

**Juvenile Justice Crime Prevention Act &
Youthful Offender Block Grant (JJCPA-YOBG)**

Consolidated Annual Plan

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Instructions:

Government Code Section 30061(b)(4) and Welfare & Institutions Code Section 1961(b) call for consolidation of the annual plans required for JJCPA and YOBG.

Please submit your most up-to-date consolidated plan.

The rest of this document is a standardized template for a consolidated county plan. If you find it helpful to use this template, please do so.

Your submission will be posted, as submitted, to the BSCC website.

Please e-mail your plan to:

JJCPA-YOBG@bscc.ca.gov

Juvenile Justice Plan

Part I. Countywide Service Needs, Priorities and Strategy

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Part I. Service Needs, Priorities & Strategy

Authority: Government Code Section 30061(b)(4)(A) The multiagency juvenile justice plan shall include, but not be limited to, all of the following components:

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

(ii) An identification and prioritization of the neighborhoods, schools, and other areas in the community that face a significant public safety risk from juvenile crime, such as gang activity, daylight burglary, late-night robbery, vandalism, truancy, controlled substances sales, firearm-related violence, and juvenile substance abuse and alcohol use.

(iii) A local juvenile justice action strategy that provides for a continuum of responses to juvenile crime and delinquency and demonstrates a collaborative and integrated approach for implementing a system of swift, certain, and graduated responses for at-risk youth and juvenile offenders.

Government Code Section 30061(b)(4)(B)(ii) Collaborate and integrate services of all the resources set forth in clause (i) of subparagraph (A), to the extent appropriate.

A. Assessment of Existing Services

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

Sutter County takes a proactive approach to preventing juvenile delinquency by effectively intervening with at-risk youth and families. It also emphasizes partnerships and active collaboration among the many agencies interacting, serving, and working with children and their families. The Family Intervention Team (FIT), comprised of county agencies and partner agencies, continues to look for ways to effectively deal with children who are at risk for involvement in anti-social behavior, crime, or delinquency.

Responding to the needs of youth and their families, the services, programs, and interventions in Sutter County Probation's PREVENTION array include:

- Gang Resistance and Education Training (GREAT)
- The Change Companies, Forward Thinking Journaling Series
- The Parent Project
- Functional Family Therapy
- Referral to Sutter-Yuba Behavioral Health
- Referral to Victor Community Support Services
- Referral to Sutter County One Stop
- Referral to ancillary services

Early Intervention

In addition to Prevention efforts, Sutter County Probation also focuses on the needs of at-risk youth already displaying pre-delinquent behavior, first-time offenders, and youth who have committed minor crimes. Probation's EARLY INTERVENTION efforts include, but are not necessarily limited to, the following:

- Gang Resistance and Education Training (GREAT)
- The Change Companies, Forward Thinking Journaling Series
- The Parent Project
- Seeking Safety
- Cognitive Behavioral Therapy for Substance Abusing Adolescents
- Functional Family Therapy
- Matrix Substance Abuse Counseling for Adolescents
- Referral to Sutter-Yuba Behavioral Health
- Referral to Victor Community Support Services
- Referral to Sutter County One Stop
- Referral to ancillary services

Supervision & Intermediate Interventions

While investing heavily in Prevention and Early Intervention, Sutter County also recognizes the necessity to provide a comprehensive array of SUPERVISION AND INTERMEDIATE INTERVENTIONS to work effectively with those youth and families who have entered the juvenile justice system. Supervision programs and Intermediate Interventions in place include the following:

- Case Management Services: Supervision services provided by the Probation Department to include school monitoring, drug testing, and referrals for treatment services
- Family Assistance Services Team (FAST and SuperFAST) Interagency Committee: Probation partners with Sutter-Yuba Behavioral Health (SYBH), Child Welfare Services (CWS), Sutter County Office of Education (SCOE) and Sutter County's Special Education Local Plan Areas (SELPA's), Yuba City Unified School District, Victor Community Support Services, Alta Regional, and Sutter County Public Health to provide multidisciplinary case conferencing for youth who are in multiple systems of care. The partners also work together on placement for youth with complex and/or special needs, determining, among other things, which system (SYBH, CWS, or Probation) is most appropriate to take the lead with each individual youth and/or family. FAST/SuperFAST also seeks to avoid out of home placement and/or to determine most appropriate placements for youth who are removed from their homes.
- Incentive and Sanctions Matrix: Probation utilizes an Incentives and Sanctions matrix in order to provide consistency in how incentives and sanctions are used. The use of an Incentive and Sanctions Matrix is an Evidenced-Based Practice proven to motivate positive behavior change by placing an emphasis on positive behavior while applying appropriate sanctions for non-compliant behavior.
- Positive Achievement Change Tool (PACT): A web based risk assessment tool which has been used by the Probation Department since 2008. The probation officer receives an output report which is used in determining treatment needs/goals and case planning.
- The Change Companies, Forward Thinking Journaling Series

- The Parent Project
- Seeking Safety
- Cognitive Behavioral Therapy for Substance Abusing Adolescents
- Functional Family Therapy
- Matrix Substance Abuse Counseling for Adolescents
- Referral to Sutter-Yuba Behavioral Health
- Referral to Victor Community Support Services
- Referral to Sutter County One Stop
- Referral to ancillary services
- School Focused Services: Case assignments for most youth under probation supervision are primarily based on the school attended by the youth in an effort to provide more collaboration between the Probation Department and local school districts.
- Youth who are experiencing significant legal and life problems related to a diagnosis of a mental illness are assigned to a probation officer who collaborates and coordinates behavioral health services through Sutter-Yuba Behavioral Health, Children's Systems of Care, school staff, community service providers, and other agencies in the community. The Child and Family Team regularly staffs these cases. The goal of the caseload is to provide the youth and their family with the services and support needed while the youth and family needs are being addressed.
- WRAP: The program provides intensive case management and support for minors who would otherwise be considered for Short-Term Residential Treatment Program placement. Sutter Yuba Behavioral Health Children's Systems of Care provides this intensive therapeutic service.

