

COUNTY OF
TULARE



SB 823
DJJ Realignment Plan
FY2022-2023



Juvenile Justice Realignment Block Grant Annual Plan

Date:

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Background and Instructions:

Welfare & Institutions Code Section(s) 1990-1995 establish the Juvenile Justice Realignment Block Grant program for the purpose of providing county-based care, custody, and supervision of youth who are realigned from the state Division of Juvenile Justice or who would otherwise be eligible for commitment to the Division of Juvenile Justice prior to its closure.

To be eligible for funding allocations associated with this grant program, counties shall create a subcommittee of the multiagency juvenile justice coordinating council to develop a plan describing the facilities, programs, placements, services, supervision, and reentry strategies that are needed to provide appropriate rehabilitative services for realigned youth.

County plans are to be submitted and revised in accordance with WIC 1995, and may be posted, as submitted, to the Office of Youth and Community Restoration website.

VISION

Changing Lives / Building Safer Communities

MISSION

- **Protecting our Communities**
- **Enhancing Quality of Live**
- **Serving our Courts**

VALUES

Integrity

- **Adhering to strong moral principles, which include honesty, responsibility, and unity.**

Professionalism

- **Observing high standards of achievement and accountability both individually and collectively.**

Service

- **Working with each other, our clients, and community partners to promote positive change.**



CHAIR'S MESSAGE



Legislative changes in California in recent years have had an impact on the juvenile justice system, which has opened the door of opportunity for the Tulare County Probation Department to collaborate with stakeholders and system partners to research and implement reformed, evidence-based supervision plans and programs that are congruent with innovative practices for the rehabilitation of juvenile offenders.

A noteworthy impact to the juvenile justice system due to legislation trends are strategies with regard to how juveniles are supervised by Probation. Currently, evidence-based programs and services provided to juveniles are of paramount importance in the juvenile justice system. Partnering with community-based organizations enables Probation Departments to provide rehabilitative services to juveniles who have had contact with law enforcement and been adjudicated for committing crimes.

Another significant change to juvenile justice system in California is the passage of Senate Bill 823 (SB 823), which began the closure of the state's Division of Juvenile Justice realigning juveniles instead to county governments. Under SB 823, DJJ intake closed on July 1, 2021, for most juveniles and counties will undertake the responsibility for the housing, programming, and treatment of juveniles who have higher offense and needs level but can no longer be committed to DJJ.

Because of the passage of SB 823, the Tulare County Probation Department has the opportunity to offer local housing and rehabilitative services to juveniles who otherwise would have been sent to a state facility, which allows juveniles to remain in close proximity to family, friends, community service providers, counselors, and faith-based organizations.

Additional resources and partnerships with local providers will offer juveniles an array of services that will facilitate successful transition from a confined facility to the community and self-sufficient lifestyles free of criminal activity.

A handwritten signature in cursive script that reads "Michelle Bonwell".

Michelle Bonwell

Juvenile Justice Coordinating Council Chair
Chief Probation Officer

SENATE BILL 823 INTRODUCTION

Senate Bill 823 (SB 823) was signed into law on September 30, 2020, by Governor Newsom and realigns the Department of Juvenile Justice (DJJ) population from the State of California to counties. Under SB 823, DJJ intake closed for most juveniles on July 1, 2021, and counties will bear full responsibility for housing, programming, and treatment of juveniles with higher offense and needs levels but can no longer be sent to DJJ. The jurisdiction of the Juvenile Court is established under SB 823 up to age of 25 for certain offenses under SB 823.

As a result of the passage of SB 823, \$9.6 million was set aside for the Board of State and Community Corrections to award one-time grants to assist counties with infrastructure-related needs and improvements and to develop a local continuum of care (Welf. & Inst. Code, § 2250, subd. (a)).

In accordance with Welfare and Institutions Code Section 1995, a condition to be eligible for funding under the grant program associated with SB 823, counties are required to establish a realignment subcommittee to develop an annual plan that describes the facilities, programs, services, supervision, and reentry strategies planned at the local level for the DJJ realigned population. Said plan was first due to the newly created Office of Youth and Community Restoration (OYCR) by January 1, 2022, for Fiscal Year 2021-23 and by May 1st thereafter for subsequent fiscal years.

Tulare County complied with the SB 823 mandate by creating a subcommittee of the Multiagency Juvenile Justice Coordinating Council (MJJCC) comprised of a representative from the Probation Department, the District Attorney's Office, the Public Defender's Office, the Department of Social Services, the Department of Mental Health, the County Office of Education, and the Juvenile Court. Said committee also has three individuals from Community Based Organizations with experience and knowledge about the juvenile justice system.

Counties will be eligible to receive additional DJJ Realignment funding after July 1, 2022, to support the development of evidence-based programming for juveniles that align with individual case plan development, specialized treatment, and successful re-entry plans from facility confinement to community. Facility providers, community-based organizations and families are encouraged to work collaboratively to facilitate reintegration to provide a local continuum of care.

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Part 1: Subcommittee Composition (WIC 1995 (b))

List the subcommittee members, agency affiliation where applicable, and contact information:

Agency	Name and Title	Email	Phone Number
Chief Probation Officer (Chair)	Michelle Bonwell Chief Probation Officer	MBonwell@tularecounty.ca.gov	(559) 608-9001
District Attorney’s Office Representative	Doug W. Rodgers Supervising Attorney	DRodgers@tularecounty.ca.gov	(559) 735-1470
Public Defender’s Office Representative	Tim B. Rote Assist. Public Defender	TRote@tularecounty.ca.gov	(559) 636-4500
Department of Social Services Representative	Courtney E. Sallam Deputy HHS Director	CSallam@tularecounty.ca.gov	(559) 624-8080
Department of Behavioral Health	Joseph L. Hamilton Behavioral Health Clinic Administrator	JHamilto@tularecounty.ca.gov	(559) 788-1211
Office of Education Representative	Karon Valdivieso Court Schools Principal	karonv@tcoe.org	(559) 735-1640
Court Representative	Hon. John Bianco Judge	JBianco@tulare.courts.ca.gov	(559) 730-5000
Community Member	Adam Peck Executive Director WIB	APeck@tularecounty.ca.gov	(559) 713-5200
Community Member	Mary Escarsega-Fechner Executive Director CSET	mary.escarsega-fechner@cset.org	(559) 732-4194
Community Member	Galen Quenzer Executive Director Boys and Girls Club	galen.quenzer@bgsequoias.org	(559) 688-7424

Part 2: Target Population (WIC 1995 (C) (1))

Briefly describe the County’s realignment target population supported by the block grant:

Tulare County will use the block grant to support the target population, which includes youth having different ages and genders, whose most recent adjudicated offense falls within WIC 707(b) and is defined under WIC 1990(b), whereby the Court finds that less restrictive alternative dispositions are not suitable.

Demographics of identified target population, including anticipated numbers of youth served, disaggregated by factors including age, gender, race or ethnicity, and offense/offense history:

Identifying the target population

In the years 2019, 2020, and 2021, there were 71, 63, and 37, respectively, distinct juveniles who were adjudicated that received at least one disposition for a 707(b) offense. The average number of juveniles adjudicated that received at least one disposition for a 707(b) offense from 2019 through 2021 is 57, with an average percent decline of 26.3% per year. Since 2019, the population has declined by 47.9% as of 2021. The figures and tables below show the breakdown of the above population by ethnicity and gender per year.

Table 1. Total Number of Youth Adjudicated that Received a Disposition for a 707(b) Offense by Ethnicity per Year

Ethnicity	2019	2020	2021
Asian	0	█	█
Black	█	█	█
Hispanic	57	51	24
Native American	0	█	█
White	█	█	█
Unspecified	0	█	0
Grand Total	71	63	37

Table 2. Total Number of Youth Adjudicated that Received a Disposition for a 707(b) Offense by Gender per Year

Gender	2019	2020	2021
Female			
Male			
Grand Total	71	63	37

Figure 1. Total % of Youth Adjudicated that Received a Disposition for a 707(b) Offense by Ethnicity per Year

Year	Total %
2019	80%
2020	81%
2021	65%

Figure 2. Total % of Youth Adjudicated that Received a Disposition for a 707(b) Offense by Gender per Year



The trends observed above are not exclusive to the 707(b) population; however, the overall number of juveniles that have been adjudicated that received at least one disposition for any type of offense have been decreasing for the past ten years (see Figure 3). It is notable, too, that the percent distribution, in respect to ethnicity, of the 707(b)-population shifted in 2021. The percent makeup of the 707(b)-population consisting of Hispanic went down by 16%; whereas Black and White 707(b) population went up by 11% and 5% respectively in comparison to percent distribution in 2020. In addition to demographic breakdown, Table 3 and Figure 4 below show the dispositions received by juveniles adjudicated for 707(b) offenses per year and percent distribution.

