

**Juvenile Justice Crime Prevention Act &
Youthful Offender Block Grant (JJCPA-YOBG)**

Consolidated Annual Plan

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Instructions:

Government Code Section 30061(b)(4) and Welfare & Institutions Code Section 1961(b) call for consolidation of the annual plans required for JJCPA and YOBG.

Please submit your most up-to-date consolidated plan.

The rest of this document is a standardized template for a consolidated county plan. If you find it helpful to use this template, please do so.

Your submission will be posted, as submitted, to the BSCC website.

Please e-mail your plan to:

JJCPA-YOBG@bscc.ca.gov

Juvenile Justice Plan

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Part I. Service Needs, Priorities & Strategy

Authority: Government Code Section 30061(b)(4)(A) The multiagency juvenile justice plan shall include, but not be limited to, all of the following components:

(i) An assessment of existing law enforcement, probation, education, mental health, health, social services, drug and alcohol, and youth services resources that specifically target at-risk juveniles, juvenile offenders, and their families.

(ii) An identification and prioritization of the neighborhoods, schools, and other areas in the community that face a significant public safety risk from juvenile crime, such as gang activity, daylight burglary, late-night robbery, vandalism, truancy, controlled substances sales, firearm-related violence, and juvenile substance abuse and alcohol use.

(iii) A local juvenile justice action strategy that provides for a continuum of responses to juvenile crime and delinquency and demonstrates a collaborative and integrated approach for implementing a system of swift, certain, and graduated responses for at-risk youth and juvenile offenders.

Government Code Section 30061(b)(4)(B)(ii) Collaborate and integrate services of all the resources set forth in clause (i) of subparagraph (A), to the extent appropriate.

A. Assessment of Existing Services

Include here an assessment of existing law enforcement, probation, education, mental health, health, social services, drug and alcohol, and youth services resources that specifically target at-risk juveniles, juvenile offenders, and their families.

Since inception, the County of Los Angeles' Comprehensive Multiagency Juvenile Justice Plan (CMJJP) has developed programs and services to provide community-level prevention and intervention strategies that target high-risk neighborhoods and focuses on achieving school success for probationers and at-risk youth. These services have been and will continue to be provided through the collaborative efforts of governmental agencies and community-based organizations (CBOs). Additionally, JJCPA funding provides specialized services and supervision to high-risk youth who formerly could have received confinement in a state juvenile justice facility. Proper use of JJCPA funding and development of the CMJJP will continue an integrated and collaborative approach to reducing crime and delinquency by leveraging existing resources and best practices to provide for a continuum of evidence-based and promising programs that target youth in communities of high need.

Describe what approach will be used to facilitate collaboration amongst the organizations listed above and support the integration of services.

Since March 2017, the Department and Juvenile Justice Coordinating Council (JJCC) has increased community engagement through the creation of a JJCC Community Advisory Committee (CAC). The JJCC-CAC was specifically tasked with developing

a recommendation to add more community at-large representation to the JJCC governing body in which the JJCC. The JJCC-CAC was instrumental in developing the process and vetting the nominations of five (5) of the ten (10) new JJCC members so that the JJCC is more diverse, and that the CMJJP reflects the perspectives and experiences of those impacted by the programs and services funded by JJCPA.

At the recommendation of the CAC, the JJCC submitted a recommendation to the County's Board of Supervisors to increase JJCC voting membership to include the Office of Youth Diversion and Development, the Department of Children and Family Services, the Alternate Public Defender, and Department of Public and Social Services to incorporate and leverage other funding and initiatives (e.g. Diversion and Prevention) to ensure that services are integrated throughout the County to improve outcomes for youth and families, and support healthy youth development to reduce risk factors known to drive delinquency.

The CMJJP leverages, links, and funds existing collaboratives, initiatives, programs and services that serve at-risk and probation youth. The following is a non-exhaustive list of relevant collaborative networks and models identified in the revised CMJJP framework that supports the integration of services that impact juvenile justice throughout the County.

- 1) Office of Diversion and Reentry, Youth Diversion and Development (YDD) – YDD was created in 2017 as the result of a collaboration to develop a countywide blueprint for expanding youth diversion at the earliest point possible in January 2018, YDD selected nine (9) service providers as the first cohort to receive law enforcement diversion referrals.

- 2) Public-Private Partnership (PPP) with California Community Foundation and Liberty Hill Foundation – The PPP was created to serve as a fiscal intermediary for the County to ensure funds are re-granted directly to community-based service organizations expeditiously; technical assistance will also be available to those service providers.

- 3) Office of Child Protection's Prevention Plan – Created in 2015, the Office of Child Protection released a comprehensive countywide prevention plan in 2017 for reducing child maltreatment. The plan was developed through collaboration across public agencies and community groups.

- 4) Department of Children and Family Services (DCFS) Prevention and Aftercare Networks (P&As)– DCFS institutionalized its community-based networks of service providers in 2015 and established ten (10) countywide P&As. These include a broad range of public, private, and faith-based member organizations—groups that bring resources to the shared goal of preventing child abuse and neglect, along with designated lead agencies responsible for convening, organizing, and leading local grassroots groups. The P&A organizations are part of a critical web of providers across the county that effectively reach out to and engage parents, assisting them as they navigate often-complex systems of services. In so doing, providers develop relationships with these parents, building upon their natural assets through the Strengthening Families Approach. Those relationships in turn create trusting environments that encourage parents to disclose family needs and access appropriate services earlier, as family stressors occur.

5) Trauma-informed schools – A new initiative was launched by the Los Angeles County Office of Education (LACOE) in September 2018 to support a trauma-informed approach in schools countywide. The initiative brings together LACOE, the county’s Department of Mental Health (DMH), University of California Los Angeles (UCLA) and other agencies to enhance schools' capacity to address trauma, which impacts at least one in four students. The effort will involve professional development as well as enhancing resources at or near schools through partnerships with county agencies.

6) Performance Partnership Pilot (P3) – A 2017-2020 strategic plan to improve education, employment, housing and well-being for disconnected youth. The P3 is an collective effort between the City of Los Angeles, the County of Los Angeles, Los Angeles Unified School District (LAUSD), Los Angeles Community College District, local Cal State Universities , Los Angeles Chamber of Commerce, Los Angeles County Housing Service Agency (LACSHA), and over 50 public, philanthropic and CBOs to improve the service delivery system for a disconnected young adult population ages 16-24 and improve their educational, workforce, housing, and social well-being outcomes.

B. Identifying and Prioritizing Focus Areas

Identify and prioritize the neighborhoods, schools, and other areas of the county that face the most significant public safety risk from juvenile crime.

The CMJJP has consistently identified overall neighborhoods, schools, and other JJCPA programs in Los Angeles County, where there have been higher number of juvenile probationers (including youth court ordered to out of home care), child welfare referrals, and crime statistics.

The CMJJP framework adopted on March 15, 2019 by the JJCC requires that the focus areas and strategies are informed by a landscape of “need” that is consistent with state law requirements that state the County’s local action plan (CMJJP) be based on assessment of resources and priority areas to fund. To define need, the JJCC identified the following categories of information as important:

- Youth – demographic data about at-risk and probation youth at-risk
- Programs and services – mapping of existing programs and services for the focus populations
- Funding – available resources and gaps for such programs and services

The data used to identify and prioritize areas also included arrests by zip code, census data, and education data to identify the neighborhoods, schools, and areas in the county that face the most significant public safety risks due to juvenile crime.

C. Juvenile Justice Action Strategy

Describe your county's juvenile justice action strategy. Include an explanation of your county's continuum of responses to juvenile crime and delinquency as well as a description of the approach used to ensure a collaborative and integrated approach for implementing a system of swift, certain, and graduated responses for at-risk youth and juvenile offenders.

The CMJJP aims to capture, adopt, and build on the frameworks and recommendations already proposed through existing and prior cross-agency and community collaborations, including:

Resource Development Associate reports: Juvenile Justice Crime Prevention Act Landscape Analysis Report (December 2017), Juvenile Justice Crime Prevention Act Gap Analysis Report (April 2018) and Juvenile Justice Crime Prevention Act Program Effectiveness Report (April 2018) - Denise Herz and Kristine Chan, The Los Angeles County Probation Workgroup Report (March 2017) - Los Angeles County Office of Child Protection, Paving the Road to Safety for Our Children: A Prevention Plan for Los Angeles County (June 2017).

The work of the Probation Working Group in 2017 to develop a "Countywide Juvenile Justice Strategic Plan" was especially relevant. The principles adopted by the JJCC for the CMJJP are in large part lifted from that plan, calling for "a comprehensive strategic framework focused on greater interagency collaboration, resources, and systemic changes to prevent additional trauma, reduce risk factors, and increase protective factors by connecting families, youth, and children to supportive systems within their communities."

The CMJJP has been developed based on a philosophy of partnership between diverse public agencies and CBOs to promote positive youth development and prevent youth delinquency through shared responsibility, collaboration, and coordinated action. The CMJJP serves as a theoretical and practical foundation on which programs and services are selected, implemented, and evaluated to maximize benefit to the youth population served.

The annual CMJJP planning, development and budget approval process includes seven steps:

Step 1: JJCPA Evaluation (*Early October to Early December*)

Throughout the year, an independent researcher will conduct process and outcome evaluations of JJCPA funded programs and services. The research organization will develop the methodologies for evaluation to include literature reviews of effective programs and provide an annual gap analysis. The evaluation process should include input from members of the private and public sectors that do not receive JJCPA funding and do not have a conflict of interest or biases.

Step 2: JJCPA Evaluation Presented to JJCC (*Early December*)

The contracted research organization will provide the JJCC with an analysis of target populations and community needs, in addition to reports that document the outcomes of JJCPA funded programs and services with recommendations to ensure alignment with literature reviews of effective programs. The presentation to the JJCC will include public feedback and discussion of recommended changes. Thereafter, the JJCC will appoint an Ad Hoc CMJJP Taskforce to develop the CMJJP draft proposal for JJCC consideration and approval for the following fiscal year.