Residential Interventions

Despite the community and home-based intermediate sanctions available in Sutter County, the need for RESIDENTIAL INTERVENTIONS remains. Options for minors ordered into out of home placement by the Court include the following:

- Maxine Singer Youth Guidance Center: A 72-bed (60 male/12 female) secure program operated by the Yuba County Probation Department which serves as a long-term behavior modification program. The program is approximately 5 months to 1 year in length, based on the positive progress of the youth in the program.
- Short Term Residential Treatment Program
- Resource Family Placement

Detention, Incarceration, and Long Term Custody

The Probation Department and Juvenile Court use detention and long-term custody when lower-level treatment options are inappropriate or have proven ineffective:

- Tri-County Juvenile Rehabilitation Facility (TCJRF): a 60-bed secure facility for youth awaiting and pending Juvenile Court proceedings, and adjudicated youth awaiting transfer to a placement, camp/ranch or California Department of Corrections and Rehabilitation(CDCR), Division of Juvenile Facilities (DJF). There were 321 (95 from Sutter County) admissions to the TCJRF during FY2015-2016.

- CDCR, Division of Juvenile Facilities (DJF): while DJF is no longer available as an option for juvenile offenders adjudicated for WIC Section 707(a) offenses except for specified sex offenses; it remains the incarceration site of last resort for the most serious juvenile offenders. As of May 1, 2017, Sutter County had no youth serving commitments at DJF.

Reentry and Aftercare

The Probation Department and its public sector and community based partners are increasingly focused on Reentry/ Aftercare services including the following:

- Stepping Stones Aftercare Program: This program provides intensive support, case planning, and case management services for those youth detained and transitioning out of the Maxine Singer Youth Guidance Center (MSYGC).
- DJF Reentry: DJF youth returning to Sutter County are engaged with a probation officer prior to release. The youth return to the community with a solid plan in place for housing, counseling services, education and/or employment services.
- Youth returning home from an STRTP do so with a supportive hand-off from the STRTP to local community services already in place.

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

Sutter County Probation participates in several multi-agency committees:

- Family Intervention Team (FIT): meets twice per month and is comprised of department heads and assistant department heads from Probation, Sutter-Yuba Behavioral Health (SYBH), Sutter County Child Welfare (CWS), Public Health, Yuba City Unified School District (YUCUSD), Sutter County Office of Education (SCOE), Feather River Academy, Victor Community Support Services (VCSS), Yuba City Police Department (YCPD), Sutter County Sheriff's Officer (SCSO), and Friday Night Live. The team addresses system-wide issues, problem solves, and prepares for new mandates, regulations, and implementation of programs across agencies.
- Family Assistance Services Team (FAST): meets weekly and is comprised of Probation, SYBH, CWS, Sutter County Welfare, YUCUSD, SCOE, VCSS, and Alta Regional. The team reviews referrals for information sharing and services available in the community to assist families in need.
- SuperFAST: meets monthly and is comprised of the same FAST participants, but reviews cases in out-of-home care and/or those that may enter out-of-home care.
- Continuum of Care Reform (CCR) Committee: meets monthly and is comprised of Sutter County Probation, Yuba County Probation, Sutter County CWS, Yuba County CWS, SYBH, VCSS, YUCUSD, SCOE, and Yuba County Office of Education. The team discusses and shares information regarding CCR and trainings attended, as well as upcoming trainings. The team also brainstorms and creates processes for new CCR mandates. Further, the team problem solves issues as they arise and discusses program statements received from Foster Family Agencies (FFA) and Short-Term Residential Therapeutic Programs (STRTP).
- Resource Family Approval (RFA)/Foster Parent Recruitment, Retention, and Support (FPRRS) Committee: This team meets as needed to determine processes for RFA and

recruiting for RFA. The team is comprised of Sutter County Probation and Sutter County CWS.

- Commercial Sexually Exploited Children (CSEC) Committee: This team meets as needed to determine processes and policies for CSEC youth. The team is comprised of Sutter County Probation and Sutter County CWS.

B. Identifying and Prioritizing Focus Areas

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

Based on referrals received through the probation department and areas noted by Yuba City Police Department, areas of concern include:

- Percy Avenue through Gray Avenue (Sam Brannan Skate Park), Yuba City
- Area around Queens Avenue, Yuba City
- Gray Avenue Middle School – gang issues, delinquency, behavioral health issues
- Feather River Academy – gang issues, behavioral health issues
- Yuba City Mall – theft and vandalism of property

C. Juvenile Justice Action Strategy

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

Juvenile Justice System Diversion

Diversion and early interventions are important aspects of Sutter County’s juvenile justice continuum. Sutter County Probation provides several Prevention and Intervention services through the Youth Offender Block Grant, as well as the Juvenile Justice Crime Prevention Act, for local schools and the community. These programs include: Gang Resistance Education and Training (GREAT), The Change Companies Forward Thinking Journaling Series, Cognitive Behavioral Therapy for Substance Abusing Adolescents, The Parent Project, and Functional Family Therapy. Additionally, probation officers are stationed at two local high schools, one middle school, and one alternative school site to provide Prevention and Intervention services to at-risk students. These services are offered to the whole community, taking referrals from all local agencies, community-based organizations, and self-referrals.

