

**Winnebago Tribe of Nebraska
Comprehensive Juvenile Services Plan
July 1, 2015 – June 30, 2018**



Prepared By: John Penn, MSW, Penn Consulting

Consultant for: Ho-Chunk Community Development Corporation
509 Ho-Chunk Plaza North
Winnebago, NE. 68071

Coordinator: Kellie Snow, Probation Officer
Winnebago Tribal Court
Winnebago, NE. 68071

WJJPT/Chair: Vivian Thundercloud, Court Administrator
Winnebago Tribal Court
Winnebago, NE. 68071

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SECTION I
INTRODUCTION

Winnebago Tribe of Nebraska

I. Introduction

In recent decades, the Winnebago Tribe has faced significant problems in addressing public safety issues among juveniles. Numerous factors have contributed to this issue. Crime rates have fluctuated from relatively high to very high and vital resources have not lived up to needs or expectations leaving the tribal justice system infrastructure with identified gaps to address these issues. Assessments of the juvenile justice system have revealed that there are insufficient alternatives to incarceration concerning juvenile offenders and even less resources for positive rehabilitation and reentry for offenders. Placing youth in detention services and treatment facilities away from the reservation is expensive and doesn't allow for family participation. Additionally, surveys performed at the Winnebago Public Schools indicate that substance abuse among students in grades 6-12 is a major issue and greatly affects the resiliency of both our youth and their families. Although the Tribe has found genuine success through expansion of Court services in Probation, the Traditional Wellness Court, and in the possible addition of a new Youth Crisis Intervention Center facility that will include a Centralized Intake Unit, an Assessment Center Unit, and a Holdover Unit, there remains a general lack of: a) Continuity among basic service providers for youth; b) A strong community prevention component that could be included in the youth-serving continuum of care; and c) Early interventions that could reduce first-time contacts with law enforcement and hinder rising juvenile recidivism. These great concerns of the Tribe and community have been a focal point in WJJPT planning sessions.

In order to respond to growing public safety issues among our tribal youth, the Winnebago Tribal Court previously worked with the Nebraska Crime Commission in the process to develop an initial long term strategic plan. In preparing the original plan, the Tribe included Tribal program providers and other key community stakeholders in gathering input and sharing of experience and hopes to benefit our tribal youth and families. In 2012, the Tribe developed and sanctioned the Winnebago Juvenile Justice Planning Team (WJJPT), selected a Coordinator to oversee WJJPT activities, and hired consultants to perform an assessment of the juvenile justice system and to facilitate subsequent strategic planning sessions. The primary responsibilities of the WJJPT have been to:

- Review the needs from the previous planning efforts
- Develop the community profile and review trends
- Identify and prioritize juvenile justice-related problems and issues facing the Reservation
- Review key decision-points in the tribal juvenile justice case flow process to identify system and practice changes and staff, training, and/or programs needed to implement solution strategies for identified priority concerns

The WJJPT has continued to be the primary vehicle in responding to the public safety issues and needs of the Tribe's juvenile justice system and has developed and updated the Tribe's Comprehensive Juvenile Justice Plan. As of 2014, several of the initial 2012 strategies contained in the original Plan have been successfully completed while others have been initiated. For example, the WJJPT made the following progress within the previously established Priority Areas:

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Under Priority Area #1: *Our community needs to distribute responsibility and awareness for youth across the whole community.*

- The WJJPT has been formally organized, established, and meets regularly and is supported by the Winnebago Tribal Council
- Hired a Consultant to professionally facilitate the strategic planning process and revise and update the 2012 Plan as well as grant proposals to establish resources
- Increase community awareness of the purpose and responsibility of the WJJPT
- Broaden distribution of the awareness and responsibility for youth issues through increased participation, collaboration, and commitments of community stakeholders
- Increase tribal leadership involvement and support
- Focus on responses to youth substance abuse and underage drinking
- Develop initiatives where strengthening families is a priority
- Increase public safety efforts to include community policing activities

Under Priority Area #2: *Our community needs a higher level of community organization.*

- Merging related youth services planning and response efforts and resources to create harmony and increase capacity for change
- Focus on youth development approach across the community

Under Priority Area #3: *Our community faces a current, pressing need to develop a better coordinated and more comprehensive juvenile justice system.*

- Defined “System of Care” and how it can be operationalized within the juvenile justice system
- Introduced the trauma-informed care concept in preparation for trauma-focused practices and a team case management approach
- Defined “Continuum of Care” and identified the needed elements for more successful juvenile justice case flow and management in order to establish an improved system of care
- Researched and reviewed alternative programs and approaches proven successful in other Indian jurisdictions
- Prepared and submitted grant proposals to enhance alternatives to detention
- Developed a comprehensive Rehabilitation & Re-entry Plan for juvenile offenders
- Enhance the Tribal Court’s ability to deal with substance crimes more appropriately through a Drug Court setting

The WJJPT membership has taken the logical steps in using their completed strategic planning work as a springboard in furthering their vision and mission. For example, having an established Juvenile Services Plan has proven useful in developing the necessary resources to initiate our strategies. Over the past two years, the WJJPT (through the Winnebago Tribe and Ho-Chunk Community Development Corporation) has developed several federal grant proposals designed to functionalize our developed strategies and to specifically respond to the identified needs of the juvenile justice system and community established through a system assessment and planning

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meetings. In response to these needs, the Tribe has received funding from the Department of Justice (DOJ) to: 1) Renovate a local tribal facility to develop the Winnebago Youth Crisis Intervention Center; 2) Increase professional staff for the successful Traditional Wellness Court to take it from a pilot project to a permanent tribal program; and 3) Improve the Tribal Court's ability to investigate, prosecute, and overall serve families involved in child abuse & neglect cases with a fulltime Investigator as well as a fulltime Special Prosecutor. Additionally, the Tribe has received funding from the Nebraska Crime Commission to expand juvenile services by hiring a "Tracker" to assist probation officers position and to hire a consultant to update the current Juvenile Services Plan through 2018.

During the initial 2014 strategic planning sessions held in August, September, and October the WJJPT made several key decisions concerning the revision of the Plan through 2018. First, with minimal changes, the group decided to maintain the two Organizational Priorities and single Issue-Based Priority that were contained in the previous Plan. Second, the WJJPT decided to add new strategies to the priorities that would increase the capacity and infrastructure of the planning team for better long term results while also meeting the needs of youth on a broader community scale.

The following major themes have emerged from the continued strategic planning process:

- Focus on stabilizing and enhancing a youth-serving continuum of care among existing service providers
- Develop a "working" systems approach to assist youth and increase family involvement
- Establishing additional alternatives to incarceration as a major focus
- Tailor new strategies to meet the community's public safety needs and culture
- Increase coordination of tribal, federal, state resources to support operations, programming, and critical infrastructure issues within tribal juvenile justice, child welfare, and behavioral health systems ("Continuum of Care")
- Increase coordination between partnering schools, providers, and programs
- Focus on detention reform to be prepared for new facilities and services
- Take a hard look at the tribal youth codes and tribal program protocols in order to strengthen the system of care approach
- Develop Tribal Action Plans concerning specifically identified youth issues (Substance Abuse and Youth Development)
- Develop a "core" message and infrastructure to be implemented throughout the tribal youth-serving systems that work with juvenile offenders and their families
- Develop and standardize a "Team" case management process and approach that includes performance measures and sustainability plans
- Develop new or enhanced services specific to the varying levels of juvenile delinquency crimes, issues, and special needs

The Tribe and HCCDC were successful in weaving previous planning initiatives together for the Comprehensive Juvenile Services Plan and the DOJ Correctional Facilities Planning Project. By doing so, planning efforts have been more coordinated and resource development has been more productive towards meeting broader community needs. As in the initial Juvenile Services Plan,

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the resulting planning efforts will continue to allow for the development of a comprehensive Tribal justice system model that will include:

- Developing a community response that includes appropriate sentencing and placement of juveniles
- A focus on serving and supporting youth offenders through a family approach rather than as individuals
- Coordinating flexible services and activities to support a healing process for youth & families, including treatment options for co-occurring disorders including trauma
- Developing an array of services to include detention, prevention, treatment, and continuing care after treatment and other out-of-home placements
- Cross-system development to meet treatment, reentry, and rehabilitation needs including broader client screening and assessment as well as program evaluation
- Constructing new multi-purpose facilities in order to operationalize family-based services

Since the submission of the initial Comprehensive Juvenile Services Plan to the Nebraska Crime Commission, the WJJPT has continued to hold planning sessions in order to discuss broadening the scope of planning activities regarding systems development across the community. Members of the WJJPT recognize that the Winnebago tribal community needs to improve the majority of existing youth-serving systems and that this will be best accomplished through increasing coordination and cooperation among service providers, including the churches and schools. The WJJPT will utilize previously successful venues to accomplish this objective and, through newly developed strategies, will put more emphasis on communication and media. Finally, since several planning initiatives concerning youth exist in the community and numerous stakeholders are committed to each of these initiatives, the WJJPT decided to examine a possible merge with these groups. If successful, this would limit time away from the office for busy professional stakeholders, combine resources available for carrying out strategies, increase participation, and provide more focus on important issues.

The availability and use of alcohol, marijuana, tobacco, and illicit drugs by youth has continued to be identified as a primary concern by stakeholders of the WJJPT. Clearly, the available data from school surveys supports this concern. Additionally, parental tolerance and/or indifference toward the use and abuse of these substances have been a major contributing factor. In many cases, they contribute to substance abuse and the delinquency of their children. Substance abuse among our tribal youth, particularly those youth having contact with the juvenile justice system, has in many cases revealed that substance abuse in our community is a generational issue and remains at the core of related youth issues ranging from truancy to teen pregnancy. There is also a prevalence of the effects of unresolved trauma among our youth and young adults which has also manifested itself into larger issues. While recent community efforts have focused on underage drinking and related outward behaviors and activities, there remains a need to impact substance abuse and trauma through a more seamless approach. Increasing resources to provide the ability to cross-train system providers and assist the community to be trauma informed will play a major role in developing approaches and services where healing processes for families is the theme.

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The need to reduce problem behaviors which inhibit positive youth development will also be viewed as a continued critical concern, as will be contributing factors such as poor parental attitudes and lack of involvement in youth services and activities. Based upon further assessment, review, and analysis of juvenile justice data and related issues facing the Winnebago Reservation, the WJJPT will continue to strategically plan within the following Priority Areas:

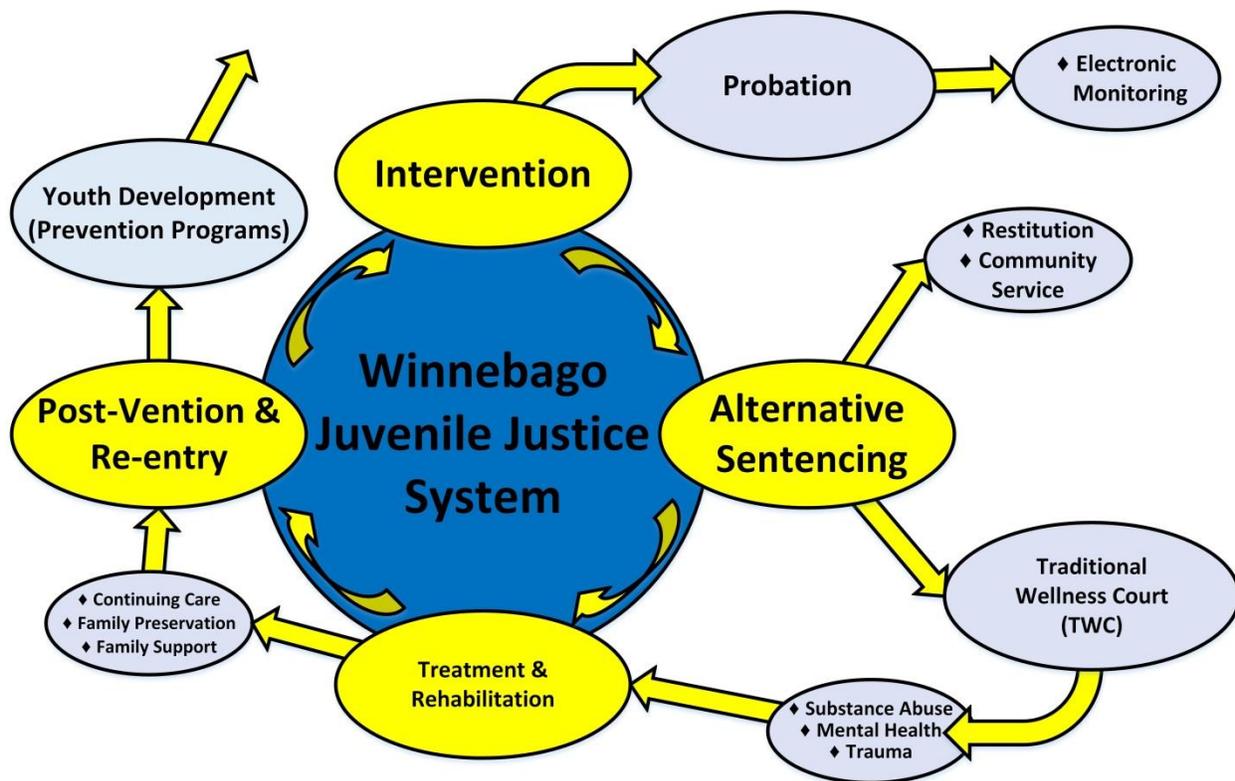
Priority Area #1: *Our community needs to distribute responsibility and awareness for youth across the whole community.*

Priority Area #2: *Our community needs a higher level of community organization.*

Priority Area #3: *Our community faces a current, pressing need to develop a better coordinated and more comprehensive juvenile justice system.*

This amended three-year plan is intended to serve as a guide for the Winnebago Tribe in the implementation of effective strategies to address these priority areas. The WJJPT will continue to study these issues and work cooperatively toward effective solutions to promote the safety and well-being of the community and its youth. The framework model that was developed (System of Care Healing Process) within our initial strategic planning efforts will continue to provide guidance in establishing coordination and cooperation for strategy development.

Winnebago Juvenile Justice “System of Care” Healing Process



SECTION II
COMMUNITY TEAM

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II. Community Team (Winnebago Juvenile Justice Advisory Council)

The Winnebago Juvenile Justice Planning Team (WJJPT) continues to serve as the juvenile services planning team for the Winnebago Tribe of Nebraska. The WJJPT was originally expanded in 2012 to complete the Comprehensive Juvenile Services Plan and Department of Justice (DOJ) Correctional Facility Planning Project performed through the Ho-Chunk Community Development Corporation (HCCD). In addition to serving as the designated juvenile justice planning team, the purpose of the WJJPT is to provide a forum for open communication among stakeholders in the community, criminal justice, and behavioral health systems and to look for efficiencies and/or improvements in collaboration from each system.

The WJJPT meetings are held monthly at HCCDC with Mrs. Vivian Thundercloud, Tribal Court Administrator, serving as the WJJPT Chairperson. Ms. Kellie Snow, Juvenile Probation Officer, continues to serve as the Project Coordinator while Mr. John Penn, MSW continues to assist as a Consultant, assessing the system and preparing for and facilitating meetings. The WJJPT established and maintains the following Vision and Mission Statements from 2012:

Vision Statement:

We envision a Juvenile Justice System that embraces a holistic system of care where our young people can become responsible and contributing community members through the shared, coordinated efforts of the entire Winnebago community.

Mission Statement:

The Winnebago Juvenile Justice System Mission, with the Creator's help, is to meet our children's needs by using a family-focused model of prevention, intervention, detention/rehabilitation, and treatment with continuing care services.

The WJJPT continues to include key stakeholders in the local criminal justice system including Law Enforcement and Tribal Court along with representatives from other Tribal programs, Winnebago Public Schools, churches, Indian Health Services, Bureau of Indian Affairs, and community stakeholders. Current members are listed below:

Vivian Thundercloud, Court Administrator
Winnebago Tribal Court
(402) 878-2570

Kellie Snow, Juvenile Probation Officer
Winnebago Tribal Court
(402) 878-2570

Jason Lawrence, Chief of Police
Winnebago Law Enforcement Services
(402) 878-2245

Cherie LaPointe, Director
Project Woskapi
(402) 878-2134

Dan Fehringer, Superintendent
Winnebago Public Schools
(402) 878-2224

Melissa Johnson, Director
Boys & Girls Club of Hocak Nisoc Hacı
(402) 878-2112

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Michelle Parker, Director
SAMHSA Prevention Framework Project
(402) 878-2192

Lowell Ten Clay, Pastor
Reformed Church of Winnebago
(402) 650-4890

David Mentzer, Director
Winnebago Child & Families
(402) 878-2379

Travis Mallory, Member
Winnebago Tribal Council
(402) 878-2272

Randy DeCora, Truancy Officer
Winnebago Tribal Court
(402) 878-2224

Terry Medina, Adult Probation Officer
Winnebago Tribal Court
(402) 878-3785

Nikki Solomon, Elder Judge
Traditional Wellness Court
(402) 878-2521

Mona Zuffante, Director
Winnebago Health Department
(402) 878-2231

Peter Monzel, Tribal Prosecutor
Winnebago Tribal Court
(402) 878-2570

Chrystal Snowball, Therapist
Winnebago Behavioral Health
(712) 635-0604

Elizabeth Bayer, Coordinator
Traditional Wellness Court
(402) 878-2662

Ricky Jacobs, Pastor
Jesus Our Savior Lutheran Church
(402) 878-2110

Cheryl Burrell, Administrator
Winnebago Public Schools
(402) 878-2224

Dean Forney, Judge
Winnebago Tribal Court
(402) 878-2570

Manopi LaMere, Caseworker
Traditional Wellness Court
(402) 878-2662

SECTION III
COMMUNITY PROFILE

Winnebago Tribe of Nebraska

III. Community Profile

A. Historical Background of Winnebago Tribe of Nebraska

The first accurate count of Winnebago peoples was done in 1842 after they were removed by the United States Federal Government from Wisconsin to Fort Atkinson, Iowa. At the time, there were 2,200 Winnebago living in Iowa, and an unknown population attempting to remain in Wisconsin. With Iowa statehood in 1846, the Winnebago were removed again. In 1845, the Winnebago exchanged their Iowa lands for an 800,000 acre reservation in Minnesota. The move placed the Winnebago as a buffer between the warring Dakota Sioux and Ojibwe tribes. Some Winnebago managed to remain in Iowa, but most of the tribe was removed to Minnesota during the late 1840's. The new location consisted of poor soil and a short growing season, not to mention the constant battles taking place there between the Dakota Sioux and the Ojibwe. The Ojibwe used the Winnebago reservation as a battleground to attack the Dakota Sioux. As a result, in 1856, the Federal Government allowed the Winnebago to exchange the reservation for another located farther south in Minnesota. Unfortunately, as the Winnebago tribe's population declined, they were forced to surrender a portion of their reservation in 1859 because it was deemed by the Federal Government to be "excess lands."