Figure 3. Total Number of Youth Adjudicated that Received at Least One Disposition for Any Type of Offense

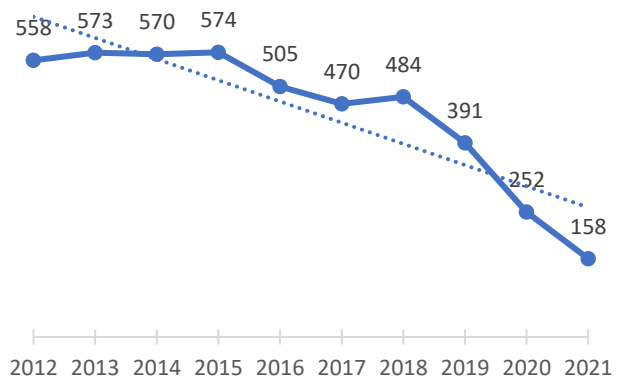
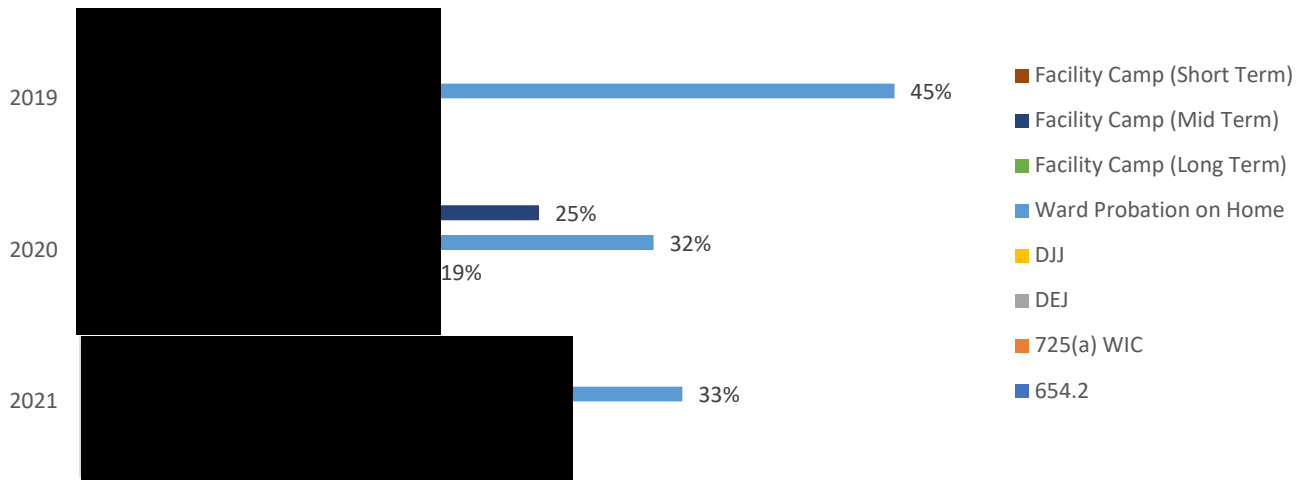


Table 3. Dispositions Received by Juveniles Adjudicated for 707(b) Offenses per Year

Disposition	2019	2020	2021
654.2	█	█	0
725(a) WIC	█	█	█
DEJ	10	12	█
DJJ	█	█	█
Ward Probation on Home	32	20	12
Facility Camp (Long Term)	█	█	█
Facility Camp (Mid Term)	█	16	█
Facility Camp (Short Term)	█	█	█
Grand Total*	71	63	36

*Grand total reflects distinct number of youths, not total number of dispositions as a youth may receive more than one type of disposition

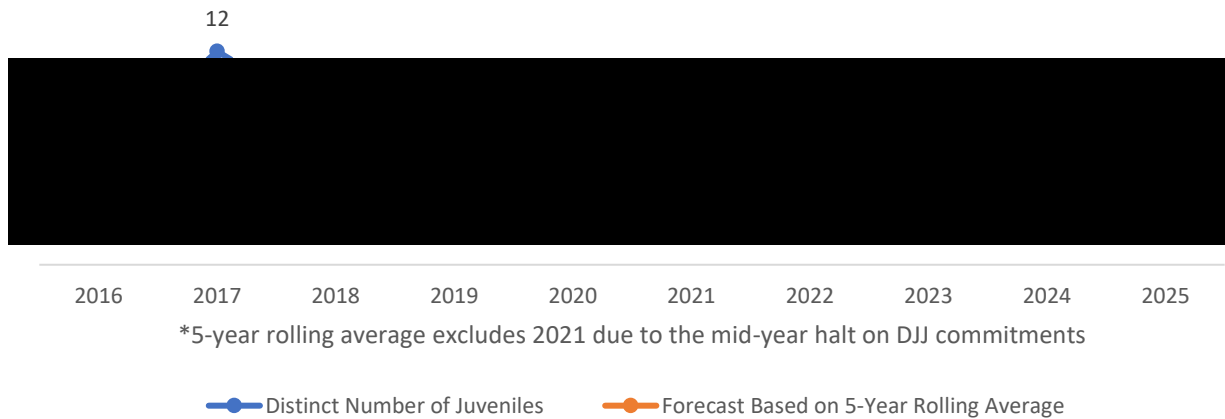
Figure 4. Dispositions Received* by Juveniles Adjudicated for 707(b) Offenses per Year



*It should be noted that a juvenile may receive more than one disposition in any given year (i.e., total number of dispositions may not equal total number of juveniles)

Of the distinct juveniles adjudicated that received at least one disposition for a 707(b) offense in the years 2019, 2020, and 2021, there were ██████ and █ youth that received a disposition for a DJJ commitment. The average number of juveniles that received a disposition for a DJJ commitment between 2019 and 2020 is 8, with a percent decline of 22.2%.¹ Figure 5 below shows the distinct number of juveniles that received a disposition for a DJJ commitment from 2016 to 2021 along with a 4-year forecast based on a 5-year rolling average.

Figure 5. Total Number of Juveniles That Received a DJJ Disposition from 2016 to 2021 and a 4-year Forecast Based on a 5-Year Rolling Average* for Years 2022 to 2025



*5-year rolling average excludes 2021 due to the mid-year halt on DJJ commitments

Of the population from 2019 to 2021, it is of note that the population is exclusively comprised of males. Though the population size is relatively small, it is also of note that the percent distribution in respect to ethnicity has shifted in 2020 in comparison to 2019; a 32% decrease is observed in the percent makeup of Hispanics who have received a disposition of DJJ commitment from 2019 to 2020 whereas there was a 17% increase in percent makeup of Blacks from 2019 to 2020. The figures and tables below show the demographic breakdown of DJJ population from 2019 to 2021.

¹ Calculated averages and percent decline exclude the 2021 cohort as DJJ commitment was halted halfway through 2021

Table 4. Total Number of Youth Adjudicated that Received a Disposition of DJJ Commitment by Ethnicity per Year

Ethnicity	2019	2020	2021
<i>Black</i>	█	█	█
<i>Hispanic</i>	█	█	█
<i>White</i>	0	█	0
Grand Total	█	█	█

Figure 6. Percent Composition of Youth Adjudicated that Received a Disposition of DJJ Commitment by Ethnicity per Year

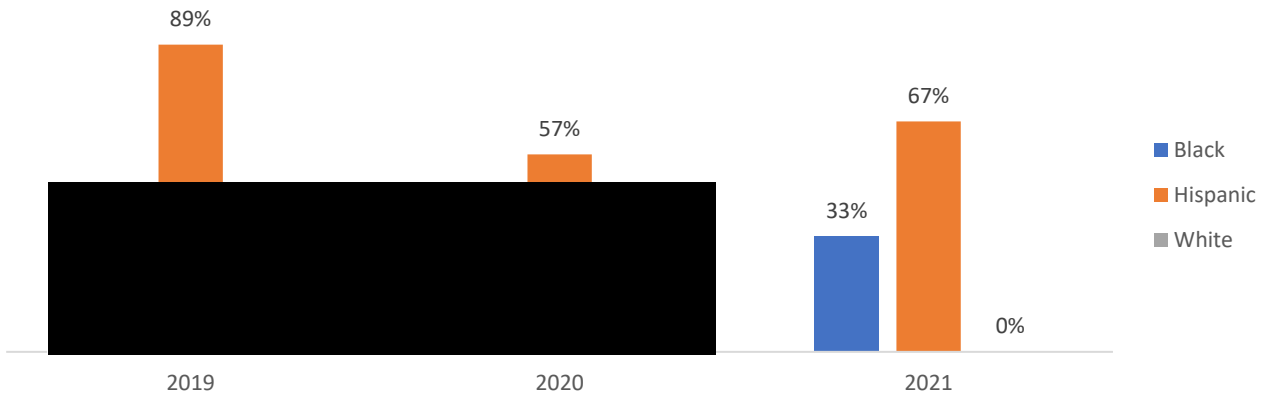
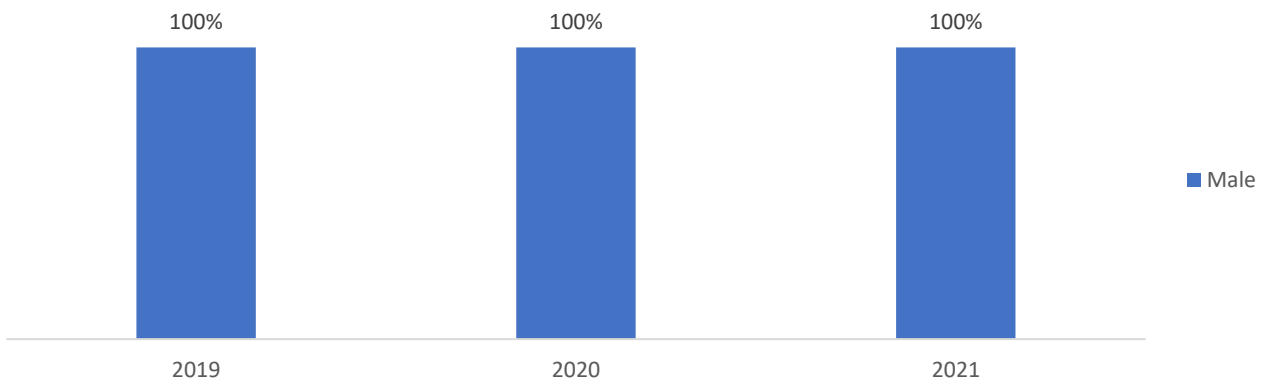


Table 5. Total Number of Youth Adjudicated that Received a Disposition of DJJ Commitment by Gender per Year

Gender	2019	2020	2021
<i>Male</i>	█	█	█
Grand Total	█	█	█

Figure 7. Percent Composition of Youth Adjudicated that Received a Disposition of DJJ Commitment by Gender per Year



Describe any additional relevant information pertaining to identified target population, including programs, placements and/or facilities to which they have been referred.

The Probation Department embraces strategies designed to mitigate the need for long-term commitment and offers youth many lower-level intervention programs and services that address decision-making and coping skills when dealing with life's challenges. There are times, however, when the seriousness of the adjudicated offense(s) and consideration for public safety outweigh the opportunity for youth to be placed in lower-level options.

A brief description of the lower-level intervention and services that the Probation Department provides are described below:

Out of Custody Referrals for Youth not on Probation Status

Conventionally, the first step into the juvenile criminal justice system is a referral from local agencies sent to the Probation Department. A referral is a citation for the youth to appear before a Probation Officer upon an alleged commitment of a crime. Pursuant to section 654 of the Welfare and Institutions Code, the Probation Officer shall conduct an investigation and may determine that it is in the youth's best interest to, in lieu of filing a petition, refer the youth to appropriate services, which may include services provided by a health agency, community-based organization, local educational agency, an appropriate non-law-enforcement agency, or the Probation Department.

