

THE LOS ANGELES COUNTY PROBATION WORKGROUP | REPORT



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JUVENILE
JUSTICE
STRATEGIC
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OVERVIEW OF THE PROBATION WORKGROUP

Pursuant to a September 15, 2015 motion by Supervisors Sheila Kuehl and Hilda L. Solis, the Board instructed the Interim Chief Executive Officer (CEO) and the Probation Department to review *The Los Angeles County Juvenile Probation Outcomes Study* and establish an interagency workgroup comprised of various entities in order to build on the report's findings, create a mechanism to implement the report recommendations and ensure continued systems improvement and monitoring of youth outcomes.

The goals of this interagency workgroup (hereafter referred to as the "Probation Workgroup") are to support the Los Angeles County and the Probation Department in its ongoing development and implementation of best practices in juvenile justice. Specifically, this group is expected to produce key documents to help:

- maximize service integration;
- strengthen coordination between County Departments and community-based service providers;
- ensure a data-driven, transparent and accountable juvenile justice system; and
- improve information sharing within Probation and across County Departments.

The Board motion directed Dr. Denise C. Herz, Ph.D. and Kristine Chan, MSW, from California State University Los Angeles School of Criminal Justice & Criminalistics to lead this effort. Following the passage of the motion, the Probation Workgroup was established in November 2015 and met monthly either as a full group or as an Ad Hoc Working Committee through January 2017 to address the six tasks.

The Workgroup was comprised of 71 participants with a range of expertise and experiences necessary to generate direct guidance on how Los Angeles County Probation can become more efficient and effective in delivering services to youth. Specifically, the membership included seven young people and three parents with different backgrounds and diversity in their Probation experiences. They were engaged through monthly contacts and transportation was coordinated to these meetings when they are able and willing to attend.

Over the past year, the Probation Workgroup approached each task with the intent to produce “building blocks” for Probation and other entities involved in juvenile justice. In particular, these documents offer a substantive starting point for building a better infrastructure and delivery system for juvenile justice practice in Los Angeles County. It holds as a primary assumption that preventing and effectively responding to delinquency when it occurs is a shared responsibility across a variety of stakeholders. *Thus, better delinquency prevention and intervention requires the commitment of time and resources by the Board of Supervisors, the Probation Department, other County agencies, community-based organizations, schools, advocacy groups and many others. The Probation Department alone will not be able to effectively reduce delinquency and improve the overall well-being of youth and their families without partnerships with all entities who play a role in the wellness in communities.* It is our hope the documents contained within this report facilitate and support that relationship.

The direction of the work produced by the Probation Workgroup is captured best by the Vision and Mission crafted for the Countywide Juvenile Justice Strategic Plan (see Chapter 1):

Vision

Los Angeles County positively contributes to the wellness and safety of communities, families, youth, and children through community-based, coordinated systems of care that connect key partners to deliver delinquency prevention and rehabilitative intervention services using best practices and evidence-based programs.

Mission and Goals

The mission of the Los Angeles County Countywide Juvenile Justice Strategic Plan is to improve children, youth, and family wellness (e.g., healing, pro-social behavior, and healthy/supportive relationships) and community safety by strengthening resiliency and reducing delinquency.

Structure of the Report

The report is structured by tasks given to the Probation Workgroup as part of the original motion. Each chapter contains the information gathered by the Workgroup as well as recommendations for moving the work forward.

TASK 1	Articulate a Los Angeles County Juvenile Justice Strategy
TASK 2	Identify ways in which the current array of countywide services/initiatives available to this population align with the strategy and areas in which best practices and evidence based programs are currently used;
TASK 3	Identify challenges, gaps and unmet needs in services, including community-based front end prevention and intervention services, services and interventions while youth are in placement, and community-based services for youth who are transitioning back into the community;
TASK 4	Develop a seamless referral system for accessing appropriate County and community-based services in a timely manner;
TASK 5	Identify key outcomes for regular and consistent reporting;
TASK 6	Develop a plan for establishing a Probation based research unit that would partner with external researchers to produce a research agenda that aligns with the plans listed above, ensures the key outcomes be reported regularly and consistently to inform practice, programming and policy decisions, and ensures ongoing evaluation of juvenile justice programs and interventions.

While each task has specific recommendations, we offer the following overall recommendations:

- Establish a Countywide body of key partners (see page 11) to implement the Countywide Juvenile Justice Strategic Plan (Task 1).
- As part of implementing the Countywide Juvenile Justice Strategic Plan, the Countywide body should:
 - align the proposed Juvenile Justice Strategic Plan with agency specific strategic plans as well as plans developed from other initiatives (e.g., the Office of Child Protection Prevention Plan) in order to coordinate systems of care that deliver

- delinquency prevention and rehabilitative intervention services to children, youth and families, and
 - review the effectiveness of current prevention and rehabilitative intervention programming, identify gaps and/or misalignment in services, and allocate services to build a holistic and appropriate system of care (see Tasks 2 and 3).
- Adopt a validated risk/needs assessment tool for youth entering Probation and use it to develop meaningful case plans with measurable goals, identify appropriate services/programs, and measure youth progress over time (see Task 4).
- Improve the availability and accessibility of services by creating an effective referral process that standardizes the quality of services and programs delivered to Probation clients (see Task 4). This process includes:
 - Creating an inventory of services and programs using a database system that can account for the availability of services (e.g., number of slots), type of clients served (e.g., demographic and risk/need profiles), and geographic area availability (SPAs, zip codes, district offices).
 - Tracking the types of services received, the dosage received, and youth progress while in services and after services are completed.
- Build and utilize a web-based case management data system for Probation that is a dynamic, flexible, and adaptable platform that interfaces with other systems and supports direct data entry by community-based providers serving Probation-involved youth.
- Connect the Probation case management data system in a direct and effective way to reflect and facilitate Probation practice on a daily basis (see Tasks 5 and 6).
- Establish an effective Probation Research and Evaluation Unit comprised of trained researchers and juvenile justice experts. This Unit should build strong partnerships with external research groups to further expand the exploration and examination of juvenile justice prevention and rehabilitative efforts generally and Probation practice specifically (see Tasks 5 and 6).
- Report key measures and outcomes related to Probation practice and juvenile justice efforts across key partners and on a regular basis to Probation staff and the public (see Tasks 5 and 6).

Interagency collaboration and internal research capacity combined with external research partnerships are essential to building a state of the art juvenile justice system. To reach this level, it is incumbent upon the Board of Supervisors, a Countywide body of key partners, and the Probation Department to use this report and others to develop a sustainability plan that includes the (1) analysis of available resources for implementation; (2) identification of potential opportunities to leverage investments among strategic partners; and (3) institutionalizing regular reporting based on rigorous research and evaluation methods. These efforts combined with establishing an organizational culture committed to best practice in juvenile justice and supporting that culture through on-going training, support, and accountability positions Los Angeles County to be a leader in delinquency prevention and intervention within the state and across the nation.

TASK

1

**COUNTYWIDE
COMPREHENSIVE
JUVENILE JUSTICE
STRATEGIC PLAN**

THE COUNTYWIDE LOS ANGELES COUNTY COMPREHENSIVE JUVENILE JUSTICE STRATEGIC PLAN

Introduction

Achieving wellness and safety for communities, families, youth, and children in Los Angeles County is a shared responsibility across multiple partners who represent the community itself (i.e., residents); non-governmental agencies who provide services and support to the community (i.e., community-based organizations and advocacy organizations); and governmental agencies at all levels. *Improving the quality of life of communities, families, youth, and children who are disproportionately exposed to risk factors requires collaboration and cooperation across partners to invest early and effectively in delinquency prevention and rehabilitative intervention services.*

The Countywide Juvenile Justice Strategic Plan focuses on building more resilient and safer communities and provides a roadmap to coordinate and align partner efforts in reducing the likelihood of delinquency occurring and/or reoccurring. The Plan acknowledges the need to focus on systemic issues affecting these communities, families, youth, and children, but it does not address them specifically; rather, this Plan is intended to be viewed in relation to and coordinated with other critical documents produced to address those issues such as:

- Blue Ribbon Commission. (2014). *The Road to Safety for Our Children: Final Report of the Los Angeles County Blue Ribbon Commission on Child Protection*. Los Angeles, CA.
- Children's Defense Fund-California. (2015). *Rising Up Speaking Out: Youth Transforming Los Angeles County's Juvenile Justice System*. Los Angeles, CA.
- Gase, L., Schooley, T., & Groman, J. (2016). *Making Diversion Work*. Los Angeles, CA.
- Herz, D. C., Chan, K., Lee, S. K., Ross, M. N., McCroskey, J., Newell, M., & Fraser, C. (2015). *The Los Angeles County Juvenile Probation Outcomes Study*. Los Angeles, CA: Advancement Project.
- Korman, H., & Dierkhising, C. B. (2016). *A Culture of Care for All: Envisioning the LA Model*. Children's Defense Fund. Los Angeles, CA.
- Los Angeles County Probation Department. (2015). *Los Angeles County Probation Department Strategic Plan 2015-2018*. Los Angeles, CA.
- Los Angeles County Office of Child Protection (In Process). *A Countywide Prevention Plan for Los Angeles County*. Los Angeles, CA.

Statement of the Problem

An alarming number of families, youth, and children live in unsafe, impoverished communities with entrenched violence, lack of resources and support, and a range of risk and need factors. Research shows that majority of incarcerated youth suffer from early childhood trauma, impacting brain development and emotional regulation¹. Early childhood trauma (also known as adverse childhood experiences--ACEs) can be linked to lasting effects on health and well-being as well as experiences ranging from abuse and incarceration². Because so many Probation-involved children and youth enter the juvenile justice system with these factors, the Probation Department may be viewed as the primary agency responsible for resolving these issues. However, Probation cannot address all of these risks and need factors alone. The Los Angeles County Juvenile Probation Outcomes Study (Herz et al., 2015) documented that many youth and families have already been in contact with other systems (e.g., DCFS, DMH, and LACOE) and this contact often precedes their penetration into the Probation system. For example, approximately one-third of youth had some type of DCFS contact in their lives, over three-quarters of youth were credit deficient entering the study placements, and almost all of these youth had a mental health diagnosis.

Collectively, a united vision for juvenile justice in Los Angeles makes a compelling argument for greater multisystem approaches that can be built to prevent delinquency from occurring and reduce its escalation when it does occur. This translates into a need 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 Countywide Juvenile Justice Strategic Plan provides an opportunity to pioneer a strategy toward healthy communities through a comprehensive and coordinated plan. If implemented, this collective effort will build multisystem approaches to frame the County's Plan for prevention, intervention, and aftercare to youth and children who will become the next generation in our county.

Purpose

To contribute to the wellness of children, youth, families, and communities, the Los Angeles County Countywide Juvenile Justice Strategic Plan specifically targets the prevention and rehabilitative intervention of delinquency starting prenatally through the age of 25. *The Plan holds, as a principle, that children, youth, and their families should not have contact with the juvenile justice system until all other least intrusive efforts have been exhausted.* To be

¹ Shufelt, J. L., & Cocozza, J. J. (2006). Youth with mental health disorders in the juvenile justice system: Results from a multi-state prevalence study (pp. 1-6). Delmar, NY: National Center for Mental Health and Juvenile Justice.

² Fox, B. H., Perez, N., Cass, E., Baglivio, M. T., & Epps, N. (2015). Trauma changes everything: Examining the relationship between adverse childhood experiences and serious, violent and chronic juvenile offenders. *Child abuse & neglect*, 46, 163-173.

effective, the implementation of this Plan requires coordination and collaboration across families, communities, community-based organizations, advocacy organizations, and an array of government agencies at the city, county, state and federal levels. Specifically, key partners include (but are not necessarily limited to):

Partners in the Community

- Parents
- Youth
- Probation-involved youth and their families
- Youth and family support networks
- Advocates (e.g., CASA)
- Community-based organizations
- Faith-based organizations
- Healthcare providers
- Local school districts
- Institutes of higher education

City Partners

- City Mayors and Council members
- City Housing Authority
- Department of Parks and Recreation
- Workforce Development Boards
- City Family Support Programs
- City Gang Prevention and Intervention Programs
- City Youth Development Programs

County Partners

- Los Angeles County Board of Supervisors
- Office of Child Protection
- Department of Children and Family Services (DCFS)
- Los Angeles County Office of Education (LACOE)
- Department of Public Social Services (DPSS)
- County Housing Authority
- Department of Health Services (DHS)
- Department of Public Health (DPH)
- Department of Mental Health (DMH)
- Department of Community and Senior Services
- Probation Department

County Commission Partners

- Los Angeles Probation Commission
- Commission on Children and Families
- Los Angeles County Arts Commission
- Policy Roundtable on Child Care and Development

Criminal/Juvenile Justice System Partners

- Law enforcement
- District attorneys (DA)
- Children's dependency attorneys
- Public defenders (PD)
- Alternate public defenders (APD)
- Panel attorneys
- Judges
- Victim rights groups
- Division of Juvenile Justice (DJJ)
- California Department of Corrections and Rehabilitation (CDCR)

Other Key Partners

- Foundations and philanthropic community universities and researchers
- California Legislature
- Board of State and Community Corrections
- Professional organizations such as CPOC, BOC, CWDA
- Other related state agencies
- Other related federal agencies

Vision

Los Angeles County positively contributes to the wellness and safety of communities, families, youth, and children through community-based, coordinated systems of care that connect key partners to deliver delinquency prevention and rehabilitative intervention services using best practices and evidence-based programs.

Mission and Goals

The mission of the Countywide Los Angeles County Juvenile Justice Strategic Plan is to improve children, youth, and family wellness (e.g., healing, pro-social behavior, and healthy/supportive relationships) and community safety by strengthening resiliency and reducing delinquency. To accomplish this mission, the following interrelated goals will drive the work of key partners in Los Angeles County (NOTE: These goals should be viewed and understood collectively rather than independently):

1. *Establish a County-based coordinating body to align, coordinate, and oversee policies, practices, and services along a continuum of prevention and rehabilitative intervention programming for children, youth and their families prenatally through the age of 25.*
2. *Whenever possible, reduce contact between youth and the juvenile justice system (i.e., law enforcement, Probation, and the delinquency court) through the use of evidence-based juvenile justice system diversion programs and other community-based resources.*
3. *Drive decision-making based on: (1) engaging children, youth, and their families based on their developmental stages and with respect to their respective cultures; (2) understanding and interacting with children and youth within the context of family in a trauma-informed manner; and (3) prioritizing children, youth and family voices and experiences.*
4. *Recognize and address the racial and ethnic 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;*
5. *Use comprehensive, multidisciplinary and evidence-based screening and assessment tools to build meaningful case plans and appropriately connect children, youth, and families to appropriate services;*

6. *Deliver services using promising practices, best practices, and a continuum of evidence-based programs;*
7. *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.*
8. *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; and,*
9. *Encourage transparency and accountability from all partners engaged in delinquency prevention and rehabilitative intervention services for fiscal management, measuring outcomes related to their work, and implementing effective practices.*

Goals and Related Objectives

Goal 1: Establish a County-based coordinating body to align, coordinate, and oversee policies, practices, and services along a continuum of prevention and rehabilitative intervention programming for children, youth and their families prenatally through the age of 25.

