

TULARE
COUNTY
PROBATION



Consolidated ANNUAL PLAN

JJCPA-YOYG • 2023 - 2024



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SECTION 1 - Background

Juvenile Justice Crime Prevention Act

The Juvenile Justice Crime Prevention Act (JJCPA) was implemented via Assembly Bill (AB) 1913, the Schiff-Cardenas Crime Prevention Action of 2000, and codified by Government Code §30061. The purpose of AB 1913 is to provide California counties with funding to implement programs for at-risk juveniles with the goal of early intervention and to support the implementation of programs and approaches demonstrated to be effective in reducing juvenile crime.

This law established a Supplemental Law Enforcement Services Funds (SLESF) in each county to receive allocations. Fifty percent of the monies received into the SLESF are to be used to implement a comprehensive multiagency juvenile justice plan developed by the local juvenile justice coordinating council (JJCC) in each county. Members of the JJCC, as described in §749.22 of the Welfare and Institutions Code (WIC), are required to develop and implement a continuum of county-based responses to juvenile crime.

The JJCC for each county must include the chief probation officer, as chair, and representatives from the following entities:

- District Attorney's Office
- Public Defender's Office
- Sheriff's Department
- Board of Supervisors
- Social Services
- Mental Health
- Community-based drug and alcohol programs
- City Police Department
- County Office of Education or a school district
- At-large community representative
- Nonprofit community-based organization providing services to minors

The plan must identify the resources and strategies for providing an effective continuum of responses for the prevention, intervention, supervision, treatment, and incarceration of male and female justice-involved juveniles. The plan must include strategies to develop and implement locally based or regionally based out-of-home placement options for juveniles described in WIC §602.

Juveniles described in WIC §602 are as follows:

“Except as provided in Section 707, any minor between 12 years of age and 17 years of age, inclusive, when he or she violates any law of this state or of the United States or any ordinance of any city or county of this state defining crime other than an ordinance establishing a curfew based solely on age, is within the jurisdiction of the juvenile court, which may adjudge such person to be a ward of the court.” To qualify for the funding on a non-competitive basis, each county’s comprehensive, multi-agency juvenile justice plan must include the following components:

- Assessment of existing law enforcement, probation, education, mental health, health, social services, drug and alcohol, and juvenile services resources that specifically target at-risk juveniles, justice-involved juveniles, and their families.
- An identification and prioritization of the neighborhoods, schools, and other areas in the community that face a significant public safety risk from juvenile crime, such as gang activity, daylight burglary, late-night robbery, vandalism, truancy, controlled substances sales, firearm-related violence, and juvenile substance abuse and alcohol use within the council’s jurisdiction.
- A local juvenile justice action strategy that provides for a continuum of responses to juvenile crime and demonstrates a collaborative, integrated approach for implementing a system of swift, certain, and graduated responses for at-risk and justice-involved juveniles.
- A description of the programs, strategies, or system enhancements that are proposed to be funded.

Youthful Offender Block Grant

The Youthful Offender Block Grant (YOBG) was enacted in 2007 by Senate Bill 81. The purpose of the YOBG is to realign the supervision of non-violent, non-sexual, and non-serious justice-involved juveniles from the State of California Division of Juvenile Justice (DJJ) to local governments and to provide local governments with funding support for the supervision of this population. The realignment of juveniles from state facilities to local supervision in their counties of residence allows their connection to community and family support systems to remain intact and undisturbed.

Since inception, an allocation has been provided each year to enhance the capacity of local communities to implement an effective continuum of responses to juvenile crime. The allocation is calculated based on a formula that gives equal weight to a county’s juvenile population and the number of juvenile felony dispositions. The funds can be used to enhance the capacity of county probation, mental health, drug and alcohol, and other services to provide supervision and rehabilitation for juveniles that are no longer eligible to be committed to the DJJ.

As specified in WIC §1961, each county must submit a juvenile justice development plan to describe the proposed programs, strategies, and system enhancements for the next fiscal year. The plan shall include:

- A description of the programs, placements, services, strategies, and system enhancements to be funded by the block grant allocation.
- A description of how the plan relates to or supports the county's overall strategy for dealing with justice-involved juveniles who have not committed an offense described in WIC §707(b).
- A description of any regional agreements or arrangements to be supported by the block grant allocation pursuant to this chapter.
- A description of how the programs, placements, services, or strategies identified in the plan coordinate with multiagency juvenile justice plans and programs.

Assembly Bill 1998

Assembly Bill 1998 was enacted in September of 2016 to consolidate the JJCPA and YOBG submissions and to streamline reporting requirements.

The juvenile justice combined plan must be developed by the local juvenile justice coordinating council in each county with the membership described in WIC §749.22. The plan shall be reviewed and updated annually and shall no longer require Board of Supervisors approval. The plan or updated plan must be submitted to the Board of State and Community Corrections by May 1 of each year. The format is specified by the Board of State and Community Corrections (BSCC) and it consolidates the annual comprehensive juvenile justice multiagency plan with the annual Youthful Offender Block Grant plan.

SECTION 2 - Tulare County Juvenile Justice System

The Tulare County Juvenile Justice System is composed of several agencies which have direct responsibility for various functions in the system. These agencies include law enforcement, the Office of the District Attorney (District Attorney), the Office of the Public Defender (Public Defender), Tulare County Juvenile Court (Juvenile Court) and the Probation Department (Probation). The basic function of these agencies as they relate to the Juvenile Justice System is described below.

Law enforcement provides first response to emergencies and other threats to public safety. Officers investigate suspected juvenile delinquent activity and determine the appropriate next steps pursuant to WIC §626. These may include: 1) release of the minor without any further action, 2) delivery or referral of the minor to public or private agency to provide shelter care, counseling, or diversion services, 3) release the minor upon the execution of the promise to appear before a probation officer, and 4) deliver the custody of the minor to a probation officer. The officer, however, is to make the least restrictive alternative if it does not conflict with public safety.

When a juvenile is brought to the Juvenile Detention Facility (JDF) by law enforcement, Probation, pursuant to WIC § 652 and 653, completes an investigation which consists of completing assessments such as JAIS Risk Assessment, MAYSI-2, and Release Status (to determine if the minor is safe enough to be released to the community or if the minor is to be detained at the facility and have the case be referred to the District Attorney). As an alternative to facility detention, some juveniles may be released on home supervision or electronic monitoring while pending the judicial process; the least restrictive alternative is to be considered if it does not conflict with public safety to prevent further involvement with juvenile justice. If charges are found true in the adjudication hearing, the minor will be given a disposition. If placed on probation, the Probation Department then supervises the minor as specified by the terms of the Court.

The District Attorney is responsible for filing petitions in accordance with WIC § 650 after an investigation is completed and when determined appropriate based on the information received from other agencies. The District Attorney represents the community at all subsequent Juvenile Court hearings.

The Public Defender represents juveniles in juvenile justice hearings resulting from petitions filed by the District Attorney and related to WIC §602. Alternatively, a court-appointed or private attorney may be employed for this purpose in the place of a Public Defender attorney.

The Juvenile Court is responsible for hearing facts, making findings, and providing a disposition for petitions filed by the District Attorney related to WIC §601 and §602.

SECTION 3 - Assessment of Current Youth Service Resources

No single county or city department can effectively combat juvenile crime alone. To provide the programming and services to meet the emerging needs of juveniles, the department partners with a variety of available community resources to support a continuum of services that builds upon our capacity to reduce juvenile delinquency through prevention, early intervention, supervision, treatment, incarceration, and community reintegration programs.

Accordingly, Tulare County has in place a Multiagency Juvenile Justice Coordinating Council (MJJCC) comprised of the following: The Chief Probation Officer, representatives from the District Attorney's Office, Public Defender's Office, Sheriff's Department, Board of Supervisors, Health and Human Services Agency, Visalia Police Department, County Office of Education, community-based drug and alcohol programs, and an at-large community representative. This extensive list of partners collaborate to provide for the protection and safety of the community, accountability for delinquent acts, and to build competencies in juveniles that encourage reformation from delinquency to responsible members of the community.

The following is a description of these programs and partnerships:

PROBATION DEPARTMENT

Non-Custody Intake Unit

The Tulare County Probation Department's Non-Custody Intake Unit (NCIU) is an out-of-custody intake and early intervention program which focuses on diverting offenders from the Juvenile Justice System. How this diversion program works includes:

- Law enforcement agencies throughout the County refer juveniles who have been alleged to have committed crimes.
- Probation Officers conduct investigations which commonly consist of interviews with the juveniles and parents, review of the crime report, and any other necessary research.
- Juveniles are then either referred to the District Attorney's Office for consideration of formal filing, or the juveniles are placed on Informal Probation, pursuant to Section 654 of the Welfare and Institutions Code.
- Juveniles who are provided Informal Probation are offered counseling and out-of-custody services to deter further delinquency.
- Reports are submitted to the Court to provide suitability recommendations for the juveniles considered for Informal Probation pursuant to Welfare and Institutions Code Sections 654.2 and 654.3.
- Juveniles are provided the opportunity to clear their record.
- Five (5) officers are assigned to this unit.

- This diversion program was initiated in 1977 and in 1996 received a National Association of Counties Achievement Award.

