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**Juvenile Reentry in Los Angeles County:
An Exploration of Strengths, Barriers and Policy Options**



**A report to the Second District
of Los Angeles County**

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EXECUTIVE SUMMARY

With the largest juvenile justice system in the country, LA County has high rates of youth incarceration. For most juvenile offenders, this incarceration will take place in one of the 19 County probation camps, or residential facilities, and these youth will be released after less than a year and face the challenge of reentering their communities.

Reentry is challenging regardless of the population, but for juvenile offenders it is particularly complicated given the range of developmental changes these youth are experiencing. In Los Angeles, these youth are burdened by high rates of mental illness and substance abuse, low rates of educational attainment and alarmingly high levels of gang involvement. With these barriers going largely unaddressed, it is perhaps not surprising that juveniles are currently not successful in reentering their communities. Re-offending rates are high, and while the County Probation Department does not collect much outcome data, available evidence indicates youth outcomes are grim.

While the Probation Department should be credited with undergoing notable changes over the last few years, its reentry process for youth leaving probation camp still has much room for improvement. Examining barriers under the current process reveals numerous holes and challenges, like difficulty re-enrolling in school, interruption of medical services and inadequate structured alternatives to crime. When examining national best practices for reentry, it becomes apparent that pre-planning, transition from incarceration to the community, inter-agency collaboration and effective data collection could all be improved. Though the process certainly has its strengths, including improvements in assessment tools and dedicated Probation Officers, implementation of standards is inconsistent and youths' developmental needs often go unmet.

Luckily, LA County and the Probation Department have many model local and national programs to pull from when looking to make improvements. There are some programs meeting almost every youth need imaginable, and a number of pilot reentry programs (both County and CBO-led) demonstrate promising reentry models.

Our recommendations for the County to improve its reentry process are the following:

1. Build up pre-release planning through expansion of a multi-disciplinary pilot program.
2. Incorporate step-down features into the transition, easing youth into the change.
3. Implement strategies to minimize education and health disruptions in the transition.
4. Build a County-run comprehensive strategy to address gang involvement.
5. Establish an accountability system for youth with graduated rewards and sanctions.
6. Centralize local information on reentry practices, programs and research.
7. Use current County pilot (SORT) to explore new ways for inter-agency collaboration.
8. Enforce consistent implementation of current Probation protocol.
9. Improve data collection and analysis capabilities of the Probation Department.
10. Examine and consider replicating promising LA programs like the Day Reporting Center (DRC), Long Beach Reentry and New Roads.

INTRODUCTION

Spikes in crime in the United States in the 1980s and 1990s were met with public fervor as our country moved toward more punitive treatment of offenders of all ages. There was an impetus to be “tough on crime,” and a wave of laws were passed that put more juveniles behind bars, either in the adult or juvenile criminal justice systems.ⁱ Similarly, the state of California has experienced an increase in “tough on crime” laws and has consistently ranked as one of the states with the highest rates of incarceration for juvenile delinquents. According to the OJJDP census, in 2006 (the most recent year where data is available), the state had a rate of 351 youth in residential placement for every 100,000 youth 21 or younger, awarding California the ninth highest juvenile incarceration rate among the 50 states.ⁱⁱ

This massive incarceration has implications not only for those locked up, but also for communities with high incarceration rates. Incarcerated youth will eventually be released, and they face the challenge of reintegrating back into their communities and avoiding future criminal behavior. This is particularly important given the sheer size of Los Angeles County and its subsequent juvenile justice system, which is the largest in the country.ⁱⁱⁱ The process of reintegration can be especially challenging for these juvenile offenders given their ongoing physical, mental and emotional development. In addition to trying to transition into adulthood, these juveniles face another central challenge as they are released from incarceration: even if they have undergone internal changes and are willing and able to modify their behavior, the neighborhoods where they committed their offenses have not changed.

Many policymakers in Los Angeles County are concerned with public safety and, consequently, with the successful outcomes of juvenile probationers. Therefore, it is imperative to identify the reentry policies and programs that effectively curb recidivism among juveniles released from incarceration. Recidivism cannot be reduced without examining the practices of the agency primarily tasked with probation services, the Los Angeles County Probation Department.