Step 3: CMJJP Taskforce (*December through January*)

The CMJJP Taskforce is formed by the JJCC to utilize the data and recommendations prepared by the JJCC and the contracted research organization to draft an annual update to the CMJJP and JJCPA Budget for the ensuing fiscal year.

Step 4: CMJJP Taskforce Presents Draft CMJJP and Annual JJCPA Budget to the CAC (*Early February*)

The CAC receives the draft CMJJP and Annual JJCPA Budget and shall engage the community in identifying needs, proven strategies, and systemic issues of JJCPA operations. Input from CAC is considered and incorporated into the CMJJP and Annual JJCPA Budget by the CMJJP Taskforce.

Step 5: JJCC Approves CMJJP and Annual JJCPA Budget (*Late February*)

The CMJJP Taskforce presents its findings and recommendations, as well as a draft CMJJP and Annual JJCPA Budget for the JJCC's consideration. Once a version of the CMJJP and the Annual JJCPA Budget are approved, they are forwarded to the County of Los Angeles's Board of Supervisors for initial review by their justice deputies at a Public Safety Cluster meeting.

Step 6: Los Angeles County Board of Supervisors Approves CMJJP and Annual JJCPA Budget (*March*)

The Board of Supervisors considers and adopts the CMJJP and budget by means of a Board Motion.

Step 7: Annual JJCPA Budget Submitted to Board of State and Community Corrections (*April*)

As required by statute, the CMJJP is submitted annually to the BSCC no later than May 1st.

The CMJJP provides the County of Los Angeles with a strategy that focuses on building healthy and safe communities, using a comprehensive and coordinated plan partially funded by JJCPA. The mission of the CMJJP was approved by the JJCC In November 2018, which states:

"The mission of the Comprehensive Multi-Agency Juvenile Justice Plan is to improve youth and family wellness and community safety by increasing access to opportunities to strengthen resiliency and reduce delinquency."

To accomplish this mission, the following guiding principles were developed to drive the work of key partners in Los Angeles County to:

- 1) Align, coordinate, and oversee policies, practices, and services along a continuum of prevention and intervention programming focused on holistic youth development. The youth development system should:

- Whenever possible, reduce contact between youth and the juvenile justice system through the use of diversion programs and other community-based resources.
 - Deliver services using a continuum of promising practices, best practices, and evidence-based programs that build on youth's strengths and assets and support the development of youth's skills and competencies.
 - Use strength-based screening and assessment tools to assess youth and family needs, build meaningful case plans and appropriately connect youth and families to appropriate services.
 - When the use of out of home placements—non-secure or secure—is necessary, utilize family-based settings (e.g., relative, NREFM, and foster care placements) whenever possible, maintain safe environments in placements, engage/deliver services within a therapeutic milieu, and provide reentry services to ensure a seamless and positive return to the community.
- 2) Drive decision-making about systems coordination and integration, programming and direct services, evaluation and funding through identifying, developing and resourcing opportunities for collaborative, multidisciplinary partnerships among county agencies, CBOs), youth and parents that have been impacted by the juvenile justice system, and other interested stakeholders.
 - 3) Recognize and reduce the racial and ethnic and geographic disparities related to the access to services and juvenile justice processing and the needs of special populations including (but not necessarily limited to): females, LGBT youth, crossover/dually-involved youth, youth who become parents, undocumented, and transitional age youth without family/caretakers/support systems.
 - 4) Ensure transparency and accountability from all partners engaged in youth development service delivery for fiscal management, measuring outcomes related to their work, and implementing effective practices.
 - Collect and report consistent and meaningful outcomes on program impact and effectiveness on an annual basis (at minimum) to assess the impact of policies, practices, and programs.
 - Develop and support capacity of all partners to conduct consistent and meaningful data collection and evaluation.
 - Ensure studies involve research methodologies that are aligned with the perceptions and experiences of communities of color.

Based on the mission and guiding principles above, the CMJJP uses the following definitions for youth development and model for a continuum of services to outline five funding strategies: primary prevention, focused prevention/early intervention, intervention, capacity-building and evaluation and infrastructure.

Youth Development and Empowerment

Youth development has become recognized both as theoretical framework and practice based on adolescent stages of development. In theory, youth

development supports research that youth are continuing to change and develop; and as a practice, youth development programs prepare youth to meet the challenges of adolescence by focusing and cultivating their strengths to help them achieve their full potential. For systems including justice, child welfare and education, youth development approaches can serve “as an alternative approach to community health and public safety that builds on the strengths of youth, families and communities, addresses the root causes of crime and violence, prevents youth criminalization, recognizes youth leadership and potential, and turns young people’s dreams into realities.” Youth development as a framework for service delivery works with youth in a place-based, asset-based, holistic and comprehensive way.

Based on research, youth development should be a system, a collective impact model, with its own infrastructure and resources to ensure effective coordination, efficacy and accountability across public agencies and CBOs. Ultimately, youth development systems and supports would achieve outcomes through activities and experiences that help youth develop social, ethical, emotional, physical, and cognitive competencies. For instance, youth development should:

- Help young people develop identity, agency, and orientation towards a purposeful future;
- Cultivate young people’s academic and critical thinking skills, life-skills and healthy habits, and social emotional skills;
- Link youth to holistic support systems;
- Empower youth to engage in the betterment of their communities and the world.

Additionally, we understand that child-serving systems alone do not fully meet the needs of vulnerable youth. Youth and children are part of family units, and further are connected to their larger community, and social ecology which necessitates looking comprehensively at the underlying social, economic, and environmental conditions that impact vulnerable children, youth, and families. Therefore, a key aspect of advancing positive youth outcomes is ensuring that there are youth and family empowerment opportunities to engage with the systems throughout all stages of their system involvement.

Continuum of Services

As law requires that the CMJJP include a “local juvenile justice action strategy that provides for a continuum of responses to juvenile crime and delinquency.” Funding should go to “programs and approaches that have been demonstrated to be effective in reducing delinquency and addressing juvenile crime for any elements of response to juvenile crime and delinquency, including prevention, intervention, suppression, and incapacitation.” Thus, the CMJJP is grounded in a continuum of responses in Los Angeles County, even though JJCPA funds may only fund part of that continuum.

Research and local cross-sector initiatives have supported the importance of developing a continuum of services targeted at discrete populations of youth. The CMJJP defines the following three populations as its focus:

- “At-risk” youth¹ - Risk or “risk factors” are considered alongside strengths or “protective factors” in determining what responses should happen to prevent or reduce the likelihood of further delinquency. The CMJJP adopts the definition of risk from a 2011 guidebook on delinquency intervention and prevention by the National Conference of State Legislators:

There are identified risk factors that increase a juvenile’s likelihood to engage in delinquent behavior, although there is no single risk factor that is determinative. To counteract these risk factors, protective factors have also been identified to minimize a juvenile’s likelihood to engage in delinquent behavior. The four areas of risk factors are: individual, family, peer, and school and community.

Individual risk factors include early antisocial behavior, poor cognitive development, hyperactivity and emotional factors, such as mental health challenges. Family risk factors include poverty, maltreatment, family violence, divorce, parental psychopathology, familial antisocial behaviors, teenage parenthood, single parent family and large family size. Peer factors of association with deviant peers and peer rejection are identified as risk factors. School and community risk factors include failure to bond to school, poor academic performance, low academic aspirations, neighborhood disadvantage, disorganized neighborhoods, concentration of delinquent peer groups, and access to weapons. Many of these risk factors overlap. In some cases, existence of one risk factor contributes to existence of another or others.²

- Youth with initial and early contacts with law enforcement – These youth have had initial and early contacts with law enforcement, or would likely otherwise have had law enforcement contacts through referrals, such as from communities, education or other systems.
- Probation youth – These youth include those under community supervision as informal and formal wardship (Welfare and Institution Code sections 654, 654.2, 725, 790, 601 and 602).

To support these populations, the CMJJP will fund the following continuum of youth development services that must be part of a broader continuum of responses to prevent or reduce delinquency in Los Angeles County. The continuum below is based on the holistic youth development framework defined above. Recognizing that the terms primary prevention, focused prevention/early intervention and

¹ A federal definition of “at-risk youth” also exists under 20 U.S. Code § 6472): “The term ‘at-risk’, when used with respect to a child, youth, or student, means a school aged individual who is at-risk of academic failure, dependency adjudication, or delinquency adjudication, has a drug or alcohol problem, is pregnant or is a parent, has come into contact with the juvenile justice system or child welfare system in the past, is at least 1 year behind the expected grade level for the age of the individual, is an English learner, is a gang member, has dropped out of school in the past, or has a high absenteeism rate at school.”

² National Conference of State Legislators, Delinquency Prevention and Intervention: Juvenile Justice Guidebook for Legislators (2011).

intervention are used in a variety of fields – including juvenile justice, delinquency, dependency and child welfare, public health and education. The CMJJP also further defines these terms in the next section, adopting the holistic, health-oriented terms that the field of juvenile justice has increasingly embraced.³

Target Population	Estimated Numbers	Continuum of Youth Development services	Service categories (discussed further in the sections below)
At-Risk Youth	2.3 million	Primary Prevention	Behavioral Health Services
Youth with initial and early contacts with law enforcement	~7,000 petitioned offenses	Focused Prevention/Early Intervention	Education/Schools Employment/ Career/Life Skills Socio-emotional Supports
Probation youth	~6-7,000	Intervention	Housing Parent/caregiver Support Arts and Recreation

Continuum-Based Funding Strategies

The following funding strategies for the CMJJP correspond with the continuum of services that must adhere to the CMJJP guiding principles and youth development framework:

Strategy 1: Primary Prevention

Provide children and families with an array of upfront supports within their own communities to minimize their chances of entering the juvenile justice system and maximize their chances of living healthy and stable lives, focusing on those at-risk and the identification of conditions (personal, social, environmental) that contribute to the occurrence of delinquency.⁴

Strategy 2: Focused Prevention/Early Intervention

Provide children and families identified as having greater risk of becoming delinquent with the upfront supports and services they need to prevent them from entering the juvenile justice system and/or limit their involvement with the system once they are known to it.⁵

³ The U.S. Department of Justice Office of Juvenile Justice and Delinquency Prevention’s definitions also provide helpful context when considering the development of a continuum of services: -Prevention: “Programs, research, or other initiatives to prevent or reduce the incidence of delinquent acts and directed to youth at risk of becoming delinquent to prevent them from entering the juvenile justice system or to intervene with first-time and non-serious offenders to keep them out of the juvenile justice system. This program area excludes programs targeted at youth already adjudicated delinquent, on probation, and in corrections.”

