

# Comprehensive Strategy in San Diego County

## *Major Accomplishments*

**Achieved in collaboration with partners/stakeholders and through leadership provided by  
The Juvenile Justice Coordinating Council**

### **1. After-School Programs**

- \$1.2 million in FY'97-'98, \$1.5 million in FY'98-99, \$1.9 million in FY '99-'00 (40 programs) financed through the San Diego County Children's Trust Fund established by Board of Supervisors (BOS) on June 16, 1996. BOS authorized use of \$4 million from health and mental health realignment funds.
- The San Diego County Critical Hours Program has served more than 25,000 middle school youth through 38 programs at 60 sites throughout the county and involved collaboration with 250 partners.
- The San Diego Regional Consortium has been awarded \$44M by the California Department of Education to fund After School Learning & Safe Neighborhoods Partnership Programs from FY 99-03. More than 200 elementary and middle schools in 18 school districts provide services throughout the county. This regional grant application has involved over 150 collaborative partners.
- Non-weighted raw numbers of juvenile crimes in the Critical Hours program areas and juvenile suicide in San Diego County have decreased since the program baseline year (1996).

### **2. Community Challenge Grants**

- \$1.3M awarded by CA Department of Health Services to nine service providers throughout the county to develop and implement prevention programs targeting teen pregnancy and related problems.
- Programs include: sexual abstinence; mentoring; life skills training; communication/ decision making; and other interventions in order to reduce the number of unwed and teen pregnancies; reduce single-parent families; and promote responsible parenting.

### **3. Breaking Cycles Demonstration Project**

- \$6.9 million SB 1760 Challenge Grant awarded to the Probation Department (July, 1997) for 3 years.
- Funds a continuum of services from prevention through graduated sanction programs.
- Prevention services consist of regional Community Assessment Teams providing intervention and counseling for at risk juveniles & their families.
- A range of services/graduated sanctions are provided to wards of the Juvenile Court including community supervision programs; day treatment; short term custody; correctional placement and aftercare services.
- Programs utilize a strength based risk/needs assessment to determine level/intensity of services needed throughout the case-management process.
- 459 youth and their families (over 1,400 individuals) received services from the Reflections day-treatment program (a residential treatment alternative) over a three-year period. Twelve-month follow-up data on 94 graduates indicate 80% of youth served have not had a new petition sustained for delinquent behavior.

### **3. At-Risk Youth Early Intervention Program (Community Assessment Teams)**

- \$2 million SB 1050 funding provided to the Probation Department for creation of direct services and additional Community Assessment Teams.
- \$800,000. in foundation funds obtained from California Endowment by Funding Committee to sustain services for FY 99/00 and 00/01.
- Expands prevention services provided by teams from two to five areas of the county; serving family members 24 hrs. a day/7 days per week.
- Assessment / in home crisis support services provided to nearly 3,200 youth referred annually. The program actually served approximately 10,500 individuals based on average family size.
- Majority of clients successfully complete case management plans and are either

employed or in school upon program exit. To date, 99% have not entered the juvenile justice system after receiving services.

- By serving youth at CAT sites, law enforcement and school resources expended on follow-up have been reduced.

## **5. Juvenile Repeat Offender Prevention Program (Project 8%)**

- State funding of \$442,500 per year provides wraparound services to youth under the age of 15; are first time wards; and exhibit risk factors predictive of chronic recidivism. Subsequent legislation increased the funding and extended the program until 6/01.
- A multi-disciplinary team of a Probation Officer, Social Worker, Substance Abuse Counselor and Psychologist provide integrated services to families of at-risk youth to minimize delinquency and costs of processing youth through the juvenile justice system. The team works in a family resource center (FACTOR) in collaboration with the County Office of Education and Union of Pan-Asian Communities.
- Prevention services are provided to siblings; family preservation services are provided to family members.
- Risk assessment scores are declining/ thriving scores are increasing @ 6 and 12 mo. follow-up periods. Improvement is most notable in the areas of education and criminality--the highest area of risk for these youth.