Investigations into the Los Angeles County Probation Department by the US Department of Justice have spurred many reforms in the last decade. These changes include reducing juvenile Probation Officer (PO) caseloads from about 90 to 25 and moving toward a model of service provision to serve youth and their families. Probation has also improved the conditions in the juvenile detention halls, especially mental health assessments and services in detention. The Probation Department is now working to improve its collaboration with other County departments that also play a greater role in delivering reentry services and supports to juveniles.

Still, despite these changes, challenges remain, particularly in relation to the County probation camps and the reentry process that follows for the 3,900 juveniles released from camp each year. This paper will examine this reentry process for male juvenile offenders, who represent over three-quarters of all arrests and an even greater percent of those incarcerated in probation camps.^{iv} Given that the needs of juveniles are different based on gender, the findings of this report may not necessarily apply to female offenders.

Supervisor Mark Ridley Thomas is particularly concerned with reentry and public safety issues given the historically high crime rates in his Second District. Still, while juvenile reentry may be

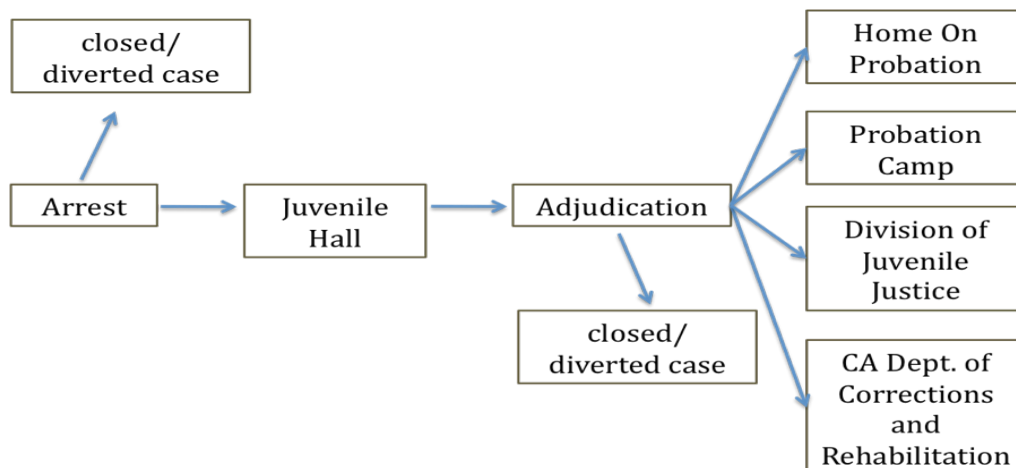
a pressing concern for some communities more than for others, the resources used to curb youth crime and recidivism are County-wide and County officials should be concerned with whether these resources are being used optimally. How, then, do we know if the County is effectively employing human and economic resources to ensure successful juvenile reentry from probation camps, thereby improving public safety throughout LA?

Background and Context

The County system: Los Angeles County – the largest county in the country and home to nearly 10 million residents and encompassing 88 cities – is broken into five supervisorial districts. The nature of County governments is quite complex as it consists of 37 departments and over 100,000 employees. Several County departments are simultaneously responsible for delivering services for successful reentry of juvenile probationers (Mental Health, Public Health, Los Angeles County Office of Education, etc.); however, the Probation Department is primarily responsible for probationer outcomes.

The Second District: In 2008 Mark Ridley-Thomas was elected County Supervisor of the Second District. His district, which is home to about 2.3 million residents, encompasses the area historically known as South Central Los Angeles that is characterized by high concentrations of poverty, violence and gang activity. A total of 38% of the 3,900 juvenile probationers leaving County probation camps call the Second District home. Supervisor Ridley-Thomas and his staff are therefore particularly concerned with reentry and safety issues.

