



Workshop Session I

Wednesday, April 27

3:15 to 5:00 p.m.

River Bend I

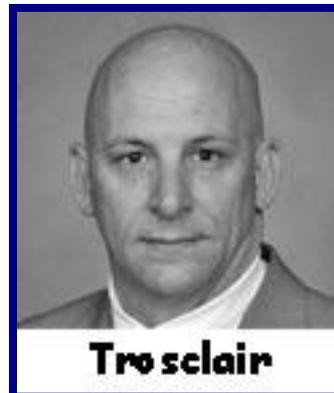
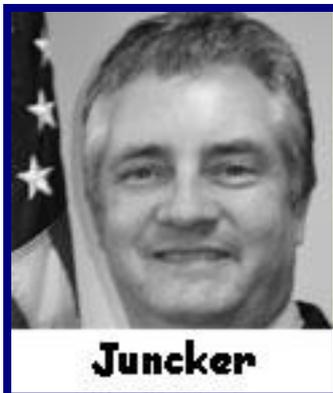
JEFFERSON'S ANATOMY

A Probation System Review for Improving Client Outcomes and Performance

Roy Juncker Jr.

Christopher Trosclair

John Tuell



Overview: Sample Probation Review Goals*

- (1) Assess the probation department's performance in the areas of management and court practices and identify enabling practices that result in improvement,**
- (2) Develop clear and comprehensive client outcome measures for probation programs to determine the level of effectiveness of such programs and services,**
- (3) Analyze case management and flow within a department as well as its linkages with the organizations it interfaces with as cases move through the system, and**
- (4) Determine resources needed to assist a department's clients to reduce recidivism and achieve and maintain self-sufficiency.**

***The structure for a probation review and many of the examples of probation review issues and activities are drawn from the experiences of the workshop presenters in conducting probation reviews in Los Angeles County, CA & Jefferson Parish, LA.**

Overview: Analysis of Probation Programming

The probation review can address the wide array of probation programming for juveniles, including programs delivered by the probation department and its various contractors. The probation review work can determine how well they:

- **Achieve community safety outcomes,**
- **Accomplish recidivism prevention and self-sufficiency outcomes for probationers,**
- **Utilize evidence-based practices and validated assessment instruments to guide decision-making regarding placement, service, and program access,**
- **Provide adequate guidelines, information and tools to support staff decision-making at critical decision points in case management,**
- **Positively engage probationers' families and communities in achieving these outcomes,**
- **Collaborate with other departments/agencies (i.e., defenders, district attorneys, courts, child welfare, education, mental health, public), and**
- **Provide needed services to clients through effective coordination with contractors and through linkages with other relevant youth serving systems.**

Probation Review Work Plan Components

- A. Collaborative project management & implementation**
- B. Assessment of program planning, policies, and implementation**
- C. Benchmarking and best practice analysis**
- D. Performance Measurement & development of client outcome measures**
- E. Assessment of internal and interagency work processes**

Probation Review Work Plan Components

Collaborative Project Management & Implementation

- Close collaboration w/management team & stakeholders to oversee and implement the review work plan
- Consider adjustments to the work plan to better accommodate the scope, methods and needs
- Probation department requested to provide logistical assistance, including:
 - a liaison person
 - access to personnel on a timely basis for interviews, focus groups
 - copies of relevant department documents, such as
 - ✓ plans
 - ✓ organization charts
 - ✓ staff directories
 - ✓ caseload statistics
 - ✓ policy and procedure manuals
 - ✓ statutes & regulations

Probation Review Work Plan Components

Assessment of Program Planning, Policies, & Implementation

Examples of Key Issues:

- whether the probation manual is an effective guide to daily practice;
- how management practices contribute to the overall functioning of a department;
- how the design and delivery of training support effective probation practices;
- whether the probation supervision is effectively carried out and whether services to probationers are effectively delivered

Probation Review Work Plan Components

Benchmarking & Best Practice Analysis

Examples of Key Issues:

