



# Solano County Comprehensive Multiagency Juvenile Justice Plan

Prepared for:  
Solano County  
Juvenile Justice Coordinating Council  
(JJCC)

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# Executive Summary

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This independent review of the Solano County juvenile justice continuum was commissioned by the Juvenile Justice Coordinative Council (JJCC). The continuum review included feedback from stakeholders via interviews and focus groups, reviews of existing continuum components, meetings with various County staff, and research of effective youth programming.

## Key Themes

During the focus group and interview conversations, a few key themes emerged:

- ✓ Communication and relationships across agencies are seen as strong, though many voiced a lack of knowledge of the positive work and vision of other agencies and departments.
- ✓ Probation has made notable strides in implementing best and optimal practices and has focused on developing a system which is strength-based.
- ✓ More community prevention services and resources for youth and families are needed, with a stated preference for neighborhood-based programs which involve local leaders and crafted with the input of the local community.
- ✓ A need exists for more data, data reports, and sharing of data across systems.
- ✓ Continued work is needed in reducing racial and ethnic disparities and increasing family engagement.
- ✓ COVID-19 presented unique challenges throughout the continuum over the last two years.

Upon review of Solano County’s juvenile justice continuum, it is clear there are many positive practices. These include a system of assessments and matching youth to services using risk, need, and responsibility principles. Many youths are diverted from formal system processing, and staff have established a network of research-based, Evidence-Based, Promising, and Optimal Practices and Programming throughout the continuum.

With the positive activities and best practices that have continued to be honed, even with the impact of the COVID-19 pandemic, the JJCC should consider spending the next 1-3 years regrouping, recognizing and celebrating progress made thus far, and refining the system work.

## Summary of Recommendations

There are some identified areas of recommendation for the next three years:

### System Foundation Work Recommendations (shorter term)

1. Strengthen and solidify the plan to create the capacity to implement and prioritize the recommendations, including operationalizing JJCC’s vision, establishing guiding principles, and identifying outcomes.
2. Continue implementing the Probation Juvenile Data Project Plan<sup>1</sup> and establish a mechanism for data sharing throughout the continuum.

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<sup>1</sup> See Appendix B

3. Create a comprehensive community map of resources for youth/child/family-serving agencies in the County that depicts services for Prevention, Early Intervention, Community Based Services and Supervision, Residential Services, and Secure Care.
4. Develop a plan to provide training and education on available resources and current initiatives.
5. Explore options for sharing access to existing program services across departments, agencies, and with the community.
6. Build upon the work of the Racial and Ethnic Disparities (R.E.D.) Steering Committee to work through recommendations of the W. Hayward Burns Institute's May 2017 Readiness Study.<sup>2</sup>
7. Develop options for involvement of individuals with a lived experience in committees and boards.

**Service Continuum Work Recommendations (longer term)**

8. Maximize funding through Family First Prevention Services Act (FFPSA) to add well-supported preventative services in Solano County.
9. Identify programs addressing gaps in prevention services for youth and families at the community/neighborhood level based on identified needs and strengths throughout the County.
10. Strengthen family engagement initiatives.

A more comprehensive description of recommendations with associated action steps can be viewed on page 40.

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<sup>2</sup> [Solano County](#)

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A copy of this full report may also be viewed online at:  
[Solano County - Juvenile Justice Coordinating Council](#)

# Background

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Solano County developed its Comprehensive Multiagency Juvenile Justice Plan (CMJJP) in 2000-2001 in accordance with AB 1913, the Juvenile Justice Crime Prevention Act (JJCPA). Updates to the plan were made in 2005, 2008, 2012, 2014, and 2017. Each CMJJP has reported on the inventory of services at the time of publication as well as assessing the need for, and recommendation of, additional services in Solano County.

Government Code Section §§ 30061 and Welfare and Institutions Code Section §§ 1961, as amended by AB 1998 (Ch. 880, Statutes of 2016), combined, and established the planning and reporting requirements under the Juvenile Justice Crime Prevention Act (JJCPA) and the Youthful Offender Block Grant (YOBG) programs. The JJCPA program provides state funding for counties to implement programs that have proven effective in reducing crime and delinquency among at-risk youth and youthful offenders. The YOBG program provides state funding for counties to deliver custody and care (i.e., appropriate rehabilitative and supervisory services) to youthful offenders who previously would have been committed to the California Department of Corrections & Rehabilitation, Division of Juvenile Justice.<sup>3</sup>

Government Code Section §§ 30061(b)(4) specifies that each County's Juvenile Justice Coordinating Council (JJCC) shall review and update the JJCPA component of the plan annually. The JJCC is the entity that develops these JJCPA components. The YOBG component of the plan is not required to be developed by the JJCC. Beginning in 2018, the JJCPA-YOBG Plans should be fully consolidated; however, based on the unique attributes of each program, it remains that JJCC development is only required on the JJCPA component of the plans.

Solano County is in compliance with the reporting requirements for the JJCPA and YOBG. The most recent report was submitted to the Board of State and Community Corrections in April 2021. The submission may be viewed via the following link: [Solano County 2020 Consolidated Annual Juvenile Justice Plan \(ca.gov\)](https://www.ca.gov/solano-county-2020-consolidated-annual-juvenile-justice-plan)

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<sup>3</sup> [JJCPA-YOBG Program – BSCC \(ca.gov\)](https://www.bscclocal.org/jjcpa-yobg-program)

# Overview and Highlights of Previous Comprehensive Multiagency Juvenile Justice Plans (CMJJP)

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## 2005 CMJJP

- ✓ Cited the 2004 opening of a new 90 bed facility to replace the Juvenile Detention Facility.
- ✓ Highlighted increased focus on prevention and early intervention programs and evidence-based programs.

## 2008 CMJJP outlined:

- ✓ Implementation of the Juvenile Assessment and Intervention System (JAIS)
- ✓ Implementation of specialized services for various target populations (drug and repeat offender caseloads and services for female youth).
- ✓ Creation of the Challenge Program – a program for youth who would have otherwise been sent to the California Department of Correction and Rehabilitation.
- ✓ Creation of a Felony Diversion Program.

## 2012 CMJJP noted the:

- ✓ Elimination of some programs due to funding issues, including the Challenge Program and the specialized services noted in the 2008 report.
- ✓ Creation of a second Day Reporting Center in 2011 in Fairfield.
- ✓ Increased use of extended family placements in lieu of group home out of home placements.
- ✓ Focus on improving communication and sharing among juvenile providers.

## 2014 CMJJP highlighted the:

- ✓ Reopening of the Challenge program in 2014.
- ✓ Use of Misdemeanor Diversion Program.
- ✓ Continued commitment to the use and implementation of evidence-based practices and strong collaboration with other agencies/stakeholders

## 2017 CMJJP

- ✓ Made 17 recommendations on the Continuum of Care, Evidence-Based Practices, and JJCC Oversight and Technical Assistance. The recommendations and the status of the recommendations provided by Solano County Probation are outlined below.
  - Strategize on options for increased family engagement - *Ongoing*
  - Implement a Juvenile Detention Facility screening tool - *Completed*
  - Explore needs for additional substance abuse services – *Substance abuse programming now provided at the Youth Achievement Center.*
  - Recruit and train Resource Family Homes and Short-Term Residential Treatment Programs for justice-involved youth while working on re-integration with the family – *Ongoing*

- Create an independent living program for youth transitioning from secure care - *Working with First Place for Youth on independent living program services related to foster and AB12 youth. Additional needs met through YAC and housing resources.*
- Create a program to support Probation youth akin to CASA (Court Appointed Special Advocates) - *Alternative supports have been added including mentors through the XL Mentoring Program, a Parent Partner position was added, wraparound was expanded, and Child and Family Teaming (CFT) was implemented.*
- Explore options for alternative to detention and provide recommendations to JJCC – *Several early intervention programs exist to address youth needs and keep them out of detention.*
- Provide differing levels of contract requirements for youth based upon level of risk - *Ongoing*
- Assess youth appropriately and meet minimum criteria prior to being ordered into secure programs such as New Foundations and Challenge Academy – *Cases are staffed with a placement committee to assess if they meet minimum criteria and to recommend the most appropriate program. (Note: New Foundations has since closed.)*
- Share assessment results and case plans to ensure accurate service delivers and reduce repeated traumatization - *Ongoing*
- Conduct a standardized mental health screening for youth at Juvenile Detention Facility who request services and/or when services are indicated - *The initial CFMG screening is completed. Staff were trained in the MAYSI assessment, but it has not yet been fully implemented at the Juvenile Detention Facility.*
- Review assessment tools to determine if they are the most appropriate for populations served – *Ongoing*
- Form a committee to design and create data reporting practices for member agencies of JJCC. – *Probation has recently started meetings on data reporting with its new case management system.*
- Create JJCC sub-committees to be more actively engaged in monitoring juvenile services within the continuum of care - *AB2083 initiated the System of Care ongoing sub-committee meetings along with ongoing Interagency, Wraparound, and JJCC meetings.*
- Enhance communication of available resources to increase utilization by at-risk families - *Ongoing*
- Consider creating a handbook or juvenile systems guide for families – *Completed*
- Review options to enhance access and/or transportation to local services - *On-going - Bus passes are provided as needed and staff utilize Uber for clients. Transportation is provided for youth at the Youth Achievement Centers.*

The aforementioned Probation Department’s Consolidated Annual Juvenile Justice Plan further committed to Goals and Objectives for 2021/2022 reflective of the continued work towards completing the recommendations in the 2017 CMJJP. These include a continued focus on enhancing family systems services, and an expansion of Child and Family Team Meetings, not only for youth as a placement prevention and reentry service, but also for youth under formal supervision with family-based issues.

Previous CMJJP Reports can be viewed via the following link: [Solano County - Juvenile Justice Coordinating Council](#)

# Solano County Juvenile Justice Coordinating Council (JJCC) Members

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The membership of the coordinating council is outlined in California Welfare and Institutions Code 749.22 and shall, at a minimum, include the chief probation officer, as chair, and one representative each from the district attorney's office, the public defender's office, the sheriff's department, the board of supervisors, the department of social services, the department of mental health, a community-based drug and alcohol program, a city police department, the county office of education or a school district, and an at-large community representative. To carry out its duties pursuant to this section, a coordinating council shall also include representatives from nonprofit community-based organizations providing services to minors.

The Members of the Solano County JJCC include the following individuals as of December 1, 2021.

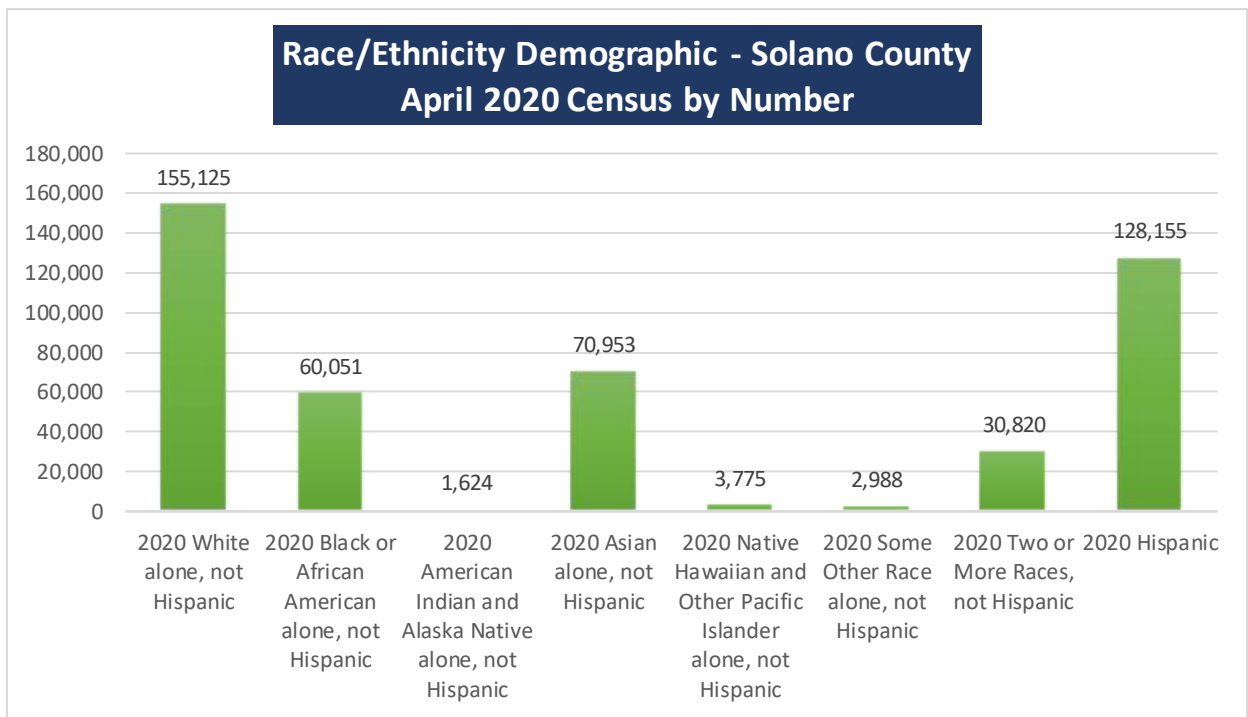
Christopher Hansen, Chief Probation Officer and JJCC Chairperson  
Linda Connelly, Community Based Organization Representative  
Elena D'Agustino, Public Defender  
Deanna Cantrell, Chief, Fairfield Police  
Krishna Abrams, District Attorney  
Aaron Crutison Deputy Director, Child Welfare Services (since retired)  
Julie Hilt, Member of the Public  
Erin Hannigan, Board of Supervisors, District 1  
Leticia De La Cruz, Mental Health Services Administrator, Behavioral Health Division  
Lisette Estrella-Henderson, County Superintendent of Schools  
Tom Ferrara, Sheriff/Coroner



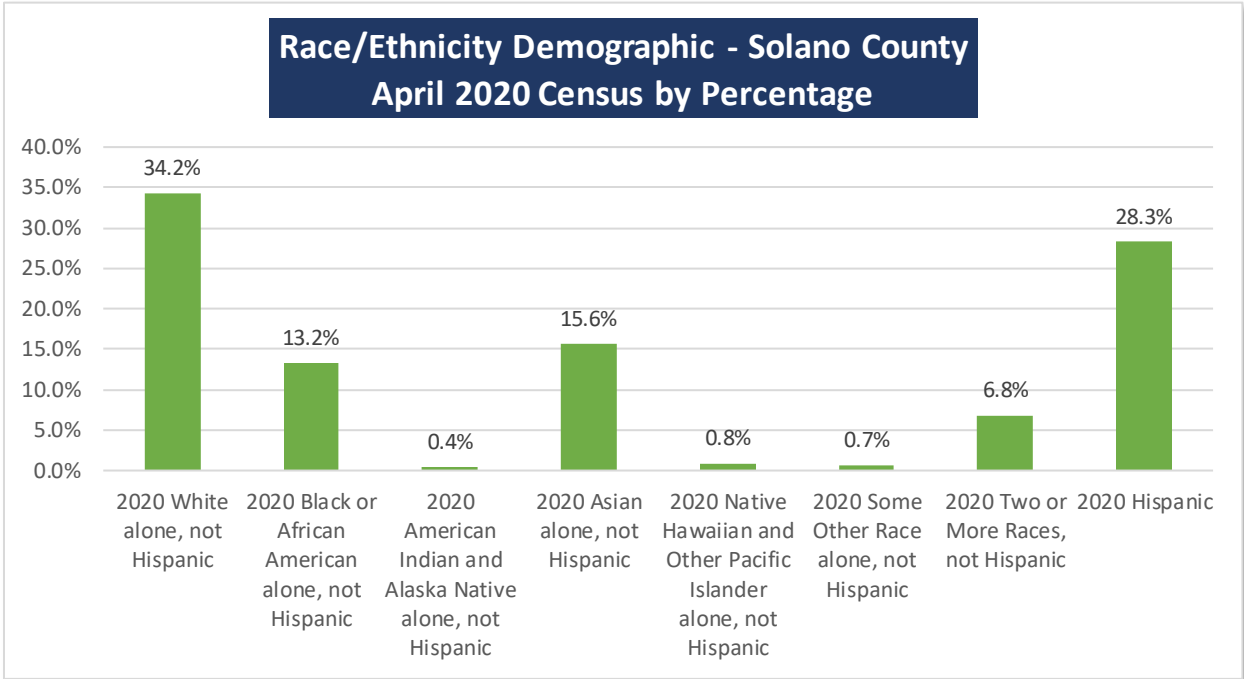
# Solano County Demographic Information

According to the April 2020 census, the population of Solano County was 453,491, making it the 19<sup>th</sup> largest California County by population size. The population increased by 40,147 from the April 2010 census, a 9.7% increase. Twenty-two percent (22%) of Solano County’s population is under the age of 18 (roughly 99,768 youth). Six percent (6%) of Solano County’s population is under the age of 5 (roughly 27,209 children).<sup>4</sup>

Information on the racial and ethnic demographics of Solano County by numbers and percentage of the population can be viewed below.



