

IMPERIAL COUNTY

Juvenile Justice Coordinating Council Delinquency Prevention Plan 2017/2018



**Revised/ Approved
JJCC/Policy Prevention Board; March 23, 2017**

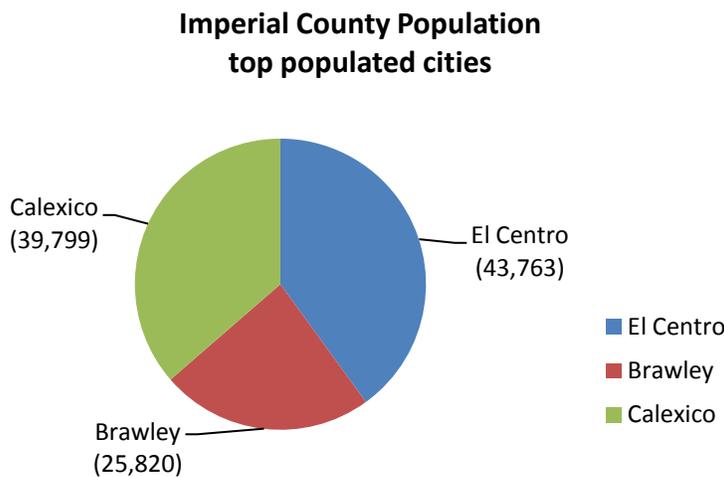
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Background and Summary

Imperial County is located in the largely agricultural southeast corner of California. Encircled by Riverside County, San Diego County and the borders of Arizona and Mexico, this county is one of the most economically disadvantaged areas in the state. Imperial County’s proximity to Mexico is reflective in that the population is 82% Latino in a county of approximately 180,000 persons. The county has been designated as a High Intensity Drug Trafficking Area by the Drug Enforcement Agency (DEA) with more than 80% of the cocaine coming into California passing

through the border. Youth gangs are active in the area; a quarter of the 200 juveniles placed on probation are involved in gangs with a majority originating within the three largest cities in the county.



The County Juvenile Justice Coordinating Council (JJCC) originally developed the Imperial County Juvenile Action Plan in March 1997. The Plan was derived from the long-standing collaborative efforts of the Interagency Steering Committee (ISC) and outlines the current state of the County’s Juvenile Justice System and provides a stratagem for future direction. On March 7, 2005, the plan was revised and approved by the JJCC/Policy Prevention Board (PPB) to include updated information on gang suppression efforts in Imperial County. Based on a

historical perspective and current trends, a 2005/08 Juvenile Justice Coordinating Delinquency Prevention Plan was approved.

The Juvenile Action Plan addresses the problems of youth in Imperial County from a systems perspective. This perspective suggests that youth crime should be approached through efforts involving family, community, private and governmental agencies, as well as law enforcement, the courts and the correctional system. The plan has its roots in ongoing collaboration and coordination through locally initiated activities. These activities are summarized below and point to a tradition of cooperation and multi-agency initiatives to develop prevention and intervention strategies. This plan is intended as a blueprint for future planning activities; development, implementation and evaluation of future programs and policies.

Imperial County Juvenile Justice Coordinating Council/Policy Prevention Board

On March 7, 2005, the Imperial County Board of Supervisors approved the JJCC as a Policy Prevention Board. The JJCC meets annually; on March 23, 2017, the JJCC met and approved the Comprehensive Multiagency Juvenile Justice Coordinating Plan.

The JJCC/PPB council shall at a minimum include the following community representatives who were approved by the Board of Supervisors in 2017:

NAME	TITLE	ORGANIZATION
Dan Prince	Chief Probation Officer	Imperial County Probation
Eddie Madueno	Chief of Police	El Centro Police Department
Raymond Loera	Sheriff	Imperial County Sheriff's Office
Gilbert G. Otero	District Attorney	Imperial County DA's Office
Juan Ulloa	Juvenile Court Judge	Superior Court
Alex Cardenas	City Council Member	City of El Centro
Ben Salorio	Public Defender	Imperial County PD's Office
Michael Kelley	Board Member	Board of Supervisors
Monalisa Vitela	Director	ICOE Alternative Education
Peggy Price	Director	Department of Social Services
Andrea Kuhlen	Director	Department of Behavioral Health
Patricia Ureña	Chair	Juvenile Justice Commission