-Intervention: “Programs or services that are intended to disrupt the delinquency process and prevent a youth from penetrating further into the juvenile justice system.”

⁴ Adapted from definition in OCP Prevention Plan; Denise Herz, Probation Workgroup Report, 3.3.17.

⁵ Ibid.

- Diversion Intervention to Community-Based Services – Redirects system responses and provides children and families to avoid involvement or further involvement in delinquency with community-based supports and services to prevent a young person’s involvement or further involvement in the justice system. Although there is wide variation in diversion programming nationwide, evidence suggests that diverting young people from the juvenile justice system as early as possible is a promising practice.⁶

Departments or agencies that may refer youth to diversion programs include, but are not limited to, schools, service organizations, police, probation, or prosecutors.⁷

Strategy 3: Intervention

Provide children and families who are already involved in delinquency with supports and services to address the factors leading to their behavior and reduce the likelihood or reoccurring delinquency.⁸

- During Community Supervision – Provide children who are on community supervision (including those reentering their homes and communities after a period of placement or detention) and their families with community-based supports and services to prevent the further involvement in the justice system.
- In-Custody – Provide in-custody children and their families with community-based supports and services prior to and while preparing to reenter their homes and communities to prevent their further involvement in the justice system.

Strategy 4: Capacity-building of CBOs

Support CBOs with capacity-building, training and cross-training, evaluation, and to regularly track and monitor outcomes and use the results to drive County policy and practice change.

Strategy 5: JJCPA Evaluation and Infrastructure

Support annual evaluation and ongoing training and supports for the JJCC and CAC to provide leadership on the development and implementation of the CMJJP.

⁶ A Roadmap for Youth Diversion in Los Angeles County.

⁷ Definition from Board of State and Community Corrections, Youth Reinvestment Grant Program: Request for Proposals (2018).

⁸ Denise Herz, Probation Workgroup Report, 3.3.17

Part II. Juvenile Justice Crime Prevention Act (JJCPA)

Authority: Government Code Section 30061(b)(4)(B) Programs, strategies, and system enhancements proposed to be funded under this chapter shall satisfy all of the following requirements:

(i) Be based on programs and approaches that have been demonstrated to be effective in reducing delinquency and addressing juvenile crime for any elements of response to juvenile crime and delinquency, including prevention, intervention, suppression, and incapacitation.

(iii) – Employ information sharing systems to ensure that county actions are fully coordinated, and designed to provide data for measuring the success of juvenile justice programs and strategies.”

Government Code Section 30061(b)(4)(A) The multiagency juvenile justice plan shall include, but not be limited to, all of the following components:

(iv) A description of the programs, strategies, or system enhancements that are proposed to be funded pursuant to this subparagraph.

A. Information Sharing and Data

Describe your information systems and their ability to facilitate the sharing of data across agencies within your county. Describe the data obtained through these systems and how those data are used to measure the success of juvenile justice programs and strategies.

The Department has an automated case management system which tracks probation youth information, which also interfaces with several countywide systems to track recidivism and treatment outcomes. Additionally, contracted agencies input information into our automated system regarding youth participation in referred services.

Shared data is dependent on a court order and input from various stakeholders due to state and federal privacy laws, as well as administrative rules of the court.

The Department has established security protocols to adhere to the legal requirements of Welfare and Institutions Code (WIC) 827 and Health Insurance Portability and Accountability Act (HIPAA). The Department also has a Research Unit and is contracting with an evaluator to measure JJCPA program outcomes.

B. Funded Programs, Strategies and/or System Enhancements

Using the template on the next page, describe each program, strategy and/or system enhancement that will be supported with funding from JJCPA, identifying anything that is co-funded with Youthful Offender Block Grant (YOBG) moneys.

JJCPA Funded Program, Strategy and/or System Enhancement

This template should be copied as many times as needed to capture every program, strategy and system enhancement you plan to fund next year.

Program Name:

Mental Health Screening and Assessment

Evidence Upon Which It Is Based:

This program shares many components with the successful Linkages Project in Ohio (Cocozza and Skowrya, 2000). In that project, the Ohio county of Lorain created the Project for Adolescent Intervention and Rehabilitation, which targeted youths placed on probation for the first time for any offense. The project screens and assesses youths for mental health and substance abuse disorders, then develops individual treatment plans. In conjunction with treatment providers, probation officers and case managers supervise youths. An evaluation of the program found that it provides an important service and coordinating function for youths, the courts, and the service systems involved (Cocozza and Stainbrook, 1998; Skowrya and Cocozza, 2007). However, success in this context means the coordination of the agencies and does not imply an outcome evaluation.

Terry Fain, Susan Turner, and Sarah Mauri Matsuda, Los Angeles County Juvenile Justice Crime Prevention Act: Fiscal Year 2014–2015 Report, Santa Monica, Calif.: RAND Corporation.

Description:

The Mental Health Screening and Assessment was developed to screen, assess and treat newly admitted youth to the County's three juvenile halls. All youth are screened upon admission by a mental health professional in order to identify those that need treatment and follow-up care. The JJCPA funding was instrumental in addressing the recommended remedial measures from the Department of Justice (DOJ) Settlement Agreement.

Program Name:

Multi-Systemic Therapy (MST)

Evidence Upon Which It Is Based:

Consistent with social-ecological models of behavior and findings from causal modeling studies of delinquency and drug use, MST posits that multiple factors determine youth antisocial behavior, which is linked with characteristics of the

individual youth and his or her family and peer group, school, and community contexts (Henggeler et al., 1998). As such, MST interventions aim to attenuate risk factors by building youth and family strengths (protective factors) on a highly individualized and comprehensive basis. MST practitioners are available 24 hours per day, seven days per week, and provide services in the home at times convenient to the family. This approach attempts to circumvent barriers to service access that families of serious juvenile offenders often encounter. An emphasis on parental empowerment to modify children's natural social network is intended to facilitate the maintenance and generalization of treatment gains (Henggeler et al., 1998).

Terry Fain, Susan Turner, and Sarah Mauri Matsuda, Los Angeles County Juvenile Justice Crime Prevention Act: Fiscal Year 2014–2015 Report, Santa Monica, Calif.: RAND Corporation

Description:

Multi-systemic Therapy services is comprised of CBOs providing evidence-based intensive family and community-based treatment that focuses on addressing all environmental systems that impact chronic and violent juvenile offenders, their homes and families, schools and teachers, neighborhoods and friends. MST works with the toughest offenders ages 12 through 17 who have a very long history of arrests.

Program Name:

Special Needs Court

Evidence Upon Which It Is Based:

In April 2000, the DOJ reviewed four then-recently developed adult mental health courts in Fort Lauderdale, Florida; Seattle, Washington; San Bernardino, California; and Anchorage, Alaska. Although these specialty courts were relatively new, the evaluation results were limited but promising (Goldkamp and Irons-Guynn, 2000).

DOJ also specifically referenced the success of drug courts as a comparable special needs type court. Drug courts have played an influential role in the recent emergence of mental health courts resulting from "problem-solving" initiatives that seek to address the problems ("root causes") that contribute to people becoming part of the criminal justice population. The judicial problem-solving methodology originating in drug courts has been adapted to address the mentally ill and disabled in the criminal justice population.

A 1997 DOJ survey reported that drug courts had made great strides in the past ten years in helping drug-abusing offenders stop using drugs and lead productive lives. Recidivism rates for drug program participants and graduates range from 2 percent to 20 percent (Goldkamp and Irons-Guynn, 2000). A National Institute of Justice evaluation of the nation's first drug court in Miami showed a 33-percent reduction in rearrests for drug court graduates compared with other similarly situated offenders. The evaluation also determined that 50 to 65 percent of drug court graduates stopped using drugs (National Institute of Justice, 1995). According to DOJ, "[t]he drug court innovation set the stage for other special court approaches, including mental health courts, by providing a model for active judicial problem solving in dealing with special populations in the criminal caseload" (Goldkamp and Irons-Guynn, 2000, p. 4; Cocozza and Shufelt, 2006).

A subsequent meta-analysis of 50 studies involving 55 evaluations of drug courts found that offenders who participated in drug courts were less likely to reoffend than similar offenders sentenced to more-traditional correctional options. Overall offending dropped by roughly 26 percent across all studies and 14 percent for two high-quality randomized studies (Wilson, Mitchell, and Mackenzie, 2006).

Terry Fain, Susan Turner, and Sarah Mauri Matsuda, Los Angeles County Juvenile Justice Crime Prevention Act: Fiscal Year 2014–2015 Report, Santa Monica, Calif.: RAND Corporation

Description:

The Special Needs Court is a full-time court that has been specifically designated and staffed to supervise juvenile offenders who suffer from a diagnosed serious mental illness, organic brain impairment, or developmental disabilities. The court ensures that each participant minor receives the proper mental health treatment both in custody and in the community using community-based organizations. The program's goal is to reduce the re-arrest rate for juvenile offenders who are diagnosed with mental health problems and increase the number of juveniles who receive appropriate mental health treatment.

