

**COUNTY OF SANTA CLARA
JUVENILE JUSTICE COMMISSION
Meeting Minutes-April 7, 2015**

Santa Clara County Crime Lab, 1st Floor, 250 W. Hedding St., San José, CA

Commissioners Present: Penny Blake, Chair
Raúl Colunga, Vice Chair
Jean Pennypacker, Secretary
Raymond Blockie
Victoria BurtonBurke
Bonnie Charvez
Kimberly Dong
Gustavo Gonzalez

Ronald Hansen
Courtney Macavinta
Nora Manchester
Carol Rhoads
Pamela Serrano
Jeremiah Tanojo
Vincent Tarpey

Commissioners Absent: None

Also Present: Honorable Pat Tondreau, Superior Court
Jenny Lam, Deputy County Counsel, County Counsel's Office
Jeremy Avila, Deputy District Attorney, District Attorney's Office
Robert DeJesus, Deputy Chief, Probation Officer, Probation Department
Elsa Jennings, Probation Manager, Juvenile Hall
Michael Clarke, Probation Manager, Probation Department
Nick Birchard, Probation Manager, Probation Department
Jennifer Kelleher, Directing Attorney, LACY
Karen Steiber, Attorney, Independent Defense Counsel Office
Alvaro Viramontes, Advocate, YWCA Rape Crisis Center
James Baumann, Deputy District Attorney, District Attorney's Office
Lanphuong Le, Registered Nurse, Valley Medical Center Mandy Henderson, Sheriff Lieutenant, Santa Clara County Sheriff's Office
Ana Sona, Senior Group Counselor, Juvenile Hall
Eric Parsons, Senior Group Counselor, Juvenile Hall
Terry Ugaude, Supervising Group Counselor, Juvenile Hall
Jose Franco, Deputy Public Defender, Public Defender's Office
Yvette Irving, Director, Santa Clara County Office of Education
Chia-Chen Lee, Manager, Valley Medical Center
Joy Hernandez, Case Manager, FLY
James Sibly, Deputy District Attorney, District Attorney's Office
Chris Arriola, Supervising Deputy District Attorney, District Attorney's Office
Diana Perez, Juvenile Hall, Probation Department
Enrique Carbajal, Department of Family & Children's Services (DFCS)/Receiving Center

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Octavio Jimenez, Juvenile Justice Drug Court Coordinator,
Superior Court
David Epps, Alternate Defender Office (ADO)
J.J. Kapp, Assistant Public Defender, Public Defender's Office
Dana Bunnett, Director, Kids in Common
Lauren Gavin, Healthcare Manager, Mental Health Department

Guests Present: Michelle Osborne, Private Citizen

Call to Order & Introductions: Chair Blake called the meeting to order at 12:17 p.m. All who were in attendance stated their names and organization. Chair Blake announced that Judge Clark would be unable to attend, and Judge Tondreau added that Judge Johnson and Judge Lucero would also be unable to attend.

Agenda Approval: Moved by Commissioner Tarpey and seconded by Commissioner Serrano, the agenda for April 7, 2015 was unanimously approved.

Public Comments/Oral Petitions: Ms. Dana Bunnett announced that Kids in Common has been working on the Opportunity Youth Partnership (OYP), which is an Aspen funded initiative to address the needs of youth aged 16 to 24 who are not working and not in school. A community update meeting will be held on Thursday from 9 to 10:30 a.m. at the County Office of Education, where data will be shared on who is in this group of youth.

Presentation by Dr. Arcel Blume, Director of Research, Santa Clara County, Probation Department

Mr. Robert DeJesus introduced Dr. Blume, who has been the Director of Research for the Santa Clara County Probation Department for the past three years. Dr. Blume has her doctorate in Human Development and Family Studies, and assists the Probation Department with understanding evidence based practices and research models.

Dr. Blume introduced her presentation as a discussion of Evidence Based Practices (EBP) and how they differ from other terms and practices. A PowerPoint presentation was shown, and is attached to the minutes for reference.

EBP is often used loosely as a term to describe various practices; however strict criteria exist to be an EBP. EBP are practices that are supported by evidence and show positive results. The intervention or program must have been tested in at least two randomized controlled trials that show positive results that sustain effects for at least one year. These results are published in peer reviewed journals, and also have an implementation guide. Finally, there is no risk of harm to the client.

Other terms that are used include 'Practices Supported by Research' or 'Promising Best Practices'. The research design of these are less rigorous than EBP, but still have the results reported in peer reviewed journals, require a manual, and have no risk of harm to clients. Practices Supported by Research are more rigorous than those that are considered promising.

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‘On the ground best practices’ are tools that justice staff have already been using, and provide structure for other practices.

Resources to identify EBP when working with justice involved youth and families include CrimeSolutions.Gov and the California Evidence-Based Clearinghouse. Crime Solutions is mainly focused on justice involved youth, adults, and victim clients. The Clearinghouse is mainly focused on youth and families in the child welfare system.

Crime Solutions uses a scale of effective, promising, or no effects, while the Clearinghouse uses a scale of one through five. The Clearinghouse drills down on the level of rigor, with a one rating having been peer reviewed and supported by at least two randomized controlled trials.

The challenge of implementing and identifying EBP include:

- Rigorously evaluating emerging best practices. How does on the ground practice become an EBP? Randomized controlled trials are costly and many jurisdictions are not keen on participating in them.
- Jurisdictions prefer to offer valuable services to all clients based on their criminogenic needs and risk of re-offense.
- Even when seeking to implement a control group, spillover effects may occur with staff moving from one area of a department to another and bringing with them their knowledge, skills and abilities.
- The ethical considerations of using youth as research participants. There should be no risk of harm to the youth.
- Client confidentiality or anonymity must be ensured while collecting data.
- The Probation Department exists to serve all clients with the best practices available, and so the question of how to randomly assign a control group without serving youth that would benefit from that intervention must be tackled.
- Tracking fidelity is a critical component of implementing an EBP. In order for a program or treatment to have the desired effect, it must be implemented with fidelity.
- Training staff and implementing EBP is costly and time consuming.

