



## LOS ANGELES COUNTY PROBATION



The Los Angeles (LA) Model at Campus Kilpatrick is a small-group treatment model that is youth-centered and embodies a culture of care rather than a culture of control. This approach is supported by research conclusively demonstrating a direct correlation between deeply rehabilitative juvenile justice interventions that improve public safety.

The model's central framework relies on all campus staff including Probation, Los Angeles County of Education (LACOE), and Mental Health to coordinate and deliver a range of integrated services that collectively aim to cultivate opportunities for growth and healing while promoting personal autonomy and responsibility. This model includes intensive case planning that is coordinated, collaborative, and includes input from youth, family, probation, school/education, health, mental health, and, when appropriate, additional service providers or stakeholders. All programming elements, though diverse, are engaging and meaningful for youth and staff with a focus on skill-building, self-regulation, and overall mental and physical wellbeing. The therapeutic environment permeates ALL aspects of

the campus experience – including all daily and nighttime activities – and is consistently upheld and reinforced by youth and all staff. In addition, the program takes advantage of every opportunity to provide all participants with choice and autonomy.

There are some essential elements necessary in the foundation upon which evidence-based programming and skill-building activities are implemented at Campus Kilpatrick. This includes multi-disciplinary team planning with collaboration across agencies and at all levels. The programming must be engaging and meaningful for youth and staff with a focus on skill-building, mental health, healing, and personal growth, and include families and community as critical partners. Also the approach to programming must be individualized, strength-based and developmentally-appropriate, meeting youth where they are at in the process of change and focusing on empowerment, problem-solving, and the promotion of protective factors. Families are to be engaged early and often, treated with respect, and seen as partners in the treatment and aftercare process. Aftercare and reentry are the core drivers of case planning from the day of arrival in order to build a continuum of care and to support stability when back in the community. The small-group care model includes cohort consistency, a focus on relationships, homelike living spaces, and shared responsibility for daily activities, self-care and ordinary maintenance of shared spaces. Safety, both psychological and physical, is a priority for staff and youth and is promoted through a variety of positive mechanisms integrated into daily interactions and activities. Academic achievement and engagement are critical to each youth's program and input from education providers is a fundamental element of case and reentry planning.

Probation and all other staff are seen as mentors and are consistently integrated into program delivery. Support for staff mental health and wellness is seen as critical to the success of the LA Model. Data from the program is continuously collected and analyzed in order to drive decision-making, guide case planning, and evaluate implementation and effectiveness of activities/programs.

## SAN FRANCISCO COUNTY JUVENILE PROBATION



In the Fall of 2009, San Francisco was awarded the Department of Justice Second Chance Act grant to implement the Juvenile Collaborative Reentry Team (JCRT). The JCRT was an unprecedented collaboration between the Superior Court of California, the San Francisco Juvenile Probation Department, the Public Defender's Office and the Center on Juvenile and Criminal Justice (CJCJ) to provide coordinated and comprehensive reentry case planning and aftercare services for youth returning to the community from out-of-home placement. The program was expanded in 2013 to also include youth represented by the private bar and those committed to Log Cabin Ranch, thus creating the Juvenile Collaborative Reentry Unit (JCRU).

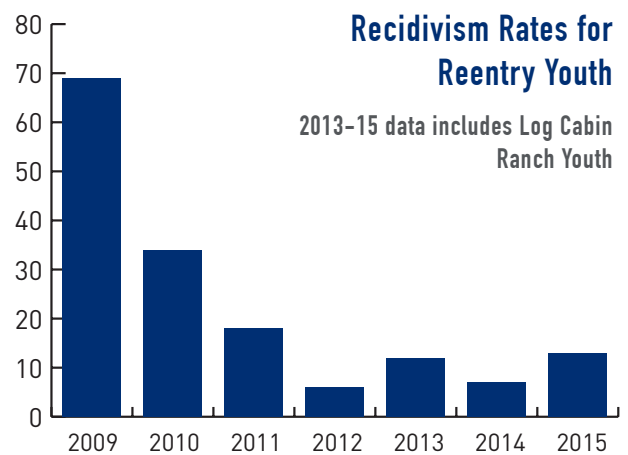
The model established a collaborative team approach in the development and implementation of reentry plans for youth. The team consists of a probation officer, attorney, social worker and the community case manager and works with a dedicated judge to ensure that youth are assisted in a comprehensive and monitored transition and community reintegration process. The team has also developed community partnerships with the SFUSD, Seneca Connections, ILSP, San Francisco City College and various employment agencies, among others.