Juvenile reentry: the pathways from arrest to incarceration in LA: For juveniles that end up incarcerated in Los Angeles, they will first be arrested and then detained in one of the three County juvenile halls while they await adjudication. If they are found guilty, they will either be sent home on probation (which happens to the majority of youth, and particularly first time offenders), or incarcerated in one of three settings: 1) the County juvenile probation camps managed by the Probation Department and functioning as residential facilities, 2) the California Division of Juvenile Justice (DJJ) prisons, consisting of more secure facilities, or 3) the adult criminal justice system, called the California Department of Corrections and Rehabilitation. The chart below shows this process, and Appendix A details these different reentry pathways:



The most serious juvenile offenders are often sent to the adult system or the state juvenile prisons. Judges usually sentence mid-level and second-time offenders to one of the 19 County probation camps. Since the vast majority of those incarcerated end up in camp, that reentry pathway embodies the “average reentry experience” for youth in LA.

Average juvenile offender in camp: The average youth offender sent to camp is Latino or African-American, is between the ages of 15 and 17, and is in for offenses against persons (43%) or property (33%).^v (See Appendix B for further demographic breakdown of the camp populations provided by the Probation Department.) Most are held in camp for short periods of time – usually between 3 and 9 months, though occasionally for a year.^{vi} Most offenders will leave camp as a legal minor (17 or younger) – with the mean age of male youths at time of camp exit being 16.7 – though about a quarter will be legal adults (18 or older).^{vii}

Reentry as a continuum: juvenile halls, probation camps and our scope: Reentry is often understood as a continuous process that begins from the moment of arrest. Indeed, everything that the youth experiences – from how he is treated by law enforcement officials to where he is detained while awaiting trial to the treatment he receives while incarcerated – will influence his ability to successfully reform and reintegrate into his community. In this paper, the reentry process and reentry programs will be defined more narrowly, as beginning with the transition out of camp and continuing with aftercare. Using this scope enables a more fluid comparison of reentry (primarily aftercare) programs, both County-run and non-County. Still, despite the fact that it is outside of the scope of this paper, it is worth briefly discussing the role that detention in juvenile hall and placement in probation camp play in preparing (or failing to prepare) youth to reenter their communities.

First off, in LA County juveniles are detained in one of the three County juvenile halls while awaiting trial or camp placement for an average of 16 to 24 days. In 2003, these juvenile halls were found to be violating youth residents’ rights via deficient medical and mental health care, failure to provide rehabilitation, inadequate education and insufficient protection from harm.^{viii} While many of these deficiencies have since been addressed, the juvenile halls remain overcrowded, and sometimes unsafe, detention centers that often lack adequate programming.

Furthermore, the 16 camps where juvenile male offenders are placed vary quite radically in culture, programming and location (See Appendix C for a list of camps). Camp Gonzalez, for example, while still not a model environment, is situated in the Malibu hills (close to the city of Los Angeles) and benefits from the involvement of nonprofit organizations and philanthropists that offer counseling programs, a structured reentry program and even cooking classes.^{ix} Alternatively, the Challenger camps in Lancaster are located in a rural and distant locality and are known for their prison-like environments. Furthermore, the Los Angeles County Office of Education (LACOE) schools at the six Challenger camps were recently sued for inadequate education programming.^x Additionally, in 2008 a Department of Justice (DOJ) investigation of the camps documented various constitutional violations, including excessive use of force by guards, insufficient staffing and deficient mental health care.^{xi} Furthermore, the DOJ cited that some camps lack appropriate rehabilitative programs to address issues such as anger management, substance abuse, gang affiliation and family conflict, and the DOJ is threatening to

intervene further in 2011 if these conditions are not fixed. With all of this in mind, it becomes clear that the quality of services a youth receives depends primarily on the camp in which he is placed, and are often quite limited.

Thus, while the experience in juvenile hall and probation camp may be outside the scope of this paper, it still influences a youth's ability to reintegrate back into his community.

Investigations into the Probation Department and juvenile justice system: Since 2001, the US DOJ has conducted investigations of the Probation Department due to alleged inhumane treatment of juveniles. The County has also commissioned investigative reports into the juvenile justice system. The following timeline provides context for our discussion of juvenile reentry policy problems in LA County in this paper:



Structure and Methodology

Research for this report was conducted between October 2009 and April 2010. Below are the major research questions that we addressed, as well as the methodology that obtains to each question. After tackling each research question, this report will conclude with policy recommendations for our client and the County as a whole.