In order to move toward an EBP organization, the Probation Department has taken clear and concrete steps, including an Organizational Climate Assessment in April of 2012. Staff received an EBP overview and areas for growth were discovered. The leadership team carried out several town hall meetings to share the results of the overview with all staff. Through this process, staff became more interested in EBP and participated in the prioritization of areas that could be improved. Based on that, seven EBP workgroups were formed, including staff recognition, communication, training and coaching, assessment informed decision making, service enhancement, performance measures, and continuous quality improvement. Leaders in the field were brought in to train executive leadership, the chairs and co-chairs of the workgroups, and other key managers and staff.

The Probation Department is now in the process of developing and refining a departmental strategic plan and analytic reporting to evaluate key interventions and programs. Centralizing quality assurance and developing implementation fidelity plans for key interventions are also moving forward. BriefCASE, a coaching and mentoring model, has also been implemented.

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Analytic reports are being utilized to help guide programmatic decisions and policies, and to identify organizational obstacles, quality assurance gaps, and the strengths of programs. This information is also being shared across the organization and with partners as is appropriate.

Staff have received several trainings, including an overview of EBP, an overview of motivational interviewing, and on strategies such as the Four Core Competencies. Standardized assessment tools have been presented, such as the Risk Assessment Inventory. Other tools include Pre JAIS, JAIS, BITS, Guides, and BriefCASE.

Dr. Blume is focusing on the evaluation of interventions and programs. One area is evaluating the youth who go to the Ranch. The main intervention at the Ranch is teaching prosocial skills, which is an EBP based on cognitive theory. Another program being focused on is EDGE/PEAK, which is a school based model infused with cognitive theory. Wraparound services are also being looked at, with data currently being tracked on youth who are wards or are coming out of the Ranch. Pre-adjudicated youth will be added. Finally, the dually involved youth initiative will be evaluated.

Key components to the Probation Department's evaluation method include:

- Logic Model or Theory of Change Model: This typically lists input or resources needed to do the job well, such as staff. This also lists process measures, which is mainly the intervention, and output measures, which is what reporting looks and can include data such as how many youth got referred, how many entered the program, etc. Outcome measures are paid very close attention to, and can be short term, midterm or long term. An impact statement or foundational goals of the program are optional.
- Input from diverse staff and partners.
- Data application. The Logic Model tells us what data elements need to be tracked.
- Development of "Canned" Analytic Reports allow staff to evaluate the outcome of how youth do in a program over time. These reports also have the input of the user.
- Feedback loops result from sharing the data gained from these analytic reports and allowing management to inform practices based on how staff experience the data.

The next steps for Probation include using analytic reports to identify gaps, to utilize key management reports that allow managers and supervisors to feel equipped, and to identify areas of further analytic drill down.

Commissioner BurtonBurke inquired if Ranch staff are being trained. Dr. Blume confirmed that all the training that has been discussed has been received across the department.

Commissioner Gonzalez asked how the Probation Department is measuring when they reach the quality point they are looking for, and if they are benchmarking themselves against other programs or systems. Dr. Blume responded that there are areas they can benchmark themselves, but that with the homegrown models, they need to create a baseline inherent in the model. With wraparound services, for example, a baseline is being created by looking at how many sustained petitions a youth who is referred has 12 months prior to being referred to the program. After the

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youth receives the services, staff will start measuring how many sustained petitions the youth has and the severity of those petitions over 12 months. Each model is different.

Ms. Dana Bunnett inquired about how fidelity is ensured, and if staff members are trained and coached along the way. Dr. Blume pointed to the BriefCASE, which is a coaching and mentoring model that provides several modules with tools attached to it for staff. The Hall is starting to look at fidelity more carefully, while the Ranch is using an evidence based model so there are fidelity measures attached to it.

Commissioner Pennypacker asked if the reports and outcomes that are shared within the organization about the success of any of these programs will be shared with the general public. Dr. Blume responded that initially, they need to understand what the data means. The executive leadership team will guide the process of sharing it. Commissioner Pennypacker added that they would hope to see a report as to the successes or non-successes of the EBP put into effect.

Commissioner Macavinta questioned if Dr. Blume is connected to her counterpart in other organizations, as other organizations face the issue of fidelity and of turnover. Dr. Blume responded that she and her staff do attend a research based conference, and so they are starting to connect through that.

Approval of Minutes: The following change was made to the March 3, 2015 meeting draft minutes:

1. Commissioner Pennypacker pointed out that on page 6 under the Alternative Schools Department, Board President Darcie Green's name is listed as "Darcy".

Moved by Commissioner Manchester and seconded by Commissioner Hansen, the minutes of March 3, 2015 were approved with the change outlined above.

REPORTS

Chair's Report: Chair Blake reported on the following:

- The Juvenile Hall inspection is being finished and the report will hopefully be published before the next meeting.
- The inspection of the Receiving and Intake Center (RAIC) has begun.
- The Commission is looking at how they will do the group home inspections.
- The User Survey is moving forward, and community based organizations will be worked with in the next couple weeks.
- As a reminder, at the finish of each inspection or activity, the Commission does write and publish a report.
- The law enforcement agencies inspection report was approved and posted on the Superior Court website. One issue or takeaway that the Commission came to was that a few organizations need to ensure they are meeting the standard of how long they can detain a minor.

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Juvenile Justice Court: Judge Tondreau reported on the following:

- The next Systems training will be Wednesday, May 6th at 3:30 p.m. The Clean Slate Tattoo Removal Program will come to talk about tattoo removal.
- The Beyond the Bench program went well. It sold out and attendees stayed through the afternoon. The breakout presentations were well received, and three different organizations expressed interest in trying to help finance Dr. Lipsky's Trauma Stewardship Institute and have her come back and do a program for the community.
- The Commission's investigation of the Competency Restoration Program resulted in the recommendation that a competency leadership team meet on a regular basis to see if there were issues that needed to be worked on. At the time, the Commission was also concerned about a backlog. There is no backlog at this time, and the team did recommend changing the nomenclature from 'Competency Restoration' to 'Competency Development'. The manual and protocol have been reissued to change the name to development. If successful, the language used will be 'competency has been attained' rather than 'competency is restored'. This reflects the best practice nationwide, as restoration is no longer used in most states. The term 'remediation' is being used a lot, but 'development' is one that will probably be easier for the youth to understand.

Chair Blake inquired if a soft copy of the Competency Development Manual is available on the Superior Court website, and Judge Tondreau stated he would check.

Dependency Court: No report.

