Improving Outcomes for Youth in Sonoma County, California

May 9, 2019

CSG Justice Center Presenters:
- Nancy Arrigona, Deputy Director, Research
- Nina Salomon, Deputy Program Director, Juvenile Justice
- Courtney Warren, Policy Analyst, Juvenile Justice
National nonprofit, nonpartisan, membership association of state government officials that engages members of all three branches of state government.

Provides practical, nonpartisan research-driven strategies and tools to increase public safety and strengthen communities.
About the National Reentry Resource Center

- Authorized by the passage of the Second Chance Act in April 2008
- Launched by The Council of State Governments (CSG) Justice Center in October 2009
- Administered in partnership with the U.S. Department of Justice’s Bureau of Justice Assistance and the Office of Juvenile Justice and Delinquency Prevention
Improving Outcomes for Youth Initiative (IOYouth) in Sonoma County
IOYouth is a data-driven initiative that helps states and counties align their policies, practices, and resource allocation with what research shows works.

What are the recidivism rates and other outcomes for youth under system supervision, and is data collected and used to track, analyze, and improve these outcomes?

Are youth matched with the appropriate level and length of supervision and is supervision focused on addressing youth's risks and needs?

Are resources used efficiently to provide services for youth most at risk of reoffending, and are the services youth receive demonstrated as effective?
Sonoma County established an IOYouth task force to oversee and guide the initiative.

- Bill Carter, Behavioral Health Division Director
- Karen Feis, Human Services Director
- Vanessa Fuchs, Deputy Chief Probation Officer
- Ken Gnoss, Presiding Juvenile Court Judge
- Rob Halverson, Research and Program Manager, Sonoma County Probation
- Nick Klein, County Administrators Officer
- David Koch, Chief Probation Officer
- Georgia Loakimedes, Alternative Education Director, Sonoma County Office of Education

- Brad Michnevich, Juvenile Services Division Director II
- Marty Mitchell, Juvenile Hall Division Director II
- Ray Navarro, Captain, Santa Rosa Police Department
- Lawrence Ornell, Dependency Judge and Specialty Delinquency Courts
- Kathleen Pozzi, Public Defender
- Jill Ravich, District Attorney
- Melissa Segura, Probation Camp Division Director I
- Lisa Valente, Keeping Kids in School Program Manager
The task force oversees the initiative and is responsible for determining how best to improve Sonoma County’s juvenile justice system.

**TASK FORCE RESPONSIBILITIES**

- Oversee initiative and scope of work
- Provide strategic direction on policy option development
- Reach consensus on policy options and recommendations

**CSG JUSTICE CENTER RESPONSIBILITIES**

- Provide dedicated staff to Sonoma County
- Analyze system data and conduct extensive interviews/focus groups
- Deliver findings, present recommendations, and assist with translation into action plan

- Identify juvenile justice system priorities
- Develop an action plan with recommendations and a plan for implementation
The IOYouth Initiative has four key phases of work.

9-12 month process

- **Formation of a taskforce to oversee and guide the initiative**
  - Partnership with a jurisdiction-wide task force consisting of local judges, prosecutors, defense attorneys, agency leaders, and other key stakeholders

- **Analyze data and review policy and practice**
  - Qualitative and quantitative system assessment that includes analysis of agency data, a review of supervision and service policies and practices, and focus groups and interviews

- **Present system-improvement recommendations**
  - Recommendations for system improvement presented to the task force based on assessment findings related to recidivism reduction and improved outcomes

- **Translate recommendations into an action plan**
  - Development of an action plan for implementing key system improvements jurisdiction-wide
IOYouth Initiative timeline and key deliverables.

<table>
<thead>
<tr>
<th>Month</th>
<th>Task Force Meeting</th>
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<tbody>
<tr>
<td>May 2019</td>
<td>1st Task Force Meeting • Focus groups on front end of system – referrals, diversion, detention</td>
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<tr>
<td>August 2019</td>
<td>2nd Task Force Meeting • Presentation of findings on front end of system • Focus groups on probation, camp, and placement</td>
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<tr>
<td>November 2019</td>
<td>3rd Task Force Meeting • Presentation of findings on probation, camp, and placement • Focus groups to discuss potential recommendations</td>
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<tr>
<td>January-March 2020</td>
<td>4th Task Force Meeting • Review and discuss findings and recommendations • Build consensus • Develop action plan and budget/policy proposals</td>
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The quantitative assessment will analyze case level juvenile justice and fiscal data to understand system trends and youth outcomes.

Case level juvenile data from the Sonoma County Probation Department

Sonoma County Probation Department fiscal data

Survey data from probation line staff and supervisors and/or system stakeholders
CSG Justice Center staff will engage in a series of focus groups and interviews with system stakeholders.

- Probation Leadership and Staff
- Juvenile Hall/Camp Leadership and Staff
- Youth & Parents
- Law Enforcement
- Other Youth-Serving Systems (Education, Child Welfare, Behavioral Health)
- Community-based/Residential Providers
- Public Defenders/DAs
- Judicial Officials
- County Administration
The task force will develop recommendations and an action plan for improvement based on assessment findings and what the research shows works.

- **Cobb County, GA**
  - Develop a **service matrix that outlines specific risk and need eligibility criteria** for all internal services as well as specific referral policies and protocols for each intervention.
  - Establish **dispositional guidelines** to match youth with the right level/length of supervision.
  - Ensure that the **juvenile court has regular representation at existing external forums** for service collaboration.

- **Cook County, IL**
  - Adopt **mental health/substance use/trauma screening tools** for use with all youth pre-disposition, and eliminate the standard condition of referrals to TASC unless substance use screenings indicate the need for further assessment.
  - Reposition **probation to oversee the intake function** for all youth referred to the juvenile justice system.
  - Establish more **robust diversion options** in the community.
There are five crucial elements that can lead to a more successful IOYouth Initiative.