Educational Laboratory, 1998)

Program Name:

High-Risk/High Need Services (HRHN) – Home-based for male and female youth

Evidence Upon Which It Is Based:

The HRHN home-based component integrates the strengths of several existing, empirically supported interventions for juveniles and their families. HRHN is based on program and design elements of four research-based programs:

Multi-Systemic Therapy (MST):

MST addresses the multiple factors known to be related to delinquency across the key settings, or systems, within which youths are embedded. MST strives to promote behavior change in the participant's natural environment, using the strengths of each system (e.g., family, peers, school, neighborhood, the indigenous support network) to facilitate change. At the family level, MST attempts to provide parents with the resources needed for effective parenting and for developing better family structure and cohesion. At the peer level, a frequent goal of treatment of MST interventions is to decrease the participant's involvement with delinquent and drug-using peers and to increase association with prosocial peers (Henggeler et al., 1998).

Functional Family Therapy (FFT):

FFT is a family-based prevention and intervention program that has been applied successfully in a variety of contexts to treat a range of these high-risk youths and their families. It was developed to serve adolescents and families who lacked resources and were difficult to treat and whom helping professionals often perceived as not motivated to change (Sexton and Alexander, 2003).

Intensive Aftercare Program (IAP).

The IAP is a risk-based model that addresses criminogenic risk and needs from a multisystemic perspective (individual, family, peer, school, substance abuse, and neighborhood). Central to the model is the practice of overarching case management. The IAP focuses on the processes required for successful transition and aftercare and has five subcomponents:

- assessment, classification, and selection criteria. The IAP focuses on high-risk offenders to maximize its potential for crime reduction and to avoid the negative outcomes previously demonstrated to result from supervising low-risk offenders in intensive supervision programs.

- individualized case planning that incorporates family and community perspectives. This component specifies the need for institutional and aftercare staff to jointly identify the participant’s service needs shortly after commitment and to plan for how those needs will be addressed during incarceration, transition, and aftercare. It requires attention to the problems in relation to the participant’s family, peers, school, and other social networks.

- a mix of intensive surveillance and services. The IAP promotes close supervision and control of high-risk offenders in the community but also emphasizes the need for similarly intensive services and support. This approach requires that staff have small caseloads and that supervision and services be available not only on weekdays but also in the evenings and on weekends.

- a balance of incentives and graduated consequences. Intensive supervision is likely to uncover numerous technical violations and program infractions. The IAP model indicates the need for a range of graduated sanctions tied directly and proportionately to the seriousness of the violation instead of relying on traditional all-or-nothing parole sanctioning schemes. At the same time, the model points to a need to reinforce the participant’s progress consistently via a graduated system of meaningful rewards.

- creation of links with community resources and social networks. This element of case management is rooted in the conviction that parole agencies cannot effectively provide the range and depth of services required for high-risk and high-need parolees unless they broker services through a host of community resources (Altschuler and Armstrong, 1994; Wiebush, McNulty, and Le, 2000).

The employment component of the HRHN program draws from the Guide for Implementing the Comprehensive Strategy for Serious, Violent, and Chronic Juvenile Offenders (OJJDP, 1995). The guide states (p. 102) that vocational training and employment programs may address several risk factors, including academic failure, alienation and rebelliousness, association with delinquent and violent peers, and low commitment to school. Protective factors enhanced can include opportunities to acquire job experience, job skills, and recognition for work performed.

Terry Fain, Susan Turner, and Sarah Mauri Matsuda, Los Angeles County Juvenile Justice Crime Prevention Act: Fiscal Year 2014–2015 Report, Santa Monica, Calif.: RAND Corporation

Description:

The HRHN program targets probationers transitioning from camp to the community, as well as those on other supervision cases who are assessed as high risk. Many of these youth have multiple risk factors across multiple domains. Offenders with these types of risk profiles are known to pose a high risk for committing new crimes on

reentry to the community. The HRHN program employs three service components: home-based services for male participants, home-based services for female participants, and employment services for both male and female participants. The program goals are to:

- improve school performance
- strengthen the family
- strengthen parental skills
- link participants to job training and job placement
- provide prosocial activities in the community

The HRHN program uses a specific, structured, and multimodal intervention approach (behavioral skill training across domains—family, peer, school, and neighborhood) and incorporates the tenants of Functional Family Therapy (FFT). Additionally, such programs as MST place a strong emphasis on skill training for parents, monitoring peer associations, skill-building activities, and positive role modeling by adults in the probationer’s social environment.

The HRHN program consists of two components: a home-based component and a job-based component. A given individual can receive services from either component or from both. As the program name suggests, HRHN participants are in significant need of services and at high risk for delinquency. Thus, the program attempts to intervene intensely to mitigate risks and meet needs.

The HRHN program employs a Social Learning Curriculum (SLC) in its home-based service components. It targets services not at the participant alone but at the entire family and other parts of the participant’s environment. It focuses on school attendance and performance, parenting skills, and family functioning. The SLC is designed as a set of program enhancements to supplement services for HRHN participants. The SLC provides a standardized approach to service delivery and is designed to positively affect participants’ thinking patterns, cognition, and social skills; reduce violent behavior; and improve youth/parent engagement (Underwood, 2005).

The job component of the HRHN program provides assessment, job readiness training, and employment placement for eligible HRHN probationers. The program refers eligible probation youths to JJCPA community-based employment service providers for assessment, job readiness, and vocational job placement.

Program Name:

Client Assessment Recommendation and Evaluation (CARE)

Evidence Upon Which It Is Based:

The Los Angeles County Public Defender’s Client Assessment Recommendation and Evaluation (CARE) Project provides holistic legal services to youth involved in the juvenile delinquency system. The CARE Project was launched in 1999 and has served Public Defender juvenile clients for the past 20 years. In 2008, the California Council on Mentally Ill Offenders, which was created by the State Legislature in 2001, awarded the CARE Project one of its five Best Practices Awards. The CARE Project was also awarded the distinguished Program of the Year Award from the statewide California Public Defenders Association. In 2016, Resource and Development Associates Research (RDA), an independent consulting firm serving government and

non-profit organizations, conducted a comprehensive evaluation of the CARE Project. The RDA evaluation found that the CARE Project was highly effective in reducing negative contacts with the juvenile system and improving dispositional outcomes for Public Defender clients. Rabinowitz, M., McCahon, D., Garmisa, S., Ndubuizu, C., Gonzalez, S. (2017) Los Angeles County Public Defender CARE Project Evaluation Report. RDA's report cited evaluations of other holistic juvenile defense models of representation which confirmed the nexus between holistic legal services and a reduction of recidivism, see, 2018 Collins, P., and Strand, D. (2013) Team Child Evaluation Study 2012-2013: Final Report, and the improvement of representation, see, Kramer, K., (2014) Legal Advocacy Program Report. See, also, 2018 Rand Corporation Study 'Redefining Public Defense'.

Description:

The CARE Project provides holistic representation to youth from a collaborative team of line attorneys, resource attorneys, and psychiatric social workers. The aim of the CARE Project is to identify mental illness, intellectual, developmental, and learning disabilities, and trauma suffered by a youth. The CARE Project addresses these areas by linking the youth to appropriate treatment and monitoring the youth's progress to ensure the delivery of these services.

The CARE Project goals are:

- Linking clients to services that address risk factors associated with justice system involvement including mental health, education problems, and disability
- Improved adjudication and dispositional outcomes
- Reduced recidivism

The CARE Project outcomes include:

- Clients have less subsequent contact with the juvenile justice system
- Clients obtain improved dispositional outcomes
- Stronger trust and better engagement between the CARE Project staff, youth and their family
- Overall better legal representation

Line attorneys initiate CARE Project services by referring a client displaying signs of mental illness and learning and/or developmental disabilities to a CARE Project resource attorney or social worker. The resource attorney, who has specialized knowledge and experience in educational and Regional Center rights advocacy, will obtain school, dependency, and mental health records to determine if there are unmet needs in these areas.

If a minor has a learning disability, the resource attorney will secure special educational services from the school district via the youth's Individualized Education Plan. Both social worker and resource attorney will participate in educational meetings to advocate and ensure that proper services are present.

A minor with developmental disabilities will be referred to the Regional Center. The social worker and resource attorney will participate in assessments and meetings to ensure an expeditious eligibility process. To enforce the minor's right to these services and programs, the resource attorney will appear on the minor's behalf at

administrative hearings. There are eight resource attorneys assigned to the CARE Project.

The CARE Project psychiatric social workers perform in-depth interviews with the client and family, producing a comprehensive psychosocial assessment that identifies the developmental, educational, and mental health needs of the child. During this process, school professionals, mental health representatives, dependency social workers and other community-based organization representatives are also interviewed.

Based on these assessments, an individualized treatment plan for the youth is designed and implemented to obtain the resources necessary to support the youth's specific needs and in turn, ameliorate the risk factors of recidivism.

The psychiatric social worker will also consult with the line attorney and resource attorney regarding linkage to services, client and family support in and out of court proceedings, advocacy at administrative hearings and recommendations for dispositional plans in difficult cases. Over the past 16 years, the court on average adopted over 80% of the CARE Project recommendations.

There are 15 psychiatric social workers, including two supervising psychiatric social workers, assigned to the CARE Project.

Recently, the Los Angeles County Public Defender and Los Angeles County Probation Department entered into a Memorandum of Understanding to continue the implementation of the CARE Project with the addition of six psychiatric social workers, all employed, directed, and supervised by the Public Defender, but funded JJCPA grant funds through the Probation Department. According to this Memorandum of Understanding, the CARE Project team will provide to each youth an average of six separate services. These services include:

- Assessment and/or Recommendations
- Consultation with Attorney
- Community Referrals for Youth and Family
- Conservatorship, Not Guilty by Reason of Insanity, Competency, Involuntary Hospitalizations
- Record Retrieval and Evaluation
- Department of Mental Health Assistance
- Interagency Advocacy
- Regional Center Assistance
- Dispositional Orders-Follow up

Program Name:

Youth Substance Abuse (YSA)

Evidence Upon Which It Is Based:

Youth Substance Abuse services are based on research which indicates that substance abuse is a risk factor for delinquency. According to the U.S. Department of Justice’s Office of Justice Programs, 77 percent of criminal justice-involved youth reported substance use (mainly marijuana) in the past 6 months, and nearly half of male and female juvenile detainees had a substance use disorder (McClelland et al. 2004a; McClelland et al. 2004b).

