

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

**FY 2018-19
Consolidated Annual Plan**

Date: 5/1/18

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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

Placer County Probation
Juvenile Justice Crime Prevention Act/Youth Offender Block Grant
Comprehensive Multi-Agency Juvenile Justice Plan

Overview

The goal of the Juvenile Justice Crime Prevention Act (JJCPA) is to provide a stable funding source for local juvenile justice programs aimed at reducing crime and delinquency among at-risk youth. Areas and services for development include early intervention, crisis/family reunification, case management services, after-school services, and juvenile detention treatment services. Collaboration with the courts to develop a structured in-custody treatment model, with mandatory parent involvement, may also be an option. Substance use treatment and trauma-informed services help achieve positive outcomes, and family treatment models are effective. Key outcomes include increased school attendance, completion of probation, decreased repeat offenders, decrease in status offenders, increased treatment, increased family functioning, and decreased out-of-home placements. The goal of the Youthful Offender Block Grant (YOBG) program is to provide state funding for counties to deliver custody and care (i.e., appropriate rehabilitative and supervisory services) to youthful offenders who previously would have been committed to the California Department of Corrections & Rehabilitation, Division of Juvenile Justice (DJJ).

The Probation Department's Juvenile Division is an essential component of the collaborative and child centered Children's System of Care (CSOC). The role of Probation, as officers of the court, includes community supervision and accountability, prevention, early intervention, treatment, mentoring, providing structure and consequences, ensuring linkage to community resources, and collaborating with partner agencies. Probation staff are dedicated, intervene at the lowest level possible, and reach out to youth and families when they are struggling. They support staff from other CSOC agencies, and parents who are feeling helpless and hopeless with their youth.

The role of Probation in CSOC is far reaching. Probation Officers are stewards of prevention and they help youth learn to make better choices. Probation Officers participate in prevention services, collaborate with the Placer Sheriff's Activities League (PSAL) afterschool activities to help redirect high-risk children, visit schools and homes to provide support to resolve issues, and attend court. Probation Officers also supervise youth at the Juvenile Detention Facility (JDF), support youth coming out of the JDF to ensure linkage to appropriate resources (school, community college, employment, housing, mental health and substance use treatment), and provide follow-up support to the youth to achieve positive outcomes. Youth on probation need a multi-system CSOC approach to support them and their family to achieve positive outcomes.

Over the past ten (10) years, the number of youth in the Placer County Probation system has changed dramatically. From 2005-2008, there were 700-800 youth in the probation system. Now, there are approximately 300 youth in the system. Similarly, 2010 the average daily population in the JDF was 47, whereas in 2017 the average daily population was 23. Likewise, the 2010 average placement population was 53 whereas in 2017 the average placement population was 26. This data clearly shows that the Probation Department Juvenile Division has

made system-level organizational changes to achieve positive outcomes and serve only the highest need youth through out-of-home placement.

Chief Probation Officer Marshall Hopper identified the need to conduct a Gaps Analysis of juvenile probation to identify strengths of the system, as well as to identify opportunities for improvements to continue meeting the needs of youth and families. The recommendations outlined in this plan will describe key components of the Probation Department's Juvenile Division, and highlight areas to strengthen prevention activities, early intervention, and treatment services, as well as promote collaboration across agencies and develop strategies for creating a strong safety net to reinforce positive behaviors for both youth and families. Recommendations will also identify various options for reducing high-risk behaviors, opportunities to build support systems for families, and approaches for training staff and families to create a strong and resilient system to keep communities safe.

While it is not the intent of this document to suggest changes for agencies outside of the Placer County Probation Department, given the highly complex and collaborative environment found in Placer County, and specifically with those agencies working together to provide services to juveniles and their families, areas with service gaps may involve other agencies. It is not the intent of this document to dictate change to partners. Any suggestions involving service overlap or services provided solely by agencies other than the Placer County Probation Department contained herein are meant only as a starting place for collaborative discussion.

The Placer County Probation Department contracted with IDEA Consulting to conduct a Gaps Analysis and develop the Comprehensive Multi-Agency Juvenile Justice Plan (CMJJP). Over 50 individuals participated in one-to-one, hour-long interviews. Interviewees included probation management and staff, Juvenile Court Judge, District Attorney, Public Defender, directors and staff from CSOC agencies, and youth and families with experience interacting with the Probation Department's Juvenile Division. Additionally, focus groups were held with different groups including youth, families, and service providers. A list of the persons interviewed, and a sample of the types of Gaps Questions asked, are shown in the Appendix.

Comprehensive Multi-Agency Juvenile Justice Plan

The Comprehensive Multi-Agency Juvenile Justice Plan (CMJJP) focuses on the Probation Department Juvenile Division. However, the situations of the children, youth, and families served by probation are extremely complex and require collaborative and coordinated services from multiple agencies to achieve optimal outcomes. The first section of the report will provide a brief overview of each of the key outcomes and child, youth, and family risk factors. The remainder of the report will show the role of each agency at each point in the continuum of services, from prevention activities to early intervention, treatment, and supportive community services, and recommendations for each point in the continuum of care, to strengthen and support health and wellness for children, youth, and families in Placer County.

The following combined annual plan for JJCPA and YOBG will be submitted to the BSCC by May 1. The plan describes all programs, placements, strategies, services, and system enhancements that will be supported with JJCPA and YOBG funds in the upcoming fiscal year.

Annual year-end reports will be written and describe programs, placements, services, strategies and system enhancements that were funded through either program during the preceding fiscal year. Reports will include line item budget detail and expenditure information. Each annual year-end report will provide countywide data for specified juvenile justice information. This data will include the juvenile justice population and describe how JJCPA and YOBG funds have impacted the trends in the data.

Role of the Children’s System of Care

The Probation Department’s Juvenile Division is one of several agencies that collaborate with CSOC to support children, youth, and families. Partner agencies include Placer County Office of Education (PCOE). CSOC includes: Mental Health (MH) and Substance Use Disorder (SUD) Services, Child Welfare Services (CWS), and many allied partners and community treatment providers. These agencies coordinate services to support children, youth, and families to achieve the following outcomes:

At Home: Promote safe and stable living situations

In School: Attend school, graduate, learn vocational skills

Employed: Obtain and maintain employment

Healthy:

- Improve physical health
- Self-management of behavior
- Improve mental health
- Reduce suicidal ideation
- Reduce substance use

Out of Trouble:

- Reduce arrests and encounters with law enforcement
- Reduce recidivism
- Improve community safety

Positive Peer Social Network:

- Increase positive social connections
- Expand Community relationships
- Promote positive relationships with adults
- Promote positive peer social network
- Increase involvement in community activities (sports, clubs)
- Strengthen positive social values, respect, honesty

Healthy Families:

- Strengthen family support systems
- Develop a support network for parents/caregivers
- Teach communication and behavioral management skills (caregiver, teen parents)
- Promote positive family activities
- Strengthen family communication
- Promote shared family decisions

The Probation Department's Juvenile Division takes the lead on achieving many of these outcomes. However, the majority of these outcomes are shared across CSOC and are achieved through strong collaboration and coordination of services with partner agencies. This report also identifies strengths of CSOC and partner agencies and identifies opportunities to continue to strengthen these important relationships to achieve optimal outcomes.

