through the provision of supervision and specialized services to youth on probation and others at risk. By collaborating with the existing police officers on campus, Probation Officers will provide intensive supervision to the wards already known to the Probation Department. They will also provide diversion and intervention services designed to improve behavior in the community, home, and school as well as to restrict further entry of minors into the juvenile justice system.

Family group conferencing (restorative justice programs)

Evidence Upon Which It is Based:

Local evaluation has shown positive outcomes from the Restorative Justice Programs. When compared, the pre- and post-program survey results reveal significant changes. Dr. Pat Jackson from Sonoma State University, supplied the following observations after reviewing pre- and post- program Youth Resiliency Surveys: 1. The data show significant improvement in the subscale measuring how they feel about their understanding of others including: feeling bad when someone gets their feelings hurt, trying to understand what other people go through, and trying to understand what other people feel; 2. The data shows overall significant improvement in both internal and external assets. The two internal asset subscales that show the largest improvements are improvements in the family environment and in the presence of an adult outside the home who provides support, expectations, and facilitates helping the community.

Description:

Restorative justice is a process that brings together the youth who offended, their family and support, the victim with their support and others impacted by the crime, to dialogue about the harms and impacts of the offense, the underlying causes that led to the offense and to create a plan to address the discussed harms, impacts and underlying causes. Restorative justice programs are designed to address victim's needs, assist youth in accepting responsibility for their offending and achieve a reduction in recidivism. Two organizations provide restorative justice interventions in multiple different formats. Depending on the case, youth may participate

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in family group or restorative conferencing, restorative mediation, restorative dialog groups or accountability circles. While the format varies, the focus is on accepting responsibility for offending and repairing harm.

Gender responsive programming (Girls Circle)

Evidence Upon Which It is Based:

The Girls Circle model and interventions are designed in evidence-based principles and practices, incorporating Motivational Interviewing, Cultural Responsivity, Strengths-Based approaches, and Trauma-Informed practices. Now listed on the Office of Justice Programs National Criminal Justice Reference Service, a recent survey shows that girls on probation who participated in the study were randomly assigned to either the Girls Circle program or a control group that received non-gender-specific traditional services. Recidivism rates after 12 months post-program completion was significantly lower for girls who had regularly attended Girls Circle sessions than for girls who received traditional services.

Description:

Girls Circle is a structured support group for girls and youth who identify with female development from 9-18 years, integrates relational theory, resiliency practices, and skills training in a specific format designed to increase positive connection, personal and collective strengths, and competence. It aims to counteract social and interpersonal forces that impede the growth and development of girls and young women by promoting an emotionally safe setting and structure within which they can develop caring relationships and use authentic voices. Girls Circle facilitators set a safe, creative environment and provide weeks of age-appropriate themes and activities. Groups are most often held weekly for 1 1/2 - 2 hours, in-person or online.

Functional Family Therapy

Evidence Upon Which It is Based:

Numerous reviews have identified Functional Family Therapy (FFT) as an effective intervention for at-risk adolescent youth and their families. FFT has an established record of outcome studies that demonstrate its efficacy with a wide variety of adolescent related problems including youth violence, drug abuse, and other delinquency related behaviors. The positive outcomes of FFT remain relatively stable even after a five-year follow-up (Gordon, Arbuthnot, Gustafson, & McGreen, 1988), and the positive impact also affects siblings of the identified adolescent (Klein, Alexander, & Parsons, 1977).

Description:

Functional Family Therapy is used to resolve immediate crises through the mobilization and utilization of individual, family, school, peer, and community resources. Administered by community-based organizations, the program involves phases and techniques designed to engage and motivate youth and families to change their communication, interaction, and problem-solving skills. The FFT model is based on the assertion that the family or living unit of the youth is the best context within which to both understand the nature of youth's problems and to search for long-term solutions. Interventions seek to strengthen the ability of families to resolve the problems they face through reducing risk factors and increasing positive factors. The FFT model

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is intended to prevent at risk youth from entering and penetrating the juvenile justice system by identifying and addressing pre-delinquency issues in the context of youths' family, friends, and support systems.

Family violence prevention (and trauma counseling)

Evidence Upon Which It is Based:

This service includes a diverse array of violence prevention and intervention services. The Department contracts with several community-based organizations to deliver services to youth on probation in the community and in custody. Programs include Aggression Replacement Training, Trauma Counseling (including Trauma-Focused Cognitive Behavioral Therapy), and Violence Prevention Groups. Aggression Replacement Training is an evidence-based practice found to be effective in reduction in felony recidivism, improved social skills and a reduction in problem behavior among participants. It is listed on Crimesolutions.gov and other evidence-based clearinghouses with top ratings. Research shows that youth in the justice system are much more likely than the population at large to have had adverse childhood experiences, trauma, and abuse. These experiences can lead to behavior problems and mental health symptoms if not unaddressed. Youth on Probation who have a history of trauma can access individual counseling via two different service providers. One of the providers specializes in sexual abuse counseling and other provider offers trauma-focused cognitive behavioral therapy, an evidence-based intervention.