Evidence Based Practices - Juvenile Justice Crime Prevention Act

The allocation of Juvenile Justice Crime Prevention Act funds for Imperial County for fiscal year 2017/2018 is estimated to be \$578,470, which includes growth funding from fiscal year 2016/2017. As the Department moves forward with the implementation of Evidence-Based Practices, these funds will help support probation supervision programs for juvenile probationers with the intent of reducing recidivism. The evidence-based probation supervision practices will improve public safety outcomes among juvenile probationers. Minors must be referred to programs that target criminogenic needs noted in the risk and needs assessment process, translate those risk factors into treatment objectives and ultimately into impactful interventions and supervision practices. Our focus will be on using program models and strategies that are evidence-based and are proven to be effective in changing offender behavior. Therefore, the intent is to reduce recidivism amongst this population by providing services that target positive youth behavior change.

Imperial County Juvenile Justice System

Numerous state and local agencies perform various duties and functions that either directly or indirectly support the objectives and efforts of the juvenile justice system. Several are detailed below.

Imperial County Probation Department

The Probation Department is the primary agency responsible for handling matters relating to juvenile crime and delinquency in the county. Through legal mandates, formal arrangements and informal coordination, officers balance the needs of the individual offender and the community, and develop appropriate case plans that meet those needs. The Department also plays a prominent role in many other venues where the welfare of juveniles is the main focus. Officers

from all levels within probation participate in a number of initiatives and programs geared toward improving opportunities for youth, including the annual Youth Summit

The Juvenile Division consists of an Investigation Unit, Supervision Unit and Placement Unit. In April of 2011 the department implemented a risk assessment tool, the Positive Achievement Change Tool (PACT) with Youthful Offender Block Grant (YOBG) funding. This tool is currently being used by officers who have been trained to conduct pre-screen and full screen assessments.

Juvenile Investigation Unit

Probation Officers assigned to the Investigation Unit conduct the PACT Assessment on all minors who are referred by the court for dispositional purposes and Deferred Entry of Judgment (DEJ) suitability. The PACT results are used in the development of individualized case plans; these plans address the strengths and needs of the youth and their families. The PACT is also used for the purpose of determining the appropriate services that are needed.

Juvenile Supervision Unit

Probation Officers assigned to the Supervision Unit are assigned cases depending on the minor's risk level to re-offend. The information from the PACT Full Assessment is used to determine one of the following levels of supervision:

Score	Total Contact Requirement	Field	Office
High	A total minimum of 3 contacts with minor	2 minimum required	1 minimum required
	Total minimum of 1 contact with parent	(* optional)	(* optional)
Moderate High	A total minimum of 2 contacts with minor	1 minimum required	1 minimum required
	A total minimum of 1 contact with parent	(* optional)	(* optional)
Moderate	A total minimum of 1 contact with minor	1 minimum either in field or office	
	A total minimum of 1 contact with parent	(* optional)	(* optional)

Low	A total minimum of 1 contact with minor	(*) optional	(*) optional
	Parent contact (*) optional		

(*) optional: This gives the probation officer the option of affecting the required contact in the level of supervision either in the field, office, e-mail, or by phone.

The Case Plan is designed to be a collaborative process between the minor, parent and the probation officer who reviews the risk and needs identified through the PACT and works with the family to develop agreed-upon goals. The probation officer identifies specific goals and services based on the criminogenic needs and will develop an individualized case plan that includes the risk and protective factors identified within the domains of the PACT Assessment. Minors on formal probation will receive a PACT Reassessment every seven months by the supervising officer; for the purpose of potential re-classification and modification of the case plan goals. Supervision caseloads are kept at the lowest possible level to enable officers to devote the time and attention necessary to meet the needs of juvenile offenders and their families.

Juvenile Placement Unit

Currently the Department has four officers assigned to the Placement Unit. Youth who have been on probation may be referred to the Multi-Disciplinary Service Team (MDST) prior to a recommendation for out-of-home placement. During an MDST meeting, the officer will verbally report all services that have been offered to the youth and family and will report the level of participation by the youth and their family. If and when a recommendation for out-of-home placement is made by the MDST committee, the probation officer will provide the recommendation to the court. Group Homes are selected based on the services offered to meet the specific needs of the youth; they also provide a more structured living environment.

