

THE BOARD OF SUPERVISORS OF THE COUNTY OF STANISLAUS
ACTION AGENDA SUMMARY

DEPT: Probation

J.P.

BOARD AGENDA # *B-3

Urgent

Routine

AGENDA DATE March 8, 2011

CEO Concurs with Recommendation YES NO

(Information Attached)

4/5 Vote Required YES NO

SUBJECT:

Approval to Authorize the Chief Probation Officer to Apply for and Accept, if Awarded, a Probation and Court-Based Alternatives (PCBA) Project Grant from the California Department of Corrections and Rehabilitation, Corrections Standards Authority to Reduce the Number of Non-Violent Female Youth in Secure Detention for Violations of Probation, Failures to Appear in Court and Bench Warrants

STAFF RECOMMENDATIONS:

1. Authorize the Chief Probation Officer to apply for and accept, if awarded, a Probation and Court-Based Alternatives (PCBA) Project Grant from the California Department of Corrections and Rehabilitation, Corrections Standards Authority to reduce the number of non-violent female youth in secure detention for violations of probation, failures to appear in court and bench warrants.
2. Adopt a Resolution authorizing the Chief Probation Officer to submit the application for the PCBA Project and sign all necessary documents related to the grant, including all contracts.

FISCAL IMPACT:

In August of 2010, the State Advisory Committee on Juvenile Justice and Delinquency Prevention (SACJJDP), which oversees the Corrections Standards Authority's implementation of Federal Title II Formula Block (Title II) grant funds, took formal action to set aside a total of \$1.5 million of Title II funds to support county probation departments through system changes throughout the juvenile justice delinquency continuum. The goal of the project is to decrease the number of non-violent youth detained in secure detention, while not compromising public safety. Counties will be allowed to request up to a

(Continued on Page 2)

BOARD ACTION AS FOLLOWS:

No. 2011-140

On motion of Supervisor O'Brien, Seconded by Supervisor Withrow and approved by the following vote,

Ayes: Supervisors: O'Brien, Chiesa, Withrow, DeMartini, and Chairman Monteith

Noes: Supervisors: None

Excused or Absent: Supervisors: None

Abstaining: Supervisor: None

1) Approved as recommended

2) Denied

3) Approved as amended

4) Other:

MOTION:



ATTEST: CHRISTINE FERRARO TALLMAN, Clerk

File No.

Approval to Authorize the Chief Probation Officer to Apply for and Accept, if Awarded, a Probation and Court-Based Alternatives (PCBA) Project Grant from the California Department of Corrections and Rehabilitation, Corrections Standards Authority to Reduce the Number of Non-Violent Female Youth in Secure Detention for Violations of Probation, Failures to Appear in Court and Bench Warrants

FISCAL IMPACT: (Continued)

maximum of \$300,000, for the period of July 1, 2011, through June 30, 2012.

If the grant is awarded, the PCBA Project Grant will fund a Deputy Probation Officer and a case manager contracted through the Center for Human Services (CHS) to provide supervision and intensive case management services for a specialized caseload of female wards of the Court. Grant funds will be utilized to purchase a validated risk assessment tool called the Juvenile Assessment and Intervention System (JAIS). This assessment tool has been tailored to identify risk and needs of girls and address the motivations driving girls' behaviors. Grant funds will also be used to pay for gender-specific training for probation and CHS staff that will focus on core concepts, theories and practical interventions that promote gender responsiveness within both residential and non-residential settings. The grant requires an evaluation of the program, therefore, grant funds will be used to fund probation staffing for data collection and reporting, as well as to support a contract with the National Council on Crime and Delinquency to prepare an overall evaluation of the project. The total grant funding requested from the Corrections Standards Authority is \$230,478. The County will provide an in-kind match of 15% or \$45,377 through a combination of staffing, services, supplies, professional services and over-head costs associated with the grant project. The funds for the current application will be budgeted in Budget Year 2011-12, if the grant is awarded. The grant was submitted on February 22, 2011 to ensure the deadline for application was met.

DISCUSSION:

According to the Office of Juvenile Justice Delinquency Prevention, girls make up the fastest growing segment of California's juvenile justice population, now representing nearly one in every three referrals. However, county juvenile justice systems throughout the state fall short in addressing the needs of this population. In Stanislaus County, there are no gender specific programs addressing the unique needs of justice involved girls. Justice involved girls suffer higher rates of traumatic experiences than boys and present with higher rates of serious mental health conditions, including post-traumatic stress disorder, attempts of self-harm and suicide. Elevated rates of trauma for this population are linked to higher rates of substance abuse. These differences affect the ways girls experience the juvenile justice system, particularly detention. Effective programming and services for this population need to take these unique characteristics into account. When the girls are not treated based on their needs and histories, and are instead shuttled through a one-size fits all detention system, they leave detention even less able to cope than before they entered and are more likely to return.

In Stanislaus County, a snapshot of December 2010, shows girls account for 10% of all juveniles placed on formal probation; however, they accounted for 17% of the bookings into the juvenile hall. Of the 264 girls booked into the facility in 2010, 127 or 48% were booked for violations of probation, failures to appear and bench warrants. The number of wards in non-secure out-of-home placement as of December 2010 was 80. Of those, 21 or 26% were female. These numbers illustrate how girls are detained in the secure setting of juvenile hall and placed out of

(Continued Page 3)

Approval to Authorize the Chief Probation Officer to Apply for and Accept, if Awarded, a Probation and Court-Based Alternatives (PCBA) Project Grant from the California Department of Corrections and Rehabilitation, Corrections Standards Authority to Reduce the Number of Non-Violent Female Youth in Secure Detention for Violations of Probation, Failures to Appear in Court and Bench Warrants

DISCUSSION: (Continued)

the home at disproportionate rates for youth made wards of the Court. The numbers also illustrate the overuse of secure detention for violations of probation, bench warrants and failures to appear. Stanislaus County began addressing the lack of gender responsive services in December 2009 when the Probation Department began working with the Prison Law Office, the National Council on Crime and Delinquency, and the Youth Justice Institute on a Girls Juvenile Justice Initiative to evaluate the unmet needs of justice involved girls. The goal of the Girls Juvenile Justice Initiative is two-fold:

1. to better serve at-risk and detained young women in Stanislaus County by providing evidence-based gender-responsive programming and services to those diverted from detention and to those in detention to prevent further involvement in the delinquency system, and
2. to develop and document the process to assist other counties and states to identify the most effective ways to meet the needs of their at-risk and detained young women.