Juvenile Investigations Unit

Pursuant to Welfare and Institutions Code 281, the Probation Department is mandated to prepare reports for the Court. Probation Officers in the Juvenile Investigations Unit prepare recommendation reports for the Court for youth adjudicated for crimes. Each report includes information from the victim(s), school records, prior criminal and dependency history, parent and family information, and any other information obtained to determine an appropriate disposition for the youth. If out-of-home is recommended, placement of the youth in the home of a suitable relative, licensed Resource Family or Short-Term Residential Therapeutic Program (STRTP) may occur; criteria mandated by Welfare and Institutions Codes Section 706.5 must be included in the report.

Non-Custody Intake Unit

The Non-Custody Intake Unit (NCIU) focuses on delinquency prevention. Law enforcement agencies throughout the county refer youth who have been alleged to have committed crimes. Probation Officers then conduct an investigation, which consists of interviews with the youth and parents, review of the crime report, and any other pertinent information that the officer has gathered from research on the matter. Youth are then either referred to the District Attorney's Office for consideration of formal filing or the youth are placed on Informal Probation, pursuant to Section 654 of the Welfare and Institutions Code. Youth who are placed on Informal Probation are provided counseling and out-of-custody services such as substance abuse counseling, anger management, and any other service designed to deter further delinquency. Between January 1, 2021 – December 31, 2021 (calendar year 2021), there were 176 youth placed on Informal Probation and Prop 64 diversion programs, which reduced criminal penalties for specified marijuana-related offenses.

Team Supervision Unit

Youth who have been adjudged wards of the court and placed on probation are supervised by Probation Officers in the Team Supervision Unit. Officers in this unit utilize the Juvenile Assessment and Intervention System (JAIS) to develop a strategic supervision case plan that is based on the youth's level of risk to re-offend (scoring is low, moderate, or high), the identified underlying factors that link to criminal behavior, and the strengths and specific needs of each youth under their care. The individualized case plans are also designed to provide support to the youth and their family and include referrals to services such as substance abuse counseling, anger management, addressing education issues like truancy, family and/or individual counseling, and diversion classes. Youth are further supported by Probation Officers in this unit with progress and compliance monitoring, random drug and alcohol testing, and searches.

Family Preservation Unit

Probation Officers may refer youth who are at risk of being removed from their home or are having significant family issues that need to be addressed to the Family Preservation Unit. A primary focus of this unit is to identify the needs of both the juvenile and their family and to provide wraparound support and intervention services in the home environment. This unit utilizes strength-based, family-centered, intensive, individualized case planning, and management model strategies. Family Preservation also employs a team-based approach in the planning and implementation process, which involves people who are instrumental in the youth's formative years such as family members and organizations like social support networks, faith-based entities, service providers, and other community-based organizations.

Placement Unit

When the Court determines there is a need to place a youth outside of the home, the Court orders the care, custody, and control of the minor to be under the supervision of a Probation Officer who has the discretion to place the minor in the home of a relative, a non-related extended family member, a Short-Term Residential Therapeutic Program (STRTP), or a licensed Resource Family. Pursuant to WIC 16501.1, all children placed in STRTPs must be visited at least monthly regardless of location.

Campus Probation Officer

The Probation Department has Probation Officers assigned to various school campuses in Tulare County. These officers maintain a supervision caseload of youth who attend their assigned schools. Probation Officers on campus assist with delinquency prevention and early intervention for youth struggling with behavioral issues in the school environment. Currently, the Probation Department offers Campus Probation services to Porterville schools.

Readiness for Employment through Sustainable Education and Training (RESET)

Youth enrolled in RESET are provided with job-readiness training and are assisted with completing or furthering their education in this program. Employment services provided in this program include exploration and guidance to help youth navigate through their career goals, assessment tools that identify areas of interest and aptitude, assistance with obtaining a valid California Identification, birth certificate, documentation to work in California, and job location services. Education services in this program include helping youth with obtaining a high school diploma or General Educational Development (GED) diploma.

Part 3: Programs and Services (WIC 1995 (c)(2))

Provide a description of the facilities, programs, placements, services and service providers, supervision, and other responses that will be provided to the target population:

Tulare County will utilize the Juvenile Detention Facility (JDF), opened in 1999, to house the target population. JDF provides youth in the facility structure and programs that promote responsibility, accountability, and positive change. JDF is a secure residential institution that has three (3) distinct pods and an operating capacity of 210. Each pod has four (4) units that are equipped with sleeping quarters, a dayroom for structured activities, and a designated classroom. Each pod has a multipurpose room that can be utilized for visiting, mental health counseling, and for other purposes. One pod will be designated for the realigned or target population.

Providing a safe and secure environment is paramount to rehabilitation. It is not uncommon for youth to develop maladaptive behaviors in response to unsafe circumstances in their formative years, thus leading to commitment of crime. Therefore, daily supervision and guidance will be provided by Probation Correction Officers who have been trained in de-escalation, crisis intervention, and other techniques appropriate for managing youth in the facility. Tulare County also ensures that staff are trained in best practices in corrections. The Probation Department has partnered with the University of Cincinnati Corrections Institute (UCCI) as a resource for corrections staff to get a foundational overview of current research within the field of Corrections. Online modules and in-person training include What Works in Correctional Interventions, Addressing Responsivity, Assessment and Classification, Behavioral Management Systems, Case Planning, Cognitive-Behavioral Interventions, Core Correctional Practices, Family and Social Support, Increasing Staff Effectiveness, and Program Implementation. Skill refresher modules offered by UCCI include Effective Practices in Community Supervision (EPICS) Model, Cognitive Restructuring, Cost-Benefit Analysis, Skill Building, Relationship Skills, and Problem Solving.

UCCI has developed a formalized training protocol to instruct staff on Core Correctional Practices (CCPs). The training protocol has two modules: End User and Training-of-Trainers.

The End User module provides participants two days of training. Day one covers an introduction to CCP; a review of principles of effective intervention; an introduction and practice of quality interpersonal relationships; and effective reinforcement. Day two covers an introduction and practice of effective disapproval; effective use of authority; cognitive restructuring; anti-criminal modeling; structured learning and skills building; and problem solving. Tulare County Probation corrections staff have participated in the End User module provided by UCCI.

The Training-of-Trainers module provides participants five days of training. Days one and two provide an in-depth review of CCPs and an overview of the End User module. Day three covers strategies to deliver training components. Days four and five show newly trained trainers how to effectively deliver live end-user training to new agency trainees. Tulare County Probation is in the process of certifying on-site instructors for this module and for continued learning.

Programs and services at the Juvenile Detention Facility (JDF) and their brief description are provided below:

Bookings, Intake, and Releases (BIR)

DJJ is scheduled to officially close as of June 2023; however, there currently are 16 youth from Tulare County at DJJ. Each month, a parole board meeting is conducted at DJJ to address the possibility of release of youth who may be eligible for parole in said month. If any of the 16 youth who currently are at DJJ are returned to Tulare County Probation on or before the official close date of DJJ, said youth will undergo a booking at the Tulare County Juvenile Detention Facility. In addition, said youth will undergo a modified intake process, which

includes a Juvenile Assessment and Intervention System (JAIS) to determine risk factors and to identify any potential needs, including mental health needs.

Vocational Education

The Vocational Education Program has been designed to provide youth exposure to building trades, help them to identify their interests and aptitudes, and prepare for a career in their chosen industry. Currently, the Probation Department uses Paxton/Patterson Program curriculum for the Vocational Education Program, which utilizes industry standard equipment and is 70% hands-on, project-based learning. Additionally, the Paxton/Patterson Program is a University of California A-G approved course (College Prep Elective). There are 14 different trades offered in this program: Communication; Drywall; Electrical; Power Tools Operation; Wall Framing; Cabinet Making; Finish Carpentry; Green Construction; Heating, Ventilation, and Air Conditioning (HVAC); Masonry; Plumbing; Roof Framing; Concrete; and Tile Setting. Youth can enhance their skills and training in this program and be more competitive in the hiring process.

Aftercare

Youth who are committed to a facility commitment program become eligible to be placed on Aftercare, a re-entry program that allows release of youth back to their home and/or community under intensive supervision. The goal of this program is successful transition from facility confinement to home and community. Probation Officers provide oversight to ensure youth success and to ensure family and individual support services are provided.

In addition to the standard programs offered to youth in the facility, there also are specialized treatment programs available to those youth with more heightened needs and who would benefit from more tailored rehabilitative services. A brief description of the specialized programs offered is described below.

Medical/Mental Health

All in-custody youth have access to mental health services and receive medical, vision, and dental services. In addition to these standard services, alcohol and other drug counseling, psychological evaluations, and psychotropic medication management are also available in this program. In addition, there are competency restoration services available, which offer youth individual sessions to address personality and/or cognitive challenges youth have exhibited.

Cognitive Behavioral

This program provides training in cognitive restructuring to teach youth offenders effective problem solving through deliberate decision making. This program is structured as a group therapy, with open-ended group sessions being conducted on a weekly basis. Each group consists of 12 participants who engage in exercises designed to address and develop skills in relationships, thoughts and actions, beliefs and attitudes, impulse behavior, vulnerabilities, and responses to conflicts.

Substance Abuse/Mental Health/Cognitive Behavior

In this program, the Matrix Model is used to match addiction severity and level of functioning to the intensity of service. In addition, the Addictions Severity Index (ASI) and the Diagnostic and Statistical Manual Disorders, 5th Edition (DSM-5) is used to assess client symptomology, treatment dosage, and diagnosis. Criminogenic needs are also incorporated and addressed in treatment and case conceptualization. Further, additional screening and assessment tools for mental health can be utilized including a clinical assessment, Beck Depression Inventory, and Hamilton Anxiety Scale.

Parenting

The Nurturing Parenting – Nurturing Skills for Families (NSF) Program is offered to youth who are parents. The NSF Program is based on psycho-educational and cognitive behavioral approaches to learning and focuses on “re-parenting” or helping parents learn new parenting skills to replace their existing maladaptive patterns. Participants in this program are given questionnaires in discussion, role-play, and audiovisual exercises to complete and learn how to nurture themselves as individuals and build family and parenting skills.

Family Therapy

The Probation Department’s current provider offers Multi-dimensional Family Therapy (MFT) as applicable. MFT is a family-based treatment program for youth who struggle with drug and/or alcohol addiction. This prevention program addresses behavioral problems, like delinquency, that are common to youth with substance abuse issues.