Description:

As noted above, this program includes a diverse array of violence prevention and intervention services. The Department contracts with several community-based organizations to deliver services to youth on probation in the community and in custody. Programs include the following. Aggression Replacement Training: Youth assessed as high risk to reoffend will complete the 30-hour evidence-based curriculum that addresses social skills, moral reasoning, and management of emotions.

Trauma counseling: Youth on Probation who have a history of trauma can access individual counseling via two different service providers. One of the providers specializes in sexual abuse counseling and other provider offers trauma-focused cognitive behavioral therapy, with the ability to also provide resource assistance (assistance to families in securing tangible resources) or parent education on an as needed basis.

Other services focused on violence prevention and healthy relationships with families and with peers include Healthy Relationships, My Strength, Teen Assault Prevention Project Workshops and Diversity Workshops. Healthy Relationships and My Strength are eight-week group program that address topics such as sexual harassment, teen dating violence, family dynamics, communication skills, body image, alternative definitions of masculinity, and sexual assault prevention. Teen Assault Prevention Project Workshops are one-hour workshops focused on addressing sexual assault and issues of consent. Diversity workshops are one-hour workshops focused developing an understanding of the many differences among peoples, and the importance of understanding, accepting, and honoring these differences.

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Substance Use treatment

Evidence Upon Which It is Based:

Properly assessing criminogenic needs and risk factors and conducting follow up assessment on identified needs prior to assigning an appropriate level of treatment is considered critical to the success of correctional programs. Most recently the University Cincinnati Correctional Institute has been developing and validating a program assessment tool which identifies substance use assessment (if substance use treatment is being provided as part of the program) as an important program component.

Description:

Probation will be partnering with our County Health Department for the assessment and referral of youth to substance abuse programming. Improved substance abuse assessment and referrals will help Probation identify where resources for substance abuse programming are most needed for youth on Probation.

Analyst and Administrative Aide staffing

Evidence Upon Which It is Based:

The Sonoma County Probation Department relies on implementation science to assure the success of its evidence-based programs and practices (EBPs). Research identifies drivers of successful implementation, and the Probation Department has organized itself to attend to these factors, including staffing the Planning, Implementation & Evaluation Team to guide the selection of effective interventions, support effective implementation methods, and contribute to supportive context for the interventions within the Department. The National Implementation Resource Network's Active Implementation model serves as a framework to improve EBP implementation, thereby achieving favorable program outcomes. Evidence shows that EBPs are most likely to achieve these outcomes when implementations drivers are fully attended to, including competency drivers: staff selection, training, and coaching; organization drivers: internal and external supports, and decision support data systems; and leadership drivers: technical management and transformative leadership.

Description:

The Sonoma County Probation Department has been heavily involved over the past several years in the implementation of EBPs. More recently Probation launched the Planning, Implementation & Evaluation team, responsible to lead the Departments application of implementation science to support internal and contracted EBPs. JJCPA funds two analysts responsible for program administration and for attending to the drivers of successful EBP implementation.

Specialized placement contingency funds

Evidence Upon Which It is Based:

A large body of research demonstrates the effectiveness of the Risk-Need-Responsivity model of behavior change, and within that model the Responsivity Principle highlights the importance of interventions that the person can benefit from. Among other things, this includes tailoring

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interventions to effectively reach the individual, considering characteristics of the individual such as culture, personal strengths, learning style, personality, motivation, gender. This sometimes means that specialized services are required to meet unique needs and overcome barriers to rehabilitative engagement.

Description:

Sonoma County Probation Department maintains a contingency budget funded in part by JJCPA to provide immediate access to necessary specialized treatment and/or monitoring services tailored to the specific needs of individual youth that cannot be met by other means.

Educational case management program (Keeping Kids in School)

Evidence Upon Which It is Based:

The Keeping Kids in School (KKIS) initiative is a modified wraparound program designed to provide outreach and individualized intensive case management services to students exhibiting patterns of chronic absenteeism within a multi-tiered system of supports framework.

Description:

The Probation Department leads the Keeping Kids in School Initiative (KKIS), a multi-agency partnership that supports youth in re-engaging with their education. Serving select students, families, and schools across Sonoma County, KKIS provides individualized case management and schoolwide technical assistance services to increase student attendance and prevent future entry into the juvenile justice system. The program goals for youth include: reduction in the incidence of school absence and truancy for students who are chronically absent in Sonoma County, increased student and parent engagement with school, improvement in student educational outcomes, improvement in family functioning of participant families, and a reduction in participant involvement in criminal activity.

