

Tulare County Comprehensive Multi-Agency Juvenile Justice Plan 2014/2015



Estimated Allocation
\$1,285,204

Background Summary

Tulare County utilizes available community resources to support a continuum of services that builds upon our capacity to reduce juvenile delinquency *through prevention, early intervention, supervision, treatment, incarceration and community reintegration programs.*

No single county or city department can effectively combat youth crime alone. Accordingly, Tulare County has in place a Juvenile Justice Coordinating Council, comprised of the following: the Chief Probation Officer, and representative each from the District Attorney's Office, Public Defender's Office, Sheriff's Department, Board of Supervisors, Health and Human Services Agency, Visalia Police Department, County Office of Education, a community-based drug and alcohol program and an at-large community representative. This extensive list of partners collaborate to provide for the protection and safety of the community, accountability for delinquent acts and to build competencies in youth that encourage reformation from delinquency to responsible members of the community

We believe focusing our combined efforts on the following is instrumental in preventing, controlling and reducing further law violations:

- Identification and implementation of evidence-based programs
- Relationships and participation
- Providing for graduated sanctions and consequences that are appropriate, effective and proportionate to the offense; and swift and consistent application of sanctions or consequences
- Supporting a structured Aftercare Program for juvenile offenders who are returning to their communities after a period of incarceration through counseling and supervision.

Tulare County has identified three key evidence-based programs that, when combined, implement prevention, intervention, supervision, treatment, and community reintegration services. These programs are instrumental in maximizing positive results and outcomes with respect to reducing juvenile delinquency. These programs include an approach that emphasizes accountability, safety and competency development for youth and an overall juvenile justice strategy for Tulare County. These programs include:

Aftercare/Re-Entry

Four (4) full-time, lead level Deputy Probation Officers are assigned to the Aftercare/Re-Entry program. They provide intensive supervision services, swift accountability and work collaboratively with other agencies to provide for successful re-entry into the community. The Aftercare/Re-Entry Program will be expanded to include additional training for officers, enhanced programming for youth and increased emphasis on community collaboration to assist with the transition from custody.

Gang Resistance Education & Training

Six (6) full time, Deputy Probation Officers are assigned to the Gang Resistance Education & Training program (G.R.E.A.T.). G.R.E.A.T is a national school-based gang reduction curriculum. In FY 2013/2014, the department increased the number of assigned Probation Officers from three (3) to six (6) and provided gang prevention education to 4,112 4th through 6th graders in 28 primarily rural schools throughout Tulare County. JJCPA funds have been utilized to address a lack of specific gang reduction

programs in our schools and includes both parent education and a summer camp experience for 100 G.R.E.A.T. graduates in partnership with C-SET.

Family Preservation

For FY 2014/15, we are proposing to add a Family Preservation program designed to strengthen and unify the families of juveniles who have had contact with the Juvenile Justice System. This community-based program applies a model where the family unit is observed, evaluated and treated together, with the goal of keeping the family intact. A primary focus of this program is to identify the needs of both the juvenile and the family and to provide “wrap-around” like support and intervention services in the home environment. This program utilizes strength-based, family-centered, intensive, individualized care planning and management model strategies. Family Preservation also employs a team-based approach, involving people who are instrumental in the formative years including, but not limited to: family members, social support networks, faith-based entities, service providers and other community-based representatives in the planning and implementation process. Positive outcomes will include the development of problem-solving skills, coping skills, and self-efficacy of the youth and the family. Finally, there is an emphasis on integrating the juvenile into the community and building/maintaining the family’s social support network. The program will consist of four (4) full-time, Deputy Probation Officers with a caseload ratio of 1-10.

The addition of the Family Preservation program is to serve youth on probation with complex needs through intensive case management services, family engagement and community collaboration.

The program is based on a model that has been successfully implemented and extensively evaluated in San Francisco County.

The County

Tulare County is located in the Central Valley. Although we have been referred to as “the bread basket of the world,” it is essential to understand the dichotomy that exists within the county - between its abundance and its poverty - to understand the depth of the county’s needs.

Tulare County is located southeast of the geographic center of the State of California on the east side of the San Joaquin Valley. It is halfway between San Francisco and Los Angeles, and a similar distance from Sacramento. Tulare County ranks as the seventh largest California county in land area, encompassing 4,823.97 square miles.

According to American Fact Finder 2012 Population Estimates, Tulare County had an estimated population of 451,977 in 2012, an increase of 4,059 or .009% from 2011. Tulare County, like California, has experienced a continuous population growth. The 2012 estimated population of children in Tulare County ages 0-17 was 140,859; the total estimated number of “at-risk” juveniles ages 10–17 was 58,233.

Total Population – 2012 Census Data

Tulare County	451,977
California	38,041,430

Tulare County is ethnically and culturally diverse. An indicator of the cultural diversity of the county is that in the Visalia Unified School District, the county’s largest, *27 primary languages are spoken*.

Category Ethnic Make-Up	Tulare County	California	United States
White	32.5%	40.1%	63.7%
Hispanic	60.6%	37.7%	16.4%
African American	1.3%	5.8%	12.2%
Native American	0.7%	0.4%	0.7%
Asian	3.3%	13.0%	4.7%
Pacific Islander	0.1%	0.4%	0.2%
Two or More Races	1.4%	2.5%	2.0%

*U.S. Census Bureau – American Community Survey 3-Year Estimates 2009-2011, Table DPO5

Despite Tulare County being a top producer of dairy products and agricultural revenues in both California and in the United States, a disproportionate number of our residents live in poverty.

