



Fresno County Probation Department
JJCPA -YOBG Annual Plan

May 2023 – May 2024



Fresno County Probation Department JJCPA-YOBG Annual Plan May 2023

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Part 1. Service Needs, Priorities & Strategy

Section A: Assessment of Existing Services

Fresno County Probation Department (FCPD) partners with a diverse group of county public agencies and community-based organizations to provide services designed to prevent and intervene with at-risk youth, address the needs of youth in the juvenile justice system, and develop plans and broker resources for reentry to the community. This section describes the services most frequently relied upon in an effort to support the needs of the youth and families that are in contact with the FCPD.

Law Enforcement

Fresno County criminal justice agencies view the role of addressing the needs of youth in our community as requiring a collaborative approach. Law enforcement efforts are most present in a proactive approach to reducing youth entrance into the juvenile justice system. There are two programs provided by the Fresno Police Chaplaincy, Resilience Center and Stop Teen Exploitation and Liberate through Hope (STEALTH). The Resilience Center provides professional support for children who have been exposed to violence and are identified at high need for services. STEALTH provides outreach to youth and their family when habitual runaway episodes have occurred. Homeless and runaway youth frequently are arrested for theft and assault. Chen (2006) found that over half of youth with an initial runaway episode are subsequently arrested. Additionally, a sample of runaway and homeless youth have an average of 4.4 arrests. Group and mentoring opportunities are available for families and are designed to meet the needs of these families to interrupt this cycle.

The Fresno Police Department provides a program that educates first graders how to “bounce back” from negative life events. The targets include emotion regulation, impulse control, and accurately identifying causes for negative events in an effort to build coping and resilience. A program that is also facilitated by police is the Fresno Police Activities League (PAL). Youth and police participate in positive activities including boxing, gaming, and learning how to use computers. The program serves to increase trust between law enforcement and youth, while engaging them in positive leisure activities.

Probation

Fresno Probation Department embraces the philosophy of probation having a dual role (Trotter, 1999, Skeem, et al, 2007). In other words, both the traditional responsibility of monitoring youth and holding them accountable to the conditions of supervision, while also helping them by connecting them with services and operating as an agent of change are equally valued. In furtherance of that belief, FCPD contracted with the University of Cincinnati (UC) to enhance the utilization of evidence-based practices. UC provided the infrastructure, technical assistance, and training to support FCPD work groups in developing strategies to implement a variety of effective practices. The results included an upgraded behavior management system (sanction and incentive protocols), caseload assignments based on risk rather than geographic area, case plan goals driven by assessment of needs, and contact appointments

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targeting criminogenic needs utilizing cognitive behavioral interventions, Effective Practices in Community Supervision (EPICS). The Juvenile Justice Center (JJC) embarked on a similar process. The use of Core Correctional Practices (CCP), case management, and behavior management were approved for use in the custody units.

The notion that juvenile justice systems may do more harm than good (Lundman, 1993) for many youth, led to the use of diversion. Wilson and Hoge (2012) conducted a meta-analysis and concluded there is support for addressing factors contributing to youthful offending (e.g., mentally ill offenders, substance use, restorative justice) rather than involving them in the juvenile justice system. Additionally, juvenile justice resources are better reserved for the more serious, chronic, and high-risk offender population. Lower risk youth placed with higher risk youth or in higher intensity programs may increase their risk and increase recidivism (Dowden, C. and Andrews, D. A. (1999) and Petrosino, Turpin-Petrosino, and Guckenburg (2010)). In light of this research, FCPD reduces the involvement of juvenile justice with appropriate youth and still addresses the needs effectively. Youth risk is assessed with a validated risk assessment, Positive Achievement Change Tool (PACT), that categorizes youth into low, moderate, moderate/high, or high risk for recidivism. FCPD offers opportunities for Informal Supervision, Deferred Entry of Judgement (DEJ), Diversion, Truancy Intervention Program (TIP), Victim Offender Reconciliation Program (VORP), and Commercial Sexual Exploitation of Children (CSEC) programs instead of probation as usual. A variety of factors determine eligibility for these alternative options to traditional probation services including the severity of the charge, risk level, and youth and family needs. Additional descriptions of these offerings will be provided in other sections of this report.

FCPD continues to operate several specialty courts and/or caseloads to address the unique needs of the youth under their supervision. There are five DPOs that provide intensive supervision for youth that may be at lower risk for recidivism, however, have many psychosocial needs. The ability to connect the youth and their family to services is a vital contribution to the community and may reduce the likelihood that the youth continue to engage in at risk behaviors. For this reason, FCPD has implemented the Assessment Team comprised of two DPOs who conduct the appropriate assessment on youth who have committed a new law violation and have been set for disposition. This helps with making appropriate recommendations that address the youth's criminogenic needs. It also expedites the implementation of services to provide even more details on supports that can be put into place to help youth and family.

FCPD also has a Diversion Program to redirect youthful offenders from being formally processed in the juvenile justice system and identify ways of addressing the behavior. This program is offered to those who have been alleged to have committed a qualifying offense and provide these youth and their family services to address the situation that brought the youth within the criminal justice system. Referrals to community-based services can help families build their protective factors, levels of communication and connects them with extended natural supports within their community.

An added advantage of the Diversion Program is the youth's record is sealed upon successful completion of the program. This benefit is twofold as it helps to reduce the stigma and negative

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self-image of the youth due to having a delinquent record, but also allows for the youth to benefit from future employment opportunities without the added barrier. The goal of this program is to reduce recidivism of youth by providing services and support without the need to enter the formal court process.

For those youth that have needs related to mental health, substance use, or intellectual and developmental disabilities, there is a Family Behavioral Health Court. The goals of the court are to connect youth with serious mental illness to treatment services, take into consideration their mental health concerns, and provide a more intensive treatment and supervision partnership. A similar approach in San Francisco, demonstrated promising results as enrolled youth were less likely to be charged with a new offense and there was a longer time without a new violent crime (McNiel, D.E., and Binder, R.B. (2007).

Additionally, youth that complete the program on the Juvenile Justice Campus Floyd Farrow Substance Abuse Unit (SAU) are placed on a specialty caseload to support their reentry into the community. This allows for improved transition from the institution into the community, as well as greater continuity in the treatment goals.

