



RICHARD SHUMSKY  
Chief Probation Officer

# COUNTY OF LOS ANGELES PROBATION DEPARTMENT

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June 6, 2003

**TO:** Each Supervisor

**FROM:** Richard Shumsky *RS*  
Chief Probation Officer

**SUBJECT:** REPORT ON PROGRAMS FUNDED WITH JUVENILE JUSTICE CRIME PREVENTION ACT FUNDS

This is in response to your Board's request on April 22, 2003 to provide a status report on programs funded through the Juvenile Justice Crime Prevention Act (JJCPA). Overall, the JJCPA strategies and programs continue to meet the objectives and goals as outlined by the Local Action Plan that was originally approved on March 20, 2001, and updated each year since that time. Preliminary data indicates JJCPA programs are producing positive outcomes. Additionally, program development is progressing and programs are nearing their full potential. There is evidence, however, that indicates programs and their outcomes need to be more thoroughly monitored and evaluated.

## **JJCPA STRATEGIES:**

JJCPA strategies listed in the Local Action Plan are based on the following issues:

- Communities that have the highest levels of risk factors - crime, delinquency, poverty, unemployment, substance abuse, child abuse, and school problems – should have priority for services.
- There are strong and direct links between youth delinquency and school failure. School failure can be defined as early termination (“dropping out”), unexcused absences, behavior problems, suspensions and expulsions, illiteracy, poor performance/failing grades, and failure to graduate.
- Improved school performance is the most powerful juvenile delinquency intervention factor for at-risk youth and probationers.
- The School-Based Supervision probation model makes schools and surrounding neighborhoods safer and induces students to achieve safe, healthy, and law abiding lifestyles.

- Community-based organizations should be enabled to provide prevention and intervention services to address the needs of at-risk youth and probationers.
- Only research-based strategies that have demonstrated results should be utilized for effective delinquency intervention.

New resources should be provided to address the need for enhanced mental health services for youth in the juvenile justice system.

### **JJCPA PROGRAM OUTCOMES AND STRATEGIES**

The significant aggregate outcomes of the 15 different JJCPA programs (Attachments A and B) and their strategies are listed below:

- **5,353 youth are serviced by School-Based Deputy Probation Officers at 122 schools (Attachment C).**  
Strategy: Target at-risk and probation youth at 92 high schools and 30 middle schools.
- **Academic improvement for the 5,353 youth above is 22.6% improvement in attendance, 38.7% reduction in suspensions and expulsions, and 27.0% increase in grade point average.**  
Strategy: Intensely monitor the attendance, behavior, and performance of targeted youth at School-Based Supervision program sites.
- **JJCPA programs have serviced 28,300 youth YTD for this fiscal year at a YTD per capita cost of \$1,157.**  
Strategy: Provide cost effective delinquency prevention and intervention services to at-risk and probation youth in communities where gaps in services exist.
- **Youth on probation in the School-Based Supervision program successfully complete probation without new sustained petitions 76% of the time,**  
These youth face many community challenges but with effective support and services they benefit from intervention and are being diverted from escalating crime and delinquency.  
Strategy: High intensity delinquency prevention efforts while simultaneously holding probation youth accountable.

- **115 of the 118 JJCPA service providers (97%) are on track to either meet or exceed their contractual target for youth to be served.**
- **100% of the 118 contracts and MOUs have been regularly monitored to provide technical assistance and to continuously improve the quality of services.**

Strategy: Implement additional intervention services in targeted communities through community-based service contracts. Additional services include gender specific services, tutoring, mentoring, after-school activities, homework assistance, gang intervention, and youth internships. (Contractors and agencies substantially met this objective. For those CBOs and agencies that did not meet their contractual objectives, corrective action plans have been put in place.)

- **Mental Health Screening, Assessment, Treatment Outcomes**

- ✓ **11,069 newly admitted youth** to juvenile hall were screened by mental health staff, and where needed, were provided further assessment and treatment
  - ✓ **97% of all newly admitted youth** have been screened and assessed.
  - ✓ **29% of youth** required treatment and were provided those services.
- These mental health services were not available prior to JJCPA.

- **Secure Placement option Outcomes**

- ✓ **127 youth** were able to utilize the Community Treatment Facilities (CTF) placements thereby reducing the need for psychiatric hospitalizations. This was not available prior to JJCPA.