Sex Offender

The Adolescent Sexual Responsibility Program is an in-custody specialty mental health treatment program for youth who have committed a sexual offense, are wards of the court, and have been sentenced to a custodial program at the Juvenile Detention Facility. The program includes, but is not limited to, ongoing risk assessments, individual counseling, and mental health rehabilitative services as deemed necessary and appropriate.

Programs and Vocational Training

The Tulare County Probation Department has procured a contract with Phoenix House to provide the Mental Health Services (MHS) Program to the target population (youth) in Tulare County. The curricula in the MHS Program will provide tailored services to address specific needs and youth enrolled in this program will receive services from eighteen (18) months to two (2) years.

The Phoenix House MHS Program will provide the following curricula for in-custody youth:

- A New Direction: Criminal & Addictive Thinking and Introduction to Treatment
- CBT with Justice-Involved Participants
- DBT Skills Training Handouts and Worksheets
- Helping Men Recover
- Living in Balance
- Moral Recognition Therapy
- TCU Disease Risk Reduction Waysafe Intervention
- TCU Getting Motivated for Change
- TCU Straight Ahead – Transition Skills for Recovery
- TCU Treatment Readiness and Induction Program (TRIP)
- Seeking Safety
- Victim Impact

Additionally, The Tulare County Probation Department recently created four new positions to support programming services within the facility, these include: one (1) Probation Programs Specialist Supervisor; two (2) Probation Programs Specialists; and one (1) Probation Vocational Education Instructor. The individuals in these positions will oversee programs and education offered to youth and ensure program fidelity. The Probation Programs Specialist Supervisor has been hired and measures are in place to hire the Probation Programs Specialists and Probation Vocational Education Instructor.

The Probation Programs Specialist Supervisor will provide supervision and training for the Probation Programs Specialists and the Probation Vocational Education Instructor. The duties of the Probation Programs Specialist Supervisor include but are not limited to monitoring program compliance; maintaining data and preparing reports that demonstrate program effectiveness; and serving as a liaison between service providers and Probation staff.

Probation Programs Specialists are charged with collecting and evaluating program information and making recommendations for program improvements and effectiveness. The duties of the Probation Programs Specialists may include assisting youth with program services and providing information to youth and their families; observing, evaluating, and reporting the conduct, needs, and progress of youth; developing educational and vocational materials; supervising and instructing an assigned group of youth in a variety of recreational activities; reporting any behavioral or emotional issues observed to supervising staff; and assisting with the preparation of the youth's release plan, which includes making recommendations and referrals to various vocational, educational, employment, and counseling services available in the community.

The Probation Vocational Education Instructor is responsible for assisting youth under the care of the Tulare County Probation Department with obtaining training, education, and skills set in various vocational trades. The duties of the Probation Vocational Education Instructor include providing supervision and instruction to youth in various vocational trades including Building Maintenance, Culinary Arts, Landscaping and Gardening, Office Machine Repair, Household Appliance Repair, Computer and Related Technologies, Mill and Cabinet Work, Plumbing, and Printing Graphic Arts; organizing and conducting training sessions and workshops on basic vocational trade practices and safety in the workplace; completing and providing quarterly reports that highlight the youth's significant achievements; developing training/workshop curricula and hands-on lesson plans; maintaining records of assignments completed, grades obtained, and performance records on all participating youth.

Following the opening of our Probation Connections Office, adjacent to our Probation Headquarters Office, we were able to better envision how additional resources would be added to our rural communities. Due to the decrease in our youth population and the location of our detention facilities, it was decided to repurpose our Youth Facility to become Probation Connections – North. This facility will be utilized by community-based organizations and other county departments to provide the additional resources that are needed in our rural areas. Resources will include, but not be limited to, better access to individual counseling services, family counseling services, drug and alcohol programs, job readiness programs, and housing assistance. Aside from being able to provide these resources the facility will increase better collaboration between providers, as they will be utilizing the same space to provide services. These services will provide the assistance and support needed to successfully transition a youth from the custodial setting to the community.

A portion of Probation Connections – North will be used to expand the vocational education program. The section that will be used as the expanded vocational education building will include two large areas that can be utilized as classrooms and provide future growth, as additional trades are identified to be a viable option for our youth.

Additional space will be allocated to serve as a training room to provide Probation Staff with the needed training to best provide care for the youth. Some of the training that will be provided include, but are not limited, to Verbal De-Escalation, Cultural Competence, Emotional Intelligence, PREA, Motivational Interviewing, and Mental Health First Aid for youth. Providing a dedicated space for training will enhance our training program and provide the staff the best learning environment, to properly absorb the material and subsequently, provide the best quality of care to the youth.

Part 4: Juvenile Justice Realignment Block Grant Funds (WIC 1995 (3)(a))

Describe how the County plans to apply grant funds to address the mental health, sex offender treatment, or related behavioral or trauma-based needs of the target population:

The Tulare County Probation Department has a contract with Phoenix House to provide the Mental Health Services (MHS) Program to youth who suffer from substance abuse disorders, mental health disorders, and/or issues that can lead to criminal conduct. The MHS Program is evidence-based, trauma-informed, and gender-responsive.

The MHS Program is highly structured and is designed to help youth develop the core competencies (emotional, social, cognitive, recovery, behavior, and life skills) necessary to function as productive, pro-social, and substance-free citizens. Individualized treatment plans are utilized in the MHS Program to help identify the relative strengths and needs of each youth so that the most appropriate intervention strategies can be determined and applied.

The Phoenix House MHS Program will provide targeted, cognitive behavioral therapy, intensive mental health therapy for trauma, and motivational counseling to male and female youth at the Juvenile Detention Facility (JDF) who have been committed to a local custodial program or to the Secure Youth Treatment Facility (SYTF). The primary objectives of the MHS Program are to improve self-awareness and reduce the propensity for anti-social and self-destructive behavior.

The MHS Program will incorporate assessments, treatment planning, case management, individual and group counseling, and intensive family services through evidence-base curricula. This program uses a combination of Motivational Interviewing and Cognitive Behavioral Therapies to target a youth’s criminogenic needs (characteristics, traits, problems, or issues that commonly lead to criminal behavior). This specialized program concentrates on the development of functional, pro-social attitudes and behaviors, along with internal and social sources of support that enable justice-involved youth to change and function successfully in their communities, workplaces, and families.

Phoenix House Program Target Population

The MHS Program is designed for three (3) distinct juvenile populations to address the specific needs of each group. The population groups include (1) in-custody local program youth, youth who have been committed to a local custodial program (hereafter referred to as local program youth; (2) in-custody Secure Youth Treatment Facility population (hereafter referred to as SYTF youth; and (3) local program youth or SYTF youth transitioning from the residential portion of their program to Aftercare (hereafter referred to as Aftercare youth). SYTF youth will be enrolled in and attend the same services as local program youth if and where there are insufficient SYTF youth to be enrolled in the SYTF program.

In-Custody Secure Youth Treatment Facility Youth

The Phoenix House MHS Program will be offered to in-custody SYTF youth. In-custody SYTF program youth is defined as youth in-custody juvenile probations who have not been committed to a local program and fall under the category of what would be Department of Juvenile Justice (DJJ) population. Youth in this program will be enrolled in services from eighteen (18) months to two (2) years.

Aftercare Program Youth

The Phoenix House MHS Program will be offered to youth from both local program youth and SYTF program youth who are transitioning from the residential portion of their program into Aftercare. Phoenix House will provide Aftercare services to facilitate the transition and reintegration from a secure institution to family and the community and will ensure that post-release continue to have access to ongoing case management and mentoring services.

Phoenix House developed a Program for Tulare County Probation that is tailored to meet the specific needs of SYTF youth. The following is a list of services and a brief description of each:

Motivation and Engagement Group – the curricula in this group are intended to facilitate youth setting positive goals for a successful life and changing behavior that results in a criminal lifestyle.

- **Getting Motivated to Change** (4 weeks, 8 sessions): This evidence-based curriculum is based on four (4) subjects: Motivation 101 Introduction; The Art of Self-Motivation; Staying Motivated; and Making Motivation Second Nature. This curriculum is focused on aspects of cognition that govern decisions to change behavior. It relies on visual-communication tools and related cognitive strategies to engage youth in discussions of motivation for treatment. Youth are encouraged to commit to a specific behavior or attitude they want to change and to report their progress to the group throughout the session.
- **Treatment Readiness and Induction Program (TRIP)** (6 weeks, 16 sessions): The Treatment Readiness and Induction Program (TRIP) is evidence-based and focuses on increasing motivation for treatment by helping youth think more clearly and systematically about their drug use and personal problems. The goal of TRIP is to help engage youth in the treatment process, to improve life skills and decision making, and to strengthen their commitment to remaining in treatment to fully address their treatment goals.

Trauma-Focused Group – the curriculum in this group is designed to teach often severely traumatized youth who have deeply enmeshed traumatic memories, often hidden yet still impact patterns and behavior, coping and grounding skills that help them to let go of the past and move forward to a successful life.

- **Seeking Safety** (8 weeks, 24 sessions): This evidence-based curriculum is a present-focused, coping skills therapy to help people attain safety from trauma and/or substance abuse and presents the first empirically studied, integrative treatment approach developed specifically for co-occurring PTSD and substance abuse. For youth with this prevalent and difficult-to-treat dual diagnosis, the most urgent clinical need is to establish safety, to work toward discontinuing substance use, letting go of dangerous relationships, and gaining control over such extreme symptoms such as dissociation and self-harm. The manual is divided into twenty-five (25) specific units or topics, addressing a range of different cognitive, behavioral, and interpersonal domains. Each topic provides highly practical tools and techniques to engage youth in treatment; teach "safe coping skills" that apply to both disorders; and restore ideals that have been lost, including respect, care, protection, and healing. Structured yet flexible, topics can be conducted in any order and in a range of different formats and settings.

Cognitive and Life Skills Group – the evidence-based curricula in this group are designed to address thinking errors and cognitive issues that can result in criminal and anti-social behavior. Teaching empathy for crime victims, using discernment in making decisions, promoting positive interactions with peers, and conflict resolution are the focal points.