- a. Connect individual partner plans (as they relate to the prevention and/or rehabilitative intervention services for delinquency—e.g., practice models and agency specific strategic plans) with the Countywide Juvenile Justice Strategic Plan
- b. Connect the Countywide Juvenile Justice Strategic Plan to other critical documents that are related to community wellness and safety but focus on issues beyond delinquency (e.g., systemic problems, child maltreatment, educational success, etc.)
- c. Present and gain investment in the Countywide Juvenile Justice Strategic Plan across all key partners and identify leaders/champions for the implementation of the Plan
- d. Hold leadership across County agencies accountable for implementing and adhering to the Countywide Juvenile Justice Strategic Plan on an annual basis
- e. Identify and address policies and/or practices across County agencies that distract or become barriers to the implementation of the Countywide Juvenile Justice Strategic Plan
- f. Establish a method to regularly incorporate the voices of system impacted communities, families, youth, and children in the discussions and recommended reforms of County policies and practices

- g. Develop and support flexible funding streams that cross agency boundaries and ensure funding follows and responds to children, youth, and family needs regardless of immigration status
- h. When eligibility criteria cannot be established across agencies, coordinate the use of funding to meet the overall needs of children, youth, and families
- i. Develop, implement, and sustain a wide array of training to support the Countywide Juvenile Justice Strategic Plan, including multidisciplinary and cross-training curricula and/or opportunities
- j. Train and incentive staff to (1) meaningfully engage children, youth, and families/caretakers; (2) treating children, youth, and families/caretakers with dignity and respect; and (3) building trust by demonstrating integrity in all their actions
- k. Incentivize county and city agencies to work in close partnership with the community and key stakeholders to establish consistent and positive support system for the children, youth, and family
- l. Provide pathways to support the self-sufficiency of children, youth, and families—teach families how to access services and address needs without the necessity of government intervention

Goal 2: Whenever possible, reduce contact between youth and the juvenile justice system (i.e., law enforcement, Probation, and the delinquency court) through the use of evidence-based juvenile justice system diversion programs and other community-based resources.

- a. Take steps to divert youth at the earliest possible points of contact with the justice system (i.e., pre-arrest)
- b. Only divert youth who would otherwise be processed through the formal juvenile justice system and incorporate safeguards to prevent net-widening
- c. Focus diversion programming toward positive youth development and community engagement
- d. Use validated risk and needs assessment tools to inform decision-making and to develop responsive treatment plans, including services and support for all parties involved including families
- e. When appropriate, provide safe spaces to give all impacted parties a voice (i.e., share what they need, how they were harmed) and contribute to the development of a resolution that repairs the harm to the victim and community, meets youths' underlying needs, and promotes accountability, responsibility, and community connection
- f. Use evidence-based practices and ongoing data collection to evaluate program impacts (e.g., program and youth characteristics associated with youth outcomes), monitor fidelity, and if applicable, track victim satisfaction

- g. Provide training and education to juvenile justice and community-based partners to advance evidence-based diversion practices and facilitate opportunities for networking and collaboration

Goal 3: Drive decision-making based on: (1) engaging children, youth and their families based on their developmental stages and with respect to their respective cultures; (2) understanding and interacting with children and youth within the context of family in a trauma-informed manner; and (3) prioritizing children, youth, and family voices and experiences.

- a. Recognize an expanded definition of family for children and youth that includes supportive non-traditional positive adult influences
- b. Look comprehensively at family—identify supportive and consistent adult(s) for this child/youth and engage them as part of the support system. Undertake family finding efforts to locate potential family support.
- c. Engage children, youth, and their families/caretakers as early and as often in the process as possible (i.e., see them as collaborative partners), and provide education, support, understanding, and communication throughout the process
- d. Interact with children, youth, and their families/caretakers as collaborators—engage with them in a developmentally appropriate way and understand their experiences from a unique and holistic perspective
- e. View fathers and paternal relatives as an essential part of the support system and include fathers and paternal relatives in planning and services. Undertake family finding efforts where father's whereabouts are unknown.
- f. Build a mindful and trauma informed connection with the children, youth, and family—take the time to really understand why something happened without attributing negative motivations to them—children, youth, and families/caretakers have more positive outcomes when someone took the time to listen, understand and come to know who they were
- g. Work with children, youth, and their families/caretakers with empathy and help them to find hope in their situations and to identify a pathway to realize those hopes
- h. Recognize and respond to the trauma and needs of parents/caretakers (e.g., previous abuse, intergenerational gang involvement, mental health and substance abuse issues, unemployment, etc.) and find ways to connect them to appropriate services, workshops and other resources to accomplish positive change and their own healing—family/caretaker participation in their own change process inspires change in their children and potentially breaks a cycle

- i. Address trauma in the family; families may need support to address their own trauma histories or intergenerational trauma in order to stabilize the family so that they can be part of the recovery/treatment process for their own child.
- j. Prioritize the building and/or strengthening of positive relationships between children, youth, and their families including their system-involved siblings and their own children as well as build avenues for children and youth to connect with families out of contact.
- k. Build on children, youth, and family strengths and celebrate their milestones, using this as a leverage point to address risks and needs directly and indirectly

Goal 4: Recognize and address the racial and ethnic 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.

- a. Develop and track data that have the ability to identify the points of contact with the juvenile justice system (e.g., arrest, intake, court, etc.) and the critical decision-making points (e.g., placement decisions) that are driving Racial and Ethnic Disparity (RED) and Disproportionate Minority Contact (DMC).
- b. Use data to strategically implement targeted programs or practices that reduce RED and DMC
- c. Work with the early education system to reduce the “preschool to prison pipeline”
- d. Train staff, including law enforcement, on implicit bias and best practices in reducing RED
- e. Develop and utilize diversion and community based programs
- f. Provide training to agency/provider staff on the needs and best practices related to serving LGBT youth
- a. Ensure that gender responsive services are available to all youth
- b. Institutionalize seamless collaboration and coordination across the Department of Children and Family Services and Probation as well as other relevant agencies for youth who cross into both the dependency and delinquency systems
- c. Prepare youth for the transition from childhood to adulthood--connect youth age 14 or older to independent living and other services that prepare them for successful lives as adults
- d. Provide parenting classes and support for youth who are or become parents

Goal 5: Use comprehensive, multidisciplinary and evidence-based screening and assessment tools to build meaningful case plans and appropriately connect children, youth, and families to appropriate services.

- a. Institute a consistent and multidisciplinary screening process using validated and standardized screening tools as early as possible. These screening tools should assess for educational needs, developmental disabilities, mental health problems, suicidality, traumatic stress reactions, substance abuse problems, sexual victimization, domestic violence issues, gang involvement, and physical health in order to identify critical issues that should be addressed in case planning
- b. Use validated risk/resiliency assessment tool(s) as early in the process as possible to assess criminogenic needs and areas of dynamic risk factors in need of rehabilitative intervention services
- c. Coordinate the tools used across agencies to avoid duplication and redundancy and to improve accuracy and maximize resources.
- d. Institute a process/protocol for stakeholders to share screening and assessment results when appropriate in order to:
 - a. Connect children and youth to appropriate services by prioritizing their immediate needs and risks
 - b. Reduce service lag times
 - c. Reduce duplication of assessment processes and services
- e. Establish a method to share important background information and history of the children and youth across agencies and providers to enhance the appropriateness of services and reduce duplication while protecting the children, youth, and families' right to confidentiality
- f. Build cumulative case plans that address risk and needs based on results of the screening and assessment tools (i.e., youth should have one case plan that is updated and amended over time by all partners involved with the child, youth, and family/caretaker)
- g. Communicate results of screening and assessments to court and request orders consistent with case plans that are developed for court-involved youth
- h. Build case plans that equally build on risks, needs, strengths and positive support systems; facilitate pro-social connections with the community, and work to remove barriers facing the children, youth, and family success with appropriate partners
- i. Re-administer the risk/resiliency tool and other relevant screening measures in regular intervals to assess progress and areas that need attention/intervention (e.g., every 6 months until case termination)—based on these results, reward progress and adjust supervision, programming, and case/treatment plans levels as necessary. Inform the court of progress, lack of progress, and any adjustments necessary.

Goal 6: Deliver services using promising practices, best practices, and a continuum of evidence-based programs.

- a. Establish seamless connections with community-based providers to facilitate access to a continuum of services
- b. Ensure case plans match services to the needs of children, youth, and family based on the outcomes of screening and assessment and prioritize their input. Communicate to court what services are necessary/unnecessary for court-involved youth.
- c. Connect children, youth, and families/caretakers to appropriate services and support systems within their communities
- d. Establish continuity in relationships between children, youth, families/caretakers, agency staff, and service providers—reduce the number of fragmented relationships in their experience
- e. Deliver programming that is individualized, interdisciplinary, strength-based, and trauma informed (when appropriate)
- f. Deliver services in a timely, unified and coordinated way across different agencies—avoid duplication and redundancy and do not overload children, youth, and families with unreasonable expectations
- g. Engage children, youth, and families in a developmentally-appropriate way, meeting them where they are in the process of change and helping them to become a strong family unit—build positive interpersonal interactions utilizing motivational interviewing and using positive reinforcement
- h. Recognize and incorporate cultural competence and the availability of bilingual providers when delivering services to children, youth, and families
- i. Deliver services to children, youth, and families in diverse, consistent, and affordable ways and through a variety of service providers in their communities to increase the level of engagement and willingness to participate. Immediately address any gap in services in under-resourced regions of the county.
- j. Provide an array of services and support to children, youth, and families in a convenient and effective manner through in home family-based services (e.g., wraparound) and/or “one-stop shop” locations
- k. Strengthen family/caregivers’ understanding of the educational process, foster effective communication skills between family/caregivers and school, and empower them to advocate for their youth educational needs
- l. Use restorative pathways to facilitate a process of healing and recovery for victims and to forge foundations for strong, positive connections between the community and children, youth, and their families
- m. Promote and support self-sufficiency for children, youth, and families/caretakers

- n. Ensure that each child or youth has at least one significant adult who will continue to support the child/youth into adulthood
- o. Hold service providers accountable for serving children, youth, and families and achieving effective outcomes with their clients (see Goal 8)
- p. Maintain a database of County contracted services for youth and families to assure timely access to and prioritize necessary services

Goal 7: 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.

- a. Address school of origin issues prior to placement. If youth to remain in school of origin, create a transportation plan in consultation with placement and local education agency
- b. Ensure that services required in the youth's Individualized Education Plan and/or Individual Program Plan through Regional Center will continue without interruption once youth is placed.
- c. Begin transition case planning before a youth goes to the placement, continue while in placement, and drive their transition back into the community (particular emphasis on aftercare should be placed on school programming, transitional planning, immediate needs, and permanency)
- d. Operate youth-centered and innovative facilities that build, support, and maintain relationships with family/caretakers, siblings, and their own children throughout the time spent in placement and are located in close proximity to the communities in which the youth's family resides.
- e. Interact with youth using a trauma-informed care approach
- f. Prioritize, encourage, and facilitate family/caretaker connections while in placement through in-person visitation, family engagement activities, and the use of technology (e.g., video conferencing) when appropriate
- g. Deliver treatment using the small-group care model and within a therapeutic milieu focused on consistency, building positive relationships, creating homelike living spaces, and sharing responsibility for daily activities
- h. Create supportive and innovative learning environments in which children, youth, and families can build the skills they need to be successful (e.g., utilize the performing and visual arts, provide access to extracurricular activities, and offer programs to enhance educational success; parenting skills and techniques; life skills, and employment) and provide opportunities to reinforce these skills in their communities through reentry planning

- i. Ensure that group homes serving youth promote the youths' safety, well-being, educational progress, and successful completion of probation, and progress toward the new standards set by the Continuum of Care legislation regarding provision of core services; access to mental health care; accreditation, etc. Facility staff should maintain hands-on relationship with the youth's Education Rights Holder and the youth's school, and monitor attendance, grades, and behaviors.
- j. Placements should provide a drug and alcohol free environment.
- k. Integrate facility staff into program delivery and train them to be mentors for youth
- l. Provide structure for youth and access to opportunities to build skills for independence to prepare youth for transition to adulthood including work readiness training and exploration of transitional housing and independent living programs when available
- m. Provide aftercare services for youth that connect them to continued services structure/expectations, prosocial activities, and supportive relationships in the community
- n. Promote safety at placements through positive mechanisms (e.g., praise and reward positive behaviors) integrated into daily interactions and activities to facilitate an atmosphere for learning and recovery
- o. Respond to non-compliance in a proportionate, equitable and personalized way—de-escalation techniques should be used as a first response.

Goal 8: 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.

- a. Clearly define and consistently measure and report a list of clearly defined key outcomes (e.g., dashboard outcomes)
- b. Establish a clear definition of recidivism and track recidivism whenever possible
- c. Regularly collect data within an agency-based information system that aligns with practice, supports case management, and is capable of real-time analysis
- d. Identify new technologies to facilitate an effective case management information system, real-time reports and dashboards, and interagency data-sharing
- e. Continuously assess effectiveness and improve practice based on a data-informed feedback loop that includes input from youth, families and community based service providers
- f. Institute a comprehensive case review process of successful and challenging cases to augment the use of data dashboards and to ensure practice aligns with best practices generally

- g. Ensure opportunities for staff feedback in order to recognize and support effective case management strategies as well as identify areas for improvement and training
- h. Conduct full-scale evaluations of the various programs and services provided to Probation clients as part of the research, practice and policy feedback loop
- i. Collaborate with external researchers and evaluators to develop and implement a research agenda and generate a regular data reporting plan

Goal 9: Encourage transparency and accountability from all partners engaged in delinquency prevention and rehabilitative intervention services for fiscal management, measuring outcomes related to their work, and implementing effective practices.

- a. Give authority to the County based coordinating body to (see Goal 1) to monitor progress on the Countywide Juvenile Justice Strategic Plan and hold County agencies (and other key partners as appropriate) accountable for implementing and adhering to the Strategic Plan
- b. Develop a clear, multisystem data linkage and sharing plan that would operate as a single, coordinated system—this should include agencies such as: DCFS; DPSS; DMH; DPH; DHS; Probation; LACOE; and school districts
- c. All community-based service providers who provide services to Probation children, youth, and families should be held accountable for the services they provide and the impact of those services on outcomes
- d. Annually produce a summary of all juvenile justice funds across stakeholders and how funds were expended to support the Countywide Juvenile Justice Strategic Plan
- e. Annually produce a list of outcomes related to the Countywide Juvenile Justice Strategic Plan

TASK

2

**ARRAY OF COUNTYWIDE
SERVICES AND BEST PRACTICES/
EVIDENCE BASED PROGRAMS**

TOUCHPOINTS ALONG A CONTINUUM OF SERVICES FOR DELINQUENCY PREVENTION AND INTERVENTION

The second Probation Workgroup Task focused on identifying ways in which the current array of countywide services/initiatives align with the strategy and areas in which best practices and evidence-based programs were currently used. This chapter lays out all the points at which various services/initiatives intersect to address the needs and risks (for delinquency) for families, youth, and children. These points of intersection are referred to as “touch points” and represent the potential opportunity to align a continuum of services in a way that aligns with the Countywide Juvenile Justice Strategy. Unfortunately, doing an assessment of all county services/initiatives and how they currently operate was beyond the scope of the Workgroup, but the information provided in this chapter provides a strong foundation from which to identify the extent to which these services truly intersect with the needs and risks of families, youth, and children.

The primary Workgroup recommendation for this task is to further refine the continua and conduct a detailed assessment of how often and how well current services across various entities intersect to provide timely and effective assistance to the families, youth, and children who need it. In essence, the ability to offer a seamless system of care establishes the “backbone” of a comprehensive Countywide strategy.

This chapter provides definitions for key terms and then proposes a continuum of “touch points” critical to reducing delinquency across all developmental stages of life and levels of risk for delinquency.

Purpose of the Continuum

“Touch points” represent the continuum of services for delinquency prevention and intervention across key partners and the critical timing with which they must be available to effectively reduce the likelihood of delinquency. Both levels of service intervention and the role of criminogenic need is defined below. The intersection of these needs then drives the identification of “touch points” across child development stages.