As a part of the Girls Juvenile Justice Initiative, a strategic plan was developed in December 2010 whose mission is: "To promote public safety by creating a gender-responsive, culturally competent continuum of services that provides opportunities for girls and young women to lead safe, healthy and productive lives." As a part of the plan, a task force has been convened to prioritize and oversee implementation. However, while the strategic plan and task force make recommendations as to how the needs of justice involved girls should be met, they do not fund programming to meet the needs. The PCBA grant will provide the necessary funding to implement a priority area of the Girls Juvenile Justice Initiative to provide gender-responsive services to girls currently involved in the juvenile justice system. The project components will include:

- 1) Specialty caseload of 25-30 girls
- 2) Intensive probation supervision
- 3) Case management services through the Center for Human Services
- 4) Gender-specific assessment and case management tool
- 5) Gender responsive groups and one-on-one intervention
- 6) Enhanced treatment services through community-based organizations
- 7) Program Evaluation

It is anticipated that the girls participating in this program will be less likely to be in violation of probation, fail to appear in Court or at probation, or have warrants issued for their arrest. By using a gender-based assessment tool and services designed to address the different and under-served needs of girls, the number of girls booked into the Juvenile Hall for violations of probation, failures to appear and bench warrants will be reduced.

Approval to Authorize the Chief Probation Officer to Apply for and Accept, if Awarded, a Probation and Court-Based Alternatives (PCBA) Project Grant from the California Department of Corrections and Rehabilitation, Corrections Standards Authority to Reduce the Number of Non-Violent Female Youth in Secure Detention for Violations of Probation, Failures to Appear in Court and Bench Warrants

POLICY ISSUE:

Board approval to accept this funding is necessary. The policy before the Board is whether this agenda item is consistent with the Board of Supervisors' goals and priorities of A Safe Community, A Healthy Community, and Effective Partnerships.

STAFFING IMPACT:

If awarded, it is recommended that the Probation Department restore a vacant unfunded Deputy Probation Officer II position as part of the Department's 2011-2012 Proposed Budget submission. The grant will also fund 15% of a full-time Supervising Probation Officer. Additionally, the Department will allocate an existing Supervising Probation Officer position 15% of the time to this grant funded program as matching funds to the grant.

CONTACT INFORMATION:

Jill Silva, Assistant Chief Probation Officer, (209) 525-4503

THE BOARD OF SUPERVISORS OF THE COUNTY OF STANISLAUS
STATE OF CALIFORNIA

Date: March 8, 2011

No. 2011-140

On motion of Supervisor O'Brien Seconded by Supervisor Withrow
and approved by the following vote,

Ayes: Supervisors: O'Brien, Chiesa, Withrow, DeMartini, and Chairman Monteith

Noes: Supervisors: None

Excused or Absent: Supervisors: None

Abstaining: Supervisor: None

Item # *B-3

THE FOLLOWING RESOLUTION WAS ADOPTED:

WHEREAS, the Stanislaus County Probation Department desires to participate in the PCBA Grant Project supported by Federal Formula Grant funds and administered by the Corrections Standards Authority (hereafter referred to as CSA).

NOW, THEREFORE BE IT RESOLVED that the Chief Probation Officer is authorized on behalf of the Board of Supervisors to submit the grant proposal for this funding and sign the Grant Agreement with the CSA, including any amendments and extensions thereof.

BE IT FURTHER RESOLVED that federal grant funds received hereunder shall not be used to supplant expenditures controlled by this body.

BE IT FURTHER RESOLVED that the county agrees to abide by the statutes and regulations governing the federal Formula Grants Program as well as the terms and conditions of the Grant Agreement as set forth by the CSA.

ATTEST: CHRISTINE FERRARO TALLMAN, Clerk
Stanislaus County Board of Supervisors,
State of California



File No.



**California Department of Corrections and Rehabilitation
Corrections Standards Authority**

Probation and Court-Based Alternatives Project

SECTION I: APPLICANT INFORMATION

A. PROBATION DEPARTMENT / FUNDS REQUESTED

| | | | |
|------------|----------------------------|--|--|
| COUNTY | FEDERAL EMPLOYER ID NUMBER | | |
| Stanislaus | | | |

| | | | |
|----------------------|---------|-------|----------|
| MAILING ADDRESS | CITY | STATE | ZIP CODE |
| 2215 Blue Gum Avenue | Modesto | CA | 95358 |

B. SUMMARY OF PROPOSAL (Please provide no more than 3 or 4 sentences.) **C. FUNDS REQUESTED**

| | |
|---|------------------|
| <p>Stanislaus County Probation will develop a specialized caseload for the supervision and intensive case management of female wards of the Court. By using a gender-based assessment tool and services designed to address the different and under-served needs of girls, we will reduce the number of girls booked into the Juvenile Hall for violations of probation, failures to appear and bench warrants. We will continue our partnership with the Prison Law Office, Youth Justice Initiative and National Council on Crime and Delinquency to implement a Strategic Plan to improve services for justice-involved girls.</p> | <p>\$230,478</p> |
|---|------------------|