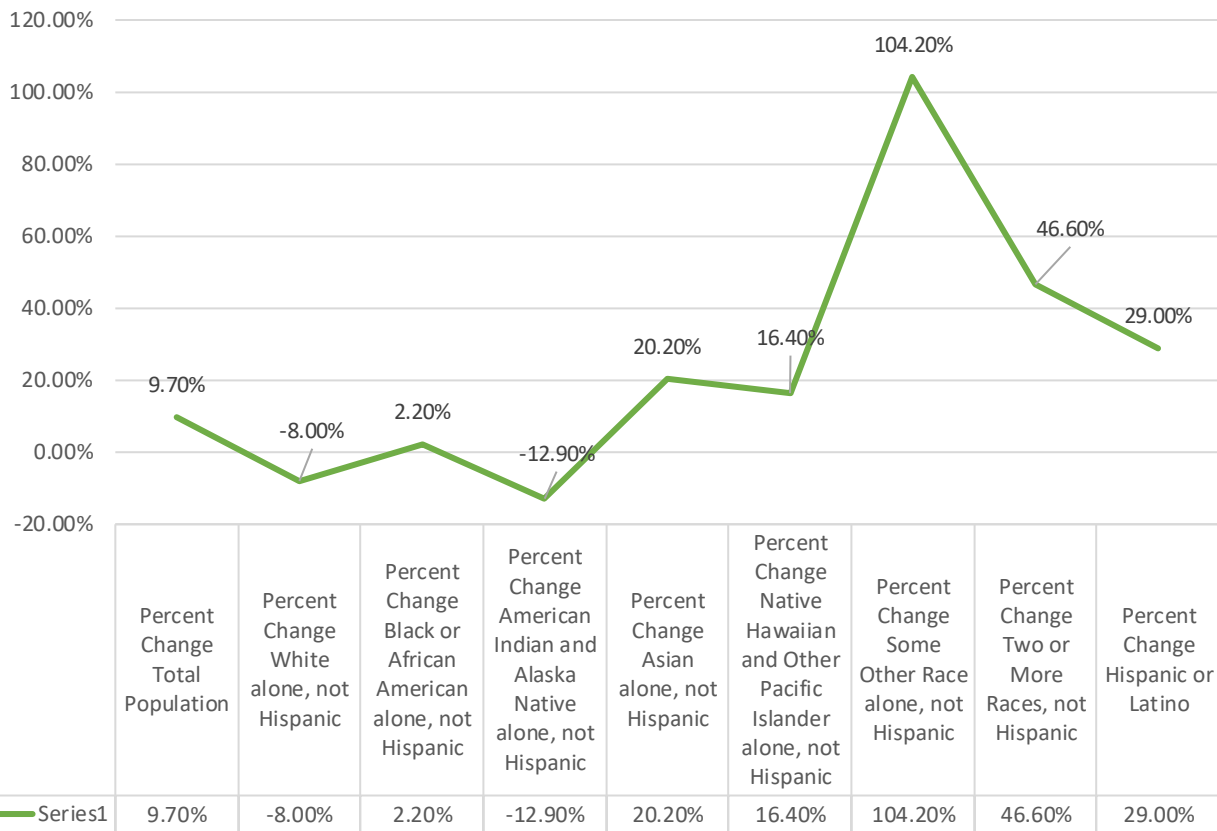
<sup>4</sup> [U.S. Census Bureau QuickFacts: Solano County, California](#)



Over the last 10 years, there have been changes in the racial/ethnic demographics of Solano County. All racial/ethnic categories apart from White and American Indian/Alaska Native have shown growth from 2010-2020. The White population of the county decreased by 8% during that time frame and American Indian/Alaska Native population decreased by 12.9%. Some Other Race alone (not Hispanic) increased by 104.2% followed by Two or More Races (not Hispanic), which increased by 46.6%. Those two populations represent a lower number of individuals in the County with a total of roughly 33,800. The Hispanic/Latinx population had the 3<sup>rd</sup> largest percentage increase, with 29% growth from 2010-2020.<sup>5</sup>

<sup>5</sup> [Census - Geography Profile](#)

## Percentage Change 2010-2020 by Race/Ethnicity - Solano County April 2020 Census

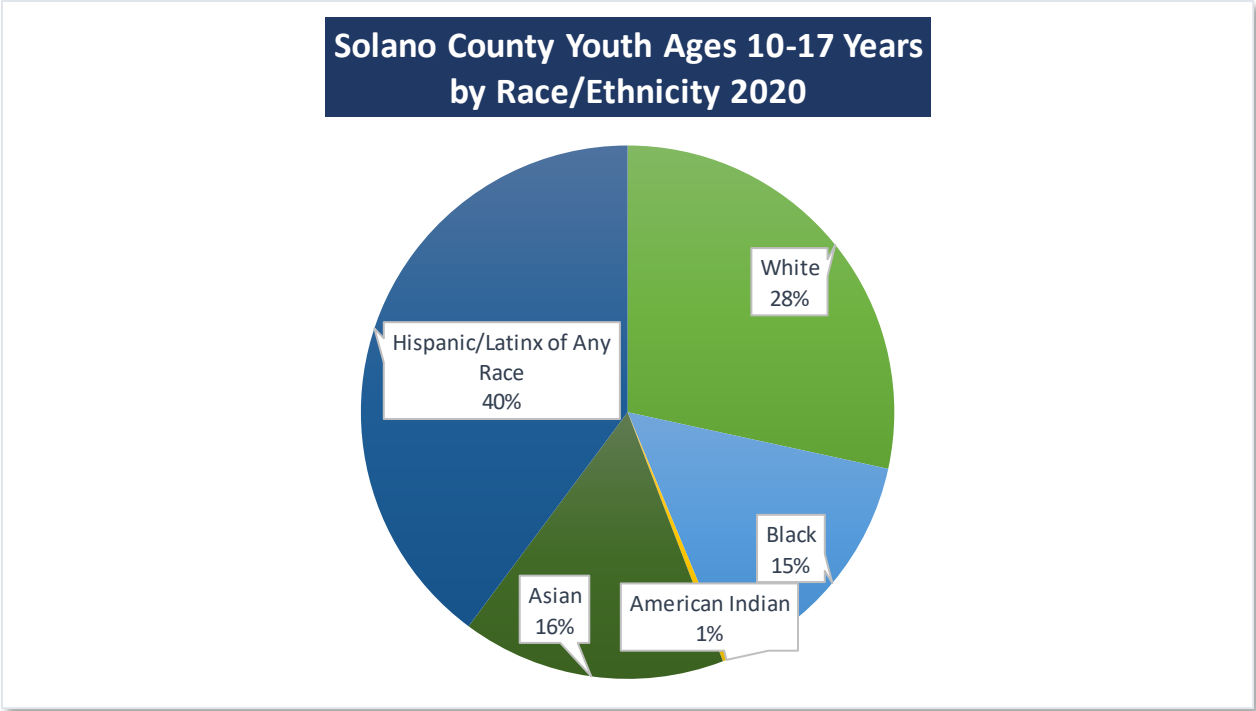


Solano County’s demographics mirror those of the state of California, though it fares better in percentage of persons aged 25 or older with a high school diploma or better (88.4%, which is higher than the statewide average of 83.3%). The percentage of persons in poverty in Solano County (9.3%) is lower than the state average of 11.5%.

Nearly thirty percent (29.9%) of Solano County households spoke a language other than English at home for those individuals over 5 years of age. The types of Language Spoken at Home in Solano County, California other than English only include Spanish (16.9%), Other Indo-European languages (2.3%), Asian and Pacific Islander languages (10.2%) and Other languages (0.5%).

# Solano County Juvenile Demographics

In 2020, the racial and ethnic makeup of youth between the ages of 10-17 in Solano County was 40% Hispanic/Latinx of any race, 28% White, 16% Asian, 15% Black or African American, and 1% Native American.



# Solano County Juvenile Arrest Data

Juvenile arrest data continues to demonstrate a reduction in the number of juvenile arrests in Solano County. Data from the 2017 Comprehensive Multiagency Juvenile Justice Action Plan<sup>6</sup> was updated to add juvenile arrest data from 2015-2019. This data was sourced from the State of California Department of Justice.<sup>7</sup> While there was data available for 2020, given the unknown impact on arrest data due to COVID-19, that data is not included in this review.

As is illustrated in the following table and graphs, total arrests of juveniles in Solano County peaked in 2006 with a total of 5185 arrests. Apart from 2015 (which had a slight increase in arrests from 2014), arrests in each year have declined.

Solano County Juvenile Arrest Data 2005-2019																
Type of Juvenile Arrest	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	Percent Reduction 2006-2019
<b>Total Misdemeanors</b>	<b>2734</b>	<b>3628</b>	<b>3488</b>	<b>2817</b>	<b>2152</b>	<b>1979</b>	<b>1640</b>	<b>1087</b>	<b>942</b>	<b>813</b>	<b>860</b>	<b>805</b>	<b>698</b>	<b>573</b>	<b>465</b>	87.2%
<b>Black</b>	967	1462	1372	1043	769	663	592	354	297	328	302	298	240	188	175	88.0%
<b>Hispanic</b>	661	835	920	755	577	549	407	316	266	210	240	229	234	173	115	86.2%
<b>Other</b>	144	258	205	177	122	131	124	74	53	41	56	59	44	49	42	83.7%
<b>White</b>	962	1073	991	842	684	636	517	343	326	234	262	219	180	163	133	87.6%
<b>Total Felonies</b>	<b>1083</b>	<b>1557</b>	<b>1474</b>	<b>1132</b>	<b>830</b>	<b>793</b>	<b>647</b>	<b>571</b>	<b>452</b>	<b>376</b>	<b>376</b>	<b>332</b>	<b>323</b>	<b>224</b>	<b>249</b>	84.0%
<b>Black</b>	494	759	717	555	339	387	304	266	175	152	163	174	178	108	118	84.5%
<b>Hispanic</b>	215	328	324	254	216	155	142	117	111	105	112	89	72	58	74	77.4%
<b>Other</b>	74	102	81	58	45	38	34	21	22	22	17	18	14	17	14	86.3%
<b>White</b>	300	368	352	265	230	213	167	167	144	97	84	51	59	41	43	88.3%
<b>Total Arrests</b>	<b>3817</b>	<b>5185</b>	<b>4962</b>	<b>3949</b>	<b>2982</b>	<b>2772</b>	<b>2287</b>	<b>1658</b>	<b>1394</b>	<b>1189</b>	<b>1236</b>	<b>1137</b>	<b>1021</b>	<b>797</b>	<b>714</b>	86.2%
<b>Black</b>	1461	2221	2089	1598	1108	1050	896	620	472	480	465	472	418	296	293	86.8%
<b>Hispanic</b>	876	1163	1244	1009	793	704	549	433	377	315	352	318	306	231	189	83.7%
<b>Other</b>	218	360	286	235	167	169	158	95	75	63	73	77	58	66	56	84.4%
<b>White</b>	1262	1441	1343	1107	914	849	684	510	470	331	346	270	239	204	176	87.8%

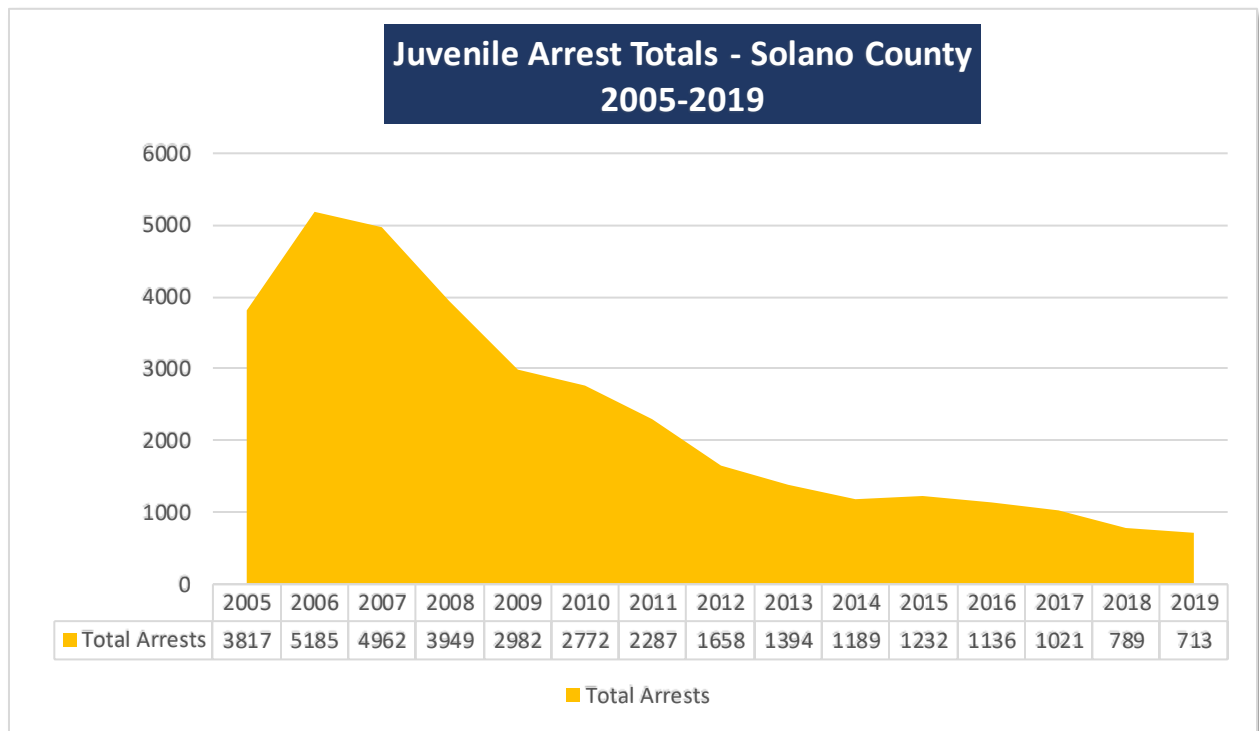
<sup>6</sup> <http://www.solanocounty.com/civica/filebank/blobload.asp?BlobID=26773>

<sup>7</sup> [State of California Department of Justice - OpenJustice](#)

In 2019, the total number of juvenile arrests in Solano County was 714, representing an 86.2% reduction from 2006. Solano County's reduction in total juvenile arrests from 2006-2019 outpaced the cumulative reduction of all counties in the State of California which recorded a reduction of 80.1% during the same period.