Further, many youth are diverted from the juvenile justice system at the police level. Those who choose not to take the opportunity for diversion offered by police and other more serious offenders are sent to the Probation Juvenile Intake Unit for review.

Juvenile Justice System- Probation Supervision

The Sutter County Probation Department has 47 employees and an operating budget of \$6.6 million. The Department has three (3) divisions; Adult Services, Juvenile Services, and Support Services. The Juvenile Services Division is responsible for completing dispositional reports for the Juvenile Court, to include completing assessments, developing case plans, and providing supervision services to youthful offenders. Deputy Probation Officers (DPO's) working in the Juvenile Services Division monitor and support youth and their families through the use of an evidence based risk assessment tool, the Positive Achievement Change Tool (PACT), strength based case plans, cognitive behavioral treatment interventions, as well as drug testing, and monitoring school performance/attendance. In FY 2013-2014, the Department embarked upon the use of Interactive Journaling utilizing The Change Companies curriculum, which is a cognitive-behavioral intervention utilizing evidence-based strategies to assist youth involved in the juvenile justice system in making positive changes to their thoughts, feelings, and behaviors.

The Juvenile Intake Unit completes a lengthy interview process with the juvenile and their family. Using Motivational Interviewing (MI), the probation officer interviews the juvenile and family to gather information to complete the Positive Achievement Change Tool (PACT) assessment to determine the juvenile's risk to reoffend, as well as any immediate risks and/or needs to be addressed. If determined to be low risk to reoffend, the youth may be diverted from the delinquency system. The probation officer will complete the assessment and if low risk to reoffend is indicated, the officer will make appropriate referrals to services and/or programs, which may include Forward Thinking journaling, Functional Family Therapy, The Parent Project, Cognitive Behavioral Therapy for Substance Abusing Adolescents, Sutter-Yuba Behavioral Health (SYBH), Children Systems of Care (CSOC) via SYBH, Seeking Safety, grief counseling, Transitional Aged Youth (TAY) via CSOC, Family Assistance Services Team (FAST), Sutter County Child Welfare Services, Sutter County One Stop and Adult Education, Alta California Regional Center, Sutter County Public Health, and Sutter County Welfare Division. At any point in the process, a juvenile's case can be staffed at the weekly FAST meeting, which allows for several county agencies and community based organizations (per a signed release of information) to discuss how the juvenile and family might best be served. A juvenile's case may also be staffed internally at the probation department's weekly Think Tank meeting, which is a brainstorming session to problem solve ideas for case planning and meeting the needs of the juvenile and family.

If a juvenile is cited and/or arrested for an offense that is a mandatory referral or the PACT assessment indicated moderate or high risk to reoffend, the probation officer begins to address needs of the juvenile and the family as noted above. However, the juvenile may then start the Court process as well. If/when a juvenile is placed on some type of supervision, the risk and needs of the assessment, along with a collaborative conversation with the juvenile and their family, translates into a written case plan. While on supervision, the probation officer utilizes the Juvenile Response Matrix. The matrix includes graduated sanctions for technical probation violations and incentives to positively reinforce positive behavior. The Response Matrix is presented to a supervisor when a violation of probation (VOP) is considered and the filing of a VOP must be approved by a supervisor when the VOP only includes technical violations and/or misdemeanor offenses. An updated PACT assessment is completed no less than every six months for a juvenile who is under any type of probation supervision. This allows for updated risk and needs information to inform team decisions and case planning.

Many of the juvenile services provided by probation are open to referrals from all other agencies, community based programs, and self-referral. Unless the juvenile is detained or the program in question is a parenting class, all services are conducted with individual meetings with the juvenile and their family. Group-based programming is discouraged with juveniles, as many studies point out the danger of contamination of juveniles, particularly those that are low risk to offend, when introduced to new, potentially negative peers. Further, all Sutter County Probation Officers are trained in Motivational Interviewing (MI) to create a foundational relationship for change. Meta-analyses show that the provider-client relationship plays a large role in client outcome (Hubble, Duncan, and Miller, 1999; Wampold et al., 1997). A critical finding drawn from more than 1,000 research studies concludes: "Putting this all into perspective, the amount of change attributable to the relationship is about seven times that of the amount attributable to a specific model or technique" (Hubble, Duncan, and Miller, 1999). Probation keeps MI at the forefront of probation officers' tools by providing booster trainings several times per year. Probation also implemented a Sanction and Incentive Matrix in 2015 to address the need to provide swift and certain graduated sanctions and incentives for behavior change. From prevention to out-of-home placement, services are provided along a continuum to maintain rehabilitation of juveniles and the safety and best interests of the community.