## **6. Gender Specific Service to Girls**

- \$100,000 from the Office of Criminal Justice Planning awarded to the YMCA, Youth and Family Services to provide services to adolescent girls participating in day treatment centers managed by the Probation Department. Program services include home visits; group counseling focused on gender specific issues; independent living skills; academic enrichment; employment preparation; family counseling and mentoring.
- \$4.6 million state Challenge Grant II Award to the Probation Department to provide program services for more than 1,500 girls (ages 12 to 17) and their families in a three-year period (1999-2002). The WINGS (Working to Insure & Nurture Girls Success) Program includes community-based and home visiting services by a multi-disciplinary team

of workers in various regions of the county.

- Formation of Girls Working Group designated by the County Board of Supervisors (BOS) to formulate a county policy and related recommendations for gender based services. Board of Supervisors adopted policy recommendations (November 1999).
- Girls Issues Working Group designated as an advisory body to the BOS to assist with guidance and monitoring of gender-responsive programs to be planned and implemented within the guidelines of Board Policy entitled "Gender-Responsive Services for San Diego County's Juvenile Female Offenders; At-Risk Young Women & Girls".
- Girls Issues Group, in partnership with San Diego County and Earth Vision Productions, produced/premiered a videotape (*WINGS-What's Up With Girls*) @ Porter Troupe Gallery increasing community awareness of gender specific issues (June 2001).

## **7. Adolescent Substance Abuse Treatment Array of Services**

- Managed and implemented by County HHSA/Alcohol & Drug Services
- In addition to an existing allocation of \$1.5M, funding for adolescent alcohol/drug treatment services was increased by over \$1.8M annually by BOS in 1997.
- The number of youth served increased from 600 to 3,000 annually.
- Wait time for services were reduced from 12 weeks to 2 weeks or less.
- 5 additional Teen Recovery Centers were established.
- Residential capacity for adolescents was expanded; including 20 new beds for detoxification.
- Funding sources include a federal Substance Abuse Prevention Treatment Block Grant with state and county general funds administered by HHSA.
- The array of services is comprised of alcohol/drug treatment and intervention services; in-patient/out-patient treatment; detoxification beds; and residential placement services.
- In September 2000, the Office of National Drug Control Policy and

OJJDP awarded the Lemon Grove Project (as lead applicant) \$100,000 for a one- year period to establish a Drug-Free Communities Support Program. (Funding is renewable for a two-year period.) This program will allow community coalitions to work in a collaborative way to design substance abuse reduction initiatives; implement plans to reduce substance abuse among youth; assess the effectiveness of substance abuse reduction efforts; and provide information about best practice programs that may be replicated in other communities.

## **8. Juvenile Dependency Court Recovery Project**

- In May of 1998, a partnership between the County and Superior Court was formed to initiate court reform in the processing of juvenile dependency cases. This project was created to reduce the time children spend in temporary foster care awaiting a permanent placement decision. Additionally, a Dependency Drug Court was established to reduce the amount of time it takes for parents of dependent children to access alcohol and drug treatment services.
- Program outcomes include reducing the time children spend in temporary foster care (from 34 mos. to 18 mos.) with savings to be reinvested in services for children.
- Preliminary statistics indicate 67% of parents, who have children that are dependent wards of the court, comply with substance abuse recovery plans.
- It is projected that case management services will be provided to 1,500-2,000 parents in the dependency system annually.

## **9. A Shared Structured Decision-Making Process (“Regional Resiliency Checkup”)**

- A \$10,000 grant award from the National Institute of Corrections and \$50,000 in matching funds provided by the Probation Dept. provided resources to develop an Assessment Tool and provision of related training in use of the instrument for public agency staff and service providers.
- The assessment tool is a research based classification device being

used across systems (probation, Law Enforcement, Schools, Service Providers etc.) in San Diego County since May, 1998.

- This assessment tool provides for a uniform screening and referral process throughout the region and enhances quality control in case management.
- An automated copyright version of the assessment instrument that scores and graphically portrays resiliency was released for use in 1999. A consulting firm is currently collecting data and performing scale validity tests.

## **10. Juvenile Drug Court**

- \$375,000 grant from the California Department of Alcohol & Drug Programs was awarded to the County to fund Services from September 1998 through June 2001.
- Juvenile Drug Court is a 12-month program for juveniles who have been repeatedly non-compliant in drug treatment and who need increased monitoring and supervision by the Court while living in the community.
- Program goal is to help youth eliminate dependence/addiction and achieve sobriety through day treatment program; frequent drug court appearances; out-patient services; intensive supervision; frequent drug testing; peer group support; rewards and praise for compliant behavior; immediate consequences/sanctions for non-compliant behavior.
- County general funds; state revenue (TANF); and a federal grant provide resource to manage cases and conduct an evaluation.
- Since September 1998, 90% of youth completing the program have not used substances or committed a new crime in a twelve month period following program graduation.