- Whether decision making processes are clearly articulated, understood, and accompanied with corresponding tools
- How the methodology and performance for particular programs is supported by data and best practices
- How well a department understands and employs best practices and evidence-based practices
- Whether benchmark goals and outcomes exist for a department's programs

Probation Review Work Plan Components

Development of Client Outcome Measures

Examples of Key Issues:

- whether a department is focused on the achievement of intermediate outcomes in addition to recidivism
- how a department measures worker performance
- whether a department has developed a clearly articulated set of client outcomes
- how worker performance and its measurement are related to desired outcomes

Probation Review Work Plan Components

Assessment of Internal & Interagency Work Processes

Examples of Key Issues:

- How the case flow process functions within a department and whether key information is available at critical decision making points
- Whether the relationship with the Court is clear and functioning well in terms of roles and responsibilities
- How interagency processes function from the perspective of the department and the agencies and how linkages can be strengthened
- Whether ongoing forums exist to resolve issues between a department and other agencies

Probation Review Methodology

- **Project Management Team Meetings**
- **Document Review-Manual Review Template**
- **Key Stakeholder Interviews**
- **Employee Survey**
- **Group Interviews**
- **Meetings with Probation Director and Assistant Director**
- **Focus Groups for Parents and Juveniles**
- **Best Practice Analysis**
- **Process Mapping**
- **Performance Measures and Outcomes Development**

Probation Review Methodology: Project Management Team Meetings

➤ **Probation Department:**

- **Director**
- **Assistance Director**
- **Program Manager**
- **Treatment Coordinator**
- **4 Line Supervisors**

➤ **Consultants: (example from Jefferson Parish, LA Probation Review)**

- **John Tuell and Janet Wiig, RFK Children's Action Corps**
- **Gina Vincent, National Youth Screening Assistance Project**
- **Shauna Epps, Center for Children's Law and Policy**
- **Ned Loughran, Council of Juvenile Correctional Administrators**

Probation Review Methodology

Document Review

- Statistical Reports
- Program Descriptions and Reports
- Probation Practice forms

- Manual Review Template

Chapter Page# Topic Strength Weakness Recommendation

Probation Review Methodology

Key Stakeholder Interviews

(judges, district attorney, children's services, juvenile corrections, behavioral health, schools, private providers)

1. Review key elements of the Probation Review
2. How well do you think the probation department provides needed services to juveniles through department staff, contractors, and through linkages with other youth serving systems?
3. What are some of the unmet needs of juveniles that you think might be better served?
4. What do you think are the probation department's programmatic strengths? Most promising practices?
5. Are there any program areas that you think require more attention and evaluation?
6. What do you think are the most important issues for the probation department to address in terms of its mission and operation?
7. What do the juveniles find most troublesome about their probation experience?
8. What do the juveniles find most helpful about their probation experience?
9. Do you have any particular ideas for solutions to identified concerns or problems the probation department faces?
10. How effective is the probation department in its interaction with other agencies, including your agency or office?
11. Are there any other areas of concerns or issues that we have not touched on that you think should be addressed?

Probation Review Methodology

Employee Survey

- **76 Closed-ended Questions**
- **12 Open-ended Questions**

- **Topics**
 - **Pre-disposition Investigations**
 - **Case Supervision**
 - **Departmental Management and Supervision**
 - **Resources and Service Delivery**
 - **Best Practices**
 - **Client Outcomes**
 - **Inter-agency Relationships**

Probation Review Methodology

Group Interviews

- **Probation Officers**
 - Share results of employee survey
 - Elicit more information building on the survey responses

- **Outside Agencies (other local and state; private providers)**
 - What works particularly well in your interactions/transactions with the probation department?
 - How well does probation assess the needs of juveniles and match them to services?
 - How well does probation attend to details in making referrals to other agencies?
 - How well does probation perform to help assure that juveniles actually access services?
 - How well do you and probation share/exchange case information?
 - What interagency work processes do you think need improvement beyond the discussion we have had to this point?
 - Are there any other issues that need to be discussed as we consider interagency work processes and probation?