The County’s Substance Abuse Prevention and Control has recently adopted a medical model of care. The Drug Medi-Cal Organized Delivery System (DMC-ODS) includes providing a continuum of care modeled after the American Society of Addiction Medicine Criteria for substance use disorder treatment services.

Description:

The Camp Community Transition Program, Intensive Gang Supervision, School-Based Supervision and other supervision program Deputy Probation Officers (DPO) refer youth with substance abuse issues to community-based providers for comprehensive assessment. A central focus of this programming is to ensure that each high-risk probationer transitioning to the community from a camp setting is scheduled for an assessment prior to release from camp and that a community-based substance abuse treatment provider sees the probationer within the first 36 hours following his or her release from the camp facility. If the assessment indicates the need for treatment, the substance abuse treatment provider employs intensive case management that will require contact with the youth and probation officer. The program provides treatment through individual, family, and group counseling. The treatment is holistic and focuses on the roots of the problem and not just on the substance abuse manifestation. The program conducts drug testing to verify abstinence and program progress. The treatment provider has access to inpatient services as needed.

Program goals are to reduce crime and antisocial behavior and reduce the number of participants with positive drug tests.

Program Name:

School-Based Probation Supervision for High School Probationers

Evidence Upon Which It Is Based:

The School-Based Probation Supervision Program is based on the what-works and resiliency research (Latessa, Cullen, and Gendreau, 2002). The what-works research posits that effective programs (1) assess offender needs and risk; (2) employ treatment models that target such factors as family dysfunction, social skills, criminal thinking, and problem solving; (3) employ credentialed staff; (4) base treatment decisions on research; and (5) ensure that program staff understand the principles

of effective interventions (Latessa, Cullen, and Gendreau, 2002). A meta-analysis based on 548 independent study samples, Lipsey (2009) reports that the major correlates of program effectiveness are a therapeutic intervention philosophy, targeting high-risk offenders, and quality of the implementation of the intervention, a finding that was consistent with the what-works research findings. As indicated earlier, the School-Based DPOs assess probationers with a validated assessment instrument, the LARRC (Turner, Fain, and Sehgal, Turner and Fain, 2006). The LARRC is based on the what-works research. Further, school-based DPOs enhance strength-based training, including training in FFT and MST case management interventions. Also consistent with the what-works research is the school-based probation supervision program's call for case-management interventions that assess the probationer's strengths and risk factors, employ strength-based case-management interventions address both risk factors and criminogenic needs, employ evidenced-based treatment interventions, provide prosocial adult modeling and advocacy, provide post probation planning with the probationer and family by the school-based DPO, and use case planning services that emphasize standards of right and wrong.

Terry Fain, Susan Turner, and Sarah Mauri Matsuda, Los Angeles County Juvenile Justice Crime Prevention Act: Fiscal Year 2014–2015 Report, Santa Monica, Calif.: RAND Corporation

Description:

The School-Based Programs are at the core of this initiative and have as their main objective the reduction of crime and delinquency in high-risk neighborhoods, by targeting School-Based Probation supervision and services for the population of probationers in the schools. A secondary goal is to enhance protective factors through improved school performance. The program identified targeted neighborhoods as the most crime-affected neighborhoods in Los Angeles County on the basis of the:

- number of probationers at the neighborhoods' schools
- rate of overall crime
- rate of juvenile crime
- rate of substance abuse
- rate of child abuse and neglect
- number of residents living below the poverty level

Program Name:

Abolish Chronic Truancy (ACT)

Evidence Upon Which It Is Based:

An OJJDP paper, Truancy: First Step to a Lifetime of Problems (Garry, 1996), cites truancy as an indicator of and "stepping stone to delinquent and criminal activity" (p. 1). The paper notes that several studies have documented the correlation between drugs and truancy. These studies have also found that parental neglect is a common cause of truancy and that school attendance improves when truancy programs hold parents accountable for their children's school attendance and when intensive monitoring and counseling of truant students are provided.

OJJDP documents several programs that have been found to be effective in reducing truancy. Operation Save Kids, a program in 12 elementary schools and two high schools in Peoria, Arizona, was a documented success. After the Office of the City Attorney notified parents of the children's absence, attendance increased for 72 percent of the youths, and the office referred 28 percent for prosecution. The program requires that the Office of the City Attorney contact the parent within three days of an unexcused absence. The parent must respond, outlining the measures that he or she has taken to ensure that the child attends school. If the student's truancy continues, the Office of the City Attorney sends a second letter to the parent notifying him or her of its intent to request a criminal filing. In lieu of formal criminal proceedings, the prosecutor can refer the family to counseling or family support programs (Garry, 1996).

The ACT program shares many components with this successful program. It refers youths with chronic truancy to the DA's office. Similarly to what happens in the Save Kids program, the DA notifies the parents of the truant youth and follows up with a formal criminal filing if the parent fails to take appropriate corrective action. The OJJDP bulletin on the Juvenile Accountability Block Grants program (Gramckow and Tompkins, 1999) cites the ACT program and presents it as one model of an approach and program that holds juvenile offenders accountable for their behavior. A more recent evaluation of truancy interventions, Dembo and Gullede (2009) notes that important components of a successful approach should include programs based in schools, the community, the courts, and law enforcement. McKeon and Canally-Brown (2008) advocates a similar approach addressed to practitioners.

Terry Fain, Susan Turner, and Sarah Mauri Matsuda, Los Angeles County Juvenile Justice Crime Prevention Act: Fiscal Year 2014–2015 Report, Santa Monica, Calif.: RAND Corporation

Description:

ACT is a Los Angeles County District Attorney's Office program that targets chronic truants in selected elementary schools. Program objectives are to improve school attendance through parent and child accountability while the parent still exercises control over the child and to ensure that youths who are at risk of truancy or excessive absences attend school. The program goals are to reduce truancy at selected ACT schools address attendance problems at the earliest possible time before the child's behavior is ingrained improve school performance.

Program Name:

Creative Arts

Evidence Upon Which It Is Based:

The Office of Juvenile Justice and Delinquency Prevention (OJJDP) in partnership with the National Endowment for the Arts, conducted a literature review on the impacts of art programming for at-risk and justice-involved youths. The report which was last updated in May 2016 documented, "the arts can provide an outlet for addressing emotional and/or problem behaviors through opportunities to learn new skills,

develop new talents, and express thoughts and ideas in creative and therapeutic ways (Ezell and Levy 2003). Similarly, for youths dealing with trauma or victimization (including exposure to violence), the arts can help them to cope with painful experiences by fostering resiliency (Heise 2014)."

The creative arts programming being implemented throughout the County are designed to improve the youth's problem-solving skills, and social competence through creative expression in various art forms. ("An Evaluation of an Arts Program for Incarcerated Juvenile Offenders." *Journal of Correctional Education* 54(3):108-14.)

Description:

Local CBOs are contracted to provide creative arts (music, literature, performing acts, painting, drawing, etc.) to youth detained in juvenile halls, residential treatment facilities and the community. Each twelve-week cohort has a culmination event to showcase the work of youth who participate

Program Name:

Parent/Guardian/Caregiver Engagement and Support

Evidence Upon Which It Is Based:

Parents play a critical factor in the social and emotional development of a child which can increase or decrease delinquent and problem behaviors. A strong affectionate, supportive relationship between a parent-child that includes positive discipline methods, close monitoring and supervision and parental advocacy is effective for preventing delinquency and other problem behaviors.

Research indicates that programs which include behavioral parent training, parent education, parent support groups, in-home parent support and parent involvement in youth groups are most effective.

Development Services Group, Inc. 2010. "Parent Training." Literature Review. Washington, DC.: Office of Juvenile Justice and Delinquency Prevention.

Description:

Through local CBOs, formation and support of parent support and advocacy groups to include "system" navigation, educational, and legal rights issues. Parents and caregivers of youth are engaged and supported in their communities through resource fairs and services provided by the County Parks. Providing safe access to services located at Parks in communities of high needs attributed to violence and crime has proven to be an effective model. Collaboration of public safety, behavioral health, public health, and the non-profit communities has also increased youth participation in after-school and weekend programming.

Program Name:

Direct services for At-risk Youth to Improve Academic and Family Engagement

Evidence Upon Which It Is Based:

After-School Programs have become more prevalent as more women have moved into the workforce, and concerns about unsupervised youth have grown. Research findings estimate that 35 percent of 12-year-olds are left by themselves regularly while their parents are at work. The gap between parent/caregivers work schedule and their youth’s schedules can total 20 to 25 hours per week (U.S. Department of Justice 2000). Unsupervised time is a risk factor for serious and violent behavior among youths. The evidence suggests that children “who are unsupervised are more likely to use alcohol, drugs, tobacco, receive poor grades, and drop out of school than those youth who have the opportunity to benefit from constructive activities supervised by responsible adults” (U.S. Department of Justice 2000). Research has demonstrated an association between parental supervision and lower levels of problem behaviors (Apsler 2009).

Description:

Connections to appropriate levels of educational supports (tutoring, literacy, family support, employment and homework assistance) and connections to positive and pro-social community programs are delivered by librarians trained in youth engagement at the local community library. The County of Los Angeles is one of the largest and most innovative library systems in the nation. The Library provides service to over 3.5 million residents living in unincorporated areas and to residents of 49 of the 88 incorporated cities of Los Angeles County. As neighborhoods and the role of libraries have evolved over the years, the County of Los Angeles Public Library makes a conscious effort in designing services to address the needs of the diverse community it serves.

The Library has transformed as a primary service center for learning and beyond playing an integral role in the community by creating impactful programs and services that help communities thrive. The Library system is vital to providing services directly to populations who are most vulnerable due to barriers and limited resources.