A similar approach includes a dedicated caseload for youth who are on probation for a sex-related offense. The FCPD has contracted services with The Counseling and Psychotherapy Center of the Greater Boston, Inc. (CPC). There are three psychometric tools to identify treatment needs in regard to sexual offending, including: 1) Juvenile Sex Offender Assessment Protocol, 2) Protective and Risk Observations for Eliminating Sexual Offense Recidivism (PROFESOR) and 3) Structured Assessment of Violence Risk Youth (SAVRY). CPC will create case plans for each participant, and which will be reviewed periodically during a multidisciplinary team meeting to include FCPD. Probation works closely with families, treatment providers, law-enforcement agencies, school districts, the district attorney's office, and the Child Abuse Review Team (C.A.R.T.) to ensure the youth's compliance with conditions.

School-based probation has led to a well-established partnership between FCPD and school districts. FCPD strategically places DPOs in the communities where the youth live, thereby, reduce the burden on families to report to the probation office. This is particularly helpful in the rural areas of the county. The DPO has the added advantage of observing the youth in a more natural environment and can note their daily behavior, study habits, attendance, and adjustment with their peers. The school appreciates the added support, as the DPO is available to intervene as situations demand and allows for more expedited resolution. The family is frequently integrated in discussions towards solving problems that otherwise would hinder the youth's progress academically, behaviorally, and socially.

In addition to allowing for this collaborative approach between the family, school, and probation, school-based probation allows for interventions and programming, i.e., restorative justice, youth court, and EPICS. The DPO is also available to encourage and support youth's involvement in extra curricula activities (sports, assemblies, clubs, etc.). Having DPOs in the school expands the

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frequency of informal and formal contacts resulting in improved communication, rapport, and support.

Deputy Probation Officers are placed at mainstream high schools (Bullard, Sunnyside, Roosevelt, Edison, Cambridge/DeWolf, McLane, Fresno, Hoover, and Phoenix) in the Fresno Unified School District, the largest school district in Fresno. By extension, there is greater access to local elementary, middle, and alternative high schools in the area. A DPO is placed at Sanger Unified School District, and two DPOs serve Kings Canyon Unified School District.

In summary, school based DPOs provide the following:

- Coordinate re-entry efforts for youth returning from youth facilities
- Coordinate interventions with the schools and other agencies
- Serve as an agency of change with disruptive or truant youth to reduce risk of entry into the juvenile justice system
- Intervention in crisis situations involving youth on juvenile probation
- Assist in the prevention and management of disruptive behavior by all youth

These efforts have the goal of providing for the unique needs of the youth on probation, reducing entrance of youth into the justice system, and improving the school environment for all youth.

As mentioned, several high schools within Fresno County are involved in Youth Court. This is a promising approach for first-time offenders who are held accountable by their peers (Butts, J.A., Buck, J.B., and Coggeshall, M.B. (2002)). There is a Youth Advisory Council that is actively engaged, as well as an adult group that provides coordination and training for the youth involved. A Fresno County Superior Court judge holds hearings on campus. Because teens understand teens best, the jurors in these hearings are fellow students. These jurors work with the judge to impose sanctions that help the youth understand the impact of the offense on his or her family, school, and community.

The DPO has the option of using Youth Court as an alternative to referring a formal petition to the Juvenile Court. This approach is utilized as evidenced by the handling of 129 cases School Year 2019/2020, 53 in School Year 2020/2021, and 42 In School Year 2021/2022 reflecting its value to the probation department, school, court, and youth involved.

FCPD has two DPOs designated to work with females who have been identified as at risk of human trafficking. This determination is made through the administration of the Commercial Sexual Exploitation-Identification Tool (CSE-IT, pronounced "See It"). Those youth that are identified as possible or clear concern may be referred to Unity Court. This specialized hearing allows for the linkage of at-risk youth to a wide array of resources. Unity Court is a collaborative effort which includes representatives from Breaking the Chains, Department of Behavioral Health, Focus Forward, Fresno County EOC - Central Valley Against Human Trafficking, District Attorney, Public Defender, and the Central Valley Justice Coalition. This proceeding is voluntary, serves a positive and supportive role. The DPO undergoes comprehensive training on how to detect, serve, and advocate for those vulnerable to human trafficking.

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For youth with significant needs and pose a higher risk for recidivism, FCPD offers the New Horizon Commitment Program on the Juvenile Justice Campus. This program is supported through contracted services and includes a comprehensive plan to reduce risk of reoffending. The core cognitive behavioral intervention delivered on the unit is Thinking for a Change. This 25-session structured, manualized program is divided into three key areas (cognitive restructuring, social skills, and problem solving). Lowenkamp, et.al (2009) found a statistically significant reduction for recidivism for program completers compared to a matched control group who did not receive the intervention. Findings indicate that across groups, younger and higher risk youth were more likely to be arrested for a new offense during the follow-up period, compared with older and lower risk youth. This suggests that more intensive dosage may be necessary for improving outcomes. The New Horizons program provides additional programming utilizing a cognitive behavior approach, as well as the use of core correctional practices and EPICS by probation staff. Mental health, family and substance use services are provided in group, family, and individual modes of delivery. As discharge nears, a reentry case plan is established and includes assistance with enrollment in higher education programs, vocational opportunities, or employment readiness services. The field supervising officer provides regular contacts and ongoing reassessment to continue building on the benefits the youth gained while in the program.

On July 1, 2021, Senate Bill (SB) 823 took effect and transferred the responsibility of care, custody, and supervision of youth up to the age of 25 from the state to local jurisdictions creating a Secure Youth Treatment Facility. Fresno County Secure Youth Treatment Facility (SYTF/Secure Trak) Cultivating Healthy Choices and Independence (CHI) is a program-based commitment for youth 14 years of age or older, whose most recent offense, for which they have been adjudicated, is listed in WIC 707(b). In determining whether a commitment to SYTF is appropriate, consideration shall be given as to whether a less restrictive alternative disposition is suitable in providing rehabilitation to the youth.

Another important resource for youth residing at the Juvenile Justice Campus is Chaplaincy services. In addition to be available for spiritual services and pastoral counseling, several positive events are provided. Youth are invited to participate in youth camps, holiday celebrations, car shows, and other positive social activities. FCPD welcomes and supports community involvement in the lives of the youth in their care and views reentry as a vital collaborative process between the department and the community.