- **Expanded Wraparound Services Outcomes**

- ✓ **51 youth** were involved in Multi-systemic Treatment (MST) and received community-based, wrap-around mental health services thereby reducing the need for out-of-home placement. This was not available prior to JJCPA.

- **Special Needs Court Outcomes**

- ✓ **The first full-time Juvenile Special Needs Court in the nation** was established and funded through JJCPA to focus on juvenile justice cases with very high-end mental health needs.

Strategy: Provide enhanced mental health services for youth in the juvenile justice system. This objective has been met.

### **JJCPA PROGRAM EFFECTIVENESS**

While we believe the preliminary results indicate that there has been a positive impact of the JJCPA strategies, it is nevertheless important that we continuously seek to improve the quality of the program and provide the most cost effective services.

The Local Action Plan is regularly updated and its implementation is monitored through a multi-agency planning effort coordinated by the Juvenile Justice Coordinating Council (JJCC). The JJCC includes representatives from the Probation Department, Mental Health, Health Services, District Attorney, Sheriff, LAPD, each Board office, community-based organizations and others. The JJCC meets monthly to review the plan implementation and to increase the collaboration among organizations and agencies.

As required by the Board of Corrections, each of the programs currently part of the JJCPA program has design elements that are consistent with nationally recognized effective juvenile justice programs. The strong design elements include intensive focus on school achievement, strength-based case management, mentoring and tutoring, family focused services, broad prevention efforts that focus on after-school activity, addressing mental health and substance issues, peer relationships and gang intervention, and developing effective relationships with clients.

### **SCHOOL OFFICIAL COMMENTS**

We have also been encouraged by some of the comments from school officials, for example (Attachment D for more comments by Supervisorial District):

"I am very touched by the impact the Deputy Probation Officer has made on our students and the tenacity with which she has followed them through their journey of growth, completing probation, improving academics and earning a high school diploma. I feel confident that these young people have all learned something and can now be good citizens and turn around and give something back to this community."

*Jeffrey S. Schwartz, Principal, Montebello High School*

"The Deputy Probation Officer is very well organized and extremely professional. She exhibits passion for the well being of students on probation and non-probationers. She maintains high visibility on campus. Student attendance and grades have improved for probationers. The DPO exhibits passion for students, school, and the community."

*William Lee, Dean, Lynwood High School*

"The Deputy Probation Officer's presence on campus is invaluable. He is proactive and has his finger on the pulse of student activity. There has been improved behavior and attendance and a decrease in gang activity among Probation students."

*Myra Fullerton, Principal, Taft High School (Woodland Hills)*

## **PROGRAM AND CONTRACT MONITORING**

Consistent with your Board's motion of March 12, 2002, we have put in place a JJCPA program monitoring unit. The approved plan called for the following monitoring components:

- **Cluster Evaluation Teams that provide dedicated monitoring and evaluation of all JJCPA programs within individual clusters**

Status: The JJCPA monitors continuously monitor compliance with administrative and fiscal requirements, as well as provide technical assistance. The monitors supplement the program monitoring and feedback received by the DPO, SDPO and the Director.

- **Frequent on-site monitoring of program implementation, including unannounced site visits**

Status: Monthly reviews are conducted, including fiscal, administrative and program reviews. While we believe that most agencies are now performing at acceptable levels, we do have concerns about a few agencies, and those we have referred to the Auditor-Controller for a more in-depth review.

### **Increased accountability of CBOs and agencies to ensure they meet their obligations**

Status: Monitors complete at least monthly on-site reviews of programs; they talk with DPOs, program staff, youth, and parents as to the effectiveness of program delivery and implementation.

- **Support and technical assistance to CBOs**

Status: Much time has been spent with the CBOs to provide technical assistance as many appear to have a weak administrative structure. Monitors have helped agencies develop and organize case service files, and ensure compliance with contractual service requirements. Where necessary, the monitors have prepared findings letters and requested formal corrective action plans to correct deficiencies.

- **Community-level implementation and the integration of services**

Status: The monitors work with the Cluster managers, DPOs and CBOs to improve collaboration, provide timely access to services, and to reduce duplication of services. Meetings are regularly held with providers and Probation staff to continuously improve service delivery.