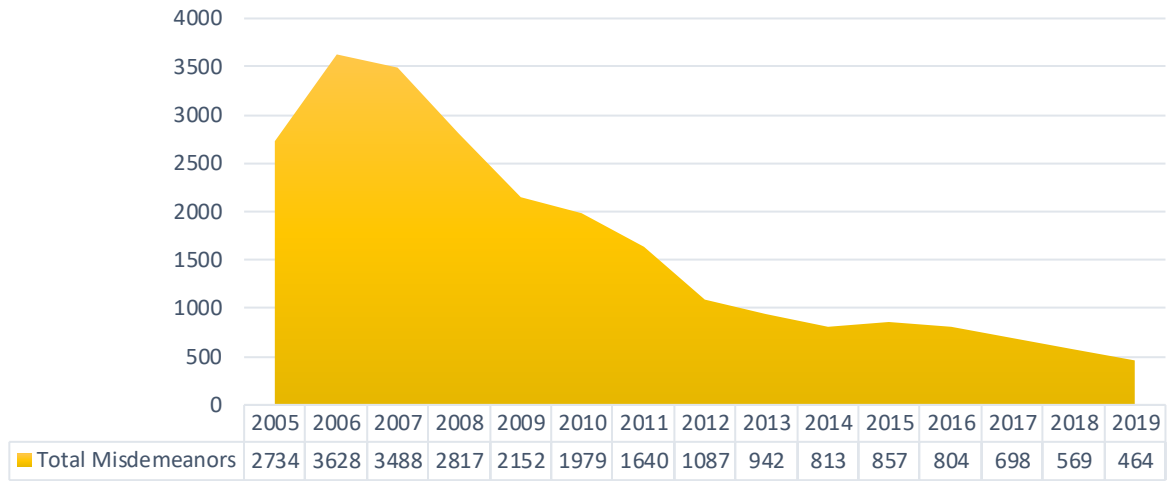
State of California Juvenile Arrest Data (All Counties) 2006 and 2019*			
Type of Juvenile Arrest	2006	2019	Percentage Reduction from 2006-2019
<b>Total Misdemeanor</b>	131164	22836	82.6%
<b>Total Felony</b>	65189	16288	75.0%
<b>Total Arrests</b>	196353	39124	80.1%

\*[State of California Department of Justice - OpenJustice](#)



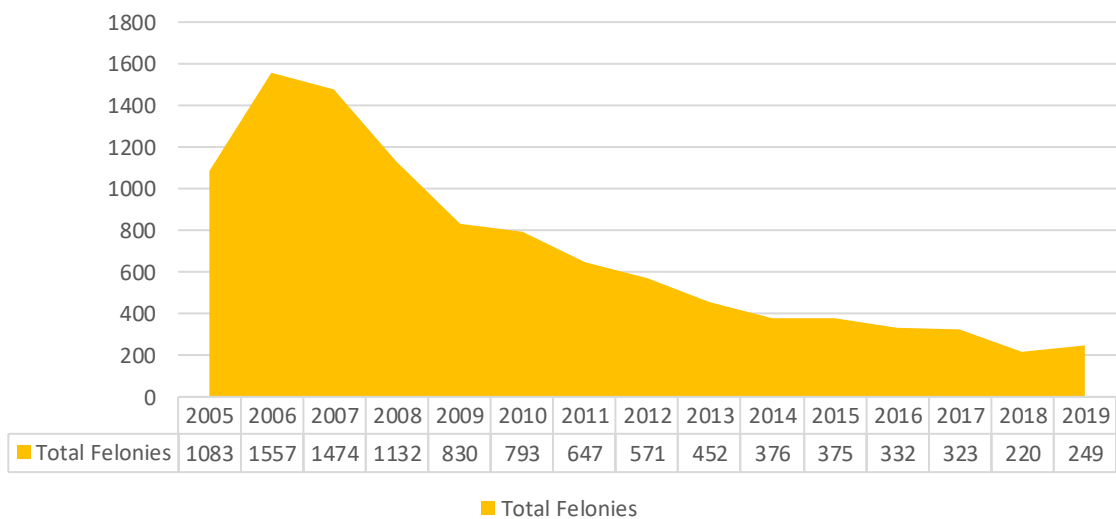
Juvenile misdemeanor arrests accounted for just over 65% of total juvenile arrests in 2019. The number of juvenile misdemeanor arrests has declined by 87.2% from 2006 to 2019. This is above the average reduction for the State of California (all counties) which was 82.6%.

### Total Juvenile Misdemeanor Arrests - Solano County 2005-2019

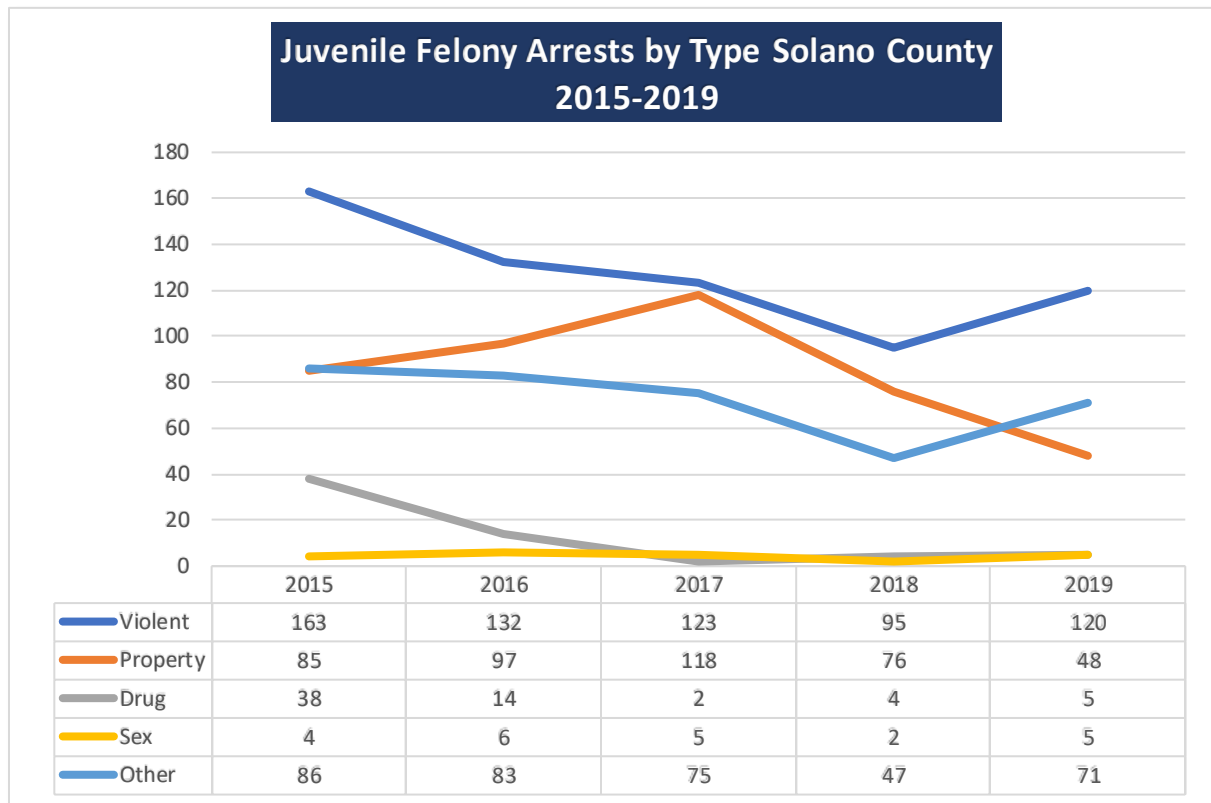


Juvenile felony arrests accounted for 35% of total juvenile arrests in Solano County in 2019. The number of juvenile felony arrests has decreased at a slightly slower rate than misdemeanor arrests (84% as compared to 87.2%) from 2006 to 2019. However, the decrease in felony arrests for juveniles was much larger than that of the State of California (all counties), which was 75%.

### Total Juvenile Felony Arrests - Solano County 2005-2019



When examining Juvenile Felony Arrests by type since the last CMJJP (period of 2015-2019), there has been a 33.8% reduction. All felony arrest types decreased apart from sexual offenses, which increased by 25%. However, the numbers of these types of arrests are very small, and the increase was only 1 additional arrest (from 4 in 2015 to 5 in 2019). Violent juvenile felony arrests decreased by 26.4% from 2015-2019, property arrests decreased by 43.5%, drug offense arrest decreased by 86.8% (in part due to law changes pertaining to marijuana-based charges), and other felony offenses decreased by 17.4%. Arrests for status offenses<sup>8</sup> continued to decrease with only 13 recorded arrests in 2019. This is a decrease of 62.9% from 2015 (35 arrests).



<sup>8</sup> **Status Offense:** An act or conduct that constitutes an offense only when committed or engaged in by a juvenile and can only be adjudicated by a juvenile court. Cal. Welf. & Inst. Code § 601. Status offenses include truancy, incorrigibility, running away, and curfew violations.



# Solano County Juvenile Arrests by Race/Ethnicity

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When examining Solano County juvenile arrests by Race and Ethnicity, there was a significant decline in arrests for all listed demographic groups: White, Black, Hispanic, and Other.

Solano County recorded an 86.2% reduction in juvenile arrests from 2006-2019.<sup>9</sup> In all three categories (Total Arrests, Total Misdemeanor Arrests, and Total Felony Arrests) the reductions for White and Black youth outpaced the average. In two of the three categories (Total Arrests and Total Misdemeanor Arrests) youth categorized as Other, had a lower rate of reductions. Hispanic youth arrest rates declined at a lesser rate in all three categories, with the lowest decline in Felony Arrests (77.4% compared to the county rate of 84%).

Type of Arrest	Percent Reduction 2006-2019
Total Misdemeanors	87.2%
Black	88.0%
Hispanic	86.2%
Other	83.7%
White	87.6%
Total Felonies	84.0%
Black	84.5%
Hispanic	77.4%
Other	86.3%
White	88.3%
Total Arrests	86.2%
Black	86.8%
Hispanic	83.7%
Other	84.4%
White	87.8%

In 2020, the racial and ethnic makeup of youth between the ages of 10-17 in Solano County was 40% Hispanic/Latinx of any race, 28% White, 16% Asian, 15% Black or African American, and 1% Native American.

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<sup>9</sup> [State of California Department of Justice - OpenJustice](#)

While cumulatively, the population of Hispanic/Latinx and Black or African American youth in Solano County represented 55% of the youth population, they accounted for over 67.5% of the total juvenile arrests in 2019.

	Percentage of Juvenile Arrests 2006	Percentage of Juvenile Arrests 2019
<b>Misdemeanor Arrests</b>		
<b>Black</b>	40.3%	37.6%
<b>Hispanic</b>	23.0%	24.7%
<b>Other</b>	7.1%	9.0%
<b>White</b>	29.6%	28.6%
<b>Felony Arrests</b>		
<b>Black</b>	48.7%	47.4%
<b>Hispanic</b>	21.1%	29.7%
<b>Other</b>	6.6%	5.6%
<b>White</b>	23.6%	17.3%
<b>Total Arrests</b>		
<b>Black</b>	42.8%	41.0%
<b>Hispanic</b>	22.4%	26.5%
<b>Other</b>	6.9%	7.8%
<b>White</b>	27.8%	24.6%

Additional data charts can be viewed in Appendix A.

# Solano County Program Information – Existing Continuum of Care

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The continuum of care for at-risk youth and justice-involved youth in Solano County includes:

- ✓ Prevention Services
- ✓ Early Intervention Services
- ✓ Community Based Services and Supervision Services
- ✓ Residential Services
- ✓ Secure Care Services

## Prevention Programs

Several prevention programs exist in Solano County and are operated by various governmental agencies or social service community-based organizations.

### **Solano County Mental Health**

#### **Community-Wide (Primary) Prevention Strategies**

Community-wide, or universal, prevention activities reach out to the broader community to provide education about the signs of mental illness. They also link to resources available identify and treat mental illness and to fight the stigma and discrimination related to mental illness.

#### **Targeted Prevention & Early Intervention**

These services include targeted activities or services to specific age groups, unserved and/or underserved populations, or at-risk communities. Targeted PEI programs include:

- The LGBTQ Outreach & Access Program
- Pregnant and Postpartum Maternal Support
- Partnership for Early Access for Kids (PEAK) for children 0-5 and their families
- School-based Mental Health Services for children ages 6-18
- Early Treatment Psychosis Program for Transition-Age Youth ages 12-25
- Prevention & Access for Seniors (PEAS) and Peer Counseling for Homebound Seniors programs for older adults<sup>10</sup>

### **Department of Public Health**

Solano County's Nutrition Education Obesity Prevention (NEOP) Program's mission is to create innovative partnerships that empower low-income Californians to increase fruit and vegetables consumption, physical activity and food security with the goal of preventing obesity and other diet-related chronic diseases.

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<sup>10</sup> [Solano County - Prevention and Early Intervention](#)

The Child Health and Disability Prevention (CHDP) program provides free preventive health exams and immunizations for early detection and prevention of disease and disabilities for infants, children and teens that qualify.<sup>11</sup>

### **Department of Health and Social Services**

In 2020, a partnership was developed with A Better Way, Inc. to administer the **Family Navigator Program** to improve outcomes for families involved with the child welfare system. Families are referred when there is a determination that the family would benefit from resources and supports to stabilize the family system to improve and ensure child safety. Services include weekly visits with parents, community-based services linkages for a variety of needs, and help developing new community relationships.

### **Solano County Office of Family Violence Prevention**

Solano County has established **Family Resource Centers** (FRC) in multiple towns/cities throughout the County. Below is a list of local Family Resource Centers. These centers provide information and referral services to families with children in Solano County to meet their needs, including parenting, recreation, employment search, transportation, childcare, and basic needs. The centers also have resource libraries, parenting classes, computer and internet access for job search and resume writing. Some centers offer individual and family counseling and English as Second Language courses.

### **Solano County Office of Education**

The Solano County Office of Education and the local school districts have partnered with school resource officers, Probation, law enforcement, social service agencies, and community-based organizations to assist students and their families with access to resources that support their successful participation with school. Students are referred to either the Community School or the Court School by their school district of residence or Probation.

The Solano County Office of Education provides students with standards-based instruction that includes academic intervention support for students who need additional assistance accessing the curriculum. The implementation of Positive Behavior and Intervention Systems (PBIS) supports students with strategies that they can utilize to manage their emotions in a positive manner. The integration of standard-based instruction, academic intervention, and social-emotional learning have successfully assisted students with their transition back to their resident schools, post-secondary institutions, or workforce related programs. SCOE also provides a bridge program for students transitioning out the Court School to the Community School. The goal of the program is to provide students with early intervention and prevention supports that prevents students from entering the juvenile justice system.