D. IMPLEMENTING AGENCY

| | | | |
|---|-------------------------|----------|-----------------------|
| PROBATION DEPARTMENT | CHIEF PROBATION OFFICER | | |
| Stanislaus County Probation Department | Jerry Powers | | |
| NAME AND TITLE OF PROJECT DIRECTOR | TELEPHONE NUMBER | | |
| Jill Silva, Assistant Chief Probation Officer | (209) 525-4503 | | |
| STREET ADDRESS | FAX NUMBER | | |
| 2215 Blue Gum Avenue | (209) 525-4588 | | |
| CITY | STATE | ZIP CODE | E-MAIL ADDRESS |
| Modesto | CA | 95358 | silvaj@stancounty.com |

E. DAY-TO-DAY CONTACT PERSON

| | | | |
|---|------------------|----------|-----------------------|
| NAME AND TITLE | TELEPHONE NUMBER | | |
| Denise Locke, Supervising Probation Officer | (209) 525-4554 | | |
| STREET ADDRESS | FAX NUMBER | | |
| 2215 Blue Gum Avenue | (209) 525-4588 | | |
| CITY | STATE | ZIP CODE | E-MAIL ADDRESS |
| Modesto | CA | 95358 | locked@stancounty.com |

F. DESIGNATED FINANCIAL OFFICER

| | | | |
|--|------------------|----------|-----------------------|
| NAME AND TITLE | TELEPHONE NUMBER | | |
| Karen Curci, Administrative Services Manager | (209) 525-4556 | | |
| STREET ADDRESS | FAX NUMBER | | |
| 5 Blue Gum Avenue | (209) 525-4588 | | |
| CITY | STATE | ZIP CODE | E-MAIL ADDRESS |
| Modesto | CA | 95358 | curcik@stancounty.com |

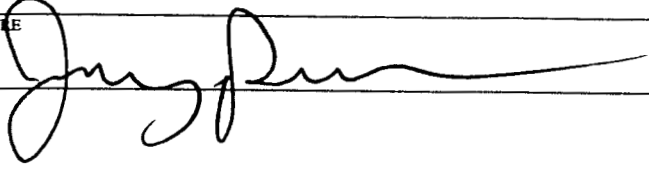
G. APPLICANT'S AGREEMENT

By signing this application, the applicant assures that it will abide by the laws, policies and procedures governing this funding.

NAME AND TITLE OF AUTHORIZED OFFICER (PERSON WITH LEGAL AUTHORITY TO SIGN)

Jerry Powers, Chief Probation Officer

APPLICANT'S SIGNATURE



DATE

2/22/11

SECTION II: BACKGROUND INFORMATION RELATED TO THE PROJECT

Describe the past and current use of secure detention for VOPs, FTAs and bench warrants in your county. Include a description of any attempts your agency has made to reduce the incidence of secure detention for juveniles. Report the numbers of juveniles in secure detention in your county, and the percentage of them detained for VOPs, FTAs and bench warrants (please specify the period of time you are referencing for the data). If applicable, to what extent has secure detention for VOPs, FTAs and bench warrants been used in lieu of other alternatives?

In Stanislaus County, secure detention is the primary method used with justice involved youth in addressing violations of probation, failures to appear and bench warrants. Since March 2010, the department has implemented the evidence based practice of immediate and short term sanctions for wards in violation of probation, as well as expanded the use of electronic monitoring and home commitment in lieu of secure detention. With those practices in place, Stanislaus County has favorably impacted the population of our juvenile facility. During the month of January 2010, there were 182 bookings into the facility with an average daily population of 150. The average daily population began to decrease and by December 2010, the number dropped to 137 bookings with an average daily population of 136. For the year 2010, the number of minors on an alternative to custody program (electronic monitoring, house arrest or home commitment) averaged 60 per day. The average number of bookings into the Juvenile Hall per month in 2010 was 161, with the average number of bookings for violations of probation being 19, or almost 12%. The number of bookings for bench warrants in 2010 was 549, which is an average of 46 per month, or 29% of the monthly bookings. With bookings for violations of probation and bench warrants accounting for nearly 41% of all bookings, it is clear we are continuing to use secure detention as our primary option for addressing violations of probation, failures to appear and bench warrants.

SECTION III: NEED FOR THE PROJECT

Describe the need for the project with the goal of reducing the number of youth detained in secure detention facilities for VOPs, FTAs and bench warrants while not compromising public safety. Explain the severity of the problem, using local data as documentation. List the system changes you want to implement with this project to address the problem. Explain the need for financial support to achieve the goals of this project.

According to the 2009 report of the Office of Juvenile Justice and Delinquency Planning titled: *Violence by Teenage Girls: Trends and Context*, girls make up the fastest growing segment of California's juvenile justice population, now representing nearly one in every three referrals. However, county juvenile justice systems throughout the state fall short in addressing the needs of this population. In Stanislaus County, there are no gender specific programs addressing the unique needs of justice involved girls.

Additionally, in 2008 the National Council on Crime and Delinquency published FACT SHEET: *Girls in Juvenile Justice*, which notes justice involved girls suffer higher rates of traumatic experiences than boys and present with higher rates of serious mental health conditions, including post-traumatic stress disorder, attempts of self-harm, and suicide. Elevated rates of trauma for this population are linked to higher rates of substance abuse. These differences affect

the ways girls experience the juvenile justice system, particularly detention. Effective programming and services for this population need to take these unique characteristics into account. When girls are not treated based on their needs and histories, and are instead shuttled through a one-size fits all detention system that ignores and sometimes exacerbates their mental and physical health needs, they leave detention even less able to cope than before they entered and more likely to return.