1. Strong **leadership** to champion the process and support implementation of recommendations
2. Transparent **communication** with staff and other system stakeholders
3. Transparent **sharing of data** and information
4. Agency **engagement and buy-in** to improving youth outcomes
5. Continuing conversations and reflection **in-between site visits**
The CSG Justice Center is also poised to provide additional implementation support following the development of an action plan.

<table>
<thead>
<tr>
<th>Low Intensity Technical Assistance</th>
<th>Moderate/High Intensity Technical Assistance</th>
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<tbody>
<tr>
<td>• Sharing examples of key performance and youth outcome measures and developing a plan for data collection</td>
<td>• Setting agendas and objectives for implementation committee and support with meeting facilitation</td>
</tr>
<tr>
<td>• Establishing an implementation/oversight committee and a detailed implementation plan with timelines, key deliverables and responsibilities</td>
<td>• Developing performance and youth outcome measures and tracking and reporting on measures</td>
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<tr>
<td>• Providing resources and connections to vendors, experts, and peers</td>
<td>• Drafting/reviewing policies, procedures, guidelines, RFPs, budget proposals, and other materials</td>
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Discussion

Are there additional data sources we should examine or conversations that we should have during the assessment process?

How would you describe or define success from this initiative?
System Challenges and Opportunities
Juvenile Justice System Flow in Sonoma County

- Citation
- Arrest
- Intake
  - Probation Services
  - Juvenile Hall
- Diversion
- Request Petition
- Release
- Juvenile Hall
- Release to Electronic Monitoring
- Petition Filed (By DA)
- Detention Hearing
- Detention
- Release
- Dismiss

Sonoma County Probation Department, Juvenile Division
Juvenile Justice System Flow in Sonoma County - Continued

- Adjudication
  - Probation Investigation Assessment
    - Dispositional Hearing
      - Juvenile Hall or Electronic Monitoring
      - Sex Offender Treatment Program
      - Wrap Around Services
        - Community Supervision
          - Community-Based Services
    - Court Disposition
      - Probation Camp
      - Out of Home or Relative Placement
        - Mental Health/Treatment Court
  - Court Disposition
    - Department of Juvenile Justice
Sonoma County spends approximately $20 million annually on its juvenile justice system.

### Juvenile Justice Budget, FY2019

<table>
<thead>
<tr>
<th>Section</th>
<th>Amount (millions)</th>
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<tr>
<td>Juvenile Hall</td>
<td>$13.68</td>
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<tr>
<td>Juvenile Probation Camp</td>
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<tr>
<td>Juvenile Probation Supervision</td>
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<tr>
<td>Juvenile Investigations</td>
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<tr>
<td>Juvenile Justice Crime Prevention Act</td>
<td>$1.73</td>
</tr>
<tr>
<td>Youthful Offender Block Grant</td>
<td>$1.23</td>
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Open Budget of Sonoma County, [http://budget.sonomacounty.ca.gov/#/year/2019/operating](http://budget.sonomacounty.ca.gov/#/year/2019/operating)
IOYouth will build upon reforms that Sonoma County has adopted and implemented over the last several years.

**Adoption and Implementation of EBPs**
- Alignment of case management approach with EBPs, including motivational interviewing, goal-based case planning, and comprehensive training for probation officers
- Implementation of Effective Practices in Community Supervision (EPICS) model

**Quality Assurance**
- Adoption of a Planning, Implementation, and Evaluation (PIE) Team to help measure effectiveness
- Utilization of the Correctional Program Checklist (CPC) to assess policies and practices in the Juvenile Probation Camp

**Use of Validated Assessments**
- Adoption, validation and implementation of a validated risk and needs assessment (PACT)
Sonoma county juvenile arrests and delinquency referrals have declined over the last five years.

- Juvenile arrests declined 38% between 2013 and 2017 though felony arrests increased slightly
- Delinquent referrals declined 52%, with violations accounting for a consistent proportion of referrals
The average daily population of juvenile hall has declined 48 percent, though overrides to detention have increased as a proportion of those youth screened.

- Fewer youth are being screened for detention and most screened are detained mandatorily
- Of youth scoring as eligible for release on the DRAI, most receive an override to detain
- In FY2018, 68% of youth eligible for release were overridden to detention
The youth population under the jurisdiction of the Sonoma County Probation juvenile division has declined in all areas.
Juvenile justice reform efforts across California presents both opportunities and challenges to IOYouth in Sonoma County.
Several potential areas of focus emerged from initial conversations with probation leadership and system stakeholders.

Accessibility and Effectiveness of Community-Based Services

Collaboration Across Youth-Serving Systems

Community-Based Alternatives to Placement for Youth with High Needs

Supervision and Services for Young Adults

Impact of State Legislative Changes

Collecting, Tracking, and Sharing Youth and System Outcome Data
Discussion

Are there additional priorities that have emerged for this Initiative?

What concrete improvements would you like to see come out of this process?

Are there any potential challenges or barriers to success? How can Sonoma County mitigate the possible impact of state and local reform efforts?
Next Steps

- Draft site visit summary and preliminary recommendations on front end of system to share with probation leadership
- Continue data and fiscal analysis and disseminate survey(s) if warranted
- Schedule and prep for August site visit and 2nd Task Force meeting
The presentation was developed by members of The Council of State Governments Justice Center staff. The statements made reflect the views of the authors, and should not be considered the official position of The Council of State Governments Justice Center, the members of The Council of State Governments, or the funding agency supporting the work.