In summary, probation is invested in connecting youth to services to reduce the risk to the community and youth by providing direct interventions and connecting families to community-based organizations to meet their needs. In addition, to the assigned DPOs, there are Probation Technician positions that are instrumental in connecting youth to services. The services provided include supporting the DPOs, assisting with placements, collecting DNA, monitoring Global Positioning System (GPS) compliance, and connecting youth to prevention and intervention services. Partnership with the courts, schools, families, law enforcement and public and community-based agencies is essential to the comprehensive services provided for youth referred to the FCPD.

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With new practices, there is a risk of net-widening, as such, Fresno County juvenile court and probation services are resolute in their stance to limit involvement and future penetration into the juvenile justice system whenever possible. The objective is to manage a case at the least restrictive level to reduce the criminogenic effects of court involvement, juvenile record, and detention.

Education

The Fresno County Superintendent of School (FCSS) operates both court and community school programs, all of which are fully accredited by the Western Association of Schools and Colleges, designed to support justice-involved youth in completing their high school education and/or transitioning to other appropriate educational programs. The Alice M. Worsley Court School provides educational services on the Juvenile Justice Campus to middle and high school students, and now also provides educational services to young adults on campus as identified through the juvenile justice realignment process. Career Technical Education (CTE/Regional Occupation Program (ROP) courses and offered and were established based on the need for high quality technical and career training opportunities for our young people.

The CTE/ROP courses currently offered include 1) Welding Fabrication and Application and 2) Environmental Horticulture Science, where certification in Leadership/Workforce Readiness may be earned. The Workforce Readiness certification focuses on developing soft skills that are needed in today's workforce and has been approved by the Fresno Regional Workforce Development Board. Industry certifications in Occupational Safety and Health Administration (OSHA) and Safe Serve food-handlers are also offered in the school program. With anticipated growth of our young adult population with high school diplomas, the school in partnership with Probation, may be expanding CTE course offerings to potentially include: expanding agricultural offerings to include animal husbandry, pre-apprenticeship opportunities, Pinegrove Fire Camp, Building Trades, and Microsoft Office Systems (MOS) certification. JJC is committed to offering expanded Career Technical Education (CTE) course offerings that offer fulfilling career opportunities upon graduation.

The Fresno County Superintendent of Schools maintains a partnership agreement with the State Center Community College District and its respective colleges regarding instructional services for Dual Enrollment. Dual Enrollment courses are offered on campus whereby high school students may earn high school credits and community college credits concurrently. The courses vary from bearing one to three college credits. A CSU/UC transferrable course was added to the available Dual Enrollment courses on campus in the spring of 2022.

In addition, the Dr. Novelle & Associates "DNA" School, a court school located at a separate location, serves middle and high school students who may be enrolled up to one year. DNA students reside at the DNA short-term residential therapeutic program and receive probation supervision. The Violet Heintz Educational Academy (VHEA) is a community school for students in Fresno County who are identified by probation or their home school district as needing more intensive services in a smaller school setting. The site provides a collaborative approach between FCSS and FCPD, and

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referring school districts to provide behavioral, mental health wellness services, and/or substance use intervention services for students who attend school at this campus. Student referrals may be a result of non-attendance in the students' district of residence, expulsions from district programs, or probation referred. Grade 7 - 12 students receive instruction that is tailored to meet their individual academic needs as determined by local and state assessment data. VHEA continues to partner with the Probation Department, community-based organizations, students, and their families to enhance needed supports to allow the student to demonstrate progress in attendance, school engagement, and behavioral and academic growth. In addition, the Truancy Intervention Program (TIP) of the Office of the Fresno County Superintendent of Schools is a resource which identifies students with non-attendance patterns within several school districts and contact the family to identify potential needs that contribute to the truancy. The school site Deputy Probation Officer and school personnel collaborate to identify and implement systems of support for students and their families to prevent continued truancy. The goal for VHEA students is for their successful transition to their district of residence after a semester or a school year, though students may satisfy their high school graduation requirements and earn a diploma.

Focus Forward's Pipeline to Opportunity (P2O) program supports youth both in-custody and post release with higher education support services, including barrier removal, access to technology supports and academic mentors. Academic mentors are specifically trained to assist students with matriculation into any of the three higher education programs at Fresno City College (in custody dual enrollment, in custody regular enrollment, post release regular college enrollment). Services include but are not limited to College Orientation, Student Portal Navigation, support with grade and assignment monitoring, and support with the Financial Aid application (FAFSA).

Mental Health

The Family Behavioral Health Court (FBHC) was mentioned earlier as a probation supported initiative for youth who have mental health or intellectual developmental disability (IDD). Identified youth have a diagnosed serious mental disorder (major depression, bipolar disorder, schizophrenia, mood/anxiety disorders) or an intellectual disability (autism, or organic brain disorder) that contributed to delinquent conduct. As indicated, this is a partnership with probation and several county agencies and community-based organizations. The design includes a court-supported treatment plan for adjudicated youth.

The team consists of two DPOs, a FBHC Coordinator, defense counsel, deputy district attorney, a Department of Behavioral Health clinician, and the juvenile court judge. A comprehensive assessment is conducted to determine eligibility and suitability to the program. An individualized treatment plan is developed based on the needs of the youth and family. These plans are created and maintained by the Child Family Team (CFT) comprised of the youth, family and a multidisciplinary team. Goals are set to address challenges in school, within the family, and the youth's mental health or IDD diagnosis. Focus Forward coordinates the CFT meetings and Uplift Family Services Assertive Community Treatment (ACT) program is the principal provider. ACT is an evidence-based case management system shown to reduce severity of psychiatric symptoms,



improve general functioning, and reduce duration and frequency of psychiatric hospitalizations (Vijverbert, R. et.al, 2017). The approach includes an intensive level of treatment including 24/7 availability that includes:

- Crisis response
- Individual, group, and/or family therapy
- Parenting coaching
- Behavioral coaching
- Substance use prevention and treatment services
- Educational and vocational services
- Medication management
- Case management services

The providers are involved for approximately one year depending on the individual needs and circumstanced of the family, and include three stages, assessment, intervention, and stabilization. Program completion results in successful closure of probation, as well as reduction of community supports, as appropriate.