Stanislaus County began addressing the lack of gender responsive services in December 2009, when we began working with the Prison Law Office, the National Council on Crime and Delinquency, and the Youth Justice Institute to evaluate the unmet needs of justice involved girls. As a part of the Stanislaus County Girls Juvenile Justice Initiative, a strategic plan was developed in December 2010 whose mission is: "To promote public safety by creating a gender-responsive, culturally competent continuum of services that provides opportunities for girls and young women to lead safe, healthy and productive lives." As a part of the strategic plan, a task force has been convened to prioritize and oversee implementation. However, while the strategic plan and task force make recommendations as to how the needs of justice involved girls should be met, they do not fund programming to meet those needs. This project, while separate from the strategic plan and task force, would work toward the mutual goal of diverting girls, who do not pose a risk to public safety, out of secure detention and into community based services.

In Stanislaus County, a snapshot of December 2010 shows girls account for 10% of all juveniles placed on formal probation, however, they accounted for 17% of the bookings into the juvenile hall. The Stanislaus County Juvenile Hall is capable of detaining 158 minors, with 17 beds dedicated for girls. Of the 264 girls booked into the facility in 2010, 127, or 48%, were booked for violations of probation, failures to appear and bench warrants. 135 or 51%, were booked for new alleged criminal offenses and two were booked for "change of circumstance." The number of Stanislaus County wards falling under probation's jurisdiction who are in non-secure out-of-home placement as of December 2010 was 80. The number of those who are female was 21, or 26%. Again, with girls representing only 10% of all juveniles placed on formal probation, it is clear they are over-represented not only in terms of booking into secure detention, but in out-of-home placement as well. The numbers also illustrate the overuse of secure detention for violations of probation, bench warrants and failures to appear.

System Changes:

- Gender specific caseload
- Gender responsiveness training
- Use of gender specific risk assessment tool
- Diversion to CHS services and other community based organizations for some violations of probation
- Probation Officer/Case Manager presence at all Court hearings

To further implement system changes and achieve the goals of the Stanislaus County Girls Juvenile Justice Initiative Strategic Plan, the Probation Department plans to partner with the community based organization, the Center for Human Services (CHS), to provide intensive case management and services to a caseload of 25-30 girls, assessing their needs with a gender specific risk assessment tool. The overuse of detention can be mitigated with effective diversion options for girls who do not pose a risk to public safety. CHS has a variety of counseling services available including: parent education, family engagement, mental health treatment, alcohol and other drugs counseling, a runaway shelter and youth development. With gender specific training provided to both the assigned probation officer and CHS case manager, girls

participating in the project will have more options, including gender responsive groups, referrals to CHS enhanced services and intensive case management and supervision, to prevent the technical violations that keep them cycling in and out of the juvenile justice system.

The Stanislaus County Probation Department is being directly impacted by the economic downturn that is being felt throughout the state. Decreased revenue from the State and a shrinking tax base impacts the Probation Department's ability to provide the necessary services to meet the needs of justice involved youth. The Probation Department has experienced a 10% budget reduction in the last fiscal year. The Board of Supervisors is seeking an additional 5% budget decrease for the upcoming fiscal year. Additionally, the Probation Department is facing a substantial reduction in revenue, approximately 2 million dollars, with the Vehicle License Fee expiration in June 2011. Furthermore, although the Probation Department is committed to collecting data in order to measure the effectiveness of its programming, due to budget cuts, the Probation Department lacks the necessary resources at this time to systematically analyze the data, preventing staff from determining whether or not girls are benefitting from the limited programming they are receiving.

SECTION IV: PROJECT DESIGN

Describe the project that will be implemented with the grant funds. List the components of the project. Explain how this project and its components will serve to implement system change to address the needs and correct the problems that result from the overuse of secure detention for VOPs, FTAs and bench warrants. Include in the project description, the project steps, procedures, interventions, resources, and services that will be used. Regarding VOPs, FTAs and bench warrants for juveniles, describe how the decision to use, or not use, secure detention will be made. If risk assessment tools will be used in your project, please provide detailed information as to the role they will play, or have played, in system change. Explain how the goal to "not compromise public safety" will be addressed in this project.

One probation officer and one case manager from the Center for Human Services will be assigned to work with 25-30 girls at the Stanislaus County Probation Department. Being at the same site, the probation officer and case manager will collaborate daily about the case management of each participant. Gender responsive training for probation and CHS staff will be provided. The training will teach the core concepts, theories and practical interventions which promote gender responsiveness within both residential and non-residential settings. Girls will receive in custody and out of custody gender responsive groups and case management. While the goal is to prevent girls who are not a threat to public safety from being detained, the reality is that some participants may spend time during the project in secure detention. By continuing to provide gender responsive services while they are detained, the relationship with the case manager and probation officer are maintained and there is a continuity of care, which is typically interrupted when a minor is detained.

Currently, girls are assigned to a probation officer with a mixed gender caseload of 80-90 wards based on the risk level attained by a gender neutral risk assessment tool. With this project, girls will be assigned to a probation officer who is trained to work with the needs of girls and assessed with a gender specific risk assessment tool. All girls will be assessed using the JAIS (Juvenile Assessment and Intervention System) tool to define their specific needs. The JAIS is a validated gender specific risk assessment tool that identifies strategies that emphasize public safety, rehabilitation, and accountability, and focuses efforts on criminogenic needs as opposed to the current risk assessment tool, which provides a level of risk only. By correctly identifying needs

from the outset, the development of the case plan, along with access to enhanced treatment services in and out of custody, girls will have more diversion options for violations of probation and decrease the number of warrants and failures to appear. A control group will receive services as usual. The project participants and control group will be selected randomly from current Court wards.