In Tulare County, the percentage of families and people in 2012 whose income in the past 12 months was below the poverty level was almost double than what it is for California; income and benefits (in 2012 inflation-adjusted dollars) for Tulare County was 69.1% of what the income in California was during the same year.

According to 2012 American Community Survey – 1 Year Estimates, the percentage of families and people whose income in the past 12 months is below poverty level is:

Poverty Percentage:

Tulare County	25.6%
California	12.9%

According to 2012 American Community Survey – 1 Year Estimates, median income levels for Tulare County and California were:

Tulare County	\$40,302
California	\$58,328

Category	Tulare County	California	United States
Population & Educational Attainment	441,433	36,941,931	308,745,538
* Persons Under 18	141,393	9,127,413	72,802,773
* Persons Under 18-Below Poverty Level * Percent Below Poverty Level	48,077 34%	2,084,522 22.8%	16,386,500 22.2%
** Families With Children Under 18 Percent Below Poverty Level	62,760 29.5%	4,512,502 18.6%	37,165,667 18.6%
* Poverty Status/Families Percent Below Poverty Level	102,861 21.1%	8,515,518 12.4%	76,084,006 11.7%
*** Persons 18 to 24 Years	48,380	3,980,604	31,209,548
*** Less Than High School Graduate	25.4%	15.8%	15.9%
*** High School Graduate/Equivalency	31.1%	28.8%	29.4%
*** Some College/Associates Degree	41.3%	47.2%	45.6%
*** Bachelor's Degree or Higher	2.2%	8.2%	9.1%

* U.S. Census Bureau – American Community Survey 1-Year Estimates 2011, Table S1701

** U.S. Census Bureau – American Community Survey 1-Year Estimates 2011, Table S1702

*** U.S. Census Bureau – 2011 American Community Survey 1-Year Estimates 2011, Table S1501

Poverty and unemployment in Tulare County continues to be pervasive and part of the landscape. According to 2012 American Community Survey – 1-Year Estimates, The county's unemployment rate in 2012 was 13.6%, a slight improvement from preceding years. Restrictions on government programs and services compound existing challenges faced by California's residents who live near or below the federal poverty level (FPL). Indeed, *seven (7) small communities in Tulare County have among the top 50 highest unemployment rates reported for 996 communities/cities/towns in California.* As of January 2014, Tulare County ranked number 54 out of 58 counties in unemployment.

Rural communities in California have long suffered poverty and socio-economic isolation. One of the results of this situation has been the extreme rarity of teen reproductive health care and medical services. Also very rare have been school-based teen clinics and comprehensive sex education services or initiatives which have proven to be effective in combating the problems of teenage pregnancy in other locations. Teen birth rates in the San Joaquin Valley continue to outpace both State and national rates. While the rates of birth in Tulare County to teenagers ages 15 to 19 decreased from 68.5 per 1,000 in 2002 to 51.3 per 1,000 in 2011, according to the California Department of Education – Teen Pregnancy and Parenting in California, we continue to rank highest, with Kern County second, in California. Barriers due to isolation, poverty, culture and language also cause problems when trying to relate to, and communicate with, isolated and often uninsured populations.

Fifteen years ago, there were few recognized gangs operating within in Tulare County. Those that existed were disorganized, primarily social in nature, and caused relatively minor problems. Virtually unheard of were drive-by shootings, carrying concealed weapons on school campuses, and systematic intimidation of gang opponents. During the intervening years, there has been a dramatic change for the worse. Gangs have emerged as a major concern and ongoing threat to public safety.

According to NIJ Study No. 190351, “Responding to Gangs: Evaluation and Research” street gangs continue to be a pervasive problem in America’s cities. They contribute to high rates of violent crime, instill fear in citizens, and engage in a range of troublesome behavior, from vandalism and graffiti to drug dealing and property crime. Problems related to gangs - especially those that are organized, engage in serious criminal activity, or are violent - are a major concern. There are over 120 identified gangs in Tulare County.

Juvenile Justice System

The Tulare County Probation Department processes juvenile referrals in a manner consistent with most California Probation Departments. Program operations include investigative services related to petition requests, diversion, reports and recommendations to the court, and enforcing court orders through community-based supervision. Tulare County operates the Juvenile Detention Facility (JDF) and the Probation Youth Facility (PYF), as well as providing intermediate sanctions involving electronic monitoring services for qualifying youth. Additional programs address prevention, gang intervention and victim restitution.

In 2013, there were 4,170 referrals to the Probation Department for Delinquent Acts, of which 1,241 were referred for formal action to the Tulare County Juvenile Court, with the following dispositions:

Petition Dismissed	159
Transfer-Out	43
654.2 WIC	128
725(a) WIC	23
Wardship	626
Deferred Entry of Judgement	262

Of the above, 25 youth were subject to out-of-home placement, 24 youth were continued as 300 WIC dependents subject to intense services by the Probation Department to avoid permanent wardship, and three (3) were committed to the Division of Juvenile Justice (DJJ).