In addition to the DPO making referrals for youth with mental health needs, Fresno County has an initiative to identify youth and link them to behavioral health agencies. This project, All 4 Youth, is provided by the Department of Behavioral Health and FCSS. Probation supports and assists as needed in these recommendations.

Mental health providers are available for general caseloads and in the JJC. Wellpath provides coordination and direct services ranging from crisis response to ongoing psychiatric and behavioral health care. Wellpath staff are available daily in the JJC for crisis response, assessment, therapy, and psychoeducational services for the youth. They serve as a resource for staff in assisting in developing a plan that increases the safety and success of youth in their care as well as linkage to aftercare treatment with Community Based Organizations. Wellpath coordinates with Mental Health Systems and Focus Forward to conduct treatment with a collaborative approach.

Substance Use

Community-based organizations provide the treatment interventions in the Floyd Farrow Substance Abuse Unit (SAU) in JJC. This designated treatment unit provides for group and family interventions, mental health services, and individual appointments with a substance use disorder counselor. Case management and case planning services include the use of cognitive behavioral interventions and motivational interviewing to reduce the risk of continued substance use and lower recidivism. CBT and Motivational Interviewing are effective in improving substance use outcomes with youth (Waldron and Turner (2008), Dennis ML, et al. (2004)). In addition, the youth are on a designated probation caseload upon discharge to support the reinforcement of the strategies learned in the program and referral for aftercare services. Family Youth and Alternatives (FYA) provide the substance use services in the community and use a cognitive-behavioral and motivational interviewing approach in treatment delivery.

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Recently implemented amended scope of work allows extension of Substance Use Disorder (SUD) services provided by a community-based organization and is not a stand-alone JJC Program defined by a set number of days allowing youth to receive SUD services based on assessed need and does not require youth to be screened/committed to SAU program to receive SUD services. Detained youth while going through the judicial process are screened for substance use by a contracted medical provider and then referred for appropriate level of voluntary services provided by a community-based organization while in custody, which can be carried over to a commitment that does not require being committed to SAU. This amended scope of work also affords youth to be screened and committed to the SAU beyond the age of 17.

Social Services and Reentry Support

There is an array of services for youth who lack family support and need placement or support. The FCPD has a strong relationship with the Department of Social Services (DSS) in the coordination of placements and other resources. Youth and their family are assessed as eligible for CalWorks, Welfare to Work (WTW), Family Stabilization Program, Cal-Learn, and frequently referred to their neighborhood Resource Center.

In addition to housing and emergency service's needs, several agencies partner with FCPD to provide for mentoring and emotional support. Focus Forward has two social workers supporting youth in Placement that work within the FCPD to connect youth to provide comprehensive reentry and case management services to the families. They coordinate review conferences, Child Family Team (CFT) meetings, to discuss progress and additional needs presented by the youth and family. A plan is developed to address any identified needs and make linkages or provide direct services to support the success of the participants. Focus Forward additionally has 4.5 full time equivalent staff to provide comprehensive reentry and case management services to youth committed to the Juvenile Justice Campus for a minimum of 45 days as well as their families. Groups on financial literacy, teen parenting education and family sessions are also provided in custody. Youth and families are met upon youth's release for ongoing case management including home visits, community service opportunities and referrals to community-based services. Finally, Boys and Girls Clubs are utilized to provide targeted reentry programs and positive leisure opportunities for youth in their communities.

Fresno County supports a restorative justice approach to raise youth awareness of the consequences of their actions and support making restitution for those actions. Community Justice Conferencing (CJC) provides a Victim Offender Reconciliation Program (VORP) that uses a restorative justice approach, provides mediation, and increases restitution services. CJC reports that since 2009, the youth they serve had a 5-10 percent reduction in recidivism compared to youth that did not participate in their services (who recidivated at a rate of 20-30 percent). Restorative Justice is a promising practice for juvenile offenders; however, more research is needed to determine the population best served with this model (Bergseth, K.J. and Bouffard, J.A. (2012), Bazemore, G. and Umbreit, M. (2011)). CJC has enrolled 64 youth referred by probation in a variety of services (Insight

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Awareness programs, mediation, cognitive behavioral sessions, family group conferences, victim offender meetings, and DUI), of which 34 youth are enrolled in DUI or Cognitive Behavioral sessions.

Section B: B. Identifying and Prioritizing Focus Areas

Fresno County Probation Department is committed to meeting the needs of youth in an effort to reduce entrance in the juvenile justice system and/or to limit further involvement into the criminal justice system. While the services detailed in the prior section are effective in meeting needs, the department is invested in expanding services to fill gaps, improve resources, and respond to additional concerns in the community. The Juvenile Justice Coordinating Council Phased Response Plan Subcommittee was convened on March 30, 2023, and April 13, 2023, to identify needed areas to focus on in the coming year.

Juvenile Justice Coordinating Council Phased Response Plan Subcommittee

Name	Agency
Rosalinda Acosta	Probation Department, Deputy Chief
JoAnna Edwards	Public Defender's Office
Emma Rasmussen	Department of Behavioral Health
Joanna Litchenberg	Focus Forward
Marisa Gamboa	Fresno County Superintendent of Schools
Galen Rutiaga	District Attorney's Office
Tricia Gonzalez	Department of Social Services
Lt. Matt Alexander	Sheriff's Office
Paco Balderrama	Fresno Police Department, Chief
Barbara Schulte	Fresno County Juvenile Justice Commission
Debra Rush	Breaking the Chains
Sergio Coronel	Youngsters For Change
Angel Duarte	Geo Group Inc.

This collaborative process resulted in the identification of the following areas to further develop over the upcoming year.

- Family Behavioral Health Court
 - A review of the existing Rationale and Protocols are outdated and do not speak to evidence-based practices.
- Re-Entry
 - Incorporate planning for the transitioning of youth upon release; however, the measuring of data continues to be a challenge.



- Disparities in Services by Area
 - Fresno County is the 6th largest county based on land area (nearly 6,000 square miles) and has a large agricultural area. The eastern and western regions of the county have a dearth of services and access to public transportation is limited.
- Insufficient Access and Availability of Culturally and Gender-Responsive Mental Health Services
 - Support is needed to assist agencies to expand programming that is responsive to the population served, as well as leveraging collaborative opportunities to share resources.
- Gaps in Delivery of Evidence-Based Services
 - There is little known about the quality of services offered and the utilization of structured, evidence-based approaches. Needed programs include substance use disorders, sex offender treatment, core programming to lower recidivism, and crisis de-escalation.
- Limited Data Collection and Sharing
 - Information sharing is hampered by outdated and disconnected data systems.