Program Name:

Educational Enhancements and Cognitive Behavioral Treatment at Juvenile Day Reporting Centers

Evidence Upon Which It Is Based:

The use of cognitive behavioral programs at the Juvenile Day Reporting Centers is predicated on the Principles of Effective Correctional Interventions (Andrew’s Bonta & Hoge, 1190; Gendreau, 1996; Gendreau & Andrews, 1990) which indicate that “*Effective interventions are behavioral in nature. A well-designed behavioral program combines a system of reinforcement with modeling by the treatment provider to teach and motivate offenders to perform prosocial behaviors. In addition, problem solving and self-instructional training may be used to change the offenders’ cognitions, attitudes, and values that maintain antisocial behavior.*”

Aggression Replacement Training is an Office of Juvenile Justice and Delinquency Prevention model program which has proven to be effective for the juvenile population.

Study

1

Washington State Institute for Public Policy. 2004. *Outcome Evaluation of Washington State's Research-Based Programs for Juvenile Offenders*. Olympia, Wash.: Washington State Institute for Public Policy. <http://www.wsipp.wa.gov/rptfiles/04-01-1201.pdf>

Study

2

Gundersen, Knut K., and Frode Svartdal. 2006. "Aggression Replacement Training in Norway: Outcome Evaluation of 11 Norwegian Student Projects." *Scandinavian Journal of Education Research* 50(1):63-81.

Description:

Cognitive Behavioral Treatment Groups such as Aggression Replacement Training and educational enhancements such as tutoring and homework assistance provided by CBOs at the Juvenile Day Reporting Centers.

Program Name:

Commercially Sexually Exploited Children (CSEC) Prevention and Education

Evidence Upon Which It Is Based:

Sex exploitation of at-risk youth is a prevalent and persistent problem that is expanding throughout the nation. Vulnerable youth are being trafficked at an alarming rate, especially by gangs who are actively recruiting, kidnapping and victimizing children. The "Word on the Street" prevention curriculum was developed by the Department in collaboration with survivors, mental health professionals, and CBOs who provide direct services to youth who are victims of sex trafficking. The curriculum is based on Principles of Effective Correctional Interventions (Andrew's Bonta & Hoge, 1190; Gendreau, 1996; Gendreau & Andrews, 1990).

The curriculum is a promising practice that will be evaluated for treatment efficacy (pre/post test measurements).

Description:

Prevention, Intervention and Education for probation and at-risk youth and parents/guardians/caregivers regarding Sex Trafficking.

Program Name:

Conflict Resolution

Evidence Upon Which It Is Based:

The Conflict Resolution Education Training is designed to promote behavioral change necessary for responsible citizenship and the systemic change necessary for a safe therapeutic learning environment. The conflict resolution (negotiation, mediation, and consensus decision making) are based on research (Moore, P., and D. Batiste.

1994 "Preventing Youth Violence: Prejudice Elimination and Conflict Resolution Programs." which indicates:

- Conflict resolution strategies can reduce violence
- Conflict resolution training helps deepen a youths understanding of themselves and others and develops important life skills
- Training in negotiation, mediation, and consensus decision making encourages a high level of citizenship activity
- Shifting the responsibility for solving nonviolent conflicts to students allows the adults to focus less on discipline

Description:

The Conflict Resolution Education Training focuses on providing Process Curriculum, Peer Mediation, Youth Leadership/Ambassador Workshops to emphasize seeing other points of view and resolving differences peacefully in a multicultural environment, and developing negotiation and mediation problem-solving tools related to the problems that young people face.

Program Name:

Front-end Services to Eliminate the Need for Continued Detention

Evidence Upon Which It Is Based:

The use of diversion programs and services are predicated on research that indicates that formal system processing and/or incarceration of specific youth has criminogenic effects and successful diversion programs are better reducing recidivism and post-traumatic stress of victims.

The types of services to be offered will include conflict resolution, victim restitution and intensive case management for youth at-risk of entering the delinquency system for a first-time arrest.

Description:

Pre-disposition family-centered and home-based services. These programs serve youth and families in cases where there is an allegation of battery against parent or vandalism in the home resulting in the minor's detention.

Program Name:

Job Stipends and Vocational Training

Evidence Upon Which It Is Based:

According to the economic model of crime, employment reduces the probability of engaging in crime by increasing income, reducing free time available for criminal activity, and the social learning of conventional norms.

Development Services Group, Inc. 2010. "Vocational Job Training." Literature Review. Washington, DC.: Office of Juvenile Justice and Delinquency Prevention.

Description:

Employment and vocational education training to include job placement through the utilization of job stipends.

Program Name:

Parks After Dark (PAD)

Evidence Upon Which It Is Based:

The services being funded to the Department of Parks and Recreation is based on the Protective Factors, Social Learning and Social Control theories. Research of these theoretical frameworks indicates youth can learn from prosocial peers, teachers and family and develop positive attachments that lead to adherence of positive prosocial behaviors which prevent delinquent behaviors. (Development Services Group, Inc. 2015. "Protective Factors for Delinquency." Literature review. Washington, D.C.: Office of Juvenile Justice and Delinquency Prevention.)

Description:

Programs and services available to JJCPA participants through Parks and Recreation during breaks of the academic calendar.

Program Name:

Early Intervention and Diversion Program (EIDP)

Evidence Upon Which It Is Based:

The theoretical frameworks for developing the early intervention and diversion program is predicated on the labeling theory and differential association theory. More recent practices include providing services in a different setting (community) to minimize the impact of potential dampening of positive effects of treatment and services in an institutional setting and to include direct therapeutic service based on risk, need, and responsivity model. Development Services Group, Inc. 2017. "Diversion Programs." Literature review. Washington, D.C.: Office of Juvenile Justice and Delinquency Prevention.

Description:

The Early Intervention and Diversion Program is designed to provide youth and their families with the coordinated supportive services necessary to decrease the likelihood of ongoing delinquency and increase the potential for keeping these youth and families outside of the delinquency system. The New Direction program provide services to youth and their families investigated by Probation for offenses that do not meet the criteria for a mandatory referral to the Los Angeles County District Attorney's Office. The overall goal of this program is that in lieu of delinquency, these youth and families will receive health, mental health and other important services

that will enhance the family unit and divert the youth from ever entering the juvenile justice system.

Program Name:

Youth Development Services (YDS)

Evidence Upon Which It Is Based:

Youth development has become recognized both as theoretical framework and practice based on adolescent stages of development. In theory, youth development supports research that youth are continuing to change and develop; and as practice, youth development programs prepare youth to meet the challenges of adolescence by focusing and cultivating their strengths to help them achieve their full potential. For systems including justice, child welfare and education, youth development approaches can serve “as an alternative approach to community health and public safety that builds on the strengths of youth, families and communities, addresses the root causes of crime and violence, prevents youth criminalization, recognizes youth leadership and potential, and turns young people’s dreams into realities.” Youth development as a framework for service delivery works with youth in a place-based, asset-based, holistic and comprehensive way.

Based on research, youth development should be a system, a collective impact model, with its own infrastructure and resources to ensure effective coordination, efficacy and accountability across public agencies and CBOs. Ultimately, youth development systems and supports would achieve outcomes through activities and experiences that help youth develop social, ethical, emotional, physical, and cognitive competencies.

LA for Youth report: “Building a Positive Future for LA’s Youth: Re-imagining Public Safety of the City of Los Angeles with an Investment in Youth Development” (2016).

Description:

Through the Public Private Partnership strategy, local CBOs will receive grants to deliver a collective impact model of programming for at-risk youth in the community setting.

Program Name:

Gang Reduction Youth Development (GRYD)

Evidence Upon Which It Is Based:

Youth involvement in the juvenile justice system, challenges that their families experience, and the higher risk that youth have to returning to gang involvement and reoffending demonstrates the need for systemic, integrated, and coordinated responses to juvenile reentry (GRYD Probation Juvenile Reentry Evaluation Report 2016; Abrams, Shannon, & Sangalang, 2008). Family engagement and a coordinated approach to aftercare are essential components for a juvenile reentry program and services and are incorporated in the GRYD/Probation Juvenile Reentry Partnership. Families of incarcerated youth face significant barriers, and successful mobilization of community resources once youth returns home are necessary for youth and

families (Herz 2015). A coordinated approach requires the development of client and family centered program process, with reentry case plans that properly capture youth strengths and needs while youth are incarcerated. Coordination between facility staff, DPOs, and services providers ensures adequate connection and follow up with youth and family. Additionally, a comprehensive approach to case management services with space for all partners to effectively build and respond to reentry services is crucial (Altschuler et al., 1999).

In 2014 GRYD implemented a Juvenile Reentry Family Case Management (FCM) Program for selected GRYD Zones. Services were expanded to the San Fernando Valley in 2016. This model is an adaptation of a current GRYD Office program, designed and set to serve gang-involved youth and their families who are in the process of exiting out of Probation camps. In the past, GRYD worked with Camp Community Transition Program and Intensive Gang Supervision Program. Youth are referred by DPOs in these units, following eligibility criteria. After referrals are submitted to GRYD Juvenile Reentry agencies, staff work with DPOs to provide supervision and services to program participants.

Since its implementation, the Juvenile Reentry FCM Program has received 394 referrals. After initial assessment and youth/family contact was made by the GRYD Juvenile Reentry agencies, 73% of all referrals submitted by DPOs agreed to services and enrolled into GRYD's Juvenile Reentry FCM Program. 53% of clients enrolled in the Juvenile Reentry FCM Program received prerelease services.

Initially, the referral time frame included pre-release referrals (90 days prerelease up until the day of release) and post release referrals (at maximum 30 days post-release from camp placement). The wide referral time frames presented various challenges in service providers appropriately implementing the model of services. Based on recommendations presented in the GRYD Juvenile Reentry Evaluation Report (GRYD Office 2016) as well as feedback from GRYD juvenile reentry agencies, post-release referrals were eliminated. Furthermore, as of fall 2017, pre-release referrals were strictly only accepted at 90-days pre-release.