Of the remaining 2,930 referrals, 491 were rejected by the District Attorney, 18 were transferred-out, nine (9) were subject to a direct file in Adult Criminal Courts, 82 were placed on Informal Probation and 2,330 were handled at Non-Custody Intake.

The Juvenile Justice Realignment Act (SB 81) went into effect September 2007 which restricted commitments to only those youth who fell within the provisions of 707(b) WIC and shifted the parole supervision on non-707(b) youth from Juvenile Parole to Probation Departments. Tulare County received 34 non-707(b) WIC youth for supervision and \$260,455 for supervision and programming through the Youthful Offender Block Grant program. In January 2011, SB 1628 shifted responsibility for the supervision of all youth released for DJJ to Probation Departments.

According to the 2012 American Community Survey Demographic and Housing Estimates – 1 Year Estimates, the population count for juveniles by age were:

Population Age	Tulare County	Percent to Population	Percent to California
Under 5 years	40,949	9.1%	6.7%
5 – 9 years	41,677	9.2%	7.0%
10 – 14 years	38,948	8.6%	7.0%
15 – 19 years	38,571	8.5%	8.0%

Juvenile Arrests

Jurisdiction	Arrests 2010	Arrests 2011	Arrests 2012
Visalia Police Department	1,137	929	860
Porterville Police Department	700	638	510
Sheriff's Department	451	396	418
Tulare Police Department	618	546	464
Lindsay Police Department	180	115	117
Dinuba Police Department	283	241	244
Woodlake Police Department	86	80	103
Farmersville Police Department	44	28	20
Exeter Police Department	55	33	63
CHP	53	33	34

Juvenile Arrests, 2012
Felony: 856
Misdemeanor: 1,979

*<http://oag.ca.gov/crime/cjsc/stats/arrests>

Non-Custody Intake

	2005/2006	2006/2007	2007/2008	2008/2009	2009/2010	2010/2011	2011/2012	2012/2013
On Informal/Beginning of Year	331	204	293	387	350	368	294	302
Placed on Informal Probation	552	406	419	345	421	321	337	210
Terminated Successfully	439	216	263	259	268	252	179	127
Terminated Unsuccessfully	159	178	62	123	135	143	150	42
On Informal/End of Year	258	293	387	350	368	294	302	343

New Developments

We recognize that no single county or city department can effectively combat youth crime. To enhance public safety in our community, everyone must work together to improve communication and coordination. Working together, we can maximize resources to implement a comprehensive multi-agency action plan – focusing upon education, community/parent support, providing jobs for teens during summer months, transportation to and from recreational and sporting events, and providing a targeted response to violent and/or repeat offenders, as well as preventing such delinquent conduct in other youth to deter them from becoming more involved with the formal juvenile justice system.

In response to more recent developments that are supported by national research, “special needs” juvenile services have been provided through a variety of funding sources, including, but not limited to: the Youthful Offender Block Grant (YOBG), Title IV-E, SB 81, County General Fund, and Inmate Welfare Funds. The Evidence Based Practices to Improve Public Safety (EBP-TIPS) Grant provided additional opportunities for improved programming.

The department partnered with vendor New Freedom Phoenix to develop customized programming to meet the identified needs of youth and families, during both periods of incarceration and periods of community-based supervision.

New Freedom Phoenix programming provides a comprehensive change program which addresses behavioral health issues. It is based on cognitive-behavioral change (CBT), social learning, risk/protective factor management, asset/strength building, and relapse prevention models (the development of self-efficacy in handling individual highest risk factors). It is also designed to support the motivational interviewing (MI) approach, guiding clients through the stages of change model. Each model allows flexibility to provide individualized programming to address identified needs.

Custodial Programming

Risks and Decisions Curriculum

A 36 lesson-based model to address impulse control and successful management of the highest risk factors for delinquency

Substance Abuse Model

A 126 lesson-based model designed to address substance abuse. Topic areas include self-discovery, reasons for change, understanding dependencies, key elements of change, self-awareness coping skills and dealing with people in new ways.

Youth Facility Program

A 250 lesson-based model designed to address the roots of anger, anger/violence management and communication skills. Topic areas include personal awareness, emotional intelligence, communication skills, triggers, faulty thinking, problem-solving skills, coping skills, peer pressure, poor choices, gangs, violence, family issues and key elements of change.

The Aftercare component provides highly interactive workbooks for relapse prevention, risk factors management, confidence-building and detailed planning.

Long Term Program

A 385 lesson-based model designed to address high-risk behaviors, self-awareness and future planning. Topic areas include emotional intelligence; faulty thinking; anger anxiety and fear; critical coping skills; long term choices; managing stress; healthy relationships, problem solving, life management skills, facing responsibilities, handling difficult situations, avoiding problems with authority; problem solving; self-efficacy and establishing safety nets. The Aftercare component provides highly interactive workbooks for relapse prevention, risk factors management, confidence and future planning.

Gender Specific Program

A 250 lesson-based gender specific model designed to address high risk behaviors. Topic areas include self-awareness, trust and distrust, healthy boundaries and relationships, control, risk factors, functional thinking, self-esteem and identity, abuse, self and body image, eating issues, self-care, internal strengths, coping skills, communication skills, handling tough situations and establishing safety nets. The aftercare or return home component provides highly interactive workbooks for relapse prevention, risk factor management, confidence-building and future planning

Education

While assessing educational services provided by the Department of Education, it became apparent an expansion of services was necessary to meet both graduation requirements and the interests of the youth. The areas identified for expansion, based on both school records and a *series of surveys completed by in-custody youth*, include elective education and vocational training. The list of services below provides additional educational opportunities to youth committed to custodial programs.