School-based Probation Officers are housed at two of the local high schools, one middle-school with a high population of at-risk juveniles, and one continuation school. The school-based probation officers provide supervision of all probation supervised juveniles, as well as assist with truancy matters, aid in triaging school behavior issues, identify at-risk juveniles, refer juveniles and families to appropriate programs and services, and provide direct-service evidence-based programming to juveniles in need. This programming includes The Change Companies journaling system – Forward Thinking, which addresses criminogenic factors, including, but not limited to: aggression, criminal thinking, relationships, family, substance abuse, and victim awareness.

If a juvenile is cited and/or arrested for an offense that is a mandatory referral or the PACT assessment indicated moderate or high risk to reoffend, the probation officer begins to address needs of the juvenile and the family as noted above. However, the juvenile may then start the Court process as well. If/when a juvenile is placed on some type of supervision, the risk and needs of the assessment, along with a collaborative conversation with the juvenile and their family, translates into a written case plan. While on supervision, the probation officer utilizes the Juvenile Response Matrix. The matrix includes graduated sanctions for technical probation violations and incentives to positively reinforce positive behavior. The Response Matrix is presented to a supervisor when a violation of probation (VOP) is considered and the filing of a VOP must be approved by a supervisor when the VOP only includes technical violations and/or misdemeanor offenses. An updated PACT assessment is completed no less than every six months for a juvenile that is under any type of probation supervision. This allows for updated risk and needs information to inform team decisions and case planning.

At any point in the process, a juvenile's case can be staffed at the weekly FAST meeting, which allows for several county agencies and community based organizations (per a signed release of information) to discuss how the juvenile and family might best be served. A juvenile's case may also be staffed internally at the probation department's weekly Think Tank meeting, which

is a brainstorming session to problem solve ideas for case planning and meeting the needs of the juvenile and family.

Juvenile Justice System- Detention and Commitment

Sutter County Probation does not operate a juvenile detention facility. Sutter County Probation is a partner with Yuba and Colusa Counties through a Joint Powers Agreement (JPA), housing youth at the Tri-County Juvenile Rehabilitation Facility (TCJRF) and the Maxine Singer Youth Guidance Center (MSYGC). Yuba County Probation operates both facilities per the JPA. The 60-bed TCJRF provides safe and secure housing for wards and at risk youth under the care of Yuba County, and offers an array of programs and services. The MSYGC is a 72-bed (60 males/12 females) facility. In addition to the full school program, both facilities utilize evidenced based interventions to include cognitive behavioral groups, case planning, and skill building. In addition, educational services, recreational activities, religious services, medical and mental health care are also provided. Aggression Replacement Training (ART), which is a cognitive behavioral program that focuses on skill streaming, moral reasoning, and anger control, is utilized at both facilities. Moral Reconciliation Therapy (MRT) is provided at MSYGC by Sutter County Probation to all youth housed in the facility. In FY 2015-2016, there were 321 TCJRF admissions total; 95 of those were Sutter County youth. Its Average Daily Population (ADP) was 10 for Sutter County youth, and 28 total for all counties.

Part II. Juvenile Justice Crime Prevention Act (JJCPA)

Authority: Government Code Section 30061(b)(4)(B) Programs, strategies, and system enhancements proposed to be funded under this chapter shall satisfy all of the following requirements:

(i) Be based on programs and approaches that have been demonstrated to be effective in reducing delinquency and addressing juvenile crime for any elements of response to juvenile crime and delinquency, including prevention, intervention, suppression, and incapacitation.

(iii) – Employ information sharing systems to ensure that county actions are fully coordinated, and designed to provide data for measuring the success of juvenile justice programs and strategies.”

Government Code Section 30061(b)(4)(A) The multiagency juvenile justice plan shall include, but not be limited to, all of the following components:

(iv) A description of the programs, strategies, or system enhancements that are proposed to be funded pursuant to this subparagraph.

A. Information Sharing and Data

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

At this time, data is collected internally within the probation department via our case management system and data spreadsheets. The information is limited in sharing electronically, thus information is shared during team meetings (FIT, FAST, SuperFAST, etc.). Data collected includes:

- referrals to probation: crime, arresting agency, mandatory referral, 707 W&I report, case outcome, restitution owed, case disposition, case closure type
- referrals to services
- probation: type of probation, risk level, criminogenic needs, protective factors, risk factors, violation of probation (VOP), drug testing results, out of home care, CSEC screenings, reasonable candidates for Title IV-E
- Cognitive Behavioral Therapy for Substance Abusing Adolescents (CBT): referrals, sessions attended, successful/unsuccessful completion, risk level, referral source, arrests/detentions prior to program, arrests/detention in program, VOP, restitution completion, juvenile work hour completion, positive drug tests, out of home care, length of time in the program
- Functional Family Therapy (FFT): referrals, sessions attended, successful/unsuccessful completion, risk level, referral source, arrests/detentions prior to program, arrests/detention in program, VOP, restitution completion, juvenile work hour completion, out of home care, length of time in the program
- Stepping Stones Aftercare: referrals, successful/unsuccessful completion, risk level, arrests/detentions prior to program, arrests/detention in program,

VOP, restitution completion, juvenile work hour completion, out of home care, length of time in the program

- Yuba City Unified School District and Sutter County Office of Education share information on truancy and school behavior related issues for the purposes of supervision of probation juveniles, as well as to provide prevention and intervention services to students and their families

B. Funded Programs, Strategies and/or System Enhancements

Using the template on the next page, describe each program, strategy and/or system enhancement that will be supported with funding from JJPCA, identifying anything that is co-funded with Youthful Offender Block Grant (YOBG) moneys.