Critical components of the team are the youth and his or her family. The youth is involved in every decision regarding the services, education, vocational opportunities and other programs that he or she will receive once released to the community. In addition, JCRU involves the family in team

meetings throughout the case planning process and includes the family in education, treatment and therapy plans. The family also plays a key role in court hearings.

Eligibility for the program includes the following:

- Youth referred to out-of-home placement as part of a juvenile court disposition
- Youth committed to Log Cabin Ranch as part of a juvenile court disposition



The JCRU makes initial contact with every participant at the time of disposition to introduce him or her to the program and formally begins the process of developing a release plan. Approximately three months prior to release, the plan is finalized and may include housing, vocational training, education, therapy and/or drug treatment and any other services needed to ensure the minor's success. The entire JCRU team meets regularly outside of court to develop detailed case plans. Each member signs the plan; partners to advocate on behalf of the child and family and jointly present the plan to the Juvenile Court. Once youth reenter the community, their compliance is monitored via the case plan, relationships with service providers are maintained and additional linkages are made as necessary. Further, youth who are candidates for extended foster care are identified. As the chart indicates, youth in the JCRU have low recidivism rates and youth have been very successful under this truly collaborative program.



## SHASTA COUNTY PROBATION



Shasta County Probation Department opened a new Juvenile Rehabilitation Facility (JRF) on November 6, 2013. Shasta County partnered with the State of California to replace its existing Juvenile Hall with a new 90-bed facility funded by Senate Bill 81 (Chapter 175, Statutes of 2007). The JRF's mission and vision are to provide a safe and secure environment for detained youth in which youth are held accountable and taught healthy coping skills, values, and pro social activities. This accomplishment requires staff who are invested in modeling these skills and activities who are willing to go above and beyond simply supervising the youth in their care to be role models and teachers.

The JRF includes three 30 bed housing units. Each housing unit includes screening, and program and classroom space. The facility also features a large professional medical

clinic, multipurpose rooms, commercial kitchen, covered recreational yard, central control and secure intake areas as well as support space for staff. The facility promotes a safe and secure environment with an abundance of natural light, promoting rehabilitation for those youth detained in the JRF.

Youth entering the facility for new charges only (not probation violations, warrants, or court remands) are assessed via the Detention Release Assessment Inventory (DRAI) to determine if they may be safely released from the facility pending case diversion and/or disposition. This tool reduces individual discretion and helps to mitigate unconscious bias and reduce racial and ethnic disparities.

An institutional case plan is created by each detained youth's probation officer. It provides at-a-glance information for

# CONFERENCE SPOTLIGHTS

Juvenile Detention Officers (JDOs) regarding the presenting offense; classification factors to consider; whom the resident may visit and have telephonic contact with; as well as other authorized visitors such as therapists, clergy, etcetera. Further, the institutional case plan is linked to the youth's Positive Achievement Change Tool (PACT) assessment which targets criminogenic needs. The data from the PACT is used to determine what evidence based treatment programs the youth will attend in-custody, and what areas the probation officer wants the JDOs to focus on in their work with the youth, which the JDOs document via case notes. There is a large visitation area for family and approved adult visitors that includes two no-contact visiting rooms utilized for residents who pose a serious safety risk to others. The visitation area is also used for youth and family team meetings, wraparound meetings and special visits often scheduled by a youth's probation officer, which may include younger siblings or a resident's infant child. These visits are conducted outside of regular visiting times for safety reasons.

The facility usually staffs two resident pods. One pod usually houses girls and boys who are younger and/or tend to be victimized by others, or who are in need of protection from other aggressive residents. The other pod usually houses older, higher risk boys who are more criminally sophisticated.

The JRF also offers case plan driven, evidence based treatment programs for detained youth that are also available to them out of custody. Initially, the JRF started out with Moral Recognition Therapy (MRT); Storyline; Pathway to Hope; Girls' Circle; and Boys' Council. Currently, the JRF offers MRT; a substance abuse treatment group for youth with co-occurring disorders (substance abuse and mental health problems); Boys' Council; Girls' Circle; Aggression Replacement Training (ART); and Project Towards no Drugs. These services are provided by community based organizations with whom Shasta County contracts for services including Wright Education Services; Northern Valley Catholic Social Services; and Victor Community Support Services as well as other county organizations

such as Shasta County Health and Human Services Agency Children's Mental Health and Alcohol and Drug Services.