SCOE also facilitates county-wide support services for foster and homeless students. The College and Career Readiness program includes Career Technical Education (CTE) instruction that prepares students for entry into higher education and the workforce.

### **First 5 Solano**

First 5 Solano has established 3 specific priority areas in which to focus its work and impact in Solano County. Those include Health and Well-being, Early Childhood Learning and Development, and Family Support and Parent Education.

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<sup>11</sup> [Solano County - Child Health And Disability Prevention \(chdp\) Program](#)

First 5 Solano funds/supports several prevention programs in the County. These include Triple P Solano, Quality Early Learning, Pre-K Academies, Vallejo First 5 Center, Help Me Grow Solano, among others. These programs include collaborations with other agencies or funding sources, including but not limited to: Solano County Office of Education, Solano County Mental Health Services Act, Yocha Dehe Wintun Nation, Solano County Public Health, and First 5 California.

**Triple P Solano** – Triple P is an evidence-based parenting program with demonstrated success in strengthening families and improving children’s developmental outcomes. This model is listed on the California Evidence-Based Clearinghouse for Child Welfare as Supported by Research Evidence.<sup>12</sup>

**Quality Early Learning** – IMPACT (Improve and Maximize Programs so All Children Thrive) – This is a quality improvement program and supports quality early learning environments. There is also a Raising a Reader program aimed at increasing literacy and family engagement for high-risk children.

**Pre-K Academies** – These are summer programs addressing school readiness and other services and supports.

**Vallejo First 5 Center** – This hub for families opened in 2020 and provides a space where staff can connect families with services in the community.

**Help Me Grow Solano** – This initiative is operated by Solano Family and Children Services and provides family navigators to help connect families with community resources, make referrals, provide developmental screenings and community outreach services.

More information on the programs provided by First 5 Solano can be viewed on their website.<sup>13</sup> First 5 Solano has established Key Performance Measures using results-based accountability. Specific data for each program is provided in an annual review of the programs. Data on each program can be viewed on the First 5 Solano website under Solano County Community Indicators.<sup>14</sup>

## Early Intervention Programs

Solano County Probation incorporated strategies outlined in the 2017 CMJJP to continue guiding its full-service behavior change and positive youth development model based on Risk, Need, and Responsivity, which places an emphasis on matching criminogenic needs with treatment intervention/intensity. This concentrated focus has yielded positive results. As outlined in Solano County’s 2020-2021 Annual Juvenile Justice Plan, the Probation Department diverted approximately 4% of all juvenile arrests (52 of 1,244). In 2017, with increased diversion services in place, the number of cases diverted rose to nearly 25% of all juvenile arrests (258 of 1,021). With the continued decline in arrests and the increased risk and needs of youth referred for services, there was a slight drop in the number of youths diverted in

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<sup>12</sup> [CEBC » Program » Triple P Positive Parenting Program System \(cebc4cw.org\)](https://cebc4cw.org/Program/Program-Details/Program-Details.aspx?ProgramID=10)

<sup>13</sup> [Solano County - For Parents and Caregivers](https://www.first5solano.org/for-parents-and-caregivers)

<sup>14</sup> [Solano County Community Indicators | Tableau Public](https://www.first5solano.org/community-indicators)

2018 (173 of 815, approximately 21%). This trend continued in 2019, as the number of arrests and youth diverted again decreased slightly to 18% (128 of 727).<sup>15</sup> Diversion programs are offered through Law Enforcement Agencies in Solano County or through the Probation Department.

Diversion programs are offered through Law Enforcement Agencies in Solano County or through the Probation Department.

### **Law Enforcement Diversion Programs**

Various police departments in the County provide diversion options for youth. For example, the Fairfield Police Department has a Youth Services Unit that works with local school districts, students, and School Resource Officers (SRO). The unit also has a Juvenile Diversion Team that works to divert low-level offenses out of the court system.

Vacaville Police Department's Youth Services Section (YSS) provides prevention services for school aged youth and parents. The YSS staffed with a Community Service Officer, Family Support Workers, Counseling Interns, Master Social Workers, Police Officers, and Support Staff. YSS staff offices are located at three high schools and two middle schools in Vacaville. Police Athletic League (PAL) services are also available to youth. The VPD also provides a Diversion Program which allows the opportunity for a contract for youth to complete services and/or participate in restorative justice practices/tasks. Law enforcement and social work staff work together oversee the diversion cases in terms of oversight, compliance, and counseling.

In January 2022, the Vallejo Police Department announced an award of feral funding for a new prevention and diversion program, **Project HOPE (Harm-focused Outreach, Prevention, and Education)**. Centered on youth and family services, the project establishes comprehensive, community-based, and equitable access to justice and services through place-based programming designed to prevent, interrupt, and mitigate violence. Wraparound evidenced-based, trauma-informed violence intervention services will be offered including case management, family interventions, safe visitation and custody exchange, hospital-based intervention, neighborhood revitalization, and street and community outreach. Vallejo Police Department, along with its partners, will offer a voluntary Youth Court Diversion Program to provide an alternative to incarceration for youth with a first-time offense of misdemeanor or lesser crimes.

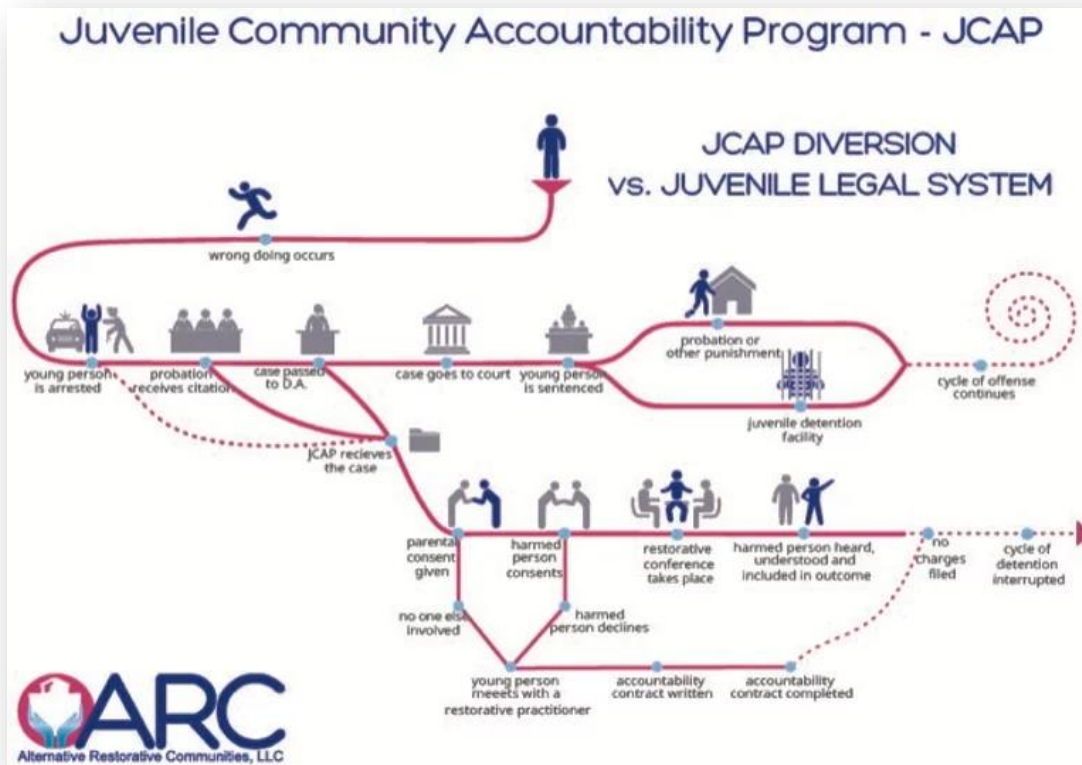
### **Juvenile Community Accountability Program (JCAP)**

The JCAP program is operated by Alternative Restorative Communities, LLC (ARC), a community-based organization. Using restorative practices, youth with low level system involvement or those with first- or second-time offenses have an opportunity to have their case diverted rather than be subject to formal court processing. A flow chart<sup>16</sup> outlining the process can be viewed below.

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<sup>15</sup> [Solano County 2020 Consolidated Annual Juvenile Justice Plan \(ca.gov\)](#), page 5

<sup>16</sup> [JCAP | ARC LLC \(arc-llc.org\)](#)



**Youth Reinvestment Grant (YRG) Mentoring Program**

The County was awarded a grant from the Board of State and Community Corrections (BSCC) which provides multi-year funding for the Youth Reinvestment Grant (YRG) Mentoring program. The YRG Mentoring Program (modeled on XL Mentoring) is a diversion program. In lieu of a referral to law enforcement, youth are paired with a culturally relevant mentor for a 12-week mentoring cycle program. The program will specifically target Youth of Color who would normally be cited or arrested for offenses committed on school grounds.

**Misdemeanor and Felony Diversion Programs**

These programs are operated by Solano County Probation and provide opportunities for youth (post initial assessment) to participate in targeted interventions and divert them from entering the Juvenile Court System. Services are front-loaded and offered to youth and their families in lieu of formal court processing.

**Mentally Ill Offender Crime Reduction (MIOCR) Misdemeanor Diversion Program**

In this program, early intervention services are available to youth experiencing mental health issues who are accused of a non-serious offense. If, after assessment, the youth is deemed a match, multiple agencies collaborate for service provision to include: the Solano County Probation Department, Fairfield Police Department, Fairfield-Suisun Unified School District (FSUSD), Solano County Health & Social Services (HS&S), A Better Way, Inc. (ABW), a mental health provider, and the Fairfield Police Athletic League (PAL). Beyond diverting youth from formal entry into the County Juvenile Justice system, the

program promotes participation in pro-social and school activities with an aim to not only reduce recidivism but also to reduce the frequency of school suspension or expulsion.

## Community Based Services and Supervision

A variety of community-based services and programming are available to youth in Solano County. This includes youth who are involved, or at risk of involvement in the juvenile justice system. These are services which are provided in the community rather than in a custodial setting.

### **Behavioral Health Services (Mental Health and Substance Abuse Services)**

Solano County Behavioral Health oversees the provision of mental health and substance abuse treatment services for youth and families throughout Solano County. There are outpatient clinics operated by County and contract partners located in Vallejo, Fairfield, Rio Vista, and Vacaville with the ability to also provide services in schools and other regions of the County. Contract partners include Aldea, A Better Way, Caminar, Child Haven, Rio Vista Care, Inc., Seneca, Uplift Family Services, and Charis Youth Center.

While all Solano County youth who qualify for Substance Use Disorder (SUD) and/or Mental Health (MH) services are eligible to access County resources, Probation has taken the extra step to embed the services at various program sites, including at the Youth Achievement Centers (described further below). These dedicated resources expedite service connection for both youth on probation and youth in custody at the Juvenile Detention Facility. In some instances, youth residing in the community who are on probation supervision are referred to other services by the embedded SUD/MH staff.

Kaiser provides a variety of drug/alcohol intervention options for youth who have Kaiser insurance coverage. These include outpatient prevention, intervention, and treatment services.

### **Probation Supervision Services**

Solano County Probation Supervision Officers provide community supervision, guidance, adherence support with court orders, and assistance with victim restoration. Officers utilize Motivational Interviewing practices and administer evidence-based assessment tools such as the Youth Level of Services/Case Management (YLS/CMI) and the Massachusetts Youth Screening Instrument-2 (MAYSI-2). Using the results of those tools, officers implement treatment plans and make referrals to community-based services as needed.

In cases where youth who sexually harm have been assigned to probation, they are supervised by officers who oversee such cases. Officers work with youth and families to locate appropriate treatment resources in the community and monitor treatment progress.

### **Family Preservation Program**

This program provides intensive treatment interventions for youth at imminent risk of being removed from their homes. Staff provide assistance with communication, family connectedness, conflict/crisis resolution and parenting resources. Referrals to community-based services are made as needed. Once



family stability is demonstrated and the youth is no longer at risk of out of home placement, they may be either returned to General Supervision or considered for a satisfactory termination of probation.

### **WRAP (Wraparound Services)**

This intensive program provides a strength-based and needs-driven approach for youth and their families. The target population for this service are youth with needs that, if cannot be addressed in the home, would be in congregate care. This model involves a team of Probation staff, a Parent Partner, a Youth Mentor, a Case Manager, and a Therapist. Intensive 24-hour crisis management support and an array of community-based services provide an alternative to congregate residential care and as a transition option for youth who are discharging from congregate residential care. The program is provided by Seneca Family of Agencies.

### **Vallejo and Fairfield Youth Achievement Centers (YAC)**

The YAC is a one-stop service center where youth on probation can participate in required or recommended programs. An array of evidence-based, gender-responsive, and trauma-informed programs are available at the YAC, including Aggression Replacement Therapy® (ART®), Reasoning & Rehabilitation II (R&R2), Keep it Direct and Simple (KIDS) – Interactive Journaling®, VOICES, and Seeking Safety. With the support of a community agency, A Better Way, mental health clinicians are embedded at the YAC sites. Substance abuse counseling is provided onsite by staff of Leaders in Community Alternatives, Inc. (LCA). Cognitive behavioral therapy is also offered at the YAC. In addition to the substance abuse counseling services, LCA provides transportation services for youth to and from the YACs as well as for various appointments and events. LCA also oversees community service projects (and provides transportation to work sites).

## **Residential Services (Out of Home Placement)**

### **Foster Care – General Placement and Extended Foster Care (AB12/AB212)**

The General Placement Program serves youth ordered into residential treatment that represent a risk to the community and/or themselves, as well as youth who are residing in Resource Family Approved homes. The program focuses on assessment, placement, and treatment intervention monitoring, to ensure youth receive individualized services with a goal of family reunification. Psychological, educational, medical, and behavioral interventions are available to youth. Child and Family Teams comprised of a variety of stakeholders meet regularly to discuss each case.

Aldea Children and Family Services provides Emergency Placement, Intensive Treatment and Treatment Foster Care (TFC) in Solano County. Alternative Family Services provides Foster Care Services built upon the Extended Family Model. Seneca Family of Agencies provides a continuum of permanency programs include foster care and adoption, relative kinship care, visitation services, and family finding.

Extended Foster Care (also known as AB12/AB212) is based on the federal Fostering Connections Act and became effective January 1, 2012. Extended Foster Care benefits provides safety net to prevent youth from becoming homeless. It extends financial benefits and services on a voluntary basis, to

eligible Non-Minor Dependents up to 21 years of age. Beyond placement services, staff work with youth in the development of a Transitional Independent Living Case Plan.

## Secure Care Services

At the deepest end of the juvenile justice continuum are services provided in a secure care environment. Due to the County's ongoing commitment to offering interventions and services at the lowest level of the continuum as safely possible as well as the recent implementation of a Detention Screening Tool, the number of youths served at this level have decreased over the years. With the changes in the California Juvenile Justice System via SB823 (Juvenile Realignment), additional resources and services are (or soon will be) offered at the Juvenile Detention Facility. County Probation has earmarked allocated Juvenile Justice Realignment Block Grant funds to ensure a continuity of services and providers for youth in the community as well as youth who are in secure care. In addition, enhanced services and technology (e.g., facility Wi-Fi) have been established and the Juvenile Detention Facility has implemented quality assurance practices.

### **Challenge Academy**

The Challenge Academy is a secure commitment program for males between the ages of 15-17. The program provides treatment services in a safe, secure, therapeutic environment, while preparing them for family reunification and their eventual re-entry into the community. Services include Thinking for a Change (T4C), Reasoning and Rehabilitation II (R&R II), Courage to Change Interactive Journaling System©.