Part III. Youthful Offender Block Grant (YOBG)

(Welfare & Institutions Code Section 1961(a))

A. Strategy for Non-707(b) Offenders

Describe your county's overall strategy for dealing with non-707(b) youthful offenders who are not eligible for commitment to the Division of Juvenile Justice. Explain how this Plan relates to or supports that strategy.

The Sonoma County Probation Department offers a continuum of programs, services, and varying levels of probation supervision for youth under the jurisdiction of the juvenile court system. Sonoma County provides a variety of programs to youth and their families targeting risk factors identified through use of a validated risk and need assessment. Supervision caseloads are based on risk level to reoffend and lower risk youth are not typically mixed with higher risk youth.

The array of Sonoma County's Juvenile Probation services targets criminogenic needs, offering

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cognitive-behavioral interventions, gender-responsive and culturally responsive programming, family intervention, substance use intervention, mental health treatment, and restorative justice. As YOYG is not the sole source of local funding for juvenile services, other funds (JJCPA and JPCF) are used to fill needed service gaps and provided services for youth who are at high risk to reoffend. The overall program planning process is designed to assure that JJCPA and YOYG funds complement other funding to provide a full continuum of prevention, intervention, suppression and incapacitation programs and services, and supports the system improvement actions identified in the Comprehensive Multi-Agency Juvenile Justice Plan.

To expand youth and family voice and choice in the case planning process, Probation has expanded the use of Child and Family Teams to all non-diversion cases. Child and Family Teams are comprised of the youth, parents and other family members, service providers the assigned Probation Officer and a CFT facilitator. Service plans are formed in partnership, successes are celebrated, and challenges are addressed together. The CFT model is in wide use in California and is a best practice for ensuring buy-in by youth and families, and for strengthening networks of support that can be sustained after Probation involvement.

B. Regional Agreements

Describe any regional agreements or arrangements to be supported with YOYG funds.

n/a

C. Funded Programs, Placements, Services, Strategies and/or System Enhancements

Partial funding for high-risk unit in Juvenile Hall

Evidence Upon Which It is Based:

The overall program planning process is designed to assure that JJCPA and YOYG funds are used to go along with other funding to provide a full continuum of prevention, intervention, suppression and incapacitation programs and services.

Description:

Funds will be used to pay the salary and benefits of four Juvenile Correctional Counselors (JCCII) who staff the maximum-security unit in the Juvenile Hall. The full staff complement of the Maximum-Security Unit program is 8.0 full-time equivalents. County of Sonoma funds the remaining costs of the program.

Specialized supervision contingency funds

Evidence Upon Which It is Based:

The overall program planning process is designed to assure that JJCPA and YOYG funds are used to go along with other funding to provide a full continuum of prevention, intervention, suppression and incapacitation programs and services.

Description:

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Sonoma County Probation Department will maintain a percentage of funding for the purpose of ensuring immediate access to necessary specialized treatment and monitoring services that will provide appropriate rehabilitative and supervision services to youth, protect the community, and reduce liability. Noting that the non-707(b) offenders who were historically sent to the Department of Juvenile Justice had either expended all available local resources and programs or were not found to be acceptable for many group home placements, this type of funding is necessary for specialized intensive case management and treatment services.

Boys & Girls Club (REACH)

Evidence Upon Which It is Based:

The overall program planning process is designed to assure that JJCPA and YOBG funds are used to go along with other funding to provide a full continuum of prevention, intervention, suppression and incapacitation programs and services.

Description:

The Re-Entering our community to achieve Academic success, good Character and a Healthy lifestyle (REACH) program helps youth by focusing on six program areas through intensive case management session, training workshops, and group activities. Each young person entering the program crafts an Individual REACH Plan to make progress in the areas of work, education, relationships, community, health, and creativity. This trauma-informed approach provides evidence-based programs, wraparound case management, and prosocial activities to all enrolled youth and is designed to give youth the opportunity to reflect and think critically about their lives, be successful at new skills, and engage with one another in positive ways.

Career and Technical Education (NextGen Trades Academy)

Evidence Upon Which It is Based:

The overall program planning process is designed to assure that JJCPA and YOBG funds are used to go along with other funding to provide a full continuum of prevention, intervention, suppression and incapacitation programs and services.

Description:

The NextGen Trades Academy is a LIME Foundation program providing diverse vocational construction training as well as work and life skills to disadvantaged youth ages 16-24 within Sonoma County. Throughout the program, each student explores approximately 14 constructions trades such as architecture, plumbing, roofing, electrical, green building, solar technology, as well as life skills such as cover letter writing, resume writing, personal finance, budgeting, and job interview coaching. The program integrates technology, classroom instruction, hands-on experience, construction trade research, and CalOSHA certifications.