- **Victim Impact: Listen and Learn** (9 weeks, 27 sessions): This curriculum is geared toward helping youth learn how their behaviors have impacted others. Youth learn how to define who their victims are, understand the possible impact of various crimes, and work to comprehend the effects of those crimes on different victims.
- **Stages of Change (SOC)** (3 to 7 weeks, 9 to 20 sessions): This curriculum focuses on youth who have substance abuse problems and is usually done in individual sessions. An integrative framework for understanding, measuring, and intervening in behavior change with regard to substance use is applied.
- **Thinking for a Change (T4C)** (8 weeks, 25 sessions): This curriculum focuses on problem-solving, social skills, and cognitive restructuring and is widely used in in-custody settings. Youth will learn social skills such as active listening, giving feedback, and responding to anger. Youth will also learn how thinking impacts behavior.
- **Choices and Changes** (5 weeks, 16 sessions): This curriculum focuses on teaching youth problem-solving skills, victim empathy, positive self-image, increasing self-esteem, and confidence. High-risk places/situations, avoiding negative peer influences, value clarification, loyalty, respect, building a

support system, and setting goals will also be addressed.

Substance Use Disorder Treatment and Relapse Prevention Group – the curricula in this group promote sober living skills and life skills by teaching youth about their substance abuse patterns and addiction issues.

- **Living in Balance: Moving from a Life of Addiction to a Life of Recovery** (32 weeks, 94 sessions): This curriculum is a comprehensive and practical guide for conducting group and individual treatment sessions for youth who have a substance use disorder. It can be used as the core treatment or as an adjunct treatment strategy, depending on the clinical setting, level of care, and type of program. This flexible program draws from cognitive-behavioral, experiential, and 12-step approaches to help youth achieve lifelong recovery.
- **Straight Ahead: Transition Skills for Recovery** (7 weeks, 20 sessions): This curriculum is to help youth develop social skills and support networks for recovery maintenance and serves to reinforce key recovery concepts. This curriculum also addresses relapse prevention, friends and social networks, 12-step and other community-based self-help, family recovery issues, assertive communications, stress reduction, anger management, and planning and problem solving. Phoenix House has used this curricula in adult treatment programs in other counties and in California Department of Corrections and Rehabilitation (CDCR) institutions.
- **Cognitive Behavioral Interventions for Substance Abuse (CBI-SA)** (13 weeks, 37 sessions): This curriculum focuses on utilizing therapeutic strategies designed to change the cognitions that influence maladaptive behavior. The approach is to employ strategies that teach those who are afflicted with substance abuse about how addictive behaviors are acquired. The curriculum also discusses the social, psychological, and biological causes and consequences of substance abuse. The curriculum includes pretreatment (optional) and six treatment modules: Motivational Enhancement, Cognitive Restructuring, Emotional Regulation, Social Skills, Problem Solving, and Relapse Prevention. An emphasis is placed on practicing skill-building activities so that the youth can learn new behaviors and responses to challenges. Research data and program evaluation from the University of Cincinnati assert that recidivism rates for those enrolled in this program are significantly lower than for those who did not participate in the program. Phoenix House uses this program in its correctional and community-based treatment programs for adults and adolescents because of its proven effectiveness.

Family Relationships Group – the curricula in this group focus on helping youth gain family relationship skills, including communication methods, conflict resolution, responsibility, and respect.

- **The Strengthening Families Program (SFP)** (14 weeks, 14 sessions): This program employs a science-based approach and teaches youth and their families critical skills including effective parenting skills, children's life skills, and family life skills. This training program is specifically designed for high-risk families, which are common amongst youth who have engaged in criminal activity that has led to being placed in the care of an outside entity such as a residential institution and is designed not only to improve parenting skills and family relationships, but also to reduce child maltreatment and children's problem behaviors; improve delinquency issues; reduce alcohol abuse; and improve social competencies and school performance. Both parents and youth participate in SFP, both separately and together. Group Leader manuals contain a complete lesson for every session. Parents and youth are provided handbooks and handouts in every session. This program is used by Phoenix House as it is geared for multiple ethnicities and races and has had extensive research done in a variety of settings.
- **24/7 Dad** (12 weeks, 12 sessions): This program is designed for youth who have children and focuses on parenting skills, children's life skills, and family life. This program is based on the following principles: how we parent, successfully or unsuccessfully, is a largely learned set of behaviors; father and mother parents have distinct approaches to parenting; there are universal aspects of fathering and parenting that exist in all cultures; and any father, if given the opportunity, can be a good parent. The goal of this program is to increase positive parenting skills, involvement, responsibility, and commitment to family.

Anger Management Group – the curricula in this group are designed to provide a structured group setting where youth can cognitively explore their feelings and behaviors and develop more individual control over their emotions and behavior.

- **Anger Management** (4 weeks, 10 sessions): This program is designed for youth who have challenges regulating their emotions, particularly anger. This program is done in group sessions and is designed to correct anger management issues. Intervention Sessions of this program include relaxation interventions to reduce emotional and physiological arousal, cognitive interventions to reduce anger-inducing information and internal cognitive prompts, and behavioral interventions that seek to change angry, aggressive behavior to more adaptive behavior.
- **Aggression Replacement Therapy (ART)** (10 weeks, 30 sessions): This program is research-based, and has been used in schools, community agencies, and juvenile institutions for thirty (30) years, and has been proven as an effective approach for working with challenging youth to decrease anger and hostility, the propensity for violence and other behavioral problems, and increase social skills. It has three (3) primary components: social skills training, anger control, and moral reasoning. ART is conducted in group sessions and targets emotions, behaviors, and cognitions that contribute to the complex character of aggression. Youth in this program learn about anger and how to constructively manage it, are taught social skills to improve communication with others, and are shown how to make more effective and less impulsive decisions.
- **Anger Control Training (ACT)** (10 weeks, 30 sessions): ACT is made up of three (3) components including skill streaming, anger control training, and moral reasoning. ACT focuses on the interrelationship of cognitions, behaviors, and emotions that contribute to the complex character of aggression.

Additional Treatment Approaches and Materials offered by Phoenix House

- **DBT Skills Training Handouts and Worksheets:** Featuring more than 225 user-friendly handouts and worksheets, this is an essential resource for youth learning dialectical behavior therapy (DBT) skills and those who treat them. All of the handouts and worksheets discussed in Marsha M. Linehan's *DBT® Skills Training Manual, Second Edition* are provided together with brief introductions to each module written expressly for clients. Originally developed to treat borderline personality disorder, DBT has been demonstrated effective in treatment of a wide range of psychological and emotional problems. No single skills training program will include all of the handouts and worksheets in this book; clients get quick and easy access to the tools recommended to meet their particular needs.
- **CBT Toolbox: A Workbook for Clients and Clinicians:** The CBT Toolbox guides youth through evidence-based exercises to help navigate the road to recovery. For a youth's use on their own or for use in a therapeutic setting, this book will teach how to overcome unhealthy life patterns by providing fresh and proven approaches to help. Cognitive Behavior Therapy (CBT) is the most empirically supported form of treatment for a broad range of psychological problems.
- **Antisocial, Borderline, Narcissistic, and Histrionic Workbook: Treatment Strategies for Cluster B Personality Disorders:** Unique worksheets, checklists, and other exercises are utilized to diagnose, tackle specific issues, reduce problematic symptoms, and keep therapy moving forward. Concrete methods are applied to help reduce self-mutilation and other risky behaviors, improve attachment, encourage collaboration, build trust, conquer maladaptive beliefs, and diffuse narcissistic resistance, assess transference/countertransference issues, determine narcissistic drives for perfection and excellence, and lessen flirtatious behaviors.
- **CBT with Justice Involved Clients: Interventions for Antisocial and Self-Destructive Behaviors:** Grounded in science and clinical experience, this treatment planner provides essential tools for conducting cognitive-behavioral therapy (CBT) with justice-involved youth in a wide range of settings. Guidelines are presented for assessment, case formulation, and intervention to alter criminogenic thinking and destructive lifestyle patterns. With a focus on reducing recidivism, the book demonstrates ways to enhance clients' motivation for change and elicit prosocial values and life priorities.

Trauma Care for Realigned Youth

Tulare County acknowledges that youth in the realigned population have experienced some form of trauma early in life. There are multiple forms of trauma youth could have been exposed to in their formative years such as substance abuse, mental or physical abuse, dysfunctional family relationships, poverty, lack of education attainment, etc. To this end, Tulare County Probation will employ strategies that help to identify specific needs of youth in the realigned population and develop individualized case plans and treatment services to address these needs. In addition, officers and staff who have direct contact with realigned youth will receive ongoing training to support their efforts and ability to assist this population. Also, Tulare County Probation plans to contract with treatment providers and licensed professionals who are best suited with understanding this population and are equipped to provide evidence-based treatment and rehabilitation strategies.

The Mental Health Services program will offer 30 slots to youth referred by the Tulare County Probation Department, as part of Division of Juvenile Justice program. The youth will be enrolled in services for two to three years each (as defined by Tulare County). We anticipate gradual growth of the program, from the initial population of 3-4 in the first month, adding about 3-4 youth per month and reaching full capacity within six months of program start date. The staffing pattern will have to be adapted accordingly, reaching full contingent of two FTE clinicians after 4-5 months.

Phoenix House will provide treatment to address the top criminogenic needs of each DJJ Youth that may include any combination of those listed below. The treatment approach, choice of evidence-based curriculum, etc. will be mutually agreed upon by Phoenix House and the facility administration.

- Antisocial/Pro-criminal attitudes, values, beliefs, and cognitive emotional states
- Pro-criminal associates and isolation from pro-criminal others
- Temperamental and antisocial personality pattern conducive to criminal activity
- History of antisocial behavior
- Family factors: criminality and a variety of psychological problems in the family of origin
- Low levels of personal educational, vocational, or financial achievement
- Low levels of involvement in pro-social leisure activities
- Abuse of alcohol and/or drugs

An Individual Treatment Plan will be developed and reevaluated for each youth in the realigned population. This plan will be used to establish measurable treatment goals objectives, and interventions and the ensure the progress of each youth. Motivational Interviewing techniques will be used by staff throughout the treatment planning process, with a focus on personal strengths and potential positive values of each youth. Long-term goals will be broken down into smaller behavioral tasks to be achieved in shorter time frames, while progress toward treatment goals will be constantly monitored.