- **Case audits and reviews**

Status: In-depth case reviews are being completed to determine what program elements are effective or not. Case audits are being completed but this needs to be improved as to the depth and quality of these reviews. Supervisors are being re-trained and a

monitoring process is being developed to ensure consistent performance.

- **Stakeholder interviews**

Status: Feedback directly from youth, parents and school officials is routinely gathered to ensure an appropriate delivery of service.

**Parent focus groups**

Status: There have been some parent focus groups conducted to seek feedback on JJCPA programming and services. More will be conducted in the coming months.

- **Communication and reports**

Status: Reports are routinely being submitted to staff in the Board offices; additionally, Board offices are continually being updated regarding significant developments.

### **Results of Program and Contract Monitoring**

Consistent with the monitoring plan, the Department has monitored CBOs and has made mid-stream corrections. As a result, the Department has determined the following needs must be better incorporated in the operation of JJCPA programs.

- *A need for earlier intervention.* Many probationers had serious academic or behavioral issues that surfaced prior to their enrollment in high school. As a result, in the second year of JJCPA, we expanded the number of middle school sites where DPOs were assigned.
- *A need for more parental involvement and support.* Parental support is critical. Many parents are often overwhelmed by the demands of unruly children and other family pressures. As a result, school-based and housing-based DPOs have begun to conduct periodic parenting group meetings to address parents' concerns. Additionally, we have supplemented some programs for next year with family focused services including Family Group Decision Making.

### **Contribution of the RAND Corporation**

The RAND Corporation continues to provide direction as to both the ongoing evaluation of data and program design. RAND is developing a more in-depth program evaluation process that will be implemented in June 2003.

### **PROGRAM CHALLENGES**

While all 15 programs have been implemented, discussed below are programs with remaining operational and programmatic issues. Some of these issues have already been corrected, and we believe the remaining issues will be corrected over the coming months.

Prior to July 1, 2003, the Department and RAND will conduct a review of the program design, goals, and outcome objectives for all JJCPA funded agencies and CBOs. The aim of this review is to ensure that the program elements (case management, program services, statement of work) are aligned with the program outcome objectives. Subsequently, contract monitors will follow-up to assess agency and CBO compliance with any instructions or modifications which result from the review.

### **Multisystemic Therapy (MST)**

Initially, the program received too few referrals because the referral criteria was too "tight" and eliminated too many potential participants. In some cases parents initially agreed to place their child in the program and later refused to allow that child to participate. There were also major difficulties in the area of recruitment, training and retention of the program therapists. Courts also terminated jurisdiction or removed minors from their homes prior to program completion. Many of these difficulties have now been overcome. The referral criteria have been revised and the program has expanded to additional school sites. The program has improved its recruitment and hiring practices and has been able to stabilize its staffing. We now have experienced therapists in each of the three teams. Improved education and engagement has resulted in improved communications with parents and the courts about the MST program.

#### **Corrective Action Plan:**

- Monitor monthly school-based referrals to MST.
- Conduct quarterly review and training of school-based DPOs and MST staff.
- Meet with the courts on participants involved in the MST program.
- Have MST develop a plan and process to ensure the continued availability of therapists and other MST staff.

### **Gang Intervention**

The gang intervention CBOs have achieved their goals for numbers of participants served and the agencies have been actively involved in responding to gang incidents. The strengths of these CBOs have been their connection to and understanding of the underlying issues that drive gang incidents and violence. There is a need to place greater emphasis on case management and academic tutoring. Additionally, there needs to be greater coordination with other gang prevention and intervention programs like GREAT and LA Bridges. This will allow for the reduction of duplicated services and better enable the CBOs and programs to leverage and expand their resource capacity.

#### **Corrective Action Plan:**

- Probation Department will conduct case management training for CBO gang case managers.
- Probation Department and RAND will review and evaluate academic tutoring programs and where necessary work with the agencies in making appropriate modifications with their tutorial services.

- Monitor and evaluate the academic performance of program youth relative to the homework assistance and tutoring given by the gang CBOs.
- The Department's gang unit director and contract monitoring staff will work closely with the CBOs to monitor program referrals, case assessment, case management and case services.