JJCPA Funded Program, Strategy and/or System Enhancement

This template should be copied as many times as needed to capture every program, strategy and system enhancement you plan to fund next year.

Program Name:

Stepping Stones Aftercare

Evidence Upon Which It Is Based:

Outcomes have demonstrated the Program to be effective in reducing juvenile crime and/or delinquency. In 2002, Sutter County Stepping Stones Aftercare Program began reporting outcome data. The program continued after 2011, however was funded through the Youth Offender Block Grant. Data from 2002 to 2011 showed goals met in all the following categories:

- Arrest Rates decreased by 46% from 98.9% to 52.9%
- Probation Violations decreased by 27% from 71.4% to 44.9%
- Completion of Probation increased by 38% from 3% to 41%
- Incarceration Rates decreased by 56% from 99.5% to 43.2%
- Rate of Restitution Completion increased by 30% from 0% to 30%
- Completion of Court Ordered Community Service increased by 51% from 5% to 55.6%

Description:

Stepping Stones Aftercare

This multi-tiered program incorporates a graduated scale of supervision and family based service interventions to Wards and their families. The juveniles are initially committed to the Maxine Singer Youth Guidance Center (MSYGC) for up to one year, as depending upon their progress in the program, the juvenile has the potential to complete the program sooner than a year. The MSYGC program consists of four phases, the juvenile obtaining more incentives as they work through the phases. Acceptance into the MSYGC program begins with a multi-disciplinary assessment to determine the needs of the juvenile and his/her family, and to determine the appropriateness for entrance into the program. Phase four of the program includes a home furlough period with the juvenile returning to the program during the day. The Stepping Stones Aftercare Program is implemented during Phase II of the MSYGC program to create a solid re-entry plan between the juvenile, their family, and the community. Intensive supervision and support of the juvenile and his/her family continues from the date of commitment to and including six months after release from the MSYGC program. The caseload is maintained by one Deputy Probation Officer who supervises no more than 15 juveniles at a time. Services for these juveniles are family-centered and include detention based as well as intensive community based treatment,

supervision, drug treatment, education, recreation, life skills building and other capacity building activities. The Stepping Stones Aftercare program benefits from the team approach of MSYGC staff, the Aftercare officer, and by families and the juvenile joining together to develop a case plan collaboratively. This approach is an expansion of the multidisciplinary, family-centered approach Sutter County has been working under since 1998. There is success in using this approach in early intervention cases, and we have found similar success through the Aftercare program with juveniles already entrenched in the justice system. This program has been in effect in Sutter County since 2002; however, it has also been previously funded by the Youthful Offender Block Grant.

Collaborative partners involved in the MSYGC program and The Stepping Stones program include the Counties of Yuba, Colusa and Sutter, as the MSYGC is a regional facility. Yuba County maintains the MSYGC facility. Sutter County Probation Officers and/or Intervention Counselors provide Moral Reconciliation Therapy (MRT), intensive supervision, and quality case planning. Sutter-Yuba Behavioral Health provides counseling and family support services, as well as alcohol and other drug services. Yuba County Office of Education and Sutter County One Stop provide education and employment services to eligible juveniles.

Program Name:

Functional Family Therapy (FFT)

Evidence Upon Which It Is Based:

FFT is an empirically grounded, well-documented and highly successful family intervention program for at-risk and delinquent youth who are 11–18 years of age. FFT has been applied to a wide range of at-risk youth and their families in various multi-ethnic and multicultural contexts. The data from numerous outcome studies suggests that when applied as intended, FFT can reduce recidivism between 25% and 60%. Additional studies suggest that FFT is a cost-effective intervention that can, when implemented with model-adherence, reduce treatment costs well below that of traditional services and other family-based interventions. The fidelity of the FFT model is achieved by a specific training model and a sophisticated client assessment, tracking, and monitoring system. The FFT program implementation targets clinical teams of up to 8 practitioners who work together by regular clinical training and consultation.

More information on Functional Family Therapy is available at:

Functional Family Therapy Inc.

www.fftinc.com

The Center for the Study and Prevention of Violence

www.colorado.edu

Strengthening America's Families

<http://www.strengtheningfamilies.org/>

Description:

Functional Family Therapy (FFT) is a short term, proven program, which has been utilized successfully with a wide range of juveniles and their families. The program targets juveniles, ages 11-18, at risk for or showing signs of delinquency, violence, substance abuse, Conduct Disorder, Oppositional Defiant Disorder, or Disruptive Disorder. FFT is outcome driven and can be used for both prevention and intervention. The basic components of the program are outlined as follows from information provided from the website for the Center for the Study and Prevention of Violence through the University of Colorado: “ FFT effectiveness derives from emphasizing factors which enhance protective factors and reduce risk, including the risk of treatment termination. In order to accomplish these changes in the most effective manner, FFT is a phasic program with steps which build upon each other. These phases consist of: Engagement, designed to emphasize within juveniles and family factors that protect juveniles and families from early program dropout; Motivation, designed to change maladaptive emotional reactions and beliefs, and increase alliance, trust, hope, and motivation for lasting change; Assessment, designed to clarify individual, family system, and larger system relationships, especially the interpersonal functions of behavior and how they relate to change techniques; Behavior Change, which consists of communication training, specific tasks and technical aids, basic parenting skills, contracting and response-cost techniques; and Generalization, during which family case management is guided by individualized family functional needs, their interface with environmental constraints and resources, and the alliance with the FFT therapist.