Although the NCIU provides services to the entire county, they also are engaged in contracts with the cities of Dinuba and Visalia. The Visalia Police Department has a full-time Non-Custody Intake Probation Officer and contributes 50 percent towards their salaries and benefits. These Probation Officers have a unique opportunity to identify and address the needs of juveniles upon entry into the juvenile justice system.

Family Preservation Program

Juveniles at risk of removal from their home or have significant issues are referred to the Family Preservation Program. The focus of this program is to identify the needs of both the juvenile and the family and to provide wraparound support and intervention services in the home environment. The Family Preservation/Placement Programs:

- Strengthens and unifies families of juveniles who have had contact with the Juvenile Justice System.
- Is a community-based program that applies a model where the family unit is observed, evaluated, and treated together with the goal of keeping the family intact.
- Utilizes strength-based, family-centered, community-based, intensive, individualized case planning and management model strategies.
- Employs a team-based approach that includes people who are instrumental in the juvenile's formative years such as family, social support networks, faith-based entities, service providers, other community-based representatives, and anyone else the juvenile or family identifies as an instrumental influence.
- Is a collaborative partnership with Child Welfare Services (CWS) and Mental Health to ensure the most appropriate individualized services are provided to the family.
- Creates positive outcomes including the development of problem-solving skills, coping skills, and self-efficacy of the juvenile and the family.
- Integrates juveniles into the community while building/maintaining the family's social support network.
- Two (2) Probation Officer are assigned to work both in the Family Preservation Program and the Placement Unit.

Placement Unit

Sometimes a juvenile who is a ward of the Court on Probation is placed outside the home when their family is not able to care for their needs. This occurs when the Court orders the care, custody, and control of the minor to be under the supervision of the Probation Officer. Any minor placed outside of the home is considered to be a foster child.

The Placement Unit is responsible for the following tasks:

- Completes a report containing information regarding the need for placement and the corresponding case plan that are submitted to the Court pursuant to Welfare and Institutions Code Section 706.5.
- Places Court ordered juveniles into the home of a suitable relative, non-related extended family member, a Short-Term Residential Therapeutic Program (STRTP), or a licensed Resource Family.
- Visits all Probation foster children at least once a month regardless of location.
- Develops individualized case plans, including a plan for permanency, with the juvenile and the family.

Team Supervision Unit

Juveniles who have been adjudicated wards of the Court and placed on Probation are supervised by the Team Supervision Officers.

The Team Supervision unit is responsible for the following tasks:

- Provides supervision to support the juvenile and family via service referrals including, but not limited to, counseling to address substance use disorder, anger management, education issues, family and/or individual counseling, and appropriate diversion classes.
- Officers support the juvenile's progress by compliance monitoring, random drug and alcohol testing, and searches.
- Utilizes the Juvenile Assessment and Intervention System (JAIS), an evidence-based assessment tool, to determine the risk, strengths, and needs of the juvenile for a strategic supervision case plan.
- Four (4) Probation Officers are assigned to this unit.

Juvenile Detention Facility

The Juvenile Detention Facility (JDF) opened in September 1999, serving both male and female juvenile population. The facility consists of three (3) pods, each containing four (4) separate units, for a total rated capacity of 210. The facility provides safety and security, affording the people of Tulare County protection for both the community and the juveniles detained. While in the facility, the goal is to provide structure and programming that promotes responsibility, accountability, and positive change. Family visitation for two (2) hours once per week allows the family unit to be preserved.

Programming components include the following:

- Educational advocacy, attendance monitoring, middle school, high school, career program, and diploma program provided by Tulare County Office of Education

- Mental health assessment and counseling
- Medical assessment and treatment services
- Home detention
- Direct provision of, and referral to, prevocational and vocational training
- Individual, family, and group counseling
- Individual therapy and Cognitive Behavioral Therapy 2.0 curriculum
- Drug and alcohol counseling, individual counseling, and family counseling
- Physical education provided by Probation Department personnel
- Aftercare services as juveniles transition back into the community and reintegrate into their families
- Information and referral regarding the availability of community services
- Case management
- Transportation related to any of the services described in WIC §18221(b)

A portion of the facility is dedicated to detention beds for juveniles that have been arrested and detained by the Court until their disposition and/or are awaiting custodial or foster care placement. The Commitment Program is utilized for treatment of high-risk juvenile offenders who would previously have been committed to the Division of Juvenile Justice and medium risk juveniles in need of intensive services in custody.

In addition to housing juveniles, JDF has a modern kitchen that provides three (3) hot meals and a snack for the facility. There is an on-site laundry facility, allowing the staff to meet the needs of the JDF. The JDF is equipped with a medical clinic staffed with medical personnel to provide medical coverage 24 hours per day, seven (7) days per week, with additional space for medical professionals, mental health staff, psychiatrist, and dentist. Two (2) Probation Officers are assigned to both the Aftercare and the Residential portion of these programs.

Commitment Program Aftercare

The Aftercare Program consists of services to reintegrate juveniles who complete the residential component of the Commitment Program. Aftercare is designed to ease the transition into the community and reunification of the juveniles with their family. Aftercare is a collaboration with the Tulare County Office of Education and community partners to provide services to juveniles and their families. Intensive supervision is provided by the Probation Department Aftercare Officer. This transition from detention to release provides the opportunity to reassess needs, identify risks, build upon strengths, and establish links to community resources. This coupled with intensive supervision, immediate accountability, and the engagement of family, serves as the foundation for successful re-entry. One (1) Probation Officer is assigned to the Aftercare portion

of the program and one (1) Probation Officer is assigned to the Residential portion of the program.

OFFICE OF THE DISTRICT ATTORNEY

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

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

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

Victims of these crimes are helped by the Victim Witness Bureau, which serves over 9,000 victims annually in Tulare County.

TULARE COUNTY SHERIFF'S OFFICE

School Resource Officers

The Sheriff's Office provides School Resource Officers to select schools. Each of the following have been assigned one (1) full-time school-based Deputy Sheriff: Tulare Joint Unified High School District Accelerated Charter High School, Cutler-Orosi Unified School District, Porterville Unified School District, .5 FTE Oak Valley Union School District, .5 FTE Palo Verde Union Elementary School District.

Youth Development Unit

The Tulare County Sheriff's Office Police Activities League (TCSO PAL) is a 501(c)(3) non-profit organization. Its mission is to create safer communities by fostering positive relations between local law enforcement and the young residents residing in the unincorporated areas of Tulare County by providing juveniles ages 8 – 18 with mentorship opportunities, sports, and recreational activities, and Explorer-oriented training.

TULARE COUNTY HEALTH & HUMAN SERVICES AGENCY

Mental Health Services

Children's mental health clinics provide services that help juveniles with mental illness to manage their symptoms and avoid crises. The goal is to provide children and families compassionate,

culturally sensitive mental health services that nurture hope, strength, and healthy relationships at home, school, and in the community. To do so, Mental Health uses a “whatever it takes” approach to support the wellness and recovery process. Tulare County provides direct services at one children’s clinic located in Porterville and they contract with community-based children’s clinic providers to make mental health services available throughout the county to children and juveniles. Services are based on being eligible for Medi-Cal and meeting medical necessity criteria.

The community-based children’s clinics include the following:

- Aspiranet
 - Visalia
- Courage to Change
 - Exeter
- Kings View
 - South Tulare County Mobile Unit
 - South Tulare County One-Stop
- Porterville Youth Mental Health Services
 - Porterville
- Success in Recovery
 - North Visalia
- Success in Recovery II
 - South Visalia
- TCOE Behavioral Services
 - Visalia
- Tulare Youth Services Bureau
 - Tulare
- Turning Point-Central Tulare County One-Stop
 - Central Tulare County
- Turning Point-Dinuba Children’s Services
 - Dinuba
- Turning Point-North Tulare County One-Stop
 - North Tulare County

- Turning Point-Sequoia Youth Services
 - Farmersville
 - Woodlake
 - Exeter
 - Three Rivers
 - Lemon Cove
 - East Central Tulare County
- Turning Point-Visalia Youth Services
 - Visalia
- Turning Point-Visalia Youth Services South
 - South Visalia
- Uplift Family Services
 - Visalia

Alcohol and Drug Programs - Prevention Services

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

Children of Promise

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

Independent Living Program

The Independent Living Program (ILP) is a federal and State-funded program to prepare foster juveniles ages 16-21 years to emancipate from the foster care system. ILP provides training in life skills, anger management, domestic violence, child abuse, sexually transmitted diseases, and

several other courses to approximately 500 juveniles every year of which approximately 80 are emancipated.

Wraparound

Child Welfare Services (CWS) contracts with Aspiranet, a community-based organization, to provide Wraparound services to eligible CWS and Probation juveniles and families in Tulare County. Wraparound is an evidence-based program that is designed to serve families with multiple and complex needs that may threaten the families' stability, well-being, and ability to keep their child(ren) safely in the home. Wraparound is a family-centered, strength-based, and needs-driven process for creating individualized services and support for children and their families.