In 1862, the Winnebago were again forcibly gathered together and deported by the Federal Government. This time, they were sent by steamboat to the Crow Creek reservation of the Hunkpati Dakota in South Dakota. Conditions were unbearable at the Hunkpati Dakota reservation. Many members of the Winnebago tribe attempted to return to Minnesota or Wisconsin. The remaining 1,200 Winnebago living in South Dakota fled down the Missouri River to the Omaha reservation in eastern Nebraska for refuge. In 1865, the Federal Government finally accepted the Winnebago self-relocation and purchased 50,000 acres from the Omaha tribe to provide them with their own reservation.

Again in 1868, in the Federal Indian Bureau's infinite wisdom, a plan was proposed to once again relocate the Winnebago tribe. This time, they wanted to remove the Winnebago to North Dakota so that they could act as a buffer between the Lakota Sioux and the Mandan, Hidatsa, and Arikara tribes. The Winnebago promptly declined the offer, and unbelievably, the Federal Government left them in Nebraska. During this time, Winnebago men and women were regularly being arrested in Wisconsin and returned to their reservation in Nebraska. Within a month, the same individuals were usually already back in Wisconsin. In 1875, after ten years of arresting the same Winnebago over and over again, the Federal Government purchased homestead lands in Wisconsin for the Winnebago, and let them remain there if they wished. As a consequence of this purchase, over half of the Nebraska Winnebago returned to Wisconsin in the late 1800's and have remained there sprinkled across ten counties ever since. The Winnebago who remained in Nebraska eventually lost three-fourths of their reservation to whites through the Allotment Policy which took effect in 1887. Currently, both the Nebraska and Wisconsin Winnebago tribes are federally recognized.

The Winnebago were patrilineal with respect to descent and clan membership. This means that clan membership is determined through the father. Clan membership is important because the twelve Winnebago clans served both ceremonial and social functions. In Winnebago society, the

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clans were grouped into two major moieties, an Upper Sky group with four clans, and a Lower Earth group consisting of eight other clans. Clan membership was also extremely important among the Winnebago tribe for political reasons. The Winnebago's Chiefs governed the tribe with the aid of a Tribal Council composed of a principal member of each individual clan. Traditionally, the Thunderbird and Bear clans were the most important groups in Winnebago society because the hereditary Chiefs of the Tribe were always chosen from the Thunderbird (Upper) and Bear (Lower) clans. Traditionally, when the Ho-Chunk people gathered for a social event, or to learn about an issue, a prayer is always offered, followed by a meal. We still observe this today across the Tribe.

The Winnebago Tribe was originally part of the Ho-Chunk Nation of Wisconsin. During the removal period of U.S. history, the Tribe was moved to Nebraska. The majority of members remained or returned to Wisconsin, resulting in both tribes separately becoming federally recognized tribes. The Winnebago continue to identify themselves as people and their language as Ho-Chunk. The Winnebago Tribe was historically one of the warrior tribes. One of the concepts of the warrior mentality is that honor is closely associated with defending your people. In fact, the Winnebago Scouts were one of the earliest troops to fight on behalf of the United States that was primarily made up of Native Americans. Even today, the Winnebago people consider military service one of the highest callings and the Winnebago Powwow is and has always been used as a way to recognize veterans. The Winnebago people, like many other tribes, particularly value their elders and youth and believe that when approaching life's decisions you should look to the "seven generations" that is three generations back, three generations forward, and your present generation.

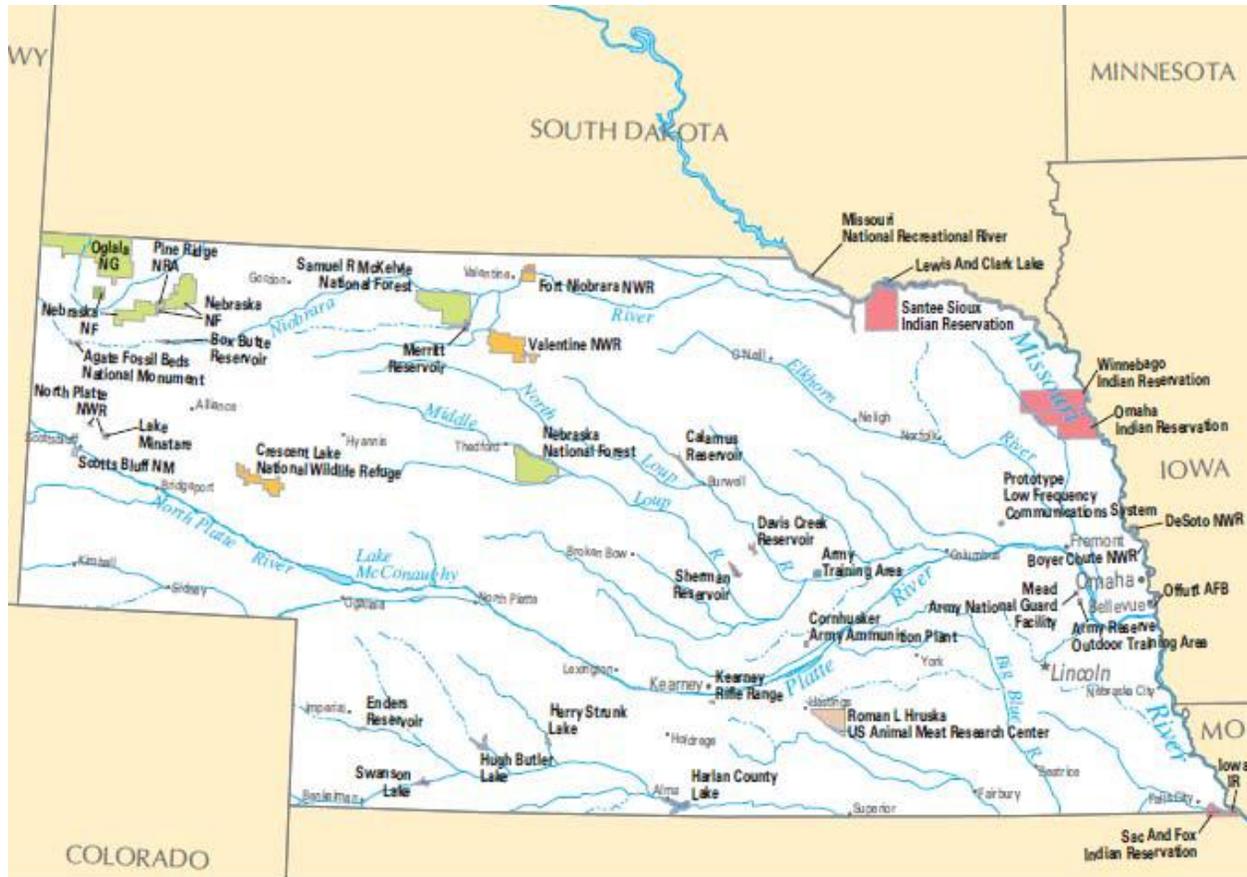
Again, like many other Tribes, Winnebago used the oral tradition and storytelling to pass on tradition, values, etc. and didn't have a written form of language. During the removal period, Native Americans were not allowed to speak their own language, were sent away to boarding schools where they were cut off from elders and family who would pass on these traditions, and many of the elders died during removal from one poverty-stricken reservation to another so that language and stories rapidly died out and are lost forever or in danger of becoming non-existent.

Winnebago benefits from the fact that the Ho-Chunk Native retained more elders during that period than the Winnebago Tribe, which helped them retain stories, the language, and cultural values and tradition.

B. Location

The Winnebago Tribe has a reservation in Northeastern Nebraska and Western Iowa. The Winnebago Reservation lies primarily in the northern part of Thurston County but small parts extend into southeastern Dixon and Woodbury County, Iowa. There is a small plot of off-reservation land in southern Craig Township in Burt County, Nebraska.

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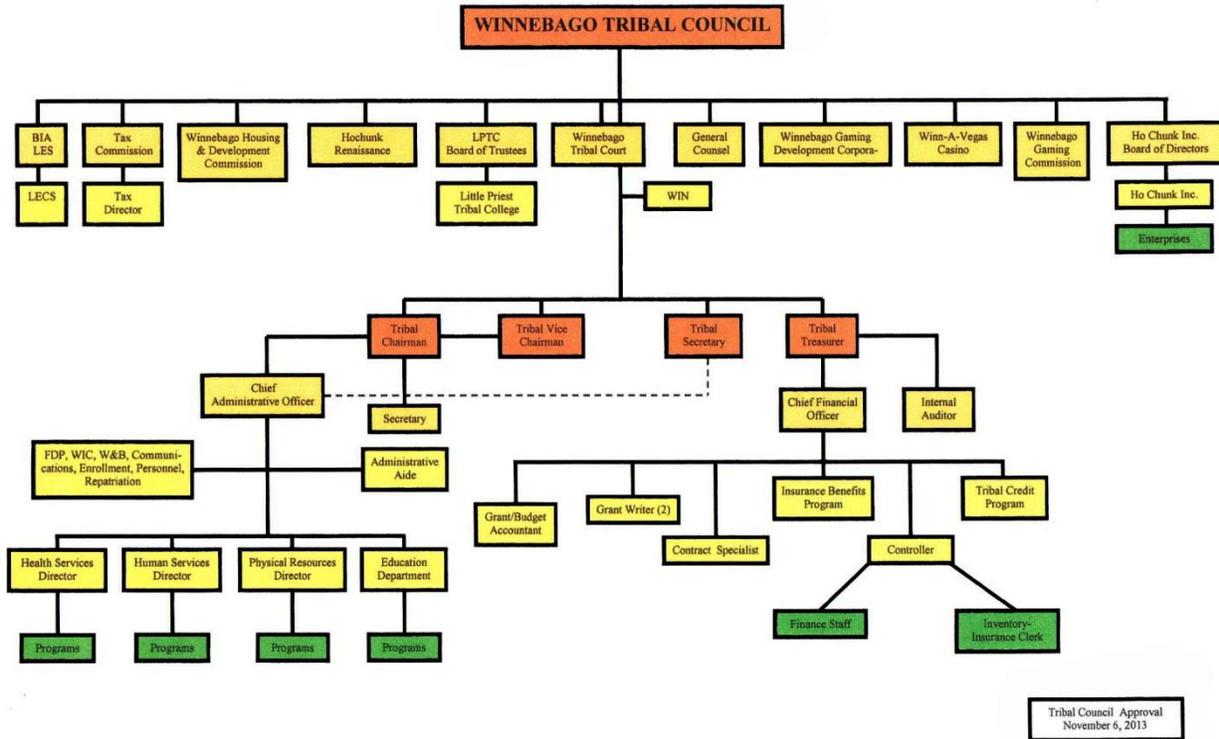


Nebraska map showing location of Winnebago reservation on eastern border.

The Winnebago Indian Reservation covers approximately 117,000 acres of cropland, woodland, and pasture. The total land area is 176.78 sq. mi. The largest community is the Village of Winnebago, with other communities in Emerson and Thurston, Nebraska. The Omaha Tribe also has a reservation in Thurston County and together, the tribes occupy the entire land area of the County. Approximately one third of the Reservation acreage is owned by the Tribe and individual tribal members. Non-tribal members farm much of the Indian land through lease agreements. Highway 75/77 runs north and south through the heart of the Village of Winnebago. The Tribe serves as the primary economic resource on the reservation and employs over 400 individuals.

The Winnebago Tribe is a Federally Recognized Indian Tribe and is governed by a seven-member Tribal Council. The Tribe holds elections annually and elects members to serve staggered terms of one, two, or three years. Among the Council, four members are selected as officers (Chairman, Vice-Chairman, Secretary, and Treasurer). A Chief Administrative Officer oversees day-to-day program operations and the Chief Financial Officer manages all finance activities. The Tribe operates under a Constitution and by-laws and utilizes approved policies and procedures. The Tribe's organizational structure is as follows:

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The Village of Winnebago is incorporated under the State of Nebraska. The Winnebago Tribe and Village share in the provision of emergency services including a fire station and facilities such as water, sewage, etc. Law enforcement is provided by the Tribe and the Bureau of Indian Affairs. The Village boasts several small businesses owned and operated by the Tribe, local organizations, and private individuals. Tribal enterprises include the Heritage Complex which offers a Gas Station, Grocery Store, Car Wash, Laundry Mat, and the Native Star Casino and Restaurant; Pony Express Truck & Fuel Plaza; “Rez” Cars car dealership; Dollar General Store; All Native Store and Office Supply; Blue Earth Technology; and Woodland Trails Gift Store. The WinnaVegas Casino & Resort, located in Sloan, Iowa, is by far the largest tribal operation, providing for numerous employment opportunities and revenue for the Tribe. The Casino includes a restaurant & buffet, meeting rooms, and conference hall as well as a new hotel with 52 guest rooms available.

Local privately owned businesses include Daga’s Mexican Grill; Nunn Law Office; and Frederick’s, Peebles & Morgan Law Office. There are several churches and denominations in the community, including St Augustine’s Catholic Church and School, Reformed Church, and the Native American Church. Facilities owned and operated by the Tribe make up a majority of business structures while the Village of Winnebago also has facilities to house programs.

The majority of residents in Winnebago rent or lease their homes however new programs offered through Ho-Chunk Inc. (HCI) and Ho-Chunk Community Development Corporation (HCCDC) are providing assistance to tribal members to build or purchase homes. Within the last five years,

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new apartment complexes have also been constructed. In addition, the Winnebago Tribal Housing Authority provides houses for eligible individuals and families to purchase and rent.

There are two primary schools for grade school and high school age children. The Winnebago Public School offers grades K-12 while St Augustine's is a K-8 school. Other educational opportunities for children include Jesus Our Savior Lutheran School, which offers grades K-8, and the Winnebago Head Start and Little Hill Child Care Center which are now located within the new EduCare Center. EduCare is part of fast-growing coast-to-coast network of state-of-the-art, full-day, year-round schools. They well serve at-risk children birth to 5 years of age. While embracing Winnebago's most vulnerable children with programming and instructional support, they will develop children's early skills and nurture the strong parent-child relationships that create the foundation for successful learning. Educare is a program based on the best of early education practices that ensure the school readiness of children most at risk for academic failure and will play a significant role in the future of the Tribe's children. Winnebago will be part of an Educare system that spans the country but is currently the only Native American program.

Little Priest Tribal College (LPTC) is a chartered entity of the Winnebago Tribe and is one of thirty-two Tribal Colleges in the United States. Their mission and philosophy mandates that they integrate the culture of the Winnebago people into their courses and programs. LPTC confers two year degrees in Science, Education, Early Childhood Education, Indigenous Studies, Business, Computer Information Systems, and Liberal Arts. The Enrollment is just over 127 students and there are eleven full-time faculty and 34 full-time employees. The small campus boasts the use of wind turbines, solar panels, and a nutrition kitchen for students and faculty. The auditorium in the Elk Clan building seats 112 persons and is the site of frequent community events and educational presentations. The college is also in the planning stages of developing dormitories and apartments for students and has recently expanded student activities to include both a men's and women's basketball program and have entered into a national conference.

Ho-Chunk Community Development Corporation (HCCDC) is a 501(c) (3) non-profit corporation was established in 2001. The HCCDC Mission is to raise the socio-economic and educational levels of Native American communities and the people of Thurston County. The focus of HCCDC is to provide employment; expand opportunities to own, manage, and operate business enterprises; identify and assemble public and private resources for community development; and expand housing opportunities for low-income persons and families. Based on community input and ongoing strategic planning, the Board and Executive Director have established three primary areas of focus: housing development, commercial development, and community/youth development. Currently, HCCDC main success has resulted from its grant writers' ability to research, submit complex grant proposals and be awarded over \$32 million dollars in funding from numerous public and private organizations throughout the country. Grants have been awarded from HUD, HHS, USDA, and other federal and state agencies and a variety and amount of grants is testament to the dedicated work and talents of the HCCDC staff.

Ho-Chunk, Inc. (HCI) is an award-winning economic development corporation owned by the Winnebago Tribe of Nebraska. Established in 1994 in Winnebago with one employee, HCI has grown to over 1,000 employees with operations in 10 states and 4 foreign countries. HCI

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operates 24 subsidiaries in a diverse range of industries including information technology, construction, government contracting, professional services, wholesale distribution, office products and technology, logistics, marketing, media and retail.

Indian Health Services (IHS) operates a new Hospital in Winnebago. The hospital includes full Emergency Room services and Emergency Air Flight capabilities and serves tribally enrolled members from Nebraska, Iowa, and South Dakota. The hospital service unit provides many services which includes Dental, Physical and Occupational Therapy, Laboratory, Outpatient Clinic, Mental Health/Alcohol Counseling Services, Optometry, and Pharmacy. The hospital is licensed to be a 13-bed Hospital Unit which has over 250 IHS and Tribal Employees.

Winnebago is home to an Adult Drug Dependency Unit (DDU), located next to the IHS hospital. The DDU is operated through the IHS Aberdeen Area but is administered through the Winnebago Tribe. The DDU is a 16-bed, medically-based, adult co-ed facility offering residential treatment and partial hospitalization services. It combines traditional and evidence-based practices in treatment. Personnel include access to psychologists, social workers, mental health specialists, alcohol and drug counselors, and support staff.

The Bureau of Indian Affairs (BIA) has an Agency Headquarters in Winnebago, which serves the Omaha Tribe of Nebraska, Santee Sioux Nation, and Winnebago Tribe of Nebraska. The Agency is comprised of 22 full time employees, 3 Office of Special Trustee employees and 1 Bureau of Land Management employee. Agency Offices include; Probates, Real Estate, Natural Resources, Fire, Executive Direction and Administration/Facilities Management. Winnebago Agency manages over 65,000 trust acres.

The Winnebago Tribe provides several cultural events and tourism destinations that attract thousands of visitors annually. The Winnebago Veteran's Pow-Wow or Homecoming Celebration is held each July and is the one of the oldest continuous powwows in Indian country today (146 years). The celebration is open to the public and commemorates the return of Chief Little Priest and the Fort Omaha Scouts, Company A of the Nebraska Volunteers from the Winnebago Tribe. The Powwow features traditional songs, dances and food and visitors come from throughout the United States and foreign countries. Additionally, Winnebago offers scenic parks, natural grasslands and wildlife. The Winnebago Tribe is involved in restoring bison to our native grasslands on the reservation and maintains a herd just across the highway from the new Ho-Chunk Village development site, where the popular tourist attraction "Honoring the Clans" sculptor garden is located. The Tribe also maintains the Angel DeCora Memorial Cultural Center/Museum, a new cultural museum honoring past tribal elders and the culture, traditions and history of the tribe's struggle during the past century. In addition, the Tribe operates the "Wa Na Wa NAS GUNI' Park (meaning "Land of Wellness" in Ho-Chunk language), a newly constructed multi-purpose park includes two state-of-the-art softball fields, a playground, horseshoe pits, volleyball courts, picnic shelters and a new section of walking trails that connects to existing trails.