Placer County has a long history of exemplary collaboration across CSOC. This solid foundation will support the implementation of these recommendations through partnerships and a vision for healthy children, strong families, and safe communities.

Assessment of Existing Services, Identification and Prioritization of Focus Areas, and Juvenile Justice Action Strategy

Prevention Services

Prevention services include: Probation services, Substance Use, Mental Health Services Act (MHSA), CWS, PCOE, and Public Health services. These agencies offer prevention services for different age groups of children and youth, as well as support to parents and families. These prevention services create strong families and resilient children and youth, while reducing risk factors.

An important role of these prevention programs is to identify children who are exhibiting risk factors at the youngest age possible. Early identification can help refer the child and family to prevention and early intervention services where there is an opportunity to support the child and family to develop resiliency skills and reduce risky behaviors.

Early identification of risk factors can help link children, youth, and families to services early, before the situation becomes more complex. Risk factors may include:

- Child/Youth Risk Factors
 - Homelessness or at risk of homelessness
 - Hungry
 - Dirty clothing or inappropriate clothing for the weather
 - Running away
 - Unsupervised at home for long periods of time
 - Frequent absences from school or refusal to attend school
 - Poor grades
 - Disruptive behavior
 - Bullying
 - Isolated/no friends
 - Mental health indicators: suicidal, depression, cutting, anxiety
 - Substance use
 - Risky sexual behavior
- Family Risk Factors
 - Family does not assume responsibility for getting child to school each day
 - Family does not participate in school activities
 - Family has disruptive communication

- Unemployment or financial issues
- Domestic violence
- Lack of social support
- Mental health issues
- Substance use
- Gang involvement
- Unstable living situation

Recommendation: Identify At-Risk Children and Families

Placer County Office of Education

- 1. Identify and Refer (Implementation Goal: Immediately engage PCOE and continue current progress):** Train teachers, aides, and other school personnel to identify children and families with risk factors. Train school personnel on the available CSOC services in each community and develop a referral process for referring and connecting children and families to prevention services. Early identification can create a strong, supportive community and help parents develop the skills needed to address behaviors at a lower level of services.

- 2. Expand activities of School Attendance Review Board (SARB) (Implementation Goal: Immediate 0-6 months):** SARB identifies at-risk children and initiates review of children and youth as early as possible to help engage families to help students stay in school, attend regularly, and graduate. This approach may include involving school counselors, connecting families with community agencies for counseling, tutoring, and other supports services, and reinforces parental legal responsibility for student attendance. Early engagement and accountability will help get the support to families early, to divert children and youth from more intensive services.

Law Enforcement

- 3. Support activities of Placer Sheriff's Activities League (PSAL) and Roseville Police Activities League (RPAL) (Implementation Goal: Continue current support):** PSAL and RSAL work in collaboration with partner agencies, including CSOC, Latino Leadership Council (LLC), Sierra Native Alliance (SNA), Probation, PCOE, and KidsFirst to provide mentors to improve the lives of children and their families. PSAL creates a healthy after-school environment to engage high-risk youth and reach out to families with the goal of reducing crime. By creating a healthy environment, children learn life skills, leadership, teamwork, respect for self and others, and learn to live a healthy lifestyle. The coordination with LLC, SNA, and other allied partner agencies helps to support culturally diverse families and link them to needed services.

Early engagement with LLC and SNA supports families to reduce isolation and have the bilingual, bicultural support needed to navigate both the education system and access services. These cultural navigators also advocate for families and help

families support children to stay in school and make healthy choices. Probation's ongoing support of PSAL provides an excellent partnership to help divert children and youth and provide alternative activities to support healthy outcomes for both children and families.

Early Intervention Services

Placer County Children's System of Care (CSOC) offers a number of Early Intervention services to help at-risk children and their families. These services help divert youth who have come into contact with law enforcement, ideally preventing any further negative interactions. These services specifically address the needs of high-risk youth and families and help reduce recidivism and promote positive outcomes. Early Intervention services provide treatment and support services to address and promote healthy behaviors, develop resiliency skills, and reduce risk factors that lead to negative outcomes. Negative outcomes may include homelessness, school failure or dropout, unemployment, incarcerations, mental health indicators, suicide, substance use, and removal of children and youth from their home. Children, youth, and families who have experienced trauma, exhibit high-risk behaviors, have signs and symptoms of emotional disturbance, and stressed families can benefit from Early Intervention services.

Crisis Resolution Center (Implementation Goal: Existing and Ongoing Funded Program)

The Koinonia Family Services Crisis Resolution Center (CRC) is a six-bed, co-ed, group home facility that provides services to at-risk youth (ages 12-17) and their families using solution-focused family intervention. The CRC provides an opportunity for youth and families to have a brief respite for the family so both youth and caregivers can learn new skills in conflict resolution, parent-child training, and linkage to other needed services. A multi-disciplinary staff, through a collaborative and integrated multi-disciplinary approach, helps de-escalate crisis situations, provide support and counseling, and begin developing the skills needed to re-unify the youth and family. Linkage to additional counseling and support in the community, after the family reunifies, helps the youth and family members continue to develop skills to resolve conflicts and create a supportive environment for all members of the family.

The CRC serves youth who have not been arrested, but are at risk for higher levels of services. Youth may exhibit any of the following behaviors: current or former runaway, truancy, acting out beyond parental control, and at risk for committing law violations. The CRC has a successful history of reunifying over 90% of enrolled youth with their families and preventing further interactions with law enforcement. The CRC also offers additional crisis support, when needed, to help manage future family crisis conflicts.

Youth can be referred to the CRC through schools, law enforcement, health care providers, cultural resources, and CSOC. Youth can also be referred through other organizations and self-referrals to Koinonia. The youth stay for up to 30 days, with a few additional days occasionally approved, to support youth to achieve their goals.