Levels of Service Intervention to Reduce the Likelihood of Delinquency/Continued Offending

- Primary prevention focuses on the entire population at risk and the identification of those conditions (personal, social, environmental) that contribute to the occurrence of delinquency.
- Secondary prevention targets those youth (and their families) who have been identified as being at greater risk of becoming delinquent. Their behaviors indicate they are on a pathway to delinquency, but they may not have engaged in delinquent acts yet.
- Tertiary prevention targets youth (and their families) who are already involved in delinquency in an attempt to address the factors leading to their behavior and reduce the likelihood or reoccurring delinquency.

Criminogenic Need—Identifying the Risks and Needs Related to Delinquency

Criminogenic Need (i.e., risk factors): characteristics, traits, problems, or issues of an individual that directly relate to the individual's likelihood to re-offend and commit another crime. These break down into two categories:

- *Static factors*: Factors that cannot be changed (e.g., having a prior offense)
- *Dynamic factors*: Factors amenable to change if addressed through appropriate and effective services

Levels of Service Need: The extent to which a youth requires programming/treatment to address a dynamic criminogenic need factor or another factor known to exacerbate/impact the influence of a risk factor on behavior (e.g., mental health issues, trauma, and developmental disabilities). The need for different services can be low, moderate or high, and this level should be matched to an appropriate level of service provision.

Primary Prevention across Childhood Developmental Stages

Primary prevention focuses on the entire population at risk and the identification of those conditions (personal, social, environmental) that contribute to the occurrence of delinquency.

Target Population	Critical Touch Points for Services or for a Referral to Services
Prenatal	<ul style="list-style-type: none"> California Department of Health Care Services—Medi-Cal Department of Public Health (DPH) Department of Health Services (DHS) Healthcare providers Community-based organizations (includes faith-based organizations)
Early Childhood (Birth to 8 Years Old)	<ul style="list-style-type: none"> First 5 LA Early Care and Education Parks and Recreation Community-based organizations (includes faith-based organizations) City and County Housing Authorities Regional Center Local school districts/Los Angeles County Office of Education (LACOE) Department of Public Health Department of Children and Family Services (DCFS)—Prevention Aftercare
Late Childhood (Ages 9-11)	<ul style="list-style-type: none"> Local school districts/Los Angeles County Office of Education (LACOE) Parks and Recreation Community-based organizations (includes faith-based organizations) City and County Housing Authorities Regional Center Department of Public Health Department of Children and Family Services (DCFS)—Prevention Aftercare
Early/Middle Adolescence (Ages 12-17)	<ul style="list-style-type: none"> Local school districts/Los Angeles County Office of Education (LACOE) Parks and Recreation Community-based organizations (includes faith-based organizations) City and County Housing Authorities Regional Center Institutes of Higher Education Department of Public Health Department of Children and Family Services (DCFS)—Prevention Aftercare
Late Adolescence (18-24)	<ul style="list-style-type: none"> Local school districts/Los Angeles County Office of Education (LACOE) Institutes of Higher Education Workforce Development, Career and Trades Community-based organizations (includes faith-based organizations)

Secondary Prevention across Childhood Developmental Stages

Secondary prevention targets those youth (and their families) who have been identified as being at greater risk of becoming delinquent. Their behaviors indicate they are on a pathway to delinquency, but they may or may not have engaged in delinquent acts yet.

Target Population	Critical Touch Points for Services or for a Referral to Services
Prenatal	<ul style="list-style-type: none"> California Department of Health Care Services—Medi-Cal Department of Health Services (DHS) and healthcare providers Community-based organizations (includes faith-based organizations) Department of Public Social Services (DPSS) Department of Public Health (DPH) Department of Mental Health (DMH)
Early Childhood (Birth to 8 Years Old)	<ul style="list-style-type: none"> Local school districts/Los Angeles County Office of Education (LACOE) Parks and Recreation Community-based organizations (includes faith-based organizations) City and County Housing Authorities Regional Center Department of Mental Health (DMH) Department of Public Health (DPH) Department of Children and Family Services (DCFS)—Prevention Services and Prevention Aftercare Networks
Late Childhood (Ages 9-11)	<ul style="list-style-type: none"> Local school districts/Los Angeles County Office of Education (LACOE) Parks and Recreation Community-based organizations (includes faith-based organizations) City and County Housing Authorities Regional Center Department of Mental Health (DMH) Department of Public Health (DPH) Department of Children and Family Services (DCFS)—Prevention Services and Prevention Aftercare Networks Probation Department (Prevention Services—WIC 236)
Early/Middle Adolescence (Ages 12-17)	<ul style="list-style-type: none"> Local school districts/Los Angeles County Office of Education (LACOE) Parks and Recreation City and County Housing Authorities Community-based organizations (includes faith-based organizations) Regional Center Institutes of Higher Education Department of Mental Health (DMH) Department of Public Health (DPH) Department of Children and Family Services (DCFS)—Prevention Services and Prevention Aftercare Networks Probation Department (Prevention Services—WIC 236)
Late Adolescence (18-24)	<ul style="list-style-type: none"> Local school districts/Los Angeles County Office of Education (LACOE) Institutes of Higher Education Parks and Recreation Workforce Development, Career and Trades Community-based organizations (includes faith-based organizations)

Tertiary Prevention across Childhood Developmental Stages—

Low Risk/Low Need

Tertiary prevention targets youth (and their families) who are already involved in delinquency in an attempt to address the factors leading to their behavior and reduce the likelihood or reoccurring delinquency. Once youth cross into delinquency, they and their families can fall along a continuum of risk for delinquency and a continuum of needs for behavioral health services. This table refers to youth and families who fall into the low ends of these continua.

Target Population	Critical Touch Points for Services or for a Referral to Services
Prenatal (for Probation-Involved Youth)	<ul style="list-style-type: none"> California Department of Health Care Services—Medi-Cal Department of Health Services (DHS) Healthcare providers Community-based organizations (includes faith-based organizations) Department of Public Social Services (DPSS) Department of Public Health (DPH) Department of Mental Health (DMH)
Early Childhood (Birth to 8 Years Old)	<ul style="list-style-type: none"> Parks and Recreation Community-based organizations (includes faith-based organizations) City and County Housing Authorities Local school districts/Los Angeles County Office of Education (LACOE) Regional Center Department of Mental Health (DMH) Department of Public Health (DPH) Department of Children and Family Services (DCFS)
Late Childhood (Ages 9-11)	<ul style="list-style-type: none"> Local school districts/Los Angeles County Office of Education (LACOE) Parks and Recreation City and County Housing Authorities Community-based organizations (includes faith-based organizations) Regional Center Department of Mental Health (DMH) Department of Public Health (DPH) Department of Children and Family Services (DCFS) Children's Attorney (WIC 300) Law enforcement pre-booking diversion and arrest diversion programs District Attorney's diversion program Probation Department (Informal Probation and Court Diversion)*
Early/Middle Adolescence (Ages 12-17)	<ul style="list-style-type: none"> Local school districts/Los Angeles County Office of Education (LACOE) Workforce Development, Career and Trades Parks and Recreation City and County Housing Authorities Community-based organizations (includes faith-based organizations) Regional Center Institutes of Higher Education Department of Mental Health (DMH) Department of Public Health (DPH)

	<ul style="list-style-type: none"> ▪ Department of Children and Family Services (DCFS) ▪ Children's Attorney (WIC 300) ▪ Law enforcement pre-booking diversion and arrest diversion programs ▪ District Attorney's diversion program ▪ Probation Department (Informal Probation and Court Diversion)*
Late Adolescence (18-24)	<ul style="list-style-type: none"> ▪ Local school districts/Los Angeles County Office of Education (LACOE) ▪ Institutes of Higher Education ▪ Workforce Development, Career and Trades ▪ Department of Public Social Services (DPSS) ▪ Community-based organizations (includes faith-based organizations) ▪ Regional Center ▪ Independent Living Program (ILP) ▪ Department of Children and Family Services (DCFS/AB 12) ▪ Probation Department (AB 12)

**Informal Probation includes youth who fall under Welfare and Institutions Code 654, and Court Diversion Court Diversion applies to youth given Welfare and Institutions Codes 654.2, 725(a), 790 by the delinquency court.*

Tertiary Prevention across Childhood Developmental Stages—

Moderate Risks/Needs

Tertiary prevention targets youth (and their families) who are already involved in delinquency in an attempt to address the factors leading to their behavior and reduce the likelihood or reoccurring delinquency. Once youth cross into delinquency, they and their families can fall along a continuum of risk for delinquency and a continuum of needs for behavioral health services. This table refers to youth and families who fall into the middle of these continua.

Target Population	Critical Touch Points for Services or for a Referral to Services
Prenatal (for Probation-Involved Youth)	<ul style="list-style-type: none"> California Department of Health Care Services—Medi-Cal Department of Health Services (DHS) Healthcare providers Community-based organizations (includes faith-based organizations) Department of Public Social Services (DPSS) Department of Public Health (DPH) Department of Mental Health (DMH)
Early Childhood (Birth to 8 Years Old)	<ul style="list-style-type: none"> Local school districts/Los Angeles County Office of Education (LACOE) Community-based organizations (includes faith-based organizations) Regional Center City and County Housing Authorities Department of Mental Health (DMH) Department of Public Health (DPH) Department of Children and Family Services (DCFS)
Late Childhood (Ages 9-11)	<ul style="list-style-type: none"> Local school districts/Los Angeles County Office of Education (LACOE) Community-based organizations (includes faith-based organizations) Regional Center City and County Housing Authorities Department of Mental Health (DMH) Department of Public Health (DPH) Department of Children and Family Services (DCFS) Children's Attorney (WIC 300) City Gang Prevention and Intervention Efforts Law enforcement agencies District attorneys (DA) Probation Department (Court Diversion and Formal Probation) *
Early/Middle Adolescence (Ages 12-17)	<ul style="list-style-type: none"> Local school districts/Los Angeles County Office of Education (LACOE) Community-based organizations (includes faith-based organizations) Institutes of Higher Education Department of Public Social Services (DPSS) Regional Center City and County Housing Authorities Department of Mental Health (DMH) Department of Public Health (DPH) Department of Children and Family Services (DCFS) Children's Attorney (WIC 300) City Gang Prevention and Intervention Efforts Law enforcement agencies

	<ul style="list-style-type: none"> ▪ District attorneys (DA) ▪ Probation Department (Court Diversion and Formal Probation) *
Late Adolescence (18-24)	<ul style="list-style-type: none"> ▪ Local school districts/Los Angeles County Office of Education (LACOE) ▪ Department of Public Social Services (DPSS) ▪ Institutes of Higher Education ▪ Workforce Development, Career and Trades ▪ Community-based organizations (includes faith-based organizations) ▪ Regional Center ▪ Department of Mental Health (DMH) ▪ Department of Public Health (DPH) ▪ City Gang Intervention Efforts ▪ Independent Living Program (ILP) ▪ Department of Children and Family Services (DCFS/AB 12) ▪ Probation Department (AB 12)

**Court Diversion applies to youth given Welfare and Institutions Codes 654.2, 725(a), 790 by the delinquency court, and Formal Probation applies to youth given Welfare and Institutions Codes 602 Home on Probation, 602 Suitable Placement at disposition.*

Tertiary Prevention across Childhood Developmental Stages—

High Risk/High Need

Tertiary prevention targets youth (and their families) who are already involved in delinquency in an attempt to address the factors leading to their behavior and reduce the likelihood or reoccurring delinquency. Once youth cross into delinquency, they and their families can fall along a continuum of risk for delinquency and a continuum of needs for behavioral health services. This table refers to youth and families who fall into the high ends of these continua.

Target Population	Critical Touch Points for Services or for a Referral to Services
Prenatal (for Probation-Involved Youth)	<ul style="list-style-type: none"> California Department of Health Care Services—Medi-Cal Department of Health Services (DHS) Healthcare providers Community-based organizations (includes faith-based organizations) Department of Public Social Services (DPSS) Department of Public Health (DPH) Department of Mental Health (DMH)
Early Childhood (Birth to 8 Years Old)	<ul style="list-style-type: none"> Local school districts/Los Angeles County Office of Education (LACOE) Community-based organizations (includes faith-based organizations) Regional Center City and County Housing Authorities Department of Mental Health (DMH) Department of Public Health (DPH) Department of Children and Family Services (DCFS)
Late Childhood (Ages 9-11)	<ul style="list-style-type: none"> Local school districts/Los Angeles County Office of Education (LACOE) Community-based organizations (includes faith-based organizations) Regional Center City and County Housing Authorities Department of Mental Health (DMH) Department of Public Health (DPH) Department of Children and Family Services (DCFS) Children's Attorney (WIC 300) City Gang Prevention and Intervention Efforts Law enforcement agencies District attorneys (DA) Probation Department (Court Diversion and Formal Probation)*
Early/Middle Adolescence (Ages 12-17)	<ul style="list-style-type: none"> Local school districts/Los Angeles County Office of Education (LACOE) Community-based organizations (includes faith-based organizations) Department of Public Social Services (DPSS) Regional Center City and County Housing Authorities Institutes of Higher Education Department of Mental Health (DMH) Department of Public Health (DPH) Department of Children and Family Services (DCFS) Children's Attorney (WIC 300) City Gang Prevention and Intervention Efforts Law enforcement agencies

	<ul style="list-style-type: none"> ▪ District attorneys (DA) ▪ Probation Department (Court Diversion and Formal Probation)*
Late Adolescence (18-24)	<ul style="list-style-type: none"> ▪ Local school districts/Los Angeles County Office of Education (LACOE) ▪ Department of Public Social Services ▪ Institutes of Higher Education ▪ Community-based organizations (includes faith-based organizations) ▪ Regional Center ▪ Department of Mental Health (DMH) ▪ City Gang Intervention Efforts ▪ Independent Living Program (ILP) ▪ Department of Children and Family Services (DCFS/AB 12) ▪ Probation Department (Court Diversion and Formal Probation)*

**Court Diversion applies to youth given Welfare and Institutions Codes 654.2, 725(a), 790 by the delinquency court, and Formal Probation applies to youth given Welfare and Institutions Codes 602 Home on Probation, 602 Suitable Placement, and 602 Camp Community Placement at disposition.*

TASK

3

CHALLENGES, GAPS, & UNMET NEEDS IN SERVICES FOR PROBATION INVOLVED YOUTH

INTRODUCTION

For Task 3, the Probation Workgroup extended the work in Task 2 by identifying the levels of Probation supervision and the services currently available to Probation-Involved youth in order to identify the challenges, gaps and unmet needs in services. This effort represents a first step in identifying what services are available to meet the needs of families and youth involved in the Probation system, but it is limited because more assessment that is detailed was beyond the scope of the Workgroup. *Thus, the Probation Workgroup has several recommendations:*

- 1. Further, assess the level of availability of services by taking an inventory of services in each Probation area since the availability of the services listed can and do vary widely.*
- 2. Document the availability of services relative to the needs of families and youth to determine if there is an adequate “match” between what families and youth need to be successful and what is currently available to them.*
- 3. Evaluate the services available to assess which services are beneficial to helping families and youth and which ones should be abandoned in favor of more effective interventions.*
- 4. Address the identified challenges and gaps by implementing the Countywide Juvenile Justice Strategic Plan.*

This chapter begins by identifying the range of graduated supervision levels for Probation youth. Following the continuum of supervision, the types of services/interventions currently provided to families and youth are listed by domains of service (e.g., mental health services, family-based services, educational services, etc.). For each domain, a list of current challenges/gaps is also noted.