Family Behavioral Health Court

As mentioned in the body of this plan a Family Behavioral Court currently exists. This program has been in existence for over twelve years. The FCPD is committed to ensure the youth who participate in this program are having their needs met utilizing evidence-based practices. Therefore, the Rationale and Protocols document will be updated to current evidence-based practices. In addition, the collaborative team members and their roles is paramount to ensure sustainability and will help to identify any gaps in service.

Re-Entry

Providing supportive services to youth and their families as they reenter the community is a priority for Fresno County. Beginning at booking of a youth into custody, plans will be developed to prepare families for the return of their children upon release. This includes the work of Social Workers, Peer Support Mentors, and contracted community supports to work with youth and family, both in custody and post-release, as we will strive to fulfill reentry plans at home and in the community and will utilize identified outcome measures. We anticipate significantly lower recidivism level for participating youth. Individualized reentry case management plans will strengthen families, potentially preventing younger siblings from entering the juvenile justice system, and provide a clear pathway to success for youth reentering the community. The focus on re-entry will be bolstered by connecting youth to trusted messengers and community-based organizations while in custody to help bridge youth to services when they are released.

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Focus Forward partners with Project Rebound at Fresno State to bring interns with lived experience to support youth in their Pipeline to Opportunity (higher education) program. Focus Forward also partners with the CA Justice Leaders AmeriCorps program through Impact Justice to connect young professionals with lived experience to youth in all Focus Forward programs both in and out of custody.

Before the youth is released from custody a transition meeting is scheduled with the youth and his parent, the supervising DPO and our collaborative partners: Focus Forward, Fresno County Office of Superintendent, Fresno Unified and/or a representative from the school district the youth will be attending, Youth for Christ, SERI, Boys and Girls Club, Department of Mental Health, and LOTO ministries.

The effectiveness of re-entry programs will be measured by tracking the percentage of youth who are in stable housing, in educational programs, and working when they are released, as well as by surveying youth regarding adequacy of access of physical health, mental health and substance use services prior to and after release. However, a review of our internal systems indicates we are limited in the ability to collect data. In order to have the capability to do so, data points need to be identified and incorporated into the FCPD case management system.

Disparities in Services by Area

Leone, Quinn and Osher (2002) found that probation services work best with youth “when offered by and within a variety of social and justice agencies within the community.” Effective programs collaborate and form connections with other agencies to provide a complement of services that are flexible enough to meet the unique needs of families. Many times, rural areas have limited resources or there are accessibility concerns for families in more remote parts of the county. Current efforts to provide more service coverage include school-based probation, reporting opportunities in local police departments, telephone or video conferencing options, and field visits by DPOs who are assigned cases based on geographic areas.

Fresno County Probation Department hopes to expand on the availability of services in the eastern and western parts of the county by supporting remote/virtual services for treatment, more frequent use of EPICS appointments when field visits are conducted, and training providers to deliver relevant programming in agencies located in these areas.

The FCPD has contracted with Geo Group Inc. who provides substance abuse programming utilizing cognitive behavioral interventions. The program places heavy emphasis on skill building activities to assist with cognitive, social, emotional, and coping skill development. The group is designed for youth who are in the juvenile justice system and demonstrate a need on the substance abuse domain of the risk assessment.

Insufficient Access and Availability of Culturally and Gender-Responsive Mental Health Services

Understanding the historical construct of institutional racism is fundamental to critically examine the youth justice system’s structural investments in custody, control, and punishment to achieve public safety. This system of racial hierarchy must be clearly understood in the current construct,

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acknowledged, and directly engaged if we are to achieve equity and well-being for communities of Black and Brown young people.

It is critical that a stance of inclusion and respect be at the core of every interaction with the youth and their families. In Probation, the philosophy of cultural responsiveness is seen in several ways. First, we are comprised of a diversified staff. It is essential that all youth can look to staff for relatable role models and opportunities to talk with adults with a shared cultural experience. In addition, community-based organizations that specialize in or work with specialty populations are represented in the network of providers utilized by Probation. Staff make referral decisions based on resources that are most likely to result in a feeling of trust and comfort by the family. There is an effort to reflect a variety of cultures most represented among the youth at the Juvenile Justice Campus in the artwork displayed, stories and books available, menus and snacks, as well as providing cultural heritage events or activities.

While there are some options available to provide a culturally relevant and gender-responsive experience for youth in our care, this opportunity needs to be more expansive, available, and affordable. FCPD will develop opportunities for agency collaboration to better meet the cultural and gender needs of the families served. In an effort to ensure this is prioritized, all RFPs that are published will include a provision that services are expected to be delivered in a culturally and gender-responsive style.

Gaps in Delivery of Evidence-Based Services

Probation has invested in enhancing the approach used in juvenile field services, through the implementation of CCP in the field, i.e., Effective Practices In Community Supervision (EPICS), a system of incentives and responses, and an internal coaching system for Continuous Quality Improvement (CQI). Reducing youth antisocial behavior, social skill and emotion regulation deficits, problems with family and peer relationships, gang affiliation, substance misuse, mental health issues, self-harm, poor academic performance, aggression and violence requires a comprehensive plan that utilizes proven models of intervention delivered with fidelity. Currently, the availability of programs that incorporate evidence-based practices, and structured interventions based on a cognitive-behavioral model needs further expansion. This emphasis on EBP interventions will also be stated as a requirement within RFPs released by the FCPD.

With the expansion of evidence-based treatment the FCPD has contracted services with Geo Group Inc. and the Counseling and Psychotherapy Center of Greater Boston, Incorporated as previously mentioned in this report. UC continues to assist with expansion through on-going technical and training assistance. Both organizations have received training to include core cognitive behavioral curriculum (Free Your Mind), and youth substance use disorder curriculum (Cognitive Behavioral Interventions - Substance Use (Youth). Our service providers will complete additional modules based on targeting emotion regulation, mental toughness, and gang affiliation and curriculum for youth who commit sex related offenses (I Decide: Cognitive Behavioral Intervention for Adolescents to Control Impulses and Create Identity). Additional evidence-based enhancements proposed for the upcoming year include the adoption of a structured crisis de-escalation model for FCPD, Positive



Action (classroom curriculum) and Family Systems Trauma Model and/or Multisystemic Therapy (MST).