The Individual Treatment Plan will be comprised of three key components: (1) an evaluation of needs and strengths, (2) setting of goals and expectations (including systems to reward achievement of goals and consequences of non-adherence), and (3) specification of strategies that will be applied to meet specific goals.

In addition to an Individual Treatment Plan, a Relapse Prevention Plan, a Transition Plan, and a Crisis Management Plan (on a as needed basis) will be developed for each youth in the realigned population. These plans will be “living” documents that will be regularly updated to ensure access to needed services and resources are available. The Relapse Prevention Plan is developed simultaneously with the Treatment Plan, and both are reviewed and updated every 90 days.

The Transition Plan and Relapse Prevention Plan identify how the youth will continue in the recovery process following in-custody treatment. These plans are developed to help youth recognize triggers and resources and to identify support systems. These plans are designed to facilitate the transition from confinement to community.

Describe how the County plans to apply grant funds to address support programs or services that promote healthy adolescent development for the target population: (WIC 1995 (3) (B))

Realigned youth will have a variety of programs and services available to them that are designed to address maladaptive behaviors and direct them to productive, prosocial behaviors. In addition, vocational programs and services will be provided to assist with obtaining gainful employment and self-sufficiency after the transition from facility confinement to community occurs.

Realigned youth also will have access to educational and vocational programs to equip them with the skills necessary to obtain gainful employment and self-sufficiency outside the confines of an institution. In Fiscal Year 2019-2020, Tulare County completed the construction of a state-of-the-art vocational facility that offers youth the opportunity to participate in job training and experience that can lead to employment in a host of vocations. Realigned youth will have access to this facility while being housed at the Juvenile Detention Facility.

Readiness for Employment through Sustainable Education and Training (RESET)

Youth enrolled in RESET are provided with job-readiness training and are assisted with completing or furthering their education in this program. Employment services provided in this program include exploration and guidance to help youth navigate through their career goals, assessment tools that identify areas of interest and aptitude, assistance with obtaining a valid California Identification, birth certificate, documentation to work in California, and job location services. Education services in this program include helping youth with obtaining a high school diploma or General Education Development (GED) diploma.

Juvenile Detention Facility Infrastructure

Infrastructure will be improved at the Juvenile Detention Facility to allow for an increase in outdoor recreational and physical activities. Recreational and athletic activities allow youth confined in a facility an opportunity to engage in activities common to others not in a confined environment, which is expected to lead to improved social skills by affording youth to work in teams and solve problems in a group setting and improve self-esteem by improving physical and mental health.

Infrastructure improvements will include extending our secure fence around approximately three (3) acres of land connecting the Juvenile Detention Facility (JDF) (where the youth housing units are located) to our Vocational Education Building and to our Probation Connections – North facility. The interior of the fenced area will provide a secure environment for youth to engage in recreational activities, visits, and/or for therapists to use during therapy sessions when appropriate. Examples of amenities that the fenced area will offer include walking trails, shaded seating areas, benches, and picnic tables. Providing youth with outdoor recreational activities can facilitate improved cognitive and physical health as outdoor recreation provides psychological benefits including reduced stress, improved self-esteem, and increased social engagement with peers and physical benefits including cardiovascular and muscular fitness and improved immune system. In addition, outdoor visits can help to promote family reunification as an outdoor, open environment offers more of a natural “home-like” setting in comparison to a detention facility. Likewise, allowing counseling services to be conducted in an outdoor, less restrictive setting is expected to be more conducive to promoting open dialogue between the youth and the therapist. In addition, a garden area will be added as an extension to the vocational education building that can be used for recreational purposes and/or for youth to learn about horticulture.

Describe how the County plans to apply grant funds to address family engagement in programs for the target population: (WIC 1995 (3) (C))

The Tulare County Probation Department understands that youth with family support typically are better equipped for rehabilitation than those without this type of support. It is also understood that the more involved the youth's family is in the rehabilitation process, the more likely a successful transition to the community will occur. To this end, various treatment programs and services designed to meet the specific needs of realigned youth and their families and operational accommodations are being planned for realigned youth.

Operational Accommodations

Visits: Visits will be accessible to parents and/or legal guardians in accordance with the Welfare and Institutions Code (WIC). Visits will be made available at the Juvenile Detention Facility, other appropriate facilities, and/or via video conference. Visiting consideration will be extended to additional family members such as siblings, grandparents, spiritual advisers, and/or mentors. Additional privileges such as extending visitation options to friends of youth may be availed to the youth as they progress through the program. Youth who are a parent will be given opportunities to visit with their children, including infants.

Special Events and Engagements: Onsite activities such as outdoor picnics, barbeques, and other recreational activities will be made available to the youth, particularly to those who have demonstrated a commitment to their program and have met eligibility criteria. Offsite activities for significant family events like births, graduations, and funeral services could also be made possible to those youth who have committed to their program, are accordingly progressing, and have met or are meeting eligibility requirements.

Program Commitment Unit: The Program Commitment Unit was recently developed, in part, to ensure program integrity. A Deputy Probation Officer (DPO) assigned to this unit will be responsible for coordinating release plans, which include meeting with program youths' family on a regular basis to be up to date on current family dynamics. Additionally, the DPO will participate in multidisciplinary team meetings with those who are involved with providing program services to assure a viable plan is developed for each youth prior to release. In the event it is determined that a youth should be housed at a regional facility in another county, the DPO will be responsible to verify basic necessities, counseling services, and family reunification services continue at the regional facility. Furthermore, the DPO also is responsible to ensure that measures are in place to appropriately transition youth from the regional facility back into their home environment.

Family Relationships Group – the curricula in this group focus on helping youth gain family relationship skills, including communication methods, conflict resolution, responsibility, and respect.

- **The Strengthening Families Program (SPF):** This program employs a science-based approach and teaches youth and their families critical skills including effective parenting skills, children's life skills, and family life skills. This training program is specifically designed for high-risk families, which are common amongst youth who have engaged in criminal activity that has led to being placed in the care of an outside entity such as a residential institution. Both parents and youth participate in SPF, both separately and together. Group Leader manuals contain a complete lesson for every session. Parents and youth are provided handbooks and handouts in every session.
- **24/7 Dad:** This program is designed for youth who have children and focuses on parenting skills, children's life skills, and family life. This program is based on the following principles: how we parent, successfully or unsuccessfully, is a largely learned set of behaviors; father and mother parents have distinct approaches to parenting; there are universal aspects of fathering and parenting that exist in all cultures; and any father, if given the opportunity, can be a good parent. The goal of this program is to increase positive parenting skills, involvement, responsibility, and commitment to family.

Describe how the County plans to apply grant funds to address reentry, including planning and linkages to support employment, housing, and continuing education for the target population: (WIC 1995 (3) (D))

Re-entry Support Plans

The current average length of stay at DJJ is twenty-eight (28) months. It is anticipated that realigned youth may have a length of stay consistent with the average DJJ length of stay. Tulare County plans to provide similar programs and services currently provided at DJJ in addition to new programs and services that will be offered to this population. Depending on the age of the realigned DJJ population, there may be individuals that are no longer applicable to have legal obligation for parental care and custody. It is anticipated that a variety of transitional needs will be necessary to assist youth in this category to be released back to the community. Examples of needs include housing, food, clothing, transportation, vocation, and/or education supports. Probation will work in collaboration with county partners and community-based organizations to assist in meeting these needs. Re-entry services and needs will be consistently under review to address any gaps in services or needs.

Support Plans for Youth Released to the Community

Staff who directly interact with youth who are released to the community will be involved in outlining and setting up custody and community needs upon release, coordinate services with designated partnering agencies, set up and oversee any pre-release meetings, and facilitate connections with outside entities like the Department of Motor Vehicles, Social Security Administration, Medi-Cal, and housing agencies.

Vocational Training

Employment services available include exploration and guidance to help youth navigate through their career goals, offer assessment tools that identify areas of interest and aptitude, and provide assistance in obtaining a valid California Identification, birth certificate, documentation to work in California, and job location services.

The Probation Department has a state-of-the-art Vocational Education Center designed to provide facility commitment youth with training and skills that can provide them with the tools and experience to obtain gainful employment. In addition, the Probation Department has partnered with the Tulare County Office of Education to implement Paxton Patterson Building Skills for the construction industry. In addition, the Probation Department partners with the Tulare County Workforce Investment Board (WIB) to provide youth an abundance of opportunities to develop their skills and to receive employment services such as resume writing and job searching. Additionally, the Probation Department has a partnership with Community Services and Employment Training (CSET) to provide youth short-term and long-term assistance with housing and other essential services.

Ongoing Educational Opportunities and Support

Education services include helping youth with obtaining a high school diploma or General Education Diploma. Once high school/general education requirements have been satisfied, opportunity to enroll in local community colleges and/or vocational programs is available.

Multi-Disciplinary Team Meetings (MDT) Each youth undergoes an orientation that includes an assessment conducted by an assigned Probation Officer who also goes over the program requirements with the youth. This officer typically supervises the youth during the duration of the youth's commitment program. Following orientation, an initial Multi-Disciplinary Team Meeting (MDT) is done to assess the current level of the youth's needs, brainstorm the most appropriate programs and services to offer, and to establish the mechanism of how the various services will be provided. The Multi-Disciplinary Team is comprised of Probation staff and partnering agencies from education, behavioral health, and family members. Additional MDT meetings are held to address any specific needs or concerns that arise during the youth's program.

An MDT is done prior to release to examine the youth's accomplishments and to discuss any outstanding and/or continuing needs of the youth being considered for release. The programs the youth participated in while in-custody and the goals for after release will be covered to help develop a successful post-release plan. The second MDT usually includes both the Probation Officer who supervised the youth during the programming stage and an assigned aftercare Probation Officer who will supervise the youth after release. Probation has established relationships with a host of community-based service providers to refer youth to after being released. The list of resources typically includes agencies who provide services in the following areas:

- Employment/Job Readiness
- Housing, Shelter, and Utility
- Medical
- Transportation
- Legal Assistance
- Child Care
- Counseling

Post Release Supervision

Realigned youth will be placed on caseloads that are assigned to Probation Officers who have the training and experience necessary to address the specialized needs of this population. A component of effectively managing realigned youth will involve Probation Officers working with and building a rapport with this high-risk and high-needs level youth while in-custody. In addition, offering individualized case plans that are tailored to the needs of each youth in this population help to facilitate successful transition into the community.