### **Law Enforcement Prevention**

Both VIDA and Jeopardy have experienced operational delays and changes in their program structure. VIDA has recently restructured its program and will operate with non-sworn and retired Sheriff staff. Their restructured program will add a new emphasis on after-care services for youth following their participation in the program. VIDA now plans to operate at a reduced number of sites. In addition to the referrals VIDA receives from the courts and law enforcement officers, VIDA will coordinate with school-based DPOs to receive probation referrals, share information and collect outcome data. Parents of the program participants are supportive and highly enthusiastic about the program and the program continues to have a long waiting list at some sites. While there were problems with data collection during the first year, the Department is working with VIDA and anticipates full compliance with the data collection requirements.

LAPD experienced some delay in its second year implementation of the Jeopardy program due to their change in leadership and direction. Services under the Explorers program continued, although both programs experienced data collection problems. LAPD is working to restructure its programming overall to better serve the JJCPA target population and integrate their efforts with Chief Bratton's vision. Program staff have been re-trained to collect JJCPA baseline and outcome data.

### **Corrective Action Plan:**

- The Department will work with and monitor the progress of the restructured VIDA Program and the continued implementation of the Jeopardy and Explorers Programs.
- Contract monitors will review and assess quarterly VIDA, Jeopardy and Explorer programs for appropriateness of referrals, compliance with case management guidelines, and effectiveness of service components (through use of interviews, questionnaires, surveys, checklists or entrance and exit surveys of program participants).
- The Department will assist in the re-training of VIDA, Jeopardy and Explorer staff in terms of collection of baseline and outcome data.
- The Department will monitor monthly data collection.

### **Intensive Transition Services**

The Department is reviewing the design of the Intensive Transition Services program to restructure the program. Initially the program was designed, based on zip codes, to serve youth and their families in camp and provide services upon the minor's release to the community. This method did not balance the program target numbers with an effective service level in the community. Restructuring services based on a cluster of



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camps and the area to which the youth will return will help achieve a balanced number of referrals for the CBOs.

**Corrective Action Plan:**

- The Department will continue to work with the CBOs to ensure that they receive timely referrals from the after-care DPOs.  
Contract monitoring staff will monitor case assessment, case management, case services and case notes of the CBO case managers.
- Contract monitors will continue to conduct interviews with parents and youth to evaluate the effectiveness of CBO services.
- Monitor the timeliness of DPOs and CBOs in involving program participants in requisite services.

**SUMMARY**

The Juvenile Justice Coordinating Council recently reviewed the County's Local Action Plan and the status of all JJCPA programs. The JJCC also reviewed several new initiatives to modify the Local Action Plan. Based upon these reviews, the JJCC and the Department are not recommending any major change in the Local Action Plan strategies or in any reallocation of funds at this time.

The Department believes that the aggregate positive outcomes, specifically outcomes for delinquency prevention and school improvement, demonstrate the positive progress of the Local Action Plan strategies. The Local Action Plan has provided new school-based services and new after-school resources in communities where gaps in services previously existed. The Local Action Plan has also provided a significant expansion of mental health services for youth, which has been a serious, long standing deficiency in the juvenile justice system. We will continue to work with the Juvenile Justice Coordinating Council to modify the Local Action Plan and to improve the effectiveness of JJCPA programs.

The RAND Corporation is assisting the Department in the evaluation process and has agreed to participate in an in-depth analysis of several programs in conjunction with the Department's contract monitors. RAND and the Department have scheduled a series of meetings in June 2003 to review program designs and outcomes. The review will include an examination of case management practices, program best practices, data collection, and program outcomes. This review will assist JJCPA funded agencies and CBOs to better understand, and adhere to, the elements of their program designs. The Department expects this review to provide a comprehensive assessment of the effectiveness of the Local Action Plan and of the JJCPA programs.

RS:jmo

Attachments

C: David E. Janssen, Chief Administrative Officer  
Violet Varona-Lukens, Executive Officer, Board of Supervisors