C. Population Distribution

According to the 2010 Census, the population of Winnebago is 774. The breakdown by race

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includes: American Indian alone - 690 (89.1%); White alone - 34 (4.4%); Hispanic - 31 (4.0%); Two or more races - 18 (2.3%); and Black alone - 1 (0.1%). Over the past ten years, Winnebago shows a population change of +0.8 while the rest of Thurston County was -3.2. The population breakdown is 374 or 48.3% males and 400 or 51.7% females. According to the Winnebago Tribe, 37.0% persons on the Winnebago reservation under age 18. There are approximately 356 families on the Winnebago reservation with an average family size of 2.55 (Nebraska average family size of 3.06). The 2010 U.S. Census shows the median resident age is 21.4 compared to 43.7 of the State of Nebraska however, according to American Fact Finder, in 2012 the median resident age has lowered to 18.1%, indicating an extremely young population. The estimated median household income in 2009 was \$30,835 (it was \$20,795 in 2000) while the Nebraska median household income was \$47,357. Socioeconomic factors for Winnebago include prevalence of low income households, changing social attitudes and norms through lost tradition and fitting into modern-day western lifestyles, lower educational attainment rates, higher levels of unemployment, high crime rates, and high percentages of the population that suffer from diabetes, alcoholism, and drug use. Fact Finder shows the poverty status for Winnebago families at 20.7% in 2012.

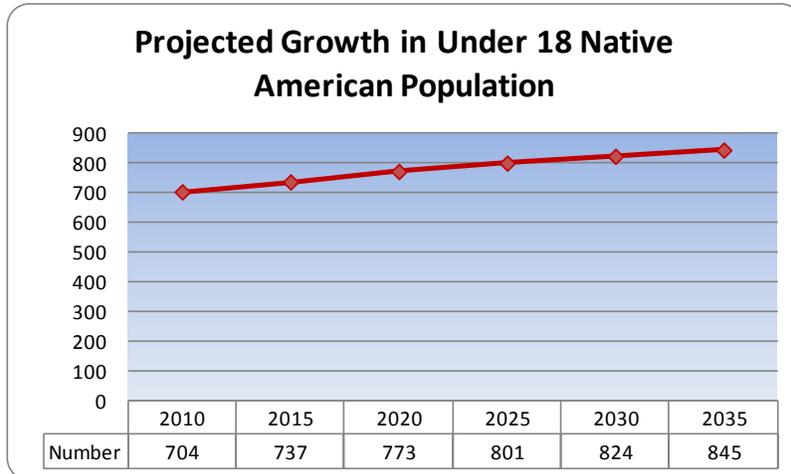
D. Demographics

The overall population growth rate in Thurston County has decreased by 3.2% from 2000 however the Winnebago Tribe's population has steadily grown. The 2010 Census shows the population in Thurston County, Nebraska was 6,930 while the demographic breakdown for race included: 56.1% American Indian; 39.5% White; 2.7% Hispanic, 0.2% Black, and 0.1% Asian. The 56.1% American Indian population breaks down to 3,888 people. According to American Fact Finder, the population of Winnebago as of 2012 was 1,061. Based on demographic modeling, the Winnebago Reservation population is expected to increase to 5,050 in year 2040 due in large part to the high birth rate and relatively youthful composition of the inhabitants. The Winnebago Public Schools reports that in 2014, 85% of students are eligible for the Free & Reduced Meals Program. Related to this, Fact Finder shows that as of 2012, 38% of individuals live below poverty level which is 3 times the national level as reported by the U.S. 2012 Census.

Juvenile Population Trends

The number of Native American youth on the Winnebago Indian Reservation is growing about 1-1.5% per year. The following chart shows the *projected* growth of the Under 18 juvenile population over the next 20 years. However, it does not take into account the rapid rate of the growing number of families moving to the Reservation from urban areas.

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Several calculations were made to develop the projections shown in the table. First, the Woods and Poole report provided by the state Department of Economic Development was used to get the projections of growth in the overall Native American population in Thurston County. According to data gleaned from the Kids County Census Data Online, the “under 18” age group makes up 49% of the total Native American population in Thurston County and 36% of those youth live on the Winnebago Indian Reservation. These percentages were applied to the projections to arrive at the numbers shown in the table.

The Winnebago Public School offers grades K-12 and has a current 2014-2015 enrollment of 487, with 99% being American Indian. The breakdown includes 301 in grades K-6, 81 in grades 7-8, and 148 in grades 9-12 for a total of 530 students. St Augustine’s Catholic School is a K-8 school with a 2014 enrollment of 112 students while Jesus Our Savior Lutheran School (JOS) has a current enrollment of 7 three and four year olds in their preschool. JOS had 9 in 2013 however were unable to open these grades up this year due to losing teaching staff. JOS plans to resume K-8 the next school year. The EduCare Center, which includes Head Start (3-4 year olds), pre-school, and child care (birth - 3 years old) services, has a total enrollment of 158 at-risk children from birth to 5 years. This includes 90 children in Head Start, 12 in pre-school, and 56 in child care.

Table showing number of students in Winnebago community schools for the 2014-2015 school year.

Winnebago School Youth: Ages 3 – 18 years old		
School	Age Group	# of Students
Winnebago Public School	9 th – 12 th	148
Winnebago Public School	7 th – 8 th	81
Winnebago Public School	K-6	301
St Augustine’s Mission School	K – 8 th	112
Jesus Our Savior Lutheran School	K – 8 th	0
Jesus Our Savior Lutheran School	3 yr./4 yr. of age	7
EduCare - Head Start	3 yr./4 yr. of age	90
EduCare – Pre-school	3 yr./4 yr./5 yr. of age	12
EduCare – Child Care	0 - 3 yr. of age	56
Total School Age Youth 3 – 18		807

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Community Health

The State of Nebraska and village of Winnebago is located in the Aberdeen Service Area of the Indian Health Service (IHS) and, as previously mentioned Winnebago has a new IHS service unit hospital and drug rehabilitation unit. The four-physician, 13 bed hospital supplies basic health care to members of the Winnebago and Omaha Tribes, and to a significant number of enrolled Indians living in the Sioux City area. The facility maintains a drug and alcohol dependency unit of 16 beds. The hospital provides Level Three emergency room services. The outpatient services include dental and specialty clinics. The University of Nebraska has an OB/GYN clinic in Winnebago, and Marion Health Center in Sioux City has a direct-link computerized EKG interpretation. The Winnebago Diabetes Project is one of two within the Aberdeen Area Indian Health Service. Its two main objectives are to improve the quality of patient care and to reduce the number of diabetic complications. The Winnebago facility also shares some health services with the nearby Omaha Tribal Reservation. The latest IHS 2010 National Government Performance and Results Act (GPRA) report for the Winnebago Hospital identifies 6,698 users from July 1, 2009 to Jun 30, 2010.

The community experiences a higher death rate than average in Nebraska. The following Table shows the rate of deaths per 100,000 people for Thurston County in comparison to people statewide in Nebraska. Thurston County is approximately 54% American Indian /Alaska Native. (5) Information is not available for the Winnebago community alone.

Table showing Thurston County, NE rate of death by disease compared to State of Nebraska

CAUSE OF DEATH	THURSTON COUNTY rate per 100,000 people	NEBRASKA rate per 100,000 people
Heart Disease (1)	253.4	195.8
Cancer (1)	227.4	170.1
Cerebrovascular (1)	70.4	46.3
Unintentional Injuries (2)	72.5	36.7
Motor Vehicle (2)	35.6	17.6
Suicide (1)	14.1	10.7
Homicide (2)	16.8	3.4
Diabetes Related (1)	126.7	26.4
Nephritis/ Nephrosis (1)	28.2	15.1

Source: 1. Nebraska Vital Statistics Report, 2008
2. Northeast Nebraska Healthcare Assessment, September 2004.

The Table above shows the primary cause of death in Thurston County is heart disease, cancer, and cerebrovascular disease which may be increased due to smoking tobacco. Also shown are high rates of death due to injuries, motor vehicle accidents, suicide, and homicide which may be related to alcohol and drug use.

E. Juvenile Justice System Resources and Assessment Data.

Accumulation and analysis of relevant juvenile justice resources and assessment data has been a continuous process over the past two-year period and has been incorporated into the WJJPT strategic planning process.

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Juvenile Justice Resources

Youth Crisis Intervention Center Impact:

A vital strategy contained in the previous Juvenile Services Plan was the development of the Youth Crisis Intervention Center (YCIC), a multi-purpose justice facility that would serve as the cornerstone for the Tribe's juvenile justice system. The WJJPT initiated planning activities that led to site development, conceptual design, and operational programming in getting the project prepared for construction. The Tribal Council approved a current tribal facility as the most feasible site for renovation and hired an architectural firm to work with the WJJPT. HCCDC then prepared a grant application for the Department of Justice for the purposes of renovation. The grant was awarded to the Winnebago Tribe and renovation of the facility will begin in the fall of 2014. Opening of the facility is scheduled for August of 2015.

The YCIC will include three service units to meet the most important needs of the community and desires of the WJJPT planning process. The multipurpose facility will provide a Centralized Intake Unit to function as a "single point of entry" into the justice system and a formal starting point for assessment, team case management, interventions, treatment, and reentry services. At intake, youth offenders will be booked and undergo initial screening and assessments that will provide valuable information in identifying the needs and the severity of problems that can result in a more relevant and effective team case planning and management. Depending on the risk level of the youth, the intake unit will also include a combination of secure/non-secure holding areas.

An Assessment Unit will provide a setting for a broad range of evaluations, including mental health, substance abuse, and education. The Unit will also play a key role in providing juvenile offenders with a safe and confidential environment for individual and family counseling, team case management, intervention and/or treatment planning, and rehabilitation & reentry services. The unit area will also be utilized for staff meetings, in-services, and training.

An eight-bed Holdover Unit is envisioned to provide a temporary, safe, non-secure environment for appropriate youth offenders taken into custody who are waiting to be reunited with family, are in need of supervision while awaiting placements, court appearance, assessments, or placement in a treatment or juvenile detention facility. Youth will be held up to 72 hours as per the current Winnebago Tribal Youth Codes.

The YCIC will provide space for the Traditional Wellness Court and staff, Juvenile and Adult Probation staff, and Fatherhood is Sacred Program. Meeting and training needs will also be met through multi-purpose areas.

(The Juvenile Justice System Flow Process Chart located on page 36 illustrates the changes to be incorporated into the current justice system which will impact the community by maximizing resources and enhancing the overall continuum of care for youth offenders.)

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Law Enforcement:

The Winnebago Law Enforcement Services staff includes the Chief of Police, a Criminal Investigator, 4 Tribal Police Officers, and 5 Dispatchers. Law Enforcement utilizes the jail in Macy, Ne on the Omaha Reservation some 9 miles away and provides law enforcement services to the Village of Winnebago and the areas across the Winnebago Reservation. The Bureau of Indian Affairs (BIA) also provides law enforcement services on the Winnebago Reservation. The BIA, under the direction of the Chief of Police, includes 6 BIA Police Officers, 4 Correction Officers, and 1 School Resource Officer. The Nebraska State Patrol has jurisdiction on the US Highways (75 & 77) that cut through the Reservation. The needs of Law Enforcement will include new staff in order to man the Centralized Intake Unit once the YCIC renovation is completed. This will include increased communication, jailor, and intake staff to provide 24-7 coverage and services.

Tribal Court:

The Winnebago Tribal Court operates with funding from the BIA, Winnebago Tribe and grants from the U.S. Department of Justice and Nebraska Crime Commission. The Winnebago Tribal Court provides efficient and effective tribal judicial services within the jurisdiction of the Tribe with a minimum of staff and resources. The Court has averaged approximately 330 criminal filings, 60 juvenile delinquency proceedings, 60 child abuse/neglect petitions and 90 civil proceedings in 2012 and 2013. This has been accomplished with one part-time Chief Judge, one part-time Associate Judge, one fulltime Prosecutor/Presenting Officer, one part-time Public Defender, one Court Administrator, one Court Clerk, one Office Associate, one Bailiff/Server, one Adult and one Juvenile Probation Officer, and one Victim and Witness Coordinator as permanent staff. There are also ten grant-funded positions that include three Child Support Enforcement staff, five Traditional Wellness Court staff, and two Children and Family Court staff.

Traditional Wellness Court:

The Tribe established a Traditional Wellness Court in 2010 through Tribal Youth Program funding through the Department of Justice (DOJ). Currently, this program serves as the only alternative that the Tribal Court has to offer juvenile offenders. This original pilot program offered individualized and diverse services for first-time offending youth and their families. The program has been expanded through funding from the Department of Justice to include additional services for youth offenders with substance abuse issues. In the traditional Ho-Chunk language, “Rasguni Ki” means “making healthy” and it is the goal of the Wellness Court to help first offender tribal youth obtain stability and balance through cultural guidance and, when appropriate, treatment and support services. The Wellness Court process focuses on promoting cultural values and family involvement while creating an environment of healing and strength. The Wellness Court staff includes a Coordinator, a Case Manager, a Case Aide and a cohort of 10 Elder civilian Judges. The grant funding from the Department of Justice allowed the Wellness Court to expand the staff to include a social worker and a licensed counselor. This will greatly enhance the capabilities of staff to broaden services for youth and families. Additionally, the DOJ funding will allow the Wellness Court to build their capacity and infrastructure, develop a strategic plan, and to provide an evidence-based after-school program for youth offenders.

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Although the primary purpose of the Wellness Court is to provide diversion functions or act as a primary alternative to traditional court, the Wellness Court process re-defines the traditional approach of punishing juvenile offenders. Rather than a focus on punishment, the Wellness Court works towards healing and rehabilitation and bringing the lives of young tribal members back into balance. From 2011 through 2013, the Wellness Court has successfully redirected 104 of 106 juvenile offenders away from further involvement with the tribal justice system. With only 2 youth re-offending during this period, the Wellness Court has had the effect of reducing the burden on the Winnebago Juvenile Court system by roughly 42 percent.

The Wellness Court model is simple but effective. After youth have been arrested or cited, their charges are reviewed by the Tribal Prosecutor, who can make referrals to Wellness Court. As an alternative to the usual prosecution protocol, selected youth and their families are offered the option to participate in the alternative program. The Wellness Court programming consists of the following:

- Screening and assessment process to determine the likelihood that substance abuse is a contributing factor in a case, coordinating court information with partnering agencies, and developing alternative healings and other graduated sanctions for youth and their families.
- Initial and periodic reviews to hear the youth's voluntary plea and develop a collaborative case plan to bring the youth's life back into harmony with himself/herself, with family, and with school, clan, tribe, and community. Elder "judges" provide a traditional tribal value focus but also key on substance abuse and mental health issues. The youth is called by his/her Indian name and discussions (not lectures) are conducted using a talking circle, eagle feather format. Youth are guided to better understand who they are, their heritage, and how their actions impact their family, clan, and tribal community well-being.
- The social worker and counselor provide assessment and evaluation services for the youth and their families, including gathering information for the Judges in developing appropriate case plans.
- Youth offenders pledge to follow the established case plan and to remain drug/alcohol-free. This is verified with UA and Breathalyzer testing when indicated.
- Youth offenders are administered assessments and evaluations for substance abuse and mental health and are coordinated through the case plan.
- Regular dosages of monitoring and support services are provided by the Wellness Court staff and overseen by the Coordinator. The staff works with the schools, families, law enforcement, and treatment providers to implement the case plan and help the youth remain on track. The Elder Judges also are available to provide additional guidance, motivation, and support for both the youth and the family.
- Treatment is offered when appropriate and includes aftercare services.

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- Spiritual/cultural connectivity is emphasized throughout the process. Youth participate in faith-based and community cultural events to reinforce their cultural identity and in building self-worth. These activities are also an important part of aftercare or reentry upon release from treatment or as support while participating in counseling or therapy.

Child and Family Court:

The Child and Family Court is a new program that was funded by the Department of Justice for two years. The grant provides for a Special Prosecutor and an Investigator to work with the Winnebago Tribe's Child Protective Services Program in dealing with Child In Need of Assistance (CHINA) cases where children have been removed from their homes due to allegations of child abuse and/or neglect. With the introduction of these new Court services, the Prosecutor will be able to devote more time to an overloaded docket of both criminal and civil cases. Additionally, Child Protection Workers will no longer have to perform both investigative and reunification roles with families and are now be able to focus on reunification efforts only.

Juvenile Probation:

The Probation department consists of 1 Juvenile Probation Officer, a newly acquired Tracker, and a Truancy Officer that is stationed at the Winnebago Public Schools. Probation served 32 youth in 2009, 14 juveniles in 2010, and 13 juveniles in 2011. This was an average of 20 youth per year over that reported period of time and that average has remained relatively the same in 2012 and 2013. The decline in active juvenile probation cases can be contributed to the development and progress of the Traditional Wellness Court, which has permitted youth an alternative to Probation. Probation services have expanded with the addition of the Tracker position as well as the use of monitoring devices. The Truancy Officer, who has been placed at the Winnebago Public School, offers an immediate response to truancy issues before they reach court involvement.

Detention:

Since the majority of funds for detention services come from the Bureau of Indian Affairs (BIA), the Tribe primarily utilizes juvenile detention facilities that have contracts with the BIA. These facilities are scattered throughout the Aberdeen Area and predominantly several hours away from Winnebago. The nearest facility is the Woodbury County Juvenile Detention Center in Sioux City, IA., however this facility is often at full capacity. The newest detention option is located in Cherokee, IA, which is closer to Winnebago but still 2 hours away. Historically, the Tribe most-often placed youth in facilities located in South Dakota and North Dakota, a drive of several hours. These facilities do not offer treatment or rehabilitation services for youth, minimal educational opportunities, and the distance does not allow for case management or family involvement. Additionally, the Tribe is concerned that, although a Rehabilitation & Reentry Plan has been developed, there currently are no services or programs available. Development of a Rehabilitation & Reentry Program and services is a key strategy of the modified Plan. The addition of the Youth Crisis Intervention Center in Winnebago should cut the costs of detention down drastically and, more importantly, provide for a more local and immediate response to the issues surrounding BIA detention facilities.

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The following table shows the Tribal estimated cost of detention from 2011 through 2013. The cost of detention versus the “Little to no rehabilitation” factor makes the use of detention the least effective means of handling youth offenders.

Winnebago Tribal Juvenile Detention Costs	
Year	Amount
FY 2011	Over \$155,000 (estimated)
FY 2012	Over \$232,000
FY 2013	Over \$166,000

According to the Bureau of Indian Affairs, which pays for detention stays of juveniles, the Winnebago Tribe utilized different 5 facilities to house (89) juveniles for detention from 2011-2014. Facilities utilized include: Northwest Iowa Youth Emergency Center in Cherokee, IA, Kyle, SD, Lower Brule, SD, Mission, SD, and Woodbury County in Sioux City, IA.