Finally, FCPD has implemented a comprehensive Continuous Quality Improvement (CQI) model to provide for on-going monitoring and enhancement of implementation of evidence-based services. Each probation division will identify targets for improvement, develop action plans, and monitor for desired outcomes or indicators. A system for reviewing and supporting implementation enhancements for community-based partners will be an essential element in the CQI Plan. One gap in our understanding of what practices are effective and evidence-based, is to identify what drives racial and ethnic disparities in justice-involved youth. Collecting and reporting data on race and ethnicity related to participation in or assignment to a broad range of programs as well as in dispositions, will inform decision-making that can reduce disparities. For this reason, FCPD is committed to considering race and ethnicity data when determining evidence-based practices.

Limited Data Collection and Sharing

An upgrade in the Juvenile Division data management system has expanded the amount of information captured and enhanced the security of the electronic record. Unfortunately, sharing information among county agencies and community-based partners is inadequate. There is no county-wide data base or established relationships for shared data among partners. This hinders the ability to ensure the services provided to a family are congruent, comprehensive, and avoid duplication. Limitations in access to information by the court, probation, and providers reduces the efficiency and accuracy of decision-making. Improvements in communication through a shared data system will continue to be an option for exploration.

Section C: Juvenile Justice Action Strategy

The Fresno County Probation Department (FCPD) is an integral component of the juvenile justice system. FCPD perform intervention, prevention, investigative and supervision services of youth who have been noticed or identified by the juvenile justice system. FCPD's Intake Unit is the gatekeeper of law enforcement referrals and determines the appropriate course of action within the system. Deputy Probation Officers (DPOs), determine the pathway for the youth. They utilize evidence-based assessments to develop an individualized case plan built from the protective factors and needs identified from the assessments.

Juvenile Supervision services are provided for youth placed on formal probation by the Juvenile Justice Court. The evidence-based assessment (PACT) continues to inform specific goals to lead to outcomes of successful supervision and recidivism reduction. Based on the risk to reoffend, DPOs work collaboratively with the youth, family, and community organizations to develop an appropriate case plan that will meet their needs. DPOs are instrumental in ensuring youth are receiving support and progressing with educational goals, treatment needs, and meeting the orders of the court. DPOs prioritize service selection based on the use of evidence-based options within the youth's home community. DPOs serve the metropolitan and rural communities within Fresno County and work collaboratively with the organizations, schools and law enforcement agencies from

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those areas. This coordinated work between these partners increase information sharing and consistency of approach to better meet the needs of the family and the community.

FCPD provides services to youth that have been ordered by the Court into out of home placement or to receive AB 12 services. Mandatory monthly contact with youth is performed by the DPO to ensure the identified needs of the youth are being met along with continuing efforts to offer reunification services. Every effort is made in identifying a least restrictive, family-like environment for youth whenever possible. Continuing to remain at the forefront of placement services for youth is the continued implementation of the Continuum of Care Reform (CCR), this includes developing resource families and conducting meaningful Child and Family Team (CFT) meetings with those involved in the youth's life. Short Term Residential Treatment Programs continue to be an option considered for youth that have been ordered to receive placement services.

FCPD continues to utilize SB 163 wraparound services, a family-focused, strength-based program developed as an alternative to out of home care, while also offering in-home supportive services. This allows an opportunity for the treatment team, youth, family, and supportive individuals to work together while the youth remain in the home with the aim of family stabilization and permanency.

In addition, the FCPD adheres to the Families First Prevention Services Act (FFPSA). This was established to help strengthen the youth's home-based options and avoid removal from the home. One of the primary goals is to complete thorough family finding efforts, pursuant to WIC 628(d). The probation officer will reach out to the youth's family, including extended family, to advise them the youth is at risk of entering foster care placement, and if they can assist by providing support and/or take the youth into their home.

Additionally, a Child and Family Team (CFT) meeting will be conducted pursuant to WIC 706.5 and 706.6, to review the strengths and needs of the youth, and determine if another family-based setting could provide effective and appropriate care, in the least restrictive environment. Using a team-based approach, the probation officer will collaborate with partnering agencies such as Focus Forward, Mental Health and liaisons for the youth's education, to consider additional options for the youth and develop a case plan. The FCPD has added a social worker who is part of this team.

If it is determined that a short-term residential therapeutic program (STRTP) is appropriate and recommended, then the DPO completes a comprehensive referral to the Qualified Individual (QI) at the Department of Behavioral Health. Additionally, the DPO will present the case to the Interagency Resource Placement Committee (IRPC), for further approval.

Fresno County Probation Department remains focused on strategies for reduction of youth entering the juvenile justice system by utilizing a range of options. The intent is to address the needs of youth without bringing them formally into the justice system. As such, juvenile probation services may include hearings for youth for competency determination, findings of deferred entry of judgement or informal supervision (with or without court orders), and probation without wardship. For this reason, the FCPD has an assessment team comprised of two DPOs who complete the appropriate assessments on youth who have admitted to a new law violation and have been set for disposition.



This new team moves Probation forward in having an evidence-based assessment prior to the youth going to disposition.

Section D: Comprehensive Plan Revisions

As developed by the JJCC Phased Response Plan Subcommittee, focus areas were identified and plan revisions to address gaps led to revisions for this year. Despite ambitious plans, many opportunities continue to be hindered as a result of the Corona virus pandemic. Opportunities to coordinate, develop, and implement new practices were postponed or hampered by limited in-person meetings and collaboration.

Collaboration and coordinated care across engaged agencies is essential in the effective provision of services. The system strives to be flexible in meeting the unique needs of the families. This effort is more challenging in rural areas with limited resources and accessibility concerns for families in more remote parts of the county. Current efforts to provide more service coverage include school-based probation, reporting opportunities in local police departments, telephone or video conferencing options, and field visits by DPOs who are assigned cases based on geographic areas. In addition, Fresno County Probation Department hopes to expand on the availability of services in the eastern and western parts of the county by supporting more satellite sites that provide treatment services, more frequent use of EPICS appointments when field visits are conducted, and training providers to deliver relevant programming in agencies located in these areas. Treatment modalities/curricula and contracted providers will be required to ensure their programs are rooted with evidence-based principles, are culturally and gender responsive, and youth appropriate.