Project Components:

- Caseload of 25-30 girls
- Deputy Probation Officer II to provide intensive supervision
- Collaboration with Center for Human Services case manager
- Gender responsive groups provided by case manager
- Enhanced services available through the Center for Human Services and other community based organizations
- Gender specific assessment and case management tool

Probation violations by project participants will be reviewed in a meeting with the Deputy Probation Officer II supervising the participant, the CHS case manager and the Supervising Probation Officer, to determine the best course of action. The group will evaluate whether there is an appropriate diversion option available and if so, make that recommendation to the Court. If, using the Stanislaus County Juvenile Detention Risk Assessment, it is determined the participant should be detained, the recommendation for detention will consider alternatives to custody, such as electronic monitoring or home commitment. All recommendations will consider if the participant poses a risk to public safety and if so, the recommendation will be for the participant to be detained in a secure setting. Program participants detained in the secure setting will continue to receive contact and services from the probation officer and CHS case manager. Early release options will be considered for detained participants, based on an evaluation by the case manager and probation officer, thereby potentially shortening the period of incarceration.

The Stanislaus County Juvenile Detention Risk Assessment tool is separate from the JAIS and used only when detention is contemplated. It uses a points system to assist in making a detention decision. If a participant commits an act of violence, they are assigned a higher points value than if they are in technical violation of probation. The detention risk assessment tool also considers past failures to appear, legal status, mitigating factors such as stable family, school attendance and previous successful participation in alternatives to custody, as well as aggravating factors. The detention risk assessment tool provides a guide for an officer, who can override the recommendation based on extenuating circumstances. The primary purpose of the detention risk assessment tool is to ensure detention is used only for minors who present a danger to public safety or are at imminent risk themselves, due to factors relating to their specific individual circumstances.

SECTION V: PROJECT IMPACTS

Describe the system changes with regard to VOPs, FTAs and bench warrants and secure detention that will occur as a result of this project (policies, procedures, sanctions, interventions, services, assessments, etc). Describe the expected impacts and outcomes that will result from these changes (including benefits and potential negative results from these outcomes and impacts).

Currently, girls are assessed using a gender neutral risk assessment tool and assigned to a probation officer with a mixed gender caseload of 80-90 wards. They are referred to counseling through county mental health services, through their private health insurance, or to a private provider as deemed appropriate by the probation officer. When a violation of probation is alleged, the recommendation is for secure detention for a specified period of time, which is reviewed by the unit supervisor. With this project, the girls will be assigned to a probation officer and case manager who have received gender responsive training. They will be assessed by a gender-specific risk assessment tool, and will receive services that are more tailored to their individual needs, increasing their opportunities for successfully completing probation. Girls participating in this program will benefit additionally from being on a reduced caseload, therefore, having more frequent and substantive contact with the probation officer and case manager. Additionally, they will be receiving services geared toward females exclusively, along with the opportunity for family engagement, parent education and youth development, which would not be available without this project.

Every alleged violation of probation will be reviewed by the designated probation officer, their supervisor and the CHS case manager to determine the appropriate recommendation. The conference will include a review of the recommendations made by the JAIS assessment tool, incorporating the recommendations for case management. The group will review the circumstances of the violation, the potential for additional services and the appropriateness of diversion or secure detention. The assigned deputy probation officer and/or the case manager will appear in Court for all hearings related to a participant. Currently, the probation officer only appears on a case they supervise when ordered to do so by the Court. The presence of program personnel will ensure all available information is before the Court when a decision is made.

It is anticipated the girls participating in this program will be less likely to be in violation of probation, fail to appear in Court or at probation or have warrants issued for their arrest. The rationale is that they will have enhanced services to address their specific needs, family engagement to increase the likelihood of success and an intensive level of probation supervision. This will allow the probation officer to have more frequent face-to-face contact with the girls, their parents/guardians, treatment providers and the schools to review progress, provide support, advocate for and hold accountable, as appropriate. A potential negative impact for participants could be that additional contact with the assigned probation officer can initially bring to light probation violations that would have previously gone undetected, however, this can also serve to benefit the participant, as the negative behavior can be effectively addressed before it escalates.

SECTION VI: PROJECT MANAGEMENT

Describe how this project will be managed in your agency. Include information about: a) the staff allocation and assignments, b) management structure, and c) oversight and monitoring. Describe how the various project components (such as new practices and procedures, interventions and services for juveniles, juvenile assessments, collaborations, research and documentation) will be managed.

One Deputy Probation Officer II will be assigned to the Placement and Special Services unit and will partner with the CHS case manager. The Deputy Probation Officer II will report directly to the Supervising Probation Officer. The Division Manager will communicate regularly with the unit supervisor and oversee the administration of the grant. The Division Manager reports directly to the Assistant Chief Probation Officer who reports to the Chief Probation Officer. The

Chief Probation Officer is accountable to the Chief Executive Officer of the County who reports to the Board of Supervisors Chair.

The unit Supervising Probation Officer will directly oversee the day-to-day operations of the project, including the use of violations of probation and the number of bookings for failures to appear and bench warrants. The Supervising Probation Officer will also ensure the use of the JAIS tool and other gender responsive interventions. The supervisor will report regularly to the Division Manager. All probation department parties, as well as CHS and NCCD, will receive the monthly statistics documenting the participants in the program and their progress. The Supervising Probation Officer and Division Manager will communicate directly with the CHS case manager and their Executive Director.

SECTION VII: PROJECT IMPLEMENTATION CAPABILITY AND READINESS

Identify the span of time that will occur between finalizing the contract and the implementation of project components. Describe the agency's experience in conducting grant-supported projects. Describe the agency's experience in conducting program evaluation research that includes data gathering and process and outcome evaluation. Describe any steps already taken to enhance the readiness to implement this project.

This project can begin to be implemented immediately upon receipt of a final contract. The Board of Supervisors will authorize the Chief Probation Officer to sign the related documents. Draft contracts with the Center for Human Services have been developed. The involved staff will be identified by July 1, 2011, and participate in the gender responsive training during the month of July. Evaluation tools will be developed during the month of July. The JAIS assessment tool will also be available, with the required training, during July 2011. The minors who will be the project participants and the control group will also be identified, assessed and assigned during the month of July 2011. During the month of August 2011, it is anticipated the project will be fully implemented.