The GRYD/ Probation Juvenile Reentry Evaluation Report (GRYD Office 2016) measured the outcomes for clients based on data collected from the inception of the program through 2016 and reassessment information after provision of services took place. About 53% of youth lived at home with one biological parent, 82% of youth continued to demonstrate a need for enrollment in a high school program. 65% of clients gained employment during enrollment, and 82% of clients traveled outside of a three-mile radius to engage in a prosocial activities (GRYD Office 2016). In regards to recidivism, enrollment in the program demonstrated a 12% re-offense rate and low to no probation violations during the evaluation period.

Description:

Through the City of Los Angeles, in partnership with the Los Angeles County Probation Department, the GRYD Juvenile Reentry FCM Program serves gang-involved youth and their families who are in the process of exiting out of Probation camp placement. The goals of this program are:

-Client unification with family and creation of sustainability within the family structure.

- Compliance with his/her Juvenile Case Plan in an effort to reduce recidivism
- Enrollment in or completion of Tier 1 and/or Tier 2 services.
- Completion of a genogram that captures at least 3 generations of the client's family.
- DPOs refer youth based on the suspected gang involvement and residence in designated zip codes. In order to be assessed for eligibility, youth must be: Between the ages of 14-21; Have a significance presence in a designated zip code inside a GRYD zone; Must be 90 days pre-release at time of referral.

Program Name:

After-School Enrichment (Parks)

Evidence Upon Which It Is Based:

Research indicates that afterschool programs "have the potential to impact a range of positive learning and development outcomes," specifically in the areas of academic achievement, social/emotional development, delinquency prevention, and health and wellness.

Priscilla Little, Christopher Wimer, and Heather Weiss (2008, February). *After School Programs in the 21st Century: Their Potential and What It Takes to Achieve It*. Issues and Opportunities in Out-of-School Time Evaluation Brief No. 10. Cambridge, MA Harvard Family Research Project.

Description:

After-School Enrichment Services are provided by the County of Los Angeles and City of Los Angeles Parks and Recreation Departments to provide prosocial activities to at-risk youth.

Program Name:

Youth and Family Services

Evidence Upon Which It Is Based:

Based on the Juvenile Detention Alternatives Initiative Research and Policy Series publication, *Family Engagement in Juvenile Justice*, "The best juvenile justice systems value the parent-child and the family relationships...Genuine family involvement and engagement is vital to achieving positive long term outcomes for the vulnerable youth in the justice system."

The core concept of Family Centered Justice is founded on the understanding that parents play a critical factor in the social and emotional development of a child which can increase or decrease delinquent and problem behaviors. A strong affectionate, supportive relationship between a parent-child that includes close monitoring and supervision, and parental advocacy is effective for preventing delinquency and other problem behaviors.

Research indicates that programs which invite family involvement in planning and treatment, and include behavioral parent training, parent education, parent support

groups, in-home parent support, and parent involvement in youth groups are most effective.

Juvenile Detention Alternative Initiative Research and Policy Series, *Family Engagement in Juvenile Justice* (n.d.). Retrieved from <http://www.mass.gov/eohhs/docs/dys/jdai/family-engagement-brief.pdf>.

Development Services Group, Inc. 2010. "Parent Training." Literature Review. Washington, DC.: Office of Juvenile Justice and Delinquency Prevention.

Description:

The expansion of services for Youth and Family includes various family support services (e.g. mentoring, parenting, peer support, training, systems navigation).

Program Name:

Pre-booking Diversion

Evidence Upon Which It Is Based:

Youth Diversion and Development strategies are being developed based on research which indicates involvement in the justice system is costly, harmful, and ineffective (Centers for Disease Control and Prevention. The Public Health Approach to Violence Prevention), and a public health approach can improve outcomes for youth. (Positive Youth Justice: Framing Justice Interventions Using the Concepts of Positive Youth Development. Coalition for Juvenile Justice.)

Description:

The Office of Youth Diversion and Development will develop a countywide model and infrastructure for youth diversion that promotes the widespread use of community-based diversion in lieu of arrest or citation, with support from a central coordinating office (County of Los Angeles, October, 2017. "A Roadmap for Advancing Youth Diversion in Los Angeles County.")

Program Name:

Housing Opportunities for Mentoring and Education (HOME)

Evidence Upon Which It Is Based:

The Housing Opportunities for Mentoring and Education (HOME) program is predicated on the Causal Model of Delinquency and Social Ecology Theoretical Frameworks. The Causal Model of Delinquency indicates that low education is a primary risk factor for delinquency. There is a strong correlation that low educational performance is attributed to poor family functioning in the home. The Social Ecology Framework posits that behavior is multidetermined through the reciprocal interplay of a youth and his or her social ecology, including the family, peers, school, neighborhood, and other community settings (Dahlberg and Krug, 2002).

Description:

The HOME program is designed to target the risk, need and responsivity factors of each youth and family by providing prevention and intervention services that are culturally competent in their social ecology.

Specifically, HOME targets public housing youth between 11 and 17 years of age who are experiencing poor attendance, poor academic performance, poor family functioning, anti-social behaviors and/or poor individual problem solving skills. The HOME program involves a case management model using a Youth Service Specialist (YSS) who serves as a case manager for the family and mentor for the youth. The YSS worker mentors approximately 35-50 youth at each housing site. At program intake, the YSS conducts an assessment to determine the needs of the youth and family. Thereafter, an assessment of each youth’s individual risk and protective factors is conducted to identify individualized needs. Case plans are developed to target these needs using a strength-based, youth development approach so that interventions are adapted to the learning styles and motivation of the participant.

The individualized case plan incorporates the goals and objectives which align with the youth and family's needs, based on their assets, and barriers. Prevention and intervention services may include tutoring, literacy, educational supports and advocacy, employment, substance abuse/alcohol counseling, gang intervention, gender-specific programs, mental health services, parenting, conflict resolution, prosocial activities (arts education, recreation), and restorative justice. In addition, the YSS serves as a systems navigator and service broker who continuously identifies and leverages community-based and public agency resources to provide services at each of the public housing sites.

The case management practices are predicated on the Theory of Change application. Theory of Change comprehensively describes how and why a desired change is expected to happen in a particular context and focuses on mapping out what activities or interventions are required to lead to goal achievement. The first step is to identify the desired long-term goals and then work back from those to identify all the conditions (outcomes) that must be in place (and how these relate to one another causally) for the goals to occur. This information is mapped in an Outcome Framework. The Framework provides the basis for identifying what type of activity or intervention will lead to the outcomes identified as preconditions for achieving the long-term goals. Through this approach the link between activities and achievement of long-term goals are more fully understood.

System Enhancement Name:

JJCPA Evaluation and Infrastructure

Evidence Upon Which It Is Based:

An evidence-based approach involves an ongoing, unbiased critical review of credible research literature to determine what policies and practices would be most effective given the best available evidence. Evaluation of practices involves rigorous quality assurance to ensure that evidence-based practices are implemented with fidelity, and that new practices are evaluated to determine their effectiveness.

"In contrast [to the terms "best practices" and "what works," evidence-based practice implies that 1) there is a definable outcome(s); 2) it is measurable; and 3) it is defined according to practical realities (recidivism, victim satisfaction, etc.). Thus, while these three terms are often used interchangeably, EBP is more appropriate for outcome-focused human service disciplines."

(Source: Crime and Justice Institute at Community Resources for Justice (2009). Implementing Evidence-Based Policy and Practice in Community Corrections, 2nd ed. Washington, DC: National Institute of Corrections.)

Description:

The Infrastructure and Evaluation strategy will support the annual evaluation and ongoing training and advisement for the JJCC and JJCC-Community Advisory Committee (CAC) to provide leadership on the development and implementation of the CMJJP.

System Enhancement Name:

Public Private Partnerships

Evidence Upon Which It Is Based:

Public-Private-Partnerships (PPPs) are joint ventures, in which business and government cooperate; each applying its strengths to develop a project to deliver public services more quickly, more efficiently or otherwise better than a government could accomplish on its own.

Description:

The Department has contracted with two (2) foundations to re-grant JJCPA funds expeditiously and build community capacity and sustainability. Specifically, the PPPs are contracted to:

1. Act as grant-making foundation – e.g. give grants to support development projects;
2. Building capacity by leveraging outside public, business, and philanthropic funding, influence, and expertise.

The PPP model (re-granting and capacity building) works collectively to identify gaps in services and build capacity in the community to provide supportive services to the youth and families impacted or at-risk of entering the juvenile justice system. The PPP model will strengthen the non-profit CBO community to achieve desired results, and sustain their efforts, through training and technical assistance.

System Enhancement Name:

Capacity Building Training and Technical Assistance (CBTTA)

Evidence Upon Which It Is Based:

Investing in building capacity building of community-based organizations serving youth and adult community members who are touched by the criminal justice system

is an equity issue and a growing priority of multiple county departments and initiatives. Service delivery is most effective when led by community organizations with established roots in communities with unique dynamics and needs, and when provided by staff who have relevant lived experience and specialized training. These agencies work with community members who touch many different county systems and are impacted by complex trauma, inequities, and shared root causes.

However, given the operational capacity challenges of many of these small grass root organizations, the capacity to effectively address issues in the community is severely compromised. With major stakeholders lacking the capacity to address key issues, outcomes for low income families decline. A lack of living wage paying jobs, lack of access to healthy food, under resourced schools, high levels of involvement with the justice system are just a few of the many factors that impact quality of life in many communities throughout Los Angeles County. These factors are further exacerbated by systemic barriers which require cross-sector collaboration to address.

Description:

The Capacity Building Training and Technical Assistance strategy will build upon lessons learned from the Department of Public Health's (DPH) Trauma Prevention Initiative's (TPI) Training and Technical Assistance pilot. The CBTTA address the needs of the juvenile justice system to build capacity of non-profit community-based organizations that serve youth in the system, and also align with other department initiatives, including the Department of Mental Health (DMH) Incubation Academy, Youth Diversion and Development, and the DPH Center for Health Equity's priority to advance equitable contracting.