PROBATION'S CURRENT CONTINUUM OF GRADUATED SUPERVISION LEVELS FOR PROBATION-INVOLVED YOUTH

The array of supervision options currently available within Probation is listed in the table below. Each supervision option is presented based on its level of supervision. Level of supervision is assigned based on a youth's level of risk for reoffending (i.e., low, moderate, or high risk). To assist readers in understanding when these levels of supervision occur, a flowchart of the juvenile justice process is provided in Appendix B.

<i>Level of Supervision</i>	<i>Prevention</i>	<i>Low Risk</i>	<i>Moderate Risk</i>	<i>High Risk</i>
Occurs Prior or In Lieu of Adjudication in the Delinquency Court (Prevention and Diversion Programs)				
School-Based Prevention Services	X			
Citation Diversion Program (WIC 256)	X			
WIC 654		X		
New Directions Assessment Center	X	X		
Teen Court		X		
Probation Referrals to Other Community Based Programs		X		
Occurs During Adjudication or Post-Adjudication in the Delinquency Court				
Drug Court			X	X
Mental Health Court			X	X
STAR Court		X	X	X
Probation Supervision--Community				
241.1 Dual Supervision Unit*		X	X	X
Community Detention Program (CDP)			X	X
Regular Supervision		X	X	X
School Based Probation Supervision		X	X	X
Juvenile Day Reporting Center (JDRC)			X	X
Child Trafficking Unit			X	X
Intensive Gang Supervision Program (IGSP)			X	X
Camp Community Transition Program (Reentry)			X	X
Probation Supervision--Placement				
Suitable Placement—Relative/Non-Relative		X	X	
Suitable Placement—Foster Care		X	X	X (Level 12)
Suitable Placement—Group Home			X	X
Suitable Placement—Out of State Placements			X	X
Probation Secure Confinement				
Juvenile Hall Detention (Pre-adjudication or Temporarily Post-Adjudication)			X	X
Dorothy Kirby Center			X	X
Camp Community Placement				X
State Supervision				
CDCR/Division of Juvenile Justice Correctional Facility				X (707b, Sex Offenses)

*The 241.1 Unit is responsible for supervising youth placed on WIC 300/654.2; WIC 300/725(a); WIC 300/790; and WIC 300/602; thus, it cross cuts multiple levels of supervision within Probation.

PROBATION'S CURRENT CONTINUUM OF SERVICES FOR PROBATION-INVOLVED YOUTH

This next section illustrates the array of services that are offered and targeted at Probation youth. It serves as a starting place to understand the continuum of services in Los Angeles County so that we can better identify what services are in place and then move toward identifying gaps/challenges in the next phase of our Workgroup task. Therefore, this table does not account for the availability of services (e.g., number of slots) or geographic areas (SPAs, zip codes).

Screening and Assessment

Below is a list of screening and assessment tools available to Probation involved youth. A symbol “X” identifies the key partners (e.g., Probation, Probation partners, and/or court) that administered the tool and when it is conducted.

<i>Screening and Assessment</i>	<i>Administered by Probation</i>	<i>Administered by Probation Partners</i>	<i>Ordered by the Court</i>	<i>When Conducted During Processing?</i>
Screening				
Co-occurring Disorders Screening Instrument and Assessment		X		Juvenile Hall
Massachusetts Youth Screening Instrument (MAYSI-2)		X		Juvenile Hall
The Los Angeles Detention Screener (LADS)	X			Juvenile Hall
Assessment				
Alcohol/Drug Assessment			X	As Ordered
Assistive Tech Assessment			X	As Ordered
Education Assessment—The Comprehensive Academic Assessment (CAA, administered by LAUSD)		X		Juvenile Hall, Community
Education Assessment—The Northwest Evaluation Association (NWEA, administered by LACOE)		X	X	Juvenile Hall, Community, Camp
Los Angeles Risk and Resiliency Checkup (LARRC)	X			Juvenile Hall, Community, Camp
Medical Evaluation		X	X	Juvenile Hall, Camp
Neurological Assessment/Testing			X	As Ordered
Outpatient Mental Health Assessment			X	As Ordered
Placement Assessment Center (PAC)		X		Suitable Placement
Psychiatric Consultation for Medication		X	X	Juvenile Hall, Camp
Psycho-Educational Assessment			X	As Ordered
Regional Center Referral		X	X	Juvenile Hall, Community
Speech & Language Assessment			X	As Ordered
State Authorized Risk Assessment Tool for Sex Offenders (SARATSO)			X	As Ordered
The Child and Adolescent Assessment		X		Juvenile Hall
WIC 730 Psychiatric Assessment			X	As Ordered

GAPS AND CHALLENGES IN SCREENING AND ASSESSMENT

- Need more use of trauma screening/assessments and more unified assessments (rather than individual assessment that are not coordinated)
- Family assessment to ensure the intervention with the youth is family-centered and supportive of the family unit.

List of Services by Domain

Next, a directory of services is organized into domains. For each service, a symbol “X” on the table row is an indicator that the services are available and are delivered by Probation, Probation partners, and/or community based organizations with no Probation contract. The last column indicates whether the service is an evidence-based program or practice using the same symbol “X.” In other words, a missing symbol within each table cell represents that the service is not delivered by any agency/service provider and/or the service is not an evidence-based program or practice.

Education Supportive Services

<i>Service by Domain</i>	<i>Services Delivered by Probation</i>	<i>Services Provided by Probation Partners</i>	<i>Referrals to Community Based Organizations by Probation (No Contract)</i>	<i>Is this an Evidence-Based Program or Practice?</i>
317(e) Referral		X	X	
Attendance Monitoring Programs	X (School-Based)	X		
Behavioral Support Services/Plan		X		
Cal-Learn Program (Pregnant and parenting teens only)		X	X	
Career Survey		X	X	
College Readiness Assistance (e.g., application, financial aid, tours)		X	X	
Continuation/Alternative School		X	X	
Coordination of Services Team (COST)		X		
Education Advocacy		X	X	
Educational Pathways Probation Partnership		X		
Educationally Related Mental Health Services (ERMHS)		X		
Freedom School		X		
Functional Analysis Assessment (FAA)		X		

<i>Service by Domain</i>	<i>Services Delivered by Probation</i>	<i>Services Provided by Probation Partners</i>	<i>Referrals to Community Based Organizations by Probation (No Contract)</i>	<i>Is this an Evidence-Based Program or Practice?</i>
GED Preparatory Classes		X	X	
Individualized Education Program (IEP) Referral		X	X	
Individualized Education Program (IEP) Services		X	X	
Literacy Programs (e.g., Operation Read)		X	X	
Regional Center		X	X	
Road to Success Academy (RTSA)		X		
School Attendance Review Team (SART)		X	X	
School Credit Recovery Program		X	X	
Section 504 Plan (Modification Plan for Temporary Disability)		X	X	
Student Study Team (SST)		X		
Tutoring		X	X	

GAPS AND CHALLENGES IN EDUCATIONAL SUPPORT SERVICES

- Need more assistance with educational vocational services, career readiness and professional skill-building
- Probation Officers should be trained to practice education advocacy. Specifically, clearly define the School-Based Deputy Probation Officer role and include additional training for Probation such as: assessment of educational needs, gather and interpret records, ensure youth are in an appropriate school placement, etc.
- Conduct initial and ongoing comprehensive educational assessments in the community (not just credits or attendance)
- Better identification of and support for educational rights holders
- Place educational liaison in the courts
- Incorporate greater support for educational services (e.g., tutoring, community college) in out-of-home care
- Better connection of youth to independent living program services (e.g., Probation youth should receive all services that foster youth receive)
- Encourage and provide access to community college courses
- Provide better connections for youth and families to law school education clinics (e.g., Loyola, Southwestern)

Legal Aid Services

<i>Service by Domain</i>	<i>Services Delivered by Probation</i>	<i>Services Provided by Probation Partners</i>	<i>Referrals to Community Based Organizations by Probation (No Contract)</i>	<i>Is this an Evidence-Based Program or Practice?</i>
Educational Legal Entitlement (e.g., return to school of origin, partial credits, sealing records, graduation under AB 167/216)		X		
Legal Aid/Expungement Clinics			X	

GAPS AND CHALLENGES IN LEGAL AID SERVICES

- Give families and youth the ability to access to their records for the purposes of information sharing
- Provide more information and support for sealing records

Employment Services

<i>Service by Domain</i>	<i>Services Delivered by Probation</i>	<i>Services Provided by Probation Partners</i>	<i>Referrals to Community Based Organizations by Probation (No Contract)</i>	<i>Is this an Evidence-Based Program or Practice?</i>
Employment/Job Training		X	X	
General Relief Opportunities for Work (GROW) Transition Age Youth Services		X	X	
Juvenile Alternative Work Services Program (JAWS)		X		
LACOE Work Investment ACT (WIA)		X		
Transitional Aged Youth (TAY) Work Program		X	X	

GAPS AND CHALLENGES IN EMPLOYMENT SERVICES

- Provide aftercare services for youth exiting suitable placement, group homes, or foster family agencies (such as solid job readiness and employment programs)

Mental Health Services

<i>Service by Domain</i>	<i>Services Delivered by Probation</i>	<i>Services Provided by Probation Partners</i>	<i>Referrals to Community Based Organizations by Probation (No Contract)</i>	<i>Is this an Evidence-Based Program or Practice?</i>
DMH 5/10 Week Co-Occurring Substance Abuse Group Treatment		X		
DMH Juvenile Justice Transition Aftercare Services (JJTAS)		X		
Domestic Violence Counseling		X	X	
Grief Counseling		X	X	
Group Counseling	X (Dorothy Kirby Center)	X	X	
Individual Counseling	X (Dorothy Kirby Center)	X	X	
Level 14 Residential Placements		X		
Juvenile Sex Offending Counseling/Treatment		X	X	
Psychotropic Medication		X		
School-based Counseling		X	X	
Seeking Safety		X		X
Strengthening Family Program		X		
Therapeutic Behavioral Services (TBS)		X		X
Trauma Informed Care		X		

GAPS AND CHALLENGES IN MENTAL HEALTH SERVICES

- Make trauma-informed care (e.g., trauma-focused screening, assessment, and treatment) more available system-wide
- Provide Affordable or no cost juvenile sex offending counseling
- Provide greater access and affordable DBT/CBT interventions in the community

Family-Based Supportive Services

<i>Service by Domain</i>	<i>Services Delivered by Probation</i>	<i>Services Provided by Probation Partners</i>	<i>Referrals to Community Based Organizations by Probation (No Contract)</i>	<i>Is this an Evidence-Based Program or Practice?</i>
Family Counseling	X (Dorothy Kirby Center)	X	X	
Family Preservation		X		
Full Service Partnership		X		
Functional Family Probation (FFP)	X			X
Functional Family Therapy (FFT)	X	X		X
Group Home Aftercare Services (GHAS)		X		
High Risk High Needs (HRHN)		X		
Multi-Systemic Therapy (MST)		X		X
Parenting Classes	X (School-Based)	X	X	
Wraparound		X		

GAPS AND CHALLENGES IN FAMILY-BASED SUPPORTIVE SERVICES

- Increase family finding efforts for youth

Substance Abuse Treatment Services

<i>Service by Domain</i>	<i>Services Delivered by Probation</i>	<i>Services Provided by Probation Partners</i>	<i>Referrals to Community Based Organizations by Probation (No Contract)</i>	<i>Is this an Evidence-Based Program or Practice?</i>
12 Steps (AA, NA)		X	X	
Drug Testing	X	X	X	
Substance Abuse Education		X	X	
Substance Abuse Outpatient/Counseling		X	X	
Substance Abuse Residential/Inpatient Program		X	X	

GAPS AND CHALLENGES IN SUBSTANCE ABUSE TREATMENT SERVICES

- Use substance abuse services that are age-appropriate (e.g., AA/NA programs for teens) and appropriate for level of use/abuse
- Provide access to affordable detox services
- Integrate more evidence-based practices into available substance abuse services

Physical Health Services

<i>Service by Domain</i>	<i>Services Delivered by Probation</i>	<i>Services Provided by Probation Partners</i>	<i>Referrals to Community Based Organizations by Probation (No Contract)</i>	<i>Is this an Evidence-Based Program or Practice?</i>
Benefits Renewal for Public Assistance		X		
Benefits Eligibility and Application for Public Assistance		X		
Eye and Vision Exam		X		
Physical Health Exam		X		
Reproductive Services				
STD Exam and Treatment		X		

GAPS AND CHALLENGES IN HEALTH SERVICES

- Provide access to public health nurses for youth and at guardian/caretaker
- Provide information and encouragement to families and youth to seek assistance from community health clinics
- Provide access to DNA paternity testing

Social/Behavioral Services

<i>Service by Domain</i>	<i>Services Delivered by Probation</i>	<i>Services Provided by Probation Partners</i>	<i>Referrals to Community Based Organizations by Probation (No Contract)</i>	<i>Is this an Evidence-Based Program or Practice?</i>
Aggression Replacement Training (ART)		X		X
Anger Management		X	X	
AWARE Sports Program	X (Camp)			
Camp Extracurricular Programs	X (Camp)	X		
Cognitive Behavioral Therapy (CBT)		X		X
Creative Expression Programs (e.g., InsideOUT Writers)		X	X	
CSEC Mentoring (e.g., Saving Innocence)		X	X	
Dialectical Behavior Therapy (DBT)	X (Dorothy Kirby Center)	X		X
Gang Intervention		X	X	
Gang Prevention		X	X	
Gender Specific Services		X	X	
Life Skills		X	X	
Mentoring		X	X	
Restorative Justice Programs		X	X	
Small Group Intervention	X (Camp)	X		
Special Immigrant Juvenile Status (SIJS)		X	X	
Tattoo Removal		X		
Teen Parenting Education		X	X	

GAPS AND CHALLENGES IN SOCIAL/BEHAVIORAL SERVICES

- Provide access to legal documents (e.g. legal identification)
- Provide programming focused on:
 - physical well-being and nutrition (e.g., Girls health care)
 - self-regulation and distress tolerance
 - Relationships skills with family, peers, and adults/mentors
 - teen violence programs and domestic violence counseling for parents
 - emotional and social-emotional intelligence and self-regulation
 - interpersonal skills/pro-social skill-building/problem solving and decision-making
 - leadership and community skills
 - reducing embeddedness to delinquent peers and gangs
- Offer cognitive behavioral therapy for youth on community supervision
- Establish foster youth liaisons
- Provide awareness training for youth involved in commercial sexual exploitation (CSEC)
- Provide access to:
 - restorative justice programs
 - developmentally disabilities services
 - LGBTQ services
 - transformative justice circles

Independent Living/Housing Services

<i>Service by Domain</i>	<i>Services Delivered by Probation</i>	<i>Services Provided by Probation Partners</i>	<i>Referrals to Community Based Organizations by Probation (No Contract)</i>	<i>Is this an Evidence-Based Program or Practice?</i>
Independent Living Program (ILP)		X	X	
Transitional Housing		X	X	

GAPS AND CHALLENGES IN INDEPENDENT LIVING/HOUSING SERVICES

- Provide housing assistance for all youth under Probation supervision
- Provide housing support for youth returning from Department of Juvenile Justice institutions
- Provide alternative housing for youth who cannot return home, expand family finding efforts

Additional Challenges and/or Gaps in Services

- | | |
|--|---|
| <ul style="list-style-type: none">• Limited pre-adjudication services• Limited integration of graduated sanctions and rewards• Difficulty accessing services• Limited reentry support (“soft handoff” of youth to someone in the community) | <ul style="list-style-type: none">• Limited access to quality providers• Limited matching between risks/needs and appropriate service referrals• Limited tools to help make service connections for Probation Officers• Limited use of evidence-based services |
|--|---|

TASK

4

**PROPOSED REFERRAL
SYSTEM FOR ACCESSING COUNTY AND
COMMUNITY BASED ORGANIZATION (CBO)
SERVICES**

PROPOSED REFERRAL PROCESS FOR ACCESSING SERVICES FOR PROBATION INVOLVED YOUTH

The focus of Task 4 was to develop a seamless referral system for accessing appropriate County and community-based services in a timely manner. In this chapter, we provide a review of how Probation currently makes referrals and make detailed recommendations on how to improve the process. *The Probation Workgroup recommendation for this task is to prioritize the development and implementation of a referral system to ensure (1) appropriate access to the services families and youth need to be successful, and (2) the collection of data to understand what services are available, how many are being used, and their impact with families and youth who are referred to them.*

This chapter begins with an overview of the current referral process and then transitions to a proposed process that would greatly improve Probation's ability to connect families and youth to appropriate services and document this activity to create a feedback loop necessary to improve practice moving forward.