Juvenile Services

AB12 Recognition Ceremony

The Probation Department hosted its second AB12 Recognition Ceremony for Non-Minor Dependents (NMD) on December 23, 2016, to recognize former foster youth who have transitioned from delinquency to Non-Minor Dependent status. Assembly Bill 12 (AB12) allows foster care for eligible youth to extend beyond the age of 18 up to 21; the goal of AB12 is to enable youth to maintain a safety net while experiencing independence in a secure and supervised living environment. The Probation Officers assigned to AB12 cases provide guidance to NMDs' and assist in completing a Supervised Independent Living Placement (SILP). The PO meets with the NMD once a month to ensure that they are meeting their eligibility requirements. The intent of the AB12 Recognition Ceremony is to not only acknowledge the youth's achievements, but to also build camaraderie and provide additional resources and support among the NMD youth.

Youth Summit

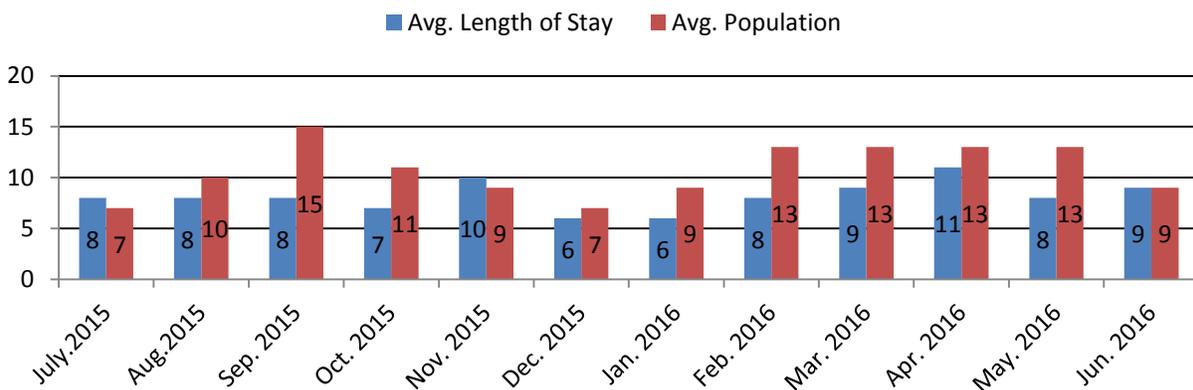
In June of 2010, the Imperial County Probation Department in collaboration with the Imperial County Juvenile Justice Commission worked closely to coordinate an annual Youth Summit that was first held in January of 2011. The intended outcomes were to develop problem solving skills among youth and parents, build awareness of community resources and educate them on the importance of education, life skills and healthy lifestyles. The first couple of years the targeted population was high risk youth on probation; and gradually it was extended to youth in Foster Care in both the delinquency and dependency arena.

In the last couple of years registration has been opened to the local middle schools and high schools throughout the Imperial County. The number of participants has grown from the initial 80 youth and parents to 300 participants.

Juvenile Hall & Juvenile Hall Programs

The Department has implemented the utilization of the Detention Risk Assessment Instrument (DRAI), a point-based tool that generates a recommendation for “Release” or “Secure Detention” at the time of booking. The juvenile hall has subsequently experienced a decrease in the number of detained youth. In the fiscal year 2016, the average length of stay for youth was 8 days with an average daily population of 11 youth. In 2010, all Juvenile Hall staff received Motivational Interviewing (MI) training and since then the facility has seen a decrease in physical altercations and disciplinary incident reports. The institution provides the following program activities to detained youth: education, outdoor recreation and exercise programs, religious services (twice a week), family visitation (twice a week), medical services, behavioral health services including medication support and twice weekly drug and alcohol group sessions.

Juvenile Hall: Average Population and Average Length of Stay



MAYSI-21

In January of 2011, the Juvenile Hall implemented the MAYSI-2 Assessment; a standardized assessment tool designed to assist Juvenile Hall staff in identifying detained minors who may have mental health needs requiring professional intervention. The assessment consists of a two-sided survey containing 52 questions designed to identify behavioral/mental health issues which could present problems for the minor while in custody. Juvenile Hall staff administers the MAYSI-2 to youths upon their admittance to Juvenile Hall. It is recommended that the MAYSI-2 be completed within the first 2-4 hours after admission.