The Stanislaus County Probation Department has successfully implemented and sustained numerous state and federally funded grant programs. The department effectively implemented Cal EMA's Probation Specialized Units program for eight years. The department was awarded Challenge Grant I in 1997 and Challenge Grant II in 1999, which were both three year evaluation projects. Elements of Challenge Grant I continued after the expiration of the grant. Additionally, the department has supervised the Juvenile Justice Crime Prevention Act (JJCPA) program since 2000, for which data and outcomes are collected and reported on annually for more than 600 program participants. The demographics and outcomes for the JJCPA program are also reported to the Stanislaus County Juvenile Justice Coordinating Council semi-annually. The council reviews outcomes and analyzes the effectiveness of program services. Additionally, the department has supervised the Juvenile Accountability Block Grant (JABG) program since 2003, which also requires the detailed compilation of data regarding the participants, including annual reports evaluating the outcomes. In 2008, the Corrections Standard Authority monitored the department's performance with JABG. Their report found the department in compliance with the grant and included positive comments regarding our record keeping.

Since December 2009, the Department has partnered with the National Council on Crime and Delinquency, the Prison Law Office, and the Youth Justice Institute in developing and implementing the Stanislaus County Juvenile Justice Initiative Strategic Plan. We have put

together a task force including 17 different agencies and organizations vested in improving the services to justice involved girls. We have worked with NCCD in planning gender responsiveness training. We have met with the Center for Human Services to establish their role in the project and services to be provided, as well as met with the Presiding Juvenile Court Judge to get her support for the program.

SECTION VIII: PLAN FOR PROJECT TO SERVE AS AN EXAMPLE

Describe the plan for disseminating the method and results of the project for replication elsewhere. Describe the method by which the results of the project will be disseminated to other agencies. Describe the activities your agency personnel will engage in to disseminate the method and results of the project to other agencies.

The methods used and the outcomes of the project will be compiled in a report to be published at the end of the project. Additionally, in recognition of the varying challenges that different counties and states face, the report will outline the process of identifying what an individual county/state needs to improve outcomes for girls and provide an array of programming options which can be implemented, rather than dictating that certain types of programming are necessary for all counties. We will address what the strengths and weaknesses of our program were and offer information on how other jurisdictions can replicate, expand and improve upon our model.

In Stanislaus County, the Supervising Probation Officer will collect and analyze the local data, complete quarterly progress reports and any grant required reports. The National Council on Crime and Delinquency will evaluate the overall project as a part of the Girls Juvenile Justice Initiative. This information will be available at the department website and disseminated by the Chief Probation Officer through the Chief Probation Officers of California organization to other departments throughout the state. It will also be provided to our partners at the Prison Law Office, Youth Justice Institute and National Council on Crime and Delinquency, for dissemination throughout their networks.

SECTION IX: LOCAL PROJECT EVALUATION

Describe the approach you will use for your evaluation. List the outcomes that will be tracked to measure the effectiveness of the project. Describe plans for any comparisons that will be made as part of the research (e.g. the number of juveniles in secure detention before and after the project implementation, recidivism for VOPs, FTAs and bench warrants with and without secure detention, documentation of public safety issues before and after the project). Describe the data that will be collected regarding the juvenile participants in the project.

The Deputy Probation Officer II will complete statistics monthly, which will be evaluated by the Supervising Probation Officer. The outcomes measured will be the number of rearrests, the reason for arrest (new criminal charges, VOP, FTA or BW) and the number of days incarcerated, with the goal being a reduction in all areas evaluated. The project participants will be entered on an Access Database with their identifying information, date of start in program, date of exit from program, reason for exit from program, number of violations of probation during program, number of bench warrants and failures to appear, number of sustained new law violations, and number of days incarcerated. Minors in the control group will be monitored for the same data. Six months into the program, a report documenting the statistical data 12 months prior to the start

of the program will be compared with the 6 month program data. At the conclusion of the program, the data compiled during the course of the entire program will be compared with the data 12 months prior to the program start. Locally, the Supervising Probation Officer will do data collection and quarterly reporting, for the treatment and control groups, as well as any required grant reports. The National Council on Crime and Delinquency will collect information for the process and outcomes evaluation for the larger project.

SECTION X: PROJECT BUDGET

Supply all the budget data required in the RFP template. The budget will be evaluated in terms of how reasonable the budget allocation is in relation to the proposed project components, products and outcomes. The budget will also be evaluated in terms of its cost effectiveness (i.e., the benefits of the project in relationship to total cost).

See RFP template

SECTION XI: PROJECT SUSTAINABILITY

Describe how successful the agency has been in continuing projects after an initial grant period. Explain how the agency was successful in keeping the projects going. Describe the steps that will be taken with this project in an effort to sustain the project after the grant period.

Over the years, the Stanislaus County Probation Department has started numerous specialty programs after being awarded grants. While those grant funds eventually ceased to be available, several of the programs and established partnerships continue. The Adult and Juvenile Drug Court Programs began as grant projects in 1995 and 1998, respectively, but remain in place today with no grant support to the probation department. Similarly, the adult Mental Health Treatment Court program began in 2007 as a position funded through a grant received by another agency. While that grant period has expired, the program remains in place with the same level of Probation Department participation.

This project is part of a larger effort in Stanislaus County to address the under-served population of justice involved girls. After completion of this project, the Stanislaus County Probation Department will continue to use the JAIS gender specific assessment tool, as well as continue to offer gender responsive training to our staff as a part of their annual 40 hours Standards and Training for Corrections requirement. Additionally, we will continue to maintain our partnerships with the Center for Human Services, the Prison Law Office, Youth Justice Institute, and the National Council on Crime and Delinquency in addressing our ongoing response to justice involved girls. Our continuous relationship with the Center for Human Services will remain intact, and their project staff will be able to take the gender responsive training they received back to that agency. The Probation Department will evaluate, depending on the outcomes of the project, the feasibility of maintaining a gender specific caseload, as well as continue having the probation officer appear in Court and discuss diversion options with the unit supervisor. We will also use positive outcomes to pursue alternative funding sources.