Probations Current Service Referral System

Currently, the Probation Department has two methods of connecting clients to services. First, Deputy Probation Officers (DPOs) can send a referral to the Prospective Authorization Utilization and Review (PAUR) to request access to services contracted and paid for by Probation (e.g., Family Functional Therapy). Secondly, DPOs can refer clients directly to a provider for assessment and services without contacting the PAUR Unit. Referrals through the PAUR unit will be recorded in the Probation Case Management System as a matter of process, but direct referrals to services from a DPO will only be recorded if the DPO enters the data into PCMS. Based on previous studies completed for Probation, PCMS does not have complete or consistent information on service referrals or outcomes for those services.

In theory, appropriate services should be identified based on the results of the agency's risk assessment tool, the Los Angeles Risk and Resiliency Checklist (LARRC). Best practices would dictate that the LARRC should be used in regular intervals to assess change and modify the case/service plan for clients. This process would include regular reporting of client progress on goals in PCMS by both the supervising DPO and the service provider. A review of both paper case files and PCMS for evidence of this process and client progress, however, reveals no consistent recording of this information and a great deal of missing information in PCMS. Narrative case notes within PCMS contain descriptions of client progress, but they are not recorded in a way that is analyzable.

Each of these issues represents critical shortcomings in the referral process, making it impossible to provide accurate and comprehensive data on the number of services clients receive; the type of services clients receives; and the impact of those services on behaviors over time. All three of data points, however, are pillars in the use of juvenile justice best practices and evidence-based programming nationwide.

The purpose of this the Probation Workgroup Task 4 is to address these issues by proposing a new approach to service referrals for probation-involved youth. This process is offered as a starting point for discussion since there will be many bureaucratic and process related hurdles to identify and overcome before such a system can be implemented. This process or an adaptation of it, however, is absolutely essential to produce regular outcomes to assess effectiveness in order to improve the performance of Los Angeles County Juvenile Probation and the community-based organizations who serve probation-involved youth.

The Probation Workgroup's Proposed Referral Process

The proposed referral process is intended to be interdisciplinary and strength-based, focusing on positive reporting within and across agencies serving a probation-involved youth and their families. It is not driven by compliance principles nor is it intended to be a vehicle for punishment. Importantly, it is intended to align Probation's assessment and service provision procedures with best practices in the field; incorporate youth and family voice; create a transparent and accountable system; and most importantly, create an infrastructure to contribute positively to the well-being of youth, families, and communities. These practices, in fact, should be a successful implementation of a clear and well-built referral system will not only reduce the time spent on Probation supervision by youth but arguably it will use limited resources more efficiently and effectively.

Outlined below are the roles and responsibilities of all parties involved in the referral process, and *Figure 1* illustrates how the referral process should operate. To begin, the proposed referral process relies on Probation "Approved Providers" who will provide appropriate services to youth and regularly record data on youth progress in a database, and Probation clients could only receive services from Approved Providers to comply with court orders. A more detailed explanation of the Roles and Responsibilities and the referral process is provided below.

Role and Responsibilities of CBO Service Providers

All service providers who receive referrals from Probation and provide services to Probation-involved youth as a result of those referrals must be an "Approved Provider," regardless of whether the provider is paid by Probation for the services or not.³

³ Issues related to background checks of staff, insurance, etc. are not dealt with in this proposed process. It is expected these issues would be resolved when the process is discussed and developed further by Probation. We strongly encourage a close review of the barriers to contracts with smaller agencies as this could prevent collaboration with key partners in the communities that need services the most. Additionally, we believe some

Approved Providers are Community Based Organizations (CBO) providers who:

- ✓ can demonstrate experience and effectiveness in serving youth receiving prevention services (i.e., WIC 236) and Probation-involved youth at varying levels of risk;⁴
- ✓ can provide information on the population they are able to serve including (but not necessarily limited to): gender, race/ethnicity, age, risk level, areas/zip codes served;
- ✓ can provide information on the specific services they provide, frequency of contact, and their competency levels related to:
 - understanding of criminogenic risk and strengths-based programming;
 - delivering services to (but not necessarily limited to) youth with trauma histories, developmental disabilities, deficiencies that affect learning and education, substance abuse, and mental illness, and LGBTQ identity; and,
 - on-going training of staff.
- ✓ engaging both the youth and family effectively by
 - delivering culturally competent, gender appropriate, and inclusive programming with ongoing feedback from youth and families to assess and improve service delivery;
- ✓ utilize evidence-based practices and/or programs or, if applicable, can demonstrate that programming is aligned with best practices;
- ✓ utilize standardized or commonly used screening and assessment tools to match youth to appropriate treatments and/or develop treatment/programming plans;
- ✓ agree to align CBO services with the Probation juvenile case plan;
- ✓ participate regularly in Probation trainings;
- ✓ agree to regularly record and share core data elements (as defined by Probation) and designate staff responsible for data entry; and
- ✓ agree to County non-discrimination policy and federal confidentiality agreement.

Once a provider meets the “Approved Provider” criteria and signs an agreement with the Department of Probation, they must:⁵

- ✓ meet with and coordinate programming for youth and their families with the DPOs and stakeholders in the community;
- ✓ follow the case plan agreed to by the DPO, the youth and his/her family;
- ✓ provide ongoing communication to the DPO if programming changes;
- ✓ review background material received from probation;

process can be developed to accept a provider if they already met criteria from another County agency (e.g., Department of Mental Health).

⁴ Eventually, a standard of effectiveness should be met with measurable outcomes; however, at the beginning of this process, criteria to allow less quantitative evidence may be warranted due to a provider’s limited ability to produce evaluation results.

⁵ It is unclear whether this would be a Service Agreement or a Memorandum of Agreement. We defer the identification of current terminology to further discussions of the process.

- ✓ enter data consistently and accurately (no missing data) into a designated database to determine fidelity of the program;
- ✓ provide monthly reports to the DPO through the database; and
- ✓ demonstrate evidence of effectiveness with the target population with outcomes by the end of the first year of services.

Role and Responsibilities of Probation Administration

- Identify and mandate the consistent use of effective screening and assessment and on an on-going basis to ensure youth are appropriately matched to services—this should be done both initially to develop appropriate case plans and monitor progress over time.
- Build tools for family assessment and identify “Approved Providers” that build on youth strengths and resiliency
- Develop Memorandums of Agreement/Service Agreements with “Approved Providers” and create a web-based, searchable database in which they are entered.
- Require all service referrals to be generated from the inventory of “Approved Providers”—build the searchable database of “Approved Providers” in PCMS or connect the two databases so DPOs have easy access. To the extent possible, connection between relevant agency databases should occur.
- Provide technical assistance to CBOs on the provision of services to probation-involved youth, how to become an “Approved Provider” and compliance with data reporting requirements.
- Monitor provider compliance in providing data through clear and consistent quality assurance processes.
- Monitor and regularly evaluate DPO performance/compliance with responsibilities and provide ongoing training, feedback, and remedial measures. Produce a feedback loop with “Approved Providers” to support on-going improvement of services.
- Produce regular (e.g., quarterly) data reports to providers and DPOs to establish and support an on-going feedback loop to inform practice (e.g., next steps for success).
- Publically disseminate regular data reports (i.e., annually) on the use and effectiveness of services.
- Utilize data produced on the fidelity and effectiveness of services to drive funding decisions—use funding to incentivize service providers to continuously improve their services.
- Facilitate and support service provider capacity to provide effective services over time by providing on-going training, oversight, feedback, and funding (when available).

Role and Responsibilities of Deputy Probation Officers (DPOs)

- Administer screening and assessment tools consistently and appropriately to determine the risks, needs, and strengths of a youth and his/her family initially to develop appropriate case plans and to monitor progress over time.

- Build and align youth plans based on the outcome of the screening and assessment tools and be aware of family dynamics, youth strengths, and needs
- Make referrals based on the case plan goals and refer only to “Approved Providers.”
- Provide readily available background information as needed to providers and comply with confidentiality
- Be an engaged partner with service providers in the delivery and monitoring of services—meet regularly with service providers and encourage local providers to become “Approved Providers.”
- Solicit feedback from youth and families to help improve and monitor service provision.
- Record updates on youth progress regularly and consistently into PCMS. (Figure 2 and 3 provides a system mockup demonstration that illustrates a case plan that tracks service referrals and progress updates).
- Reassess youth progress on regular intervals (e.g., every 6 months) to identify areas of success and continued challenges. Readjust youth case plan and services based on the reassessment.

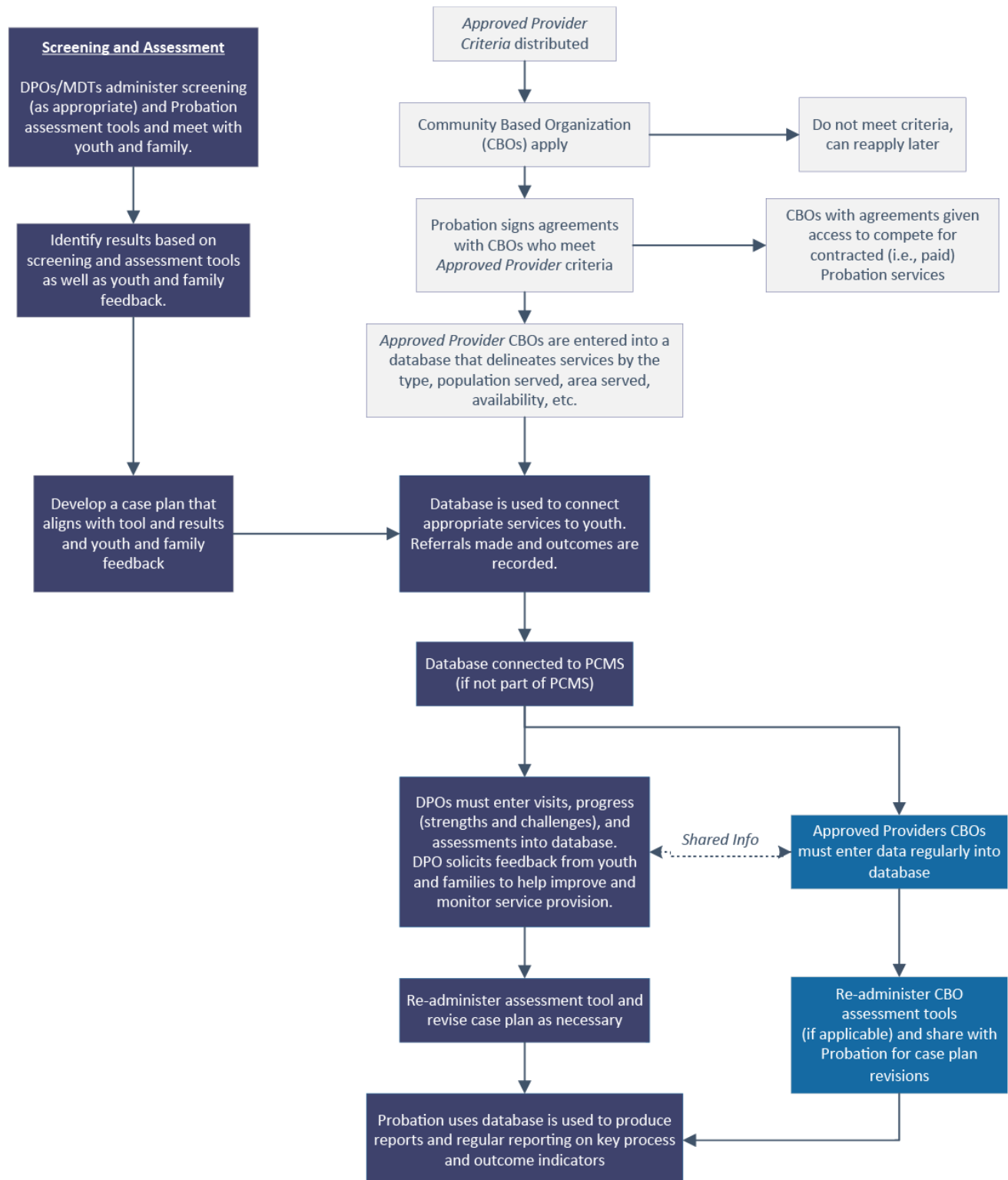
Figure 1. Proposed Referral Process for Accessing Services for Probation-Involved Youth*The Los Angeles County Probation Workgroup*

Figure 2 and 3. System Mockup Demonstration to Track Service Referrals

HOMECASELOAD

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P324875

ViewEdit

FIRST NAME: John
 LAST NAME: Doe
 DATE OF BIRTH: 08/21/1993
 DISPOSITION: 602 SP
 BUREAU/UNIT: [RBS](#)

[Add New Referral](#) | [Print Report](#)

Referral Tracking

Case Plan

BUREAU/UNIT: REENTRY: PROGRAM STATUS: [Filter](#)

Date of Referral	Referral ID	LARRC Factor	Bureau/Unit	Reentry	Program Status	Start Date	End Date
08/24/2016	Substance Abuse Counseling	Substance Use	RBS	No	Referred		
06/10/2016	Credit Recovery Program	Academic Engagement	RBS	No	Receiving Services	08/01/2016	

LARRC Summary

- Substance Abuse
- Delinquent Behavior
- Academic Engagement
- Family Interactions
- Delinquent Affiliations
- Delinquent Orientation
- Self-Regulation
- Interpersonal Skills
- Social Isolation

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PDJ: [P324875](#)
 BUREAU/UNIT AT REFERRAL: [RBS](#)
 DATE OF REFERRAL: 06/10/2016
 DISPOSITION AT REFERRAL: 602 SP
 LOCATION OF YOUTH: Optimist Youth Homes & Family Services
 REFERRAL TO: LACOE

TARGET DOMAIN: Education
 LARRC FACTORS: Academic Engagement
 TYPE OF SERVICE: Credit Recovery Program
 PROVIDER NAME: SEA Charter High
 GOAL: To increase youth credits
 PAUR REFERRAL: No
 REENTRY REFERRAL: No

[Add Update](#)

Update Referral

Date Posted	Disposition	Updated By	Update Status	Family Attendance	Start Date	End Date	Notes
08/24/2016	602 SP	RBS	Receiving Services	Father			Father attended first session.
08/21/2016	602 SP	RBS	Began Services		08/01/2016		

DHerz & KChan. 2016. The Los Angeles County Probation Workgroup.
 System Mockup Demonstration to Track Service Referrals for Probation Youth.