The Solano County Office of Education (SCOE) provides academic instruction that is standards-based and includes academic intervention support for youth in the Challenge Academy who need additional support with their learning. PBIS instruction is provided to support students with their social-emotional learning. Students learn strategies that assist them with communicating in a positive manner as well as self-managing their behaviors. Students participate with College and Career Readiness instruction which prepares them for higher education and entry into the workforce. The Career Technical Education (CTE) instruction that students receive provides them with opportunities to learn the plumbing, electrical, carpentry, and other construction related trades. Restorative Justice meets with participants weekly to provide conflict resolution assistance and victim awareness. Family counseling and reunification services are an important component of the program and assist participants with successful re-entry into their communities.

### **Juvenile Detention Facility (JDF)**

This secure placement for wards and at-risk youth under the care of the County, offers a variety of evidence-based services which are provided for youth depending on the outcome of their assessments. Models include Thinking for a Change, Reasoning and Rehabilitation II, and Aggression Replacement Therapy®. The JDF has also provides onsite Mental Health and Substance Use Disorder services as well as Social Skills training, online community college, SOAR - Students Overcoming Adversity and Recidivism (a program provided through a partnership with Solano Community College), and vocational training programming.

### **Juvenile Realignment (SB823)**

In late September 2020, SB823 was signed by California Governor Gavin Newsom. This law essentially requires committed youth to be housed locally in County facilities rather than with the California's Division of Juvenile Justice (DJJ). DJJ ceased accepting new intakes from counties on July 1, 2021.

The cited intent of the legislation is to:

- Keep Youth Closer to Home/Families,
- Provide Localized Access to Age-Appropriate, Culturally Responsive, Trauma-Informed, Evidence-Based Treatment and Services,
- Improve Outcomes for Youth,
- Reduce the Transfer of Youth into the Adult Criminal Justice System,
- Ensure Youth Are Placed in the Least Restrictive Appropriate Environment,
- Reduce, and Then Eliminate Racial and Ethnic Disparities, and
- Reduce the Use of Confinement in the Juvenile Justice System.

Beyond the services already available at the Juvenile Detention Facility, Solano County has committed to several project and service enhancements for realigned youth in the recently established RISE Program. These include an expansion of employment training services (technical and vocational), the addition of an embedded Mental Health Clinician for youth in custody, training and coaching for program staff to deliver treatment programs which are evidence-based including restorative justice and cognitive-behavioral interventions, as well as culturally responsive and trauma-informed. Probation collaborates with the County's Continuum of Care services. By leveraging this relationship, youth have access to rapid rehousing and transition housing services. A Multi-Disciplinary Team comprised of a Mental Health Clinician, a Social Services Worker, a Juvenile Correctional Counselor, a Mentor/Coach, a Deputy Probation Officer, family members, and individuals in a youth's support system all work together on the wraparound service delivery.

# Method

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With the assistance of the Juvenile Justice Coordinating Council members and Probation staff, local stakeholders were identified for inclusion in the focus group process. The roster for the SB823 Community Forum also provided leads for interested stakeholders in the community.

Focus groups and interviews were held from December 2021-February 2022. A total of 14 focus groups and 4 interviews were held. These included individuals from Probation in various levels/positions in both the facility setting and in the community setting. Additional focus group and interview participants represented members of the JJCC, Community Based Organizations, Program Providers, Prevention Network, Child Welfare, Behavioral Health, Education, Law Enforcement, Court, Advocacy Groups, Community Members, the Juvenile Justice Commission, Justice Involved Youth, and Parents. Interviews typically lasted between 45-75 minutes and focus groups were 90 minutes in length.

Participants were asked questions pertaining to the strengths, challenges, and system gaps in the Solano County Juvenile Justice Continuum, polled on various evidence-based, optimal, and best practices for system-involved youth, and afforded the opportunity to provide input pertaining to strategies for system improvement.

A total of 56 individuals participated in focus groups or interviews. While that number was comparable to the number of participants in the 2017 CMJJP, there were challenges in scheduling and attendance due to COVID. There were a few individuals who were unavailable due to illness or work constraints related to staff shortages and absences. There were also several individuals who were confirmed to participate who ultimately didn't attend (reasons unknown). A listing of the participants is detailed below:

## Probation Staff

Kelley Baldwin-Johnson, Probation Services Manager  
Amy Potter, Probation Services Manager  
Ruben Vang, Probation Services Manager  
Katie Ward, Social Services Manager  
Jennifer Washington, Probation Services Manager  
Dean Wilder, Probation Services Manager  
Nadia Hallomon, Supervising Deputy Probation Officer  
Jen McDermott, Project Manager  
Jessica Frasier, Quality Assurance Analyst  
Shannon West, Supervising Deputy Probation Officer  
Crystal Turner, Senior Deputy Probation Officer  
Veronica Trahan, Deputy Probation Officer

## Probation Leaders

Chris Hansen, Chief Probation Officer  
Donna Robinson, Chief Deputy Probation Officer  
Shawna Albright, Deputy Director  
Dean Farrah, Superintendent, Juvenile Detention Facility

### Education

Amy Chavez, SCOE (interview)

Lisette Estrella-Henderson, County Superintendent of Schools and JJCC Member

Liz Teresi, Sullivan Interagency Youth Services Center

### Law Enforcement

Heather Sanderson, Police Athletic League

Craig Collins, Solano County Sheriff's Office

Dan Marshall, Fairfield Police Department

Josh Bender, School Resource Officer

### Providers, Advocates, and Community Based Organizations

Linda Connelly, JJCC CBO Representative

Edgar Ibarra, Leadership and Program Coordinator, Milpa Collective

James Martinez, Policy and Programs Assistant, Milpa Collective

Cesar Lara, Director of Policy and Programs, Milpa Collective

Dwight Taylor, Development Coach

Airto Morales, W Hayward Burns Institute

Julie Hilt, XL Mentoring and JJCC Member

John Fajardo, Program Director, LCA

Rocio Medina, A Better Way

Rachel Dalton, Five Keys

### Behavioral Health and Child Welfare

Kim McDowell, Social Services Supervisor

Brian Bouknight, Social Services Supervisor

Anne Salassi, Mental Health Clinician

Tracy Lacey, Senior Mental Health Services Manager

Christopher Cassels, Social Services Manager

Sherice Youngblood, LCSW

Neely McElroy (interview), Deputy Director, Child Welfare Services

### Juvenile Justice Commission

Nancy Brown, Chairperson

Paulyne Jones, Member

### Prevention

Michelle Harris, Executive Director, First 5 Solano

Arthur Carmargo, Drug Safe Solano Coordinator, Touro University

Gayle Cummings, Director of MPH, Touro University

Nina Diaz, Bay Area Community Resources – Vallejo

Edward Russell, Bruthas Raising Up His (BRUH)

### Court

Honorable Judge Ellis (Interview)

Parker Scanlon, Public Defender's Office

Damian Spieckerman, Public Defender's Office

Youth and Parent

Youth #1 – Youth participating at Youth Achievement Center – Probation

Youth #2 – Youth participating at Youth Achievement Center – Probation

Youth #3 – Youth participating at Youth Achievement Center – Probation

Youth #4 – Youth participating at Youth Achievement Center – Probation

Youth #5 – Youth participating at Youth Achievement Center – Probation

Parent of youth in Juvenile Detention Center (interview)

# Themes – Strengths

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Without exception, each of the focus group had positive comments about Probation staff. Many participants voiced an appreciation for the **progressive leadership** of Probation and noted an increased effort (and achievement) in hiring staff who care about youth, who are strength-focused, and who are respectful to stakeholders, including youth and parents. (Note: Even the youths - who weren't exactly engaged in the focus group project – answered unanimously “yes” to “Did program staff respect your culture, ethnicity, and identity?”) A parent cited that one of the strengths of the system was “I have open communication with probation. They have been communicative and honest with me.” Relationships with youth and stakeholders were seen as less “correctional and punitive” and many felt that staff have increased efforts to engage youth and families.

*“I have open communication with probation. They have been communicative and honest with me.”*

– Parent

Probation and other youth-serving agencies are viewed as having **demonstrated a willingness to critically examine all parts of the system** to see what could improve. This is evidenced by inviting agencies such as the W. Hayward Burns Institute to evaluate Racial and Ethnic Disparities (RED) issues in the County. Other examples of the commitment to continuous improvement include the Quality Assurance program for Probation staff and establishing in house mental health services for youth at the Juvenile Detention Facility.

Communication and **collaborations** were mentioned in nearly every focus group and interview (other terms used were “systems perspective” and “multidisciplinary teams”). There is a sense that all youth- serving agencies work well together and want what is best for youth and families. Child and Family Team (CFT) meetings were mentioned as a positive example of collaboration, as was the relationship between juvenile detention and the education provider. Communication has been seen as improving across multiple agencies such as Behavioral Health, Child Welfare, Mental Health, and Education to help improve services for youths and families. One participant summed up this investment in youth by saying, “These are all our kids.”

There was a conveyed sentiment that with the reduction in youth on caseloads and in custody, that it affords (and requires) additional time to be spent with youth and families for individualized, and often complex, needs. Several participants mentioned that they had seen an increased focus on wrap-around services.

The words **“innovation” and “great vision”** were used to refer to leadership and the programming for youth in Solano County. Participants recognized positive movement in using restorative justice versus punitive practices. There was a voiced commitment by some agencies to “show up with care and hope versus shaming and labeling”.

The *relationship* between Education and detention was a noted strength as we the progress made by Education in credit recovery, improving graduation rates, vocational training, and the addition of a staff wellness position and a Student Support Specialist (Probation funded) who works on transition and creating individual learning plans. There were several who cited the examples of wellness pods and wellness nooks in schools and in detention as an innovative practice

The recent *implementation of the Detention Screening Tool* was regarded as a strength in terms of following best practices of more objective assessment and placement tools. This has resulted in significant reductions in the detention population.

Another strength that was noted by many focus group participants was the *resiliency of staff and youth* during the last two years of COVID-19. The pandemic presented additional challenges for youth and staff in residential and secure care as congregate settings are among the environments with the highest risk of transmission.



# Themes - Challenges

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*“We need to have a better understanding of what resources and organizations exist.”*

*– Focus Group Participant*

Nearly every focus group made mention of the positive collaborations which exist in the County amongst agencies and community-based organizations. However, there was an acknowledgement of **compartmentalization of information**. The term “siloes” was used by some participants and is seen to contribute to a **lack**

**of awareness of current offerings**, and in preventing the sharing of information between agencies. Others acknowledged that while collaboration exists, sometimes there is a difference of opinion as to the best course of action depending on organizational roles and lenses.

It was noted that some system access challenges exist based upon **geographic location** in the County with some communities with greater access to a more varied menu of services for youth and families.

**Staffing shortages in various parts of the continuum**, particularly in the last two years with COVID-19, were noted as a challenge.

**Racial and Ethnic Disparities** (RED) issues while being worked on, are still seen as significant in the County.

*“For us to make an impact in racial and ethnic disparities, we need to understand the history of how it has been created, to see youth in context of their communities, understand inequitable access and be a true listener.”*

*– Focus Group Participant*

In addition to the challenges of early identification of needs for services, **funding challenges** exist. One participant mentioned, “We are all fighting for the same dollars and when something is cut, it usually is a youth program.”

While much of the programming in the continuum is evidence-based, the county isn’t always able to demonstrate its impact or if it is making a difference due to **lack of data and comprehensive program evaluation practices**.

Although there has been a reduction in caseloads/custody numbers, youth who remain in the system typically have very intensive, **complex needs** which are time consuming and require more intensive or individualized interventions/services.

# Themes - System Gaps

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Several system gaps were identified by stakeholders. While the responses were varied, a few common themes were most prevalently cited.

First, participants voiced a need for **more sustainable prevention and early intervention services**. These services are intended to assist youth and families by providing services which will reduce the likelihood of juvenile justice system involvement. One focus group participant succinctly stated, “We need to fill the need **before** the deed” rather than work to address needs after formal system involvement. While there is considerable collaboration between agencies in the County, even County leaders voiced a desire to find additional ways to share/expand prevention and early intervention services and to remove barriers (e.g., requiring court involvement) of participation if the services would help youth and families.

**“We need to fill the need before the deed.”**  
- Focus Group Participant

Some of the areas where **additional community services** are seen as needed include:

- ✓ Substance abuse education/treatment options for youth
- ✓ Gender-responsive services
- ✓ Services for LGBTQ+ individuals
- ✓ Additional resources for families and youth experiencing unstable housing or homelessness
- ✓ Development of meaningful employment opportunities for youth
- ✓ Neighborhood based one-stop centers which are simple for youth and families to access
- ✓ Need more focus on reentry/transition
- ✓ Additional work opportunities (e.g., Homeboys Industries),
- ✓ Services which are led by neighborhood leaders, persons with a lived experience, and community supports with increased representation of demographics of system-involved youth
- ✓ Home-based programs serving youth and families

**“We have a lack of statistics on success and outcomes to help the system determine if we are making a difference.”**  
- Focus Group Participant

Secondly, many participants and stakeholders voiced a **lack of data resources and capacity**. While this need isn’t a program system gap, it is a system gap. Without a more robust and comprehensive data system and resources dedicated to creating outcome data reports and program evaluation components, the County is (with few exceptions) unable to definitively discern if (and which) programs are

having a positive impact. Probation (one Department in the system) is working to improve in this area. The data reports (which are in the beginning stages of development by Probation staff) should be able to disaggregate data by demographics. They should also concentrate on measuring positive youth outcomes (beyond recidivism). Collecting and analyzing data will be crucial to ensure that service offerings are tailored to the actual youth received. Being able to disaggregate data by race, gender, ethnicity, age, and other factors will also aid in ensuring that cultural and gender responsive services

match the youth population. Youth outcomes can also be analyzed to aid in determining any disparity in program performance (for all types of programs including education). Collecting this data may also inform the need for regionalization of services.