Lastly, we will review the efficacy of the alternatives to incarceration used in the project. If we are able to establish the use of diversion as an effective intervention in dealing with technical violations of probation, this can be expanded to the entire juvenile probation population, thus

reducing the number of secure detentions for violations of probation for a much larger group. The potential cost savings could help fund more programming for all justice involved youth.

SECTION XII: COLLABORATION WITH PARTNERS AND STAKEHOLDERS

List the external (to the agency) stakeholders and collaborators for this project (juvenile justice and private). Describe steps already taken to secure the kind of collaboration that will be needed for this project. Describe the role of each stakeholder and collaborator, and the resources they will contribute to the overall project.

Stakeholders and Collaborators:

Stanislaus County Superior Court, Juvenile Division
Center for Human Services
Prison Law Office
Youth Justice Initiative
National Council on Crime and Delinquency
Stanislaus County District Attorney's Office
Stanislaus County Public Defender's Office
Stanislaus County Behavioral Health and Recovery Services
Stanislaus County Office of Education
Community Services Agency
Court Appointed Special Advocates
Resource Group
El Concilio
Sierra Vista
Parent Resource Center
Office of Dennis Cardozo, District 2
Modesto Police Department
Family Justice Center
First Step

The Stanislaus County Probation Department works daily within the juvenile justice system with the Stanislaus County Juvenile Court, the Stanislaus County District Attorney's Office, Behavioral Health and Recovery Services, the Center for Human Services and the Stanislaus County Public Defender's Office, and will continue to do so during and after this project.

A collaborative effort is underway between the Stanislaus County Probation Department, the Prison Law Office, Youth Justice Initiative and the National Council on Crime and Delinquency, in developing and implementing the Improving Services for Justice Involved Girls Strategic Plan. Their participation in the project is an extension of that relationship. They will provide gender-responsive training and continue to participate in the Strategic Plan Task Force. Other participants in the Strategic Plan Task Force include: the Stanislaus County Office of Education, Community Services Agency, Court Appointed Special Advocates, Resource Group, El Concilio, Sierra Vista, Parent Resource Center, Office of Dennis Cardozo, Modesto Police Department and Family Justice Center, the District Attorney's Officer and the Public Defender. All are committed to serving justice involved girls.

The Courts will play an essential role in the implementation of the project goals by working in cooperation with the project team on violation of probation allegations that come before the Court. The Presiding Juvenile Court Judge has expressed her support for this program and her comments are attached to this proposal.

Similarly, the District Attorney's Office and the Public Defender's Office will be present in the Court when it is addressing matters involving program participants. They are currently involved in the implementation of our strategic plan and have expressed support of our efforts to address the needs of justice involved girls.

The Center for Human Services has also expressed their support for the program and willingness to partner with us in providing services for this under served population. CHS will play an important role as partner and service provider throughout the project.

Behavioral Health and Recovery Services are also ongoing partners with the department. They will be impacted by this project, as they will continue to receive referrals for both girls in the program and those receiving services as usual.

SECTION XIII PROPOSED BUDGET

BUDGET LINE ITEM TOTALS: Complete the following table for the grant funds being requested (up to \$300,000) and corresponding match. While recognizing that counties may use different line items in the budget process, the categories listed below are the ones that funded projects will use when invoicing the CSA for reimbursement of expenditures.

Cash/In-kind Match Requirements

The required cash/in-kind match amount will depend upon the amount requested. For example: If the amount requested is \$100,000 or less, the required match is 5%. If the amount is from \$100,000 to \$200,000, the match amount is 10%. And if the amount requested is from \$200,000 to \$300,000, the required match amount is 15%.

- A. BUDGET SUMMARY:** Complete the budget summary table below. Indicate the amount of grant funds, cash match and/or in-kind match, and total for each budget category. Report amounts in whole dollars. (Reminders: cash match and in-kind match must meet the required minimum, and a minimum of 7% of total grant funds requested must be devoted to data collection efforts. Provide detailed information in the narrative section outlining how the 7% data collection funds will be allocated and expended)

All funds shall be used consistent with the requirements of the Grant Administration and Audit Guide: (http://www.cdcr.ca.gov/CSA/PPP/Docs/Grant_Administration_Guide_October2010.pdf)

| LINE ITEM | GRANT FUNDS | CASH MATCH | IN-KIND MATCH | TOTAL |
|--------------------------|-------------|------------|---------------|-----------|
| 1. Salaries and Benefits | \$102,116 | | \$17,977 | \$120,093 |
| 2. Services and Supplies | \$21,700 | | | \$21,700 |
| 3. Professional Services | \$14,180 | | \$15,000 | \$29,180 |

| | | | | |
|-----------------------------------|------------------|--|-----------------|------------------|
| 4. CBO Contracts | \$65,000 | | \$12,400 | \$77,400 |
| 5. Indirect Costs | | | | |
| 6. Fixed Assets/Equipment | | | | |
| 7. Eval/Data Collection (min. 7%) | \$27,357 | | | \$27,357 |
| 8. Other | \$125 | | | \$125 |
| TOTAL | \$230,478 | | \$45,377 | \$275,855 |

B. BUDGET LINE ITEM DETAILS: Provide sufficient detail in each category to explain how the grant funds will be used. In the "Other" category, funds should be budgeted for travel purposes for one mandatory grantee briefing meeting (date TBD, but held in Sacramento) as well as other travel. **Out of state travel will not be allowed for the purposes of this grant.**

1. SALARIES AND BENEFITS (e.g., number of staff and percent of time, classification, salary and benefits)

Deputy Probation Officer II (1 FTE, \$102,116 grant funds) – Grant funds will be used to pay for an existing unfunded Deputy Probation Officer II position, and filled with a Deputy Probation Officer II currently assigned to a position that is scheduled to be eliminated with the sunset of the Juvenile Justice Crime Prevention Act funds on June 30, 2011. This position will provide intensive supervision services to a specialized caseload of 25-30 female wards of the Court.