The CRC is located in a house and is staffed by four (4) adults. Each set of two (2) adults alternates one week shifts (24/7). This schedule creates a home-like environment with two (2) house parents providing continuity throughout the week. Staff are able to provide bilingual and

bicultural services. In addition, a supervising clinical social worker is also bilingual and bicultural, and works closely with all of the parents to develop new patterns of communication to help stabilize the home environment.

The CRC works with the parent and family, with a focus on life skills and prevention. Staff hold parents accountable. As the parent and youth participate in the CRC program, the parent starts to see the result of more positive communication patterns with their youth. This progress in supporting positive communication patterns begins to give them hope.

The majority of the stakeholders interviewed reported that the CRC is an excellent program that meets the needs of this high-risk population who have not entered the probation system. The CRC counseling services offered to parents requires parents to show accountability and follow-through to strengthen parent-youth communication and relationships.

However, some stakeholders expressed concern that there is a need to clearly document criteria for each youth admitted to the CRC, and to review ongoing data to show that these are high-risk youth who are likely to need higher levels of services in the future, if they do not receive these early intervention services.

Recommendation: Document CRC Utilization

- 4. Document CRC Utilization (Implementation Goal: Immediate 0-6 months):** The Probation Department requests Koinonia submit quarterly reports on the utilization of the CRC. This data would include information on each youth's risk factors, including criteria for admission, CWS involvement, legal status, risk and resiliency factors for youth and family, substance use, mental health, length of stay at CRC, and number of times readmitted to CRC. Information on key outcomes including living situation, education, employment, involvement with law enforcement, etc. would be reported, when available, to understand the outcomes of the CRC following discharge from the CRC.

Community-Based Treatment Center for Probation Families

The CRC has been effective at supporting youth and families to learn new skills to resolve crisis situations and help youth remain stable at home. However, there is a need for a facility similar to the CRC that offers a supportive treatment-based environment for youth who are wards of the court, and provides supportive services to their families. This would include youth in foster care, youth who need family counseling to help resolve crisis situations, youth on probation having difficult communication patterns with family members at home or in their placement, and youth released from JDF who need a place to develop additional skills and receive support in order to be successful in reuniting with family and returning home.

Recommendation: Develop a Youth Transition Center to serve Probation Youth and Families.

- 5. Develop a Youth Transition Center (Implementation Goal: 3-5 years):** Fund a transition center to meet the needs of youth who have had interactions with law

enforcement and are on probation. The Youth Transition Center could begin working with the family while the youth is in the JDF or out-of-home placement. Parents would learn core communication skills, behavior management skills, and be connected to other support services.

The Youth Transition Center could also serve as a “Step Down” facility for the youth released from JDF, to provide additional support and skills to both the family and youth, as needed. It could serve as a facility where youth and families spend time together prior to release from the JDF, receive family counseling, and practice communication skills prior to returning home. The youth could spend a few hours or the weekend at the transition center, along with a family member, participating in treatment and counseling to develop communication skills in a supervised setting.

- 6. Hire Peer Mentors and Family Advocates (Implementation Goal: 3-5 years):** In addition to utilizing a similar staffing pattern as used in the CRC, it is also recommended to develop positions and hire Peer Mentors and Family Advocate/Coach positions to be available to support the youth and family while in the Youth Transition Center, as well as provide ongoing support after release from the JDF and CRC. In addition, the Youth Transition Center could serve as a diversion from the JDF; the Judge could order the youth to the Youth Transition Center, rather than the JDF, when appropriate. Whenever possible, the Family Advocate/Coach position(s) would be a person who is bilingual and/or bicultural, Hispanic or Native American.
- 7. Establish eligibility criteria for the Youth Transition Center (Implementation Goal: 3-5 years):** Criteria for referral to the Youth Transition Center may be any youth who has been admitted to the JDF, with special consideration if the youth has been admitted two (2) or more times. These youth and families could benefit the most from a skilled Youth Transition Center treatment program in learning communication skills, identification of shared goals, and developing the family’s skills in behavioral management and problem resolution.

Juvenile Court

Placer County Judges

Two (2) judges preside over Placer County Juvenile hearings. Unanimously, partner agencies recognize that the judges are fair, easy to communicate with, and work creatively with partner agencies to create the support and consequences necessary to support youth and families. It was also noted that the judges speak directly to the youth and listens to what they say. This creates an environment that supports youth voice and choice, and helps empower the youth to make positive choices. The Juvenile Court is co-located inside the JDF. This creates an easy flow of information and communication to obtain immediate results.

Recently, the Judge and Probation staff developed behavior contracts to clearly communicate and document behavioral expectations and clear consequences for violations of formal and

informal probation, and risky behavior. These behavior contracts are effective while the youth is in the JDF, at the time of release from the JDF, and while the youth is on probation.

All youth in placement have family reunification services which include counseling for the entire family. Parent class and support groups are offered monthly specifically for placement parents. The Juvenile Division cannot require parents to attend individual counseling or drug treatment, but will suggest they attend if it is clear that treatment would benefit the family.

CSOC services that were focused on the youth may not be offered to the family when the youth is in the JDF, as Medi-Cal funding for services is not available when the youth is in custody. As a result, outpatient services also stop for the family. However, out-of-home placement can serve as a respite from the youth, and can be an opportunity to reach out to families and provide services, develop new skills, and offer a supportive community, which helps family members feel supported at a time when they often feel isolated from other families in the community.

Recommendation: Issue Court Orders for Family to participate in Services

- 8. Issue Court orders for family member participation (Implementation Goal: Immediate 0-6 months):** It is recommended the judge write orders to require parents/caregivers to participate in services and treatment. Orders may include participation in learning behavior management, communication, and anger management skills, and involvement in wraparound services, mental health counseling, family counseling, parenting support groups, SUD treatment, and/or Probation CRC services. By writing orders for the parent's involvement, the youth will see that the parent also has expectations to learn that change is not exclusively the responsibility of the youth and change must happen for the family as a whole. This supportive treatment begins when the youth is removed from the home so the parent can begin learning new skills prior to the youth returning home.

This strategy will hold families accountable for learning skills while the youth is learning similar skills in the JDF to help provide consistency at the home. Helping parents learn new skills will also have positive consequences for younger children in the home, help the family learn new patterns of communication, and create a safe and stable home environment.

Placer County District Attorney

A Deputy District Attorney (DA) is assigned to the Juvenile Unit. This individual receives referrals from Probation to evaluate police reports. The DA makes a filing decision and appears in court or asks for additional information. The DA does not meet with the youth. The DA prosecutes them.

The majority of youth do not remain detained in the JDF, but are released into the community to receive services. A number of factors determine the decision, including the seriousness of the charge, violation of probation, court orders, and the number of charges. Some less serious charges may result in the youth returning to the JDF because the youth has multiple family conflicts, self-harming behaviors, or other risk factors.