Probation Review Methodology

Meetings with Probation Director & Assistant Director

- **Progress of the Review**
- **Review Probation Department Expectations of Review**
- **Begin to Address Findings**
- **Take Remedial Actions**
- **Receive Draft Report Prior to Final Publication**

Probation Review Methodology

Focus Groups for Parents and Juveniles

Parent Focus Groups Questions

- 1. How well do you think the probation department provides needed services to juveniles?**
- 2. Are there programs or services that you think would better serve your child?**
- 3. What kind of changes in your child do you wish the probation department could help your child make?**
- 4. Are there policies or procedures of the probation department that need improvement?**
- 5. How well does the probation officer work with you and your child? What recommendations do you have for improvement?**
- 6. What are you finding the most helpful about your child's probation experience?**
- 7. What are you finding the least helpful about your child's probation experience?**

Probation Review Methodology

Focus Groups for Parents and Juveniles

Juvenile Focus Group Questions

- 1. What has been most helpful to you about your probation experience? Why?**
- 2. What has been least helpful to you about your probation experience? Why?**
- 3. What kind of changes in your life do you wish the probation department could help you make?**
- 4. How well do you think the probation officer works with you? Describe things the probation officer does...**
- 5. What recommendations do you have for improving the way the probation officer works with you?**
- 6. Are there any rules or ways that things work in probation that you think should be changed?**
- 7. Is there something that would help you get off probation and stay out of trouble that isn't available to you?**

Probation Review Methodology

Best Practice Analysis

- **Decision Making Processes**
 - Assessments
 - Juvenile Corrections

- **Internal Programs**
 - Data
 - Reports
 - Levels of Supervision
 - Community Services
 - Criteria and methodology
 - Electronic Monitoring
 - Criteria and methodology
 - Status Offenders

- **Data Development**
 - Probation work
 - Institutional (academic) support

Probation Review Methodology

Process Mapping

- **Intra-agency (with select group of probation officers)**

- **Inter-agency (with supervisors and select group of probation officers)**
 - **Analyze interfaces, handoffs, bottlenecks, or other case flow process issues, identify information available at each point**
 - **Opportunity to compliment on what works well and identify areas needing improvement**
 - **Opportunity to identify what performance measures should follow from your desired work process**
 - **Split into small work groups of 3-5 people and use investigation, disposition, and supervision as the functions to be mapped**
 - **Discussion Questions**

Probation Review Methodology

Performance Measures and Outcomes Development

(exercise conducted with a select group of probation officers & supervisors anchored by exercises with project management team)

- **What indicators are used to measure probation officer performance of case processes?**
- **What are the desired outcomes for probationers?**
- **What factors affect achievement of outcomes?**
- **What is used to measure achievement of outcomes?**
- **What is the relationship between performance indicators and achievement of client outcomes?**

Jefferson Parish Department of Juvenile Services (DJS)



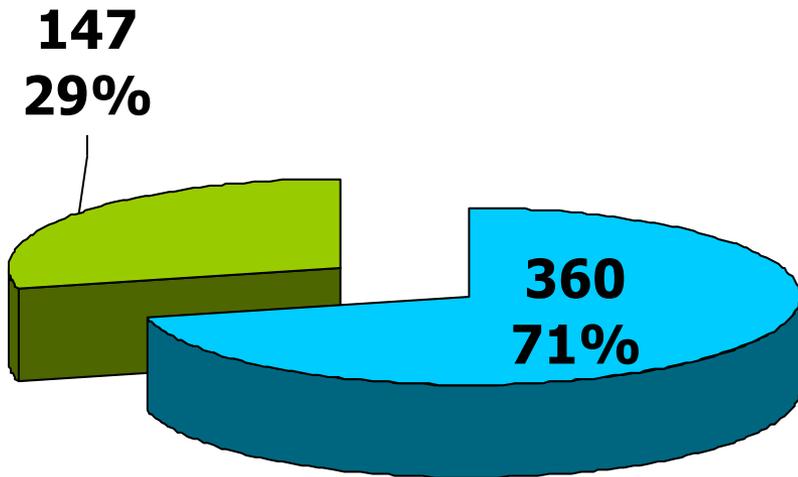
Why have a Probation Review?