Commercially Sexually Exploited Children (CSEC)

The Preventing Sex Trafficking and Strengthening Families Act of 2014 contains federally mandated activities associated with identifying and protecting children and juveniles at risk of sex trafficking. Senate Bill 855 directs child welfare agencies to take a lead role in addressing the needs of juveniles identified as being involved in human trafficking. Locally, CWS has spearheaded the effort by implementing a local interagency protocol to describe how agencies will act to address the immediate and long-term needs of trafficked juveniles. Probation is a Steering Committee member and attends multidisciplinary team (MDT) meetings for Probation CSEC-identified juveniles or juveniles at risk of becoming CSEC. Probation Officers routinely utilize a CSEC screening tool to help identify children and juveniles who have been, or are being, commercially sexually exploited. In addition, CWS contracts with Family Services of Tulare County, a community-based organization, to provide a youth center to serve as a "safe haven" drop-in center for CSEC.

Continuum of Care Reform, Child, and Family Team Meetings

Probation partners with CWS to conduct Child's Needs & Service Placement Child and Family Team meetings on an initial and continuous basis as needed thereafter. This collaboration has allowed the development of a unified process that guides the practice of both CWS and the Probation Department in service delivery and decision making and builds on the placement matching process for juveniles by taking in key elements of existing initiatives and practices. Tulare County children, families, and resource families are guided through tumultuous events and transitions in their lives to prevent placement disruptions while in care. The collaborative process aims at a better understanding of events and behaviors that brought the children and families into services and helps identify the underlying needs that affect their safety, permanency, and well-being. Working in unison to identify strengths and concerns is essential for engagement with families, building connections, and providing access to effective services that support their overall well-being and help them achieve their full potential. Depending on the type of placement and needs of a juvenile in foster care, core services may include arranging access to specialized mental health treatment, providing transitional support from foster placement to permanent home placement, and supporting connections with siblings and extended family members.

COUNTY OFFICE OF EDUCATION

The Tulare County Office of Education (TCOE) exists to serve, support, encourage, develop, and consistently improve numerous programs and services to benefit over 100,000 students in 44 school districts across Tulare County.

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

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

COMMUNITY BASED ORGANIZATIONS

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

Big Brothers/Big Sisters of Tulare County

Big Brothers/Big Sisters provides a mentoring program that connects adult volunteers with at-risk juveniles ages 6-16 for three (3) hours each week for a one-year period. Services are provided in Tulare.

Family Resource Centers

There are seven (7) Family Resource Centers (FRC) in Tulare County that are operated by five (5) separate community-based organizations and school districts. These FRCs offer a variety of services that improve the life of families by providing support and empowerment through the centralized delivery of social, educational, health, advocacy, and other support services. Services provided at these sites include individual, family, and group counseling, parenting classes, in-home parent education, support groups, resource and referrals, family health and wellness, and assistance with basic needs. The following is a list of the FRCs and their locations:

- **Parenting Network** – Located in Dinuba, Porterville, and Visalia
- **Community Services Employment Training (CSET)** – Located in Tulare and Earlimart
- **Cutler-Orosi Joint Union School District, Family Education Center** – Located in Orosi
- **Lindsay Unified School District, Healthy Start Family Resource Center** – Located in Lindsay
- **Woodlake Unified School District, Family Resource Center** – Located in Woodlake

Family Services of Tulare County

- **Children’s Counseling Center**

Family Services of Tulare County is a community-based organization that offers free or low-cost mental health services for children or juveniles between the ages of 0-18 who have been abused or exposed to violence in their home or community. The Center is a safe place for children and teens to express their fears and concerns, gain confidence and self-esteem, strengthen their resiliency, and heal themselves from the challenges they may encounter. Child Therapists help children and teens maximize health, find hope, and begin healing through talk, play, and art. Other areas of specialty include coping with divorce or re-marriage in the family, loss of significant people or attachments, and relationship and communication issues with parents and siblings.

- **Parenting Resources and Support**

Family Services provides a spectrum of parenting education resources that keep children safe by equipping parents with healthy, well-balanced parenting skills. Parent educators teach free parenting classes for community members and travel to homes and correctional facilities to work with parents from all walks of life.

Family Services provides free “Nurturing Parenting” classes for interested community members at locations throughout Tulare County. Evidence-based curriculum is used and taught in English and Spanish. The Nurturing Parenting curriculum is also conducted at the Juvenile Detention Facility as programming for parenting juveniles.

- **Human Trafficking Services**

Family Services offers a continuum of services to adult and juvenile victims of both labor and sex trafficking, including comprehensive case management, crisis counseling, shelter, emergency financial assistance, criminal justice support, information and referral, ongoing mental health services, and legal advocacy. Family Services has continued and expanded its outreach and education efforts, partnering with Child Welfare Services and the Tulare County District Attorney's Office, to provide coordinated training to law enforcement, service providers, and other groups.

Community and Teen Centers

- **Boys & Girls Clubs of the Sequoias**

Boys and Girls Clubs of the Sequoias offers a youth development program that instills a sense of competence, usefulness, belonging, and influence through education and career development, the arts, character and leadership development, health, life skills, sports, fitness, recreation, and pregnancy prevention for juveniles ages 6-18. Services are provided in Exeter, Farmersville, Ivanhoe, Strathmore, Tulare, Visalia, and Woodlake

- **City of Visalia Parks and Recreation Department**

The city of Visalia has six drop-in youth centers that offer after school activities in the areas of tutoring, recreation, sports, arts and crafts, and science programs to juveniles ages 6-18. Services are provided in Visalia.

- **City of Dinuba Community Services**

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

- **Hodges Community Center**

Hodges Community Center has a drop-in youth center that offers mentoring, tutoring, and a variety of teen workshops for juveniles ages 6-18. Services are provided in Dinuba, London, and Traver.

- **Porterville Community Youth Center**

Porterville Community Youth Center is a drop-in youth center that offers tutoring, computer use, arts and crafts, game room, gymnasium, athletic field, snack bar and other recreational activities for juveniles ages 10-18. Services are provided in Porterville.

- **Proteus, Inc.**

Proteus operates two community youth centers; the Diane Hodges Community Center in London, and the Wittman Village Community Youth Center, located in Visalia. All

activities offered at the centers are aimed at providing a positive and safe alternative for youth. Services include, but are not limited to the following: tutoring, mentoring, computer and internet access, pregnancy prevention education, gang prevention and intervention education, sports and recreational activities, arts and crafts, special projects such as a community garden, boxing club, and bicycle repair program.

SECTION 4 – Identifying Needs and Prioritizing Focus Areas

Tulare County Demographics

The County of Tulare is located in the Central Valley and ranks as the seventh largest California county in land area, encompassing 4,824 square miles. The county is primarily widespread and rural, creating a challenge to get vital services to the communities most in need. Rural communities in California have long suffered poverty and socioeconomic isolation. Due to the rural nature of Tulare County, services are lacking for up to 70% of the population who reside outside of Visalia, the main city hub of Tulare County. According to U.S. Census Bureau Estimates, Tulare County had an estimated population of 473,117 in 2020, an increase of 6,922 or 1.48% from 2019. The 2020 estimated population of juveniles in Tulare County ages 0-17 was 140,954.

Tulare County is predominantly composed of a young, Hispanic, Spanish-speaking, and undereducated population, with a significant portion living in poverty (2017-2021 American Community Survey - 5 Year Estimates). Juveniles struggle with multiple risk factors that threaten their future such as poverty, lack of access to healthcare, lack of education in the family structure, cultural and linguistic isolation, substance abuse, and one of the highest teen pregnancy rates in the US with its intergenerational implications. In Tulare County, 24.1% of the children experience food insecurity (Feeding America, July 2020). The unemployment rate as of February 2022 in California averaged 4.3% compared to Tulare County's unemployment rate of 10.6% (EDD, 2023).

Statistically, children in Tulare County grow up in homes correlative to low educational achievement: 15.2% of adults ages 25 and older in Tulare County have a Bachelor's Degree or higher, compared to the US average of 37.9% (ACS Survey, 2021). The acclaimed "Portrait of California" report found Tulare County on a par with the very lowest regions of United States in education, health, and income, and gave us the name "The Forsaken 5%" (Portrait of California, American Human Development Project, 2011, p.4).

Tulare County is predominately Hispanic (66.7%) and White (26.4%) with a smaller Asian (4.1%), African American (2.3%), and Native American (2.8%) population, according to the U.S. Census Bureau- 2017-2021 American Community Survey 5-Year Estimates. It is of special interest to note that for the years 2014-18, Hispanic children represented 75.8 % of the child population compared to 18.0% White, 3.0% Asian American, 1.6% Black and 0.2% Native American/Alaska Native (kidsdata.org).

Despite Tulare County being a top producer of dairy products and agricultural revenues in both California and in the United States, a disproportionate number of our residents live in poverty. In Tulare County, the percentage of families and people in 2022 whose income in the past 12 months was below the poverty level was 18.6%, which is 7% more than the 12.3% rate for

California; the median income levels for Tulare County and California were \$52,534 and \$80,440 respectively (in 2021 inflation-adjusted dollars), with Tulare County families, on average, living on an income that is only 65.3% compared to the income of the average Californian during the same year (U.S. Census Bureau- 2017-2021 American Community Survey- 5 Year Estimates). Indeed, eight (8) small communities in Tulare County have among the top 50 highest unemployment rates reported for 996 communities/cities/towns in California. As of February 2023, Tulare County ranked number 55 out of 58 counties in unemployment.