Supervising Probation Officer (.15 FTE, \$17,977, in-kind match) –.15 FTE of an existing Supervising Probation Officer will be dedicated to the program. This supervisor will provide oversight of the project and will participate in daily reviews of the participant's progress.

2. SERVICES AND SUPPLIES (e.g., office supplies and training costs)

Juvenile Assessment Tool Expense (\$21,700, grant funds) – Grant funds will be used to fund the implementation of the JAIS assessment tool, which includes subscription, training and technical assistance.

3. PROFESSIONAL SERVICES: (e.g., contract with an expert consultant)

Sub-contract with National Council on Crime and Delinquency (\$7,205, grant funds) –

Grant funds will provide for a sub-contract with NCCD to provide gender responsive training in tandem with YJI to project and treatment staff.

Sub-contract with Youth Justice Institute (\$6,975, grant funds) –

Grant funds will provide for a sub-contract with the YJI to provide gender responsive training in tandem with NCCD to project and treatment staff.

Sub-contract with the Prison Law Office (\$15,000, in-kind match) –

Matching funds will be utilized to support a contract with the Prison Law Office to provide consulting services to the grant project.

4. COMMUNITY-BASED ORGANIZATIONS (e.g., contract with a CBO for expert consultant services)

Sub-contract with the Center for Human Services (\$65,000, grant funds) –

Grant funds will be used to contract with the Center for Human Services to provide case management and treatment services.

Sub-contract with the Center for Human Services (\$12,400, in-kind match)-

Matching funds will be utilized for administrative supervision of staff and assistance with program development and implementation.

5. INDIRECT COSTS: Indicate percentage and methodology for calculation. This total may not exceed 10% of the grant funds which does not include the match amount.

6. FIXED ASSETS (e.g., computers and other office equipment necessary to perform project activities)

7. EVALUATION / DATA COLLECTION (e.g., costs associated with collection of required data)

Supervising Probation Officer (.15 FTE, \$18,357, grant funds) – Grant funds will be utilized to pay for .15FTE of a Supervising Probation Officer position. This position is an existing position within the Probation Department that provides program evaluation, however, these grant funds will offset partial funding that is at risk with the sunset of the Juvenile Justice Crime Prevention Act funds on June 30, 2011. The PCBA grant funded position will provide data collection and on-going progress reports for the grant project.

Sub-contract with the National Council on Crime and Delinquency (\$9,000, grant funds) – Grant funds will be utilized to contract with the National Council on Crime and Delinquency to provide the data collection manual and development evaluation tools.

8. OTHER (e.g., travel expenses)

Travel Expense (\$125, grant funds) – Grant funds will pay for the travel costs for three probation department personnel to travel to and from Sacramento for the mandatory grantee briefing. \$15 per individual for a meal and \$.51 per mile for 160 miles of round-trip travel.

PROPOSED TIMELINE

Provide a timeline for the major activities to be accomplished or obstacles to be cleared in order to begin the project (e.g., approval from the board of supervisors if necessary in your county, initial meeting with key stakeholders, recruiting and hiring staff, selecting and contracting with an expert consultant, analyzing data, conducting training sessions, etc.).

| Activity | Timeframe |
|---|------------------|
| Board of Supervisors Resolution | March 2011 |
| Selection of staff | June 2011 |
| Gender-Responsive Training | July 2011 |
| Implementation of JAIS assessment tool | July 2011 |
| Selection of project participants and control group | July 2011 |
| Six month data analysis | February 2012 |
| Project completion | June 2012 |
| 12 month data analysis | September 2012 |



Superior Court of the State of California
COUNTY OF STANISLAUS

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NAN COHAN JACOBS, JUDGE

TELEPHONE
(209) 525-7794

LETTER OF SUPPORT FROM THE STANISLAUS COUNTY SUPERIOR COURT, JUVENILE DIVISION

As the presiding judge of the Stanislaus County Superior Court, Juvenile Division, I am delighted to support the application of the Stanislaus County Probation Department for grant funds from the Probation and Court-Based Alternatives Project. During my tenure as a Juvenile Court judge, I have become painfully aware of the special needs of the young women who appear in my courtroom every day. In most cases their criminality is low however their needs are significant. The initial offense that brings them before the court is generally a low level misdemeanor. Nevertheless, these girls appear before the court repeatedly, primarily for probation violations arising out of runaway behavior, substance abuse, and unaddressed mental health issues. The funds that we are seeking will enable the court and probation to address these needs in a manner that is more responsive to the unique characteristics of these young women.

Other members of our local social services and educational community support the concept of a specialized program to address the unique needs of female juvenile offenders. Earlier this week I attended a meeting of the Girls Juvenile Justice Initiative Taskforce. Eighteen different groups are represented on this taskforce. Our ultimate goal is to establish a Girls' Court program in Stanislaus County. We met to explore what steps need to be taken to get this project underway. Everyone came away from the meeting enthusiastic and energized to make this happen. Funding is our biggest obstacle.

As a member of the Stanislaus County Superior Court Executive Committee, I have reported to the Committee on our hopes for a Girls' Court project. The members of the Court Executive Committee as well as court administration heartily endorse this project and have authorized us to explore funding options and program development. Grant funding through the PCBA Project would give us the impetus to launch this much needed service for the young women in the delinquency system.

Very truly yours,

A handwritten signature in cursive script that reads "Nan Cohan Jacobs".

Nan Cohan Jacobs

Presiding Judge

Stanislaus County Superior Court, Juvenile Division