Tribal Behavioral Health & Alcohol Programs:

The Winnebago Tribe provides a wide range of behavioral health and alcohol services for eligible tribal members and their family members as long as clients are enrolled members of a Federally Recognized Tribe. The Tribal Court has depended upon both the Winnebago Behavioral Health Program and the Winnebago Alcohol Program for assessments, evaluations, counseling, and for referring clients to treatment programs. As such, the Tribal Judge often court-orders a youth to receive one or more of these services. Unfortunately, these programs are experiencing a shortage of qualified staff to meet the needs of the community. This has caused gaps in services and delays in court service processes. Presently, with the exception of the Traditional Wellness Court, it is the responsibility of the youth’s parents to complete court-ordered assessments and services. The WJJPT, as part of developing an improved continuum of care, is working on enhancing these services.

Winnebago Juvenile Justice System Assessment

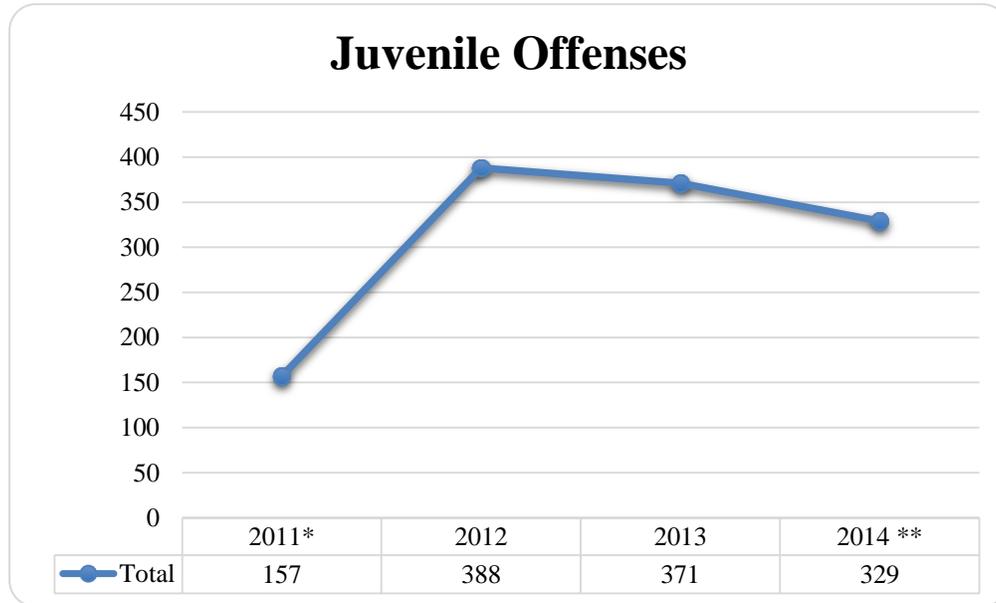
In 2012, John Penn of Penn Consulting, Inc. contracted with the Winnebago Juvenile Justice Planning Team (WJJPT) and Ho-Chunk Community Development Corporation (HCCDC) to perform an assessment of the Winnebago Justice System and to facilitate WJJPT strategic planning sessions. This initial assessment has been followed with periodic reviews that have served to meet two purposes. First, to contribute to the further development of the Comprehensive Juvenile Services Plan and second to develop resources to implement strategies contained in the Plan. Included in the strategic planning process has been a focus on determining gaps in services delivery that have impeded attempts at rehabilitation and treatment services among juvenile offenders and that have handicapped successful resolution of subsequent high recidivism rates.

Law Enforcement Data.

The following tables show the 3 – year trend (2012-2014) of juvenile offenses. Prior to 2012, although youth committed multiple offenses, youth were charged or cited with only the most

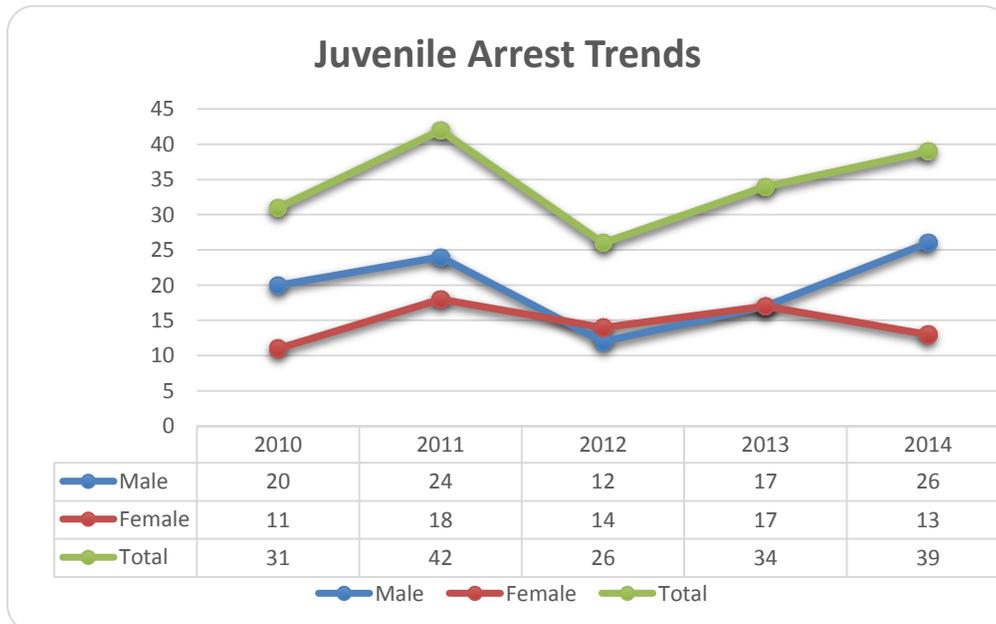
Winnebago Tribe of Nebraska

serious offenses in order to avoid plea bargaining situations. This protocol changed in 2012 when youth were charged or cited with multiple offenses.

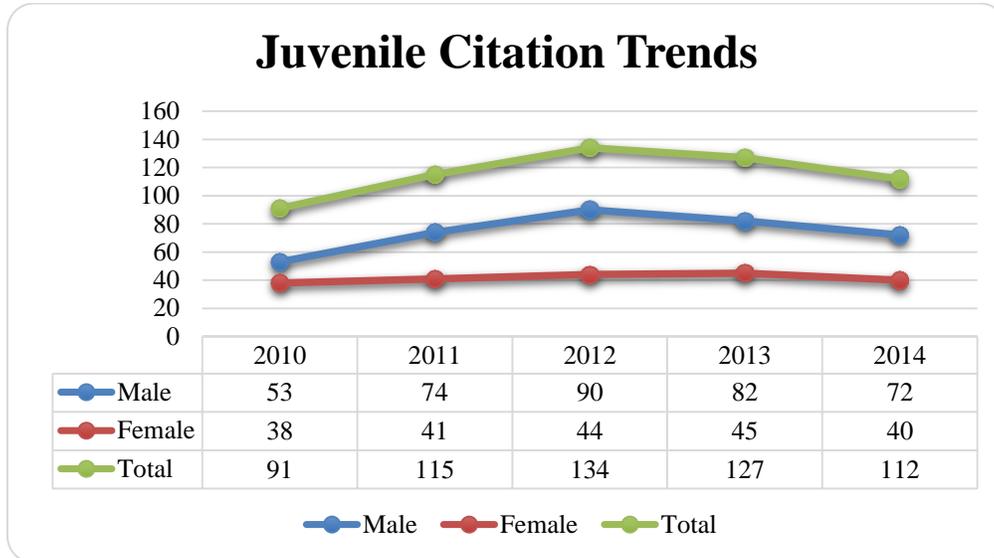


* Only most serious offenses used to charge juveniles
 ** As of October 2014

The following tables show the 5 – year trend (2010 – 2014) in juvenile arrests and citations. Arrests dropped significantly from 2011 to 2012 but have increased since 2012. Juvenile citations over the same time period have remained pretty consistent, dropping somewhat from a high in 2012 when arrests were higher.

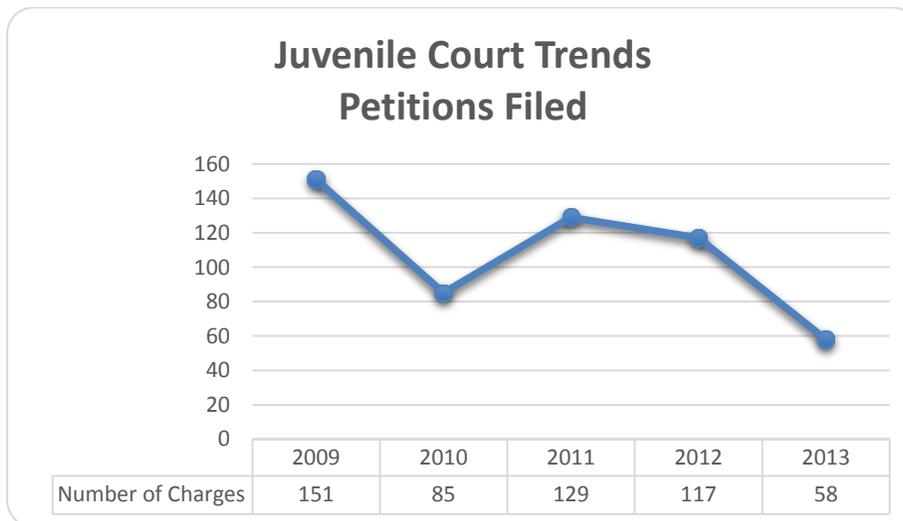


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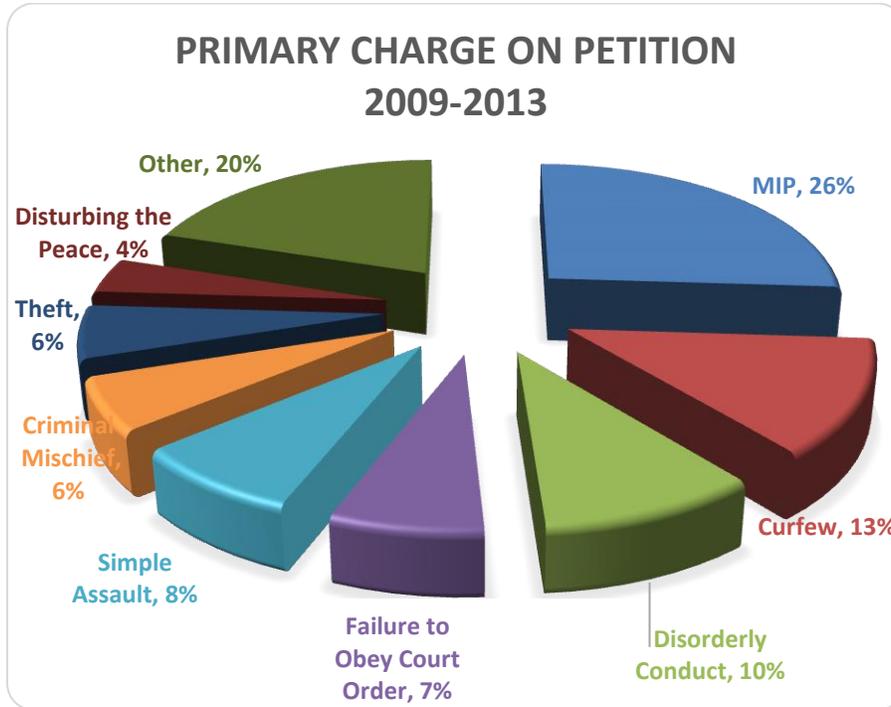


Juvenile Court Petition Data

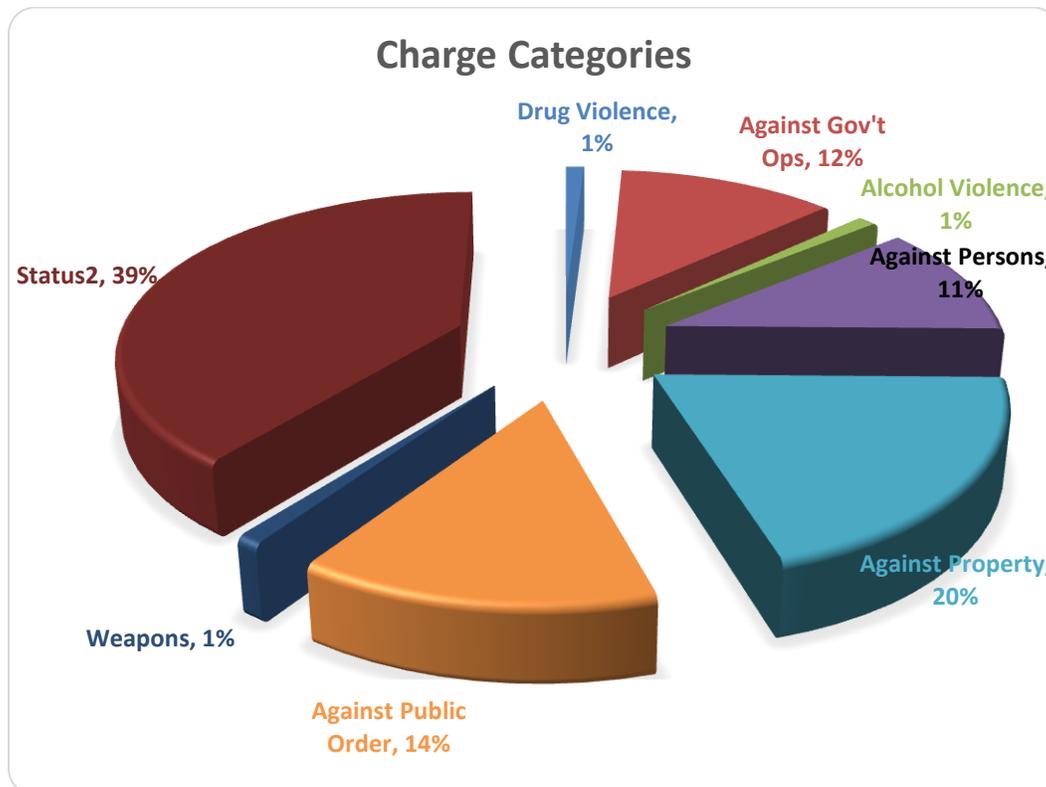
Juvenile court petition filings have steadily decreased from a high of 150 in 2009 to 40 in 2013, giving way to increased referrals to the Tribe’s primary alternative program, the Traditional Wellness Court (steadily decreasing since 2011 but, similar to the law enforcement arrest data, are up since 2010.)



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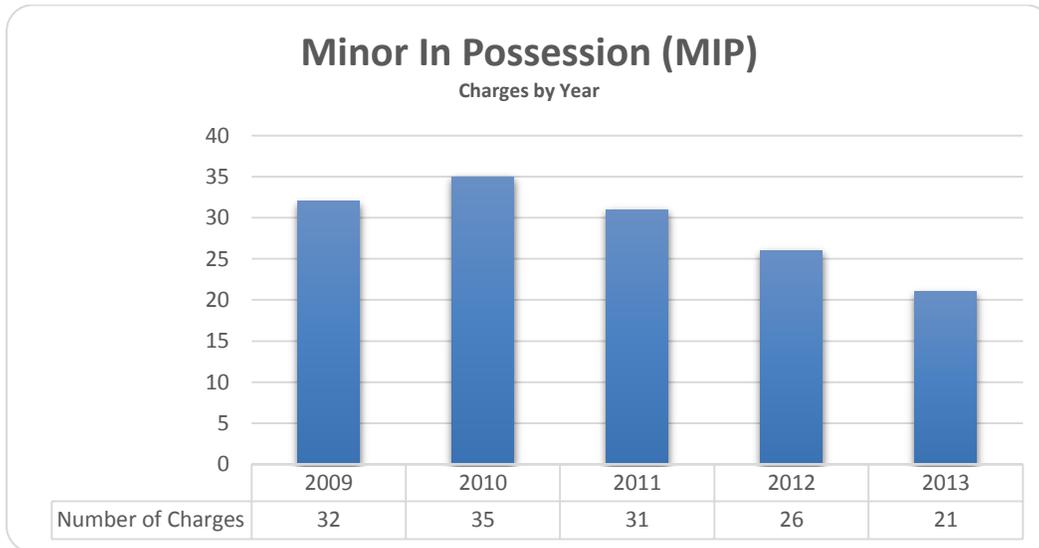
Status offenses, which include Minor in Possession (MIP) (26%), Disorderly Conduct (10%), and Curfew Violations (13%) accounted for 49% of the total charges over the five-year period.



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MIP charges have decreased each year over the past four years however, remain high based on the population. The following chart shows a snapshot concerning MIP Charges

Minor in Possession (MIP)
Charges by Year



Truancy and School Disciplinary Actions

In 2010, Winnebago Public Schools (WPS) established a Truancy Officer who is now stationed at the school but is officially a staff member of the Tribal Court. In addition to focusing on truancy prevention, the Truancy Officer heads up the Juvenile Services Programs Board (JSP), which consists of representatives of local and tribal youth-serving programs. The JSP members meet monthly to discuss the trends and concerns regarding truancy at the Winnebago Public Schools (WPS) including strategies to assist students and their families in preventing truancy matters from reaching the Tribal Court level. Since the advent of the Truancy Officer and JSP in 2011, the WPS dropout rate has declined considerably from previous years when as many as 74 families (2010) were affected by truancy. Additionally, the attendance rate has climbed each year from 86.93% in 2008 to 94.05% in 2013.

SECTION IV
PROBLEM ASSESSMENT
&
ANALYSIS

IV. PROBLEM ASSESSMENT AND ANALYSIS

The Winnebago Juvenile Justice Planning Team (WJJPT) conducted an updated version of the Tribal juvenile justice case flow procedure using a focus group process. This process continued to work well because it allowed the group to view the system as a whole, giving them a clearer picture of the entire case flow process rather than focusing concerns on sections of the process or specific program issues/responsibilities. This also helped in creating a shared responsibility to fix what wasn't working in the current process and to ask key questions in resolving system issues. Now that the Youth Crisis Intervention Center will be a reality within a year's time and will include the new Assessment Unit, the role of the new Service Units must be adopted into the juvenile justice model and Juvenile Service Plan.