Probation Department Juvenile Program: Ms. Elsa Jennings reported on the following:

- The daily population in Juvenile Hall is at 143 youth, with 122 males and 21 females. There are 36 youth at the Ranch, including 2 females. The Probation Population Sheet was distributed to attendees and is attached to the minutes.
- One comment on the Population Sheet is that the Ranch waiting list shows as seven. Three of those are administrative Ranch reviews, and so they should be back to the Ranch at some point.
- The PE field that is under construction will hopefully be completed in about three weeks. Once completed, the contractors have advised that they hold off usage for about one month, but they look forward to having it back open.
- A flyer for the first annual Student Honors Assembly at Juvenile Hall was distributed and is attached to the minutes. This was a joint effort with Probation and Osborne School, with recognition given to Ms. Khristel Johnson, the principal of Osborne School, for being the driving force. The youth being recognized were identified by either school staff or by Probation counselors. Nomination of students was based on certain criteria. The honorees, their parents, and the Probation Officers have been invited to attend. The Commission and judges are welcome to attend as well.

Ms. Bunnett inquired about the increase in population at Juvenile Hall, with the population almost a third higher than it was over the last several months. Chair Blake asked what the population was like compared to this time last year. Mr. DeJesus responded that this is part of the cycle where they anticipate a rise in population every spring and fall, with decreased numbers in summer and winter. Sometime at the end of June or in July, Probation anticipates the population

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will be back around 100. That being said, the overall trend continues to be a decrease in numbers, where the lows are lower than in previous years, and the highs are lower than in previous years.

Commissioner Tarpey asked about the high numbers in Units B08 and B09, which total almost 40% of the overall population. Mr. DeJesus stated Probation staff are equally concerned that the proportion of youth filling Juvenile Hall, as security classified youth is increasing over time. Conversations about direct file numbers are being held and work is being done on addressing those numbers. From an institutions perspective, they are scrutinizing how staff classify a security risk. This past weekend, they went into the weekend with 28 to 29 youth in each of the two 30 bed units. Two security risk youth were brought in, so the supervisor in that unit took a look at the population and reevaluated if any could be reclassified. Plans to open a third security unit are in place if that becomes necessary, and they are discussing with the County Office of Education how education can be provided to those youth if that were to happen.

Commissioner Colunga asked how many of the 57 total in those units are courtesy holds. Mr. DeJesus stated that the courtesy holds listed are 37, with only one out of county.

Commissioner Hansen inquired about the Ranch female population showing as two, and if the one female who has been there is due to end her time at the Ranch soon, making that number go back to one soon. Mr. DeJesus stated that yes; they will be back to one female soon. Commissioner Hansen followed up by asking if a conversation has been had about if that number does get down to one, if it is still the most effective placement for that individual. Mr. DeJesus stated that a number of conversations about the health and well-being of the individual when they are alone have been had, but that they did look into the background of the female who was there before the second arrived, and saw that there is a greater fear about her isolation than is the reality. She leaves the facility four of the five days in a week at various soup kitchens, and goes home on the weekends. Commissioner Hansen asked if this will be the case for the second arrival, and Mr. DeJesus responded that once she earns the credits to have the opportunity to go out on furloughs, it will be.

Commissioner Tarpey asked for an update on the reconstruction of the Ranch. Mr. DeJesus stated that SB81 dollars are being used for this lease-bond transaction with the state, so Probation ends up leasing the property back from the state. In mid-January, Probation found out the property where the Ranch sits belongs to Parks and Recreation, so a transaction is going on with the County so that Probation can enter an agreement with the state. Once that is completed in May, the RFP for the contractor can go out. The contractors have a portion of design to complete on this project, so until the contractor is selected and can complete the remaining portion of the design, they don't anticipate any real construction effort to go forward.

Commissioner Serrano asked about the percentage of time that the female at the Ranch is onsite. Mr. DeJesus responded that she is off campus approximately four hours a day working in the soup kitchen as a way to give back to the community.

Department of Family & Children's Services (DFCS)/Receiving Center: Mr. Enrique Carbajal reported on the following:

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- The Social Work Celebration from the department was great for the social workers within the department as well as throughout the County. The Department of Social Services and the social workers were recognized by the Board of Supervisors for the hard work and dedication that they provide to this community. There are close to 600 social workers in the various departments in Santa Clara County, and it is important to recognize all they do for the most vulnerable populations in the County.
- The RAIC workgroup is looking for a different location and different programs to provide better services to children. They have identified three different possible locations but nothing has been concluded about which to select.
- Today, there are no children at RAIC.
- During March, two children stayed at RAIC over 24 hours. Placement was difficult for both children.

Chair Blake added that the Commission is in the process of inspecting RAIC.

Ms. Bunnet asked if the data reports from Probation and RAIC can please be included in the minutes. Chair Blake responded she can look into having them attached.

Commissioner Colunga asked about the ethnicities attributed to the runaways on the RAIC Monthly Statistical Summary, where some youth are listed as Latino while others are listed as Hispanic. Mr. Carbajal responded that the youth identify themselves differently, and they stay with the ethnicity the youth identifies themselves as. The Receiving Center Monthly Statistical Summary for March of 2015 as referenced is attached to the minutes.

Behavioral Health - Mental Health Services: Ms. Lauren Gavin reported on the following:

- There is no wait list for the Competency Development Program.
- Their office is fully staffed, and they are making progress with the integration of Behavioral Health.

Behavioral Health - Alcohol and Drug Services: No report.

Law Enforcement Agencies: No report.

District Attorney's Office, Juvenile Justice: Mr. Chris Arriola reported on the following:

- Several new Deputy District Attorneys and the departments they are assigned to were introduced. They are Mr. Jeremy Avila, Department 78; Mr. James Baumann, Department 77; Ms. Tracey Tefertiller in Department 79; and Mr. James Sibly, who is the issuing or charging deputy. They all have experience in the office. A senior deputy was also kept in each department as well.
- As for custodies, Mr. DeJesus mentioned the period from late January through early March where they see a spike. There is a spike in custodies, particularly in the number of 707(b) offenses. As those cases wind through the system, those youth will be released or referred to other programs. Over the last three years, the trend has been that those numbers continue to decline.
- For direct files, there was one large case that involved five youth. It was a homicide in the Washington neighborhood, and one of the worst they have seen. Three other people

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were shot by same group of five minors. It was gang related, and occurred right across from Washington elementary. The Mayor's Gang Prevention Task Force has done an excellent job of calming the neighborhood and keeping an eye on those likely to retaliate.