## Juvenile Justice Crime Prevention Act Program Summary

May 2003

Program	Number of Youth Served Year-to-Date	Target Number	Amount of Funds Allocated
Mental Health Screening	11,069	13,000-15,000	5,619,801
Special Needs Court	68	60	1,404,951
Community Treatment Facilities	127	61	749,307
Multisystemic Therapy (MST) Program	51	50	280,990
School-Based Probation Supervision	5,166	5,159	8,338,733
Abolish Chronic Truancy Program (ACT)	1,651	2,000	280,990
Extended Day Community Supervision	187	150	1,324,010
Gang Intervention	1,169	843	4,165,825
Youth Substance Abuse Intervention	518	300-500	1,404,951
Gender Specific Services	3,690	2,600	3,178,701
After-School Enrichment and Supervision	880	700	1,311,287
Housing Based Day Supervision	320	210	1,311,287
Intensive Transition	1,114	1,980	1,732,772
Inside/Out Writing	1,191	300	187,327
Law Enforcement Prevention	1,099	1,500	1,451,782
<b>TOTAL</b>	<b>28,300</b>	<b>27,713 - 29,925</b>	<b>32,742,714</b>

## Juvenile Justice Crime Prevention Act Los Angeles County Programs

***Mental Health, Screening, Assessment And Treatment:*** provides mental health screening for all youth entering juvenile hall. Appropriate minors receive mental health services while in detention and camps.

***Special Needs Court:*** focuses on juvenile offenders who suffer from mental illness, organic brain impairment, or developmental disabilities. The court attempts to best meet the challenging needs of each minor. A team of mental health professionals, school and probation officers work with the court in determining an effective service plan for the minor.

***Community Treatment Facilities:*** provides supplemental funding to establish the Community Treatment Facility (CTF) category of care for seriously emotionally disturbed children. The youth in this program may be referred from the delinquency, dependency, or mental health systems.

***Multisystemic Therapy Program (MST):*** copyrighted by MST, Inc., is a treatment approach designed to improve the psychosocial functioning of youth and their families so that the need for out-of-home placements is reduced or eliminated.

***School-Based Probation Supervision and Extended Day Supervision:*** assigns Deputy Probation Officers to middle and high schools to focus services toward building resiliency and enhancing protective factors through supervision and monitoring of grades, attendance and behavior. These schools are located in high-need communities with high numbers of youth on probation.

***Abolish Chronic Truancy Program (ACT):*** is an early intervention program administered by the District Attorney's office which targets truant students and their parents. The focus of the program is to return children to school and to hold the parent and child accountable for the child's truancy.

***After School Enrichment And Supervision:*** offers after-school and weekend programs to provide positive supervision and education enrichment, and deter criminal behavior.

**Gender Specific Services:** targets value-based services such as self-esteem and self-efficacy, relationship building and parent/daughter bonding for female youth in the community and in juvenile institutions.

**Inside Out Writing:** helps youth who are subject to long-term detention in juvenile halls learn effective written and verbal communication skills. Youth learn to examine their lives through creative and expressive writing.

**Gang Intervention:** provides gang intervention and case management services to identified gang youth within designated geographical areas in the county. Gang intervention service providers collaborate with probation officers, school officials, and other JJCPA program providers in delivering a menu of services aimed at reducing gang involvement.

**Youth Substance Intervention:** provides education, intervention, and treatment services to deter young people from becoming involved with drugs and alcohol.

**Housing-Based Day Supervision:** provides day supervision and case management to probation and at-risk youth in targeted public housing developments.

**Law Enforcement Prevention:** the Los Angeles County Sheriff's Department and Los Angeles Police Department, along with other municipal police agencies, provide early intervention and prevention services for at-risk youth. The services target youth who are at-risk of joining gangs exhibiting anti-social behavior or using drugs or alcohol.

**Intensive Transition Services:** provides intensive services to juveniles returning to the community following out-of-home placement in camp or community placements. Selected community-based organizations (CBOs) work with youth while they are detained in camp. Upon return to the community, the CBOs collaborate with camp aftercare DPOs to transition services.