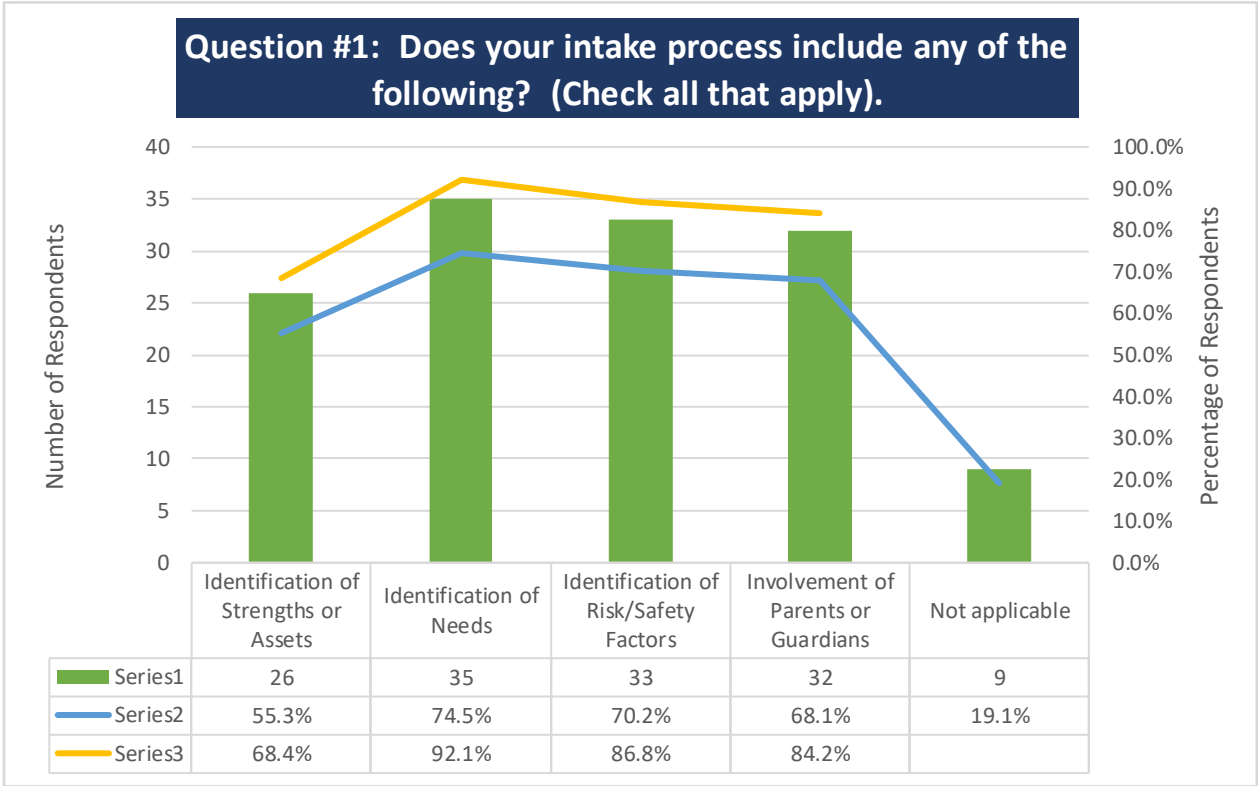
There is also a need for data reports and analysis along the continuum. The need for data sharing was a common theme mentioned in focus groups.

Thirdly, participants emphasized the need for continued system work pertaining to ***Racial and Ethnic Disparities (RED) and Family Engagement.***

***“We need to support parents and families in the community.... many are overwhelmed and don’t know what resources exist.”***  
- Focus Group Participant

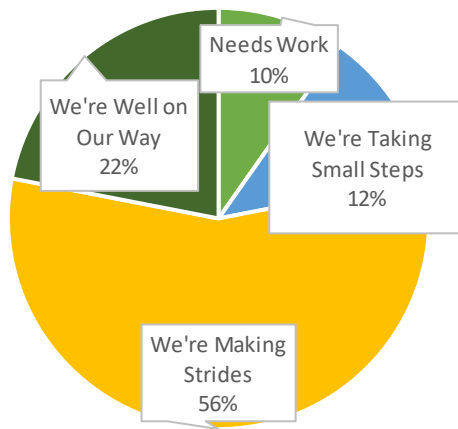
# Poll Results

Seven questions were asked of focus group participants pertaining to best, optimal, and evidence-based practices. These questions included questions pertaining to intake processes, case/treatment plans, family engagement, cultural competency and cultural awareness, crisis intervention and de-escalation practices, strength-based approaches, and child and adolescent development. Two of the questions (on intake and case/treatment plans) allowed for multiple answers. The remaining questions were rated by participants on a scale ranging from “needs work” to “we’re taking small steps” to “we’re making strides” to “we’re well on our way” to “not applicable/don’t know”.



A total of 47 individuals submitted answers to question #1, which asked about components of intake. Nine of the respondents indicated that the question was not applicable to them. The remaining 38 participants identified one or more of the answers. Removing the 9 respondents who answered “not applicable”, 92.1% of the respondents indicated that identification of needs was a component of their intake process, followed by 86.8% for risk and safety factors, 84.2% for parent/guardian involvement, and 68.4% for identification of strengths or assets.

**Question #2: How well are strength-based approaches with children/youth/families put into practice in programming and service delivery?\***



\*Does not include the 6 responses of "Don't Know/Not Applicable".

When looking at data distribution, 78% of respondents assessed either We're Well on Our Way or We're Making Strides pertaining to how well strength-based approaches are put into practice in programming and service delivery. This was the highest proportion amongst the 5 scaled questions, indicating an area of strength.

**Question #3: How well is child & adolescent development incorporated in programming and service delivery?\***



\*Does not include the 8 responses of "Don't Know/Not Applicable".

Sixty-one percent (61%) of respondents rated the incorporation of child and adolescent development in programs and services as We're Well on Our Way or We're Making Strides. This proportion was third highest of the scaled questions.

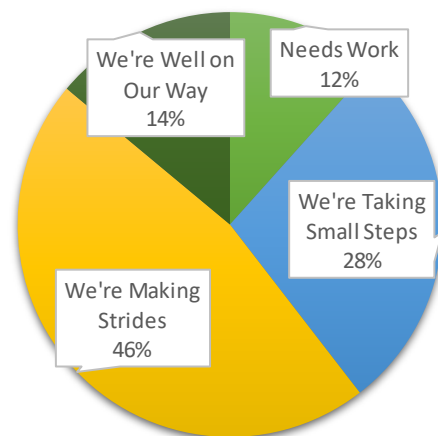
**Question #4: How well are conflict resolution and de-escalation practices utilized?\***



\*Does not include the 10 responses of "Don't Know/Not Applicable".

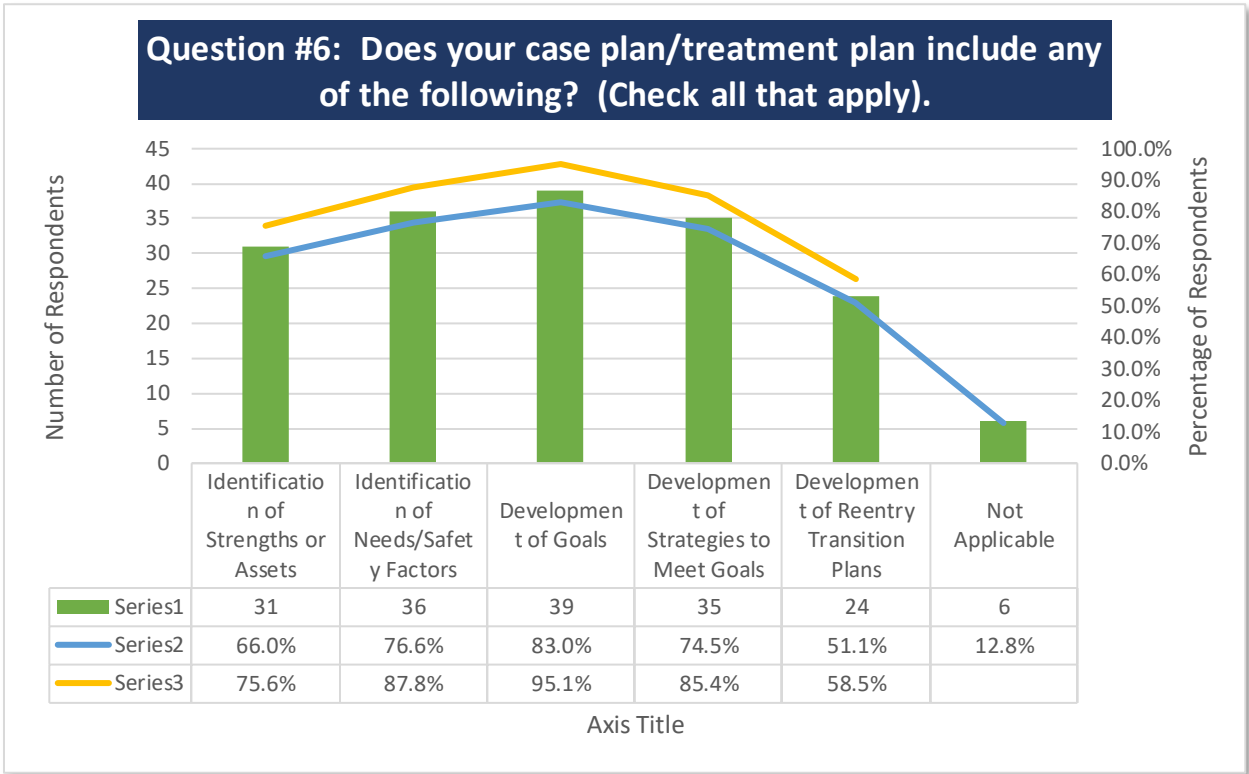
Seventy-six percent (76%) of respondents rated the utilization of conflict resolution and de-escalation practices as We're Well on Our Way or We're Making Strides. This was the second highest proportion for the 5 scaled questions.

**Question #5: How well are principles of cultural awareness and cultural competency incorporated in programming and services?\***



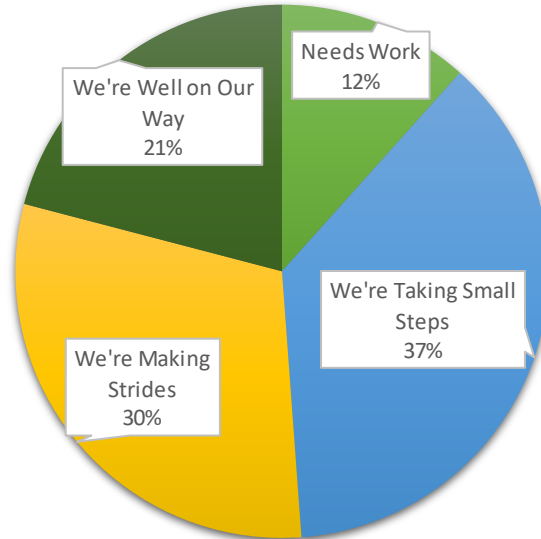
\*Does not include the 4 responses of "Don't Know/Not Applicable".

Sixty percent (60%) of respondents rated how well cultural awareness and cultural competency are incorporated into programs and services as We're Well on Our Way or We're Making Strides. This was the second lowest proportion of the scaled questions.



A total of 47 individuals submitted answers to question #6, which asked about components of case plans/treatment plans. Six of the respondents indicated that the question was not applicable to them. The remaining 41 participants identified one or more of the answers. Removing the 6 respondents who answered, “not applicable”, 95.1% of the respondents indicated that identification of goals was a component of their case plans, followed by 87.8% for needs and safety factors, 85.4% for development of strategies to meet goals, 75.6% for identification of strengths or assets, and 58.5% for development of reentry transition plans.

**Question #7: How well engaged are families/guardians involved with their child's programming?\***



\*Does not include the 4 responses of "Don't Know/Not Applicable".

Fifty-one percent (51%) of respondents answered We're Well on Our Way or We're Making Strides to the question of how well engaged families and guardians are in their child's programming. This was the lowest proportion of the scaled questions, indicating an area for potential improvement.



# Recommendations & Next Steps

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There are many positive activities and best practices that have been implemented in various stages of the juvenile justice continuum in Solano County. These have occurred and evolved even during the last two years of the COVID-19 pandemic. This is noteworthy of acknowledgement and representative of the contributions and commitment of many community organizations, individuals from various departments, boards, and agencies, community members, and advocacy groups.

Based upon the review of data, industry best/optimal practices, and input from stakeholders and focus group participants, ten identified areas of recommendation for the next three years are outlined below. Suggested action steps for each recommendation have also been provided.

## System Foundation Work Recommendations (shorter term)

***Recommendation #1: Strengthen and solidify the plan to create the capacity to implement and prioritize the recommendations, including operationalizing JJCC’s vision, establishing guiding principles, and identifying outcomes.***

While the CMJJAP provides recommendations to the JJCC for Solano County’s juvenile justice continuum, it is necessary for the JJCC to establish a process and practice to operationalize and prioritize its work. By the nature of the composition of the group (many are assigned by position), the membership changes with some regularity. As such, the upcoming months present an opportunity for the JJCC to pause to reflect on the accomplishments made in the last few years and create a path for moving forward.

### Recommended Action Steps:

- ✓ Hold a JJCC strategic planning implementation meeting. Revisit and solidify the group’s vision and develop guiding principles (to strengthen the shared vision and values among all stakeholders and the community).
- ✓ Identify overall outcomes to be achieved (creating starting point for measuring baseline outcomes).
- ✓ Adopt a meeting frequency which will enable the group to discuss and decide on work assignments, prioritize its work, and achieve outcomes.

***Recommendation #2: Continue implementing the Probation Juvenile Data Project Plan<sup>17</sup> and establish a mechanism for data sharing throughout the continuum.***

One of the challenges that is facing the JJCC is its lack of ability to objectively demonstrate the system-wide impact of programs and services due to lack of data. This is true (with some exceptions) throughout the continuum and data sharing amongst department and agencies often doesn’t occur.

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<sup>17</sup> See Appendix B

Probation is working to improve that situation through its new (roughly one year old) data system, eProbation. The rollout of any comprehensive data system is complex and challenging. However, to know how a system is performing (and measure outcomes), it is crucial to capture timely and accurate data.

Over the last few months, the Probation Juvenile Data Project Plan has been mapped out and is in the beginning stages of implementation. Currently, monthly Juvenile Division Data Meetings are being held to provide education on system report capabilities and to gain feedback on building reports and searches. These include the ability to look at client demographic data at various points in the system.

Implementing the Probation Juvenile Data Project Plan will address a portion of the data collection/reporting challenges as Probation represents a portion of the youth/family-serving agencies in the juvenile justice continuum. Solano County can establish more comprehensive data collection, data reporting, and data sharing processes which will enhance the ability to better serve youth and families.

#### Recommended Action Steps:

- ✓ Implement the identified steps in the Probation Juvenile Data Project Plan including establishing mechanisms to record and measure services and programs and outcome measures, to be able to track pre-post outcome measures, and to disaggregate demographic data to examine the program completion rates and positive youth outcomes by race, gender, age, ethnicity, and zip code.
- ✓ Reinstitute a multi-agency data committee to design data collection, data reporting, and data sharing practices amongst youth/family-serving departments and organizations.

#### ***Recommendation #3: Create a comprehensive community map of resources for youth/child/family-serving agencies in the County that depicts services for Prevention, Early Intervention, Community Based Services and Supervision, Residential Services, and Secure Care.***

The lack of a comprehensive community map of services (particularly for prevention and early intervention services) for youth and families in Solano County was mentioned by many stakeholders as a need. Most individual agencies have a menu of services which can be viewed online, but they vary in depth, formatting, and accessibility. To be able to ascertain an inventory of services in the County is a challenge for those who work in the system. For those less familiar with the organizational structure, those experiencing a crisis, or those desperately looking for services for their family, the challenges grow exponentially.

In November 2021, Solano County announced a partnership with Touro University to launch a free application with mental and emotional health services available throughout the County. It includes live support and is available in English, Spanish, and Tagalog. The application includes some service mapping and is named SolanoConnex.<sup>18</sup>

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<sup>18</sup> [SolanoConnex](#)

#### Recommended Action Steps:

- ✓ Establish a subcommittee tasked with a goal to establish a comprehensive inventory of services, ideally one that includes searchable service mapping by zip code, neighborhoods, and type of services. With the recent development of the SolanoConnex, the subcommittee may want to explore the feasibility of using that application in the creation of the service directory. There should also be consideration of outlining local neighborhood services.
- ✓ Once completed, each department should post on their webpage and should market the existence of the resource.

#### *Recommendation #4: Develop a plan to provide training and education on available resources and current initiatives.*

While collaboration was cited as a strength of the County's continuum, it was also evident that gaps exist in the knowledge of services provided across departments. One example of this was stakeholders mentioned it would be nice to have spaces for youth in school where youth could decompress, de-escalate, regulate behavior, and have access to staff resources. Few were aware of the wellness centers that exist in the schools and at the Juvenile Detention Facility which provide this very service.