- There were two other direct files over the last month. One was a carjacking that involved a gun, and the other was a felony assault and carjacking.
- In terms of direct files, there is a meeting on Monday to discuss alternatives to a direct file. This workgroup on direct files will include seven to eight people. Those interested in the direct file process are welcome to attend the Juvenile Justice Systems Collaborative Case Systems and Process Committee meeting where discussions can be held in detail, but the smaller workgroup will be focusing on alternatives.
- They continue to work on going paperless. Wireless access seems to work in the courtrooms, but not always upstairs. The Court wants everyone to go paperless within the next 10-12 months, which would require documents to be submitted electronically. This does present security issues, but the state is requiring the Court to do it and therefore requiring the DA's Office to also. They will keep the Commission updated on that progress.

Commissioner Pennypacker inquired about the age range of the five youth involved in the large incident. Mr. Arriola responded that they ranged from 14 to 17 years old, and involved two females and three males.

Ms. Michelle Osborne inquired about the Juvenile Justice Systems Collaborative Case Systems and Process meetings. Mr. Arriola responded that those occur the third Wednesday of every month at 3 p.m. in the basement of the County building on Hedding Street. Mr. Arriola expanded that the committee looks at disproportionate minority contact, while the 95122 at Overfelt High School focuses on arrests of youth of color, deferred entry of judgment, and placement issues, among other things. Chair Blake added that the County website lists several committee schedules. Ms. Bunnett added that there is also the Prevention and Programs workgroup that meets the second Friday of the month from 9 to 10:30 a.m. at the County center on Charcot. They focus on suspensions and the school to prison pipeline.

Independent Defender's Office: No report.

Alternate Defender Office: No report.

Public Defender's Office: Mr. Jose Franco reported on the following:

- There were several trainings in the Public Defender's Office in March. The first was March 2nd and focused on Immigration Issues in Juvenile Court with their in-house immigration lawyer. The following day, Mr. Giap Le and Ms. Laura Marroquin from the Probation Department came to talk about the placement and wraparound processes. On the 4th, their office went to the Respect Institute training with Commissioner Macavinta. On March 20th, they had a tour of San Jose Job Corp, and on the 25th, Commissioner Serrano came to talk to their office about the work of the Commission and where they can locate the Commission reports. Finally, on March 31st, three deputy public defenders and a member from the ADO were able to attend the Los Angeles Public Defender's

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Conference, which covered issues including fitness, immigration, a case law update, and implicit bias.

- On May 6th, Mr. Juan Avila has confirmed the Clean Slate Program will move forward. It will be an hour and a half long presentation, and they have requested that other services offered by the City of San José be discussed as well.

Legal Advocates for Children & Youth (LACY): Ms. Jennifer Kelleher reported on the following:

- The Dependency Advocacy Center (DAC), who mainly represents the parents in the dependency system, and LACY, who represents most of the children, are primarily funded by the state through the Judicial Council of California. The Judicial Council will be voting on a proposal on April 16th and 17th that, if approved, would result in a significant reallocation of funding to various counties across the state for both parent's and children's counsel. California is underfunded by about \$33 million to meet what was defined as the standards of representation necessary in 2002. Certain counties are underfunded more than others, and so the Judicial Council is proposing to, over the course of three years, move all counties to 75% of what is considered necessary funding by the 2002 data. Santa Clara County is above 100% of the 2002 standard, and so in order to bring other counties currently below that standard up to 75%, the Judicial Council will be cutting Santa Clara County funding significantly. If approved, by FY 2018-19, LACY and DAC will have to cut their entire dependency budget in half. If approved, the cut for this next year will be about \$220,000.00 between the two offices. One change that will likely happen is that LACY will no longer be able to provide an attorney in the dually involved youth calendar every Tuesday. Another change may be they can no longer staff therapeutic courts or dependency wellness courts. LACY and DAC are doing what they can at both the Judicial Council level and with the state to avoid this. In the short term, they are hoping to utilize temporary County resources to stave off having to cut the services.
- Their work on the integration of the treatment court is continuing, with a staff person serving as an educational champion. The Court will be issuing an RFP to create a community-based organization that will manage a pool of volunteers to serve as educational rights holders and to work with the parent, biological relative or natural support of the youth in order to bring that person up to the level to serve as the child's educational champion.

Commissioner Macavinta inquired if the County can have any influence on the 2002 standard being used as the standard of representation. Ms. Kelleher responded that they have acknowledged that the data is out-of-date and inaccurate, and one of the recommendations is to create a joint workgroup that includes the Family and Juvenile Law Advisory Committee and a subcommittee of the Budget Committee. This statewide group will hopefully include County representatives, and will work to find a better way to assess the workload across the state.

Commissioner Pennypacker asked if that would help this year. Ms. Kelleher responded no; that the workgroups will be set to start in April of 2016. The hope would be that the Judicial Council will delay the cuts for a year until the formula is reworked.

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Medical Services: No report.

Alternative Schools Department, COE: Ms. Yvette Irving reported on the following:

- The Court and community schools are all out this week. When students return in ten days, they will begin the California Assessment of Student Performance and Progress (CAASPP) testing, which is the new standardized test in California. This testing is coming in with a local control accountability plan, meaning the assessment of schools and districts will have a more extensive approach. Before, standardized testing was very high stakes because the outcomes had direct consequences for districts. The outcome of academic testing now is one of eight different measures that will be looked at, such as suspension/expulsion rate, parent involvement rate, etc.
- All are welcome to join the upcoming professional development course on April 29th hosted by the COE, Alternative Education Department. An electronic flyer will be sent. They have invited Dr. Amy Lansing, who is an Assistant Professor at UC San Diego over Neurobehavioral Studies, is a Juvenile Justice Commissioner in San Diego County and specializes in trauma in delinquent youth. Dr. Lansing will be joined by Ms. Yvette Klepin, Assistant Chief Probation Officer in Santa Clara County. It is a professional development opportunity for their staff, but there is an open invitation for those on the Commission to attend.

Victim Witness Assistance Center: No report.

YWCA Rape Crisis Center: No report.

Announcements/Correspondence: None.

Old Business: The Law Enforcement Agency inspection is posted to the Superior Court website.

New Business: None.

Adjourn to Executive Session: Chair Blake adjourned the meeting to Executive Session at 1:35 p.m.

Next Meeting: May 5, 2015 at 12:15 pm.