Sutter County originally implemented the FFT program in 2003. The program has been ongoing since that time.

Sutter County has been extensively involved in multidisciplinary collaborations since 1997. The majority of new programs since that time have included extensive coordination with Family Intervention Team (FIT) member agencies. Every law enforcement, Juvenile Justice, Human Service and Educational Program is represented on the FIT Policy Board. Additionally, other community based organizations and programs are invited to bring issues to the FIT Board. Issues regarding information sharing were put to rest very early on in the process of establishing this board. There are few barriers to collaboration in Sutter County. Agencies fully understand that responsibility for families within this community is shared and that working together on mutually shared cases is of absolute necessity. The days of passing a family on from one system to the other without cooperation are long gone. Administrators and staff from all systems assist each other in problem solving regardless of the system the family is involved in. Since there are a distinct number of cases that are high needs and involved in the Child Welfare System, Behavioral Health, and Probation System, multi-disciplinary intervention is more important than ever, especially when historically these families are more likely to require out of home placements if appropriate intervention and prevention services are not provided. Sutter County maintains a Functional Family Therapy Team which includes one Deputy Probation Officer, ½ of a FIT/CSOC Therapist, and a MSYGC Therapist. The team is supervised by a Clinical Supervisor within the Behavioral Health System. The program is monitored for fidelity by the Clinical Supervisor, as well as the facilitator attends a yearly FFT Symposium to stay well-informed of changes/updates, etc. to the program.

Program Name:

Cognitive Behavioral Therapy for Substance Abusing Adolescents (CBT)

Evidence Upon Which It Is Based:

CBT is an evidenced based technique that has been in existence since the early 1950's. CBT is based on the scientific evidence that our feelings are determined by our thoughts and perceptions, rather than by external influences such as people, situations, and events. As for the juveniles who enter the juvenile justice system, the majority, if not all, have been reared and/or exposed to environments that have influenced their negative behavior, resulting in criminal behavior and/or the abuse of controlled substances. By introducing CBT techniques to these identified juveniles, the opportunity to provide ways to take charge of their thought processes can positively impact their feelings in ways that improve their reactions to situations and events. Currently in California, numerous Probation Departments are collaborating with community partners and are utilizing evidence based practices, including CBT-based programs, as an integral component of intervention and prevention. There are numerous resource documents available noting this evidence based practice, many of which can be located via the National Association of Cognitive Behavior Therapist's website located at www.nacbt.org. The Mental Health Service Act (Proposition 63) "Mental Health Models that Work for Children and Youth" is a toolkit of information located in the FIGHT CRIME: INVEST IN KIDS California. The toolkit provides reference to CBT, and further discusses the Purpose, Target Population, Duration of the Program and Cost of Participation, the Evaluation Status and Cost Benefit Evaluation.

Description:

The program is 12 to 16 weeks in length, with the CBT Facilitator and the juvenile meeting weekly for 45 minutes to 1 hour on an individual basis. As noted above, three sessions can be family sessions, if the juvenile agrees to said sessions. There are three Core Modules and 11 Skills Modules. Each session consists of a Check In/Review of Skills and At-Home Practice; Teaching Skills; and Practice, Practice, Practice. The program utilizes Motivational Interviewing for engagement and change processes, role-playing, and modeling. The program also incorporates chemical testing to hold juveniles accountable throughout the program. Sutter County Probation utilizes one Intervention Counselor and one Probation Officer to provide CBT services.

The 15 sessions cover the following modules:

1. Motivation/Engagement	9. Social Support
2. Functional Analysis	10. Job-Seeking/Education
3. Coping with Cravings	11. Coping with a Slip
4. Communication Skills	12. Seemingly Irrelevant Decisions
5. Anger Awareness/Anger Management	13. HIV Risk Prevention
6. Negative Affect Regulation	14. Termination
7. Problem Solving	15. 1, 2, 3 Family Sessions
8. Substance Refusal Skills	

Part III. Youthful Offender Block Grant (YOBG)

Authority: Welfare & Institutions Code Section 1961(a) – On or before May 1 of each year, each county shall prepare and submit to the Board of State and Community Corrections a Juvenile Justice Development Plan on its proposed programs, strategies, and system enhancements for the next fiscal year from the Youthful Offender Block Grant Fund described in Section 1951. The plan shall include all of the following:

(1) A description of the programs, placements, services, strategies, and system enhancements to be funded by the block grant allocation pursuant to this chapter, including, but not limited to, the programs, tools, and strategies outlined in Section 1960.

(2) A description of how the plan relates to or supports the county’s overall strategy for dealing with youthful offenders who have not committed an offense described in subdivision (b) of Section 707, and who are no longer eligible for commitment to the Division of Juvenile Facilities under Section 733 as of September 1, 2007.

(3) A description of any regional agreements or arrangements to be supported by the block grant allocation pursuant to this chapter.

(4) A description of how the programs, placements, services, or strategies identified in the plan coordinate with multiagency juvenile justice plans and programs under paragraph (4) of subdivision (b) of Section 30061 of the Government Code.