## Juvenile Justice Crime Prevention Act School Listing

CLUSTER ONE	CLUSTER TWO	CLUSTER THREE	CLUSTER FOUR	CLUSTER FIVE
<b>Middle Schools</b>	<b>Middle Schools</b>	<b>Middle Schools</b>	<b>Middle Schools</b>	<b>Middle Schools</b>
Dexter Middle	Audubon Middle	Emerson Middle	Franklin Middle	Edgewood Middle
Griffith Middle	Carver Middle	Le Conte Middle	Lindberg Middle	Juniper Middle
Hollenbeck Middle	Edison Middle	Pacoima Middle	Hamilton Middle	Juniper Middle
Nightengale Middle	Gompers Middle	San Fernando Middle	Jefferson Middle	Las Palmas Middle
South Gate Middle	L.A. Academy Middle	Sepulveda Middle	Stephens Middle	Piute Middle
Torch Middle	Horace Mann Middle	Sun Valley Middle	Washington Middle	Sierra Vista Middle
<b>High Schools</b>	<b>High Schools</b>	<b>High Schools</b>	<b>High Schools</b>	<b>High Schools</b>
Baldwin Park High	Centennial High	Birmingham High	Artesia High	Alhambra High
Bell High	Crenshaw High	Canoga Park High	Banning High	Allen Daly Cont.
Belmont High	Culver City High	Cleveland High	Bellflower High	Antelope Valley High
El Camino High	Dorsey High	El Camino Real High	Cabrillo High	Blair High
El Rancho High	Fremont High	Fairfax High	Frontier Cont.	Burbank High
Franklin High	Gardena High	Grant High	Gahr High	Chatsworth High
Garey High	Hamilton High	Hollywood High	John Glenn High	Desert Winds High
Garfield High	Hawthorne Academy	Mid Valley CEC	Lakewood High	Glendale High
Huntington Park High	Hope CEC	Monroe High	Long Beach Jordan High	Highland High
Lincoln High	Inglewood High	North Hollywood High	Long Beach Poly High	Hoover High
Marshall High	Jefferson High	Poly Tech High	Milikan High	John Muir High
Montebello High	Locke High	Reseda High	Narbonne High	Lancaster High
Park West High	Los Angeles High	San Fernando High	Norwalk High	Littlerock High
Pioneer High	Lynwood High	Sylmar High	Paramount High	Mark Keppel High
Pomona High	Manchester SEA	Taft High	Reid Cont.	Monrovia High
Roosevelt High	Manual Arts High	Van Nuys High	San Pedro High	Palmdale High
Santa Fe High	Washington High	Venice High	Somerset Cont.	Rex Paris High
South Gate High			Whittier High	Rose City Cont.
Valle Lindo Cont.			Wilson High	San Gabriel High
				West Covina High

## Juvenile Justice Crime Prevention Act School Official Comments

### **District One**

"Essential to our constant struggle to provide a safe school is the Deputy Probation Officer. The resources, skills and strategies he uses with our students, parents and faculty have emerged as a model for our other schools."

*Victoria M. Castro, Principal, Hollenbeck Middle School*

"I am very touched by the impact the Deputy Probation Officer has made on our students and the tenacity with which she has followed them through their journey of growth, completing probation, improving academics and earning a high school diploma. I feel confident that these young people have all learned something and can now be good citizens and turn around and give something back to this community."

*Jeffrey S. Schwartz, Principal, Montebello High School*

"Since the inception of this program, there has been an increase in the attendance of the many students that the Deputy Probation Officer and Youth Services Specialist work with. The students who were at risk of failing their classes have shown an improvement in grades and in discipline."

*Lilia F. Villa, Assistant Principal, Garey High School*

"Many of my students have shared how the Deputy Probation Officer has made a big difference in making them want to turn things around in their lives."

*Tom Albertson, Counselor, Bell High School*

"This is my 29<sup>th</sup> year at this school and this is the most valuable resource we have ever had to provide support for our at-risk students...The program's focus on good school attendance, positive attitude and academic success has earned it support from the staff."

*James Dawson, Assistant Principal, Dexter Middle School*

### **District Two**

"The Deputy Probation Officer maintains effective supervision of students on probation on her caseload. She shares pertinent when necessary and is extremely professional. Since the program's implementation in March 2000, it has reduced incidents of criminal behavior and activity by students on probation."

*Ms. Spain, Assistant Principal, Locke High School*

"The Deputy Probation Officer interacts well with school administrators, personnel, and school police. He is extremely accessible and responsive. We have seen improved attendance and grades of students in probation."

*Dr. Chavez, Principal, Centennial High School*

"The Deputy Probation Officer is very well organized and extremely professional. She exhibits passion for the well being of students on probation and non-probationers. She maintains high visibility on campus. Student attendance and grades have improved for probationers. The DPO exhibits passion for students, school, and the community."