Prison Rape Elimination Act of 2003 (PREA)

The federal Prison Rape Elimination Act (PREA) was signed into law in September, 2003. PREA establishes a zero-tolerance standard against sexual assaults and rapes of incarcerated persons of any age. The Imperial County Probation Department has a zero-tolerance policy regarding sexual assault, sexual abuse and sexual harassment. Residents of probation facilities, individuals under probation supervision, probation staff, volunteers and collaborative partners have a right to an environment that is free from sexual abuse, assault and harassment.

In August of 2013, the PREA Coordinator along with Sure Helpline and the Imperial County Sheriff's Office provided training to Juvenile Hall staff, Juvenile Probation Officers, Behavioral Health Staff, vendors, volunteers and medical staff on PREA standards and reporting requirements along with receiving refresher courses every two years; further information on PREA can be found on the Probation Department's website.

Grandparents Program

In 2003, the Grandparents Program was implemented in partnership with Catholic Charities and the Probation Department. Grandparents provide assistance with tutoring, crafts, and most

importantly they foster a supportive relationship with the youth. The “grandparents” who participate in this program are provided a stipend from Catholic Charities. Their hours are from 9:00 a.m. to 2:00 p.m., with an average of five hours a day, five days a week. The grandparents have become an integral part of the institution and have developed long term relationships with a number of the youth. Since the inception of the Grandparents Program staff has observed the following:

- Decrease in physical and verbal altercations
- Positive behavior towards other youth/staff
- Increase in positive social skills

Garden of Dreams

In September 2016, the Imperial County Juvenile Hall initiated the "Garden of Dreams" project under the direction of a Master Gardener. Located within the Juvenile Hall and with guidance from the Master Gardener, a teacher, juvenile hall staff, and personnel from the probation department, the youth were able to raise a garden composed of a variety of organic vegetables. The Master Gardener provides the youth with lessons and instruction during the many phases of the growth cycle which include, cultivation of the ground, adding compost to enrich the soil, building and installing an irrigation system and trellis, seeding, watering, harvesting, and transplantation of vegetables. Also, the teacher incorporates lessons in the classroom that are in line with the gardening theme that includes relationship between water, soil, sun, photosynthesis, phototropism, the role of earthworms, and role of nutrients in soils.

The Garden of Dreams has given the youth of the juvenile hall an opportunity to learn a vocational trade and receive education in nutrition, organic vs. non-organic, and the connection to nature. Also, caring for the garden has instilled a sense of discipline, responsibility, and helps

with self-esteem. The garden of dreams has truly become a coveted work detail where the youth demonstrate a willingness to participate in the garden and often volunteer to water and assist in whatever maintenance the garden requires.

Tai Chi

In June 2016, Juvenile Hall incorporated Tai Chi into their programming regimen. Provided by Imperial County Behavioral Health, the youth receive lessons in Tai Chi once a week from a certified instructor. Under the back drop of the Garden of Dreams, youth participate in Tai Chi which promotes cardiovascular fitness, strengthening, and flexibility. In addition, Tai chi also helps with:

- Spirit (feeling good)
- Reducing stress
- Relaxation
- Concentration

Juvenile Community Work Service Program

The Probation Department is responsible for the Community Work Service (CWS) Program in Imperial County for juvenile offenders who are ordered by the court or probation to complete community work service hours in lieu of fines as a condition of probation or as an alternative to filing a petition.

The Probation Department organizes the work sites and manages the offenders' subject to community work service ordered by the court. The CWS Program offers offenders an opportunity to repair community damage through unpaid work. This program benefits communities, neighborhoods, charitable organizations, local schools and a variety of individual

members throughout the Imperial Valley. The CWS Supervisor assesses each offender carefully before they are assigned to a work project and site. The Community Work Service Program is designed to give young people an opportunity to fulfill the court’s mandates as well as reinforcing a restorative approach to juvenile justice.