Elective/Vocational Education Expansion

- Music Appreciation
- Art Appreciation
- Culinary Arts
- Green House Project
- Yoga (Girls)

In addition to the expanded education services, a partnership has been established with the non-profit Sequoia Riverlands Trust to promote vocational education to youth while instilling the importance of preservation and conservation. Activities are provided in both the classroom and in the field.

We are also in the process of developing, in cooperation with the Tulare County Board of Supervisors and the Department of Education, a formalized vocational education program, inclusive of a shop/trades building, needed tools and instructors.

Community Programming

Customized, short-term models have been developed in collaboration with New Freedom Phoenix and will provide eight (8) weeks of evidence-based instruction by Deputy Probation Officers to assist the youth and family in addressing identified needs. This programming has been titled the “Success Through Achievement and Responsibility” (S.T.A.R.).

- Gang Intervention will address decision making, victim empathy, trust and distrust, friend and peers, making choices and future planning
- Anger and Aggression will address thinking errors, emotional intelligence, triggers, coping skills, anger and retaliation.

- Alcohol & Drug Education will discuss the key elements of change, personal values, high risk behavior patterns, developing a safety net and future goals.
- Relationship Issue training will be provided co-jointly to youth and parent and will discuss improved communication, listening skills and setting healthy boundaries.

Community Outreach

Potters Field

The department partnered with the Board of Supervisors to provide restoration to a cemetery in Tulare County known as Potters Field, a burial site for the remains of indigent persons. Youth committed to custodial programs completed a Community Service Project to restore the appearance of the Potters Field site.

Pro-Youth HEART

The department partners with Pro-Youth HEART by proving 35 *volunteer* Deputy Probation Officers at 35 school sites for mentoring and teaching purposes. Pro-Youth's mission is to help youth succeed academically, socially, and emotionally by providing a safe, healthy, and supportive learning environment during out-of-school time. Pro-Youth creates and delivers programs throughout Tulare County that positively impact the lives of youth and equip them to make positive life-long choices.

Key Strategies

Systems Collaboration

As an institution responsible for public safety, the Juvenile Justice System should be the final authority in decisions involving case management and sanctions. However, the juvenile justice system cannot, by itself, provide for juveniles' treatment and complex needs. Many communities, recognizing that such conditions exist, have formed inter-organizational collaborates that share expertise, resources, and responsibilities - working together to meet the identified and individualized needs of juveniles. Such efforts ensure that services are both accessible to the target population and relevant to the community's unique strengths, needs, and available resources. These systems need to be carefully coordinated to ensure cooperation, buy-in, and accountability on the part of all participating entities. In Tulare County, system collaboration with agencies, includes but is not limited to: the Tulare County Probation Department, the Tulare County Health & Human Services Agency, the Tulare County District Attorney's Office, the Tulare County Office of Education, the Tulare County Sheriff's Office, the Public Defender's Office, Corizon Health, and a number of community-based organizations.

Integrated Case Management

A key approach to interrupting juvenile crime and delinquency is an integrated case management strategy that coordinates the various service needs of youths from the time they enter the juvenile justice system until they no longer require intervention. This approach connects youth with necessary resources as they move through the system. Various researchers have found that under this approach, youth receive improved access to services, achieve greater goals, stay longer in treatment, and improve outcomes when compared with standard treatment services.

The most promising case management models combine two broad approaches: strengths based and assertive. Strengths-based case management focuses on developing a service plan around a youth's self-identified strengths and talents that will motivate the youth to make positive life choices. Under assertive case management, the case manager is actively involved in seeking out and delivering services to the youth as opposed to passive service provision, where the case manager provides the youth with referral information and the youth is expected to seek out service on his or her own.

Immediate and Comprehensive Assessment

Consistent with community protection, the assessments identify key risk and needs so the youth does not receive inappropriate referrals, duplicate services, or unnecessarily restrictive placements. Comprehensive assessment systems integrate screening, diagnosis, and assessment to evaluate the entire range of needs, including treatment for substance abuse and mental disorders. When possible, officers should gather information and recommendations from other organizations and systems with which the youth has had prior contact. The assessment process provides the basis for recommendations to the Juvenile Court, including dismissal, diversion, disposition or detention, and psychosocial and/or treatment interventions.

Assessment Tools

The validated assessment tools utilized by the Probation Department to provide information for the development of individualized case plans are listed below.

- DRAI (Detention Risk Assessment Instrument): provides three (3) types of recommendations the DRAI makes are: Secure Detention, Eligible for Alternative to Secure Detention, Eligible for Release Without Restriction.
- MAYSI-2 (Massachusetts Youth Screening Instrument): provides information to alert staff of the potential for the following mental and behavioral problems: Alcohol/Drug Use, Angry-Irritable, Depressed-Anxious, Somatic Complaints, Suicide Ideation, Thought Disturbance, Traumatic Experiences.
- The PACT (Positive Achievement Change Tool): The Full Assessment identifies not only identifies not only the domains in which the juvenile is most at risk, but just as importantly, those in which he or she has strengths (protective factors) which can be built upon to help turn the youth's life around. Risk and protective factors in this instrument include both static and dynamic characteristics. The benefit of measuring both factors and characteristics is that a Juvenile Justice professional is better able to match a child's current needs with appropriate programs and services.
- SASSI-A2 (Adolescent Substance Abuse Subtle Screening Inventory): identifies a high or low probability of substance abuse upon which to base the level of intervention.
- Career Scope (Interest and Aptitude Assessment): enhances the career and educational planning process for those in education, workforce development, corrections, vocational rehabilitation, and related fields by measuring both interest and aptitude through valid and reliable assessment tasks.