A. Strategy for Non-707(b) Offenders

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

Sutter County’s strategy for non-707(b) youth includes diverting juveniles out of the Juvenile Justice System at all levels and rehabilitating those who are in the system. By being involved at all levels: truancy, school-based, multi-agency, etc., Probation Officers are offering services, referrals, and support to juveniles and families in the entire community, not just those juveniles involved with Probation.

Almost two decades ago the department and partner agencies became committed to providing local services for juveniles out of concern for the number of juveniles who were in out-of-home placement or were committed to DJJ with few positive outcomes. A Family Intervention Team (FIT) Policy Group was developed and remains intact to this day to focus on juveniles shared across systems. Federal Title IV-E, Juvenile Probation Camp funding (JPCF,) and JJCPA funding allowed the implementation and maintenance of programs to address juvenile and family issues with prevention, early intervention, intensive supervision, and tailored counseling and support services within the community. Because of these initiatives, Sutter County Probation has significantly reduced the number of out-of-home placements, the number of juveniles requiring DJJ commitments, and the number of juveniles on probation overall. The implementation of the Principles of Effective Intervention has mandated the retention of reduced caseloads to provide officers the time necessary to properly assess and case plan with moderate to high risk juveniles. High risk juveniles with significant mental health, multi-generational family dysfunction, a CPS history, substance abuse, and developmental disorders

require significant time and collaboration to keep them out of custody and stabilized within the community. Juveniles who are low risk are evaluated out of the system, sometimes with referral to other services/agencies, or are managed for a short period of time on larger caseloads and only to reach specific, short-term goals (e.g., victim restitution). Sutter County continues to struggle with illegal street gangs and with violent and serious crimes committed by High Risk juveniles. The department continues to seek effective programs to address this population, along with the expansion of evidenced-based practices in general.

B. Regional Agreements

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

The following programs are implemented with the assistance of other agencies:

- The Stepping Stones Aftercare program, currently funded by JJCPA, is carried out via the Tri-County Juvenile Rehabilitation Facility (TCJRF), Maxine Singer Youth Guidance Center (MSYGC). The regional facility is comprised of Sutter, Yuba, and Colusa counties. Each county provides their own aftercare services for the MSYGC program. This program also leases beds to several other California counties. Sutter County Probation provides the Moral Reconciliation Therapy (MRT) program at MSYGC to all those juveniles in the program, including regional and contracted juveniles.
- The Parent Project program is also offered to parents of juveniles detained at the TCJRF and MSYGC facilities, as well as any parents referred by the local schools in Sutter County and sometimes Yuba County, or referred by community based organizations or other agencies.
- The GREAT program is also provided to local schools via agreements with YCUSD and Sutter County Office of Education.
- Yuba City Unified School District partially funds four probation officers, three at local schools, and one to provide truancy prevention and intervention.

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

Using the template on the next page, describe the programs, placements, services, strategies, and system enhancements to be funded through the YOBG program. Explain how they complement or coordinate with the programs, strategies and system enhancements to be funded through the JJCPA program.

YOBG Funded Program, Placement, Service, Strategy and/or System Enhancement

This template should be copied as many times as needed to capture every program, placement, service, strategy, and system enhancement you plan to fund next year.

Program Name:

Intensive Probation Supervision

Nature of Coordination with JJCPA:

There are constant discussions about how to best utilize and coordinate JJCPA and YOBG funds to best serve both the juveniles formally referred to Probation and those we are trying to prevent from entering the system at all. When funds were declining, Probation moved programs to assure the continuation of core programs such as Cognitive Behavioral Therapy for Substance Abusing Adolescents (CBT), Functional Family Therapy (FFT), and Stepping Stones Aftercare. Now that state funds are somewhat stabilized, Probation is using YOBG funds to assure that sufficient staffing is available to fully implement the core elements of evidence-based practices. This requires that caseload sizes remain below 20 to insure officers can best carry out those services. Probation has also blended funding from the schools with Federal Title IV-E funding to make sure that YOBG funds remain available to cover other needs. JJCPA funds will provide FFT and CBT services that are available to juveniles served within YOBG programs. Conversely, the YOBG funded "Parent Project" will serve families in all programs. It is expected that Probation will continue to re-evaluate the best use of these funds and that changes within programs could be possible next fiscal year.

Description:

YOBG funding is utilized in several areas of juvenile probation through reduction of caseload size, providing evidence based programming and assessment, assisting in utilizing a Sanctions and Incentives Response Matrix, assisting in providing multidisciplinary services, providing the training and ability to create comprehensive and collaborative case plans, using SMART (Specific, Measurable, Attainable, Realistic, Timely) interventions, and providing parenting education. The Principles of Effective Intervention are used in assessing, case planning, and case management of offenders. EBP curriculums, including The Change Companies journaling series are utilized. Sutter County Probation strives to follow evidence based practices and best practices in all areas.