Values

In our interactions with others, the Department is guided by the following values:

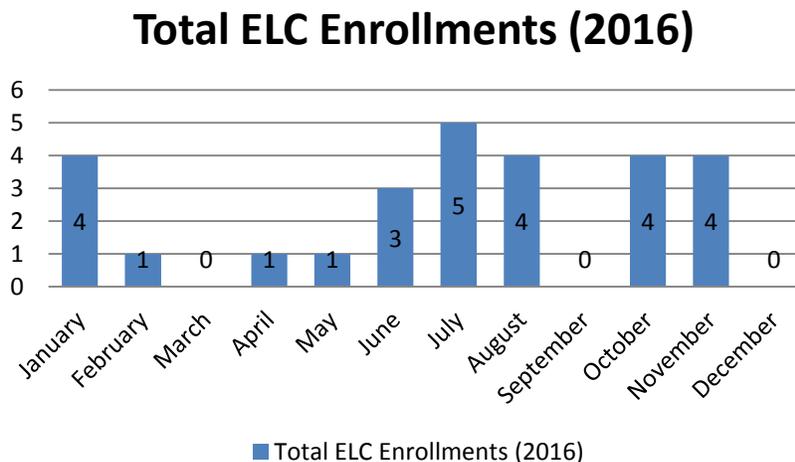
- Compassion
- Integrity
- Accountability
- Respect

Collaborative Partners

Evening Learning Center

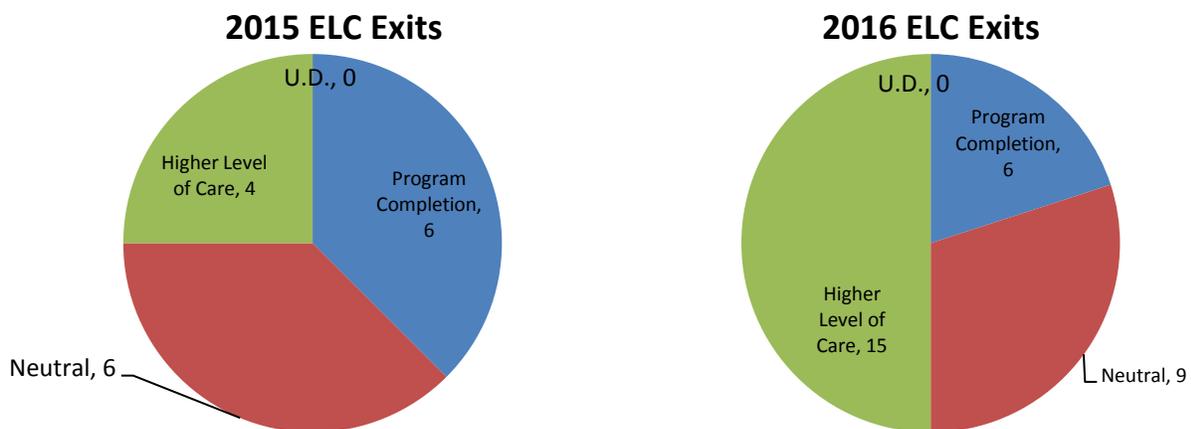
In December of 2009, the Board of Supervisors approved a contract with Rite Track, LLC to implement an Evening Learning Center (ELC) in the city of El Centro. Initial funding for the Evening Learning Center was obtained through the YOBG funds and it is currently being funded

through both YOBG and JJCPA. It was designed as a solution to reduce the length of stay in out of county residential facilities. The ELC operates 52 weeks a year, five days a week, from



3:30 p.m. to 8:30 p.m. (during high crime periods); weekend programming is occasionally offered.

The targeted population includes male and female youth between the ages of 14 to 17. The length of stay in the program is six (6) months, depending on the youth’s adjustment to and progress within the program. The youth are referred to the program with varying criminogenic risk factors; Rite Track will then determine the specific needs of each youth through an assessment process that culminates in an individualized case plan called the Measured Achievement Plan (MAP). It is additionally beneficial that Rite Track staff use the same Assessments.com risk assessment tool as the Probation Department.



The ELC has increased clinician hours in order to provide individualized sessions and group sessions which offer evidence based parenting curriculum “Active Parenting.” Active Parenting offers six chapters of vital information for parents of teens attending the ELC. It covers effective disciplining without violence, skills to build open communication, how to prevent risky behavior, along with at-home practices. Upon completion, Rite Track parents receive a certificate of completion. As the charts note, the term “higher level of care” means a student is in need of higher supervision and a higher dosage of therapeutic, substance abuse and cognitive

behavioral services. For example, a student can transfer from Mentoring and Tracking (weekly supervision) to attending the Evening Learning Center (daily supervision); or a student is transferred from attending Rite Track services to placement or a rehabilitation facility.