- The generation of the review in Jefferson Parish was **Internal** rather than **External**
 - A **desire for best practices** as opposed to an **audit of what we do wrong**
- Improvement of working relationships with various child-serving agencies
 - **State** (OJJ): no duplication of services
 - **Court** (3 Judges): establish trust and rapport

Over-Arching Goals:

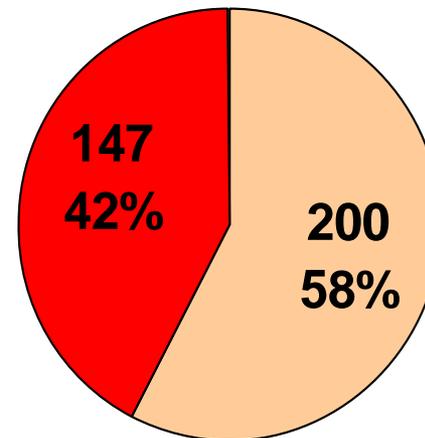
- To provide better services to youth and their families
- To provide the probation staff with the tools they need to do the best job
- To improve client outcomes

Probation Baseline Data



Terminated Cases in 2009 and 2010:
507 Recidivism Sample Size

347 Youth Completed Probation



Meeting Restructuring

- All meetings were reviewed to ensure each one had a defined:
 - Purpose
 - Outcome
 - Participants
 - Leader / Coordinator
 - Set Time
 - Agenda including Action Items with Due Dates
- **DJS Meetings Include:**
 - Weekly Management Team
 - Monthly Reform Meeting
 - Monthly DJS Staff Meeting
 - Monthly and Quarterly Supervisor / Unit Meetings
 - Weekly Open Office Hours for Director, Assistant Director and Probation Manager

Screening and Assessment

- **The Probation Review pushed for an increase in the use of valid and reliable screening / assessment instruments**
 - **Detention Assessment Instrument (DAI)**: locally validated; administered to arrested youth and designed to determine risk to reoffend and likelihood of failing to appear for court hearings within a 60-day period
 - **Juvenile Inventory for Functioning (JIFF)**: brief computerized interview that screens for potential mental health problems and assists in determining youth's functioning across domains
 - **Massachusetts Youth Screening Instrument (MAYSI-2)**: scientifically valid and reliable; brief screening tool for use in contacts with youth to identify signs of mental / emotional disturbance
 - **Structured Assessment for Violence Risk in Youth (SAVRY)**: valid and reliable professional risk assessment that guides intervention planning using risk and protective factors

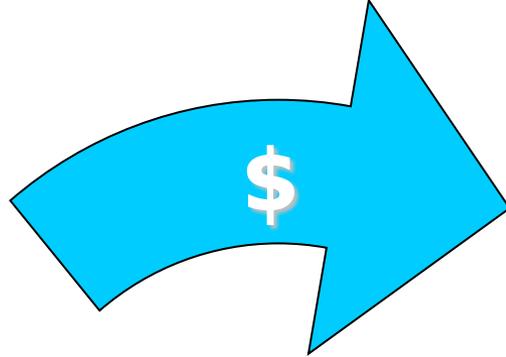
Performance Evaluations

- DJS is a division of Jefferson Parish Government with 119 civil service employees
- The parish-wide **Performance Evaluation** is designed for use in multiple departments with seven universal factors and five supplemental factors
- As the review process identified and clearly defined probation officer / supervisor **roles and duties** that would yield better client outcomes and best practices, they had to be linked with the existing **Performance Evaluation**
- An objective internal and external process, with both line staff and supervisors, was used to link the roles with the evaluation