Public Defender

The Public Defender represents youth in the 300 court (child welfare) and 602 court (probation). The role of the Public Defender is to protect youth rights. The Public Defender meets with the youth and explains their rights, helps them understand the court process, what to expect when on Probation, and the possible consequences for their behavior. The Public Defender has developed a “youth friendly” description of the court process. State law mandates that all youth 15 years and younger must have an attorney present while being interrogated. This places additional time requirements on the Public Defender’s office, including availability during evening and weekends.

Recommendation: Inform/educate the youth and family on juvenile court process.

- 9. Provide information on juvenile court process (Implementation Goal: Continue current progress):** Provide detailed information that describes the court process with the family in English and Spanish. This strategy will help everyone understand the court process, including the requirements and timelines.

Juvenile Detention Facility (JDF)

The JDF staff maintains safety and security while ensuring a positive, homelike environment for the youth. Creating a homelike setting creates an environment of support and strength, with clear boundaries and rules. Many of these youth have not be taught clear, concrete rules, limits, and consequences. The JDF environment helps youth experience coherent, consistent rules and boundaries, as well as positive consequences for recognizing and following rules and making good choices.

There are several components to the JDF that provide structure and support to the youth and family while the youth is in custody, and links the youth and family to services at the time of release. These components and programs impact JDF outcomes and are described below.

Positive Behavioral Intervention and Supports (PBIS)

PBIS is an evidence-based program that was initially implemented at the JDF in 2012. The program has proved effective at providing a strong foundation across JDF staff to reinforce positive behavior. It utilizes a progressive level system using points and tokens to reward positive behavior, resulting in a strength-based reinforcement system that rewards youth with additional privileges in the JDF when they follow the rules.

Recommendation: Support and Strengthen PBIS

- 10. Ongoing PBIS training for staff (Implementation Goal: Continue current progress):** PBIS is an excellent tool and has been used effectively for several years. There is a need to continuously train new staff in a systematic manner to fully understand the program and provide consistency in delivering the key components of the program to ensure that the program sustains fidelity to the model. Providing

training to new staff, as well as providing periodic “booster trainings” for ongoing staff, will support consistent implementation of this important program.

11. Add a “Response Grid” to PBIS (Implementation Goal: Immediate 0-6 months):

Adding a cost component to an existing positive reinforcement program will reduce the number of violations of the rules. Without a consequence, behavioral research has clearly shown that a certain level of inappropriate behavior will continue. Once a Response Cost is added, the inappropriate behavior is greatly reduced. Note: One of the JDF youth interviewed spontaneously made this suggestion, without being aware of the research.

School Services in the JDF

The role of school in a JDF is to provide each student with an environment that promotes learning new skills to achieve educational goals. It also instills social values of respect and appreciation for individual rights and social morals. The JDF educational setting is a challenging environment for a teacher. Some youth are only in the JDF for a few days or a week, therefore, the teacher does not routinely conduct an academic assessment to determine each youth’s skill or grade level.

Communication between the JDF School and the public school is difficult and not conducted in a timely manner. When possible, the JDF School teacher communicates with the youth’s school in the community, and obtains materials to help them progress in their coursework. However, the teacher feels that there is not sufficient time to advance academic skills for most of the youth, since many of the youth are in the JDF for a short time.

Other youth are in the JDF for a longer period of time. Some youth are time and terminate youth who are in the JDF until they turn 18. Some of these youth have already earned their GED and are simply waiting until they are released at 18.

Over the past several months there has been limited internet access in the JDF School. It can be challenging to manage a youth’s access to websites and social media. However, the internet offers a wealth of information and courses to help students learn new skills. Students in need of course credits can access sites to take core requirements and electives to graduate. Graduates can use their time productively to learn job skills, take college courses, and develop resumes.

Recommendation: Promote an Individualized Learning Environment

12. Assess academic skills (Implementation Goal: TBD): Conduct a brief academic achievement test to measure each student’s ability to read, comprehend sentences, spell, and compute math problems. This will provide an evaluation of their basic skill set and identify educational needs that can be immediately addressed. Obtain current course work from the public school whenever possible. Provide educational materials, as well as computers, to all students for enhanced learning opportunities. Ensure youth receive regular school credits for school work done while in the JDF, and communicate information between the JDF School and public schools in a timely manner.

13. Expand course offerings (Implementation Goal: TBD): Offer youth a variety of programs, including on-line courses that enhance life skills, provide mind-challenging activities, and create an environment that fosters learning and skill development. All youth could benefit from courses on development of employment skills, budgeting and money management, and computer software skills. Internet access would also provide access to excellent materials on websites such as Ted Talks and other instructional websites, and provide information on a range of topics including LGBTQ issues, cultural issues, motivation, and careers.

14. Support youth empowerment (Implementation Goal: Continue current progress): Continue to utilize prevention programs such as Hip Hop Congress and Stand Up Placer to support youth in learning to have a voice, thus feeling recognized as an important and valued individual. Bring Youth Empowerment Services (YES!) into the JDF to support youth to have a voice in planning what they need when they are released from the JDF by completing the Placement Planning Worksheet with YES! staff support.

Mental Health and Substance Use Services in the JDF

Overview of Mental Health Services in the JDF: All youth are assessed by the Booking Officer at admission to the JDF. This includes completing a mental health form that collects information on the youth's history of mental health services, medications, participation in wraparound, drug court, etc. This form is shared with the mental health practitioner working in the JDF.

There is a licensed mental health practitioner available to the JDF for 40 hours per week. This person is an employee of HHS, and has an office inside the JDF. This position is critical to the health and well-being of the youth in the JDF, and has an important role in helping the youth resolve crises, learn new behavior skills, receive mental health and substance use treatment, and have a treatment plan for accessing services in the community after release.

Mental Health and Substance Use Assessments: The practitioner conducts formal mental health and SUD assessments when an officer of the court requests it. The practitioner utilizes several evidence-based assessments, including a clinical mental health assessment, the MASEY 2 and SASSI, which assess for substance use, and the Commercially Sexually Exploited Children (CSEC) risk scale. In an effort to help the youth feel comfortable, and so the practitioner can be more present with the youth, the assessments instruments are not filled out in the youth's presence. The practitioner is familiar with each instrument and is able to collect the relevant information during the interview with the youth. Following the assessment, the practitioner writes a memo to the court with treatment recommendations.