ELC staff members are also trained to be Cognitive Behavioral Therapy (CBT) group facilitators. CBT is an evidence-based best practice that helps youth change their behavior by refocusing their thought process. The ELC provides the following Cognitive-Based Groups: Aggression Replacement Therapy, Phoenix Gang Intervention, Cognitive Behavioral Therapy (Thinking for a Change, Cultural Enrichment, Healthy Relationships, and Social Awareness) and Moral Reconciliation Therapy. One Cognitive Behavioral Therapy class is offered to teens that have a substance abuse problem. This curriculum is designed to assist teens who have a moderate to high need in the area of substance abuse. This evidence-based curriculum covers six modules, which includes motivational engagement, cognitive restructuring, emotion regulation, social skills, problem solving, and success planning. Students who present a substance abuse problem complete an average of 39 hours of treatment.

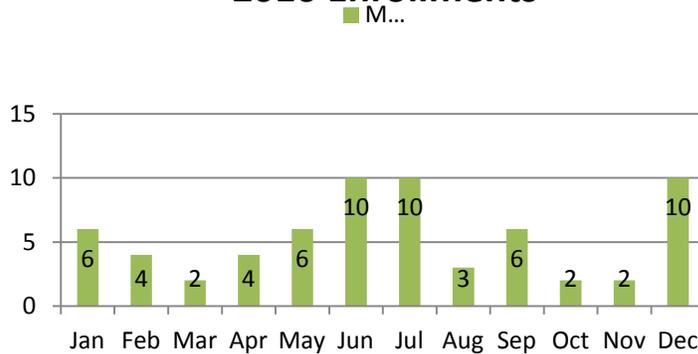
Lastly, the Evening Learning Center has incorporated weekly art activities as an additional form of therapeutic assistance. This allows students to explore their individual creativity, help improve self-esteem, personal awareness, better manage their behaviors, along with reducing levels of stress.

Mentoring and Tracking

The second component of the Evening Learning Center is their Mentoring/Tracking program. In this program, youth receive mentoring and counseling services as well as crisis interventions designed to empower them to live successfully in their community. Youth will demonstrate

competencies in independent living, education/vocational training, job placement and family systems.

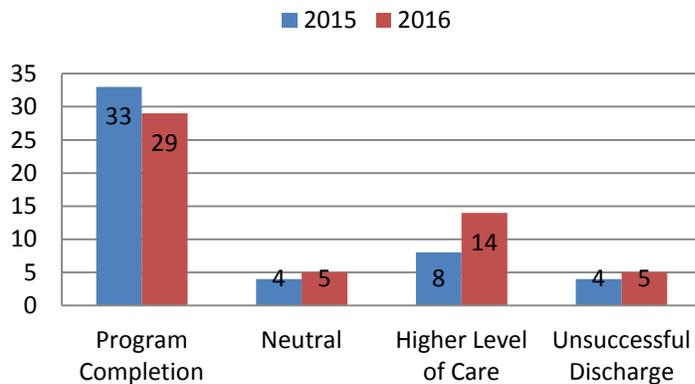
Mentoring/ Tracking 2016 Enrollments



The target population for Mentoring/Tracking includes male and female youth between the ages of 14 to 19. The anticipated length of stay is six (6) months. Mentors work closely with the youth and their families during this period,

thus reducing the risk of re-entry into the juvenile justice system. They also provide support services to youth and provide weekly reports on their progress to the supervising probation officer. Youth participating in the mentoring and tracking program have accessibility to mentors twenty-four hours a day, seven days a week.

Mentoring/Tracking Exits



Throughout the delivery of these services, Rite Track staff will work to mitigate the youth’s risk factors and increase the protective factors. Case plans will include meeting needs identified in each of the domains presented in the Measured

Achievement Plan (MAP). Youth will be linked with all applicable and available community resources and businesses that may serve to address their needs.