Respectfully submitted,

**Britney Huelbig
Recording Secretary**

EBP and Best Practices at SCC Probation

Presentation to the Juvenile Justice Commission
Research and Evaluation · Probation Department
April 7, 2015

1

What exactly is EBP?

Evidence-Based Practices

- Practices that are supported by evidence and show positive results
- The intervention was (1) tested in at least **two randomized control-trials with sustained effects of one year**, (2) the results are **published in peer-reviewed journals**, (3) there is a manual that guides **implementation**, and (4) there is no risk of harm to client.

Supported by Research – Promising Best Practices

- Evidence is reported in peer-reviewed journals, but research design may be less rigorous (e.g., one RCT, matched wait list, other control)
- All other elements remain the same.
- *Still a high standard*

On the ground best practices

- Important to acknowledge that many evidence-based practices are familiar territory to our justice staff.
- “ Just putting an official name on something I’ve been doing for years.”

2

Juvenile Justice EBP

From CrimeSolutions.Gov – Nine Effective Practices

Cognitive, Behavioral

- Multidimensional Treatment Foster Care (CEBC=1)
- Functional Family Therapy (CEBC=2)
- Aggression Replacement Training (CEBC=3)

Family Centered

- Multisystemic Therapy (CEBC=1)
- Functional Family Therapy (CEBC=2)
- Family Matters
- Positive Family Support

Community- and School-Based

- Multisystemic Therapy (CEBC=1)
- Functional Family Therapy (CEBC=2)
- Adolescent Diversion Project
- Harlem NY Children's Zone
- Safe Dates

CrimeSolutions.gov: Filtering Method for All Programs and Practices for youth ages 11-17. Practices are categorized as: Effective (✔), Promising (✔), or No Effects (✘).

CEBC4CW.org: The California Evidence-Based Clearinghouse focuses on interventions to assist child welfare practitioners. Practices are scaled 1-5, with 1 denoting the most rigorous research design.

3

The challenge of EBP

- Most practices used in the juvenile justice field are not fully supported by the most rigorous research design...
 - Randomized-control trials are costly and many jurisdictions are not keen on participating in randomized control trials.
 - Jurisdictions prefer to offer valuable services to all clients based on risk level and criminogenic needs.
 - Even when seeking to implement a control group, spillover effects may occur.
 - Ethical considerations for using youth as research participants.
- Tracking fidelity is a critical component of implementing an evidence-based practice, but it is an area of struggle. When model programs are not carried out with fidelity, significant effects are not likely to be detected.
- Training staff and implementing EBP can be costly and time consuming.
 - Job rotations
 - JH staff attrition (i.e., counselors become probation officers)

4

Moving towards becoming an Evidence-Based Organization

Where We Started

- Conducted an Organizational Climate Assessment
- Provided staff with an EBP Overview and training offerings on justice-related evidence-based practices (*list follows*)
- Based on Organizational Assessment, prioritized opportunities for improvement and formed 7 EBP workgroups to carry out this work.
- Brought training on Process and Continuous Quality Improvement.

Where We Are At

- Developing a departmental Strategic Plan
- Developing analytic reporting to evaluate key interventions/programs
- Centralizing Quality Assurance
- Developing Implementation Fidelity plans for key interventions
- Coaching and mentoring staff (through BriefCASE)
- Starting to utilize analytic reports:
 - Share across the organization and with partners, as appropriate
 - Guide programmatic decisions and policies
 - Identify organizational obstacles, quality assurance gaps
 - Identify strengths, as well as next challenges

5

EBP grounding at SCC Probation

- EBP Overview
- Motivational Interviewing – a conversational style that strengthens a person's motivation to change behavior
- Four Core Competencies – A set of strategies to attenuate recidivism (Professional Alliance, Practice Skills, Rewards and Sanctions, and Case Planning)
- Risk Assessment Inventory– Determines likelihood of a client to return to Court or re-offend prior to the next hearing date.
- Pre-JAIS – Determines risk to re-offend: Low, Moderate, or High.
- JAIS – The full assessment is conducted for youth found to be at moderate or high risk to re-offend. The full assessment points to the youth's Criminogenic Needs and Supervision Strategy.
- BITS – Short intervention tools used when teachable moments occur.
- Guides – A comprehensive list of intervention tools to help juvenile justice professionals guide and support positive changes in their clients.
- BriefCASE – A supervisory coaching and mentoring strategy that reviews EBP practices and focuses on skill development.

6

Evaluating select juvenile interventions and/or strategies

- Teaching Prosocial Skills (CBT), Ranch
- EDGE/PEAK
- Wraparound
- Dually-Involved Youth

Key components to SCC Probation's evaluation method

Logic Model or Theory of Change Model

- Inputs or resources needed to do the job well
- Process Measures:
 - Intervention or program change elements
 - If contracted service – client engagement indicators may be indicated
- Output Measures – *operationalized*
- Outcome Measures: Short-, mid- and long-term goals – *operationalized*
- Impact Statement, Foundational Goals or Values of the Program – *may be theoretical (these are all optional)*

Input from Diverse Staff and Partners

Data Application

Development of "Canned" Analytic Reports

- To evaluate and track client outcomes on a regular reporting schedule
- These reports track entry or exit cohorts to evaluate programmatic changes
- Input from diverse data users, work with and transition to IT

Feedback Loops

- Analytic reports are used to create feed-back loops between leadership and staff to build a system that uses evidence to inform policies and decisions around practice

Next steps

Analytic reports can be used to:

- Identify gaps in Quality Assurance
- Identify gaps in Fidelity
- Identify key management reports
- Identify areas for further analytic drill-down

County of Santa Clara

Memorandum



To: Juvenile Justice Commission

Date: April 7, 2015

From: Elsa Jennings, Probation Manager – JH

Subject: Probation Department Population Sheet

Juvenile Hall Population	143	Males 122 / Females 21
James Ranch	36	Males 34 / Females 2
12 and under	0	
Awaiting Placement	9	

	Male	Females	Total
EMP	52	10	62
CRP	20	1	21
JH Commits	5	0	5
Ranch Wait/James	7	0	7
EDGE	7	1	8
PEAK	12	2	14



**Santa Clara County Probation Department
 Juvenile Hall & Ranches Daily Statistics
 Sunday, Apr 5, 2015**

Juvenile Hall & Ranches Population

GENDER & ETHNICITY	FEMALE	MALE	ASIAN	BLACK	CAUCASIAN	HISPANIC	OTHER	TOTAL
JUVENILE HALL	20	123	1	13	10	111	8	143
JAMES RANCH	2	34	1	1	2	30	2	36
TOTAL	22	157	2	14	12	141	10	179