#### Recommended Action Steps:

- ✓ Provide a space for departments to share about their resources including services, programs, and training during the JJCC meetings.
- ✓ Explore periodic training opportunities for cross-training or a local juvenile justice continuum conference.

#### *Recommendation #5: Explore options for sharing access to existing program services across departments, agencies, and with the community.*

It was noted that in some instances programs or training (e.g., Family Navigator Program, Motivational Interviewing Training) are provided by one department for their youth, families, or staff, but those in other departments may also benefit from those services.

#### Recommended Action Step:

- ✓ Upon completion of the service mapping process (Recommendation #3):
  - Identify avenues (e.g., procurement/contract options) to share existing services amongst departments, agencies, and with the community.

#### *Recommendation #6: Build upon the work of the Racial and Ethnic Disparities (R.E.D.) Steering Committee to work through recommendations of the W. Hayward Burns Institute's May 2017 Readiness Study.<sup>19</sup>*

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<sup>19</sup> [Solano County](#)

It was noted as a strength of the County that leaders have a willingness to review practices and to work to effect change. Commissioning the W. Hayward Burns Institute to develop a readiness study in 2017 is an example of this commitment.

As a result of this study, a R.E.D. Steering Committee was established in 2017. Steering Committee and Project Workgroup members meet on a quarterly and monthly basis, respectively to address the recommendations to reduce R.E.D. disparities. To date, the following have been accomplished through the efforts of these groups:<sup>20</sup>

- An analysis of youth justice data from the Solano County Probation department was performed with technical assistance from W. Hayward Burns Institute. The analysis aimed to identify the racial and ethnic make-up of youth involved with Probation respective to their Bookings, Referral, most common and most serious offenses, and court disposition.
- Project Workgroup members created a Diversion Inventory to catalog the opportunities for youth to be diverted out of, or away from, further involvement in the justice system.
- Guided by the results of the data-analysis the County applied for, and was awarded, a Youth Reinvestment Grant from the Board of State and Community Corrections. This is multi-year grant funding that supports the Youth Reinvestment Grant (YRG) Mentoring program.

#### Recommended Action Steps:

- ✓ Continue to address the recommendations made by W. Hayward Burns Institute via the following activities and goals:

##### Data Analysis

- Continue to analyze youth justice data from Probation with cross-sectional data from the schools and local law enforcement agencies (as available).
- Continue to identify gaps in current data systems and quality of data available
- Establish a process, specifically in Probation, to intentionally deliberate on R.E.D. data to discuss and establish potential reforms and reducing R.E.D.

##### Engage Community

- Continue to identify stakeholders from the community who should be part of the Solano R.E.D. work such as former or current justice involved youth and family representatives on both the Steering Committee and Project Workgroup.
- Conduct an inventory of current community services and organizations existing in Solano County to create a community service directory based on these findings.
- Formalize a process for training and orienting new R.E.D. Committee members to include an overview of the local justice system, local data, committee governance, and the purpose and goals of the R.E.D. Committee.
- Annually review the Detention Screening Tool (DST) to ensure objectivity and equity in detention decision-making including DST outcomes and override reasons.

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<sup>20</sup> Information provided by Solano County RED Coordinator

- Continued education and training committee and workgroup members on the using data to explore disparities, develop strategies to reduce disparities, and track progress in those efforts.

**Recommendation #7: Develop options for involvement of individuals with a lived experience in committees and boards.**

Solano County is fortunate to have individuals with a lived experience who are actively involved in community-based agencies and advocacy groups.

**Recommended Action Step:**

- ✓ Create spaces for education on the benefits and value of incorporating the involvement of individuals with a lived experience.
- ✓ When establishing new committees or membership to boards, the JJCC should include neighborhood leaders, persons with a lived experience, and experienced youth advocates with relevant life experience.

**Service Continuum Work Recommendations (longer term)**

**Recommendation #8: Maximize funding through Family First Prevention Services Act (FFPSA) to add well-supported preventative services in Solano County.**

On August 4, 2021, the California Department of Social Services (CDSS) submitted its Five-Year State Prevention Plan: Implementing the Title IV-E Prevention Program Established by the Family First Prevention Services Act (FFPSA). In this report, CDSS states that the “Title IV-E Prevention Program established by FFPSA will complement California’s existing capacity to further the safety and permanency of children and youth who are brought to the attention of community partners, tribes, child welfare or probation.”<sup>21</sup>

The plan includes 10 Well-Supported program options for funding:<sup>22</sup>

Program	Service Category	Age of Child Served
<b>Brief Strategic Family Therapy (BSFT)</b>	Substance Use Disorder	6-18
<b>Family Check-Up</b>	Mental Health In-Home Parenting	2-17
<b>Functional Family Therapy (FFT)</b>	Mental Health	11-18
<b>Healthy Families America (HFA)</b>	In-Home Parenting	0-5

<sup>21</sup> Five-Year State Prevention Plan: Implementing the Title IV-E Prevention Program Established by the Family First Prevention Services Act (FFPSA). California Department of Social Services, August 2021, page 4

<sup>22</sup> Five-Year State Prevention Plan: Implementing the Title IV-E Prevention Program Established by the Family First Prevention Services Act (FFPSA). California Department of Social Services, August 2021, Appendix A, pages 34-38

<b>HOMEBUILDERS® - Intensive Family Preservation and Reunification Services</b>	In-Home Parenting	0-18
<b>Motivational Interviewing</b>	Substance Use Disorder	Adults with Children of Any Age
<b>Multisystemic Therapy (MST)</b>	Mental Health Substance Use Disorder	12-17
<b>Nurse Family Partnership</b>	In-Home Parenting	0-2, First Time Mothers
<b>Parents as Teachers (PAT)</b>	In-Home Parenting	0-5
<b>Parent-Child Interaction Therapy (PCIT)</b>	Mental Health	2-7

Many of the above-listed services are well-supported with both Child Welfare and Juvenile Justice Populations. While the County currently provides access to two of the models listed (Healthy Families America and Nurse Family Partnership), Family First may present a very economical way to expand well-supported programming for youth and families in Solano County and to share resources between agencies.

Some of the models can mitigate geographic gaps in services because they remove obstacles to “place based” models (e.g., transportation costs and availability) as services are provided in home (e.g., MST, FFT, NFP, PAT) and accommodate the families’ schedules. Some include stipends for basic needs and include family engagement work. Some of these models also have a built-in quality assurance component to ensure model fidelity. Depending on the model chosen, even in the unlikely event that the County doesn’t have enough youth/families to meet the criteria of the model, it may be possible to share services (and expenses) regionally with nearby counties.

More information on California DSS’s implementation plan (including processes for County application for funding) and a synopsis of each of the ten models listed above can be found in Appendix C.

**Recommended Action Steps:**

- ✓ Child Welfare staff present at JJCC about the status of local Family First application (written plan).
- ✓ Include input from juvenile justice continuum stakeholders as to prioritization of local need and recommendations for well-supported services.

***Recommendation #9: Identify programs addressing gaps in prevention services for youth and families at the community/neighborhood level based on identified needs and strengths throughout the county.***

Many stakeholders voiced a need for prevention services for youth and families in the community. Services identified range from basic needs/food assistance to service provision and referrals. Specific program enhancement needs identified included: help and resources for families before youth involvement in the juvenile justice system, substance abuse disorder treatment for youth, and more community-based services for teens and their families before juvenile justice involvement and upon transition home (warm handoff). While a relatively new program, The Vallejo First 5 Center, provides some community-based services for families with youth from 0-5 years of age at their center, there is additional need. Not having enough locally operated centers (created with the local community's input) was consistently voiced as a continuum deficit by focus group participants.

In late March 2022, a few JJCC members and other stakeholders toured the Harbor program in Clark County, Nevada. This model includes several services identified as needed by focus group participants. The programs are in 5 neighborhoods in the county, work with families and youth with a myriad of needs, provide services onsite, engage families and communities in the program components, and operate with a philosophy of compassion and advocacy. The current programs operate from 8 a.m. to 10 p.m. 7 days a week. (Pre-COVID they were open 24 hours a day). Information about the services can be viewed view the following link: [About The Harbor | The Harbor \(theharborlv.com\)](https://www.theharborlv.com)). Should the County decide to establish a similar program, it would begin to address identified service gaps.

#### Recommended Action Steps:

- ✓ Complete community mapping to identify neighborhoods with the highest need for prevention services.
- ✓ Ensure community, family, and youth input in identifying strengths and what is needed.
- ✓ Invest in strengthening and expanding existing prevention services.
- ✓ Connect potential resources from Family First Initiative.
- ✓ Create cross agencies strategies to partner on provided need preventions services.

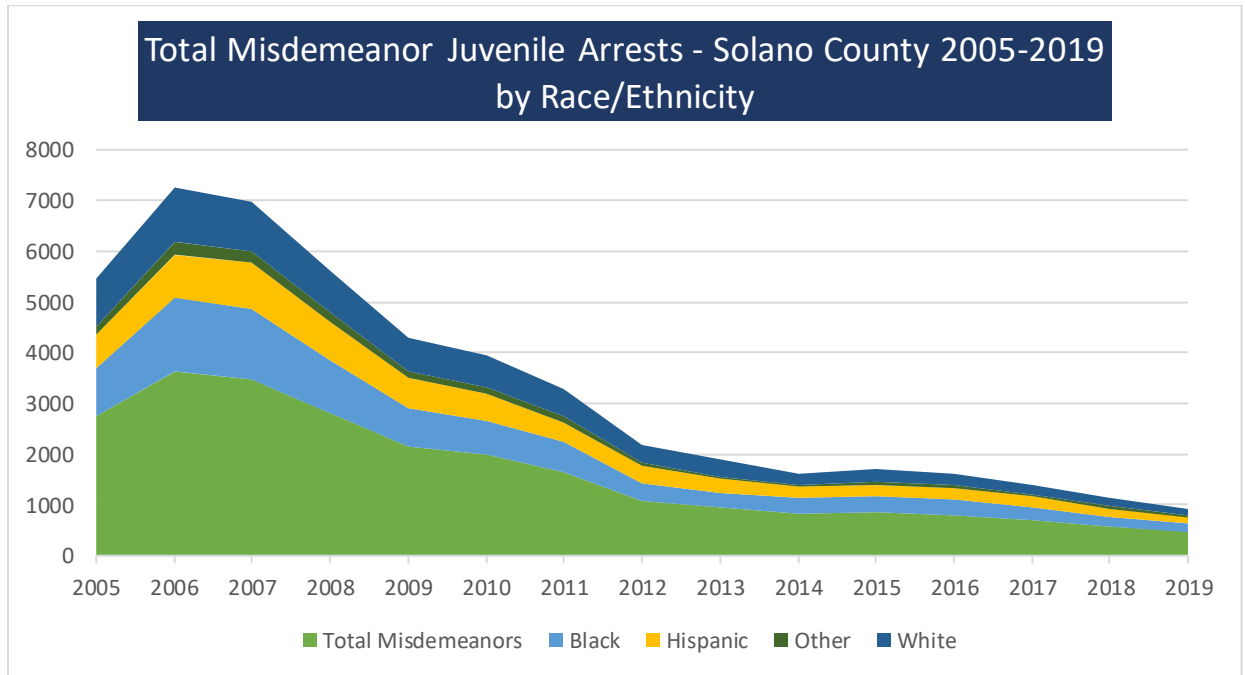
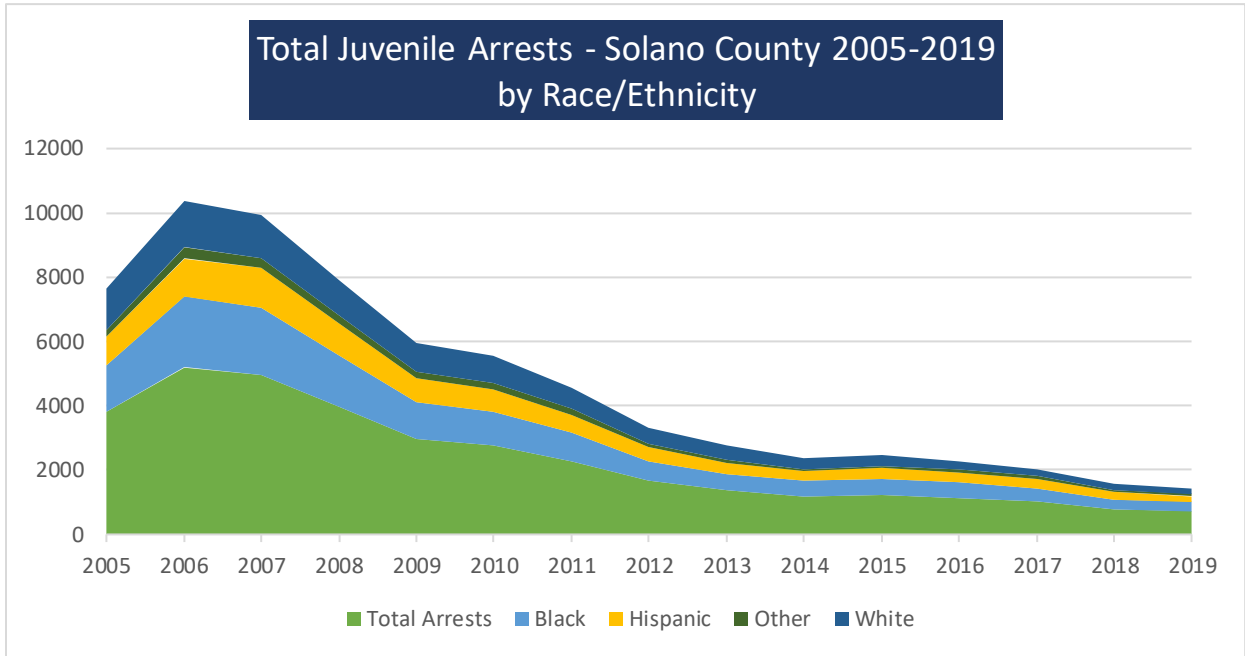
#### *Recommendation #10: Strengthen family engagement initiatives.*

Several stakeholders mentioned that they wanted to strengthen their ability to engage youth and families.