## **11. Coordinated Enforcement Plan (Data Integration/ Information Sharing)**

- \$1.2M grant awarded from the Juvenile Accountability Incentive Block Grant for a one-year period commencing April 1999-March 2000 with oversight provided by the Juvenile Justice Coordinating Council.
- Enables creation of a single repository of information about at-risk

youth that may be shared by Superior Court with various county departments; schools; law enforcement agencies; community-based organizations and the state Central Welfare System. The juvenile justice system database will be updated/enhanced so all individual working with youth will have complete and accurate information for purposes of case management.

- An additional \$1.29M awarded for one year (April 2000-March 2001) to a) implement a Community Response Officer Program (CROP) stationing Probation Officers within police facilities in 8 regions of the county to supervise delinquent wards and status offenders; b) plan for development of community resource centers; c) to develop a secure web site to share juvenile probation orders and school records.

## 12. Violence Prevention

- The University of California, San Diego Academic Center of Excellence on Youth Violence Prevention awarded \$1.1 million for 3 years by the Center for Disease Control to empower communities to prevent and address youth violence by aligning research, education and outreach activities of the university with the needs of schools and community based organizations. (October 2000)
- San Diego Unified School District receives a three year \$9 million (total) award from U.S. Dept. of Education, DOJ and Health & Human Services through *Safe Schools/Healthy Student Initiative* to increase/expand school-linked services for at risk youth at elementary and secondary school sites. (October 2001)

## 13. Federal, State, Local Partnerships/Collaborative Efforts

- Federal, state, and local funds blended to support Comprehensive Strategy staff positions and related activities.
- Site visit/ acceptance of San Diego County Comprehensive Strategy Plan by Attorney General Janet Reno (January, 1999).
- Juvenile Justice Coordinating Council expanded to 26 members by the Board of Supervisors to provide enhanced support to Comprehensive Strategy implementation (February 1999).
- Site visit by General Barry McCaffrey (Washington D.C.) and Dr. Juan Ramon de la Fuente (Mexico), June 1999.

- Site visit by State Advisory Group government officials from Sacramento including representatives from the Senate Office of Research; Senate Budget & Fiscal Review Committee; Legislative Analyst Office; Senate Republican Policy & Fiscal Committee; Senate Public Safety Committee; and legislative aides from Senate offices (July 1999).
- Funding Committee formed by JJCC to enhance resource development efforts in order to create and sustain existing continuum of services.
- Workshop presented to the state legislators at the National Conference of State Legislatures ("Legislative Responses to Youth Violence: A Comprehensive Approach") in Santa Fe, New Mexico (December 1999)
- Site visits by staff from the Office of Governor Bush (Austin, Texas) and staff from the American Youth Policy Forum (Washington D.C.) February 2000.
- Site visit by John J. Wilson, Acting Administrator of OJJDP who delivered Keynote Address at Comprehensive Strategy Celebration of Accomplishments (April 2000)
- Workshop presented to the National Council of Juvenile and Family Court Judges ("Three Outstanding Juvenile Justice Training Programs") in San Diego, CA (May 2000).
- Workshop presented to the National Council of Juvenile and Family Court Judges ("Children and Family First") in Snowbird, Utah (July 2000).
- Site visit by Santa Fe County, NM officials (County Manager; County Commissioners; Children's Court District Judge; Probation Officer) and meetings with local dignitaries for purpose of replicating Comprehensive Strategy approach (September 2000).
- *Local Action Plan and San Diego County Comprehensive Strategy for Youth, Family and Community* updated/revised and submitted to the California Board of Corrections (BOC) by the JJCC as the *San Diego County Comprehensive Multi-agency Juvenile Justice Plan (CMJJP)*. (January 2001)
- Based on CMJJP submission, San Diego County was awarded \$10.2M to sustain and enhance Comprehensive Strategy services for at risk and delinquent youth through the Crime Prevention Act of 2000.

(January 2001).