*William Lee, Dean, Lynwood High School*

"The DPO maintains a high profile on campus. He has great rapport with school personnel, students, and the community. He is extremely involved in all campus activities involving students. We have seen improved grades and attendance of probationers."

*Norm Morrow, Principal, Jefferson High School*

"The Deputy Probation Officer maintains strict supervision of students on probation. He is extremely receptive and responsive when needed and has a good rapport with school staff. There has been improved grades, attendance, and behavior of students on probation."

*Ms. Richardson, Asst. Principal, Fremont High School*

### **District Three**

"The Deputy Probation Officer's presence on campus is invaluable. He is proactive and has his finger on the pulse of student activity. There has been improved behavior and attendance and a decrease in gang activity among Probation students."

*Myra Fullerton, Principal, Taft High School (Woodland Hills)*

"I would like to request the continuation of this program as I have seen first hand how important the Deputy Probation Officer has been to Fairfax High School."

*David Balok, Ed.D., Assistant Principal, Fairfax High School*

"The Deputy Probation Officer is outstanding. His presence has impacted our entire campus. There has been a decrease in gang activity and vandalism and an increase in attendance and improved behavior."

*Al Weiner, Principal, Reseda High School*

"The availability of *immediate*, on-site counseling by the probation officers can and does provide the vital motivation and support these students require to enable them to learn to make the best on-the-spot decisions."

*Freya Koester, Resource Specialist Teacher, Taft High School*

"The Deputy Probation Officer quickly became an integral part of our school team."

*Dan Wyatt, Principal, Chatsworth High School*

"The at-risk population is being serviced. Students with drug problems are being referred for treatment. A change in behavior has been noted in Probation students."

*Ron Bauer, Principal, El Camino Real High School*

"The Deputy Probation Officer possesses compassionate, interactive, and invigorating techniques when working with students. He is known among the students, parents/guardians, faculty, and administration of Emerson Middle School as an individual able to bring forth fine qualities such as integrity and honesty from our students. He works tirelessly in assisting teachers and students in promoting a safe environment."

*Jeff Kaufman, Assistant Principal, Emerson Middle School*

### **District Four**

"Collaboration with the Long Beach School District, Long Beach Police Department and the County of Los Angeles Probation Department is helping to make schools safer than ever."

*Karen T. Hilburn, Director of Student Support Services K12, Long Beach Unified School District*

"The Deputy Probation Officer is doing an excellent job working with the kids and we are really happy with him. He has been an asset to our staff."

*Keisha Scott, Assistant Principal, Marshall Middle School*

"The Deputy Probation Officer is wonderful. He has a good rapport with the students and I'm not sure what we would do without him."

*Camille Lewis, Assistant Principal, Jefferson Middle School*

"The coordination of school and probation provides the students with clear and consistent expectations and consequences, encouraging them to make appropriate choices in their lives."  
*Caryle Olsen, Principal, Frontier High School*

**District Five**

"The Deputy Probation Officer and Youth Services Specialist have made an outstanding contribution to our campus in the areas of academic achievement, discipline and attendance."  
*Jim Coombs, Principal, West Covina High School*

"This program has been very effective for two reasons: first, the components of case management, risk and needs assessment, and supervision are easily accessible; second, the way the Deputy Probation Officer holds parents and students accountable."  
*H.A. Paz, Coordinator, Attendance and Welfare, Glendale Unified School District*

"The School-Based Probation Officer provides students with a sense of dignity, and trusts that they can succeed. He is a role model of respect for others and personal integrity. He is a valuable part of the school management team."  
*Marsha Evers, Attendance and Welfare, Covina-Valley Unified School District*

"Rose City High School is populated with a diverse number of students. A percentage of students are on probation, need to be on probation, or are headed towards that direction. Having the probation officer run a school-based probation program on our campus has been very positive. Those students who are on the probation officer's caseload are easier to manage on a day-to-day basis. Having the probation officer presence on campus is also helpful in keeping many of our other students with behavior and attendance problems under control in fear that they will end up in juvenile hall or on probation."  
*Oscar Palmer, Principal, Rose City High School*

"I wanted to take the opportunity to let you know what an important part of the school program the Deputy Probation Officer has been. Not only has he been a valuable asset to the campus, but also an asset to the police department and assisting us in keeping things running smooth on the Edgewood Middle School campus."  
*Frank J. Wills, Chief of Police, City of West Covina*