TASK

5/6

**KEY OUTCOMES & PLAN
FOR ESTABLISHING PROBATION BASED
RESEARCH UNIT**

A BLUEPRINT FOR A JUVENILE JUSTICE RESEARCH AGENDA

In response to Tasks 5 and 6, the Probation Workgroup combined their efforts to propose a conceptual and practical research and evaluation platform for Probation practice in Los Angeles County. This approach is directly connected to the Countywide Juvenile Justice Strategic Plan presented in Chapter 1. The mission and goals identified in the Strategic Plan lay the foundation for moving a data-driven juvenile justice system approach forward. Ultimately, a system must be accountable to its mission and goals through the collection of data and the production of objective, rigorous research and evaluation. Research and evaluation, in turn, not only holds systems accountable for their work but creates critical feedback loops intended to continuously and meaningfully improve practices and policies.

The original language for Tasks 5 and 6 directed the Workgroup to produce a list of outcomes and a plan for a Probation Research Unit; however, the Los Angeles County Probation Department has been working simultaneously on a plan for its Research Unit and a research agenda. In an attempt not to duplicate these efforts, the Probation Workgroup used this opportunity to propose a research agenda to augment rather than replace the work currently underway at Probation. It is our hope that these suggestions will be incorporated into the Department's final decisions related to how the Probation Research and Evaluation Unit will be structured; how it will operate; and how it will be integrated into daily operations at all levels.

The purpose of the proposed research agenda is to highlight critical areas that must be measured and assessed over time to build effective juvenile justice practices and policies in Los Angeles County. Best practices in juvenile justice require the use of data to ensure system transparency, accountability and data-driven decision-making. Juvenile justice systems should, at a minimum, be able to document its population and their characteristics and determine what practices and programs are working or not working and why. Specifically, data should be used to inform practice so that the overarching goals and objectives are tied to outcomes that measure improved well-being as well as the reduction of problem behaviors over time.

The recommendations made in this chapter are intended to be a starting point for discussion. Producing meaningful research and evaluation is an on-going conversation that connects the goals and objectives of practice to the impact of practice. This is an iterative process rather than a static one. Thus, a strong commitment to research and evaluation must be demonstrated through (1) the dedication of adequate resources, (2) strong leadership by trained researchers/evaluators, (3) partnership with external researchers/evaluators, and (4)

placing a priority on the role research and evaluation findings play making and evaluating Probation decisions.

Recommendations for these tasks are broken into four interrelated components necessary to build and support a viable research and evaluation platform.

1. Build a strong data infrastructure that is aligned with and facilitates Probation practice.
2. Capture key data points related to system operations in order to monitor system activity as well as forecast and evaluate system activity over time.
3. Capture data to document the quality and quantity of practices and services delivered by Probation.
4. Capture data to produce outcomes that evaluate Probation practices and services.

Each of these critical components is described in more detail below.

Data Infrastructure

An essential tool for building a research and evaluation platform is the availability of a data system that aligns and facilitates Probation practice (i.e., case management of clients) on a daily basis. Currently, the data infrastructure for juvenile justice in Los Angeles County is insufficient to produce outcomes and research findings on a regular and timely (e.g., quarterly or yearly) basis (see Herz et al., 2015 for a description of current data systems; see also the *Juvenile Justice Data Working Group Report*, 2015 for a discussion of similar issues at the state level). Probation maintains a web-based information system, but it is limited in its use to connect with other agencies and the extent to which it (1) aligns with Probation practice and (2) captures important information in a way that is extractable and measurable (see a more detailed review of Probation's information system in Herz et al., 2015). The majority of information related to a youth and his/her progress, for example, is contained in a narrative commonly referred to as "case notes." This information is typically dense and useful but its format is severely limited. It cannot be extracted and analyzed consistently due to its narrative format. While the current system may have the ability to provide the infrastructure needed to produce insightful and regular outcomes, doing so would require a major reprogramming of the system. To that end, the following recommendations are provided to drive the development of a better system:

Probation's data system should be a dynamic, flexible, and adaptable web-based platform that interfaces with other systems and supports direct data entry by community-based providers serving Probation-involved youth. Additionally, Probation's information system should:

- *Align with Probation practice, facilitating case management rather than detracting from it (i.e., additional paperwork with little to no relevance to the interactions with the supervised youth).*

- *Be centralized around the use of a validated risk and needs tool that drives the development of case plans and youth goals.*
- *Whenever possible, capture information using drop-down menus instead of documenting everything in case notes. Case narratives should only be used to augment key information collected in an objective way.*
- *The use of the data system should be mandated for all client decisions and supervision. It should be built to facilitate consistent and accurate data entry through ease of use and regular training should be given to all probation officers.*
- *Provide access to a referral system (see the proposed referral system described in Task 4). In other words, Probation's information system should house a database of services available for Probation-involved youth which includes (but is not necessarily limited to) the type of services offered, the service areas served, and the population served (including risk assessment levels and exclusionary criteria) in order to streamline the referral of services that align with the youth's case plan.*
- *Produce regular reports (e.g., daily, monthly, etc.) to guide meaningful oversight and supervision of case management and to provide a regular feedback loop to impact practice on a real-time basis.*

Probation Research and Evaluation Unit

The information system alone will not make the Los Angeles County Probation Department a more effective and productive organization. The Probation Research and Evaluation Unit should produce regular reports to directors and managers and work with them to integrate data into regular (e.g., weekly) progress reports for staff. Additionally, the Probation Research and Evaluation Unit should produce quarterly and/or annual reports that summarize the population served by probation and key characteristics and outcomes related to this population. Ideally, the Probation Research and Evaluation Unit would develop a web-based system that allows for real time report generation on a wide range of process and outcome related questions similar to other states such as Florida and Georgia (see Herz et al. 2015 for further discussion of jurisdictions and states with innovative and transparent data platforms).

Equally important to a strong data infrastructure is having an internal Probation Research and Evaluation Unit with strong leadership and comprised of juvenile justice subject matter experts and statistical analysts. Critical to the overall success of this unit is having partnerships with external researchers from local universities and independent research organizations who specialize in various juvenile justice issues. Partnerships with external researchers and juvenile justice experts are important because they can bring objectivity and credibility to the research produced by leading the research, providing technical assistance, and/or providing a peer review of the work completed internally. They can also bring other data resources to augment

the data extracted from information systems. Specifically, to execute a robust research and evaluation agenda, a variety of data sources must be utilized including:

- Probation Case Management System (PCMS) and individual youth Probation case files
- Other agency (County agencies and community-based organizations) and school systems data
- Self-report perception surveys and/or interviews with youth and parents/caregivers
- Probation officer focus groups at all levels (e.g., the deputy probation officers [DPOs] of record, supervising DPOs, and Probation management)
- Service providers' feedback and information sharing

By expanding the use of data sources beyond one information system, Probation can capitalize on the expertise of external researchers to capture the experiences and perceptions of those impacted by programming; match data across agencies and conduct sophisticated statistical analyses that explore deeper questions such as the trajectories that lead to Probation involvement and the impact of programming over the long term.

Integrated Data Systems

An effective data infrastructure to support prevention and intervention with delinquency is two-pronged. Not only does the Probation Department need to operate a well-built data system, but the County should invest in an integrated data system. As noted in the Countywide Juvenile Justice Strategic Plan, preventing delinquency from occurring and responding effectively when it occurs is a shared responsibility across a variety of stakeholders. The prevention process begins prior to birth and involves a wide array of a young person's life. Youth and families often experience a number of other problems and touch multiple social systems by the time they are involved in the Probation system. Thus, the most effective approach to both preventing and responding to delinquency is the use of integrated data systems that protect individual confidentiality. Although efforts are underway within the County Chief Executive Office Systems Integration Branch to integrate systems data, it is unclear how much progress has been made and whether adequate incentives and resources have been given to County agencies to work on developing such a platform. Currently, the extent to which Probation is integrated with other critical systems (e.g., the Department of Children and Family Services; the Department of Mental Health; Department of Public Health; and school systems) is minimal.

Data Critical to a Comprehensive Probation Research Agenda

Important Reporting Parameters for Probation Data

As mentioned above, three interrelated types of data are necessary to capture all aspects of Probation practice. Before reviewing each type of data, it is important to outline the parameters that apply to how they are analyzed and reported. Each of the approaches below are cross-cutting and have applicability to various types of data and research questions.

Timing: Data should be reported on a regular basis (e.g., quarterly or annually) and it should be presented in a way that compares the current time period to earlier time periods in order to identify any patterns of change over time. The following time points are offered as examples:

- Quarterly reporting periods up through one year
- The most current year in the aggregate (e.g., January 1, 2016-December 31, 2016)
- The previous three calendar years by year
- Five years prior to the current year
- Ten years prior to the current year

Demographics: Demographics are critical to understanding the extent to which a system has disproportionate minority contact and to identify specific patterns related to gender. Thus, whenever possible data and analysis should be broken down by:

- Gender
- Race/ethnicity
- Age
- Residential zip code

Agency-Based Information: Descriptive data is instrumental to informing internal policy decisions and to assess patterns and trends in order to deploy resources more effectively. A starting point of data points necessary for this purpose include looking at measures across

- Probation area offices
- Los Angeles County Service Planning Areas
- Los Angeles County Supervisorial Districts
- Cities

Next, we turn to a description of key measures for each type of data needed to implement a comprehensive research agenda in juvenile justice practice for the Los Angeles County Probation Department.

1. Data to Document and Monitor System Decisions and Operations

Data documenting decision-making and operations are the “backbone” of juvenile justice data because they provide feedback to juvenile justice personnel (both senior leadership and line staff), policymakers, and the general public. These data should capture all arrests/referrals that come into the juvenile justice system, characteristics of the population served (i.e., demographics and current charges at a minimum), and the processing decisions related to these referrals beginning at arrest and ending with case dismissal or termination. At its core, this information is used to monitor system decision-making and operations; however, over time, these data also provide a measure of progress (e.g., reduced over representation of children of color). This information is critical – without it, no other meaningful questions related to the effectiveness of the juvenile justice system can be answered.

Key Descriptive Data Measures (see # for a visual depiction of the Probation referral and decision-making process)

1. Number of Probation Referrals

- # of WIC 236 (prevention) cases
- # of new referrals to the probation system
- # of referrals subject to 652 consideration
- # of new referrals taken to juvenile hall for intake
- # of juvenile hall intakes detained at juvenile hall

2. Processing Outcomes

- # of new referrals who received no action
- # of new referrals who received informal diversion, teen court, or other informal diversion (WIC 654)
- # of referrals sent to DA
- # of new petitions DA filed in the court

3. Dispositional Court Outcomes

- # of petitions dismissed in interests of justice
- # of petitions dismissed as part of a plea agreement
- # of petitions found untrue at adjudication
- # of petitioned referrals that received a WIC 654.2 outcome
- # of petitioned referrals that received a WIC 725(a) outcome
- # of petitioned referrals that received a WIC 790/Deferred Entry of Judgment outcome
- # of petitioned referrals that received a WIC 602-Home on Probation outcome

- # of petitioned referrals that received a WIC 602-Suitable Placement outcome
- # of petitioned referrals that received a WIC 602-Camp Community Placement outcome
- # of petitioned referrals that received a WIC 602-Department of Juvenile Justice outcome
- # of petitioned referrals that received a WIC 300/654.2 outcome
- # of petitioned referrals that received a WIC 300/725(a) outcome
- # of petitioned referrals that received a WIC 300/790/ Deferred Entry of Judgment outcome
- # of petitioned referrals that received a WIC 300/602-Home on Probation outcome (by Lead Agency)
- # of petitioned referrals that received a WIC 300/602-Suitable Placement outcome (by Lead Agency)
- # of petitioned referrals that received a WIC 300/602-Camp Community Placement outcome (by Lead Agency)

4. Characteristics of Youth Under Probation Supervision

- Youth Living Situation
 - Parent/Legal Guardian v. relative v. foster home v. group home v. all other
 - Primary language at home
- Special Populations
 - Crossover/dually-involved youth
 - Commercially sexually exploited children
 - Gang-involved youth
 - Developmentally disabled youth
 - LGBTQ and nonconforming gender identity
 - Youth who are and/or become parents
 - Transitional age youth without family/caretakers/support systems
 - Indian Child Welfare Act (ICWA) eligible youth
 - Juvenile sex offenders
 - Youth/families on public assistance
- Youth Behavioral Health Characteristics Based on Screening and Assessment Tool Outcomes
 - Immediate mental health crisis/risk need
 - Mental health concerns
 - Substance misuse/abuse
 - Receiving psychotropic medication
- Youth Risk Level
 - Overall Risk level

- Risk and Need Domain Levels
- Protective Factor Domain Levels
- Youth/Family Previous Contact with Other Systems
 - Contact with the Department of Children and Family Services
 - Contact with the Department of Mental Health
 - Contact with the Department of Public Social Services
 - Contact with the Department of Public Health (for substance abuse services)
 - Contact with the Workforce Development Community
 - Contact with Aging Services (formally known as Community and Senior Services)
- Youth Educational Characteristics
 - School enrollment and grade level
 - Irregular school transitions
 - IEP eligible but not receiving special education services yet
 - IEP eligible and receiving special education services
 - High school credits and graduations
 - Suspensions/Expulsions

2. Data to Measure the Quality and Quantity of Services

In addition to documenting the number and types of youth who enter the Probation system, it is important to capture and report the nature of the work done with Probation clients. Such measures are often reported as part of a process evaluation—in other words, what is the quantity and quality of services received by Probation youth and their families. This section outlines, as a starting point, critical measures to better understand what Probation and its community partners are doing. These questions, in turn, lay the foundation for evaluative questions related to overall system effectiveness.

Probation Practice

- Successful completion rates for supervision
- Average length of time under supervision and in specific Probation programming
- Average length of detention in juvenile hall pending disposition or post-disposition awaiting placement or camp
- Factors related to the increase or decrease of length of time under supervision
- Level and type of interaction and contact between supervising probation officers and their clients
- Relationship between the use of a validated risk and needs tool, case plan goals, and referred/completed services
- Relationship between risk and needs identified by a validated tool and the services received

- Relationship between services, supervision, and achieving case plan goals
- Amount and type of service delivery for youth in placements
- Continuity of services once youth leave placements and reentry the community
- Level of coordination between agencies (e.g., Probation, the Department of Children and Family Services, and the Department of Mental Health)
- Strengths and challenges related to interagency collaboration

Program Delivery by Community-Based Agencies

- Types of programs accessed by clients
- Successful completion rates for programs
- Average length of time in programs
- Retention rates for programs
- Fidelity of service delivery across programs
- Average time between service referral and provision of services
- Cultural competency of programs (including gender specific programs)

Youth and Family Engagement and Experiences

- Extent to which youth and family felt they understood the juvenile justice process
- Extent to which youth and family were satisfied with their experience in the juvenile justice system
- Extent to which youth and family found their experiences with Probation and community-based providers helpful or not helpful

3. Data to Evaluate Practices and Programming

For evaluation, youth are tracked relative to the services they receive and specific outcomes related to those services are measured. This aligns with an evidence-based programs approach. Program evaluation helps jurisdictions determine whether they are investing in the right programs, implementing these programs consistently and well, employing resources successfully, and using cost-effective and successful interventions.

Data collected for program evaluation requires enough detail at the individual level to parse out the impact of a specific intervention (as well as program level-information around implementation and fidelity to the model. Although the threshold for the quantity and quality of data is high for the evaluation of programs, jurisdictions that build their data infrastructure to collect basic system data and meaningful individual data have the basics necessary to accomplish this level of data collection and analysis.

Targets for Measuring Effectiveness

The core focus of this section of data collection and analysis is to assess effectiveness. In other words, are practices/programs working? If so, why are they working? If not, why aren't they working? Who are they working for? How can practices and/or services be improved? The definition of success and progress depends on the mission and goals of the practice; however, emphasis should be placed on improved well-being measures. Often these measures are given less attention than recidivism measures, but personal well-being and stability are intimately connected to whether one recidivates or not. Consequently, equal if not more attention should be placed on improvements in well-being and stability.