As FCPD continues its commitment to providing effective services, the identification of a validated, and dynamic needs assessment tool will be a priority for youth who commit sex-related offenses. Identifying such a tool is essential to a comprehensive case plan for the individual youth with a sex offense.

As mentioned in the sections on Disparities in Services by Area and Gaps in Delivery of Evidence-Based Services, FCPD will explore opportunities to collaborate with county agencies and organizations. Serving as a liaison between these groups positions the department to build pathways to the establishment of new or expanded services for justice-involved youth and families. Training on the use of newly resourced curricula and tools will be an ongoing initiative to keep staff abreast of the additional techniques being implemented to support families.

The FCPD revised the sanctions and incentives matrix to reflect more options, clarify the purpose of the system in targeting criminogenic needs, and increase the consistency of application. Additional items were added, especially in the area of incentives and awarding of those items were tied to specific behavioral indicators commonly associated with probation success and risk reduction. Efforts were made to increase the variety and range of options in the sanctions grid. Finding lower-level sanctions is optimal to reduce the reliance on detention days in response to violations of probation. One common sanction, use of community service work program, was unavailable due to the closure of a prior provider and inability to secure a replacement agency for the oversight of the

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program. Our continued effort will not only allow for this option to be available, but also enhance the use of community service to a more restorative justice mindset. By putting the community service in a light of helping a charitable organization, non-profit organization, or public agency it may represent the first time a youth has contributed to society in a positive way. While this may be initiated in response to a violation of probation, the hope is the youth receive a more beneficial outcome rather than viewing it as a punishment.



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Part 2. Juvenile Justice Crime Prevention Act (JJCPA)

Section A: Information and Data Collection

A recent upgrade in the Juvenile Division has expanded the amount of information captured and enhanced the security of the electronic record. Unfortunately, sharing information among county agencies and community-based partners is inadequate. There is no county-wide data base or established relationships for shared data among partners. Improvements in communication through a shared data system continue to be an option for exploration.

FCPD provides information to and receives annual data from the California Department of Justice by means of the Juvenile Court and Probation Statistical System (JCPSS). In addition, annual data surveys are conducted through the Chief Probation Officers of California (CPOC) and monthly statistics gathered from the current data base. All shared information and data are used to direct resources and guide decision making within the FCPD management team. This function will be expanded upon with the implementation of a departmental CQI Plan that will target quality improvements based on the developmental abilities of the units.

Section B: Juvenile Justice Coordinating Councils

Yes, we have a JJCC.

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Section C: Funded Program, Strategies and/or System Enhancements

OVERVIEW OF JJCPA AND YOBG FUNDING PROGRAMS						
PROGRAM	FUNDING SOURCE		TYPE OF SERVICES			
	JJCPA	YOBG	PREVENTION	INTERVENTION	IN CUSTODY	AFTERCARE/ RE-ENTRY
School Based DPOs	X		X	X		
VHEA/DRC	X		X	X		X
Family Behavioral Health Court	X		X	X		
Juvenile Justice Campus Substance abuse Unit	X	X	X	X	X	X
DPO Assigned to Youth who commit Sex Related Offenses	X		X	X		
DPOs Assigned to Commercial Sexual Exploitation of children	X		X	X		
Informal Probation Prevention	X		X	X		
Focus Forward Social Workers	X		X	X		X
Juvenile Services Probation Technicians	X		X	X		
Juvenile Justice Campus New Horizons Program		X			X	X
Intensive Probation Supervision		X	X	X		X
Positive Achievement Change Tool (PACT)		X	X	X		
Truancy Intervention Program		X	X	X		
Juvenile Justice Campus Boys and Girls Club		X	X	X	X	X
Community Justice Conference (CJC)		X	X	X		
Juvenile Mentoring Program		X	X	X	X	X
Assessment Team	X		X	X		

Evidence Upon Which it is Based: Please refer to Part I for evidence.

Description: Please refer to Part I for program description(s).



Part 3. Youthful Offender Block Grant (YOBG)- (Welfare & Institutions Code Section 1961(a))

Section A: Strategy for Non-707(b) Offenders

Fresno County Probation Department seeks to provide services that ensure public safety while addressing the unique needs of the youth placed on supervision. This philosophy drives the decisions related to detention, commitment, informal or formal supervision, and case planning decisions. FCPD relies on guidance from a large body of research that indicates that recidivism reduction is best achieved through the use of a validated risk assessment to determine intensity of services, focus on criminogenic need areas as targets for change, and utilization of proven interventions implemented with quality and fidelity (Andrews, et.al. (1990), Gendreau, P. (1996), Gendreau, P. et.al., (2002)). The department strives to apply these principles from a policy level and in day-to-day decisions that provide for the best services to the community and the individual youth.

Risk Principle

The risk principle states “who” should be treated. Under this principle, youth’s level of risk should be evaluated using a validated risk assessment tool. More intensive treatment services should be reserved for those who are assessed to be at a high to moderate risk of re-offending in the future. Low risk offenders should be given minimal service. Including low risk individuals in more intensive services can disrupt their lives (i.e. family, school, employment) and can increase their risk of re-offending in the future (Andrews et al., 1990).

Fresno County Probation Department uses the PACT (Positive Achievement Change Tool) to assess all youth on formal supervision. The tool measures a youth’s risk and protective factors across 12 domains (aggression, alcohol and drugs, attitudes/behavior, criminal history, employment, family, living arrangements, mental health, relationships, school, skills, and use of free time). Risk of recidivism is categorized into low, moderate, moderate/high and high risk to reoffend. (<https://vant4ge.com/assessments-agnostic/m-pact/>). Staff will continue to be trained on an updated version of the PACT (PACT 2020). Select staff will be identified as trainers to allow for greater efficiency in training newly hired DPOs and greater sustainability of the tool.

In further implementation of the risk principle, FCPD has reorganized the probation caseloads to be based on risk rather than strictly geographic area. This move will allow for a more strategic distribution of cases among DPOs resulting in more frequent contacts and interventions for the higher risk youth.