Rural communities in California have long suffered poverty and socioeconomic isolation. Teen birth rates in the San Joaquin Valley continue to out-pace both State and national rates. The rate of birth in Tulare County to teenagers ages 15 to 19 was 29.2 births per 1,000, 2016-2018, according to the California Department of Public Health. During the same year, the California birth rate to teenagers ages 15 to 19 was 12.3 births per 1,000. Barriers due to isolation, poverty, culture, and language also cause problems when trying to relate to, and communicate with, isolated and often uninsured populations.

Juveniles residing in blighted low-income areas are generally considered to be at higher risk for involvement in delinquency. A total of 62% of the juveniles on the Tulare County Probation caseload are from the Cities of Visalia (23%), Tulare (16%), Porterville (13%), and Dinuba (10%).

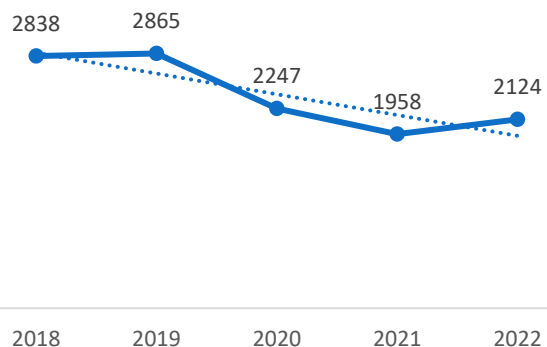
Thirty (30) years ago, there were few recognized gangs operating within Tulare County. Those that existed were disorganized, primarily social in nature, and caused relatively minor problems. Virtually unheard of were drive-by shootings, carrying concealed weapons on school campuses, and systematic intimidation of gang opponents. During the intervening years, gangs have emerged as a major concern and an ongoing threat to public safety. According to an NIJ Study, "Responding to Gangs: Evaluation and Research," street gangs continue to be a pervasive problem in America's cities. They contribute to high rates of violent crime, instill fear in citizens, and engage in a range of troublesome behavior, from vandalism and graffiti to drug dealing and property crime. There are now over 120 identified gangs in Tulare County.

Probation Juvenile Data

Active Juvenile Cases in 2022: Data shows that Tulare County Probation Department had 2124 juveniles with at least one active referral or filed petition during 2022.

The number of juveniles with at least one active referral or filed petition in Tulare County shows an average annual decline of 25.2% from 2018 to 2022. However, looking at the annual change from 2021 to 2022, there has been an 8.5% increase in the number of juveniles with an active referral or filed petition in Tulare County.

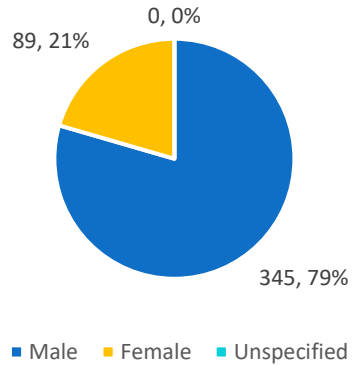
Number of Juveniles with an Active Case per Year from 2018 to 2022



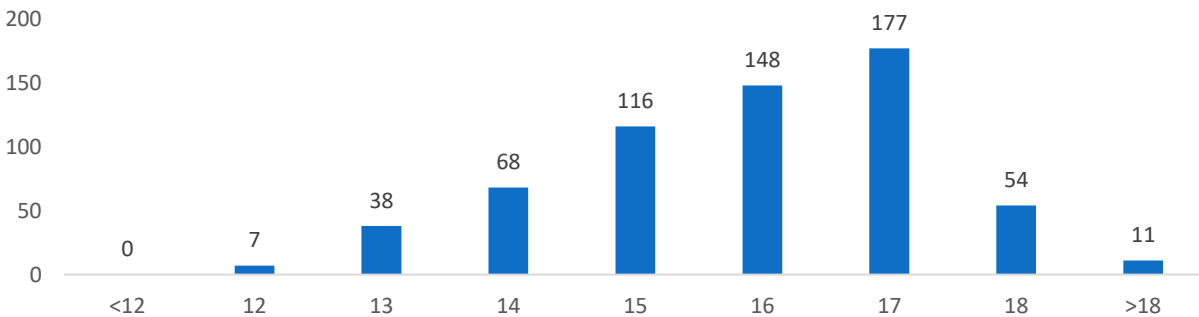
Juvenile Dispositions in 2022:

In 2022, 434 juveniles received at least one non-dismissal court disposition, including court-imposed informal probation (e.g., WIC §654.2) and formal probation. Of those that received at least one disposition during 2022, 345 (79.5%) are male, 89 (20.5%) are female, and 0 (0%) of unspecified gender. As for ethnicity, the majority of the juveniles that received at least one non-dismissal court disposition in 2022 are Hispanic, with a count of 342 or otherwise 78.8% of the population. The next largest is White with a count of 50 or otherwise 11.5% of the population. The rest of the ethnicities that compose the population makes up the remaining 9.7%. As for the age of the juveniles that received a court disposition in 2022, juveniles 17 years of age is most frequent with a count of 177 or otherwise 28.6% of the population. This is followed by juveniles 16 years of age with a count of 148 (23.9%) and juveniles 15 years of age with a count of 116 (18.74%). The rest of the age groups comprises 28.8% of the population.

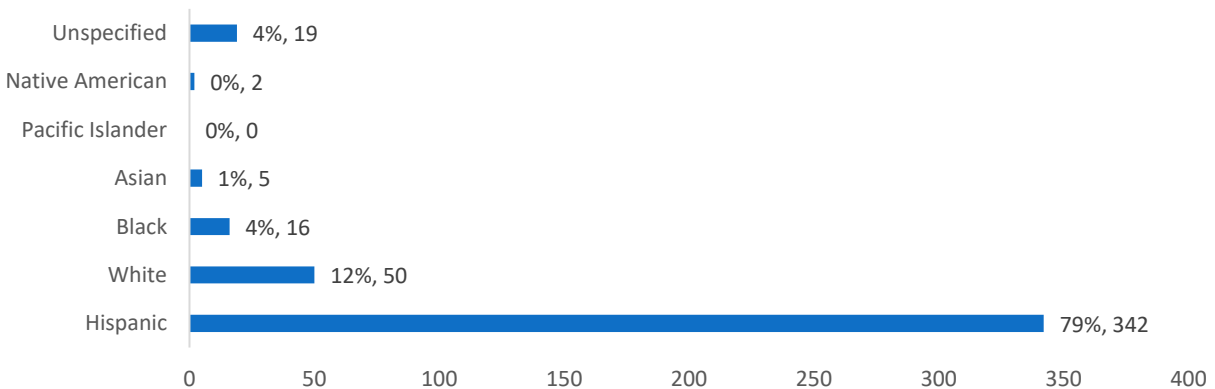
Gender of Juveniles that Received a Court Disposition in 2022



Age of Juveniles that Received Court Disposition in 2022



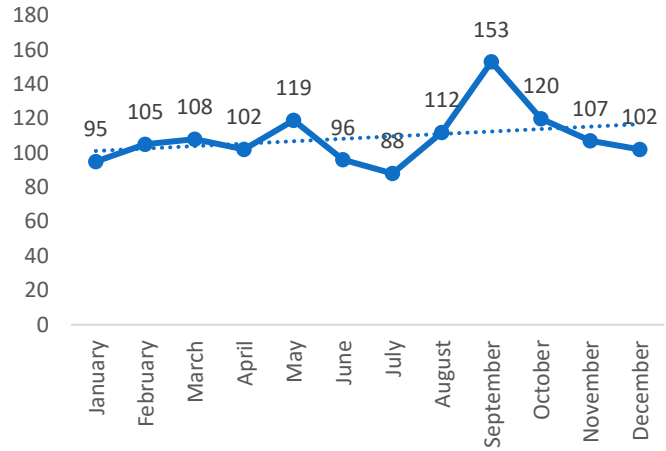
Ethnicity of Juveniles that Received a Court Disposition in 2022



Juvenile Detention Facility Population:

Juvenile Detention Facility (JDF) has a bed capacity of 210. In 2022, JDF had a monthly average of 109 juveniles housed and an average of 52 juveniles housed per day per month. There was an observed average increase of 2.1% per month, with the largest percent decrease of 21.6% in October and largest percent increase of 36.6% in September. September is observed to have the highest number of juveniles housed in a month with a count of 153 juveniles and lowest in the month of July with a count of 88 juveniles.