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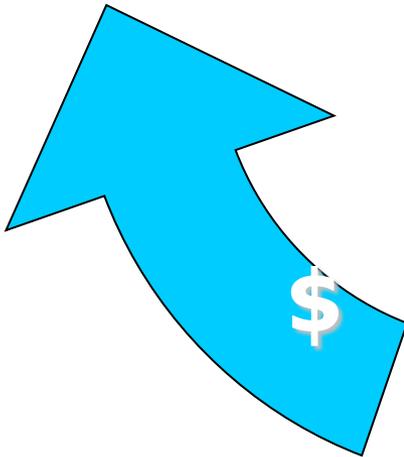
From 2009 to 2010

**Fewer Admissions to
Secure Detention**

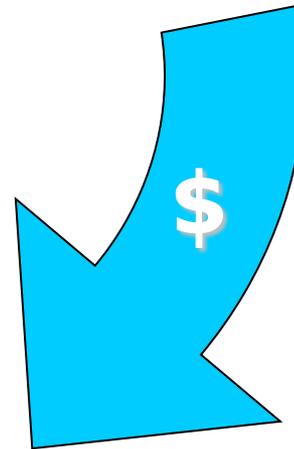


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**Re-Allocate Staff Positions
From Detention to Probation**



\$105K



**Provide Best Practice Probation
Services, Screening and
Assessment to At-Risk Youth**

Staff Restructuring

- Probation Staff was split into two units:
 - Case Managers
 - Pre Dispositional Investigators
- Specialized units allow for:
 - Focus to be placed on the case management of the youth and their family; moving to school-based probation
 - Specific unit to handle the investigatory and writing aspect of probation
- These new positions were made available through the re-allocation of detention positions / funds through the **DJS Detention Reform Work**

Sanctions Ladder

- Progressive graduated ladder put in place that builds on the existing policy for sanctioning youth on probation
 - Increased utilization of the expanded DJS **Alternative to Detention (ATD) Continuum**
 - Data collection mechanism in place to monitor the youth who received contempt sanctions (recidivism, additional contempt)
- Addition to the purposes: *to provide a broad range of sanctioning options up to and including incarceration for probation violators **while reserving incarceration only for high risk juveniles***
- With identification of legal authority, policy and procedure based objectively on the number of violations were developed in order to **hold parents accountable in court**

