

## Phased Approach

ACPD will employ a phased approach to programming in order to respond to the changing needs of youth throughout the duration of their time in custody. Once ordered into the SB 823 program by the Court, Phase 1 (Orientation) begins. This phase is not intended to last more than 30 days and primarily consists of convening the MDT, orientation to the Secure Treatment Facility, and administering any additional assessments that may be needed to ensure proper programming is available and assigned. According to Welfare and Institutions Code 875(d), within 30 days of making an order to commit a youth to a secure placement treatment facility (SPTF), the court shall receive, review, and approve an individual rehabilitation plan (IRP) that meets the certain requirements. The IRP must be submitted to the court by the probation department and any other agencies or individuals the court deems necessary for the development of the plan. The MDT will be primarily responsible for the development of the IRP. Prior to submission to the Court, the IRP will undergo a quality control mechanism to ensure it is compliant with WIC 875(d) and is reflective of additional parameters set forth by this Plan. Note that reentry planning should also begin immediately.

### Orientation (or Phase 1) will consist of the following:

- Once the youth has been ordered to the SB 823 program, program staff will schedule the first MDT meeting within the first two weeks. Program staff, including credible messengers and a Reentry Case Manager from a local CBO, will interview the youth to identify at least 1-2 community representatives to serve on their MDT team. Community representatives may include CBO staff who have worked closely with the youth in the past year or positive community mentors. If the youth cannot identify any community supports, a credible messenger will serve as the youth's primary representative on their MDT team.
- If needed, a youth will be assessed for an Individual Education Plan (IEP) if program staff deem it necessary and it has been determined no IEP existed before the youth was ordered to the SB 823 program.
- Youth will successfully complete an orientation of the housing unit with probation staff.
- Youth will meet with a Community-Based Reentry Case Manager who is responsible for identifying reentry needs and services through the administration of a comprehensive assessment and development of a reentry case plan in collaboration with the youth. The reentry plan will outline goals in alignment with the youth's educational, vocational, employment, mental health, family, and/or constructive use of time needs. Additionally, the reentry plan will outline at least 1-2 youth-driven goals that encourage intrinsic motivation towards successful reentry.
- Program staff will closely monitor youth's progress and interactions in the first 30 days to ensure the youth is engaged in reentry planning and core programming while adhering to SB 823 program agreements. Credible messengers will support youth in moving through the phases successfully.
- Before transitioning to the core programming phase (or phase 2), program staff will hold an MDT meeting with the youth and their community representatives to review progress in their first 30 days. Progress reports should highlight the youth's strengths and areas for opportunity. After the MDT meeting, the youth will be moved to the core programming phase.

Once Phase 1 Orientation is complete, the youth will move into Phase 2—where the bulk of programming, education, training, and skill and relationship building will take place. Phase 2 will also include a reward/sanction system that rewards good behavior, disincentivizes poor behavior, and allows for increases in freedom and privileges over time. As noted above, this reward/sanction system should be less focused on short-term rewards and behavior management and should instead be oriented

toward long-term goals. During this Phase, close attention will be paid to ensure that the “least restrictive environment” is used to engage youth and provide services.

Phase 2 will include regular contact with the community, both “inside” (through Credible Messengers and other community-based staff who will provide programming within the facility) and also through utilizing a step-down approach that will incorporate an inside/outside component. This will allow for community integration and “normalizing” the process of undoing institutionalization, early on. As noted above, ACPD recognizes that progression of an inside/outside program will depend on youth success within the program and the Court’s decisions. However, ACPD will clearly articulate the goal of “step-down” and will provide the Court with the information it needs to make informed, timely decisions.

Core Programming (or Phase 2) will consist of the following:

- Youth will be expected to follow the SB 823 program agreements set during the orientation phase (phase 1), however failure to comply with the agreements does not cause youth to revert to Phase 1. Sanctions should not include restriction of basic needs or food items, clothing, family engagement time (in-person, virtually, or by telephone), or isolation.
- Core programming will continue throughout this phase, which include SEL/civic engagement activities, CBT groups, media arts, community circles, etc.
- If a youth entered the program with a GED or High School Diploma, they will work with credible messengers and program staff to identify post-secondary education or vocational programming options. Youth who enroll in post-secondary education or register for vocational programming will be expected and encouraged to regularly attend.
- If a youth without a GED or High School Diploma was ordered to the program, they will work with credible messengers and program staff to identify educational options designed to help them obtain their GED or High School Diploma. Additionally, designated math, science, and English tutoring sessions will be provided to youth on a regular basis as needed and upon request.
- Youth will be expected to meet monthly with the Reentry Case Manager to review progress towards their reentry plan goals and share updates on community-based services. It is important to note that rapport should be continuously reassessed and established throughout this phase to promote mutual trust.
- After 90 days in the core programming phase, a court progress hearing and MDT meeting should be scheduled. Court progress report hearings should be scheduled every 60-90 days thereafter to update the court on youth progress. Regular MDT meeting attendees should be prepared to provide updates to the court outlining the youth’s progress using strengths-based approaches. Youth incentives/rewards will be determined after every 60-90 day MDT meeting and court hearing, though youth should be incentivized on a daily or weekly basis by program staff to reinforce positive behavior(s). Incentives may include access to more unstructured free time, later bedtimes, special meals, peer mentorship opportunities, one-on-one time with staff, etc. Greater incentives may include all-day or overnight home visits if approved by the court.
- After 180 days, an assessment on whether or not to approve the youth for step-down approaches will take place by the court and youth’s MDT team, including credible messengers, the Reentry Case Manager, and any youth-identified community representatives. Positive indicators would include engagement in core programming and educational activities, completion of their reentry plan, and positive engagement with program staff and other participants.
- If a youth is approved to begin community reintegration through step-down approaches (“inside/outside” component), an MDT meeting will be scheduled with the youth to explore next

steps and update reentry goals. Outside activities may include attending college courses or vocational programming, employment (part-time/full-time), all-day or overnight home visits, etc.

- If a youth is not approved by the court to begin community reintegration through a step-down approach, an eligibility assessment for “inside-outside” components should take place every 60-90 days. Additionally, a youth’s reentry plan should be updated to reflect any new goals to prepare youth for community reintegration.
- Program staff will closely monitor youth’s progress and interactions throughout this phase to ensure that youth are engaged in reentry planning and core programming while adhering to SB 823 program agreements. Credible messengers will continue to support youth with transitioning through the phases successfully.
- As youth prepare for community reintegration, they will participate in a court release hearing and MDT meeting to review progress and explore next steps. It is important to note the court ultimately approves or denies youth for community reintegration.

Phase 3 involves Community Reintegration, ~~and ideally will begin between 6 and 9 months before anticipated release.~~ One of the current challenges facing reentry is that the exact date of reentry is often unknown until the Court sets the final baseline term of confinement or step-down date within the secure track. These decisions will generally take place at progress review hearings. In order to ensure youth have the smoothest transition and greatest access to reentry support, planning will begin **during Phase 2** and no later than 9 months prior to the initial baseline date set for release, and adjusted to be earlier as soon as it becomes apparent that release will be earlier. To help address some of these challenges, ACPD will ensure that Community Reintegration planning, services, and programming begins well before any anticipated release. Discussed in further detail below, this phase will include **evidence-informed reentry case management**, access to education, vocational training, and employment outside of the facility. ~~The Reentry Service Coordinator—ideally from a CBO—will be assigned during this time, as well as a community-based Credible Messenger who will continue to mentor the youth throughout their reentry journey, including post release. These individuals will also begin attending the MDT meetings. Ideally, these supports will continue throughout the duration of their community supervision.~~

Community Reintegration (or Phase 3) will consist of the following:

- Youth will be expected to follow SB 823 community supervision requirements set by probation throughout the entire phase, however failure to comply with certain requirements does not automatically cause youth to return to incarceration.
- Upon release, the youth will meet with their assigned Deputy Probation Officer and Reentry Case Manager within 72 hours of release. The DPO and Reentry Case Manager will work collaboratively to monitor youth progress throughout this phase. It is expected that the youth will engage in face-to-face meetings with the Reentry Case Manager at least twice per month to review progress, reinforce positive behaviors, and provide support on reentry plan goals. The DPO will hold monthly face-to-face meetings with the youth to ensure community supervision and court compliance.
- After 30 days post-release, a court progress hearing and MDT meeting should be scheduled. Court progress hearings and MDT meetings should be scheduled every 60 days thereafter. Regular MDT meeting attendees should be prepared to provide updates to the court outlining the youth’s progress using strengths-based approaches.
- After 180 days post-release, required youth meetings/engagement should decrease. The youth will be expected to engage in face-to-face meetings with the Reentry Case Manager once per

month to review progress, reinforce positive behaviors, and provide support on reentry plan goals. The DPO should begin assessment for program completion.

- If a youth is reincarcerated during this phase due to probation violations, a community reintegration court hearing should be scheduled every 30-60 days to reassess and determine a release date. Regular MDT meeting attendees should be prepared to provide updates to the court outlining the youth's preparedness for release.
- Youth will be assessed by the court for program completion after 9 months post-release, however program completion should take place before the 9-month mark if a youth has met all reentry goals and requirements.