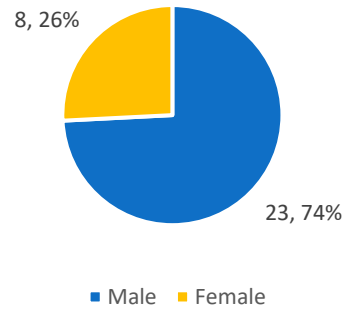
Number of Juveniles Housed in JDF per Month in 2022



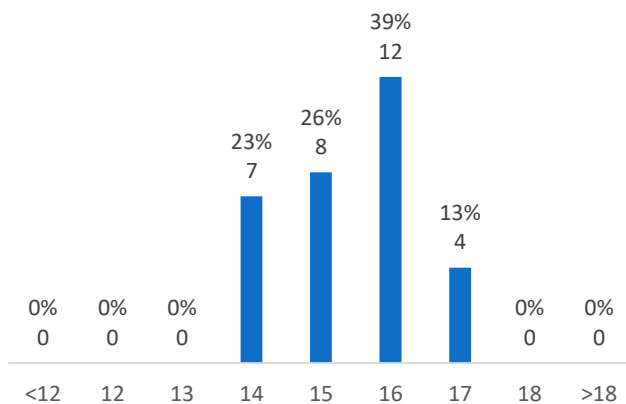
Juvenile Recidivism Rates:

Juveniles that have received at least one court disposition that resulted to formal probation were checked for subsequent sustained charges and resultant court dispositions to establish recidivism rates. Of the 165 that received at least one court disposition that resulted to formal probation in 2021, 31 received subsequent sustained charges and resulted to a subsequent court disposition within the first year of receiving their initial formal probation, yielding a 1-year recidivism rate of 18.8%. Of those that recidivated within the first year, 23 (74.2%) were male and 8 (25.8%) were female. Also, for those that recidivated within the first year, 28 (90.3%) were Hispanic, 3 (9.7%) were White, and 0 (0%) were Black. As for the ages of those that recidivated within the first year from being placed on formal probation in 2021, 4 (12.9%) were juveniles 17 years of age at the time of their initial disposition, 12 (38.7%) were 16 years of age, 8 (25.8%) were 15, 7 (22.6%) were 14, 0 (0%) were 13 years of age.

Gender of those that Recidivated Within One Year of Receiving a Court Disposition for Formal Probation in 2022



Age of those that recidivated Within One Year of Receiving Court Disposition for Formal Probation in 2021



Juvenile Caseload by Zip Code:

As previously mentioned, 62% of the juveniles on the probation caseload in Tulare County live in Visalia (23%), Tulare (16%), Porterville (13%), and Dinuba (10%). The following table shows a breakdown of the zip codes where the majority of the 1,474 juvenile probationers live.

Zip Code	City	Number	Percentage
Unspecified/Outside of Tulare County	N/A	154	7%
93257	Porterville	268	13%
93274	Tulare	336	16%
93291	N. Visalia	232	11%
93618	Dinuba	222	10%
93277	S. Visalia	149	7%
93292	NE Visalia	113	5%

SECTION 5 - Local Juvenile Justice Collaboration, Objectives, and Action Strategy

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

Objective 1:

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

Objective 2:

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

Objective 3:

Provide effective services and programs for juveniles that reduce the rate of recidivism as measured by repeat offenses and/or program failure.

Objective 4:

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

Objective 5:

Develop positive relationships between students and law enforcement by frequent engagement.

Action Strategy

To achieve these objectives, Tulare County is focusing its combined efforts on the following to prevent, control, and reduce juvenile law violations:

1. Systematically utilize juvenile-focused, evidence-based assessment tools to provide information on the risk of recidivism, priority needs, and specific supervision strategies

based on juvenile characteristics. Probation utilizes the following evidence-based assessment tools for juveniles:

- Juvenile Assessment and Intervention System (JAIS)
 - Massachusetts Youth Screening Instrument – 2 (MAYSI 2)
 - Juvenile Sexual Offense Recidivism Risk Assessment Tool – II (JSORRAT-II)
2. Identification and implementation of evidence-based programs. The following evidence-based programs are currently implemented:
 - Matrix Model for Teens and Young Adults
 - Multidimensional Family Therapy
 - Trauma-Focused Cognitive Behavioral Therapy
 3. Relationships and participation with collaborative partners
 4. Providing for graduated sanctions and consequences that are appropriate, effective, and proportionate to the offense, as well as swift and consistent application of sanctions or consequences.
 5. Supporting a structured Aftercare Program for juvenile offenders who are returning to their communities after a period of incarceration through counseling and supervision.

SECTION 6 – Information Sharing and Data

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

Currently, the Tulare County Probation Department uses Caseload Explorer (CE) as its case management system. This system has allowed real-time data to be shared across the department in conjunction with its ability to produce statistical reports. In 2019, the Probation Department, in partnership with the Tulare County Information Communications & Technology Department, developed and launched the Probation Juvenile and Adult Universe in SAP Crystal Reports for Enterprise to build improved reports. This application allows Probation to develop reports that provide comparative data to measure the success of juvenile justice programs and strategies. This data is shared with our justice partners for the improvement of existing programs and strategies.

SECTION 7 – Programs to Be Funded By JJCPA

1. Family Preservation Unit

Evidence Upon Which It Is Based:

The Family Preservation Unit is based on a model that has been successfully implemented and extensively evaluated in San Francisco County. Research shows that community-based services are often more effective than traditional residential placement facilities in achieving better outcomes for troubled juveniles, most notably in reducing the likelihood of repeat offenses. Family Preservation assesses the therapeutic needs of clients and refers them to appropriate programs in the community that will best fit each juvenile.

Description:

The Family Preservation program is designed to strengthen and unify the families of juveniles who have had contact with the Juvenile Justice System and have high mental health needs. The program serves juveniles on probation with complex needs through intensive case management services, family engagement, and community collaboration. This community-based program applies a model where the family unit is observed, evaluated, and treated together, with the goal of keeping the family intact. The primary focus of this program is to identify the needs of both the juvenile and the family and to provide wraparound support and intervention services in the home environment. This program utilizes strength-based, family-centered, intensive, and individualized case planning and management model strategies. Family Preservation also employs a team-based approach, involving people who are instrumental in the formative years including, but not limited to, family members, social support networks, faith-based entities, parenting classes, tattoo removal, service providers, and other community-based representatives in the planning and implementation process. Positive outcomes include the development of problem-solving skills, coping skills, and self-efficacy of the juvenile and the family. Finally, there is an emphasis on integrating the juvenile into the community and building/maintaining the family's social support network. The program consists of two (2) full-time Deputy Probation Officers with a caseload ratio of 1:15.

This program continues to provide participating juveniles with support in reference to meeting their clothing, nutrition, travel needs by way of vouchers, and even tattoo removal services to foster successful rehabilitation. There are instances when other community systems have been exhausted, but a juvenile may still need clothing for school, access to food when away from home, or the ability to travel to court-required appointments. Additionally, funding would be used to share the cost of juveniles involved in prosocial activities. Providing for a juvenile's basic needs and allowing them to participate in activities that are typically cost-prohibitive can be tied to positive outcomes.

2. Commitment Program Aftercare

Evidence Upon Which It Is Based:

The Commitment Program Aftercare is designed to reduce recidivism and increase re-entry services for juveniles, age 12 to 18, who have committed offenses and are placed in our residential portion of the program. This is a system that has long been recognized and studied by the National Institute of Justice.

Description:

The Aftercare Program was created to identify and assist high-risk juvenile offenders make a gradual transition from secure confinement into their community. The overall aim of the program is to prepare juveniles for progressively increased responsibility in the community. It incorporates family-focused, strength-based principles found in evidence-based practices such as Functional Family Therapy. Juveniles in the Commitment Program Aftercare are assessed and reassessed using the evidence-based Juvenile Assessment and Intervention System (JAIS). This assessment considers the offense typologies and leads into the development of a case plan that includes targeted services and interventions to assist the juveniles to successfully transition into their community and home environment.

Participating juveniles may be provided vouchers to support meeting their clothing, nutrition, and travel needs. There are instances when community systems have been exhausted, but a juvenile may still need clothing for school, access to food when away from home, or the ability to travel to court-required appointments. Funding may be used to share the cost of juveniles involved in pro-social activities. Providing for a juvenile's basic needs and allowing them to participate in activities that are typically cost prohibitive can be tied to positive outcomes.

Two (2) assigned Probation Officers provide intensive supervision and support to the juvenile and family, including, but not limited to, bi-weekly face to face contacts, coordinating counseling/treatment, parenting classes, and tattoo removal prior to release from the residential phase of the program. Contacts and visit frequency with the juvenile will increase or decrease based on the risk level scored on the reassessment, compliance with programming, and abstaining from reoffending.

3. Out-of-custody Adolescent Substance Use Disorder Treatment Program

Evidence Upon Which It Is Based:

The Adolescent Substance Use Disorder Treatment Program utilizes the evidence-based Matrix Model for Teens and Young Adults for matching severity and level of function with type and intensity of service, the Addictions Severity Index (ASI), and the Diagnostic and Statistical Manual of Mental Disorders-5 to assess client symptomology, level of treatment dosage, and diagnosis.

Evidence-based individual and family therapy includes Trauma-Focused Cognitive Behavioral Therapy and Multidimensional Family Therapy.

Description:

The Department contracts with Champions Alternative Recovery Programs, Inc. to provide Adolescent Substance Use Disorder Treatment Services to juvenile offenders who are struggling with substance use. The goals of this program are to provide substance use treatment to juvenile probationers referred by Tulare County Probation, decrease substance use related recidivism, reduce symptomology related to substance use and/ or mental health, and provide family sessions for parents/care givers to address systemic trauma, reunification, communication, boundaries, and prosocial change.