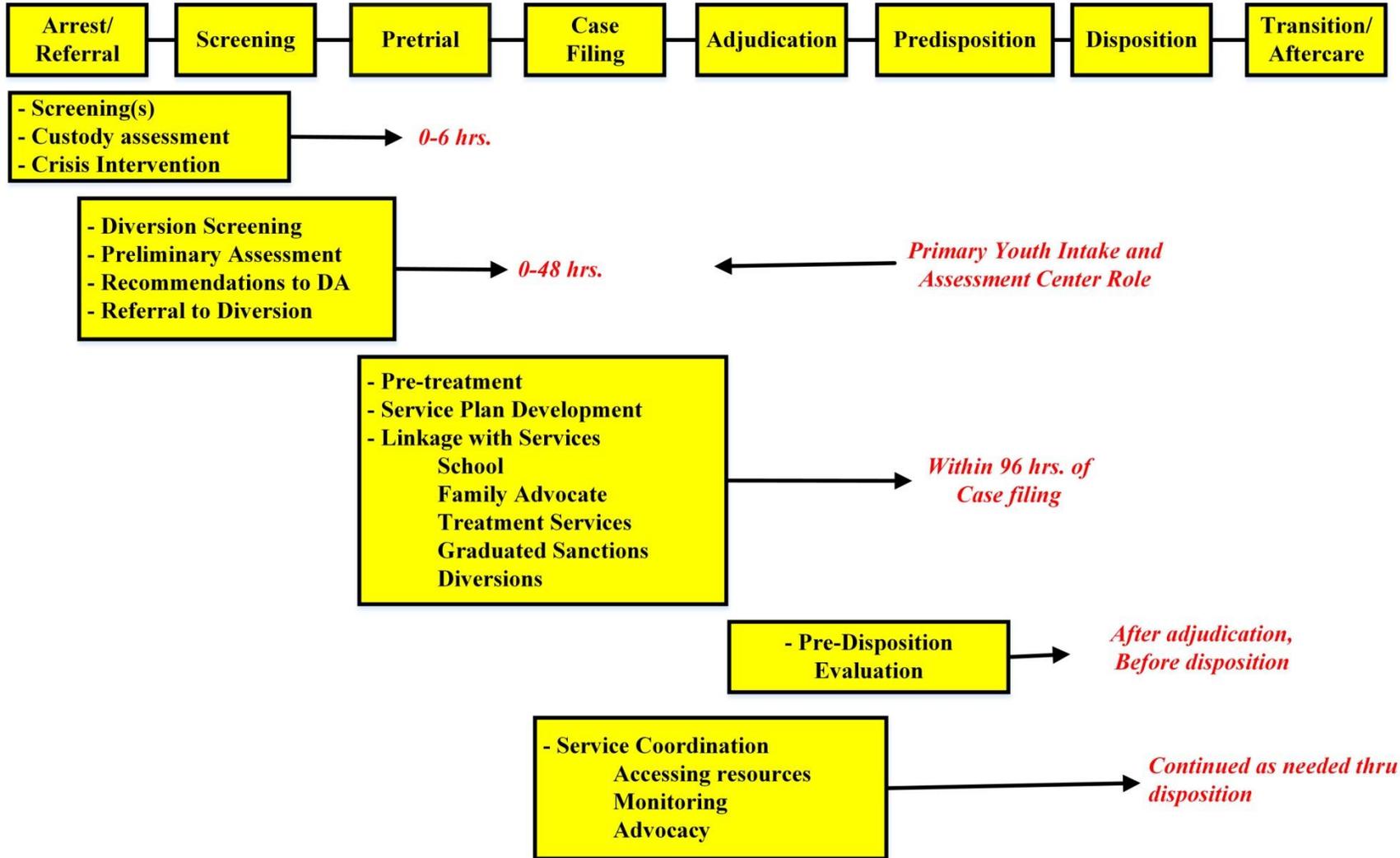
HCCDC assessed the results from the 2009, 2011, and 2013 YRBS and 2010 NRPFS data from the Winnebago Public Schools and stakeholder gap analysis to further identify community problems and issues. The group decided that this process provided ample information in identifying the gaps and strengths that would lead to updating the original key priorities and strategies and development of new strategies for the updated Juvenile Services Plan.

Justice System Planning Gap Analysis

The WJJPT revisited the key decision-points in the processing of juvenile cases through the tribal juvenile justice system from the point of initial contact to final discharge. Specifically, WJJPT members from Law Enforcement, Juvenile Probation, Tribal Court, Wellness Court, Behavioral Health, and Child Welfare (working as a focus group) completed several gap analysis sessions and an assessment of each of the key decision-points. The WJJPT sub-committee assessed the functioning of the tribal juvenile justice case flow process by reviewing the responses and practices available at decision points from arrest or citation through the stages of court to release. Relevant Law Enforcement and Tribal Court data was also reviewed to support statements. Overall, it was determined that the system was still functioning fairly efficiently given the workload however, as in prior years, lacked important resources, treatment/rehabilitation and reentry services, and placement options. The updated Juvenile Justice System Flow Process Chart (following page) was created from these exercises as responses to the raised issues were developed. The group added in the elements of the new Youth Crisis Intervention Center since the facility will be opening in the next year, allowing for system changes to be implemented. Using the SAMHSA Prevention Framework Model was also beneficial. It was further decided that the WJJPT would continue to look at the OJJDP Blueprint for Change Model to enhance the key decision-point continuum based on the issues/concerns that emerged from the planning sessions.

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JUVENILE JUSTICE SYSTEM CASE FLOW PROCESS Proposed Youth Assessment Center Role at Key Stages of Case Processing



Winnebago Tribe of Nebraska

Key Decision Point – Initial Point of Contact

Issue: Decision to detain or not is most frequently based on availability of detention and transportation. Juveniles are arrested and detained at the Police Department, cited with a court appearance to follow, or often released to parents/custodians. Citations and release occur automatically when detention beds are not available, which is often.

Response: This will be less of an issue once the new Youth Crisis Intervention Center (YCIC) is opened, which is scheduled for early in 2015. The Tribe will then have a local Centralized Intake Unit with secure holding and have access to local temporary non-secure holding of juveniles within the same facility. All youth having contact with Law Enforcement will be taken to Centralized Intake for booking.

Issue: Cost of detention is a factor when using Bureau of Indian Affairs (BIA) facilities.

Response: This will be less of an issue once the new YCIC is opened. The Tribe will experience a dramatic decline in detention costs with a local, tribally-owned facility and police officers will not lose time on transporting youth which will increase public safety.

Issue: Availability of transportation of youth to BIA facilities is a factor.

Response: This issue will be affected considerably as well with the opening of the new YCIC. Law Enforcement will then have the capabilities of detaining a majority of youth offenders at the local facility.

Issue: Substance abuse is a common cause of contact leading to arrests or citations. *Response:* Currently, no screening or assessments are given to youth upon initial contact. The YCIC includes a new Assessment Unit where screening and assessments will occur as part of intake protocol. When initial information “flags” the need for more in-depth assessment or evaluation and subsequent treatment, youth will be required to participate in Assessment Unit services. With more information, the Court can order the appropriate substance abuse services for youth that would assist in youth not re-offending.

Key Decision Point – Initial Detention

Issue: No centralized intake at this time that would provide for information gathering leading to an appropriate early assessment of need, evaluation and further determination of need for rehabilitation or level of care and a focused team case management approach. *Response:* This will also obviously change with the opening of the YCIC in 2015. Protocols will be put in place for a series of screenings to be performed once a youth is taken into custody. Assessments and evaluations will take place in the Assessment Unit once ordered by the Court.

Issue: No temporary holding facilities for juveniles are locally available. There is considerable downtime involved for officers who must supervise youth taken into custody during initial intake processing and until arrangements are made for release to parents or transport to placement.

Response: The new YCIC facility includes an eight-bed temporary Holdover Unit as part of this development. This will assist in keeping youth in the community as an alternative to BIA detention and related out-of-home placements.

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Issue: No secure detention facilities for juveniles are locally available. The Tribe continues to utilize detention facilities that have contracted with the Bureau of Indian Affairs (BIA). The facility in Sioux City, IA was utilized until the beds no longer became available to the Tribe. The majority of the remaining facilities are hundreds of miles away making cost, transportation, and family involvement real issues. These facilities do not offer treatment or reentry services and bed space availability is not guaranteed and the facility will house pre-adjudicated youth only. Although not a problem to this point, jurisdictional issues may arise where youth are detained in a different state.

Response: Although the Tribe will continue to utilize the BIA secure detention facilities if the youth offender is not appropriate for the Holdover Unit, the need will not be as great as it has been in previous years. Secure detention and non-secure holding for up to 72 hours will be available locally.

Issue: Once youth are placed in detention, there is no further contact until release. There are no case management services or arrangements for re-entry back into the community.

Response: The newly renovated YCIC facility will include the opportunity for the juvenile services and behavioral health staff to engage in Team Case Planning & Management activities, and utilize the developed Rehabilitation & Reentry Plan completed by the WJJPT in 2013.

Issue: There is no family involvement.

Response: Strategies to be developed will include keeping family involvement at the forefront of involvement with the juvenile justice system. It is difficult to mandate family involvement without some sort of sanction imposed on the parent(s) or guardian(s). The problems of many of the families run deep and are generational. Often, the behavior of the youth is a symptom of their home life.

Issue: There are gaps in detention alternatives such as home detention, electronic monitoring, or other enhanced community supervision. These resources are limited and would reduce the need for secure placement of youth who could be effectively supervised in the community with appropriate supports.

Response: Strategies to be developed will include a broader availability of alternative programs that will utilize evidence-based practices and culture as much as possible. Resources will need to be developed to incorporate these needs with the proposals.

Key Decision Point – Charging the Juvenile

Issue: Lack of adequate staffing and resources for formalized diversion programming.

Response: The WJJPT has successfully obtained a new “Tracker” position for Juvenile Probation that will be effective 7/1/14. There remains however, a need for Family Support Workers to assist youth and families in successfully completed case management activities.

Issue: Formal mediation as a diversion option is not currently available. There is a lack of focus on the family across the system in dealing with youth. Attention and resources are being placed on placing youth, many times before appropriate assessments or evaluations can be performed, causing needs not being met to ensure resiliency or impede recidivism.

Winnebago Tribe of Nebraska

Response: The process of developing a strong continuum of care will be a priority for strategic planning efforts. Like a chain, each link must be strong in order for it not to break. Mediation can not only be utilized between perpetrators and victims but in familial relationships as well. Strategies to be developed need to include mediation as part of a family-based milieu.

Issue: Prevention resources are not being utilized for system support.

Response: Prevention programs can play a significant role in a continuum of care approach, not only as a primary deterrent to delinquency and substance abuse, but as a means of continuing care and support of youth working within a rehabilitation case plan. The WJJPT needs to develop a broader range of partnerships with prevention coordinators.

Issue: Family involvement in developing case plans is lacking, causing little buy-in or parental involvement.

Response: In developing a specific team case planning & management approach, the WJJPT will develop protocols for partnering agencies and programs that will be providing services for families. MOA's will also be developed, outlining the framework responsibilities of each agency or program. This will ensure that the resources are available and committed. In developing the protocols and MOA's, the partners will assess availability and access issues (i.e. overburdened case loads, lack of staffing) and develop strategies to increase family involvement.

Issue: Need for youth development, transitional living, independent living skills, and employment services and support when parents are unable or unwilling to be involved.

Response: Youth development will remain a key strategy and receive a majority of dedicated planning time. It is thought that transitional living, independent living, and employment services are tied together and best resolved through meetings between the State of Nebraska, Department of Health & Human Services and the Tribe's Child & Family Services Program since an Agreement already exists where these services are being offered.

Issue: Judges have limited information regarding needs of youth and services available.

Response: There needs to be improvement in the process of synthesizing information pertaining to tribal youth involved in the system (Assessments, Social History, Criminal Records, etc.) and matching needs to appropriate sanctions. Although this will change with the opening of the YCIC, the Tribal Court and Traditional Wellness Court will develop strategies to ensure this phase of the tribal court case process can occur. Strategies will be developed with improved access, information sharing, and timely reporting in mind.

Key Decision Point – Whether juvenile should be charged as juvenile or adult.

Issue: The cost of incarcerating youth who are convicted in adult court in juvenile detention facilities is significant. Ways to effectively hold youth accountable that do not involve jail sentences but alternatives are needed.

Response: The YCIC will provide a facility to operate Intake, Holdover, and Assessment Units which will drastically cut costs of incarcerating youth off of the reservation. The WJJPT will develop further alternatives other than the Traditional Wellness Court that will give the justice system more options.

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Issue: Need alternative responses other than incarceration to address substance abuse issues. Temporary holding, detoxification and (at a minimum) out-patient treatment as well as appropriate assessments and evaluations are necessary.

Response: The WJJPT will develop specific strategies involving youth offenders and substance abuse that will include maximizing existing tribal resources and access to treatment facilities. An out-patient treatment program will be included as a measure to serve youth who do not need in-patient care. Planning will include developing reentry and rehabilitation services as well as a means to support returning from detention and/or treatment facilities.

Key Decision Point – Detention Hearing

Issue: Assessments often occur later in the process rather than at the front of case management. Youth are often placed and resources utilized before appropriate assessments occur. The judge is often unable to make informed decisions regarding orders, not knowing if assessment and evaluation services have been completed in a timely manner or even completed at all.

Response: Strategies will be developed to minimize the gap in the continuum of services between the justice system and tribal behavioral health. Licensed counselors will be sought to perform assessments and counseling services as part of the tribal court staff. By doing so, referrals will be decreased and more emphasis will be put on youth offender cases, thus making timelines more reachable.

Issue: No “Team” case management concept is in place where intake information can be centralized and assessments or evaluations can be included as a part of decision-making process.

Response: A team case planning & management approach will be developed between partnering youth-serving agencies in order to broaden the safety net for youth offenders to succeed. Increasing partnerships and MOA’s between youth-serving agencies and programs will be attempted. Tribal leadership will play an important role in these activities.

Issue: Costs of transportation and housing of juveniles to off-reservation facilities are significant issues. Placements are not always available when needed. Transporting youth takes Officers away from patrolling in the community, effecting public safety.

Response: Access to the new local YCIC will greatly assist with this issue. Costs for detention services from BIA facilities will still need to be included in the Tribe’s 638 Contracts, as will transportation costs. These costs will be significantly lower and officers will have more time for patrolling.

Issue: Diversion options are minimal. Although resources and programs for youth are numerous in the community, they are underutilized. There is no formal list of available resources, agreements, or referral process in place for the Court to order participation in these programs.

Response: Strategies will be specifically developed concerning diversion and alternatives to detention.

Issue: Other less restrictive options for managing the juveniles in the community at this stage of processing are also limited and need to be developed.

Response: Community policing efforts will be developed as part of the priorities and strategies. Once developed, the WJJPT will be seeking specific grant opportunities to implement their planned community policing initiative.

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Issue: Assessment and evaluation do not occur in a timely fashion. System fails to provide staff assistance to youth/families in ensuring that assessments are completed, causing delays.

Response: The WJJPT will call together the specific youth-serving agencies and programs that currently provide these services to discuss options and needs in order to minimize this gap. The new Tracker position can also assist youth and families with transportation and other support services as well. Increasing lines of communication between the partnering agencies and programs will help as well.

Key Decision Point – Disposition

Issue: Services to help effectively manage youth on probation and held them accountable for behavior are limited. Although Probation is now able to provide electronic monitoring, day reporting, and “tracker” services, a range of additional community services and less restrictive placements are needed to support youth on probation.

Response: This need could be met with partnering with local prevention programs and tribal summer youth projects. The WJJPT recognizes that the Tribe offers numerous resources for youth and will attempt to bring these resources together to more jointly plan and implement these services and activities through establishing a Youth Development Approach. Strategies to include broadening alternatives to incarceration will include utilizing such programs as the Boys & Girls Club and Project Woska-Pi.

Issue: Availability of treatment options remain a huge concern as there are no current local treatment options for youth. BIA and IHS facilities and programs are hundreds of miles away. No opportunity for family treatment, only minimal involvement if the family can attend.

Response: The WJJPT will research available treatment options within a hundred mile radius as well as access to these programs. This will include cost, insurance, family involvement, aftercare needs, and meeting cultural issues.

Issue: Rehabilitation, reentry, and youth development resources are currently not available and new programs are needed to be initiated.

Response: Rehabilitation & reentry efforts will be developed as part of the priorities and strategies. Once developed, the WJJPT will be seeking specific grant opportunities to implement the strategies as part of a youth development initiative.

Youth Surveys and Stakeholder Concerns

Risk and protective factors and youth problem behavior, specifically around drug and alcohol abuse and anti-social behaviors

The Winnebago community and Winnebago Public Schools have participated in numerous youth surveys since 2003. For example, the WJJPT specifically looked at the latest data from three resources: 1) The 2003, 2005, and 2010 Nebraska Risk and Protective Factor Student Surveys (NRPFS), which were administered to Winnebago Public Schools students in grades 6, 8, 10, and 12 by the State of Nebraska, Health and Human Services System; 2) 2013 Data from the YRBS utilized by the Tribe’s SPF-SIG grant program; and 3) Youth arrest, citation, and petition data and information from the Tribe’s juvenile justice system assessment and gap analysis performed by HCCDC.

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Nebraska Risk and Protective Factor Student Survey (NRPFS)

The State of Nebraska NRPFS evolved from the investigation into the link between risk and protective factors and youth problem behavior, specifically around drug and alcohol abuse and anti-social behaviors. The Winnebago Public Schools participated in the administration of the NRPFS in 2003, 2007, and 2010. Upon completion of each NRPFS, the State analyzed the data and sent a detailed report back to the Winnebago Public Schools. The 2010 risk and protective scores for Winnebago Public Schools were presented by grade with the overall State scores to serve as comparisons. The scores for the risk factors indicated the proportion of students that are at risk in this area. Conversely, the protective factor scores represented the proportion of students that have this protective buffer in their lives.

2010 Risk and Protective Factor Scores (Among Four Domains)

Community	6 th Grade	8 th Grade	10 th Grade	12 th Grade	State
<u>Risk Factors</u>					
Poor Family Management	50%	19%	42%	36%	31%
Parental Attitudes Favorable Toward Drug Use	4%	24%	37%	36%	28%
<u>Protective Factors</u>					
Attachment	54%	62%	53%	27%	60%
Opportunities for Pro-social Involvement	71%	52%	63%	45%	66%
Family	6 th Grade	8 th Grade	10 th Grade	12 th Grade	State
<u>Risk Factors</u>					
Poor Family Management	50%	19%	42%	36%	31%
Parental Attitudes Favorable Toward Drug Use	4%	24%	37%	36%	28%
<u>Protective Factors</u>					
Attachment	54%	62%	53%	27%	60%
Opportunities for Pro-social Involvement	71%	52%	63%	45%	66%
School	6 th Grade	8 th Grade	10 th Grade	12 th Grade	State
<u>Risk Factors</u>					
Poor Family Management	50%	19%	42%	36%	31%
Parental Attitudes Favorable Toward Drug Use	4%	24%	37%	36%	28%
<u>Protective Factors</u>					
Attachment	54%	62%	53%	27%	60%
Opportunities for Pro-social Involvement	71%	52%	63%	45%	66%
Peer/Individual	6 th Grade	8 th Grade	10 th Grade	12 th Grade	State
<u>Risk Factors</u>					
Early Initiation of Drug Use (2)	NA	59%	68%	82%	18%
Early Initiation of Anti-social Behavior (2)	NA	48%	63%	64%	19%
Favorable Attitudes Toward Anti-social Behavior	54%	27%	47%	36%	33%
Favorable Attitudes Toward Drug Use	21%	27%	63%	27%	27%
Perceived Risks of Drug Use	63%	50%	47%	36%	38%
Gang Involvement	21%	5%	11%	9%	5%
<u>Protective Factors</u>					
Belief in the Moral Order	54%	64%	53%	45%	70%
Pro-social Involvement	63%	57%	58%	64%	70%

¹The 8th, 10th, 12th grade version inadvertently excluded the following indicators from this factor: "If a kid [drank some beer, wine, or hard liquor (for example, vodka, whiskey, or gin)] [smoked marijuana] [carried a handgun] [smoked a cigarette] in your neighborhood, would he or she be caught by the police?" As a result, this factor is not presented within this report.