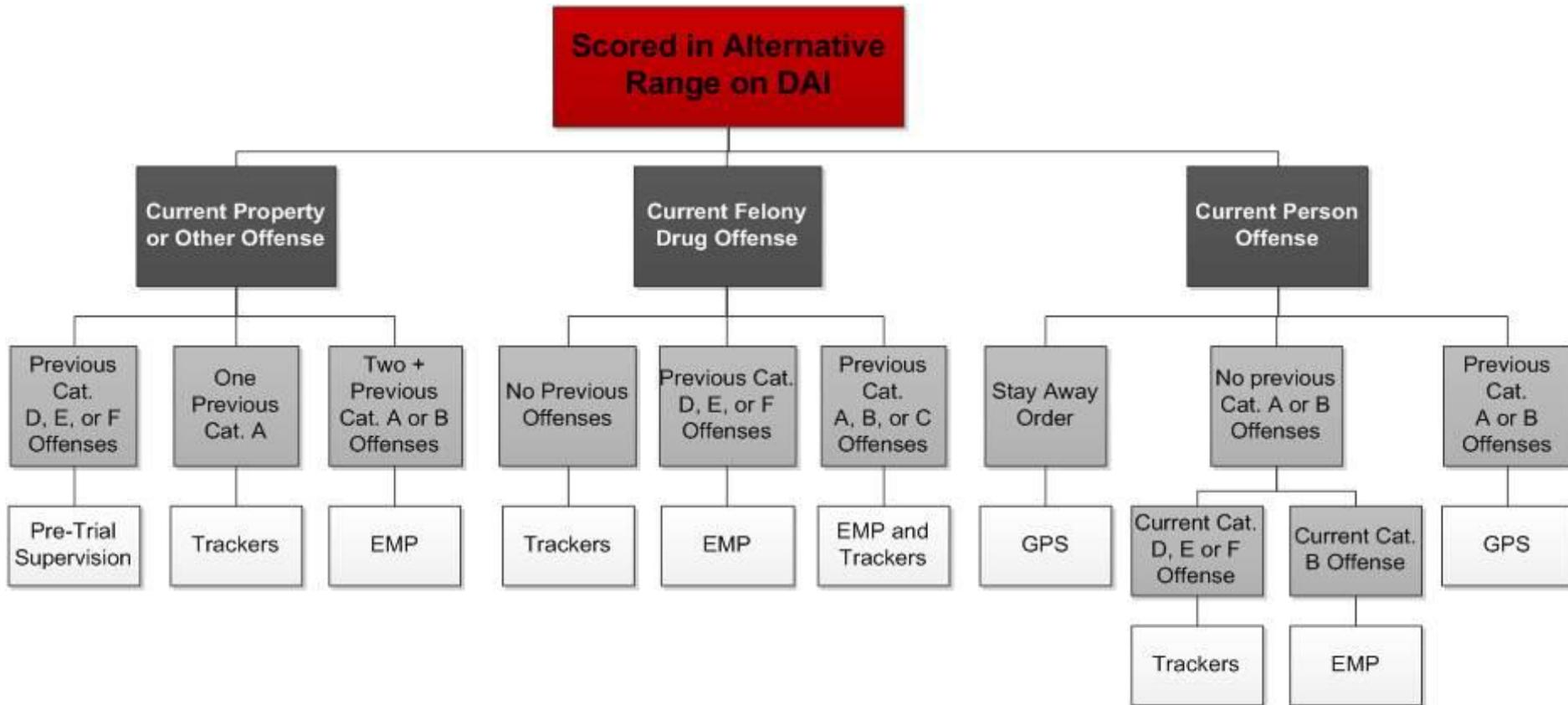
Preliminary step before the first sanction is put in place: Parent(s) encouraged to impose parental sanctions, such as the temporary restricted use of a car or bike, telephone, pager, television, stereo, etc., and/or the temporary elimination of money allowances, tickets to special events, the movies, the purchase of brand name clothing and shoes. Return of privileges are earned and based upon compliant behavior. Offender is counseled and warned that continued misbehavior will result in progressively severe sanctioning leading up to and including probation revocation.

	7 days in Trackers or PSP; <u>MUST</u> be combined with a written assignment	5 days on EMP; 10 days in Trackers or PSP; May be combined with a written assignment	10 hrs of CSW; 10 days in Trackers or PSP; May be combined with a written assignment	20 hrs of CSW; 5 days on EMP; 10 days in Trackers or PSP; May be combined with a written assignment	10 days on GPS; 5 days any ATD; May be combined with CSW	3 days Secure Confinement; 12 days Trackers or PSP and / or Referral to <u>Intensive Probation Supervision</u> via SAVRY	5 days Secure Confinement; 10 days EMP	10 days Secure Confinement; 5 days GPS	15 Days Secure Confinement and / or Referral to <u>Correctional Options Program</u>	Staffing with OJJ to consider non-secure care or Revocation of Probation or other options
Regular Probation										
1st										
2nd										
3rd										
4th										
5th										
6th										
7th										
8th										
9th										
10th										