Screening and assessment for substance use symptomology are essential components of the American Society of Addiction Medicine (ASAM) system adopted by Champions. The ASAM criteria is a comprehensive set of guidelines for assessment, service planning, placement, continued stay, and transfer/discharge of patients with addiction and co-occurring conditions. The ASAM criteria is used as a guide to 1) assist clients from assessment through treatment, 2) work with the client to determine goals, 3) help rank and rate the client's risks using the criteria's multidimensional approach to determine where to focus treatment and services, and 4) determine intensity and frequency of service needed using the criteria's detailed guides to levels of care.

Specifics of the program include:

1. Individualized Treatment Plan: Addresses the treatment needs of the juvenile. Treatment plans are based on assessments, as well as collateral information and documentation.
2. Intensive Case Management: Includes a Case Plan, which aligns with the Individualized Treatment Plan to ensure that the juvenile receive guidance and monitoring of action steps towards goals.
3. Community supervision by the Probation Department: Champions and Probation collaborate to ensure that the risk assessment results are incorporated into the Case Plan for the juvenile treatment needs.
4. Mental Health Services (includes individual therapeutic interventions as needed):
 - a. Addresses developmental needs of juveniles.
 - b. Addresses psychological maturity.
 - c. Includes Multidimensional Family Therapy (MFT) as applicable.
5. Substance Abuse Services (includes group alcohol/drug treatment):
 - a. Incorporates the Matrix Model for Teens and Young Adults which is a proven, evidence-based, and flexible intensive outpatient program for alcohol and drug treatment that works for people between the ages of 13 to 25. It uses cognitive-behavioral therapy (CBT) and motivational interviewing (MI) to teach patients to analyze events and change thoughts, behaviors, and lifestyle related to alcohol

and other drug use. This model includes group and individual sessions and urine analysis.

6. Educational Services (includes a cooperative agreement with the County Department of Education to ensure that juveniles have their educational service needs met):
 - a. Development of a transition strategy/plan for reentry into school
 - b. Participation in SARB/IEP/504 plans (for those students with such needs)
 - c. Participation in disciplinary meetings

4. Juvenile RESET Program

Evidence Upon Which It Is Based:

The Probation Department first began the partnership with the Workforce Investment Board (WIB) to provide the Readiness for Employment through the Readiness for Employment through Sustainable Education and Training (RESET) Program in 2016 to assist its' adult probationers. The RESET program worked with adult probationers to receive the necessary skills to obtain entry-level jobs. The program was successful for adults in that 40% of the adults that completed the program in calendar year 2016 received employment, and 43% received employment in 2017. Additionally, a recidivism study was conducted on adult probationers that participated in the RESET program. This study concluded that those who entered the RESET program during calendar years of 2016 and 2017 had a one (1) year recidivism rates of 12% and 11% respectively.

The RESET program was subsequently rolled out to the juvenile population in the fourth quarter of 2018. In FY2022-23, Probation referred 33 juveniles to this program. Of the 33 juveniles referred, 16 were referred to Community Services Employment Training, Inc. (CSET) and five (5) were referred to Services for Education and Employment (SEE) of Tulare County Office of Education (TCOE). Out of those that were referred, nine (9) enrolled at CSET and two (2) enrolled at SEE, eight (8) of which successfully completed work experience resulting in three (3) ultimately receiving employment from CSET and one (1) being hired by SEE.

Description:

The juvenile RESET program is a job-readiness, work-entry, and vocational program that the Tulare County Probation Department and the Workforce Investment Board jointly provides to ultimately curb recidivism amongst juveniles involved with criminal justice. The juvenile RESET program offers resources and opportunities to increase employability and job retention. Their services range from providing support to assistance in obtaining high school equivalency diplomas, along with necessary career counseling, exploration, and planning to providing congenial transition into employment and/or achieving further education. Moreover, the juvenile RESET program, with dedicated staff from the Probation Department, the Workforce Investment Board (WIB) and their subcontractors, provides work-based learning opportunities, occupational skills training, counseling on career paths, possible post-secondary education, and assistance with pertinent financial aid applications.

In determining which services are best suitable for the participants, an assessment of the juvenile's interest and aptitude is conducted. The assessment is completed while working with Probation. When the juvenile is referred out, it is based on where the juvenile lives. Porterville area juveniles go to the SEE program. Juveniles from other areas are referred to CSET. The other providers use the assessment to create an individualized career path to assist juveniles in setting and knowing how to achieve their overall goals.

These partners include transitional work organizations, placement agencies, job training centers, life coaches, and other resources within the community. The juvenile may receive assistance with purchasing clothing for job interviews or for employment, and other items needed to be successful in school or work.

The curriculum used in the RESET program is designed as the first step toward helping to prepare those seeking entry-level jobs in the workplace by developing the skills and knowledge that are essential for success. The core soft skills curriculum, along with ancillary components that include assessment and screening, industry-customized training, case management, career coaching, and ongoing retention and advancement support, enables entry-level workers to not only demonstrate their readiness to successfully enter the workplace, but also retain and advance in their positions.

Two (2) full time Probation Officers are assigned to this unit allowing for the Northern and Southern part of the County's juvenile population to receive services within this program.

5. Therapeutic Behavioral Services (TBS)

Evidence Upon Which It Is Based:

Therapeutic Behavioral Services (TBS) is an intensive, individualized, one-to-one behavioral mental health service available to children/juveniles with serious emotional challenges and their families. Traditionally, TBS is a service provided to juveniles who have full-scope Medi-Cal and meet criteria and is used in conjunction with another mental health service. It can make the difference in averting the need for a juvenile to have a higher level of care or assisting a child make a successful transition to a lower level of care.

TBS is based on Functional Behavioral Analysis and is founded on the assumptions that challenging behaviors do not occur in a vacuum and that there is a reason for their occurrence. Behaviors occur in response to an identifiable event and are weakened or strengthened by consequences. Actions are a form of communication; "misbehavior" might be adaptive given the circumstances.

Description:

The Tulare County Probation Department will contract with a local, community-based agency to provide TBS to juveniles who have displayed challenging behaviors that put them at risk of re-offense. TBS will be provided as a preventative measure before problematic behaviors escalate to requiring intensive mental health treatment. TBS can also be used to assist a juvenile during

the transition phase from a juvenile detention center to a placement or the family home. Behaviors that may result in a referral for TBS services include one or more of the following:

- Poor impulse control
- Poor or impaired judgment
- Oppositional behaviors toward caregiver directions
- Aggression toward peers or adults
- Fighting with peers and teachers
- Extreme and unremitting anxiety or isolation
- Unsafe or self-injurious behavior

The Therapeutic Behavioral Services (TBS) service delivery model provides short-term and intensive behavioral interventions to children and their caregivers in a strategic manner to increase symptom management and develop replacement behaviors for the maladaptive ones. TBS is designed to help children/juveniles and their parents/caregivers (when available) manage these behaviors utilizing short-term, measurable goals based on the child and family's needs. Caretakers learn new ways of reducing and managing challenging behaviors as well as strategies and skills to increase the kinds of behavior that will allow children/juveniles to be successful in their current environment. TBS can be provided anywhere in the community, be it at home, school, other places such as after-school programs, and organized recreation programs.

6. Adolescent Sexual Responsibility Program Out-of-custody Treatment Services

Evidence Upon Which It Is Based:

Tulare Youth Services Bureau (TYSB) therapists are specifically trained in the best practices of Trauma Focused - Cognitive Behavioral Therapy (TF-CBT), Eye-Movement Desensitization and Reprocessing (EMDR), and Dialectical Behavioral Therapy (DBT). TYSB's Healthy Boundaries program provides individual, family, and group therapies for child victims, their non-offending caregivers, and other family members struggling with the impact the abuse has had on the victim and family. TYSB has the only Adolescent Sexual Responsibility Program (ASRP) in the County to provide treatment for minors who have engaged in inappropriate sexual behaviors.

Description:

The Department utilizes TYSB to provide out-of-custody Adolescent Sexual Responsibility Program Treatment for juveniles who have committed a sexual offense, are wards of the Court, or are subject to a grant of Deferred Entry of Judgment from the Tulare County Juvenile Court, and who are indigent, or otherwise not covered by private insurance or eligible for Medi-Cal. Services include, but are not limited to, risk assessment, individual, family, and group counseling; and rehabilitative services.

The juvenile is encouraged to explore and resolve issues underlying their abusive/inappropriate behavior. Participants learn about sexual abuse dynamics, effects on victims, thinking errors, possible offense cycles, and how to identify and avoid high risk factors and warning signs. Individuals are expected to accept and verbalize full responsibility for their offense, and to work toward restitution to the victim whenever possible. A realistic Offense Prevention Plan is developed and implemented. Healthy Boundaries Group sessions for parents/families can be provided as well.

The program provides a minimum of 1-2 hours per week per individual in the program with the option of increasing weekly contact hours as indicated and according to the needs of each individual.