- Site visit by Captains representing law enforcement agencies in six provinces/municipalities in the Netherlands (April 2001).
- Hosted, in partnership with San Diego County Health & Human Service Agency and Commission on Children, Youth & Families, A *Community Conversation on Youth Violence Prevention* to define gaps in services, identify promising approaches/best practice programs and foster collaboration to maximize services and resources (April 2001).
- Hosted, in partnership with San Diego Youth Congress, a *Youth Forum/Call for Action* to engage youth in discussion of violence issues and receive recommendations for violence prevention planning efforts. (May 2001)
- In partnership with the National Conference of State Legislatures produced a three-day *Comprehensive Juvenile Justice Study Tour* for eleven state legislators from five states. Five program sites were visited. Senator Deirdre “Dede” Alpert delivered keynote address (June 2001).
- Hosted site visit by juvenile justice officials from the city of Roanoke, Virginia for purpose of replicating Comprehensive Strategy in that jurisdiction. (August 2001).
- In partnership with the Office of Juvenile Justice & Delinquency Prevention (OJJDP) and National Council on Crime & Delinquency, provided technical assistance to the Juvenile Justice Coordinating Council in Orange County to foster replication of the Comprehensive Strategy model in that jurisdiction. (August 2001)
- Advanced collaboration between Health & Human Service Agency, Probation, CAO (Public Safety Group), Juvenile Court, Commission on Children, Youth & Families, San Diego Association of Non Profits and Children’s Initiative through formation of a Resource Development Policy Committee to improve system integration and enhance funding for children and family services. (August 2001)
- Hosted site visit by film crew from Eastern Kentucky University for purpose of conducting interviews and filming activities at three program sites to showcase San Diego County and two other pilot sites for an OJJDP Videoconference on Comprehensive Strategy. (September 2001)
- JJCC subcommittee members of the Girls Issues Group produce a *Girls Group Summit Workshop* for mid-level managers throughout the

County to enhance understanding of gender specific issues; BOS Policy A-132 on gender responsive services; and initiate planning for a Girls Summit. (October 2001)

- Obtained continued funding, hired consultant and reconvened the Children's Budget Advisory Board to resume work on creating a San Diego County Children's Budget. (October 2001)
- Hosted, in partnership with i.e. communications, LLC (Choices for Youth), a *Youth Violence Prevention Forum* and related press conference to enhance public understanding of violence issues, prevention strategies and best practice programs. (Experts from the Little Hoover Commission, Philliber Research, Center for Collaborative for Children and *Commonweal* shared information with attendees). (October 2001)
- In partnership with the Center for Child Health Outcomes at Children's Hospital and Alliance Healthcare Foundation, provided assistance and support for developing a common information base related to violence prevention efforts (*Special Feature on School Violence in San Diego County*) (October 2001)
- Provided a workshop in Portland, OR for 40 legislators/staff members from 10 states at a conference produced by the National Council of State Legislatures for the School Violence Institute (*Keeping Schools Safe: A Comprehensive Approach*). (November 2001)
- San Diego County Commission on Children, Youth & Families sponsors *A Forum on Literacy* featuring Lindamood-Bell Learning Processes to initiate development of literacy services for delinquent juvenile court wards confined in local institutions managed by the Probation Dept. (December 2001)
- Juvenile Justice Coordinating Council (JJCC) sponsors a *Disproportionate Minority Confinement Presentation* by Attorney James Bell for JJCC members to enlist support for commencing research on this topic within the Probation Dept. and other juvenile justice system agencies. (December 2001)
- Provided a workshop in San Diego, CA for 65 legislators/staff members from 15 states at a conference produced by the National Council of State Legislatures (*Starting Kids Off Right: Improving Family, Community and School Outcomes*). (January 2002)

## ***San Diego County Juvenile Justice Coordinating Council***

Alan Crogan, Chief Probation Officer (Chair)	Probation Department
James Milliken, Presiding Judge	Superior Court, Juvenile
Division	
David Bejarano, Chief	San Diego Police
Department	
Bill Kolender	Sheriff's Department
Joan Stein	District Attorney's Office
Ron Roberts	Board of Supervisors
Gregory Cox	Board of Supervisors
Henry Coker	Public Defender's Office
Vaughn Jeffery	Chief Administrative Office
Al Medina	HHSA, Alcohol & Drug
Services	
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