Facility Capacity

FACILITY	TOTAL POP	CAPACITY	% CAPACITY
JUVENILE HALL	143	390	37%
JAMES RANCH	36	84	43%
TOTAL	179	474	38%

Juvenile Hall by Unit

UNIT	TOTAL
B02 (ASSESSMENT & ORIENTATION)	15
B03 (COMMITMENT/RANCH WAIT)	22
B04 (MENTAL HEALTH)	8
B07 (GEN POP)	21
B08 (SECURITY)	28
B09 (SECURITY)	29
G01 (GIRL GEN POP)	20
TOTAL	143

Juvenile Hall by Custody Status & Average Length of Stay in Days (ALOS)

STATUS GROUP	STATUS	COUNT	%	PRE-DISP ALOS	POST-DISP ALOS	ALL ALOS
PRE-DISP	NEW/PENDING	1	1%	0.0		0.0
	AWAITING DETENTION HEARING	16	11%	2.2		2.2
	DETAINED, AWAITING COURT	56	39%	23.6		23.6
	ADJUDICATED, AWAITING DISPO	13	9%	33.8		33.8
PRE-DISP GROUP		86	60%	20.9		20.9
POST-DISP	COMMITTED TO JH	5	3%	7.6		19.8
	AWAITING RANCH	7	5%	21.9		29.6
	AWAITING PLACEMENT	7	5%	16.4		31.7
POST-DISP GROUP		19	13%	16.1		29.8
OTHER	COURTESY HOLD (DOC)	37	26%			243.2
	COURTESY HOLD (OUT OF COUNTY)	1	1%			0.0
OTHER GROUP		38	27%			236.8
TOTAL		143	100%	20.0		79.4



**Santa Clara County Probation Department
 Juvenile Hall & Ranches Daily Statistics
 Sunday, Apr 5, 2015**

Facility By Age

AGE	13	14	15	16	17	18	TOTAL
JUVENILE HALL	3	10	19	35	62	14	143
JAMES RANCH		5	2	5	16	8	36
TOTAL	3	15	21	40	78	22	179

Juvenile Hall & Ranch By Offense

OFFENSE CATEGORY	JH	JR	TOTAL
FELONY CRIMES AGAINST PEOPLE	44	15	59
DRUGS, ALCOHOL RELATED OFNS	1	2	3
OTHER CRIMES AGAINST PEOPLE	3		3
PROPERTY CRIMES	15	2	17
WEAPON CRIMES	7	3	10
OTHER CRIMES	8	5	13
RETURN/COURTESY HOLD/OTHER	65	9	74
TOTAL	143	36	179

Breakdown of Return/Courtesy Hold/Other Admits to JH

DESCRIPTION	TOTAL
COURT ADMIT	1
PROGRAM FAILURE - COMMUNITY RELEASE PROGRAM	1
PROGRAM FAILURE - ELECTRONIC MONITORING PROGRAM	3
PROGRAM FAILURE - PLACEMENT	3
PROGRAM FAILURE - JAMES RANCH	5
VIOLATION OF PROBATION W/ NEW ARREST	3
FAILURE TO OBEY - SCHOOL	1
FAILURE TO OBEY - OTHER	1
WARRANT - ARREST	7
WARRANT - BENCH	3
COURTESY HOLD	37
TOTAL	65



**Santa Clara County Probation Department
 Juvenile Hall & Ranch Population Monthly Average
 Reporting Period: March, 2015**

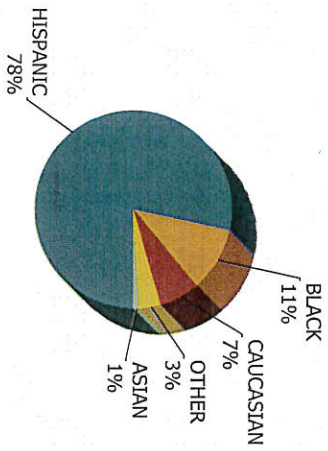
Facility Capacity Population Average for March, 2015

FACILITY	FEMALE	MALE	TOTAL	CAPACITY	% CAPACITY
JUVENILE HALL	15	104	119	390	31%
JAMES RANCH	1	36	37	84	44%
TOTAL	16	140	156	474	33%

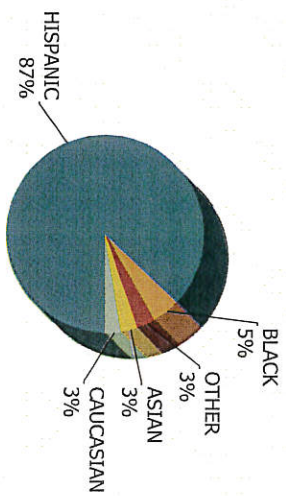
Ethnicity Population Average for March, 2015

FACILITY	ASIAN	BLACK	CAUCASIAN	HISPANIC	OTHER	TOTAL
JUVENILE HALL	1	13	8	93	4	119
JAMES RANCH	1	2	1	33	1	37
TOTAL	2	14	9	126	5	156