Case Management

The Tulare County Probation Department purchased the Caseload Explorer Case Management System in 2006. The system continues to assist with, and improve upon, case management as it provides the ability to run both officer level reports - to assist with effective case management and complex multi-level reports - to assess overall performance and outcome measures. The department is committed to the ongoing assessment of services provided to ensure a nexus to services.

Effective case management remains a cornerstone of service delivery. As a result, increased training has been provided to officers regarding motivational interviewing, relationship-based supervision, family engagement, the importance of individualized case planning and the establishment of collaborative community partnerships.

The cognitive behavioral approach of our custody programs, which seeks to change young offenders' antisocial thinking, is greatly enhanced with the imposition of immediate sanctions. The Tulare County Probation Department's Short Term, Youth Facility, and Long Term programs, with their cognitive behavioral approach and integrated Aftercare programming, meet the criteria set by studies conducted under the auspices of the National Institute of Corrections for being the most effective in rehabilitating offenders. This helps the youth's chances of making the needed cognitive changes to move to a more pro-social outlook.

Graduated Sanctions

Graduated sanctions hold juveniles accountable for their actions and, at the same time, reward them for positive progress toward rehabilitation. This philosophy uses a carrot-and-stick approach to motivate the juvenile's progress in treatment: positive behavior (staying alcohol/drug free or avoiding delinquent activity) results in increased freedom or other rewards while negative behavior results in more severe restrictions or a more intensive therapeutic environment. Based on an individual's progress, sanctions and therapeutic interventions can be made more or less intense.

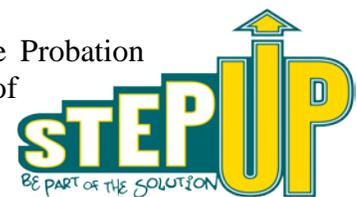
Continuing Care

Continuing care and ongoing judicial involvement are consistent with the goal of reintegrating the youth into the community. After completion of court-mandated interventions, the continuing care phase begins with an assessment conducted by the officer to identify the youth's unmet or ongoing service needs and to link the juvenile to educational, vocational, and economic opportunities.

Prevention & Intervention Services

In Tulare County, programs and services have been established to address specific needs in the area of Juvenile Justice. Our prior efforts have the county poised to amplify its cooperative efforts in carrying out the new local Juvenile Justice action strategy. An excellent example of this continuing commitment is detailed below.

Tulare County's elected leaders and law enforcement officials from the Probation Department, District Attorney's Office and the Sheriff's Office, all of whom have consistently placed a high emphasis on gang suppression, prevention and intervention efforts, but came to the need to control gang activity in Tulare County. The County wanted unify all aspects of our communities - the business sector, schools, residents, community organizations and faith-based groups - to forge a coalition approach to combat gangs and take back our neighborhoods.



This led to the formation of the Tulare County Gang Prevention Task Force in the Spring of 2007 - a countywide coalition comprised of the public, media, local businesses, school districts, faith-based organizations, community-based organizations, local government and law enforcement agencies. The

goal was to create and implement plans to combat gang activity. Two tactics emerged: the need for an aggressive gang awareness campaign and more opportunities for at-risk youth to make positive contributions to their communities. The “Step Up” logo and the “Be Part of the Solution” slogan were developed to unify the organizations and entities that participate in the Task Force and to “brand” events, activities and programs. Schools and cities within Tulare County also use this brand.

Since program inception, the Tulare County Board of Supervisors has reserved a total of \$350,000 each fiscal year to fund the Step Up Anti-Gang Initiative. Step Up events continue to be supported by local community-based organizations, business leaders, schools, parents, students and local government agencies. An example of a Step Up event involves the Youth Summit, whose purpose is to connect, educate, equip and inspire Tulare County’s youth to live violence and drug-free lifestyles, pursue educational achievement and connect to their community in a positive manner. Another example are Summer Night Lights (SNL). SNL activities are held during the summer months in specified communities throughout the county and involve collaboration with community partners. This event was developed with the intent to divert gang and other criminal involvement by providing youth and residents a positive social outlet, free of charge, on designated evenings during the summer months. Step Up events are ongoing and have increased in variety since the program inception.