Imperial County Behavioral Health (Youth and Young Adult Services)

Imperial County Behavioral Health Services (ICBHS) Youth and Young Adult Services program consists of the Mental Health Services Act Full Service Partnership Program, Anxiety and Depression Clinic, Juvenile Hall Services and Adolescent Alcohol/Drug Program. These services are designed to meet the needs of Imperial County youth and young adults ages 12-25. All services provided through YAYA are integrated, individualized and developed to promote individual and family centered recovery, resiliency and wellness. The program focuses on the individual's strengths and needs in an effort to promote mental health recovery and stability.

The target population for Youth and Young Adult Services is as follows:

- Seriously Emotionally Disturbed (SED) adolescents, age 12-15, who, as a result of a mental disorder, have substantial impairment in at least two of the following areas: self-care, school functioning, family relationships, or the ability to function in the community **and** who are either at risk of or have already been removed from the home; **or** whose mental disorder and impairments have been present for more than six months or are likely to continue for more than one year without treatment; **or** who display at least one of the following: psychotic features, risk of suicide, or risk of violence due to a mental disorder. These individuals may also be diagnosed with a co-occurring substance abuse disorder.
- SED or Severely Mentally Ill (SMI) Transition-Age Youth, age 16-25, who, as a result of a mental disorder, have substantial impairment in at least two of the following areas: self-care, school functioning, family relationships, or the ability to function in the community **and** are unserved or underserved **and** are experiencing either homelessness or are at risk of being homeless; aging out of the child and youth mental health system; aging out of the child welfare system; aging out of the juvenile justice system; have involvement in

the criminal justice system; are at risk of involuntary hospitalization or institutionalization; or are experiencing a first episode of serious mental illness. These individuals may also be diagnosed with a co-occurring substance abuse disorder.

Services available to youth and young adults who are active ICBHS clients include the following:

- Individual/Group Counseling
- Crisis Intervention
- Medication Support
- Targeted Case Management
- Intensive Care Coordination
- Substance Abuse Treatment

In addition, youth and young adults who receive treatment through an FSP program may benefit from additional services that include:

- Equine Therapy
- Music education and practice
- General Education Development (GED) Classes
- Fitness Program
- Tai Chi Classes

Behavioral Health Services in Juvenile Hall

Imperial County Behavioral Health (ICBHS) provides specialty mental health services to high-risk youth who are detained at the facility. All incarcerated youth are screened for mental health services by Juvenile Hall staff at the point of admission using the Massachusetts Youth Screening Instrument (MAYSI-2). If the need for mental health services is identified, Juvenile Hall staff completes a referral to ICBHS. All youth referred to ICBHS receive a comprehensive intake assessment by a clinician and mental health services are recommended at the point of intake. Referrals to ICBHS can also be conducted at any time during a youth's stay at Juvenile Hall if mental health needs are identified after the youth's admission or at any time if a youth requests services. During

FY 2014-2015, ICBHS Juvenile Hall Services received a total of 116 referrals. ICBHS services provided at Juvenile Hall include the following:

- Mental Health Services
- Individual Therapy
- Medication Support
- Targeted Case Management
- Family Therapy (when appropriate)
- Substance Abuse Treatment

Two part-time psychiatrists are currently assigned to provide medication support services to youth at Juvenile Hall. Services include psychiatric evaluations and medication management. ICBHS clinicians are also on-call afterhours, on weekends and holidays to conduct crisis interventions for those youth who present risk of harm to self or others. The role of the on-call clinician is to conduct a risk assessment and provide interventions geared towards reducing the risk. The clinician works closely with Juvenile Hall staff to determine the appropriate supervision level for the youth and coordinate further mental health treatment when necessary.

In efforts to maintain the youths' participation in mental health treatment after their release from Juvenile Hall, ICBHS has assigned community service and mental health workers to participate in scheduled visitations at Juvenile Hall to educate youth in custody and their families regarding the availability of mental health services. These services assist in engaging youth and families in reducing stigma associated with accessing mental health services. Through these efforts, parents will have a better understanding of the importance of supporting their youth's mental health needs.

Department of Social Services

The Department of Social Services (DSS) works collaboratively with Probation in providing services to youth in foster care through the Independent Living Program, Transitional Housing,

and AB12. DSS is responsible for coordinating the financial reimbursement of various programs that benefit delinquent youth and for which the Probation Department receives funds.