Recommendation: Conduct Mental Health and Substance Use Screenings and Assessments for all Youth in the JDF

15. Conduct systematic MH and SUD screening (Implementation Goal: Immediate 0-6 months): This approach would include conducting a brief screening to identify mental health indicators and substance use behaviors for each youth. When indicated, conduct a formal mental health and SUD assessment to identify each youth's needs using an evidence-based assessment. Utilize any existing assessments conducted by CSOC or organizational providers. Document the results of the assessment and share the results with the court, probation, CSOC, and other entities as appropriate to facilitate treatment planning and coordinating services across agencies. Conduct 5150 assessments as needed to assess danger to self, danger to others, or grave disability.

Practitioner Workflow for Meeting with Youth

The practitioner has a JDF radio and knows when a youth is booked. The practitioner will reach out to the youth and provide crisis support to the youth, as needed. The practitioner's time is primarily spent resolving crisis and touching base with youth. The practitioner also responds when a youth wants to see a counselor. The practitioner meets with CSEC youth and spends additional time with these vulnerable youth. The practitioner does not formally document mental health or SUD services delivered to youth in the JDF.

Requests to talk to the practitioner are made verbally, to an officer. Historically, a request was made on a paper referral form, which helped document when the request was made, and when the response occurred.

The practitioner also checks in with youth periodically to determine if they need support. The meeting with the youth is held in the common area, a visitation room, or quiet corner, as a Probation Officer needs to be present with the youth. For youth who are new to the JDF, the practitioner checks in daily and asks if they would like to talk.

Recommendation: Improve Access to and Documentation of Mental Health and Substance Use Disorder Services in the JDF

16. Develop formal protocols for youth to request MH and SUD services

(Implementation Goal: Immediate 0-6 months): Develop a formal, written process for youth to request time with the practitioner. This protocol will document the number of requests for services, as well as document when a youth has received services from the practitioner. In addition, continue to offer crisis support to the youth.

17. Document MH and SUD services in the JDF (Implementation Goal: Immediate 0-6 months):

Document screening, assessment, services, treatment plans, and referrals to all community services for each youth. The collection of mental health service utilization data will provide an understanding of the types of services, the number of youth who receive individual or group services, and provide important information on the ongoing need for services after release.

Promote Collaboration and Coordination of CSOC Services for Youth in the JDF

Discharge Planning from JDF

When a youth is released from the JDF, it is a team effort to develop a clear plan to determine what services are needed. These decisions are based upon the needs of the youth and family, and may include recommendations from the JDF mental health practitioner, Probation Officer, child welfare history, whether the youth was previously enrolled in CSOC services, the youth's behaviors in the JDF, etc. A court report contains the formal recommendations for follow-up into the community, or higher levels of placement.

The judge develops a plan prior to the youth's release from the JDF and decides the consequences or sanctions for youth on an individual basis, depending upon the youth and the family, and whether there is a violation of probation. These consequences can include community service, additional days in the JDF, and referral to treatment services (e.g., wraparound, mental health, and SUD treatment). This is a strength-based model that reinforces the Positive Behavioral Intervention and Supports (PBIS) program used in the JDF.

The court report outlines recommendations for treatment upon release. This includes recommendations for the family regarding community support, services to develop communication skills, parenting skills, and identification and referral to programs that meet the family's needs. The written plan is shared with the youth, family, the field PO, and treatment programs so all participants have a clear understanding of the recommendations.

When the judge does not have enough information to develop a clear plan, the youth and family are referred to the FRCC for assessment and service planning. The field POs have manageable caseloads and are encouraged to work closely with the CSOC to help support the court's goals for the family and to hold the youth accountable.

Key components of reducing recidivism and supporting the youth and family in the community include coordinated treatment planning, shared decision-making with the youth and the family, and supportive services in place at the time of release from JDF. Utilizing the expertise of CSOC partners is critical to youth and family success.

Recommendation: Enhance Coordination of Mental Health and/or Substance Use Disorder (SUD) Services in the JDF with Community Services to Promote Successful Reunification

18. Develop Treatment Plans for ongoing services after youth's release

(Implementation Goal: Immediate 0-6 months): Utilize the Juvenile Assessment and Intervention System (JAIS) and expertise of the CSOC partners to discuss youth pending release from JDF. The Mental Health Practitioner attends relevant CSOC meetings and collaborates with CSOC partners to identify needs, plan services, and develop a treatment plan for each youth in the JDF in need of ongoing mental health and SUD services. The mental health practitioner also discusses treatment needs of the youth and the family and develops clear plans for both the youth and the family.

- 19. Engage family in services prior to youth's release (Implementation Goal: Immediate 0-6 months):** Initiate services for the family while the youth is still in the JDF and identify partner agencies that can support the family. The mental health practitioner should begin a plan for youth expected to be released from the JDF within a few weeks. This approach will allow a discussion with the CSOC team to identify a discharge plan that includes needed services and supports to help the youth and family successfully reunify.
- 20. Coordinate care after youth's release (Implementation Goal: Immediate 0-6 months):** Develop a clear methodology for implementing a treatment plan for each youth when released back to the community, and communicate the plan to the Probation Officer and CSOC team, court, and provider that will offer services in the community. The practitioner provides leadership to the treatment plan and ensures that the youth is connected to services prior to release from the JDF. The Probation Officer follows up with the plan and communicates the success of linkage to the CSOC.

Individual and Group Therapy

Forward Thinking Journaling Groups and a Teaching Prosocial Skills Groups have been taught in the JDF for many years. Each group occurs for one hour each week.

Although the practitioner has limited time to spend on individual and group therapy, Probation has collaborated with several community providers to provide services in the JDF on various topics including substance use services and substance use education, culturally competent services, youth empowerment and support, and art and dance groups. These community providers bring diversity to the programming at the JDF and they provide youth with positive community role models and strong connections to services when they are released.

Recommendation: Expand Mental Health Services in the JDF

- 21. Expand the array of mental health services in the JDF (Implementation Goal: 6-18 months):** Offer more systematic, treatment-focused mental health services in the JDF, including individual and group therapy to develop skills and build a foundation for continuing therapy and counseling in the community. Offering various therapy groups would benefit the majority of youth in the JDF. Groups may include anger management, trauma-informed cognitive behavior therapy, developing skills in social cue awareness, problem-solving, and methods for responding non-aggressively.

While most youth are in the JDF for short periods of time and cannot complete full treatment cycles, all youth can benefit from learning basic skills in communication. For example, youth can benefit from programs such as Say It Straight (SIS), a youth-focused training program that results in empowering communication skills and behaviors, increased self-awareness, positive relationships, and increased personal and social responsibility. The Program also serves to decrease risky or destructive behaviors such as alcohol, tobacco and drug use, bullying, violence, precocious sexual behavior, and behaviors that put youth at risk to contract HIV/AIDS.