This strategy will also serve as an early implementation strategy to support the new countywide Office of Violence Prevention (OVP). OVP strategic planning has prioritized capacity building and establishing community engagement infrastructure in the county's 8 Service Planning Areas (SPAs).

The expanded capacity building efforts will utilize professional consultants with an expertise in Organizational infrastructure, Planning/evaluation, Business development, and Marketing/communications.

Through a series of countywide Capacity building workshops professional consultants will provide the public with training in the following topics:

- o Organizational capacity building
- o What it takes to contract in County
- o Trauma informed training
- o Evidence-based practices

These workshops will be open to the public and designed for small organizations with nonprofit status that serve youth and adults in criminal justice system.

The CBTTA strategy will incorporate "Arts-based Peer Learning Network Exchanges," for 501(c)3 organizations who employ peer support specialists as a primary function. The training provides for hands-on experience of arts-centered healing-informed

techniques to promote increased connection, awareness, and partnership which also supports sustained engagement, increased communication and partnership, and peer support for compassion fatigue that can arise from secondary trauma.

The CBTTA will also provide linkages / partnerships:

- Refer organizations to the Department of Mental Health (DMH) Incubation Academy / Incubation Lab, capacity building for small non-profits to support Prevention and Early Intervention efforts.
- Include participating organizations on listserv for County funding opportunities
- Connect organizations to networking opportunities: JJCPA Community Advisory Committee, OVP SPA based coalitions, DMH Health Neighborhoods, etc.
- Include certification/recognition for participating in workshops; special incentives for participating in full series.
- Identify systems change / policy from workshops

The CBTTA strategy will include a process evaluation comprised of participant surveys, process tracking (number served, successes and challenges), pre-post learning and satisfaction assessments for each workshop and follow-up surveys and focus groups to track outcomes of these efforts.

Part III. Youthful Offender Block Grant (YOBG)

Authority: Welfare & Institutions Code Section 1961(a) – On or before May 1 of each year, each county shall prepare and submit to the Board of State and Community Corrections a Juvenile Justice Development Plan on its proposed programs, strategies, and system enhancements for the next fiscal year from the Youthful Offender Block Grant Fund described in Section 1951. The plan shall include all of the following:

(1) A description of the programs, placements, services, strategies, and system enhancements to be funded by the block grant allocation pursuant to this chapter, including, but not limited to, the programs, tools, and strategies outlined in Section 1960.

(2) A description of how the plan relates to or supports the county’s overall strategy for dealing with youthful offenders who have not committed an offense described in subdivision (b) of Section 707, and who are no longer eligible for commitment to the Division of Juvenile Facilities under Section 733 as of September 1, 2007.

(3) A description of any regional agreements or arrangements to be supported by the block grant allocation pursuant to this chapter.

(4) A description of how the programs, placements, services, or strategies identified in the plan coordinate with multiagency juvenile justice plans and programs under paragraph (4) of subdivision (b) of Section 30061 of the Government Code.

A. Strategy for Non-707(b) Offenders

Describe your county’s overall strategy for dealing with non-707(b) youthful offenders who are not eligible for commitment to the Division of Juvenile Justice. Explain how this Plan relates to or supports that strategy.

The Juvenile Justice Development Plan (JJDP) for the Los Angeles County Probation Department reflects and supports the Department’s Strategic Goals, which are to: Implement Evidence Based Practices, Develop and Expand Collaborative Efforts and Community Capacity, and Enhance Organizational Development Practices. The proposed JJDP incorporates these goals into each category, by utilizing a validated risk and needs tool to identify strengths, risks and needs of individual youth, and then provide adequate and appropriate treatment and services to address the individualized and particular needs of the youth and the family. Additionally, there are components of training that will enable the staff and caseworkers to be more effective in dealing with the youth and their families. It is believed that by implementing these strategies, the non-707(b) offenders will be better equipped to benefit from a continuum of services both in camps, and upon transition back into the community, thereby effecting positive changes that will negate criminal behaviors and specifically, their progression towards becoming 707(b) offenders. It is the Probation Department’s position that the utilization of validated risk and needs tools to identify strengths, risks and needs of individual youth, and then provide adequate and appropriate treatment and services to address the individualized and particular needs of the youth and family is beneficial to both 707(b) and non-707(b) youth.

B. Regional Agreements

Describe any regional agreements or arrangements to be supported with YOBG funds.

Not applicable

C. Funded Programs, Placements, Services, Strategies and/or System Enhancements

Using the template on the next page, describe the programs, placements, services, strategies, and system enhancements to be funded through the YOBG program. Explain how they complement or coordinate with the programs, strategies and system enhancements to be funded through the JJCPA program.

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

This template should be copied as many times as needed to capture every program, placement, service, strategy, and system enhancement you plan to fund next year.

Program Name:

Risk and Needs Assessment

Nature of Coordination with JJCPA:

The assessment and multi-disciplinary case plan are not only utilized to provide youth with appropriate services while in camp but are updated prior to the youth transition back into the community. The transitional case plan, which is predicated on the assessment and case planning process utilizing the Multi-Disciplinary Team approach, will be utilized to ensure targeted interventions are provided in the community, by CBOs that may be funded with JJCPA funds.

Additionally, the transitional case plan, which includes education, is shared with the Deputy Probation Officers co-located on many of the school campuses who can assist with enrollment, referrals to services, and provide enhanced supervision on campus to mitigate relapse of truancy and poor academic performance.

Description:

Probation continues to utilize an actuarial risk and needs assessment and case planning in residential treatment (camps) as implemented in the FY 2007-2008 JJDP to identify high risk/high need youth who will be appropriate for the camp program, by utilizing two (2) dedicated assessment DPOs and one (1) dedicated DMH MSW at the Camp Assessment Unit (CAU). These two-tiered assessments assist in identifying appropriate youthful offender dispositions, programs, goals and re-entry plans, and include the use of a validated and normed risk assessment instrument, the Los Angeles Risk and Resiliency Checkup (LARRC). Assessment information is compiled by partner agencies and interested parties, at which time a Multi-Disciplinary Assessment (MDA) is conducted prior to the youth's transfer to camp. Participants in the MDA include the youth, parents, Probation staff, LACOE personnel, and Department of Mental Health (DMH) staff. Resulting case plan recommendations are developed and available for the Probation case worker upon youth arrival at camp. Other assessment information (for example, MAYSI-II, STAR academic testing, DMH Substance Abuse Screening) may be used to augment the LARRC when available and applicable.

Program Name:

Camp Programs

Nature of Coordination with JJCPA:

As part of the Multi-Disciplinary Team process, DPOs assigned to community supervision are included in the transition process. Depending on the youth’s risk and needs, youth are assigned to community supervision which includes referrals to programs and services funded through JJCPA.

Youth assigned to any community-based supervision programs have access to JJCPA contracted services provided by CBOs. The risk and needs of this population are included in the JJCPA funding recommendations approved by the JJCC.

Description

Depending on profile and needs, youth participating in the YOBG program will be housed at any of the Probation Camps in Los Angeles County. Camps offer enhanced services including mental health services, substance abuse treatment, Dialectical Behavior Therapy (DBT), case management, vocational training, and transition planning. The Multi-Disciplinary Team assists in the creation of an individualized case plan to ensure the needs of the youth are met. This team includes Probation staff, partner agencies (LACOE, JCHS and DMH), the youth and parents/guardians. YOBG will be used to mitigate curtailments and maintain operations at the Probation Camps, thereby allowing these camps to remain open and provide housing, case management, small group interventions, behavior management programs, mental health services, education services, parent resource assistance, and transition planning to approximately 550 youth annually. A LARRC assessment and an individualized case plan will be provided to each youth for their camp placement.

Program Name:

Aftercare and Reentry

Nature of Coordination with JJCPA:

The Camp Community Transition Program works collaboratively with the school-based supervision program funded by JJCPA to assist in the enrollment of youth, enhanced supervision of youth on school campuses, and referrals for services. In addition, re-entry youth are often referred to one of the five (5) Juvenile Day Reporting Centers (JDRC) located throughout the County. The JDRCs provide after-school enrichment services to re-entry and high risk youth utilizing JJCPA funding.

Description

The Probation Department implemented the countywide enhanced model for the Camp transition process, assigning a Camp Community Transition Program (CCTP) DPO as "Secondary Deputies" during the youth's camp stay. The CCTP DPO provides services and supervision as follows: participates in transition planning process from the time of initial Camp placement through transition to the community, ensures that the transition plan is consistent with the youth’s service needs, conducts a minimum of two (2) face-to-face meetings with the youth in Camp prior to the youth's release, engages the family, community and school when the youth is ordered Camp to ensure a seamless transition and identifies educational needs to assist with the coordination of school enrollment upon release. The critical aspect of this enhancement is the

requirement for the CCTP DPO to conduct face-to-face contacts during the youth's camp placement and beginning the collaborative process with partner agencies (DMH, LACOE, and community school district representatives) to support the transition plan. Early outcomes indicate that this model has enhanced and improved our aftercare process. In order for the Department to be successful with the expansion, CCTP DPO caseload sizes were reduced. YOBG funds are utilized to enhance staffing and allow the Department to maintain reduced caseload sizes to support this county-wide programmatic effort.

The Probation Department continues to contract with CBOs to provide educational pathways and vocational opportunity services for credit deficient Probation youth transitioning from Camp or at risk of removal from the community, between the ages of 16-18 years, not within the range of graduation prior to their 18th birthday, and residing within the identified service areas. The program is designed to engage youth in enriched opportunities that result in educational and vocational pathways that ultimately lead to meaningful employment and higher education.

Program Name:

Program Evaluation

Nature of Coordination with JJCPA:

Information obtained from the YOBG program evaluation process has been utilized in the Probation Outcome study which incorporates the JJCPA program.

Description

In order to ensure that the program is operating efficiently and youth are receiving the services outlined in the JJDP and that the YOBG award is being used in a fiscally prudent manner, the Department will dedicate specific operations, fiscal and program evaluation staff to oversee all of the various aspects of the program, including programmatic, financial, program monitoring and evaluation.