Currently, Probation Officers are assigned caseloads of juveniles who attend local schools including: Yuba City High School, River Valley High School, Gray Avenue Middle School, Albert Powell Continuation School, and Feather River Academy, as well as those in alternative school situations, including adult education. There are four probation officers housed on-site at Yuba City Unified Schools and Feather River Academy. The probation officer assigned to Yuba City High

School provides supervision for the juveniles on probation at the school, as well as assists with discipline for all students, provides The Change Companies, Forward Thinking journaling, an evidence based Cognitive Behavioral Therapy program, for identified students, acts as a resource broker for students with identified needs, and attends after-hours school functions. The probation officer assigned to River Valley High School provides supervision for the juveniles on probation at the school, as well as assists with discipline and truancy issues for all students, acts as a resource broker for students with identified needs, and attends after-hours school functions. The probation officer assigned to Gray Avenue Middle School provides supervision for the juveniles on probation at the school, as well as assists with discipline and truancy issues for all students, provides The Change Companies, Forward Thinking journaling program for identified students, acts as a resource broker for students with identified needs, and attends after-hours school functions. The probation officer assigned to Feather River Academy provides supervision for the juveniles on probation at the school, as well as assists with discipline and truancy issues for all students, acts as a resource broker for students with identified needs, and attends after-hours school functions. Several probation officers, even those not assigned to specific school sites, also provide services to identified at-risk juveniles at school sites.

Two Probation Officers focus on high risk juveniles who receive services from other agencies, particularly those juveniles with behavioral health concerns but who may not be attending school. Because of the reduced caseload size, the Probation Officers can provide intensive supervision, guidance, and oversight. Often, these Probation Officers will have contact with the juvenile and their family several times per week, whether it be at home, school, counseling, a Child and Family Team (CFT) meeting, or in the office. These Probation Officers provide extensive case management for these juveniles and their families. Some of these juveniles are at imminent risk for removal, thus qualifying for Title IV-E Federal funding, which requires detailed case plans and documentation. Others are adjudicated of offenses involving a sexual nature, but are not deemed predators by psychological evaluation. The psychological evaluation may indicate the juvenile needs education and counseling around boundaries and normal sexual behavior. This has been identified as a service gap in the Sutter-Yuba area as the programs tend to be cost-prohibitive and are not covered by insurance and/or Medi-Cal. YOBG funds may be utilized to assist in transportation of these juveniles to this type of program and counseling, and/or assist in funding of the program/counseling if needed. This would assist in keeping juveniles in home-based care, rather than in out-of-home placement, a key goal of Continuum of Care Reform.

One Probation Officer is assigned to assist Yuba City Unified School District (YCUSD) with truancy issues. Beginning this year, the PO will be focusing on incoming Freshman to assess and determine the risk and needs of these students in relation to truancy and drop-out. The PO will be focusing on creating case plans to address the needs of the student and their family to increase attendance and maintain the student in a school setting. This prevention service is hoped to greatly decrease juveniles entering the Juvenile Justice System. The program may extend to Kindergarten in the 17-18 school year once the new program is up and running with the Freshman population.

Many juveniles receiving intensive services have experienced school failure, are gang offenders, or are at risk of gang involvement. All Probation Officers and our Sutter Yuba Behavioral Health Intervention Counselor may facilitate groups or coordinate athletic and extracurricular activities for both offenders and at-risk students. All Probation Officers also provide truancy services when assistance is needed by local schools. Probation Officers also regularly collaborate with

community agencies to provide support for juveniles and families. Further, several Probation Officers provide local schools with the Gang Resistance and Education Training (GREAT) program.

Program Name:

Parenting Education

Nature of Coordination with JJCPA:

The Parent Project program serves families in all programs, including those juveniles receiving JJCPA funded services.

Description:

Probation Officers and an Intervention Counselor facilitate up to three Parent Project classes of 10 to 16 weeks per year for up to 30 parents in each class; at least one class is held in Spanish for Spanish speaking parents. Facilitators provide activity-based instruction and step-by-step plans to help parents learn how to manage "strong willed" adolescent behavior problems at home. Parents also attend support groups where they receive emotional and practical support from facilitators and other parents, and practice implementing newly acquired skills and techniques (e.g., addressing problem behaviors, managing conflict, building positive self-concepts in their children). This program provides a hands-on opportunity for Probation Officers to work with parents of probationers and at-risk juveniles to provide the tools necessary to resolve at-risk behavior within the home. The program is best practice, but not yet evidence-based. Research is on-going, but not yet published. Probation Officers divide the parents in groups for the program based on their child's risk to re-offend. As there are no breaks during the sessions, parents in separate groups do not have the opportunity to co-mingle.

Program Name:

Risk/Needs Assessment

Nature of Coordination with JJCPA:

All minors entering the probation department for a delinquency citation/arrest receive an assessment to assist in determination of services needed/offered, as well as how the case will proceed forward in the juvenile justice system.

Description:

The Positive Achievement Change Tool (PACT) risk/needs assessment and case planning tool is one aspect of the department's efforts to implement evidence-based practices. The PACT satisfies the following areas: 1) determines a minor's level of risk to reoffend; 2) identifies the risk and protective factors linked to criminal behavior so that the rehabilitative effort can be tailored to address the minor's unique criminogenic needs; 3) pre-populates an automated and customizable case plan focused on reducing risk factors and increasing protective factors; 4) allows managers to run reports to see changes in risk/protective factors over time. Every juvenile that enters the juvenile justice system is assessed with the PACT, whether it be the pre-screen or the full screen. The PACT revitalizes the role and responsibilities of the probation officer from that of one who monitors sanctions, to that of one who is provided a working tool to assist while modeling pro-social behavior and one who will continue to work with the juvenile and the juvenile's family to reduce the juvenile's risk to re-offend. The use of Risk/Need assessments to identify the risk factors and specific needs of each juvenile, and case planning to address those needs, while supporting and building upon a juvenile's identified protective factors, are evidence-based practices.