Identifying important outcomes to measure progress is an on-going discussion between Probation and its partners, but we offer a list as a starting point for these discussions. We recommend that these measures be applied to all Probation programming, including but not necessarily limited to:

- Diversion programming
- Disposition outcomes for petitioned cases
- The type and level of supervision contact with youth and families (e.g., across Probation units)
- The level of contact and type of relationships built between probation officers and supervised youth and their families
- The relationship between validated assessment tools, case plan goals and services, and received services
- Specific services/programs received by youth and families—by type of programming and by provider

Key Outcomes to Measure

Improvement in Protective Factors—Individual and Family Strengths

- Change in protective/strength assessment scores
 - Overall strength score
 - By strength domain scores
- Change in overall stability
 - Stable living situation
 - Stable educational plan
 - Enrollment in school
 - Improvement in attendance
 - Improvement in performance

- Improved behavior at school
- Access to an IEP
- School progressions (increase in credits, graduation, GED)
- Economic stability (e.g., employment for older youth)
- Increase in positive, supportive family relationships
- Connection to positive, supportive adults
- Connection to positive, extracurricular activities
- Connection to employment

Reduction in Risk and Need Factors

- Risk/need assessment scores
 - Overall risk scores
 - By risk/need domain scores
- Decreased family conflict
- Decreased substance misuse/abuse
- Decreased mental health stress
- Access to basic legal documents needed for employment

Supervision Success

- Completion of probation
- Completion of community service
- Completion of restitution
- Probation violations and whether sustained (WIC 777—e.g., violations related to school, drugs)

Recidivism

- New camp/DJJ placements
- New arrests
 - While on probation
 - Within 6 months after completion of probation supervision
 - Within 1 year after the completion of probation supervision
 - Time to new arrest
- Sustained petitions
 - While on probation
 - Within 6 months after completion of probation supervision
 - Within 1 year after the completion of probation supervision

Conclusion

In sum, to implement the type of research agenda presented here, key partners in Los Angeles County agencies, including Probation, will need to undergo a cultural change in which data-driven practice is prioritized and supported through the allocation of resources and effective leadership. It will be critically important for the Los Angeles County Probation Department to establish on-going communication with internal and external stakeholders to assure that both data and key decisions are shared among key partners and the community (see Chapter 1 for the Countywide Juvenile Justice Strategic Plan). It will need to disseminate available data consistently (i.e. quarterly, or at a minimum bi-annually), effectively, and in user-friendly forms (i.e., report cards) both to Probation staff and County partners, as well as to the public and external stakeholders who work with Probation and allied departments to improve policy and practice. Doing so is essential to engaging in data-driven decision-making and promoting accountability to its clients and to the community.

As mentioned in Chapter 1, interagency collaboration and internal research capacity combined with external research partnerships are essential to building a state of the art juvenile justice system. To reach this level, it is incumbent upon the Board of Supervisors, a Countywide body of key partners, and the Probation Department to use this report and others to develop a sustainability plan that includes the (1) analysis of available resources for implementation; (2) identification of potential opportunities to leverage investments among strategic partners; and (3) institutionalizing regular reporting based on rigorous research and evaluation methods. These efforts combined with establishing an organizational culture committed to best practice in juvenile justice and supporting that culture through on-going training, support, and accountability positions Los Angeles County to be a leader in delinquency prevention and intervention within the state and across the nation.

APPENDIX A: Delinquency Dispositions

(From Least Restrictive, to Most Restrictive)

1. Dismissal

- No Probation/Delinquency Court Intervention

INFORMAL PROBATION: Dual Supervision

2. 654.2 WIC

- Youth remains a 300 WIC Dependent (DCFS Lead Agency)
- Will be supervised by the Probation Dept. for 6 months – 1 yr.
- Does NOT require admission of charges in Court
- If at SCHOOL = there are exclusions
- 654.2 WIC fails = PROCEED TO ADJUDICATION

3. 725(a) WIC

- Youth remains a 300 WIC Dependent (DCFS Lead Agency)
- Will be supervised informally by the Probation Dept. for 6 months only.
- Requires an admission of the offense in court.
- Should be considered for any youth who has failed or is unlikely to succeed at 654 or 654.2 WIC. Those who failed 654 or 654.2 WIC may also disqualify youth for 725(a) WIC.
- 725(a) WIC fails = PROCEED TO DISPOSITION = 602 WIC HOP, S/P, CCP, OR DJJ

4. 790 WIC - Deferred Entry of Judgment

- Youth remains a 300 WIC Dependent (DCFS Lead Agency)
- Will be supervised by the Probation Dept. for a minimum of 1yr and up to 3 yrs.
- Requires an admission of the offense in court
- Cannot be considered in certain extremely serious offenses (707b WIC)
- 790 WIC fails = JUDGMENT ENTERED = DISPOSITION 602 WIC HOP, S/P, CCP, OR DJJ

FORMAL PROBATION: DUAL STATUS

5. 300/602 WIC - Home on Probation / Home of Parent

- Minor is declared a Ward of Delinquency Court, but retains their 300 WIC status in Dependency Court
- All department guidelines regarding supervision remain in place.

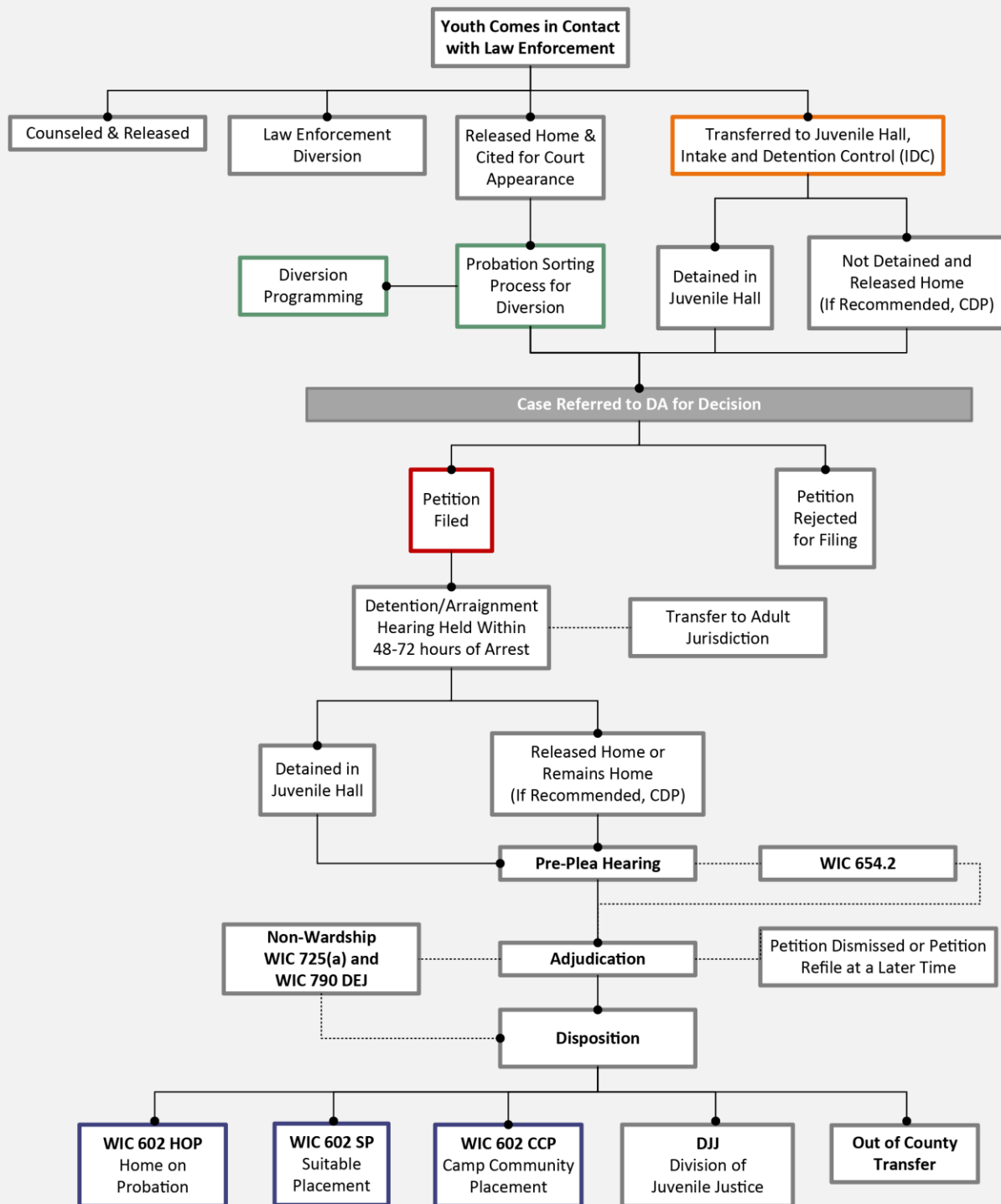
- Must designate a Lead Agency (DCFS or Probation)
6. 300/602 WIC - Suitable Placement - (DCFS I Probation Lead)
 - Minor is declared a Ward of Delinquency Court, but retains their 300 WIC status in Dependency Court
 - All Department guidelines regarding supervision remain in place
 - Must designate a Lead Agency
 - Lead Agency responsible for physical placement and most treatment services
 7. 300/602 WIC - Camp Community Placement - (Probation Lead)
 - Minor declared a Ward of the Delinquency Court, but retains their 300 WIC status in Dependency Court
 - All Department guidelines regarding supervision remain in place
 8. 602 WIC - D.J.J. (Department of Juvenile Justice)
 - Minor declared a Ward of the Delinquency Court: Dependency Court terminates jurisdiction
 - Can only be considered if the youth is charged with a 707b offense and must be approved by Probation Department Screening Committee and Director.

APPENDIX B: Juvenile Justice Flowcharts

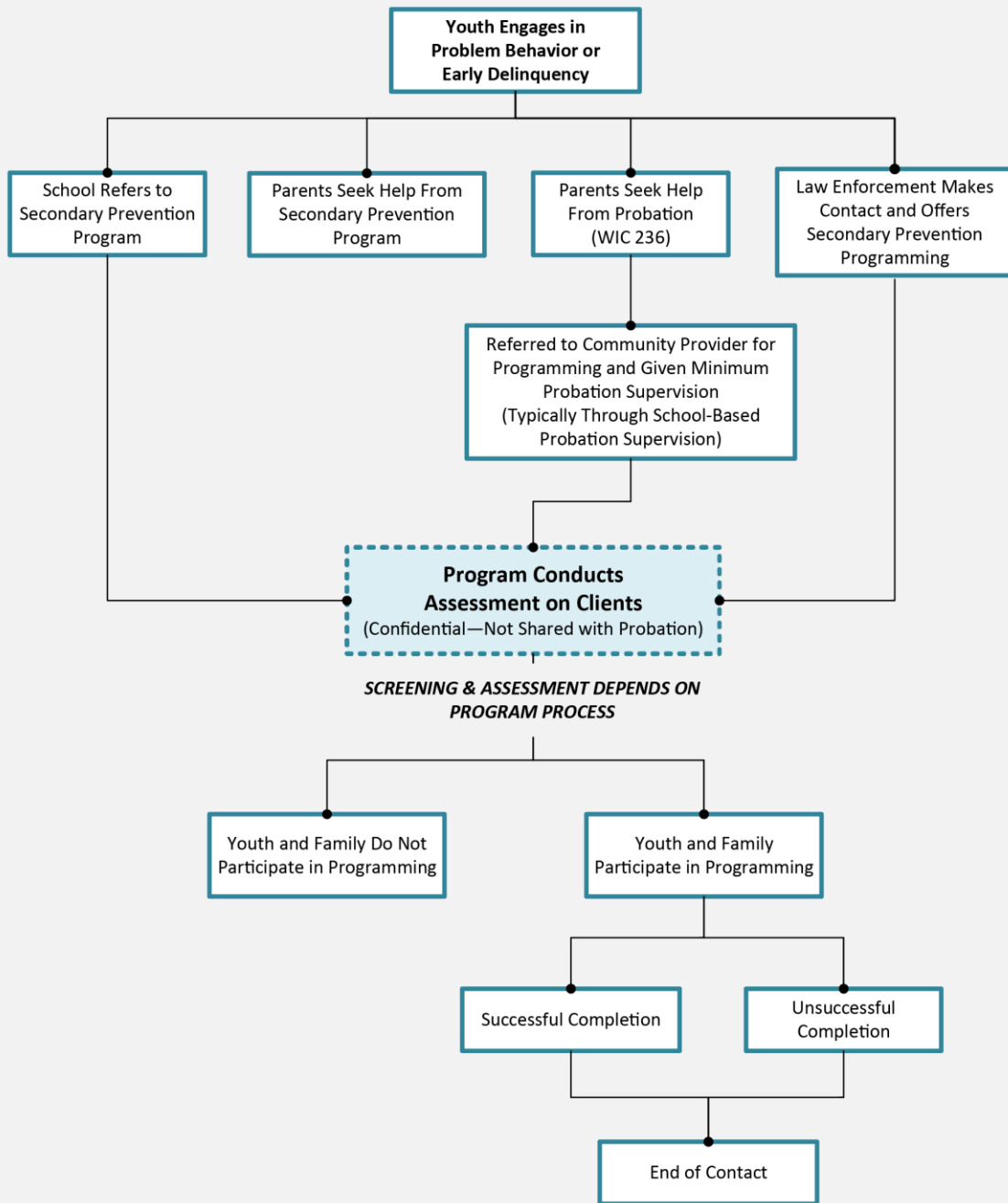
The next page is an overview of the Los Angeles County Juvenile Justice decision-making process. Subsequently, the following pages identifies the use of screening and assessment tools at these stages:

- In Secondary Prevention
- Juvenile Hall Detention
- Probation Sorting Process (Diversion)
- Cases Petitioned to Court
- Formal Probation Supervision
 - WIC 602 Home on Probation
 - WIC 602 Suitable Placement
 - WIC 602 Camp Community Placement