#### Recommended Action Steps:

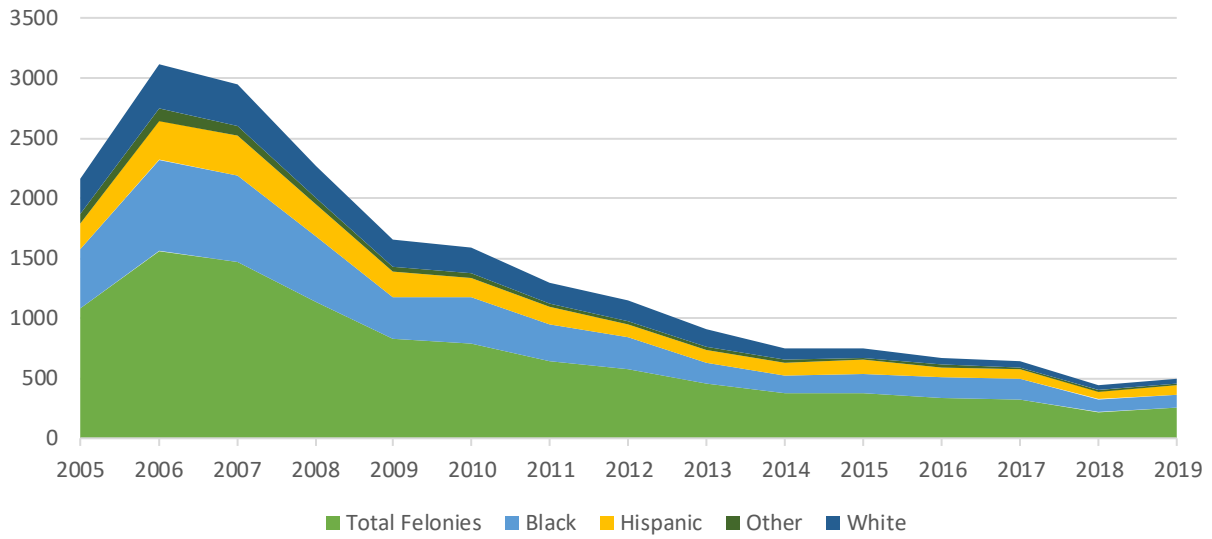
- ✓ Create a workgroup or committee which would target on training resources that might be shared amongst agencies focusing on engagement of families.
- ✓ Explore the feasibility of creating a family council or a parent peer networking group to serve as resources for parents. Involve the council/group in the ongoing development of engagement improvement strategies.

# Appendix – A





### Total Felony Juvenile Arrests - Solano County 2005-2019 by Race/Ethnicity



# Appendix B

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## Probation Juvenile Data Project Plan February 2022

1. Facilitate Recurring Monthly Juvenile Division Data Meetings with Juvenile Division Supervising Deputy Probation Officers (SDPO)
  - a. Review existing reports and searches contained in eProbation; demonstrate how to run reports and explain outputs
  - b. Build reports and searches to aid in day-to-day operations including but not limited to:
    - i. Client/caseload centric searches/reports that include data related to demographic, booking, referral, probation status, offense levels, supervision, program/intervention, placement, etc.
    - ii. DPO/Caseload centric searches/reports that help SDPO assess and audit subordinate staff, and measure workloads
2. Record and Measure Programs/Services (pending development and implementation of programs/services functionality in eProbation)
  - a. Service/Program Referrals
  - b. Dosage
  - c. Individual Client Outcomes by program/service
  - d. Outcomes by facilitator by program/service (measures to be developed with identified Probation staff)
3. Assessments
  - a. Evaluate Pre and Post Assessment scores
  - b. Evaluate scores disaggregated by demographics (gender, race, ethnicity, age, zip code)
  - c. Evaluate Risk and Needs
4. Solano County Racial and Ethnic Disparity (R.E.D.) Data
  - a. Evaluate probation population by race, ethnicity, gender, zip code
  - b. Utilizing a relative rate index, calculate and identify racial inequities at key decision points in the juvenile justice system, including by not limited to, Bookings into JDF, Referrals (Citations), Diversion, Supervision

# Appendix C

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Information on the California Department of Social Services' Family First Prevention Services Act (FFPSA) implementation plan (including mechanism for County application for funds) is outlined below. A synopsis of each of the ten selected Well-Supported Evidence-Based Programs is also provided.

"In Year One California will select all EBPs with a Well-Supported rating, as currently approved by the Title IV-E Prevention Services Clearinghouse for inclusion at the inception of the Title IV-E Prevention Program. As they become available, any new Well-Supported services that have been included in the Title IV-E Prevention Services Clearinghouse will be integrated into the selected automation solution and a state plan amendment will be submitted to make them available for use by local IV-E Agencies. The State will receive a 50 percent federal match for the delivery of these EBPs and will require that they be delivered with model fidelity. Upon federal approval, the evaluation process outlined in the federal law for EBPs can be waived for Well-Supported EBPs, providing a cost savings for implementing local IV-E Agencies. California is requesting a waiver of the evaluation of each of the well-supported programs, as included in Attachment II 24. Furthermore, Well-Supported EBPs have established training and fidelity structures that meet the demands of FFPSA, and their program developers have the experience and resources to support large implementations. California intends to use Motivational Interviewing as a cross-cutting intervention beyond solely substance use disorder treatment, showing considerable success in services including in-home parenting skill-building, mental health treatment, and family engagement and interaction. California may use Motivational Interviewing in a variety of settings such as community agencies and clinical settings. Counties may use Motivational Interviewing to improve engagement with families during each encounter."<sup>23</sup>

The plan states that "A county may elect to participate in the Title IV-E Prevention Program by providing the CDSS with a written plan in accordance with instructions issued by the department. During the first year of implementation, a county may provide the department a letter of intent in order to provide prevention services while they are in process of developing the written plan. Thereafter, county IV-E Agencies will align their Prevention Service Plan in accordance with the California Child and Family Services Review cycle. During implementation of the Title IV-E Prevention Program, the CDSS will provide local Title IV-E Agencies guidance on the elements necessary to opt in to enable California to meet all federal requirements. This may include the use of an advisory body to ensure that cross sector collaboration occurs and to encourage partnerships between local government, service providers, tribes, community-based organizations and parents and youth with lived experience. A readiness assessment or other local needs analysis may be required to inform the creation of a local Prevention Services Plan. The CDSS may also include the use of memorandums of understanding or Terms and Conditions to demonstrate agreement among the parties to ensure understanding and intent in developing the local Prevention Services Plan."<sup>24</sup>

Each of the Well-Supported models listed in California Department of Social Services' Five-Year State Prevention Plan: Implementing the Title IV-E Prevention Program Established by the Family First

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<sup>23</sup> Five-Year State Prevention Plan: Implementing the Title IV-E Prevention Program Established by the Family First Prevention Services Act (FFPSA). California Department of Social Services, August 2021, page 25

<sup>24</sup> Five-Year State Prevention Plan: Implementing the Title IV-E Prevention Program Established by the Family First Prevention Services Act (FFPSA). California Department of Social Services, August 2021, page 31

Prevention Services Act (FFPSA) are outlined below. The detailed Information on each of these models was sourced from the Title IV-E Prevention Services Clearinghouse.

Additional information, including research sources for each model can be found on the Title IV-E Prevention Services Clearinghouse website: [Home | Title IV-E Prevention Services Clearinghouse \(abtsites.com\)](https://abtsites.com)

### **Brief Strategic Family Therapy (BSFT®)**

Brief Strategic Family Therapy (BSFT®) is an effective, family-focused, evidence-based model that helps children and adolescents, 6 to 17 years old, who exhibit rebelliousness, truancy, delinquency, early substance use, and association with problem peers. The BSFT® Program also benefits families that are affected by poor behavior management, parental discord, anger, blaming interactions, and other problematic relations.

The BSFT® Program is designed to engage and keep the family interested in the program by focusing on the problem behaviors of the at-risk youth. The BSFT® Program is delivered in 12 to 16 weekly sessions. The BSFT® Program involves all family members and seeks to change the way they act toward each other. The BSFT® Program provides families with the tools to overcome individual and family risk factors through: 1) focused sessions to improve maladaptive patterns of family interaction, and 2) skills building strategies to strengthen families.

The BSFT® Program was developed for use in rural, urban, and suburban settings. It can be implemented in community social services agencies, mental health clinics, substance abuse prevention and treatment clinics, health agencies, and family clinics. The BSFT® Program can also be implemented as a home-based intervention. Because the BSFT® Program works with the whole family, the program usually operates during the afternoons, evenings, and weekends.

### **Family Check Up**

The Family Check-Up® model is a brief, strengths-based intervention for families with children ages 2 through 17. The intervention aims to improve parenting skills and family management practices, with the goals of improving a range of emotional, behavioral and academic child outcomes. The Family Check-Up® consists of three main components: (1) an initial interview that involves rapport building and motivational interviewing to explore parental strengths and challenges related to parenting and the family context; (2) an ecological family assessment that includes parent and child questionnaires, a teacher questionnaire for children that are in school, and a videotaped observation of family interactions; and (3) tailored feedback that involves reviewing assessment results and discussing follow-up service options for the family. Follow-up services may include clinical or support services in the community. They may also include the Everyday Parenting program, which is a parenting management program that is typically delivered by the provider.

### **Functional Family Therapy**

Functional Family Therapy (FFT) is a short-term prevention program for at-risk youth and their families. FFT aims to address risk and protective factors that impact the adaptive development of 11- to 18-year-old youth who have been referred for behavioral or emotional problems. The program is organized in multiple phases and focuses on developing a positive relationship between therapist/program and family, increasing motivation for change, identifying specific needs of the family, supporting individual

skill-building of youth and family, and generalizing changes to a broader context. Typically, therapists will meet weekly with families face-to-face for 60 to 90 minutes and by phone for up to 30 minutes, over an average of three to six months. Master's level therapists provide FFT. They work as a part of an FFT-supervised unit and receive ongoing support from their local unit and FFT training organization.

### **Healthy Families America (HFA)**

Healthy Families America (HFA) is a home visiting program for new and expectant families with children who are at-risk for maltreatment or adverse childhood experiences. HFA is a nationally accredited program that was developed by Prevent Child Abuse America. The overall goals of the program are to cultivate and strengthen nurturing parent-child relationships, promote healthy childhood growth and development, and enhance family functioning by reducing risk and building protective factors. HFA includes screening and assessments to identify families most in need of services, offering intensive, long-term and culturally responsive services to both parent(s) and children, and linking families to a medical provider and other community services as needed.

Each HFA site can determine which family and parent characteristics it targets. Enrollment begins prenatally and continues up to three months after birth. Most families are offered services for a minimum of three years and receive weekly home visits at the start. After six months, families receive visits less frequently depending on their needs and progress. All HFA home visiting staff must have a minimum of a high school diploma or equivalent and are required to attend a four-day core training and receive supplemental wrap-around training. Supervisors and Program Managers must also complete additional training to supplement core training. All staff are encouraged to seek Infant Mental Health endorsement.

### **HOMEBUILDERS® - Intensive Family Preservation and Reunification Services**

Homebuilders provides intensive, in-home counseling, skill building and support services for families who have children (0-18 years old) at imminent risk of out-of-home placement or who are in placement and cannot be reunified without intensive in-home services.

Homebuilders practitioners conduct behaviorally specific, ongoing, and holistic assessments that include information about family strengths, values, and barriers to goal attainment. Homebuilders practitioners then collaborate with family members and referents in developing intervention goals and corresponding service plans. These intervention goals and service plans focus on factors directly related to the risk of out-of-home placement or reunification. Throughout the intervention the practitioner develops safety plans and uses clinical strategies designed to promote safety.

Homebuilders utilizes research-based intervention strategies including Motivational Interviewing, a variety of cognitive and behavioral strategies, and teaching methods intended to teach new skills and facilitate behavior change. Practitioners support families by providing concrete goods and services related to the intervention goals, collaborating with formal and informal community supports and systems, and teaching family members to advocate for themselves.

Homebuilders services are concentrated during a period of 4 to 6 weeks with the goal of preventing out-of-home placements and achieving reunifications. Homebuilders therapists typically have small caseloads of 2 families at a time. Families typically receive 40 or more hours of direct face-to-face services. The family's therapist is available to family members 24 hours per day, 7 days per week. Treatment services primarily take place in the client's home.

### **Motivational Interviewing**

Motivational Interviewing (MI) is a method of counseling clients designed to promote behavior change and improve physiological, psychological, and lifestyle outcomes. MI aims to identify ambivalence for change and increase motivation by helping clients progress through five stages of change: pre-contemplation, contemplation, preparation, action, and maintenance. It aims to do this by encouraging clients to consider their personal goals and how their current behaviors may compete with attainment of those goals. MI uses clinical strategies to help clients identify reasons to change their behavior and reinforce that behavior change is possible. These clinical strategies include the use of open-ended questions and reflective listening. MI can be used to promote behavior change with a range of target populations and for a variety of problem areas. The Prevention Services Clearinghouse reviewed studies of MI focused on illicit substance and alcohol use or abuse among youth and adults, and nicotine or tobacco use among youth under the age of 18. MI is typically delivered over one to three sessions with each session lasting about 30 to 50 minutes. Sessions are often used prior to or in conjunction with other therapies or programs. They are usually conducted in community agencies, clinical office settings, care facilities, or hospitals. While there are no required qualifications for individuals to deliver MI, training can be provided by MINT (Motivational Interviewing Network of Trainers) certified trainers.

### **Multisystemic Therapy (MST)**

Multisystemic Therapy (MST) is an intensive treatment for troubled youth delivered in multiple settings. This program aims to promote pro-social behavior and reduce criminal activity, mental health symptomology, out-of-home placements, and illicit substance use in 12- to 17-year-old youth. The MST program addresses the core causes of delinquent and antisocial conduct by identifying key drivers of the behaviors through an ecological assessment of the youth, his or her family, and school and community. The intervention strategies are personalized to address the identified drivers. The program is delivered for an average of three to five months, and services are available 24/7, which enables timely crisis management and allows families to choose which times will work best for them. Master's level therapists from licensed MST providers take on only a small caseload at any given time so that they can be available to meet their clients' needs.

### **Nurse Family Partnership**

Nurse Family Partnership (NFP) is a home-visiting program that is typically implemented by trained registered nurses. NFP serves young, first-time, low-income mothers beginning early in their pregnancy until the child turns two. The primary aims of NFP are to improve the health, relationships, and economic well-being of mothers and their children. Typically, nurses provide support related to individualized goal setting, preventative health practices, parenting skills, and educational and career planning. However, the content of the program can vary based on the needs and requests of the mother. NFP aims for 60 visits that last 60-75 minutes each in the home or a location of the mother's choosing. For the first month after enrollment, visits occur weekly. Then, they are held bi-weekly or on an as-needed basis.

### **Parents as Teachers (PAT)**

Parents as Teachers (PAT) is a home-visiting parent education program that teaches new and expectant parents skills intended to promote positive child development and prevent child maltreatment. PAT aims to increase parent knowledge of early childhood development, improve parenting practices, promote early detection of developmental delays and health issues, prevent child abuse and neglect, and increase school readiness and success. The PAT model includes four core components: personal home visits, supportive group connection events, child health and developmental screenings, and community resource networks. PAT is designed so that it can be delivered to diverse families with

diverse needs, although PAT sites typically target families with specific risk factors. Families can begin the program prenatally and continue through when their child enters kindergarten. Services are offered on a biweekly or monthly basis, depending on family needs. Sessions are typically held for one hour in the family's home, but can also be delivered in schools, childcare centers, or other community spaces. Each participant is assigned a parent educator who must have a high school degree or GED with two or more years of experience working with children and parents. Parent educators must also attend five days of PAT training.

### **Parent-Child Interaction Therapy (PCIT)**

In Parent-Child Interaction Therapy (PCIT), parents are coached by a trained therapist in behavior-management and relationship skills. PCIT is a program for two- to seven-year-old children and their parents or caregivers that aims to decrease externalizing child behavior problems, increase positive parenting behaviors, and improve the quality of the parent-child relationship. During weekly sessions, therapists coach caregivers in skills such as child-centered play, communication, increasing child compliance, and problem-solving. Therapists use "bug-in-the-ear" technology to provide live coaching to parents or caregivers from behind a one-way mirror (there are some modifications in which live same-room coaching is also used). Parents or caregivers progress through treatment as they master specific competencies, thus there is no fixed length of treatment. Most families can achieve mastery of the program content in 12 to 20 one-hour sessions. Master's level therapists who have received specialized training provide PCIT services to children and caregivers.