7. Youth Credit Recovery Program

Evidence Upon Which It Is Based:

The Tulare County Youth Credit Recovery Program, offered by Community Services Employment Training, Inc. (CSET), is an intervention services and support program that is intended to assist youth ages 14-17 who are school credit deficient and at-risk of not graduating from high school. CSET will work in partnership with the Probation Department to help youth in Tulare County who fall in this category overcome any barriers to completing their high school education. Evidence has shown that the higher the educational attainment, the higher the likelihood of gainful employment opportunities, self-sufficiency, and a feeling of accomplishment.

Description:

The Tulare County Youth Credit Recovery Program will be provided at a designated high school(s) to 30 underserved juveniles in Tulare County to assist them with overcoming various barriers that can hinder completing their education. Low-income students often lack helpful resources like tutoring and educational materials because the costs of these resources render them unaffordable to many. The Tulare County Youth Credit Recovery Program will help to ensure that crucial educational resources are made available to those who need it the most as tutoring and a suite of wraparound services will be provided by CSET in this program. Examples of wraparound services include assistance in navigating the justice system, access to parenting resources, fighting food insecurity, and meaningful work experience opportunities.

CSET expects that many juveniles who participate in the Tulare County Youth Credit Recovery Program will be eligible for paid work experiences, which can facilitate a smooth transition from the classroom to the community as these work experiences provide good wages and a chance to explore career pathways of interest. CSET will assess the skill levels and career goals of each juvenile who participates in this program and, through networks of trusted community partners, will place them in unique job settings to gain new and in-demand skills. In addition, CSET will help juveniles prepare for the workforce by providing needed resources such as job appropriate clothing and shoes, uniforms, safety training, tools, and transportation to and from the worksite.

Objectives and Outcomes

The primary objective of the Tulare County Youth Credit Recovery Program is assisting juveniles to complete their high school education. CSET anticipates that juveniles who participate in this program will have higher attendance rates, experience credit recovery and high school completion, and benefit from real-life work experience.

The Tulare County Youth Credit Recovery Program is a pilot program. CSET staff will work closely with juvenile participants of this program after it has been implemented to ensure that holistic services are being provided and to address any personal barriers juveniles have. CSET staff will convene with school administrative staff after an initial two-month planning period to identify juveniles who might need coaching and mentorship. In addition, juvenile participants in this program will receive intensive case management for one (1) year, with three months of follow-up to track their progress as they focus on completing high school. CSET has a goal of 80% juvenile participant completion of the program with a minimum of 50% of students opting to enroll in an afterschool activity or work experience opportunity.

8. CareerLaunch

Evidence Upon Which It Is Based:

CareerLaunch is a job-readiness and career preparation program at the Boys & Girls Clubs of the Sequoias for juveniles aged 13-18 years old. This program provides interactive activities, including the opportunity to explore a broad range of careers, that help juveniles discover their interests and match them to particular career clusters. The skills and education needed for specific careers are then identified so that juveniles can accordingly plan for their chosen career path. Evidence has shown that opportunities for gainful employment, particularly for juveniles who have had negative interactions with law enforcement, can help reduce the tendency to reoffend as the lack of employment options is one of the criminogenic factors that is known to be linked to criminal behavior. Another criminogenic factor that can contribute to criminal behavior is low education status and one of the ways the CareerLaunch program at Boys & Girls Clubs helps juveniles prepare for a career of their choice is by means of educational attainment.

Description:

Boys & Girls Clubs of the Sequoias will introduce juveniles who are on probation, were court-referred, and/or are deemed at-risk juveniles to the CareerLaunch program. The website for CareerLaunch allows juveniles to take an interest survey, explore careers, identify training or college requirements, seek out financial aid and play skills-building games. There is also an easy-to-use Career Exploration Quick Reference Guide with a broad range of career planning job skills activities that Club staff or volunteers can use with juvenile participants.

The CareerLaunch program consists of fifty hours of work experience that is guided by an assigned mentor, CareerLaunch curriculum, field trips to work sites, and participation in an elective Boys & Girls Clubs program. Sessions in the CareerLaunch program include activities that encourage career exploration, promote skills development, and foster a work-based learning experience. In addition, juveniles will be provided with information that will show them how to

search and apply for a job or internship and/or plan for postsecondary education with career success being an ultimate goal. Boys & Girls Clubs will provide bus passes to the facility that provides the CareerLaunch program to juveniles who need transportation so that they can fulfill their program requirements and continue being involved.

The Probation Department has a contract with the Boys & Girls Clubs of the Sequoias to provide out-of-custody career development and educational services to juveniles who are on probation and/or at-risk of reoffending.

9. Big Brothers Big Sisters of Central California

Evidence Upon Which It Is Based:

Big Brothers Big Sisters is the country's largest evidence-based mentoring organization. Research shows that this program has a positive impact on young people. One-on-one attention from a caring adult role model is a key part of developing self-confidence, and research shows that Bigs help Littles feel more confident in several areas. Evidence shows that being matched through Big Brothers Big Sisters can make a big difference in how a child performs in school and how he or she feels about school in general. Many children get swept up into what their peers are doing, but research shows that having another caring adult on their side helps Littles make good decisions and avoid risky behaviors.

Description:

Big Brothers Big Sisters of Central California (BBBSCC) has been matching children with mentors for over 54 years. As partners, BBBSCC provides three (3) trained staff who are screened, CPR certified, TB Cleared, Fundamental of Youth Protection certified, and hired by BBBSCC.

BBBSCC provides the following services under the terms and conditions of a three year (3) Professional Services Agreement:

- Recruit volunteers within Tulare County
- Identify and enroll youth within Tulare County
- Match Bigs and Littles based on compatibility.
- Provide monthly match support and guidance to all match parties
- Create individual Youth Outcome Development Plans (YODP) with goals and strategies for achievement and updates as needed.
- Volunteer and youth recruitment through community outreach events and develop rapport with local community partners.
- Provide year end reports to the Probation Department on the number of volunteers recruited, number of children served, and the ethnicity, location (city), and age of the children served.

SECTION 8 – Programs to Be Funded by YOBG

Strategy for Non 707b Offenders

A multitude of evidence-based practices are utilized for the purpose of guiding at-risk juveniles away from criminal involvement through means of prevention and intervention strategies, individualized risk assessment tools and correlating plans, and intensive supervision with services including mental health services, drug abuse services, anger management counseling, school involvement, and a variety of other services.

Regional Agreements Supported with YOBG Funds

Alternative to California Division of Juvenile Justice:

Tulare County uses YOBG funds to support the Long-Term Program. The Long-Term program is designed for high-risk offenders, including those juveniles with sustained 707(b) W&I offenses. The Long-Term program provides an alternative to the California Division of Juvenile Justice, keeping juveniles near their families.

YOBG funds pay for the following staff:

- Three (3) Institution Supervisors
 - Two (2) of the Institution Supervisors are assigned to provide shift supervision to the Program juveniles)
 - One (1) Institution Supervisor is assigned to supervise security training and high-risk transport services for the juveniles pending transfer hearing and those who have been transferred to Adult Court
- Nineteen (19) Probation Correctional Officers to:
 - Provide programming to address individual criminogenic need.
 - Staff also respond to critical incidents such as riots and cell extractions.
 - High-risk transport services for the juveniles pending transfer hearing and those who have been transferred to Adult Court
- One (1) Supervising Probation Officer and two (2) Deputy Probation Officer IIs provide programs and services to juveniles, which include:
 - Review of court documents and reports
 - Review of Assessments and Case Plans
 - Development of individualized case plans to aid in the juvenile's successful community re-entry.
 - Coordination of educational service
 - Coordination of job training and placement services

- Coordination of mental health/substance abuse treatment and public social services programs
- Establishing terms and condition of probation upon release
- Participation and facilitation of gender specific programming
- Officers use the Juvenile Assessment and Intervention System (JAIS) assessment to create individualized case plans and record milestones.
- One (1) Probation Programs Specialist Supervisor
 - Assist with the supervision and training of Probation Programs Specialists
 - Monitor program compliance.
 - Maintain data and prepare reports that demonstrate program effectiveness.
 - Serve as a liaison between service providers and Probation staff.
- Two (2) Probation Programs Specialists
 - Collect and evaluate program information and make recommendations for program improvements and effectiveness.
 - Assist juveniles with program services and providing information to juveniles and their families.
 - Observe, evaluate, and report the conduct, needs, and progress of juvenile.
 - Develop educational and vocational materials.
 - Supervise and instruct an assigned group of juveniles in a variety of recreational activities.
 - Report any behavioral or emotional issues observed to supervising staff.
 - Assist with the preparation of the juvenile's release plan, which includes making recommendations and referrals to various vocational, educational, employment, and counseling services available in the community.
- One (1) Vocational Education Instructor
 - Assist juveniles under the care of the Tulare County Probation Department with obtaining training, education, and skills set in various vocational trades.
 - Provide supervision and instruction to juveniles 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.

- Organize and conduct training sessions and workshops on basic vocational trade practices and safety in the workplace.
- Complete and provide quarterly reports that highlight the juvenile’s significant achievements.
- Develop training/workshop curricula and hands-on lesson plans.
- Maintain records of assignments completed, grades obtained, and performance records on all participating juveniles.