- Over 104,000 people countywide have participated in Step Up events since its inception in 2007.
- 11,837 people have attended SNL events held in Alpaugh, Allensworth, Cutler-Orosi, Dinuba, Farmersville, Porterville, Richgrove, Tulare, Visalia, and Woodlake.
- In FY 2012/2013, Step Up held seven (7) community-wide and neighborhood summits to address the issue of gangs in the communities of Ivanhoe, Porterville, the Tule River Reservation, Woodlake and Woodville with over 2,400 attending community forums.
- Almost 650 people attended the Step Up Summit in Goshen in 2012; over 750 attended the Summit held March 3013.
- 200 people attended the Woodlake Step Up Summit held in May 2013.
- More than 280 Tulare County students representing 14 middle schools and 10 high schools were part of the Step Up Youth Challenge Summit held at the Visalia Convention Center in October 2013. The program was created to provide an opportunity for middle and junior high schools to engage a diverse group of students in a service learning-based Challenge Project that impacts their school culture and/or community. The program, created in the 2011-12 school year, has proven to be successful and has expanded to include high schools. Schools that completed a project were eligible to participate in events that may later result in grants awards.
- Tulare County collaborates with the Workforce Investment Board (WIB) and C-SET, Inc. to obtain grant funding for job training and obtainment for at-risk youth. In FY 2012/2013, there were 16 recipients who received training and approximately \$1,000 each in pocket money. The LOOP Bus is a program aimed to assist low income, at-risk youth with limited transportation. In FY 2012/13, a total of 17,518 passengers countywide were assisted with transportation to and from Step Up events and other youth-centered programs. This is an increase of 54.4% over FY 2011/2012.
- During the fall of 2013, Step Up launched the **#LEAD** program. This youth leadership, mentoring and service learning program trains 35 youth in the skills necessary to make difference in their communities.

PROBATION DEPARTMENT

Non-Custody Intake

The Tulare County Probation Department's Non-Custody Intake Program was initiated in 1977 (formally known as Thunderbolt) and was designated as a juvenile diversion program. Probation Officers are assigned to local law enforcement agencies and are responsible for assessing and providing appropriate disposition of out-of-custody referrals to the Juvenile Justice System. The program was terminated in 1990 due to a loss of funding. However, the program's value was recognized by law enforcement and renewed with shared costs. In 1996, this program received a National Association of Counties Achievement Award.

To date, the Probation Department has five (5) full-time Probation Officers assigned to Non-Custody Intake. The program averaged 194 referrals per month during FY 2012/2013. Although they are providing services to the entire county, they also are engaged in contracts with the cities of Lindsay, Dinuba and Visalia. The Visalia Police Department has a full-time Non-Custody Intake Probation Officer and contributes 50 percent of salaries and benefits. These Probation Officers have a unique opportunity to identify and address the needs of juveniles upon entry into juvenile justice system.

Campus Probation Officer Program

In 1994, the Tulare County Probation Department created the Campus Probation Officer Program. It was designed in response to an increase in the rates of truancy and delinquency and a desire by school districts to develop a close working relationship with law enforcement and the Juvenile Court. A collaborative effort between the Tulare County Board of Supervisors, the Tulare County Juvenile Court, the Tulare County Probation Department, and local school districts, this program is also supported by matching funds from the individual districts. The program has grown from one assigned Probation Officer in 1994 to five (5) positions in FY 2013/2014. In 1998, this program was awarded a National Association of Counties Achievement Award.

Placement Unit

The placement unit of the Probation Department provides intensive case management services to youth with complex needs. It provides assessment, individualized case planning and family engagement techniques to meet the identified needs. Services range from supervision within the home environment to removal and placement in foster care. These youth are entitled to traditional foster care services funded in part by State and federal dollars.

Collections

The Probation Department assists with the collection of fines, fees and victim restitution.

Juvenile Detention Facility

The Juvenile Detention Facility (JDF) opened in September 1999. The facility consists of three pods, each containing four separate units, for a rated capacity of 220. The facility provides safety and security, providing the people of Tulare County protection of the community and for the juveniles detained. While in the facility, our goal is to provide structure and programming for juveniles that promote responsibility, accountability and positive change. Twice weekly family visitation allows the family unit to be preserved.

Programming components include:

- Education Services provided by the Tulare County Office of Education
- Medical Services provided by Corizon Health

- Mental Health Services provided by Corizon Health
- New Freedom Phoenix curriculum provided by existing Probation Department personnel
- Physical education provided by existing Probation Department personnel

A large portion of the facility is dedicated to detention beds for juveniles that have been arrested and detained by the Court until their disposition and/or are awaiting custodial or foster care placement. The Long Term unit, currently comprised of 45 beds, is utilized for treatment of high-risk youthful offenders who would previously have been committed to the Division of Juvenile Justice

The JDF has a unit dedicated to providing housing and treatment for girls in each of the three (3) commitment programs. The programming and educational opportunities are equal to those for boys with the exception of additional gender specific program areas.

In addition to housing juveniles, JDF has a modern kitchen that provides three (3) meals and a snack for both facilities. There are on-site laundry facilities, allowing the staff to meet the needs of both the JDF and YF. The JDF is equipped with an infirmary area for medical staff, providing basic medical coverage 24 hours per day, seven days per week, with additional space for medical professionals, mental health staff, a part-time psychiatrist and a part-time dentist.

Youth Facility

The Tulare County Probation Department is committed to providing an opportunity to change lives. The Youth Facility program uses structure and discipline, while providing a foundation of evidence-based programming developed by New Freedom Phoenix. This programming promotes youth taking responsibility for their behavior and making changes in their thinking and behavior patterns that will enable them to make a successful to the community. The YF staff work closely with Tulare County Office of Education and Corizon Health to provide education, medical and mental health services. While at the Youth Facility, youth have opportunities to participate in newly-expanded educational, elective and vocational training.