Describe how the County plans to apply grant funds to address evidence-based, promising, trauma- informed and culturally responsive services for the target population: (WIC 1995 (3) (E))

Tulare County and the Probation Department are committed to Evidence-Based Practices (EBP). EBP asserts that occupational practices should be based on scientific evidence and uses the most objective, balanced, and responsible research and data to guide policies and procedures. EBP also include a host of tried-and-true treatments and practices to reduce recidivism that have been validated by verifiable data.

An example of a EBP used by Tulare County Probation is the Juvenile Assessment and Intervention System (JAIS) to develop a strategic supervision case plan that is based on the assessed youth's level of risk to reoffend (scoring is low, moderate, or high), the identified underlying factors that link to criminal behavior, and the strengths and specific needs of each youth assessed.

Tulare County utilizes treatment programs that follow current evidence-based practices. This includes cognitive behavioral therapy (CBT) and other programs that use a cognitive-behavioral approach that have been proven to address criminogenic needs and reduce recidivism. Examples of cognitive-behavioral programs include anger management/control, aggression therapy, substance abuse, parenting, family therapy, and problem solving.

The Probation Department, in its partnership with Phoenix House, will provide EBP mental health services to DJJ realigned youth. Phoenix House has designed the comprehensive Mental Health Services (MHS) program for Tulare County to provide DJJ realigned youth with targeted, intensive behavioral health counseling for criminogenic needs, mental health therapy for trauma, and motivational counseling that will help to facilitate improved self-awareness, increase of protective factors, and reduce the propensity for anti-social and self-destructive behavior among DJJ youth.

The Phoenix House MHS program incorporates assessment, treatment planning, case management, and individual and group counseling. This program is designed to help DJJ realigned youth develop the core competencies that they need to succeed as productive, prosocial, and substance-free members of society. The core competencies fall into four domains: emotional, social, recovery behavior and life skills, and cognitive. The basic attitudes, skills, and behaviors related to these four domains of competencies are as follows:

Emotional:

- Ability to control impulses and delay gratification (i.e., demonstrate restraint).
- Ability to identify and manage emotions.
- Control of aggressive and/or antisocial behavior.

Social:

- Empathy and compassion.
- Positive social skills.
- Development of social capital; entry into mainstream social networks.

Recovery Behavior and Life Skills:

- Willingness to seek help.
- Skills to prevent relapse into drugs and crime.

Cognitive:

- Responsibility for actions.
- Cognitive restructuring: thinking that is compatible with a prosocial lifestyle.
- Self-efficacy.

The EBP Mental Health Services (MHS) program curricula that Phoenix House designed for Tulare County Probation will be implemented as needed, and not all DJJ realigned youth will receive all types of sessions. The intent of the program is to assess a youth's individual needs and provide services tailored to meet said needs.

List of Group Counseling Curricula Offered by Phoenix House:

- Getting motivated for Change
- Treatment Readiness and Induction Program (TRIP)
- Seeking Safety
- Victim Impact: Listen and Learn
- A New Direction Curriculum
- CBT with Justice Involved Participants: Interventions for Anti-Social and Self-Destructive Behaviors
- Living in Balance: Moving from a Life of Addiction to a Life of Recovery
- Straight Ahead: Transition Skills for Recovery
- Stages of Change
- Thinking for a Change
- Choices and Changes
- Cognitive Behavioral Interventions for Substance Abuse
- 24/7 Dad
- The Strengthening Families Program
- Anger Management
- Anger Control
- Aggression Replacement Training

Additional Treatment Approaches and Materials:

- DBT Skills Training Handouts and Worksheets
- Antisocial, Borderline, Narcissistic and Histrionic Workbook
- CBT Toolbox: A Workbook for Participants and Clinicians
- CBT with Justice Involved Clients: Interventions for Antisocial and Self-Destructive Behaviors

Describe whether and how the County plans to apply grant funds to include services or programs for the target population that are provided by nongovernmental or community-based providers: (WIC 1995 (3) (F)

Tulare County acknowledges that a collaborative effort with multiple stakeholders including community-based organizations, educational institutions, vocational institutions, mental health providers, substance abuse providers, licensed counselors, and agencies that provide transitional housing are needed to attain successful rehabilitation of realigned youth.

Despite collaborative efforts, there could be unexpected gaps in rehabilitative services that develop or are identified along the way. To this end, Tulare County Probation will set aside a portion of grant funds to have available for any future necessities.

Due to the age of some of the realigned youth that will return to Tulare County, there are expected transitional needs to ensure successful release to the community. Grant funds will be set aside to provide support to youth upon release to the community such as housing, clothing, transportation, education, vocation, and employment needs. Contracts with residential agencies, licensed therapists, substance abuse counselors, and/or community-based organizations is needed to provide these services.

In addition, Probation will collaborate with various community-based service providers to refer youth to services in the following areas:

- Employment/Job-readiness
- Housing
- Medical Services
- Transportation Services
- Legal Assistance
- Child Care Services
- Support/Counseling Groups

Part 5: Facility Plan

Describe in detail each of the facilities that the County plans to use to house or confine the target population at varying levels of offense severity and treatment need, and improvements to accommodate long-term commitments. Facility information shall also include information on how the facilities will ensure the safety and protection of youth having different ages, genders, special needs, and other relevant characteristics. (WIC 1995 (4))

Facilities

Tulare County will utilize the Juvenile Detention Facility (JDF), opened in 1999, to house realigned youth. JDF is a secure residential facility for youth having different ages, genders, and needs' levels and is operated by the Tulare County Probation Department twenty-four (24) hours per day, 365 days a year. In addition to holding youth pending court action, the Juvenile Detention Facility provides secure confinement to youth pending delivery to other juvenile and adult justice jurisdictions and provides temporary housing to youth awaiting out-of-home placements and court-ordered commitments.

This secure residential institution has three (3) distinct pods and an operating capacity of 210. Each pod has four (4) units that are equipped with sleeping quarters, a dayroom for structured activities, and a classroom. Each pod has an additional room that can be utilized for visiting, mental health counseling, and for other purposes.

The Tulare County Probation Department utilizes the Caseload Explorer (CLE) case management system to maintain data that can be used to ensure appropriate housing of the target population (youth). It is the policy of the Department to assure that the classification process is ongoing and at the least restrictive level.

Examples of data entered into the CLE case management system that can be extracted and used to consider and ascertain what classifications are appropriate for youth at the Juvenile Detention Facility (JDF) include:

- Charges
- 707(b) offenses
- Gang involvement
- Assaultive behaviors
- Severity of offense(s)
- Criminal sophistication level and/or behavior
- Demographics – age, gender, etc.
- Behavioral health needs
- Specialized counseling and or service needs

Institution Supervisors and other supervisory staff use the aforementioned data to determine housing assignments of youth to ensure appropriate classification. In addition, Institution Supervisors evaluate the current housing classification of each youth on a weekly basis to ensure that the classification is appropriate and to make any necessary adjustments.

The Juvenile Detention Facility (JDF) has the capacity to house and provide rehabilitative services and programs that address variable levels of offense severity and treatment needed to the target (SYTF) population in a safe and secure environment. SYTF youth housed at JDF will be enrolled in the Phoenix House Mental Health Services Program (MHS), which accommodates long-term commitments as youth enrolled in this program receive services from eighteen (18) months to two (2) years. The MHS Program provides treatment for substance abuse disorders, mental health disorders, and/or other issues that can lead to criminal conduct. In addition, the Tulare County Probation Department embraces strategies designed to assist both SYTP youth and

their families. In Fiscal Year 2019/2020, a state-of-the-art vocational building adjacent to JDF was completed and specialized training in building trades are available to youth housed at this facility.

The combination of the structured environment at JDF, the intensive programs designed to address the specific needs of the target population (SYTF), and the contractual services with Phoenix House that include targeted, cognitive behavioral therapy and intensive mental health therapy provide the necessary components to negate the need to utilize a Regional Hub. However, in the event an unanticipated need to utilize a Regional Hub arises, the Probation Department will first verify the programs and services the Regional Hub offers to ensure that there are services that adequately align with the needs of any youth who would be sent.

All in-custody youth attend school daily and are provided with necessities including food, clothing, access to recreational activities, and mental and medical health care, including dental care. Youth also have access to faith-based services, individual and group activities, including gender-specific programming, and a host of specialized programs to address individual needs are also available.

Infrastructure Changes

To address the security and treatment needs of the DJJ Realigned population, infrastructure modifications at the JDF will be made. A perimeter fence will be installed around the vocational building in order to allow the population to avail vocational programs. More specifically, the DJJ realigned population will be able to participate in the Paxton-Patterson curriculum for vocational trades such as masonry, plumbing, carpentry, HVAC, etc. Allowing so would augment the population's likelihood of a more successful rehabilitation once they return to the community. Added security cameras will also be installed, along with the development of an outdoor space for recreational use. In so doing, the population is able to have proper channels for activities that would foster prosocial behavior and ultimately change maladaptive thinking into more positive ones. Additional measures will be addressed and/or implemented when appropriate.

Staffing

Probation staff and partnering agencies will ensure youth will be housed in a safe and secure environment. A brief description of those in charge of the care of youth while housed at JDF follows.

Probation Staffing: Staffing levels will adhere to the state staffing ratios. A combination of Probation Officers (PO), Probation Correctional Officers (PCO), Institutional Supervisors (IS), and Detention Service Officers (DSO) are onsite twenty-four (24) hours a day, 365 days a year to ensure the safety and security of youth and staff. These sworn personnel have received extensive training on how to appropriately respond to incidents, de-escalate tense situations, and write incident reports for documentation and statistical data purposes. In response to the severity of risk level associated with the DJJ realigned population, officers are to receive further training to adapt to the increased risk. This includes training on proper behavior in a juvenile correctional setting with high-risk population, understanding underlying principles upon which the practice is based on, and other techniques based on established literature shown to have positive outcomes. In addition, cooks and facility maintenance staff are on-site to ensure that proper nutritional needs are met, and that the facility is clean and sanitary.

Behavioral Health Staffing: Behavioral health staff are available daily during normal business hours and available on-call during non-business hours to address medical, mental, and emergency needs. In addition, youth can by verbal or written request ask for behavioral staff to address specific mental or medical needs.