Utilization of evidence-based programs offered by the substance use treatment provider provide consistency in services across providers. A program such as 7 Challenges may be appropriate.

Continue to promote organizations such as Hip Hop Congress, YES! (Youth Empowerment and Support), LLC, and Stand Up Placer coming into the JDF to offer services. Youth were very enthusiastic about these services, and were positive about the skills and services offered by these programs.

Practitioner Contact with Family Members during time at JDF

The practitioner currently has very little contact with family members. The practitioner works Monday – Friday, 8:00 a.m. – 5:00 p.m. Families typically come to the JDF to visit in the evenings or on the weekends. Therefore, it is difficult for the practitioner to connect with the family.

Recommendation: Increase the flexibility of the Practitioner to increase Communication with Family Members (potentially add extra-help or part-time practitioner for weekends/evenings)

22. Increase Practitioner contact with family members while in the JDF

(Implementation Goal: Immediate 0-6 months): Communicate and meet with family members to identify the needs of parents and link them to services while the youth is in the JDF. Early identification of family needs and linkage to services in the community will provide support for parents who often feel isolated from other parents. For youth who are in the JDF for longer periods of time, develop communication skills that can be practiced with parents during weekend visitation so there is foundation of successful communication prior to returning home.

Substance Use Services in the JDF

Community Recovery Resources (CoRR) has a contract to deliver substance use disorder (SUD) treatment services in the JDF. In Fall 2017, CoRR offered SUD services once a week to youth who were currently enrolled in the CoRR Outpatient program, prior to admission to the JDF.

In January, 2018, CoRR expanded services in the JDF to also offer an SUD Prevention and Education class one day per week. JDF staff identifies the youth for the group based on whether their charge and violation is connected to substance use. It is not open to all JDF youth, but youth receiving CoRR individual services are also able to attend the SUD Education class. It is estimated that over 50% of youth in the JDF have an SUD and could benefit from intensive SUD services in the JDF, as well as referral to ongoing SUD services upon release. Currently, funding for these services is coordinated between CSOC paying for the SUD treatment services and JJCPA paying for transportation to services in the community.

Recommendation: Maintain Substance Use Disorder Services in the JDF

23. Maintain the array of SUD services in the JDF (Implementation Goal: Continue current progress): Substance use has a significant influence on recidivism and undesirable outcomes for the JDF youth. Developing a strong SUD program in the JDF and linking the youth to ongoing SUD services in the community, when released, will provide important skills to youth and their families, and will help to prevent recidivism and increase positive outcomes. It is recommended to expand SUD services at the JDF for prevention, education, and intervention. Offering at least two (2) 90-minute groups per week would provide more intensive treatment. In addition, develop and implement a systematic method for referring and linking youth to SUD services in the community, when appropriate. Teaching the youth how to regulate their behaviors will give them skills they can use their entire life.

iCARE Pathways

iCARE Pathways provides academic, behavioral, social, and emotional support for youth who are expelled from Roseville, Auburn and Foresthill area schools. Youth may also be court-ordered to attend as part of their terms and conditions of supervision. In addition to a daytime academic program, Pathways offers after school programming, including a weekly schedule of community service projects on Mondays, Probation-led arts/craft and community service on Tuesdays, classes led by Hip Hop Congress on Wednesday, and Bootcamp fitness class led by Michael Stephens on Thursday. One probation officer is on campus, along with a social worker, a psychiatrist, and a behavior analyst. The major challenge for iCARE Pathways is the risk of exposing younger students to older youth who use substances, bully other students, and/or exhibit aggressive behaviors. The more risk factors the younger youth are exposed to, the greater the likelihood the younger youth will be influenced to commit these learned behaviors.

In 2001, supervised afterschool activities during the 3:00 pm-6:00 pm timeframe was identified as a need to support youth and reduce juvenile referrals. However, extensive collaboration throughout Placer County has resulted in new afterschool resources for youth, including RPAL, PSAL, Excel Roseville, KidsFirst LEAP and LEAP Jr., LLC, Sierra Native Alliance, and the Auburn Boys and Girls Club. The expansion of afterschool activity options since 2001 suggests the need to re-evaluate current resources and options.

Recommendation: Reallocate resources toward early intervention efforts

24. Reallocate Probation resources from iCare Pathways to SARB (Implementation Goal: 0-12 months): The current iCare Pathways afterschool program is conducted by Probation staff and PCOE staff. This recommendation proposes to reallocate probation resources toward SARB and early intervention efforts.

Juvenile Justice Crime Prevention Act (JJCPA)

Information Sharing and Data Collection

The Probation Department operates and maintains youth data through a digital case management system. The system includes file and program management for each individual youth, and includes a validated risk/needs assessment, used to determine appropriate service needs and supervision strategies. The system provides access to data including probation violations, program enrollments and completions, supervision contacts, case referrals, demographics, family information, court orders, and a multitude of supplementary information. The information recorded in the database can be extracted as individual or aggregate data, and shared with stakeholders to make system-wide enhancements.

With the exception of the Juvenile Detention Facility, data regarding specific programs is collected via manual data collection efforts. Especially in the case of early intervention/prevention programs, the probation department prefers not to enter non-probation youth into the probation case management system; as a result, outcomes related to non-probation youth are recorded in separate Excel databases by program. This process ensures confidentiality of the youth and family while still collecting program outcome data. Additionally, the Probation Department's case management system utilizes automated JCPSS reporting to the State that will continue to track and report the outcomes required by the BSCC.

The Probation Department utilizes the Juvenile Assessment and Intervention System (JAIS) to conduct risk/needs assessments on all youth. JAIS assessment outcomes are evaluated and used to create Case Plans to ensure youth are supervised appropriately and receive the most suitable and effective rehabilitative programming.

Whether collected manually, or extracted from the case management system, demographics and outcome measures are collected, documented, and shared monthly throughout the department via division dashboards. These dashboards track information on a monthly and annual basis, and are used to measure programmatic impact and support management discussions and decisions.

Each Fiscal Year, the outcome measures for the cohort of youth who completed JJCPA/YOBG funded programs are presented to the Placer County Multi-Agency Juvenile Justice Coordinating Council, which approves the plan and continuation of funding. The report is presented by the Probation Department and a copy of the report is distributed to each member of the Coordinating Council or guest. Placer County Probation Department is committed to data-driven decision making utilizing the most accurate and meaningful data possible, and using that data to foster the success of our youth.