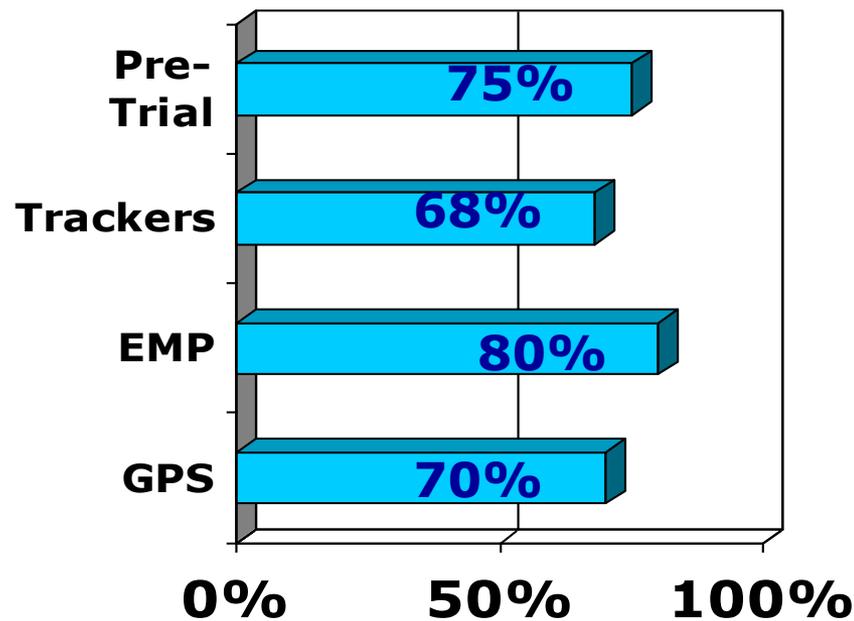
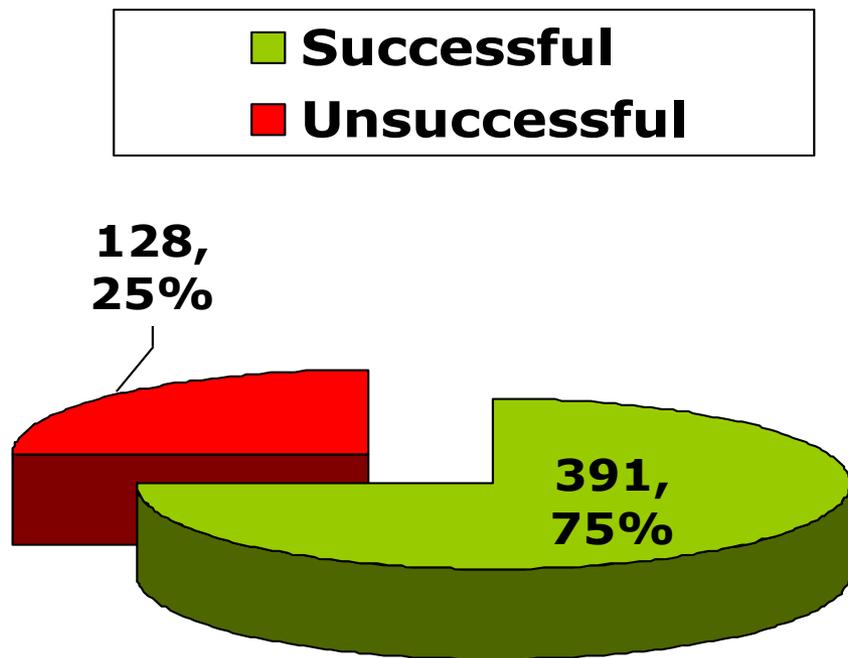
Children's Code: Article 1509.1-A - Penalties for contempt; children

In delinquency proceedings, when a child is adjudicated guilty of direct contempt of court or constructive contempt of court for repeated disobedience of the court's judgment of disposition, the court may commit the child to a juvenile detention center or other suitable facility for not more than fifteen days, including the time spent in detention for the contempt prior to the contempt hearing.

Pilot ATD Flow Chart for Continued Custody Hearings



2010 Alternative to Detention Programs



Individual ATD Success Rates

ATD Success: Did not have a new offense or other severe violation to warrant detention while on an ATD

Work in Development

- Formal FINS
 - Separation of status offenders from the department; to provide services *for* delinquents *to* delinquents only
- Training
 - Resource Library
 - In-Service Sessions
 - Staff Training Resources
 - Effective Practices in Community Supervision (**EPICS**)
 - American Probation and Parole Association (**APPA**)
 - Webinar Capacity

Vision for the Future



- All Local Probation Departments feed into the State, OJJ
- A Local agency providing best practices and evidence-based services would result in a smoother transition to the State
- The **Jefferson Parish** process aims to be a model for all local departments in Louisiana

Questions?

www.jeffparish.net

<http://cypb.jpjc.org>

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