Medical Staffing: Medical staff are on-site 24 hours a day and are available to provide timely and quality medical, dental, and vision services. Youth also can verbally request and/or inform staff of any medical needs and staff can make referrals to on-site medical staff for medical evaluations of youth. In addition, local hospitals and/or Urgent Care facilities are available to handle any medical needs not resolved at the facility.

Additional Safety Measures and Protocol

Prison Rape Elimination Act: The Prison Rape Elimination Act (PREA) hotline is available to youth in the facility. In addition, the Probation Department has policies and procedures in place to investigate any sexually based accusation or complaint in a time-sensitive and confidential manner. All concerns are taken seriously and are accordingly addressed. At any time during an investigation, law enforcement and/or other outside agencies might be called to conduct a criminal investigation. Victim Advocates are available should they be needed.

Transgender Youth: Policies are in place to ensure that transgender youth are treated respectfully and protected. Probation has updated intake and other forms, as well as the case management system, to include transgender as an option to gender identification. These measures are in place to help ensure housing, clothing, and supervision based on gender identification are in place.

Special Education: In collaboration with the Tulare County Superintendent of Schools, youth will have access to continued education and services. Schools work in concert with behavioral health providers, medical staff, and Probation to ensure each youth's individual education and program needs are met.

American with Disabilities Act: The Probation Department follows all legal protocol with respect to the American with Disabilities Act to ensure that the department and facility comply with all accommodations at all times including intake, assessment, educational services, recreational activities, religious services, and release.

Special Cases Meeting: Special Cases Meeting (SCM) attendees encompass representatives from Probation, behavioral health, and medical staff. Each representative is charged with discussing any issues with youth in the facility, programming provided while in-custody, and unmet medical and behavioral needs. SCM is also responsible with developing and brainstorming ideas/protocol and appropriate response/remedy.

Suicide Prevention: Probation has policies and protocols in place to deter and prevent youth self-harm and/or suicides. Each youth completes a MAYSI-II questionnaire upon entry into any facility. This risk assessment tool is utilized in determining the youth history, current state of mind, and potential for self-harm or suicidal ideation. Youth deemed to be an immediate risk are immediately assessed by behavioral health to determine program needs and supervisory objectives. Youth may be placed on Suicide Watch or Special Watch, depending on their needs. Level of monitoring and mental health services can be changed at any time during their stay with behavioral health's input and approval.

Youth Grievances: Youth are permitted to file a grievance at any time. Every grievance is taken seriously and handled in a timely manner.

Part 6: Retaining the Target Population in the Juvenile Justice System

Describe how the plan will incentivize or facilitate the retention of the target population within the jurisdiction and rehabilitative foundation of the juvenile justice system, in lieu of transfer to the adult criminal justice system: (WIC 1995 (5))

The Tulare County Probation Department collaborates with Juvenile Justice stakeholders including the Tulare County Juvenile Court, Tulare County District Attorney, Tulare County Public Defender, and Community-Based Organizations (CBO) to provide youth entering the system opportunities that foster their success with the least restrictive level of intervention possible. These stakeholders work in concert to ensure equitable, legal, and consistent practices are applied to each youth.

Each individual case is evaluated before Court recommendations are made to ensure that best practices and services are applied to each youth. Youth who enter the juvenile justice system also undergo an assessment using the Juvenile Assessment and Intervention System (JAIS) risk/assessment tool to determine the following:

- Level of risk to reoffend (categories are low, moderate, or high).
- Identify criminogenic needs (antisocial values and beliefs, antisocial peers, personality traits, etc.).
- Identify the youth's strengths and specific needs.

Probation Officers use information from the JAIS assessment to develop a strategic supervision case plan that is tailored to each youth. Identification of needs allow proper match of services to fulfill said needs. For example, if identified needs highlight a lack of education, the officer assigned could avail education services such as attainment of GED for the youth. Some needs highlight employment needs. In this case, the officer could refer the client to agencies that provide career development services and/or initiate the processes to get the youth enrolled in vocational classes. Some examples of which youth can be referred to are Tulare County Office of Education (TCOE) for education services, Community Services and Employment Training (CSET) for employment services, and Tulare County Boys and Girls Club to reinforce positive development.

Also, in an effort to streamline and make the process easier for the youth, a service hub has been implemented to consolidate as many services as possible and service providers in a single location at Probation Department Headquarters. Probation Connections has partnered with the following services/service providers:

- Behavioral Health – HHSA
- Child Welfare – HHSA
- Workforce Investment Board (WIB)
- CSET
- Tulare County Boys and Girls Club
- Alcohol and Drugs Specialist – HHSA
- TCOE
- Visalia Adult School
- Visalia Youth Services
- Alliant
- Champions
- Family Services
- Central Valley Recovery Services (CVRS)
- JDT Consulting

Retention of the realigned population within the juvenile justice system and preventing them to transfer over to adult criminal justice system can be realized with keeping the fidelity between practices and the underlying principles upon which they are based. If rehabilitation is developed and fostered through proper identification of needs and appropriate matching of services to fulfill said needs, the likelihood of successful outcomes for the target population is significantly increased.

Part 7: Regional Effort

Describe any regional agreements or arrangements supported by the County's block grant allocation: (WIC 1995 (6))

In the event an unanticipated need to utilize a Regional Hub arises, the Probation Department will verify the programs and services the Regional Hub offers to ensure that there are services that adequately align with the needs of any youth who would be sent.

A Deputy Probation Officer (DPO) is assigned to our Program Unit and is responsible for working collaboratively to coordinate the development of a release plan, which involves regularly meeting with the youth's family to be aware of all family dynamics. Additionally, multidisciplinary team meetings are conducted to ensure that all stakeholders, including family members, who are working with the youth are involved and have the opportunity to assist with the development of the release plan.

The DPO assigned to the Program Unit also has the responsibility to ensure that any youth placed at a regional facility continue to receive services, including basic needs (adequate food, shelter, clothing, etc.), counseling services, and family reunification services, at the regional facility that best transition the youth from the regional facility to their environment.

One of the anticipated barriers to the use of a regional center is the distance away from the youth's family and the family's ability to continually attend in-person visits, family counseling sessions, and any other family events that the regional facility would be hosting. In order to combat this potential barrier, the Department will look into viable options to assist the family. These options may include, but are not limited to, providing transportation for the family, or offering gas cards and/or bus passes. Additionally, the DPO assigned to the Program Unit will work with the Regional Hub to relay these types of barriers and attempt to coordinate visiting hours or family counseling sessions best to meet the needs of the family and the youth.

Part 8: Data

Describe how data will be collected on youth served by the block grant: (WIC 1995 (7))

The Tulare County Probation Department is committed to having accurate and relevant data and recognizes that data collection and analysis are important for making informed decisions about what evidence-based practices, programs, and services to provide and to match said services to the appropriate population. The Department also understands that accurate and comprehensive data is paramount for transparency and for identifying trends and patterns. The Department utilizes a case management system for collecting data that is pertinent for officers to use as a tool to manage the juvenile population and to assess youth under their care to strategically develop individualized case plans, treatment programs, and services based on risk factors and specific needs.

The Probation Department has a Quality Improvement Unit (QI) which is comprised of a Supervising Staff Analyst, a Probation Statistical Analyst and five (5) Staff Analysts that are dedicated to ensuring data integrity and overseeing the grants and contracts, which include providing services to youth. Components of QI data integrity include:

- System administration of the case management system used to house data.
- Preparing various statistical reports from data housed in the case management system as well as data from external sources.
- Oversight of the data entry in the case management system to ensure accuracy and completeness.

The Probation Department regularly provides statistical information to the State of California and to other agencies via the Juvenile Court and Probation Statistical System (JCPSS) and through the Chief Probation Officers of California (CPOC). In so doing, agencies that have a vested interest and involvement in juvenile offenders' treatment plans and rehabilitation are abreast of statistical trends and patterns (i.e., juvenile population numbers) and are provided information pertinent to directing resources and guiding decisions.

Statistical data compiled and entered in the case management system includes demographic information (race, gender, ethnicity, age, etc.), behavioral data (based on incident events and/or logs) and treatment programs and services. Management, officers, and analysts routinely review said data. The purpose of routinely collecting and regularly analyzing data is to ensure program fidelity, effectiveness, and equitable treatment; to assure efficacy; and to evaluate and strategize for future planning.

The Probation Department recognizes that feedback from youth receiving services from Probation is necessary to understand their perspective, motivational factors, and for the lines of communication to remain open. This information is important for officers and management to identify where treatment programs and services might be ineffective, and changes are in order.

Staff who directly interact with the youth are encouraged to communicate with supervisors and management to provide feedback.

Describe outcome measures that will be utilized to determine the results of the programs and interventions supported by block grant funds: (WIC 1995 (7))

The Tulare County Probation Department anticipates, based on the level of criminal offenses committed, that realigned youth will require intensive, individualized supervision, and treatment programs that offer the customized services that are most likely to lead to successful rehabilitation and release back into the community. Realigned youth will be monitored by staff and treatment providers on an ongoing basis and treatment data will be gathered and analyzed to assess the suitability and effectiveness of the program(s) youth are enrolled in; any necessary adjustments to ensure program efficacy will be accordingly done.

As such, outcome measures used as a metric for program and treatment success will be primarily based on recidivism rates and completion of programs and of probation. Recidivism, for the purposes of measuring outcome, will be operationally defined as any subsequent disposition, from originating cohort variable date such as start of supervision, resultant of a Violation of Probation (VOP) or a new charge. One-year, two-year, and three-year recidivism rates will be the standard metric. Likewise, program completion will also be another facet of success. Programs are contingent to each individual's needs; thus, enrollment cohorts will be determined (which, in turn, also brings to a measure of enrollment rate as another metric for success) and completion rates will be calculated. Although there is no current baseline established in respect to the DJJ realigned population, a baseline will be established using the first DJJ realigned population release cohort whereby a threshold for acceptable rate of success will be determined. Successful completion of probation supervision (i.e., ended supervision without transferring to adult criminal justice) will also be calculated using completion cohorts per defined duration (e.g., per year, etc.).

As outcomes are determined, necessary adjustments will be made—if success goals are unmet, further examination of success gap will be conducted. Services by itself will be studied, service-to-client matches will be examined, and fidelity between underlying program literature and practice will be monitored. Steps necessary to improve likelihood of rehabilitation post confinement will be taken.