Juvenile Hall and Ranch Population Average by Ethnicity for March, 2015



JUVENILE HALL

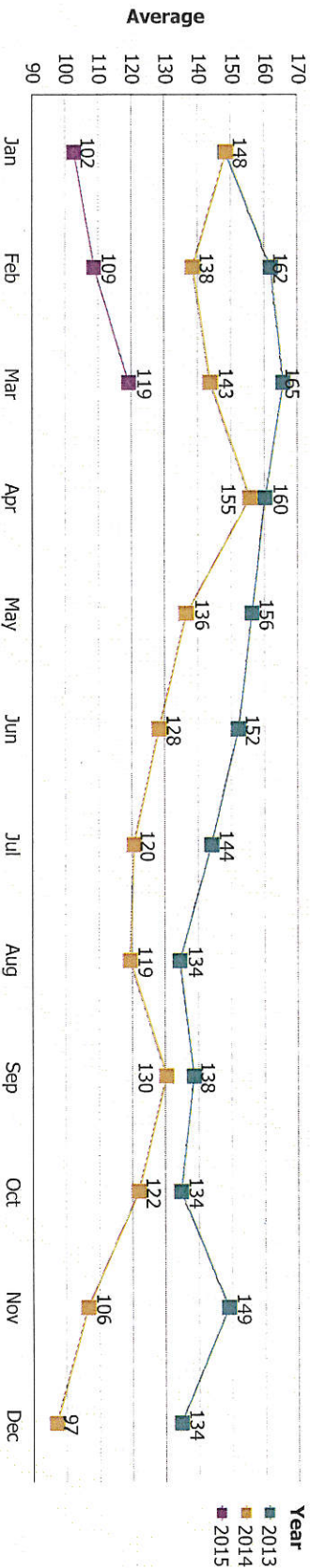
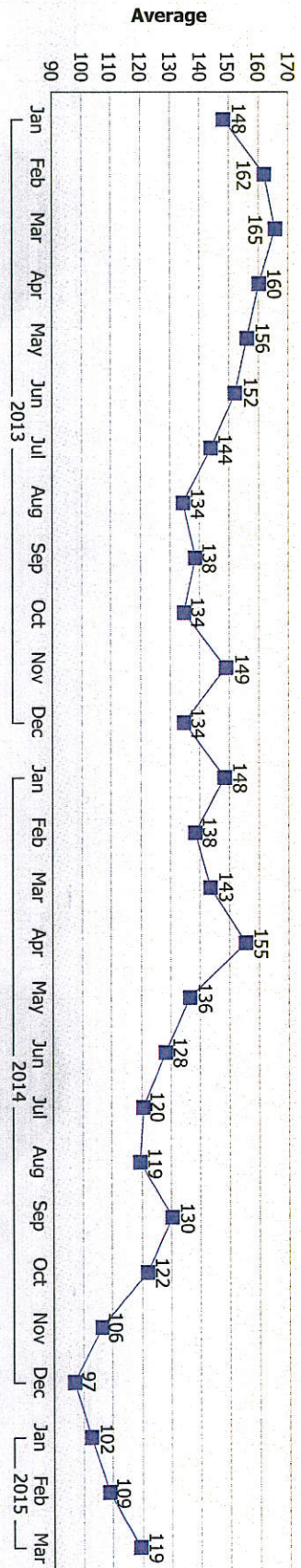


JAMES RANCH



Santa Clara County Probation Department
 Juvenile Hall Population Monthly Average
 Reporting Period: March, 2015

Juvenile Hall Monthly Average Trendline



Year	Month												
	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	
2013	FEMALE	17	9	12	17	18	16	18	20	17	15	14	9
	MALE	131	152	154	143	137	136	126	114	122	120	135	125
	TOTAL	148	162	165	160	156	152	144	134	138	134	149	134
2014	FEMALE	9	9	12	17	15	12	12	9	8	9	10	11
	MALE	139	129	131	138	121	116	108	110	122	112	96	86
	TOTAL	148	138	143	155	136	128	120	119	130	122	106	97
2015	FEMALE	13	15	15									
	MALE	89	94	104									
	TOTAL	102	109	119									



You are Invited to attend the First Student Honors Assembly at Juvenile Hall

Osborne and Probation staff would like to invite you to join us in honoring students who have demonstrated exceptional growth in the following Santa Clara County Office REACH goals:

Responsible Citizens

Effective Communicators

Active Learners

Critical Thinkers

Healthy Individuals

The celebration will held in the Juvenile Hall Gymnasium
April 16th from 1:00—2:15

A reception for the honorees, parents and invited guests will be held immediately following the assembly in the gym.

Mark your calendars today and RSVP your plans to
elsa.jennings@pro.sccgov.org.

We hope to see you there!

Santa Clara County Receiving Center Monthly Statistical Summary March, 2015



Total Non-Dependent Intakes—Non-Dependent children who have been removed from their caregiver and went to the RAIC.

Mar2015	Feb2015	Jan2015	Dec2014	Nov2014	Oct2014	Sept2014	Aug2014	July2014	June2014	May2014	Apr2014	Mar2014
54	47	52	58	44	64	44	37	63	55	70	61	48

Non-Dependent - Ethnicity

African Ancestry	3	6%
Asian	5	9%
Caucasian	10	19%
Latino	30	56%
Other	6	13%

Non-Dependent Intake Age & Gender Breakdown

<1 yr	6	11%
1-2 yrs	3	6%
3-5 yrs	13	24%
6-10 yrs	13	24%
11-15 yrs	12	22%

16-17 yrs	7	13%
18-20 yrs	0	0%
Gender	Male	Female
	25	29

Non-Dependent Intake – Sibling Groups

2 sibs	5	5 sibs	0	8 sibs	0
3 sibs	2	6 sibs	1	9 sibs	0
4 sibs	1	7 sibs	0	10 sibs	0
Total # children in sibling groups					26

Total Dependent Intakes—Dependent children who have been removed from their caregiver and went to the RAIC.

Mar2015	Feb2015	Jan2015	Dec2014	Nov2014	Oct2014	Sept2014	Aug2014	July2014	June2014	May2014	Apr2014	Mar2014
19	23	13	30	10	15	10	6	11	3	16	11	13

Dependent - Ethnicity

African Ancestry	1	4%
Asian	4	13%
Caucasian	4	17%
Latino	10	65%
Other	0	0%

Dependent Intake Age Breakdown

<1 yr	0	0%
1-2 yrs	0	0%
3-5 yrs	0	0%
6-10 yrs	3	4%
11-15 yrs	5	30%

16-17 yrs	11	65%
18-20 yrs	0	0%
Gender	Male	Female
	11	8

Dependent Intake – Sibling Groups

2 sibs	2	5 sibs	0	8 sibs	0
3 sibs	0	6 sibs	0	9 sibs	0
4 sibs	0	7 sibs	0	10 sibs	0
Total # children in sibling groups					4

Total # of Intakes 73

Total Temporary Custodies—Temp Custody covers all children who have been removed from their caregiver but did not go to the RAIC.