In the Fall of 2015 the Probation Department was awarded a four year Title II competitive grant administered by the Office of Juvenile Justice and Delinquency Prevention and the California Board of State and Community Corrections (BSCC). The proposal was titled the GROW (Gardening, Responsibility, and Ownership of Self and Community Well Being) Program, a partnership among the Shasta County JRF, Juvenile Probation, Providence International Gardens of Hope, Shasta County Child Abuse Prevention Coordinating Council (CAPCC), and the Shasta County Office of Education Juvenile Court School to develop and sustain a program for at-risk youth in detention and during the aftercare period in which they are released from custody to the care of their parents/guardians. Youth assist in such prosocial activities as the building of raised beds; planting; sowing of seeds; care, maintenance, and harvesting of cold and warm weather vegetables and fruits at the JRF site. Residents of the JRF assist in the care, feeding, and egg retrieval from chickens maintained at the former Juvenile Hall recreation site (within a fenced area).

The Juvenile Court School (JCS) is the JRF's on-site school operated by the Shasta County Office of Education. It is staffed by two full time teachers and two paraprofessionals. Since the JRF was opened, 30 residents have obtained their high school diplomas. Each graduate is given an official ceremony and wears a cap and gown. Approximately 33 percent of youth in JCS receive special education services; the majority of the students are credit deficient. The teachers are active in bringing in special learning activities such as infant CPR certification; guest speakers from community college vocational programs; and food handlers' certification. Other recent activities have included robotics and stop-motion animation.



## SACRAMENTO COUNTY PROBATION



The Juvenile Justice Diversion and Treatment (JJDT) Program was created in 2009 as part of Sacramento County Probation's effort to establish a continuum of responses after the juvenile justice realignment. JJDT originated to serve youth with mental health, family, and additional challenges as an alternative to detention. Youth with low level criminality but high level mental health issues often spend excessive amounts of time in detention while treatment options are located. The JJDT was designed to first avoid, and then if detention is necessary, shorten the time spent in custodial settings for these youth.

The five main goals of JJDT are to:

- Stabilize placements and reduce homelessness;
- Increase school attendance and achievement;
- Increase vocational training and employment;
- Reduce psychiatric hospitalizations; and
- Reduce Juvenile detention and/or incarceration.

JJDT combines community based treatment and behavioral health clinicians with intensive probation supervision. Youth are assessed and provided with a "whatever it takes" approach to ensure all barriers for success are overcome

and youth and families have the resources necessary to understand, participate and benefit from services. Probation Officers are selected and trained in trauma and engagement practices and work closely with the treatment team to focus on education, substance use counseling, family issues and individual treatment needs. The work is performed with a true "team work" mentality and incorporates multi-disciplinary planning that is inclusive of family and youth voice.

The program is considered a Full Service Partnership and incorporates, based on youth and family need, wraparound services, multi-systemic therapy, functional family therapy, dialectical behavioral therapy or more intense treatment as necessary. Flexible funding is available to support families for life needs such as transportation or medical needs.

Since JJDT began, nearly 700 youth have been referred and served while detention rates in Sacramento County have consistently decreased. In 2010 the average daily population for the Sacramento County Youth Detention Facility was 245 youth. Today, their average daily population is 142.

The program has seen multiple successes. One example is that of a 17 year-old male referred to JJDT in November 2012 for frequent conflict with family, diagnosis of depression with history of psychiatric hospitalizations, and incarceration at the youth detention facility. This youth had a history of AWOL behaviors, poor school attendance and grades, with multiple suspensions and expulsions. In addition youth was grieving the loss of his grandfather and cousin. Through the support of a multi-disciplinary team including his probation officer, psychiatrist, youth advocate, family advocate, therapist and drug treatment counselor who provided guidance, support and evidence-based treatment to the youth and his family, this youth completed probation in November 2013, graduated from the program, enrolled in community college and worked at a catering business. Recidivism rates for participants are nearly 11% lower than those youth with similar needs not receiving such services. The early successes also resulted in additional funding and, in 2016, more clinical support was added that will allow Sacramento County Probation to service an additional 36 more youth annually.