Need Principle

Second, the need principle states “what” should be treated. The most effective treatment programs identify and target those domains that have been shown to be correlated to criminal behavior. These risk factors, or criminogenic needs, are dynamic. They can be changed while static factors, like prior criminal history, cannot be changed. Research has identified a number of criminogenic needs that should be targeted. They include anti-social attitudes, values, beliefs, peer associations, personality, education/employment, family, substance abuse, and leisure/recreation. These should



be the focus of individual case plans while they are on supervision. Luong, D. and Wormith, J.S. (2011) found that having a validated risk assessment without developing a case plan to address the elevated criminogenic needs does little to reduce recidivism. They found that “a match between assessed need and identified intervention was associated with a 37.9% reduction in likelihood of recidivism for high-risk offenders. Furthermore, the absence of interventions to address identified needs (i.e., under identification of interventions) was associated with an 81.7% increase in likelihood of recidivism.” For this reason, an assessment team was created which is comprised of two DPO’s who conduct the appropriate assessment on youth who have committed a new law violation and have been set for disposition. This helps with making appropriate recommendations that address the youth’s criminogenic needs and provide even more details on supports that can be put into place to help youth and family.

Responsivity Principle

Finally, the responsivity principle indicates “how” treatment services should be delivered. This principle can be divided into two components. Under specific responsivity, the goal is to remove particular barriers and set youth up for success while they are receiving treatment. In particular, a youth’s learning style or motivation level can limit a youth’s ability to benefit from treatment. Therefore, these issues should be identified and addressed by practitioners. Treatment services should be matched to youth according to these characteristics (Andrews et al., 1990). The second component, general responsivity posits that practitioners should implement a treatment modality that most youth respond well to. Cognitive-behavioral therapy strategies have been shown to successfully change behavior when they are designed and implemented with high fidelity (Andrews & Dowden, 2006).

As noted previously in this report, FCPD values an inclusive and culturally and gender responsive environment. Maintaining this approach is a key decision point in the recruitment and hiring of staff, selection of programming and practices, and the creation of policies and procedures. The use of evidence-based practices has been an important consideration in the provision of treatment services. Those providers that contract with FCPD primarily apply a cognitive behavioral model in their services delivery. DPOs are trained in Thinking for a Change and provide the group both in the institution and the community. Additional evidence-based curricula planned for implementation include Cognitive Behavioral Interventions - Substance Use (youth), Free Your Mind (Core Curriculum) and additional modules on Emotion Regulation, Mental Toughness, and Gang Intervention and Peers, and I Decide (treatment program for youth who commit sex-related offenses). In addition to these group interventions, there are plans to provide an evidence-based model for crisis de-escalation, programming to increase school success, and family therapy (Multisystem Therapy and Trauma Focused Family Therapy). These additions will allow for a greater capacity to refer youth to effective programming. The FCPD will support community-based organizations through providing training to agencies open to delivering the groups. Existing services will continue to be utilized to provide for mentoring, case management, restorative justice, and mental health services.

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Specialty Caseloads

To better meet the needs of youth and families, the court and FCPD have developed several specialty caseloads. To provide for more frequent contact and convenience, several schools will continue to have an on-site probation officer. The Violet Heintz Educational Academy (VHEA) will continue to provide an option for youth who are less successful in the traditional school environment. There are specialized caseloads for the Family Behavioral Health Court (FBHC), Substance Use Disorder, youth who commit sex-related offenses, and for youth victims of commercial sexual exploitation.

Reentry

Out of home placement results in disengagement from family, school, and their community. This disruption may result in a loss of connection and stability upon discharge. For youth that are in placement or spend time in the JJC, FCPD makes every effort to prepare and support the youth's reentry into the community. The goal is to reduce recidivism upon their return to the community. The process starts as early as possible as the youth transitions from the institution or placement and return to the home. Services are coordinated to ensure clear communication between the family and all involved agencies. This effort is led by a contracted social worker from Focus Forward, and involves the designated DPO, youth, family, school representative, and relevant service providers.

In addition to ensuring stability in housing, school, and other basic needs, the assigned DPO continues to address treatment needs through the use of EPICS and/or referrals to address unmet needs or aftercare. Providing follow-up reentry care in probation has been shown to have a slight to modest improvement in outcomes when compared to youth that do not receive aftercare or supportive reentry services (Bouchard, J. et.al. (2018), James, C. et.al., 2013). The youth are matched to services based on their criminogenic and responsivity needs. This approach is more efficacious with youth that are higher risk to recidivate, those with violent offenses, and when services are directed at the individual needs of the youth. Fresno County seeks to provide more intensive services to youth that are higher risk for recidivism and pose the greater risk to the community.

Section B: Regional Agreements

N/A

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

OVERVIEW OF JJCPA AND YOYG FUNDING PROGRAMS						
PROGRAM	FUNDING SOURCE		TYPE OF SERVICES			
	JJCPA	YOYG	PREVENTION	INTERVENTION	IN CUSTODY	AFTERCARE/ RE-ENTRY
School Based DPOs	X		X	X		
VHEA/DRC	X		X	X		X
Family Behavioral Health Court	X		X	X		
Juvenile Justice Campus Substance abuse Unit	X	X	X	X	X	X
DPO Assigned to Youth who commit Sex Related Offenses	X		X	X		
DPOs Assigned to Commercial Sexual Exploitation of children	X		X	X		
Informal Probation Prevention	X		X	X		
Focus Forward Social Workers	X		X	X		X
Juvenile Services Probation Technicians	X		X	X		
Juvenile Justice Campus New Horizons Program		X			X	X
Intensive Probation Supervision		X	X	X		X
Positive Achievement Change Tool (PACT)		X	X	X		
Truancy Intervention Program		X	X	X		
Juvenile Justice Campus Boys and Girls Club		X	X	X	X	X
Community Justice Conference (CJC)		X	X	X		
Juvenile Mentoring Program		X	X	X	X	X
Assessment Team	X	X	X	X		

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Nature of Coordination with JJCPA: Fresno County Probation Department uses the JJCPA funds for a program that focuses on school-based interventions, as well as other specialized supervision caseloads for youth who are on probation. The services provided with JJCPA funds coordinate with the Youthful Offender Block Program by enabling FCPD to provide a wide range of needed services ranging from intervention to intensive supervision services.

Description: Please refer to Part I for program description(s).



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