In addition, the Youth Facility program provides an Aftercare portion of programing upon release from the 365 day commitment. This transition from detention to release provides the opportunity to reassess needs, identify risks, build upon strengths and establish links to community resources. This, coupled with intensive supervision, immediate accountability and the engagement of family, serve as the foundation for successful re-entry.

Youth Facility Aftercare/Re-Entry

The Youth Facility serves the Courts by providing a more secure placement than the youth's own home or a group home. Tulare County's Youth Facility program uses evidence-based programming with a cognitive behavioral approach in attempting to re-habilitate youth placed into the 365-day program by the Tulare County Juvenile Court.

OFFICE OF THE DISTRICT ATTORNEY

The Office of the District Attorney's Juvenile Prosecutions Division prosecutes all felony and misdemeanor juvenile cases. Comprised of four (4) Deputy District Attorneys (DDAs) and a supervising DDA, this Division handles everything from traffic matters to homicides, rapes and vehicular manslaughter. The Office of the District Attorney recognizes the impact of gang crimes in the

community and the importance of attempting to stop juvenile involvement in gangs. To this end, an additional DDA is assigned to vertically prosecute juvenile gang cases.

DDAs screen cases for informal supervision, certification to adult court, and traditional prosecution. First time offenders may be found eligible by the court to participate in a Deferred Entry of Judgment program which allows minors to have their crime expunged if certain conditions are met. These conditions may include, but are not limited to: victim restitution, obeying all laws, attending school, completing community service and favorable reports from the Probation Department.

Serious and violent offenders are prosecuted to the fullest extent of the law which could include trials in Adult Criminal Court. In addition, probation violators are held accountable for failing to obey court orders.

In FY 2012/2013, the Division handled 815 cases, with burglary (127 cases) being the most common crime type. Assault and battery crimes represented 20% of the cases, followed by theft and robberies (12%) and crimes involving drugs and alcohol (10%).

Victims of these crimes are offered assistance by the Victim Witness Bureau, which serves over 5,000 victims annually in Tulare County.

TULARE COUNTY SHERIFF'S OFFICE

School Resource Officer

Charter Alternative Academy: one (1) full-time school-based Deputy Sheriff is assigned to this "alternative" school of Visalia Unified School District.

School Resource Officer

South County: one (1) full-time Deputy Sheriff alternates between four (4) rural school districts in southern Tulare County.

Gang Awareness Parenting Project

Parenting information is provided to inmates with children ages newborn to 5 with materials provided by First 5 Tulare County.

COPS Hiring Recovery Program

Funds two entry-level (2) Patrol Deputies who are veterans of the U.S. military for three (3) years. These deputies will be assigned to assist with school-based policing at rural school districts throughout the County.

HEALTH & HUMAN SERVICES AGENCY

Alcohol and Drug Programs - Prevention Services

The Tulare County HHSA provides community-based outreach and culturally relevant informational services designed to address alcohol and drug problems. They provide capacity-building training and education to empower and mobilize neighborhood work groups to create safe and healthy communities that prevent underage drinking and drug use. They subcontract with treatment providers to implement the Tulare County Strategic Plan to reduce underage drinking in our communities.

Public Health

The Tulare County Public Health Department received a grant through the California Personal Responsibility Education Program (CA PREP) in 2012. Through this grant, two comprehensive sex education evidence-based program models (“Be Proud! Be Responsible!” and “Making Proud Choices”) is being provided to select junior high and high school aged youth through the year 2015. These prevention-based models educate youth about ways to prevent unplanned pregnancy. The case management component of the Adolescent Family Life Planning Positive Youth Development initiative targets preventing and reducing subsequent pregnancies in teen mothers.

Children of Promise

The Tulare County HHSA Children of Promise Reconnecting Youth Program is a federally funded program to assist youth to remain abstinent or delay use of alcohol, tobacco, and other drugs, decrease adverse consequences of AOD and gang involvement, increase commitment to school and increase bonding with family, peers, teachers and/or caring adults. They offer Reconnecting Youth (RY) and Coping and Support Training (CAST) at non-traditional settings in the community. Students learn about enhancing their self-esteem, improving decision making, personal control and interpersonal communication skills.

Independent Living Program

The Independent Living Program (ILP) is a federal/and State-funded program to prepare foster youth ages 16-21 years to emancipate from the foster care system. ILP provides life skills, anger management, domestic violence, child abuse, STD, and a number of other courses to approximately 500 youth every year of which approximately 80 are emancipated.

COUNTY OFFICE OF EDUCATION

The Tulare County Office of Education (TCOE) exists to serve, support, encourage, develop and consistently improve on hundreds of programs and services to benefit over 90,000 students in 44 school districts across Tulare County.

TCOE offers an array of unique services, all collectively designed to determine the needs of Tulare County schools and to deliver identified services in the most effective manner possible, which include:

- Friday Night Live
- After School Programs
- School-to-Career
- Services for Education and Employment (SEE)
- Character Counts
- Court/Community Schools
- La Sierra Military Academy
- University Preparatory High School
- Educational Resource Services (ERS)
- Library Services
- Migrant Education Program
- Impact Center School
- School Health Programs

COMMUNITY BASED ORGANIZATIONS

Community-based organizations, cities and school districts throughout Tulare County have entered into a number of partnerships that provide services to at-risk youth. These partnerships have developed into community-based programs that offer a myriad of activities.