Mar2015	Feb2015	Jan2015	Dec2014	Nov2014	Oct2014	Sept2014	Aug2014	July2014	June2014	May2014	Apr2014	Mar2014
22	21	23	17	20	31	32	22	38	28	27	18	32

Temporary Custodies - Ethnicity

African Ancestry	3	5%
Asian	1	5%
Caucasian	4	29%
Latino	13	62%
Other	1	0%

Temporary Custodies - Age Breakdown

<1 yr	4	18%
1-2 yrs	1	5%
3-5 yrs	4	18%
6-10 yrs	4	18%
11-15 yrs	5	23%

16-17 yrs	4	18%
18-20 yrs	0	0%
Gender	Male	Female
	9	13

Temporary Custodies – Sibling Groups

2 sibs	1	5 sibs	0	8 sibs	0
3 sibs	0	6 sibs	0	9 sibs	0
4 sibs	1	7 sibs	0	10 sibs	0
Total # children in sibling groups					6

Total # of Intakes & Temporary Custodies 95

Number of Daily Intakes and Temporary Custodies in calendar format

Su	M	Tu	W	Thur	Fri	Sat
3	1	2	3	2	2	3
0	4	4	2	2	10	0
2	0	6	6	3	5	0
0	2	9	5	10	4	3
0	4	1				

Average Daily Intakes & TC's for the Receiving Center	Mar 2015	Feb 2015	Jan 2015	Dec 2014	Nov 2014	Oct 2014	Sept 2014	Aug 2014	July 2014	June 2014	May 2014	Apr 2014	Mar 2014	Feb 2014	Jan 2014	Dec 2013
	3.1	3.3	2.8	3.4	2.5	3.5	2.9	1.9	3.7	2.8	3.6	3.0	3.0	3.8	3.0	2.4

Santa Clara County Receiving Center Monthly Statistical Summary March, 2015



Placement for Intakes & Temporary Custody

ESH-CFH	ESH-FFA	ESH-GH	Relative NREFM	Runaway	Parents	Hospital	PR Other County	NYP	Juv Hall	SILP	Other
25	21	21	7	10	7	4	0	0	0	0	0

*See below for Placement Type Definition

Total Sibling Groups Separated

2 sibs	3 sibs	4 sibs	5 sibs	6 sibs	7 sibs	8 sibs	9 sibs	10 sibs	Total # children Separated
1	0	0	0	1	0	0	0	0	8

Number of Runaway Incidences for the Month

Admit Date & Time	Child's Gender	Age	Ethnicity	Ran Prior to Admit	Runaway Date & Time
3/5/2015 at 0110 hrs	M	17	Hispanic/White	N	03/05/2015 at 0650 hrs
3/12/2015 at 1115 hrs	M	16	Latino	N	3/12/15 at 1300 hrs
3/13/2015 at 1140 hrs	M	17	White/ Latino	N	3/13/15 at 1355 hrs
3/13/2015 at 1730 hrs	M	17	White	N	3/13/15 at 1820 hrs
3/17/15 at 1950 hrs	M	17	Latino	Y	3/17/15 at 1950 hrs
3/19/15 at 0110 hrs	M	16	Latino	N	3/19/15 at 0800 hrs
03/23/2015 at 0015 hrs	M	16	Latino	N	03/23/2015 at 0700 hrs
03/24/2015 at 0930 hrs	F	15	Hispanic/Black	N	03/24/2015 at 0950 hrs
03/28/2015 at 2145 hrs	F	16	Black	N	03/28/2015 at 2200 hrs
3/27/15 at 1845 hrs	F	15	Hispanic	Y	03/27/15 at 1900 hrs

One male ran 3 times

Number of Children Who Stayed Over 24 Hours for the Month

<1 yr	1-2 yrs	3-5 yrs	6-10 yrs	11-15 yrs	16-17 yrs	18-20 yrs	Total # children
0	0	0	0	2	0	0	2

*Definitions of Placement Codes:

ESH-CFH – Emergency Satellite Home-County Foster Home

ESH-FF - Emergency Satellite Home- Foster Family Agency

ESH-GH - Emergency Satellite Home-Group Home

Relative/NREFM – Relative/Non Relative Extended Family Member

Runaway

Parent

Hospital

NYP - Not Yet Placed

PR to Counties/States – Permanent Release to County/State

To JH – To Juvenile Hall

SILP – Supervised Independent Living Placement

DFCS CAN Center & Referrals Monthly Statistical Summary March, 2015



CAN Center Telephone Calls

Total Hotline Calls Responded = Calls Answered + VM Returned

	2015 March	2015 Feb*	2015 Jan*	2014 Dec	2014 Nov	2014 Oct	2014 Sept	2014 Aug	2014 July	2014 June	2014 May	2014 April	2014 March
Calls Answered	2094	1667	1362	1601	1693	2185	2103	1606	1456	1508	2108	1877	1996
Voicemail Returned	94	59	115	65	54	74	140	84	14	74	114	92	212
Total Hotline Calls Responded	2188	1726	1477	1666	1747	2259	2243	1690	1470	1582	2222	1969	2208
% Calls Responded	94%	79%	95%	95%	94%	93%	91%	93%	96%	91%	92%	90%	85%
Joint Response Calls From Law Enforcement	44	39	32	22	17	34	25	25	12	30	23	32	26
Total Calls Responded	2232	1765	1509	1688	1764	2293	2268	1715	1482	1612	2245	2001	2234
Total Incoming Calls	2321	2196	1556	1756	1852	2435	2465	1825	1536	1733	2406	2177	2599
Abandoned Calls	112	291	85	78	94	154	189	126	48	128	156	171	280
% Abandoned Calls	5%	13%	5%	4%	5%	6%	8%	7%	3%	7%	6%	8%	11%

Total Calls Responded - includes Joint Response Calls from Law Enforcement

* January and February 2015 months experienced a phone system upgrade that interrupted calls entering the CAN Center with a 66 system call error for February

Summary of ER Referrals

Month	Mar2015	Feb2015	Jan2015	Dec2014	Nov2014	Oct2014	Sept2014	Aug2014	July2014	June2014	May2014
Immediate	223	156	164	142	162	209	210	149	136	162	218
10-day	538	414	479	449	437	563	602	452	405	422	561
Evaluated Out	156	126	147	120	150	195	170	151	133	138	202
Not Determined	14	10	9	8	8	6	14	4	3	4	11
Total	931	706	799	719	757	973	996	756	677	726	992

*Data from Safe Measures

Original 300 Petitions Filed – Mar 2015

Month	Mar2015	Feb2015	Jan2015	Dec2014	Nov2014	Oct2014	Sept2014	Aug2014	July2014	June2014	May2014
Original 300 Petitions	53	43	37	38	36	71	45	41	60	42	63

From: FAQs report – Active Children and Families