Wraparound Program

Wraparound was implemented in 1997 pursuant to Senate Bill (SB 163). This legislation allowed California counties to pilot the Wraparound process using non-federal Aid to Families with Dependent Children-Foster Care dollars to provide children and families with family-based service alternatives to group home care. Wraparound is designed to enhance the strengths inherent in families by maximizing the family's inherent strengths. As a result of SB 163, DSS in partnership with the Probation Department, Behavioral Health, and the Imperial County Office of Education (ICOE) met for the purpose of planning and implementing a Wraparound Program. On February 15, 2011, the Board of Supervisors approved the Imperial County's Wraparound Plan which was reviewed and accepted by the California Department of Social Services. In the first year of operation the Wraparound Program will serve a total of 10 children/youth from either DSS or the Probation Department, and will add 10 slots during the second year. Participating families will be brought before the Multi-Disciplinary Service Team in order to identify the family's needs and strengths. In March 2015, the Department officially began servicing families in the Wraparound Program. In 2016, there were families served by the program.

Education

Imperial County Office of Education maintains three academies, Del Rio Academy, Valley Academy and Calexico Academy that specifically target at-risk juveniles and youth who are under the jurisdiction of the Juvenile Court. Esther Huff School located at Juvenile Hall provides educational services to detained offenders and tailors courses specific to the needs of the student.

They provide pre and post assessments completed upon enrollment and exit to measure academic progress for all students, along with maintaining or developing Individual Education Plans as necessary. The Student Attendance Review Board (SARB) provides services for truants and high-risk students at the elementary school level. Intensive supervision is provided to students and families whose school attendance problems may lead to a School Attendance Review Board Hearing.

Success through Attendance Recovery (STAR) Program

The Imperial County Office of Education, Probation Department, Juvenile Court, District Attorney's Office, Department of Social Services and Behavioral Health Services collaborate in this program to increase student attendance, academic achievement and increase self-sufficiency through assessments and support. On July 21, 2015, the Board of Supervisors approved a Memorandum of Understanding to guide the provision of services. The STAR Program funds one probation officer assigned to the three different alternative schools located in the Imperial Valley. The Probation Officer along with school personnel identifies students who are chronic truants and make referrals to the STAR Program. The Probation Officer participates in the initial screening of each case and makes appropriate referrals for drug counseling, anger management or behavioral health services.

Project Exito III

The Imperial Valley Regional Occupational Program (IVROP) was recently awarded a grant from the Department of Labor to deliver Face Forward services to youth offenders ages 14-24 through Project Exito. IVROP has partnered with the Imperial County Probation Department to assist juvenile offenders in achieving their career goals. Project Exito III will provide

participants with case management support, mentoring, educational services and job training. The Probation Department will assist in referring up to 130 participants to Project Exito III.

The overall goal of Project Exito III is to improve the workforce outcomes of court- involved youth and prepare them for jobs in demand industries using career pathways.

NYPUM Program

The City of El Centro Parks and Recreation Department in partnership with the Imperial County Probation Department will be coordinating the NYPUM Program, an off-road highway program for boys and girls ages 10 through 16 in El Centro, in order to address the problems of gangs, school truancy and school behavior.

The NYPUM Program has been proven to change the lives of youth in the community by allowing them the privilege to ride a minibike as an incentive and motivating youth to make positive changes in their lives. The program offers healthy peer relationships and positive role models such as law enforcement officers, school officials and city recreation staff. The NYPUM Programs goals are the prevention of destructive behavior including substance abuse, truancy, curfew violations and vandalism, as well as teaching youth how to interact more positively with one another. The El Centro NYPUM has been recognized nationally through their attendance at the 2010 Rose Parade and at the national conferences in Los Angeles and Boston.

Police and Sheriff Athletic Leagues

The PAL and SAL programs provide youth in the community an opportunity for a positive, participatory sports experience with law enforcement officers serving as both coaches and role models.

Conclusion

The extent to which agencies and professionals can successfully respond to juvenile offenders relies on their ability to marshal resources, collaborate, develop impactful strategies and be flexible and creative. An overall strategy that includes close supervision, prevention initiatives, and intervention programs should provide the comprehensive approach needed to serve juvenile offenders. Programs and resources that address the impact of gang involvement, substance abuse, mental health and gender-specific issues should also be developed to provide both short and long-term solutions for detained offenders as well as those living at home. JJCPA funding provides the opportunity for local jurisdictions to respond to these needs in their communities.