Youthful Offender Block Grant (YOBG)

Strategy for Non-707(b) Offenders

Placer County Probation Department, in conjunction with the Juvenile Court and Children's System of Care, offers rehabilitative and supervision strategies for non-707(b) offenders aimed at keeping the youth from becoming a 707(b) offender. The probation department utilizes Early Intervention strategies including Law Enforcement Diversion, the JAIS risk/need assessment, individualized case planning, and assessments of youth with mental health and substance use disorder needs to determine the appropriate level of service. Dual jurisdiction youth are identified and the child welfare system uses a collaborative, multi-system problem-solving team approach. The multi-system approach serves to determine and authorize appropriate services, make recommendations to ensure that county services support youth, and develop service plans for the benefit of at-risk youth in lieu of out of home placement.

Youth are assessed using the JAIS assessment tool. JAIS assessment outcomes are evaluated and used to create case plans to ensure youth are supervised appropriately, receive the most suitable and effective rehabilitative programming, and receive services appropriate to individual and family dynamics.

Additionally, Placer County maintains a Juvenile Drug Court program to address significant substance use disorders and a Wraparound program that identifies strengths, needs, and goals of the youth and family. At risk youth are placed on an Intensive Probation Services caseload providing early contact, small caseload sizes, and access to a coordinated service delivery system. In addition to coordinated services, an Electronic Monitoring Program (EMP) can be utilized as a deterrent and enhancement tool during community supervision. These best practices provide evidence-based strategies, individualized services plans, and appropriate supervision levels.

High risk youth may be confined to the Juvenile Detention Facility, or placed in secure and semi-secure camps that specialize in difficult-to-place, dual-diagnosed, and/or emotionally disturbed youth. Placement decisions are based on sentence, risk factors, and programming needs. Individualized services are provided, including: mental health, substance use treatment, behavior management, independent living skills, vocational training, and educational programming. Following release from the JDF or return from camp/ranch placement, youth are supervised by probation officers, reassessed for risk/need, and provided services based on assessment outcomes. Therefore, youth who might otherwise be considered for a Department of Juvenile Justice commitment, are provided with rehabilitation and reunification services, and transition plans are created to ensure youth return to their communities with the best possible opportunity for success.

Regional Agreements

The Placer County Probation Department Juvenile Division is co-located in the Children's System of Care. CSOC is a collaborative with representatives from the Superior Court, Probation

Department, County Office of Education, and Health and Human Services (which represents mental health, child welfare, public health, and drug and alcohol services).

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

Camp/Ranch Placement

The Probation Department contracts with secure and semi-secure camp placements to provide at-risk youth with security, assessments, individual mental health and behavioral modification services, cognitive-behavioral therapy, substance abuse treatment and education, life skills, and family reunification services. Evidenced-based programing includes Therapeutic Behavioral Services (TBS), Aggression Replacement Training (ART), and/or Teaching Pro-Social Skills (TPS). Camp programs offer youth education and vocation services and certification in welding, culinary arts, firefighting, small engine repair, and construction technology. While in placement, youth are provided medical and dental care, ensuring health concerns are addressed as part of the rehabilitative process.

Additionally, the Probation Department maintains a placement caseload officer, which is necessary to secure and manage placements and conduct site visits. The placement officer works with youth and their families, employers, and community-based organizations to support the successful transition from placement back to the community.

Juvenile Assessment and Intervention System (JAIS)

The JAIS system is a multidimensional assessment and supervision system that includes actuarial risk assessment and a comprehensive assessment of needs. JAIS assists probation officers in developing appropriate strategies for each youth at the start of supervision, rather than learning what works with youth over time on a trial-and-error basis. Criminogenic needs and youth strengths are identified and inform case plan recommendations, and are used to promote and positively reinforce appropriate behavior. Examples of needs include school inadequacies, family dynamics, substance use, and emotional problems that may contribute to a youth's delinquency.

YOBG funds the annual maintenance of the Juvenile Assessment and Intervention Systems (JAIS) integration with the Placer County Probation Department case management system.

Appendix

List of Individuals Interviewed		
<i>Agency</i>	<i>Name</i>	<i>Title</i>
Probation	Marshall Hopper	Chief Probation Officer
	Dave McManus	Assistant Chief Probation Officer
	Chris Artim	Senior Admin Services Officer
	David Coughran	Probation Manager
	Brian Passenheim	Probation Manager
	Nancy Huntley	Probation Manager
	Mollie Ronco	Supervising Deputy Probation Officer
	Chuck Parcher	Senior Deputy Probation Officer
	Mariana Garcia	Deputy Probation Officer
	Shawna Garcia	Deputy Probation Officer
Edwina Pereles-Agront	Deputy Probation Officer	
Children's System of Care (CSOC)	Twylla Abrahamson	Director
	Eric Branson	Assistant Director
	Jennifer Cook	Program Manager
	Candyce Skinner	Program Manager
	Christy Simpson	Senior, Court Liaison
	Shannon Wines	Client Services Practitioner (HHS)
Court	Colleen Nichols	Superior Court Judge
	Jake Chatters	Court Executive Officer
	Alison Cohen	Defense Attorney
	Joseph Ford	Assistant Court Executive Officer
	Colette Jilot	Deputy District Attorney
	Heidi Pope	Public Defender
Juvenile Detention Facility (JDF)	Joe Netemeyer	JDF Superintendent
	Melanie Esque	JDF Assistant Superintendent
	Jeff Gustafson	JDF Shift Supervisor
	Joe Gilman	JDF Senior Probation Officer
	Dayna Holloway	JDF Senior Probation Officer
	Alyssa McCray	JDF Probation Officer
	Samantha Meehan	JDF Probation Officer
	Cody Michael	JDF Probation Officer
	LeeAnn Mucher	Practitioner
Substance Use Services	Nancy Taylor	Integrated Mental Health Services Program Manager, CoRR
Youth		Youth in JDF
		Youth in JDF
Crisis Resolution Center (CRC)	Bill Ryland	Director of Koinonia Homes for Teens
	Daryl Morales	CRC Manager