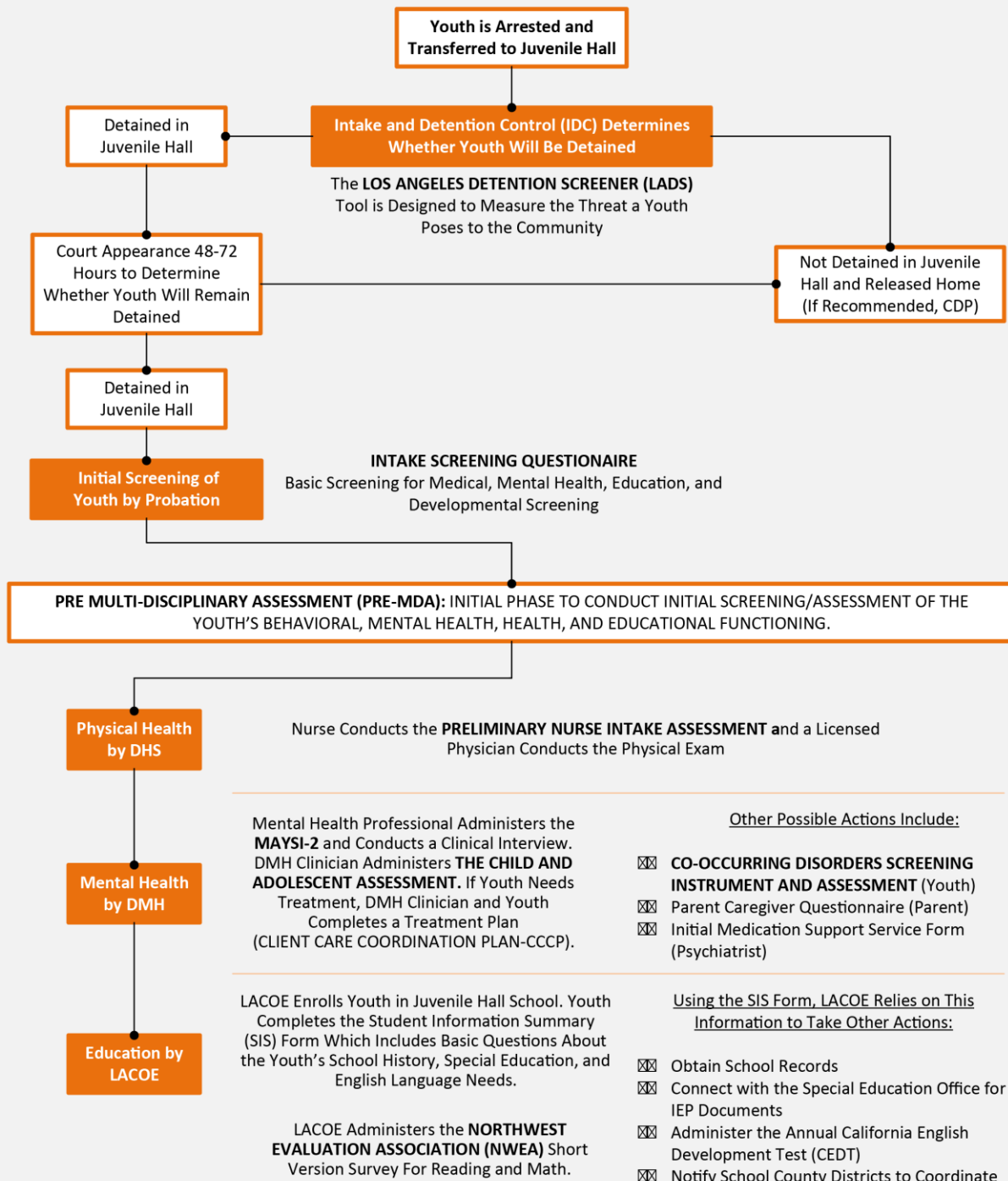
OVERVIEW OF THE LOS ANGELES JUVENILE JUSTICE DECISION MAKING PROCESS



USE OF SCREENING AND ASSESSMENT TOOLS IN SECONDARY PREVENTION

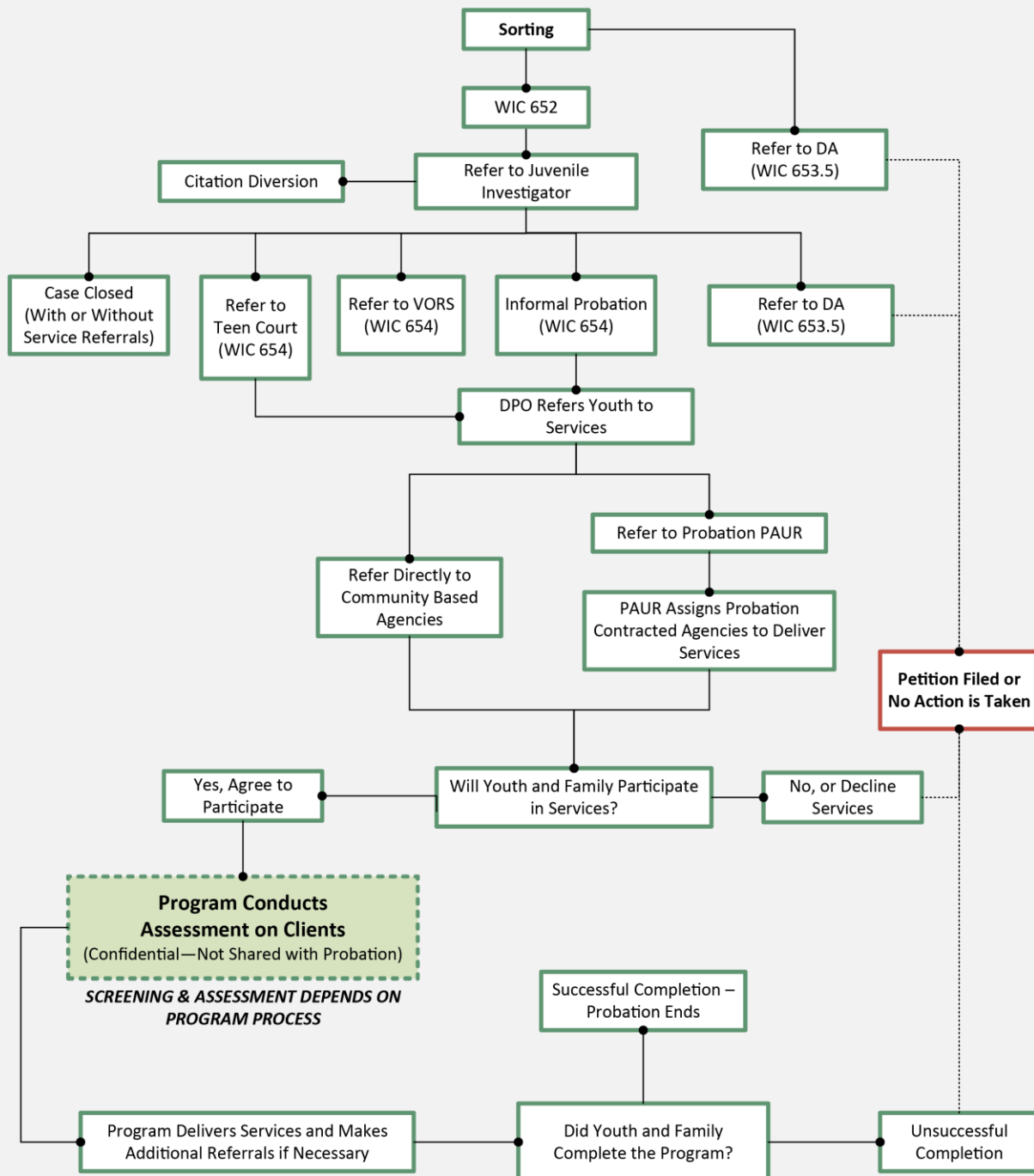


USE OF SCREENING AND ASSESSMENT TOOLS IN JUVENILE HALL DETENTION

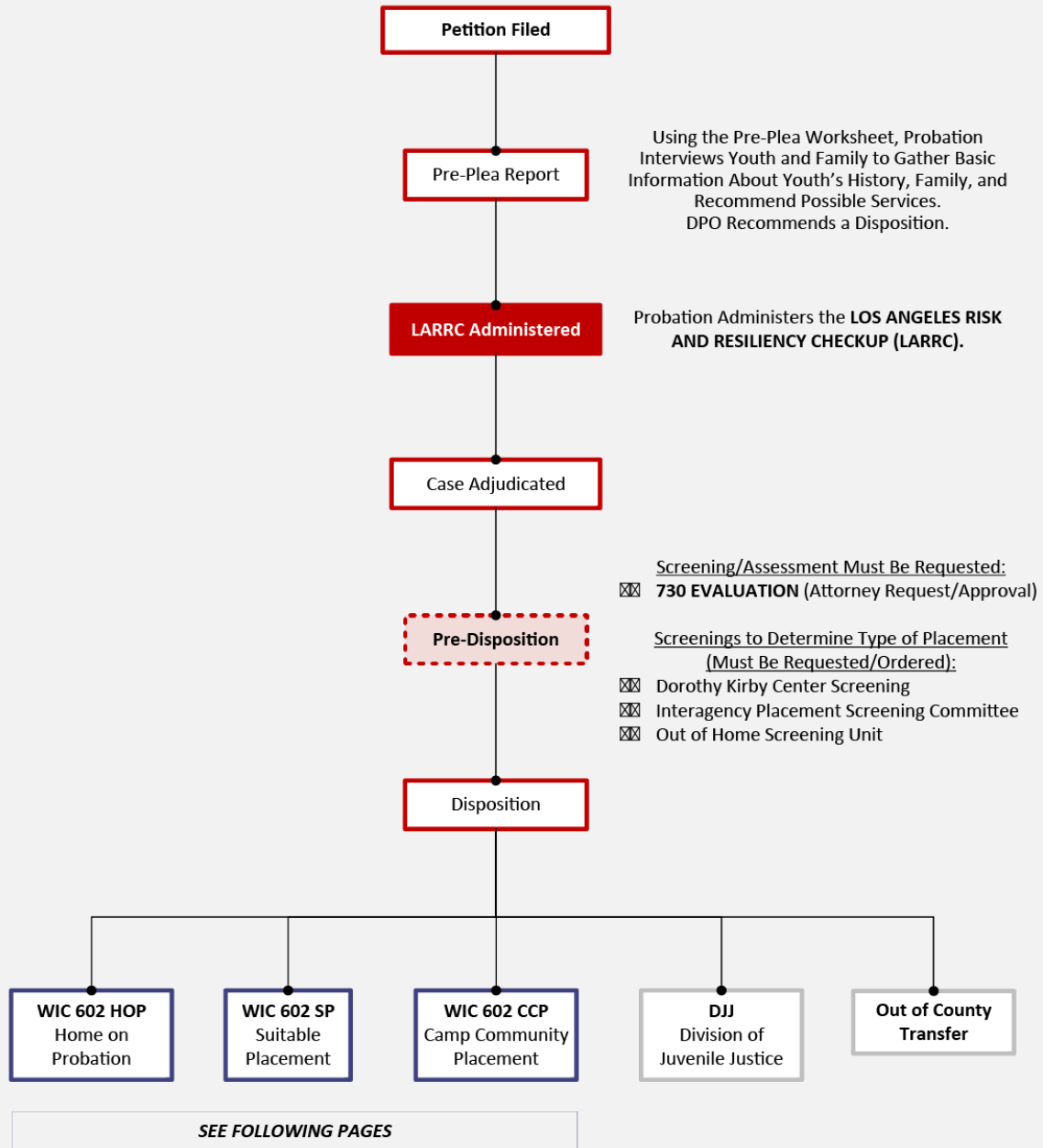


* LAUSD is Co-Located in the Courts: Youth Can Be Referred to PSA Counselors Who Will Work With the Youth and Family To Place Youth in School in the Community. The **COMPREHENSIVE ACADEMIC ASSESSMENT (CAA)** is Administered.

USE OF SCREENING AND ASSESSMENT TOOLS IN THE PROBATION SORTING PROCESS (DIVERSION)



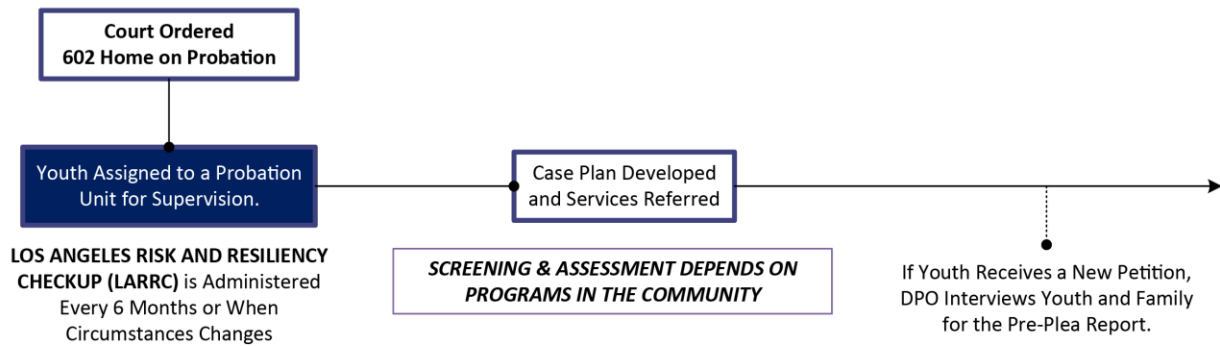
USE OF SCREENING AND ASSESSMENT TOOLS IN CASES PETITIONED TO COURT



USE OF SCREENING AND ASSESSMENT TOOLS IN FORMAL PROBATION SUPERVISION

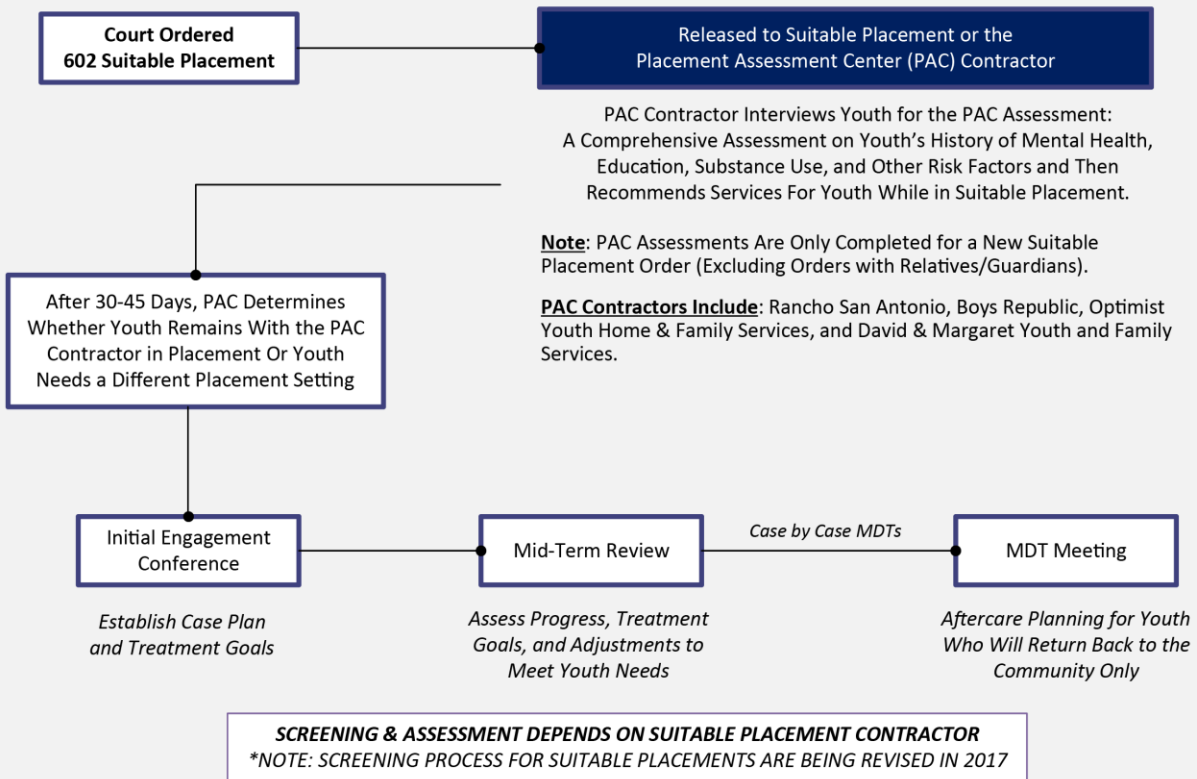


HOME ON PROBATION



**PROBATION UNITS INCLUDE: REGULAR SUPERVISION - SCHOOL-BASED SUPERVISION - 241.1 DUAL SUPERVISION UNIT - CHILD TRAFFICKING UNIT - INTENSIVE GANG PROGRAM SUPERVISION - PLACEMENT COMMUNITY TRANSITION PROGRAM - CAMP COMMUNITY TRANSITION PROGRAM*

SUITABLE PLACEMENT



USE OF SCREENING AND ASSESSMENT TOOLS IN FORMAL PROBATION SUPERVISION



CAMP COMMUNITY PLACEMENT