²The 6th grade version intentionally does not measure this factor. As a result, this factor is not presented within this report.

The 2010 NRPFS analysis also showed that Winnebago youth in grades 10 and 12 demonstrated a substantially higher rate of substance use (38% and 54%) than other youth across

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Nebraska (8% and 42.9%), particularly alcohol (58% and 82%) and marijuana (72% and 82%). 2010 was the final year that the NRPFS was administered in Winnebago.

2010 Percentage of Students Who Used AODs During Their Lifetime								
Drug Used	Grade 6		Grade 8		Grade 10		Grade 12	
	Community	State	Community	State	Community	State	Community	State
Alcohol	8.0	20.7	50.0	41.8	58.0	21.0	82.0	78.3
Marijuana	8.0	2.4	36.0	8.6	72.0	8.0	82.0	36.0
Inhalants	17.0	10.1	23.0	13.5	21.0	2.0	18.0	10.3
Methamphetamines	0.0	0.28	0.0	1.0	0.0	0.0	9.0	5.0
Any Drug	0.0	13.6	15.0	21.3	38.0	8.0	54.0	42.9

Youth Risk Behavior Survey (YRBS)

In July of 2009, the Winnebago Tribe was awarded a Substance Abuse and Mental Health Services Administration (SAMHSA) Prevention Framework, State Incentive Grant (SPF-SIG) by the Center for Substance Abuse Prevention (CSAP) of SAMHSA. The SPF-SIG Project has been administered by HCCDC. In order to better address tobacco use and substance abuse prevention in the Winnebago community, the SPF-SIG Project created a Tribal Advisory Council (TAC) made up of key stakeholders in the community from varying departments of tribal government, the schools, the Indian Health Services Hospital, Tribal Health, and other community programs. The TAC has played a significant role in locating, compiling, and examining data on alcohol, tobacco, and illicit drug use and associated consequences in the community. The SPF-SIG Project has administered the Youth Risk Behavior Survey (YRBS) at the Winnebago Public Schools to high school and Middle School students. To date, the SPF-SIG Project has completed three years of the YRBS process.

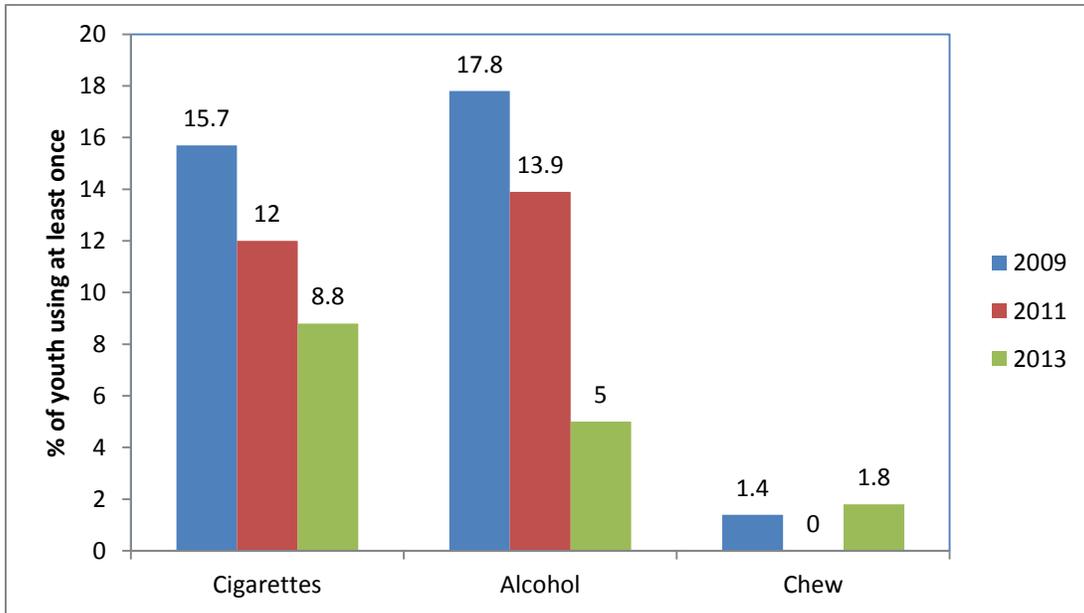
A secondary task of the TAC has been to identify gaps in the data that might be addressed by the Strategic Prevention Framework Plan, work very similar to the assessment and gap analysis performed by the WJJPT on the Tribe's juvenile justice system. Based on their findings, the TAC has developed and an epidemiological profile of substance abuse for the Winnebago community and has also selected and incorporated some prevention priorities into a strategic prevention framework.

Since underage drinking and related substance abuse has played a significant role in youth involvement with the juvenile justice system, members of the WJJPT have participated in the SPF-SIG Planning Team activities. The group has been trained in the SAMHSA Prevention Framework Model and has utilized this model in developing strategies for community prevention programming, which has assisted the WJJPT in developing strategies for youth offenders. The SPF-SIG Project Coordinator and Evaluator presented YRBS findings to the WJJPT and, along with compiled data results from the NRPFS, gave the WJJPT a broader look at behavior data, including self-reported drug and alcohol data from both middle school and high school youth. For example, a snapshot of the data pertaining to Drug Use and Binge Drinking showed the following:

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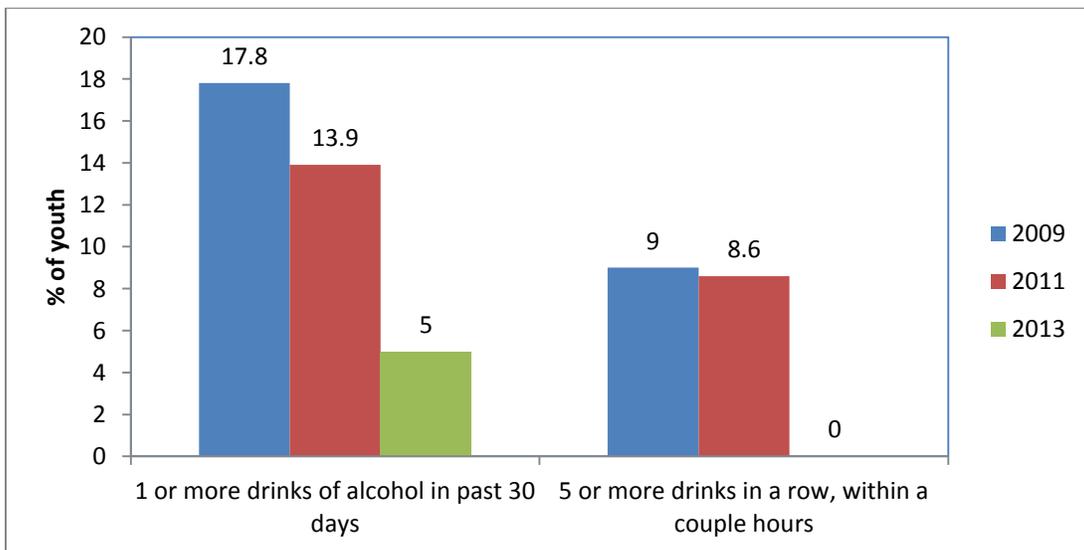
Middle School YRBS Data

Self-reported Drug Use in Last 30 days Middle School



Source: Youth Risk Behavior Survey 2009, 2011, 2013

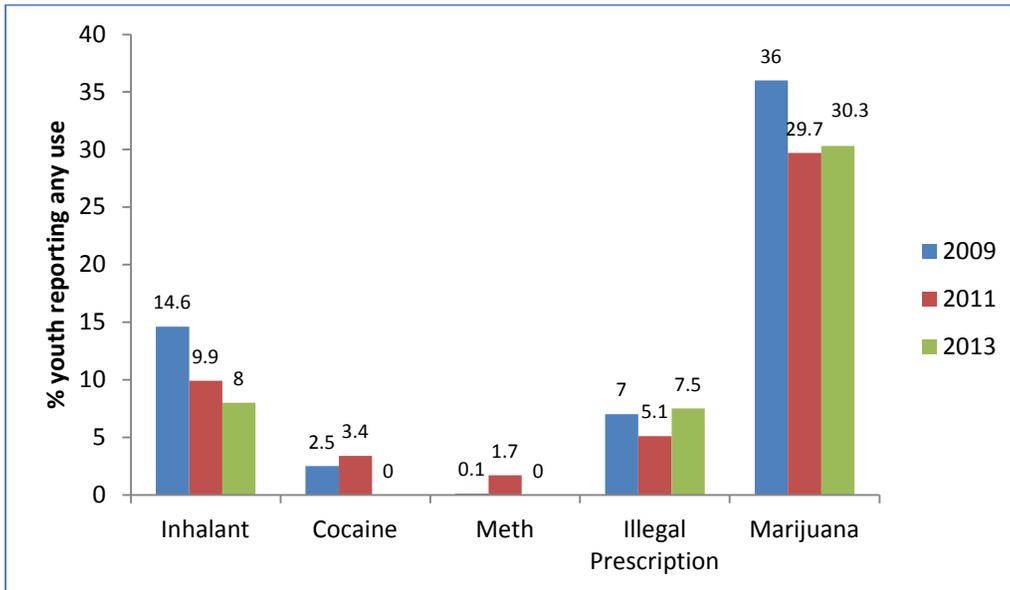
Binge Drinking by Year Middle School



Source: Youth Risk Behavior Survey 2009, 2011, 2013

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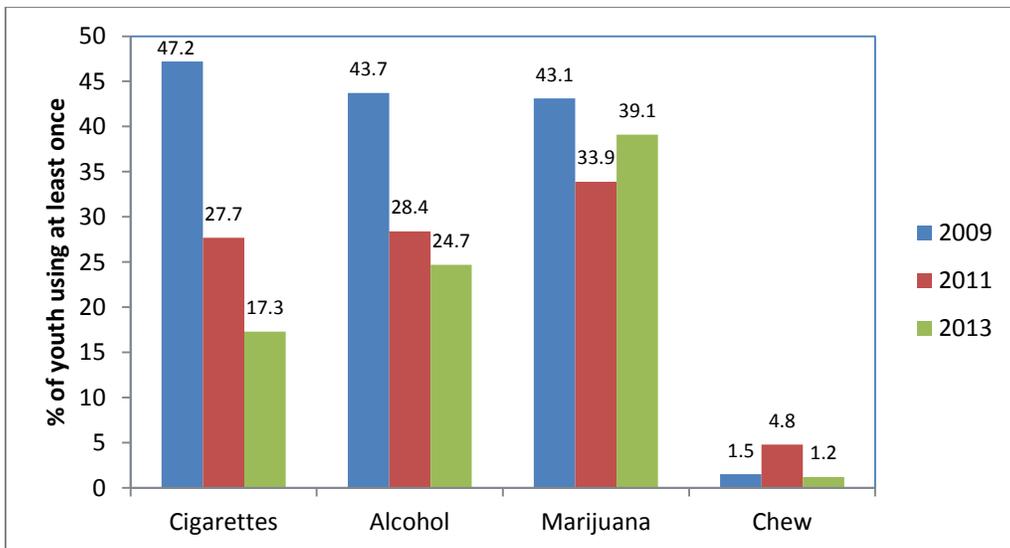
Reported Use Any Time in Life Middle School



Source: Youth Risk Behavior Survey 2009, 2011, 2013

High School YRBS Data

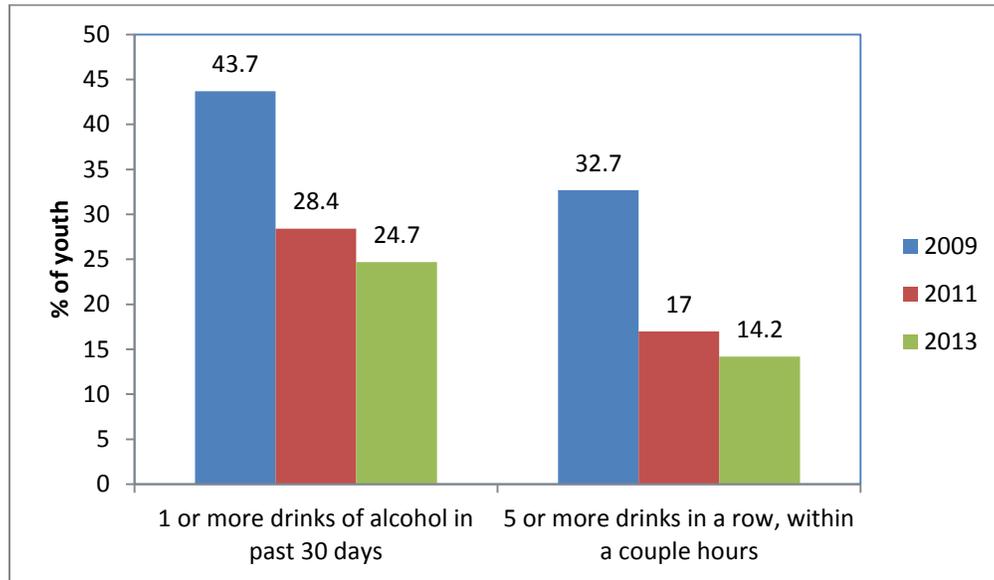
Drug Use in Last 30 days High School



Source: Youth Risk Behavior Survey 2009, 2011, 2013

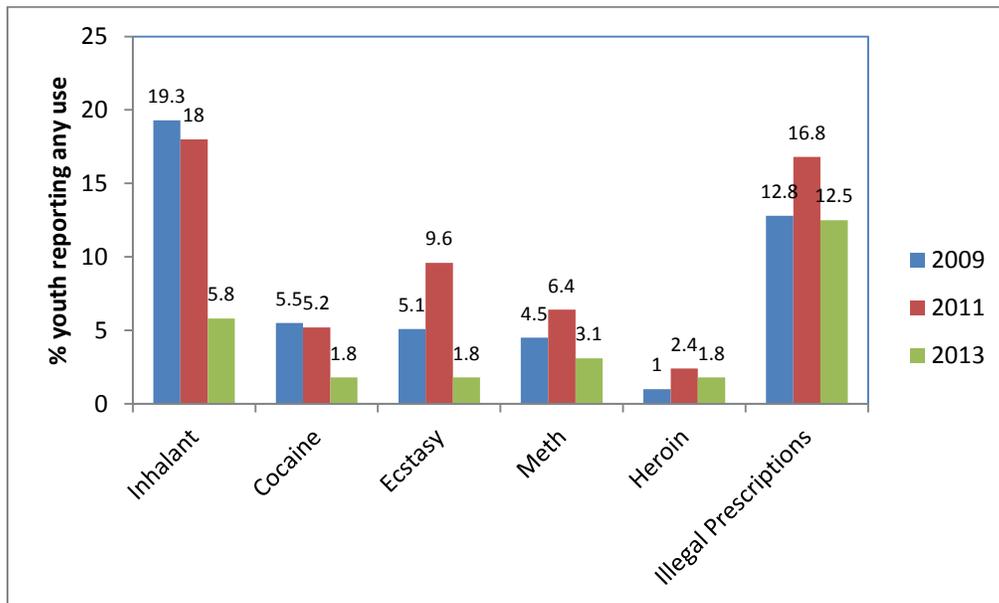
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Binge Drinking High School



Source: Youth Risk Behavior Survey 2009, 2011, 2013

Reported Use Any Time in Life High School



Source: Youth Risk Behavior Survey 2009, 2011, 2013

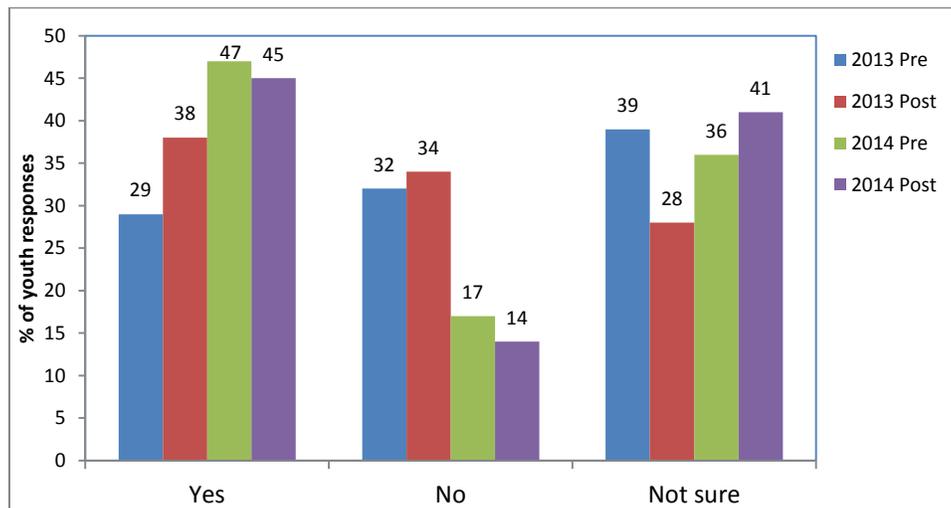
Substance Abuse and Culture

Much has been researched and written concerning the correlation between substance abuse and Native American culture. Clearly, most documented studies strengthen the use and/or adaptation of Native American cultural values, morays, and traditions as a positive method of prevention and treatment of substance abuse issues. From a cultural perspective, among adult community

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stakeholders participating in strategic planning efforts, the notion that injecting culture into mainstream services and activities for youth is a positive protective factor and will impact substance abuse as a dominant factor. However, in order to reach that intent or purpose, that message must be emphasized and continually repeated if youth are to capture the meaning. Children and youth who participate in programs and interventions do not always see the correlation between culture being a stimulant for prevention and actual decision-making about using substances. For example, the following are table from a survey implemented by the Whirling Thunder Wellness Center in 2013 and 2014. The survey was taken by high school students participating in the Whirling Thunder Wellness Center Teen-Up Program:

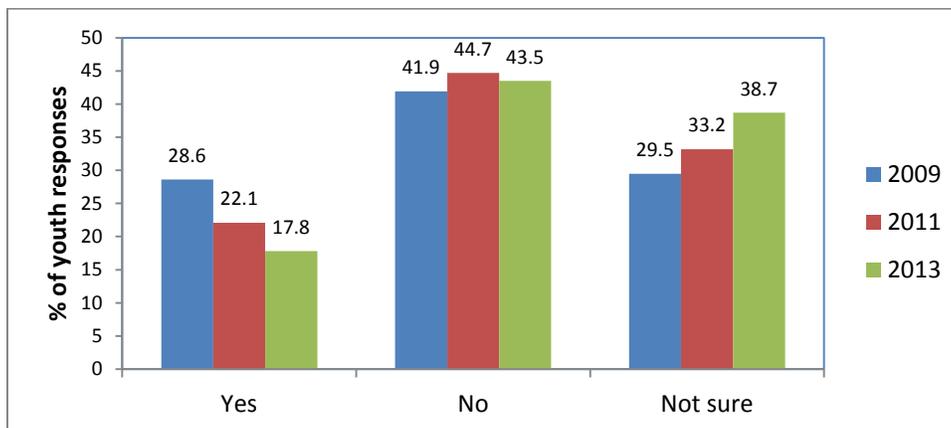
Do Ho-Chunk language, traditions, and culture affect decisions you make about using tobacco, alcohol, or drugs? (High School)



Source: Whirling Thunder Wellness Teen-Up 2013 (N=32) and Assembly 2014 N=131

The same question was asked of Middle School and High School students at the Winnebago Public Schools in the YRBS (in 2009, 2011, and 2013):

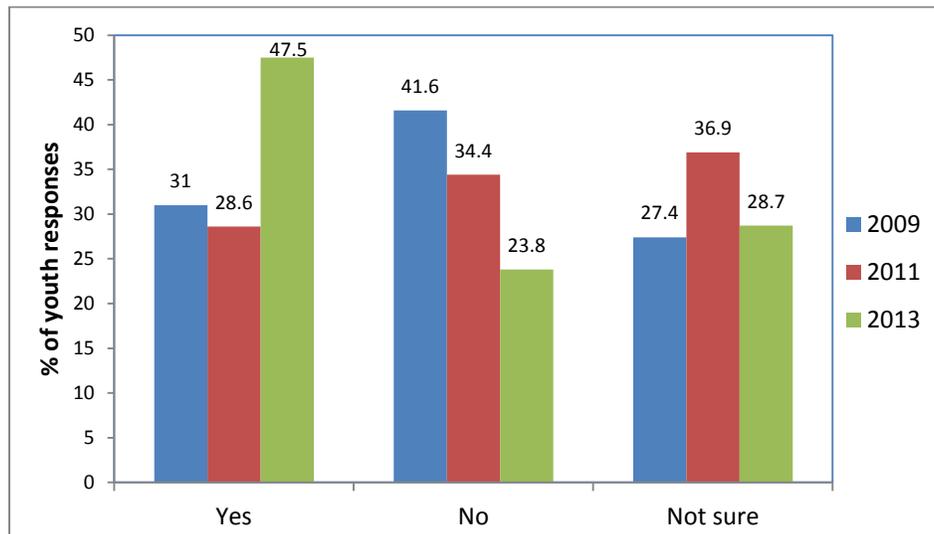
Do Ho-Chunk language, traditions, and culture affect decisions you make about using tobacco, alcohol, or drugs? (Middle School)



Source: Youth Risk Behavior Survey 2009, 2011, 2013

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Do Ho-Chunk language, traditions, and culture affect decisions you make about using tobacco, alcohol, or drugs? (High School)



Source: Youth Risk Behavior Survey 2009, 2011, 2013

The results of these survey questions were mixed and also indicated that many middle school and high school respondents were Not Sure about the connection between culture and drug and alcohol use. Clearly, that message was not being implied strong enough when tribal programs and the schools were providing services and activities.

Community Substance Abuse Data Related To Community Crime Rates

Based on previous HCCDC juvenile justice assessments and gap analysis, the WJJPT found that juvenile crime rates in Winnebago corroborated the results of both the NRPFSS and YRBS. For example, tribal court data showed that status offenses, which include Minor-In-Possession and Curfew violations, made up the greatest number of cases filed in 2009 (196), 2010 (168), and 2011 (95) totaling 459 filings. Over the same period, law enforcement responded to 364 juvenile offense incidences with an estimated 90% being related to alcohol or drugs and over 40% involving repeat offenders. Interestingly, during this timeframe, in order to be cost effective, rather than arresting youth and placing them in detention, citations were often issued to juvenile offenders so the three year total did not reflect the high number of youth who were released without being cited or arrested. Still, the juvenile arrest and citation data showed an increase of 37.5% from previous years. Analysis of other youth-serving programs revealed that the complex issue of substance abuse also contributed to increased rates of teen pregnancy (12%), school drop-outs (17%), and numbers of contacts with the juvenile justice system (39%).

The WJJPT also spent considerable time identifying problems and issues in the community that it deemed most urgent to address in the plan. For example, the justice system analysis indicated that a majority of our tribal youth offenders often returned to court over and over again on similar charges or petitions, most of which involve alcohol and other substances. From the perspective of law enforcement and court, it was clear that standard sentencing of detention and/or a fine did not effectively deter youth from drinking and subsequent arrests or citations. In fact, it seemed that many youth had become unafraid of serving short periods of time in

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detention or paying a fine and that it often became a “badge of honor” among our more delinquent youth. Although the alcohol and illegal drug provisions within our tribal codes were being enforced, it was also evident that changes needed to be made to obtain the desired impact of curbing underage drinking and lowering the recidivism rate.

Although the NRPFS and YRBS gave an excellent view of overall youth substance abuse in the community, the justice system assessment data and information was important because it allowed the WJJPT to specifically look at correlations between youth alcohol and drug usage and contact with law enforcement and tribal court. The school survey data did however greatly assist the WJJPT in recognizing that alcohol and drugs among tribal youth was rampant and was the underlying cause for so many youth offenses. However, during strategic planning sessions of the WJJPT, it was qualitative information that strongly pointed towards systemic issues within our youth-serving programs. Tribal court staff reported gaps in the referral process existing for youth offenders ordered by the court for substance abuse and/or mental health evaluations, counseling, treatment placements, and aftercare services. It was quite apparent that our standard criminal penalties and procedures were doing little for the greater percentage of youth offenders when their substance abuse or addiction was so deeply ingrained. Our responses were simply not addressing the underlying problems and difficulties that many of our tribal youth face in their daily lives which had fostered their desires to drink and drug destructively.

In developing a more cohesive and successful strategic planning process, the WJJPT spent considerable time discussing the need for existing community youth planning initiatives to join forces and, subsequently, save on time and resources. Many of the same key stakeholders participate in 3 or more initiatives where there exist very similar goals, objectives, and strategies. The WJJPT will investigate the possibilities that the other entities may either combine efforts through an MOU or written partnership. These efforts will enhance the community’s capacity to plan for improved youth services, lessen the cost for those services, and strengthen the attempt of creating a system of care approach. Additionally, information and data would be more readily available and accessed which has been a challenge in the past.

Prevention as an Alternative

With the enhancement of the juvenile justice system through the successful resource development for the Youth Crisis Intervention Center, the WJJPT turned their attention to broadening the available continuum of care options for the juvenile court and tribal judge. Strategies designed to broaden alternatives to incarceration will include utilizing such programs as the Boys & Girls Club and Project Woska-Pi to the “menu of services” available when youth are adjudicated. Specifically, prevention programs could be utilized as part of court-ordered services in order to provide additional measures of support and accountability to youth case plans. Additionally, a system-wide Youth Development Approach will serve as a framework for partnering youth-serving programs, agencies, and organizations. These partnerships will also bring added structure to our alternative sentencing strategies and allow for performance measures to be applied. Although other prevention programs exist in the community and could be utilized for alternative sentencing, Project Woska-Pi and the Boys and Girls Club are two excellent examples of how this strategy can be implemented:

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Project Woska-Pi

Project Woska-Pi (meaning “Good Way” in Ho-Chunk language) was established in 2008 with the mission of “guiding and empowering all Native American Youth to follow and choose the Woska-Pi of life by providing education and support in the areas of spiritual, mental and physical well-being. The program is open to all Native American Youth in the community and the primary goal of Project Woska-Pi is to educate and instill in tribal youth the important role they hold in the future of their tribe and the future of all Native Americans.

The Project staff work diligently to provide tribal youth with the tools to achieve a positive and healthy lifestyle by showing and teaching them the importance of surrounding themselves with a positive, healthy environment. There is also great emphasis on delivering a Youth Development Approach and the importance of education in order to build onto each youth’s spiritual, mental, and physical strengths. Activities are designed to empower youth in their decision-making by capitalizing on their skills in how to choose what is positive and best for them. Youth are encouraged to set personal goals and learn how to achieve them in order to instill pride (self-pride, cultural pride and community-pride) in their accomplishments. Project Woska-Pi is also driven by helping parents that wish to improve their parenting experience by empowering them and by providing positive tools to raise and support a strong, positive child.

Project Woska-Pi creates and hosts a variety of events during the year to promote healthy, fun prevention and self-esteem education. These activities include: Daily hands-on classes at the EduCare Center, the Winnebago Public School, St. Augustine’s Indian Mission, and the Winnebago Youth Facility; A summer leadership retreat for 12-18 year olds; Summer events for specific ages (3-6, 7-11 and 12-18); and Collaborations with other tribal/community youth programs providing speakers, celebrations, and forums. Project Woska-Pi takes every opportunity to partner with other tribal entities to leverage the resources to make sure it is a positive experience for all tribal youth.

Project Woska-Pi’s experience and data indicates that for youth to make positive decisions it is important to start as early as 3 years of age. Since the start of the Project, the staff and youth participants have molded a program that most benefits the tribal youth being served. Tribal culture and traditions are incorporated as much as possible in the Woska-Pi prevention model, giving it the strength and flexibility necessary to also address the multitude of life stresses that are felt by tribal youth starting as early as 3 years of age. When battling high rates of substance drug abuse, generations of trauma, and other negative community norms in the community, tribal youth need support and guidance. The exposure to alcohol and drugs at early ages from their care takers reinforces the necessity to provide an alternative way of looking at the world, hence “Project Woska-Pi” the good way.

Boys & Girls Club of Hocak Nisoc Haci

The Boys & Girls Club of the Winnebago Tribe or Hocak Nisoc Haci is a chartered, member agency of Boys & Girls Clubs of America, Inc. The Club was formed from the citizens of Winnebago to provide services to the underprivileged, poor youth in the community. The Club was incorporated in 2006 and is striving to grow to meet the many needs of tribal youth.

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The Club is designed to serve children and youth between the ages of 6-18 and strives to provide a healthy, friendly environment while focusing on guiding those in danger of acquiring, or already possessing unacceptable habits and attitudes. The Club conducts quality programming that recognizes and responds to the collective and individual needs of tribal youth. This includes providing activities that emphasize culture and values.

The Club currently has a staff of --- and is open seven days a week providing a variety of services to over --- children and youth weekly. The Club provides daily meals and snacks as part of nutrition opportunities, operates a youth football program in the fall, and implements evidence-based programs as after-school and summer activities including:

The Youth Empowerment Program (YEP II) and collaboration with other community partners, enables stakeholders to address the unhealthy behaviors in males (10-18 years old) at-risk of violence by providing them opportunities to learn skills and gain experiences that contribute to more positive lifestyles and enhance their capacity to make healthier life choices. In doing so, the Club provides an evidence-based program to help address aspects of the following goals: 1) Male youth violence (including gang violence); 2) Teen pregnancy prevention education as it relates to males; 3) Career preparation training that is appropriate for at-risk male youth; and 4) Mentoring support services (education and/or college preparation).

SMART (Skills, Mastery and Resistance Training) Moves is a program for youth ages 6-15 with the goals of helping youth resist the use of alcohol and other drugs and to postpone sexual activity. SMART Training includes SMART Kids (ages 6-9), Start SMART (ages 10-12), and Stay SMART (ages 13-15).

Project Learn is an approach that reinforces and enhances the skills and knowledge youth learn at school during the hours they spend at the Club. Staff assist youth with homework and tutoring, work with parents with their youth's academics, and provide high-yield learning activities that encourage youth to make productive choices about how to use leisure time.

SECTION V
SYSTEM PRIORITIES

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V. PRIORITY AREAS

Based upon its assessment of juvenile justice system and community issues/concerns, the WJJPT established the following priorities for the next three-year planning cycle:

ORGANIZATIONAL PRIORITY AREAS

Priority # 1: *Our community needs to distribute responsibility and awareness for youth across the whole community.*

General Description:

Responsibility for youth entering the Tribe’s Juvenile Justice System is not the sole responsibility of the Tribal Court. In order to be successful with keeping youth from entering or re-entering the system, responsibility must be distributed across the entire community and include the youth-serving systems that provide a variety of services locally. Sharing in the awareness of youth issues is also essential. Once recognizing that each partner has a responsibility, then collaboration, communication and commitment are the necessary ingredients to creating a strong continuum of care for youth offenders.

Relevant Data:

- Arrest records of Law Enforcement
- Data from youth surveys
- High number of delinquency cases with Court involvement, including alternative sentencing
- Number of youth in detention and other out-of-home placements
- Data from the Alcohol Program and Behavioral Health Department

Contributing Factors:

- Ability to access data from various programs and institutions
- Time and commitment from those in leadership roles
- Substance abuse including underage drinking and marijuana usage
- Lack of parental supervision and involvement with helping systems
- Continued “Silo Effect” among providers when attempting to coordinate resources and in providing services
- Loss of spiritual and cultural values among families

Priority # 2: *Our community needs a higher level of community organization.*

General Description:

Building capacity and the infrastructure of the juvenile justice system is imperative. Working together in unison while sharing a common vision and mission provides for necessary structure. Developing a strategic plan was an important initial step in developing a higher level of community organization. Updating the Plan insures momentum and allows for a structured planning process that will continue to provide for sharing ideas, determining strengths and weaknesses, and creating a balance among system providers. The updated Plan will continue to provide a roadmap for the community to follow and evaluate progress.

Relevant Data:

- Number of stakeholders attending planning sessions
- Number of Memorandum of Agreements (MOA) successfully signed

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- Number and results of community stakeholder approval surveys
- Number of partnerships developed
- Youth Risk & Behavior Surveys
- Youth-serving program, schools, and institutions data

Contributing Factors:

- Ability to access data from various programs and institutions
- Increasing opportunities for the community to be familiar with and support WJJPT activities
- Pro-social and pro-cultural effectiveness
- Successfully reaching Performance Standards and Measures
- Number of MOA's among providers
- Availability of partners to attend planning sessions
- Support from tribal leadership to request or mandate participation
- Success of WJJPT to increase awareness and understanding of principles

ISSUE-BASED PRIORITY AREA

Priority # 3: *Our community faces a current, pressing need to develop a better coordinated and more comprehensive juvenile justice system.*

General Description:

The desire to meet the issue-based needs of youth must be a shared responsibility and met with coordination, collaboration and commitment of providers, services and responses. Developing strategies to increase the opportunities for youth to succeed and enhance public safety takes a community effort. Our community possesses numerous strengths and resources to build upon. However, like any other community, additional analysis of the juvenile justice system has revealed the need to further develop, extend, and expand in order to effectively mobilize and efficiently respond to change and growth and create a more comprehensive continuum of care and overall "Healing Approach".

Relevant Data:

- Community data and information
- Youth services assessment
- Available resources
- Review of Youth Codes in relation to justice and school data

Contributing Factors:

- Ability to access data from various programs and institutions
- Continuous assessment and analysis of systems and programs
- Repeat offenders and increased crime rate
- Ability of the system to link appropriate consequence to the behavior
- Providing logical consequences that utilize natural supports in the family and community wherever possible
- Strengthening families in order to strengthen youth
- Integrating juvenile justice into the other youth-serving systems that includes family, peers, school, and community
- Providing consequences that are proportionate to the misbehavior

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- Increasing or decreasing in restrictiveness or intensity based upon youth's subsequent behavior
- Being timely with interventions
- Being time-limited with consequences
- Setting clear expectations of behavior
- Tying initiatives and resources together towards a common goal

The Youth Crisis Intervention Center in relation to the Winnebago Comprehensive Juvenile Services Plan

The Winnebago Juvenile Justice Planning Team (WJJPT) has been responsible for evaluating community juvenile justice needs and to recommend prevention and intervention strategies to Tribal leaders in order to address identified needs. This work is strongly reflected within this revised Winnebago Tribe Comprehensive Juvenile Services Plan put forth by the WJJPT.

The prevalence of substance abuse, mental health, and trauma issues among the juvenile justice population has been identified as significant problems within the entire community. Early identification of these issues and timely access to appropriate services were found to be lacking. The initial Comprehensive Juvenile Justice Plan recommended as its number one priority was the development of the Youth Crisis Intervention Center as a primary strategy to address these issues. A second priority within the initial Plan was to develop a system of care approach through increased partnerships and collaborative service milieus among service providers. This theme has been continued on through developing specific strategies meant to bring focus on the concept of continuum of care for juvenile offenders and their families. This will provide a demonstrable impact on previously high recidivism rates and inflated substance abuse and mental health issues. With the addition of the new Youth Crisis Intervention Center, the need for a facility to operationalize the envisioned system-wide changes in a more collaborative fashion has been overcome. This will now provide assurances and benefits for youth that previously did not exist, including that appropriately assessed youth are matched with appropriate levels and types of services. Consolidating responsibility for the Youth Crisis Intervention Center and the continuum of services within locally-based youth services programs, schools, and agencies will allow for the accountability and coordination of effort needed to get to the kind of outcomes desired.