List of Individuals Interviewed (Continued)		
<i>Agency</i>	<i>Agency</i>	<i>Agency</i>
Placer County Office of Education	Mike Lombardo	Executive Director, PCOE
	Susan Connolly	Pathways Executive Director
	Michelle Graf	Student Support Practitioner
Community Based Organizations		
Auburn Hip Hop Congress	Natalie Pohley	Community and Youth Organizer
CASA	Don Kleinfelder	Executive Director
CASA	Jason Allen	Case Supervisor
KidsFirst	Barbara Besana	Executive Director
Latino Leadership Council	Elisa Herrera	Executive Director
Latino Leadership Council	Dan Beltran	Pastor, Community Leader
Latino Leadership Council	Rogelio Maravilla	Promotor
Mental Health America	Cindy Claflin	Program Manager
Mental Health America	Katherine Ferry	Consumer Affairs Supervisor
Placer People of Faith Together	Lisa Joseph Boch	Community Organizer/ Fund Development/ Consultant
Sierra Native Alliance	Anno Nakai	Executive Director
Sierra Native Alliance	Loren Nakai	Program Manager
Unity Care	Shane Libby	Regional Director
Whole Person Learning, Youth Empowerment Support (YES!)	Lindsay Porta	Program Manager

List of Focus Groups
Campaign for Community Wellness (CCW) Focus Group
CoRR Probation Youth Focus Group
Child and Family Services Review County Self-Assessment Stakeholder Meeting
Families of Probation Youth in Out of Home Placement
JDF School Visit
Koinonia Resource Family Focus Group
Pathways Youth Focus Group
Probation Placement Officers

Sample of Gaps Questions Asked*

Probation

1. How have the different Probation activities and/or partners been able to meet the needs of high risk youth over the past three years?
 - Prevention activities
 - Sheriff's Department (Sheriff's Activities League (PSAL)) (RPAL)
 - Children's System of Care (CSOC)/ Health and Human Services (HHS)
 - Child Welfare Services (CWS)
 - Mental Health Services
 - Substance Use Treatment
 - Placer County Office of Education (PCOE)
 - iCARE Pathways/After School Program
 - Courts - Judge, Public Defender, District Attorney
 - Crisis Resolution Center (CRC)
 - Juvenile Detention Facility (JDF)
 - Positive Behavioral Intervention and Supports (PBIS)
 - Are there any other agencies/activities that have an impact on youth?
2. How do you define recidivism?
 - Referred back into the system
 - Child Welfare calls to report a change in placement due to youth's behavior
 - School suspension/expulsion
 - Re-arrest
 - Court Adjudication
 - Other
3. What do you think would help reduce recidivism?
4. What types of behaviors trigger different agencies to communicate with Probation?
5. Does the system have guidelines for responding to the above situations (question 2), when a youth is at risk?
 - What determines the severity of the response?
6. What is the role of the Probation Officer?
 - When does the Probation Officer get involved with the youth? Family?
 - What is the role of the Probation Officer in linking youth to referrals?
 - What feedback does the court receive regarding these services?
 - What are the responsibilities of the Probation Officer in linking youth to services and following up to ensure they happen?
7. What do youth who are on probation need to achieve positive outcomes?
 - Youth who have mental health disorders?
 - Youth who have substance use disorders?
8. What Probation activities are effective at keeping youth out of Boot Camp?
9. How is Probation effective at keeping the number of youth in group home low?
10. What is needed to reduce the number of out-of-State placements for youth?

Court

11. How do Probation Officers work with the court system?
 - Prior to the youth being in JDF
 - While the youth is in JDF
12. Does the Probation Officer report to the court about youth behavior?
13. Does the Probation Officer follow up with the court?
 - About linkage to services?
 - About progress in services?
14. What would strengthen the relationship between Probation and the court system?
15. What are other ways that Probation can better support the goals of the court?
16. How do Probation and the court collaborate to identify sanctions and facilitate youth to achieve positive outcomes?

JDF

17. What is Probation's role with the youth when the youth is in JDF?
 - Frequency of visits?
 - Types of support given?
 - Communication with families? Where?
18. What services are available while the youth is in the JDF?
 - Educational Services?
 - Mental Health Services?
 - Substance Use Services?
 - Are there additional services needed?
19. How are mental health needs assessed?
 - Who makes the referral for MH services?
20. What is the role of the practitioner (LeeAnn Mucher)?
 - How are youth referred?
 - Practitioner communication with Probation about needed services?
 - How does the practitioner make referrals for youth who need additional treatment?
 - Prior to release?
 - In the community at the time of release?
21. How are substance use needs assessed?
 - Who makes the referral for substance use services?
22. How do youth being released get referred and linked to services in the community?
23. How do JDF Staff coordinate services for youth being released from the JDF?
 - Linkage to the CSOC?
 - Linkage to other services?

CSOC

24. What are the values of the CSOC?

- How are the values communicated?
25. How does the CSOC support Probation?
 26. How does the CSOC help divert youth from the Juvenile Justice system?
 27. How does Probation support the CSOC to keep youth at home or in the community, rather than in out-of-home placement?
 28. How does Probation refer to outpatient mental health and substance use treatment when the youth needs services?
 29. How do Child Welfare Services and Probation coordinate services with each other?
 30. Does Probation participate in Child and Family Teams?
 31. How are youth with dual designations (300 and 602) served?
 - Are there opportunities for strengthening services?
 - Does the Probation Officer meet with the Child Welfare Case Worker for these youth?
 - How do the Case Worker and Probation Officer coordinate services?
 32. How does the Whole Person Learning Youth Empowerment Support (YES) Program support youth?
 33. What would strengthen the collaboration between the CSOC and Probation?
 34. Are Independent Living Program (ILP) services available for youth who are on probation?

Family

35. How does Probation support families of youth who have been involved in Probation?
 - Families of youth who have mental health disorders?
 - Families of youth who have substance use disorders?
36. Do families of youth on probation have access to Parent Advocates through CSOC?
37. How does CASA support Probation?
 - Youth?
 - Families?
38. How do families learn about the Juvenile Resource Fair?
39. Overall, what would strengthen parent engagement?

Education

40. How does Probation collaborate with the schools to meet the needs of youth who are on probation?
 - How does Probation coordinate services for youth returning to school after being released from the JDF?
 - What are the objectives for youth who are returning to mainstream school?
41. What role do schools have in diversion?
 - Reducing recidivism?
42. How is Probation involved in SARB?
 - What could make SARB more effective?
43. What is the role of iCARE Pathways/After School Programs in supporting the goals of Probation?

- Who does the Pathways program serve?
 - Who does the Pathways After School Program serve?
44. What is the role of the Probation Officer in the schools?
- Is there an issue with labeling youth who are on probation?
45. Does Probation work with the School Resource Officers?
- In response to school threats and/or bullying?

Community

46. What is your definition of community safety?
47. What is Probation's role in promoting community safety?

Summary

48. What are the goals of the Juvenile Probation System over the next five years?
49. Are there any other services that could support Probation to meet the needs of the community?

*Similar questions were asked of individuals from Children's System of Care, Court, Juvenile Detention Facility, Substance Use Services, Crisis Resolution Center, and Office of Education