C-SET, Inc.

G.R.E.A.T. includes a Summer Camp component that consists of a partnership with C-SET, Inc. to provide a week of summer camp for children who have completed the G.R.E.A.T. curriculum. These children, from a mix of G.R.E.A.T. school sites, have excelled in the program. The five-day camp is repeated over a four-week period for up to 25 students per week at no cost to their parents. Most of the children who go to G.R.E.A.T. Camp come from small, poor, rural communities and have never camped or even been to the mountains. Student lessons include keeping a daily journal and instruction in Cultural Awareness, Conflict Resolution, Team Building, Goal Setting, Leadership, Conservation and Recycling.

Big Brothers/Big Sisters of Tulare County

Mentoring program that connects adult volunteers with at risk youth ages 6-16 for three (3) hours each week for a one-year period. Services are provided in Tulare.

Boys & Girls Club of Tulare County

Youth development program that instills a sense of competence, usefulness, belonging and influence through education and career development, the arts, character and leadership development, health and life skills, sports, fitness and recreation for youth ages 6-18. Services are provided in Visalia.

Exeter Boys & Girls Club Community Center

Drop-in youth center that offers educational opportunities, sports, recreation, social and leadership skills building, and pregnancy prevention for youth ages 5-18. Services are provided in Exeter.

City of Dinuba Community Services

Two drop-in youth centers that offer after school activities in the areas of tutoring, recreation activities, and art and crafts for youth ages 6-16. Services are provided in Dinuba/New London, Monson/Sultana and Kings River.

City of Visalia Recreation Department

Two drop-in youth centers that offer after school activities in the areas of tutoring, recreation, sports, arts and crafts and science programs to youth ages 6-18. The centers also provide a Court Advocacy program and job assistance. Services are provided in Visalia.

Family Services of Tulare County

Community-based organization that offers a variety of youth oriented classes in the areas of parenting education, conflict resolution, relationship violence, and workshops relating to abuse/neglect/ endangerment/violence and child abuse intervention. Services are provided in throughout Tulare County for youth ages 6-14.

Hodges Community Center

Drop-in youth center that offer mentoring, tutoring and a variety of teen workshops for youth ages 6-18. Services are provided in Dinuba, New London and Traver.

Porterville Community Youth Center

Drop-in youth center that offers tutoring, computer use, arts and crafts, weight lifting, and other recreational activities for youth ages 10-18. Services are provided in Porterville.

Teen Zone

Drop-in youth center that provide mentors to assist with homework, computer availability, recreation and sports activities for youth ages 10-18. Services are provided in Lindsay.

Woodlake Community Center

Drop-in center that offers after school recreational activities, tutoring, arts and crafts, and monthly dances for youth ages 5-18. Services are provided in Woodlake.

2014/2015 Projected JJCPA Budget

Individual program costs for entire period of operation (from BSCC acceptance through 6/30/15 including data collection and evaluation (no capital or construction projects, cannot supplant existing funds, administrative overhead limited to ½ of 1% of funding allocation). All revenues for JJCPA are now dependent upon the California Vehicle License Fund. The 2014/2015 JJCPA estimated allocation is \$1,285,204. Neighborhood Accountability Boards will be removed and replaced beginning 2014/2015 with Family Preservation, a program designed to engage the family of juveniles who have had contact with the juvenile justice system with “wrap-around” like services and intensive supervision.

Implementation

The Tulare County Modified CMJJP for FY 2014/2015 will be submitted to the Board of State and Community Corrections prior to May 1, 2014. The BSCC is expected to respond within 30 days and authorize the release of funds prior to July 01, 2014. The CMJJP and Application has been approved by the Tulare County Board of Supervisors and requests for the funding of county positions. An evaluation report will be completed no later than 90 days after the project completion date.

Program Goals

Tulare County has identified three key evidence-based programs that, when combined, implement prevention, intervention, supervision, treatment, and community reintegration. These programs are instrumental in maximizing positive results and outcomes with respect to reducing juvenile delinquency. These programs include an approach that emphasizes accountability, safety and competency development for youth and overall juvenile justice strategy for Tulare County. These programs include:

Aftercare/Re-Entry

To provide intensive supervision services, swift accountability and work collaborative to provide a successful re-entry into the community.

Gang Resistance Education & Training

To provide gang reduction education to Tulare County youth.

Family Preservation

To utilize strength-based, family-centered, intensive supervision, individualized care planning and management strategies with families where a youth is at risk of foster care or custodial placement due to complexity of needs.

Program goals are directly and logically related to program objectives and project outcomes.

Anticipated Outcomes

Objective 1: Establishment of youth programming that supports youth re-entry from a residential facility, provides opportunities for appropriate recreation and socialization, and deters youth from further criminal acts, through the development of protective assets.

Objective 2: Improve the safety of all community members by providing a continuum of sanctioned programs and services that are swift, certain and consistent.

Objective 3: Provide effective services and programs for youth that reduce the rate of recidivism, as measured by repeat offenses and/or program failure.

Objective 4: Develop an effective model for collaboration that utilizes the strengths, talents, expertise and services of a number of partners in a cost-effective manner.

Objective 5: Students develop positive relationships with law enforcement by frequent engagement.