SECTION VI
SYSTEM STRATEGIES

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STRATEGIES

The following strategies were updated in 2014 by the WJJPT to impact the identified priorities:

(Organizational) Priority Area #1: <i>Our community needs to distribute responsibility and awareness for youth across the whole community.</i>					
Strategies	Action Steps	Responsible Party	Timeline	Resources Needed	Outcomes/Barriers (include data and completion dates)
(1) Raise community stakeholder awareness of the WJJPT’s purpose and efforts concerning youth.	<p>a) Initiate a working partnership with an outside organization to develop a media plan.</p> <p>b) Develop marketing strategy to better inform the community of the WJJPT activities.</p> <p>c) Develop WJJPT brochures and other informational materials to distribute at community events.</p> <p>d) Develop resources and follow hiring process for a WJJPT Coordinator.</p> <p>e) Develop a WJJPT website and social media site(s).</p> <p>f) Develop a community survey to obtain community stakeholder responses concerning youth issues.</p> <p>g) Develop a list of community events and activities for sign-up days.</p> <p>h) Make improvements on accessibility to community data concerning youth.</p> <p>i) Offer training or workshop</p>	Kellie Snow; John Penn; Lowell Ten Clay; Manopi LaMere; Danelle Smith; Randy DeCora; Dean Ross; Frank Schersing	<p>a) by Jan, 2015</p> <p>b) by Jan, 2015</p> <p>c) by Jan, 2015</p> <p>d) by Mar, 2015</p> <p>e) by June, 2015</p> <p>f) by May, 2015</p> <p>g) by June, 2015</p> <p>h) by Aug, 2015</p> <p>i) by Oct, 2015</p>	<p>a) List or calendar of community events.</p> <p>b) Access to the Winnebago Tribe website.</p> <p>c) Training space and supplies.</p> <p>d) Access to data from programs, schools, and hospital.</p>	<p>Outcomes: Number of interested community stakeholders is increased.</p> <p>Website is developed to better inform interested stakeholders.</p> <p>Survey results in broadening awareness of youth issues.</p> <p>List of community events is finalized.</p> <p>Workshop is offered for interested participants.</p> <p>Barriers: Community politics.</p> <p>Resistance to change.</p> <p>Time management.</p>

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	opportunities in planning and development to community members.				
(2) Increase the number of WJJPT members responsible for revising the Plan and monitoring progress on priorities and corresponding strategies.	<p>a) Identify and list additional stakeholders including community members and representatives of youth-serving organizations and programs.</p> <p>b) Meet regularly with tribal leadership to update and report</p> <p>c) Attend the monthly tribal program directors meeting and provide an initial presentation and then updates.</p> <p>d) Utilize the local newspaper through an article, pictures, and invitations.</p> <p>e) Attend community events and activities to recruit new members.</p> <p>f) Request that tribal administration mandate representation from tribal programs.</p> <p>g) Present at the annual Tribal Youth Summit activity.</p>	<p>Vivian Thundercloud; Kellie Snow; Cherie LaPointe; Ricky Jacobs; Nicky Solomon</p>	<p>a) Ongoing</p> <p>b) Ongoing</p> <p>c) Ongoing</p> <p>d) Ongoing</p> <p>e) Ongoing</p> <p>f) by Oct, 2014</p> <p>g) by Feb, 2015</p>	<p>a) In-kind participation of representatives.</p> <p>b) Contract fees for presentation for the Youth Summit involvement.</p> <p>c) Printing and copy costs.</p>	<p>Outcomes: The WJJPT membership is expanded to 25 active representatives of the community by March of 2015.</p> <p>The Juvenile Services Plan is successfully revised and submitted to the Nebraska Crime Commission.</p> <p>The Plan is monitored regularly.</p> <p>Barriers: Time availability and management.</p> <p>Resistance to change.</p> <p>Lack of individual commitment.</p>

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<p>(3) Develop a Tribal Action Plan focusing on tribal youth and substance abuse issues.</p>	<p>a) Complete an assessment of the Tribal treatment referral system and providers.</p> <p>b) Assess the need for local in-patient versus out-patient treatment care.</p> <p>c) Conduct a feasibility study concerning costs for establishing, operating, and maintaining a local treatment program.</p> <p>d) Develop a substance abuse sub-committee from WJJPT membership.</p> <p>e) Research existing programs and models for serving Native youth.</p> <p>f) Discuss and research options concerning utilizing Indian Health Services or operating a tribal program.</p> <p>g) Tribal Youth and Substance abuse Tribal Action Plan draft is completed.</p> <p>h) Tribal Action Plan is developed and approved by the Tribal Council.</p> <p>i) Develop an operational plan (budget, staffing plan, training schedule, etc.) and a sustainability plan for a substance abuse initiative.</p> <p>j) Committee is formed to develop the operational program for a substance abuse treatment program.</p> <p>k) Program site is established.</p> <p>l) Master Plan development is initiated.</p>	<p>Kellie Snow; John Penn; Tribal Alcohol Program and Behavioral Health staff</p>	<p>a) by Sept, 2015</p> <p>b) by Dec, 2015</p> <p>c) by Mar, 2016</p> <p>d) by June, 2016</p> <p>e) by Dec, 2016</p> <p>f) by Sept, 2017</p> <p>g) by Oct, 2017</p> <p>h) by Jan, 2018</p> <p>i) by Mar, 2018</p> <p>j) by July, 2018</p>	<p>a) Meeting space and supplies.</p> <p>b) Operational resources.</p>	<p><u>Outcomes:</u> 75% percent of youth offenders are able to stay in the community to receive treatment.</p> <p>Family involvement is increased by 50%.</p> <p><u>Barriers:</u> Lack of resources to operationalize new programming.</p> <p>Historic lack of sustainability of new programs.</p> <p>Lack of qualified professionals hired in key positions.</p>
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<p>(4) Develop a family resource center model to include specific family-based programs for youth and families in the community involved with the justice system.</p>	<p>a) Develop a sub-committee to plan a family resource center initiative.</p> <p>b) Develop a scope of work needed for youth offender family preservation and family support services.</p> <p>c) Work with tribal administration on a facility site.</p> <p>d) Develop operational, staffing, training, and sustainability plans.</p> <p>e) Develop policies, procedures, and protocols for departments and/or programs.</p> <p>f) Assess need for possible Tribal Youth Code revision.</p> <p>g) Presentation to the WJJPT and Tribal Council for approval.</p> <p>h) Develop operational resources.</p> <p>i) Develop an implementation timeline and appropriate action steps.</p> <p>j) Develop necessary MOU's among partnering programs/systems.</p> <p>k) Implementation</p>	<p>Kellie Snow; John Penn; Dave Mentzer; Connie Nichols; Terry Medina; LaDonna Holstein; WJJPT.</p>	<p>a) by Jan, 2016</p> <p>b) by Mar, 2016</p> <p>c) by Sept, 2016</p> <p>d) by Oct, 2016</p> <p>e) by Aug, 2017</p> <p>f) by Jan, 2018</p> <p>g) by Mar, 2018</p> <p>h) by June, 2018</p> <p>i) by Sept, 2018</p>	<p>a) Access to data.</p> <p>b) Materials and supplies.</p> <p>c) Meeting space and time.</p>	<p>Outcomes: 50% of family participants learn to cope with problems instead of requiring outside interventions.</p> <p>Family participation in juvenile services and child welfare service plans will increase by 75%.</p> <p>A minimum of 40% of children and youth will remain at home under structured supervision and support services.</p> <p>90% of court cases will be diverted to the project before children and youth are removed or placed back in their homes.</p> <p>Barriers: Parent and/or guardian resistance to change.</p>
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<p>(5) Explore and introduce a community policing initiative across the entire Reservation.</p>	<p>a) Access the current crime issues and needs of the police department.</p> <p>b) Sub-committee developed to conceptualize the initiative.</p> <p>c) Prepare presentations for the schools and community to describe the initiative and build collaboration.</p> <p>d) Develop list of events or activities to strengthen or optimize contacts between the police and the community.</p>	<p>Kellie Snow; John Penn; WJJPT sub-committee</p>	<p>a) by Mar, 2015</p> <p>b) by May, 2015</p> <p>c) by Sept, 2015</p> <p>d) by Mar, 2016</p>	<p>a) Relevant data and information</p> <p>b) Meeting space and materials</p>	<p>Outcomes: Community policing initiative is developed.</p> <p>Barriers: Community resistance.</p> <p>Lack of cooperation between service providers or agencies.</p>
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(Organizational) Priority Area #2: <i>Our community needs a higher level of community organization.</i>					
Strategies	Action Steps	Responsible Party	Timeline	Resources Needed	Outcomes/Barriers (include data and completion dates)
<p>(1) Existing community planning initiatives that concern youth issues are merged together to increase coordination and collaboration concerning tribal youth issues.</p>	<p>a) Meetings held among WJJPT, SPF, and JSP initiative representatives to discuss and plan the necessary steps of merging.</p> <p>b) Existing SPF, JSP, and WJJPT plans and organizational documents are compared and are aligned.</p> <p>c) Formal action taken by governing entities to join the WJJPT, SAMHSA Prevention Framework (SPF), and Juvenile Services Program (JSP) initiatives together as one planning entity.</p> <p>d) Funding agencies are notified and requests for modifications are made.</p> <p>e) Re-establish the necessary</p>	<p>SPF group; JSP group; Vivian Thundercloud; Kellie Snow; Michelle Parker; Randy DeCora; Melissa Johnson; Danelle Smith; Connie Nichols</p>	<p>a) by Dec, 2014</p> <p>b) by Mar, 2015</p> <p>c) by May, 2015</p> <p>d) by July, 2015</p> <p>e) by Aug, 2015</p> <p>f) by Sept, 2015</p> <p>g) by Sept, 2015</p>	<p>a) Meeting space and supplies.</p> <p>b) Copies of WJJPT, SPF, and JSP Plans and organizational documents.</p> <p>c) Tribal Resolution</p>	<p>Outcomes: Combined efforts of stakeholders increases efforts to lower underage drinking and delinquency by 10% annually.</p> <p>New MOA's are in place.</p> <p>Data concerning youth is more accessible.</p> <p>Quarterly Meetings are held in coordination with the established timeline.</p> <p>Community forums are held to increase awareness of the WJJPT and its purpose.</p> <p>Barriers:</p>

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	<p>commitment from community stakeholders and partnering programs.</p> <p>f) New organizational documents are developed as needed (policies, procedures, protocols, etc.).</p> <p>g) Schedule and hold quarterly Team meetings.</p> <p>h) Hold semi-annual community forums.</p> <p>i) Performance measures are added to each strategy of the combined Plans.</p>		<p>h) by Mar, 2016</p> <p>i) by June, 2016</p>		<p>Community politics.</p> <p>Resistance to change.</p> <p>Conflicts in purpose and intent of initiatives.</p> <p>Tendency towards “silo effect”.</p>
<p>(2) Develop and infuse a positive youth development approach as a focus among the youth-serving programs available for youth offenders.</p>	<p>a) Bring prevention program leaders together to define youth development (i.e. life skills; pro-cultural and pro-social learning; independent living skills; etc.).</p> <p>b) Develop “bridge” to expand field of prevention into juvenile justice from a systems approach.</p> <p>c) Review successful youth development practices and services implemented on other reservations.</p> <p>d) Increase the number of rewards and enhances for youth that are designed to reinforce positive behaviors.</p> <p>e) Assess the strengths and weaknesses of Tribal prevention programs services and capacity to provide strength-based approaches.</p> <p>f) Single Tribal Action Plan format focusing on tribal youth and youth</p>	<p>Kellie Snow; John Penn; Cherie LaPointe; Melissa Johnson; Danelle Smith; Prevention Leaders; Educare; Winnebago Public School; St Augustine School; WJJPT</p>	<p>a) by Mar, 2015</p> <p>b) by June, 2015</p> <p>c) by Aug, 2015</p> <p>d) by Oct, 2015</p> <p>e) by Jan, 2016</p> <p>f) by Mar, 2016</p> <p>g) by Jan, 2017</p> <p>h) by Mar, 2017</p> <p>i) by June,</p>	<p>a) Inventory of all youth-serving programs.</p> <p>b) Meeting space and supplies.</p> <p>c) Resources for curriculum development.</p> <p>d) Training resources.</p>	<p>Outcomes: Youth development model in place across youth-serving systems.</p> <p>Tribal Action Plan is developed and approved by the Tribal Council.</p> <p>Activities that emphasize increasing youth skills results in 10% decrease of juvenile recidivism.</p> <p>Barriers: Resources to carry out strategies.</p> <p>Lack of administrator communication and coordination.</p> <p>Availability and time management of leaders.</p>

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	<p>development is planned.</p> <p>g) Develop necessary youth development curricula and activities or services.</p> <p>h) Create staff training & development plans including cross-training to improve knowledge base and skills of prevention staff.</p> <p>i) The Tribal Youth Development Tribal Action Plan draft is completed.</p> <p>j) Incorporate positive youth development approaches into schools and justice system.</p> <p>k) Develop necessary resources for implementation.</p> <p>l) Implement new youth-serving strategies into justice system.</p>		<p>2017</p> <p>j) by Sept, 2017</p> <p>k) by Jan, 2018</p> <p>l) Sept, 2018</p>		
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(Issue-Based) Priority Area #3: <i>Our community faces a current, pressing need to develop a better coordinated and more comprehensive juvenile justice system.</i>					
Strategies	Action Steps	Responsible Party	Timeline	Resources Needed	Outcomes/Barriers (include data and completion dates)
(1) Increase the number of alternative programs for youth offenders.	<p>a) Research and review alternative programs and approaches proven successful with other Indian jurisdictions.</p> <p>b) Expand the Traditional Wellness Court services to include underage drinking and related substance abuse issues of youth offenders.</p>	<p>Vivian Thundercloud; Kellie Snow; John Penn; Dean Forney; Liz Bayer; Manapi LeMere; Terry Medina; Lowell Ten Clay;</p>	<p>a) by Dec, 2014</p> <p>b) by Mar, 2015</p> <p>c) by Sept, 2016</p>	<p>a) Meeting space and supplies.</p> <p>b) Operational resources.</p>	<p>Outcomes: Three new alternatives to incarceration are developed and added to the juvenile services array of service for youth.</p> <p>Juvenile recidivism drops by 10% over 24 month period of evaluation.</p>

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	<p>c) Expand the Fatherhood and Motherhood Program models to include youth.</p> <p>d) Develop new alternatives programs (i.e. community service; restitution; behavior management; etc.).</p> <p>e) New alternatives to include a focus on substance abuse intervention and youth development.</p> <p>f) Develop a community prevention model that operates as a function of the developed youth-serving system of care.</p> <p>g) New alternatives will function as an important part of a newly developed continuum of care.</p>	LaDonna Holstein; WJJPT	<p>d) by Mar, 2016</p> <p>e) by Sept, 2016</p> <p>f) by Sept, 2016</p>		<p>Youth offenders have increased opportunities to be successful.</p> <p>Family involvement increases.</p> <p>Barriers: Lack of resources to operationalize new programming.</p> <p>Historic lack of sustainability of new programs.</p> <p>Lack of qualified professionals hired in key positions.</p>
<p>(2) Develop a system of care approach to be incorporated into the juvenile justice system and partnering youth-serving programs.</p>	<p>a) Identify and create an administrative sub-committee dedicated to developing a model.</p> <p>b) Define the system of care and how it will best function.</p> <p>c) Assess the current continuum of care for youth involved with the juvenile justice system.</p> <p>d) Decide which programs and providers should be included to plan and implement strategies.</p> <p>e) Discuss the responsibilities of each of the partnering programs and providers.</p>	Kellie Snow; John Penn; Tribal Administrators; WJJPT	<p>a) by Jan, 2015</p> <p>b) by Mar, 2015</p> <p>c) by June, 2015</p> <p>d) by July, 2015</p> <p>e) by Sept, 2015</p> <p>f) by Sept, 2015</p> <p>g) by Nov,</p>	<p>a) Updated directory of youth services, staff, resources, purpose, etc.</p> <p>b) Most recent youth data from agencies, schools, and programs.</p> <p>c) Assessment tools; training curricula; team case management models; examples of</p>	<p>Outcomes: The juvenile justice system has increased partnerships with other youth-serving systems and programs.</p> <p>Services are enhanced for youth offenders.</p> <p>System of care model brings programs together to create more seamless services for youth.</p> <p>Prevention becomes an important aspect of public safety.</p> <p>MOA's are developed and activated.</p>

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	<p>f) Discuss needed staff, training, or staff development necessary to be more successful with implementation.</p> <p>g) Introduce team case planning and management approach.</p> <p>h) Develop sub-committees to work on elements of system improvements to include family-focused services.</p> <p>i) Develop MOA's between the systems of care parties.</p> <p>j) Develop resource plan to identify funding for training and operational needs to implement team case management and trauma services.</p> <p>k) Develop performance measures to evaluate the effectiveness of services and providers within the system of care model.</p> <p>l) Hold training on system of care dynamics into a community-based approach.</p> <p>m) Implementation</p>		<p>2015</p> <p>h) by Dec, 2015</p> <p>i) by Jan, 2016</p> <p>j) by Mar, 2016</p> <p>k) by June, 2016</p> <p>l) by Sept, 2016</p> <p>m) by Oct, 2016</p>	<p>exemplary programs from other tribal jurisdictions; resources.</p> <p>d) Meeting space and supplies.</p> <p>e) Funding for operations and training.</p>	<p>Staff is increased and trained to fill needed gaps in system services.</p> <p>Resources are better utilized.</p> <p>Team case management is utilized for each case involving youth.</p> <p>Trauma services are added to the resources available for youth and families.</p> <p>Policies and procedures are changed or developed to give service providers more guidance.</p> <p>Resource plan is developed.</p> <p>Performance measures are developed and implemented.</p> <p>Trainings held to unite knowledge and efforts.</p> <p>Reduction of duplication of services.</p> <p>Barriers: Duplication of services and case management of youth.</p> <p>Resistance to change.</p> <p>Time management of Directors.</p>
<p>(4) Develop juvenile offender rehabilitation and reentry services.</p>	<p>a) Define and develop rehabilitation and reentry needs (i.e. employment, education, support services, etc.) for</p>	<p>Kellie Snow; John Penn; Connie Nichols; Michelle</p>	<p>a) by Mar, 2015</p>	<p>a) Copy of Tribe's Rehabilitation &</p>	<p>Outcomes: Juvenile offender services are provided to 100% of youth in</p>

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	<p>offenders reentering the community from jails, detention, and other out-of-home placements.</p> <p>b) Develop a framework model to include independent living and transitional living services into the continuum of care designed to strengthen skills of youth.</p> <p>c) Training provided to partnering service providers.</p> <p>d) Develop “Family Building” services based on cultural values and morays.</p> <p>e) Networking between existing youth services and programs in place.</p> <p>f) Implementation of reentry and rehabilitation services into youth-serving system of care.</p>	<p>Parker; Melissa Johnson; Randy DeCora</p>	<p>b) by Dec, 2015</p> <p>c) by Mar, 2016</p> <p>d) by May, 2016</p> <p>e) by June, 2016</p> <p>f) by Sept, 2016</p>	<p>Reentry Services Plan.</p> <p>b) Grant resources.</p>	<p>need.</p> <p>Barriers: Programs fail to meet the timelines developed within case management plans.</p> <p>Uncooperative youth or unsupportive parents or family members.</p>
<p>(5) Develop a Drug Court Program option at the Tribal Court.</p>	<p>a) Research other tribal drug court/family court programs that have developed a proven model or approach.</p> <p>b) Develop a program model to fit the juvenile justice continuum of care.</p> <p>c) Develop necessary staff positions, position descriptions, and training schedule.</p> <p>d) Develop a program performance measures and timetable.</p> <p>e) Develop a budget with operational and sustainability plans for the program.</p>	<p>Vivian Thundercloud; Kellie Snow; John Penn; Dean Forney.</p>	<p>a) by Dec, 2014</p> <p>b) by Dec, 2015</p> <p>c) by Mar, 2016</p> <p>d) by May, 2016</p> <p>e) by Mar, 2016</p> <p>f) by June, 2016</p>	<p>a) Access to data from youth-serving programs and agencies.</p>	<p>Outcomes: 40% reduction in the number of youth incarcerated for substance abuse.</p> <p>A minimum of 45% of youth will be diverted to drug court instead of probation.</p> <p>75% of youth will successfully complete court-ordered case plan and services.</p> <p>Barriers: Families with generational issues will impede success of youth.</p> <p>May be perceived as an “easy</p>

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	f) Develop grant narrative and budget for grant applications.				out".
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