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

1. Juvenile Detention Facility—Commitment Program

Nature of Coordination with JJCPA:

The goals of this commitment program are to provide a secure environment for interventions with medium or high-risk offenders; provide an alternative to Department of Juvenile Justice (DJJ) commitment; provide programming that addresses delinquent behavior and provide life skills training; and enhance re-entry for these wards.

Description:

Based on the nature of their offense and what suitability criteria has been met, juveniles are held in the Juvenile Detention Facility (JDF) for short, medium, or long terms for anywhere from 90 days to two (2) years. Successful completion of case plan goals and programming can lead to a shortened term. The commitment periods for each of these three (3) terms are as follows:

1. 90 to 180 days for short terms targeting substance abuse.
2. 180 days to one (1) year for medium terms targeting extensive substance abuse and gang members.
3. 18 months to two (2) years targeting 707(b) W&I Offenders.

Probation Correctional Officers (PCO) provide security for the wards who participate in tailored, sequential programs that address individual criminogenic needs. The facility staff respond to facility critical incidents such as physical altercations.

The Transport Unit provides high security transport of wards pending charges as adults to and from the adult courts. Transport also takes juveniles to appointments outside of the facility and is responsible for ensuring juveniles appear before the court on their scheduled court appearance. Pre and post release services and program coordination are provided to wards by Probation Officers. Services include mental health/substance abuse counseling, education, healthcare, job training, individual and family therapy, and supervision.

2. Individualized Transitional Planning—Commitment Program

Nature of Coordination with JJCPA:

Services for juveniles committed to the Long-Term Program are for the purpose of identifying and addressing individual criminogenic needs, responding to those needs, and decreasing recidivism. Intensive supervision affords the opportunity for more involved interaction with juveniles while providing enhanced services to these wards. Based on the juvenile's assessment need, services could include mental health services, substance abuse treatment, family counseling, parent involvement, and parenting classes. Reintegration is also reinforced to increase long-term success in the community upon release and deter further integration into the system such as the Department of Juvenile Justice.

Many services provided to program juveniles housed at the Juvenile Detention Facility (JDF) are evidence-based, including assessments, development of case plans, educational services, mental health/substance abuse treatment, social services' programs, etc.

Description:

Services to juveniles at JDF include review of court documents and reports; review of Juvenile Assessment and Intervention System (JAIS), Massachusetts Youth Screening Instrument (MAYSI), Career Scope, and Change Talk assessment inventory information; development of individualized case plans to aid in the ward's successful community re-entry; tattoo removal; parenting classes; coordination of educational services; coordination of job training and placement services; coordination of mental health/substance abuse treatment and public social services' programs; establishing terms and conditions of probation upon release; providing field supervision upon release; assistance with obtaining birth certificates, California I.D. cards, educational records and various other records; conducting full JAIS assessments at six months to respond to ongoing or changing ward risks/needs.

3. Juvenile Competency Restoration Services

Nature of Coordination with JJCPA:

The Tulare County Probation Department contracts with Alliant International University to provide one (1) evidence-based program, Juvenile Competency Restoration Services.

Juvenile Competency Restoration Services is an evidenced-based, psycho-educational approach utilized nation-wide. The goal is to support the juveniles to adequately assist an attorney in their defense via education regarding Court proceedings and the juvenile justice processes.

Description:

Juvenile Competency Restoration Services employs an evidenced-based, psycho-educational approach that involves a multi-phased program that assists in determining appropriate placement and treatment services; provides the results of said testing and evaluation in a Court-approved format; and may include expert testimony in Court as requested. The Juvenile Competency Restoration program is designed to help restore accused juvenile offenders to competency to stand trial. The initial assessment evaluates the juvenile's competency and identifies potential personality-based or cognitive/intellectual factors that might influence competency restoration. Psycho-educational sessions are designed to support alleged juvenile

offenders to gain a factual and rational understanding of the Juvenile Court proceedings against them.

Alliant international University provides the following services:

1. Juvenile Competency Restoration Services, multi-phase approach:
 - a. Initial assessment: Evaluates competency, as well as identifies potential personality-based or cognitive/intellectual factors that might influence competency restoration.
 - b. Psycho-educational sessions: Supports alleged juvenile offenders to gain a factual, as well as a rational, understanding of the Juvenile Court proceedings against them.
 - c. Supplemental individual sessions: Supports juveniles with personality and/or cognitive challenges that compromise competency restoration.
 - d. Post-Intervention evaluation: Renders a decision on competency.

Quarterly Progress reports for participating juveniles are provided to the Tulare County Probation Department from the Alliant mental health clinicians.

4. Juvenile Vocational Training Program

Nature of Coordination with JJCPA:

The Tulare County Probation Department has partnered with the Tulare County Office of Education to provide commitment youth with vocational training and skills which will help them obtain employment in a competitive job market.

Description:

The Probation Department has constructed a state-of-the-art vocational school to implement Paxton Patterson Building Skills for the construction industry. The curriculum of the Paxton Patterson Building Skills allows students to utilize industry standard tools and equipment as they explore careers in the construction industry like but not limited to carpentry, HVAC, plumbing, electrical, and welding.

5. Adolescent Sexual Responsibility Program In-custody Treatment Services

Nature of Coordination with JJCPA:

The Adolescent Sexual Responsibility In-custody Treatment Program provides specialty mental health services to in-custody juvenile offenders who have committed a sexual offense, are wards of the court, and have been sentenced to a residential program in the Tulare County Juvenile Detention Facility. This program is designed to address any sexually deviant behaviors and/or tendencies juveniles have engaged in that have resulted in contact with the juvenile justice system.

Description:

The Probation Department has a contract with Tulare Youth Services Bureau to provide in-custody mental health services to juveniles who suffer from sexual mental health disorders. The Adolescent Sexual Responsibility In-custody Treatment Program is tailored to the needs of each individual program participant and provides a minimum of 1-2 hours of treatment per week.

The curriculum in ASRP is comprised of the following components:

- Ongoing comprehensive risk assessments to ascertain propensity to reoffend and to determine the most appropriate and tailored treatment plan for each juvenile based on their assessment results.
- Weekly therapy in this program is designed to teach juveniles how to explore and resolve underlying issues that can result in abusive/inappropriate behavior and how unhealthy patterns of thinking can lead to offense cycles and have a detrimental influence on victims; juveniles are shown how to identify warning signs and are given tools to help avoid high-risk situations and are expected to take responsibility for their actions, including working toward restitution to the victim whenever possible.
- An Offense Prevention Plan will be developed and implemented for each juvenile.
- Juveniles are provided with the Pathways workbook/curriculum to help address and correct malevolent behavior.
- Juveniles are taught methods that can help them constructively manage negative emotions, stressful situations, and/or life transitions.

6. In-Custody Local Program /In-Custody Secure Youth Treatment Facility/ Aftercare Program

Nature of Coordination with JJCPA:

The Tulare County Probation Department has a contract with Phoenix House California (PHC) to provide the Mental Health Services (MHS) Program to juveniles 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 juveniles 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 juvenile so that the most appropriate intervention strategies can be determined and applied.

Description:

The PHC MHS Program provides targeted cognitive behavioral therapy, intensive mental health therapy for trauma, and motivational counseling to male and female juveniles 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 is a highly structured program that incorporates assessments, treatment planning, case management, individual and group counseling, and intensive family services through evidence-based curricula. This program uses a combination of motivational interviewing and cognitive behavioral therapies to target a juvenile's criminogenic needs (characteristics, traits, problems, or issues that commonly lead to criminal behavior). This specialized program concentrates on the development of functional, prosocial attitudes and behaviors, along with internal and social sources of support that enable justice-involved juveniles to change and function successfully in their communities, workplaces, and families.

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, and 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 Local Program Youth

The PHC MHS Program is being offered to in-custody local program youth. In-custody local program youth is defined as in-custody juvenile probationers who have been committed to a local program and do not fall under the category of what would be Department of Juvenile Justice (DJJ) population. Juveniles in this program will be enrolled in services for approximately twelve (12) months.

In-Custody Secure Youth Treatment Facility Youth

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

Aftercare Program Youth

The PHC MHS Program will be offered to juveniles from both local program youth and SYTF program youth who are transitioning from the residential portion of their program into Aftercare. PHC 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 continues to have access to ongoing case management and mentoring services.

The PHC MHS Program uses a combination of motivational interviewing and cognitive behavioral therapy (CBT). Juveniles will attend four (4) to six (6) hours of group sessions each week according to their identified needs and priorities for treatment and level of risk assigned in the initial

assessment process. Therapeutic groups are based on different types of evidence-based curricula that address specific needs and core competencies.

The following services will be provided in the MHS Program:

- Additional Treatment Approaches and Materials
- Assessment and Intake
- Coordination of Care
- Discharge Plans and Aftercare
- Documentation
- Evidence-based CBT
- Individual Services Accommodations
- Individual Therapy
- Individual Treatment Plans
- Medication Evaluations
- Quality Assurance
- Transition, Relapse Prevention, and Crisis Management Plans

Curricula for In-Custody Local Program Youth

- Aggression Replacement Training
- Anger Management
- Choices and Changes
- Cognitive Behavioral Interventions for Substance Abuse
- Moral Recognition Therapy
- Strengthening Families
- Thinking for a Change
- 24/7 Dad

Curriculum for In-Custody SYTF Program 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