A. What does the evidence tell us about the outcomes of juvenile probationers in Los Angeles who are reentering their communities from County probation camps?

A problem analysis will utilize quantitative outcome data, qualitative information from interviews, and reports on LA County's juvenile justice system to explore youth outcomes under the current system.

B. What are the age-specific needs and characteristics of juvenile offenders in LA County?

We will assess the characteristics of juvenile offenders in Los Angeles and make an estimation of their needs by looking at quantitative data from various County agencies and interviews with practitioners (County Probation Department and CBO staff).

C. What does juvenile reentry literature tell us about best practices?

A literature review will reveal best practices as well as model national juvenile reentry programs. We will create a framework based on these best practices and needs of the probation youth.

D. What is the average reentry process for juvenile offenders in LA County, and does it fulfill the needs of youth released from probation camps reentering their communities?

We will investigate the average reentry process for juvenile offenders in LA County through site visits and interviews with County Probation Officers, Probation Camp Directors and youth advocates. We then discuss how the process succeeds, or falls short, of meeting the needs of these youth using our framework of model reentry programs. We also identify the challenges to reentry under the current system.

E. What local and national programs can LA County build on to further success in juvenile reentry?

Lastly, we investigate a number of innovative County-run and community-based programs in LA that address the challenges to reentry in an effective manner according to our framework. We rely on interviews and site visits to explain local program models, and then assess how these LA programs match up to best practices using a matrix and identified “criteria for success.”

Further details of the methodology, including a complete list of interviews and site visits, can be found in Appendices D and E.

Limitations of Methodology: Starting in December 2009, we began our quest to gather a range of outcome data from the Probation Department as well as other departments. A taskforce was eventually formed by the Probation Department to aggregate several of the outcome data we requested; unfortunately, it was not provided to us in time to incorporate it into our original report (see Appendix F for this data). We have since gone back and tried to incorporate this data into our report as much as possible. However, some of the data, in our opinion, lacks enough context (like the employment statistic) or is too narrowly defined (like the recidivism statistic) for us to use it with complete confidence. Additionally, the Probation Department was not able to provide us with some of the other data we requested. Given all this, it’s important to note that in the absence of needed data, this report relies substantially on individual interviews with practitioners and experts in the field, including some Probation Department staff.

PROBLEM ANALYSIS

Problem Definition: The juvenile reentry process in Los Angeles County does not adequately address the needs of most juvenile probationers to support their successful reintegration back into their communities and achieve rehabilitation after incarceration.

Reentry is typically described as the experience of transitioning from some form of incarceration back into one's community.^{xiii} What evidence is there to tell us whether juvenile offenders leaving probation camp in Los Angeles are successfully reentering their communities?

At a minimum, to successfully reenter a society means to not recidivate, or to refrain from repeating criminal activities. In LA County, the figures we received on recidivism seemed somewhat limited. A Probation taskforce convened to provide us data put recidivism as low as 12.8%, though their definition only accounted for a "new subsequent sustained charge within six months," a narrow definition and a very short time frame.^{xiii} Another juvenile recidivism estimate (with recidivism defined as a re-arrest within two years of release) from the Probation Department for 2008-2009 hovers around 40%, though there was little other explanation to accompany this figure for recidivism, so we are unsure if this also includes youth who were formerly incarcerated in the state or adult systems, which may alter this figure.^{xiv} The best estimate for a national recidivism rate is roughly 55%, which is substantially higher than either LA County estimate.^{xv} Even if we are conservative and adhere to the 40% LA County recidivism rate, this still means that the average youth exiting a probation camp in the County has an almost one-in-two chance of being re-arrested within two years. This is not successful reentry, measured at the most basic level of re-offense.

But successful reentry is not defined solely as the ability to avoid renewing criminal behavior; rather, successful reentry is the creation of productive citizens. This includes rehabilitation in the form of good mental and physical health, as well as engagement in pro-social activities such as academic success and gainful employment. Since recidivism rates do not truly capture things like rehabilitation or whether a youth is a "successful" citizen in his community after incarceration, they must be used in conjunction with other outcome measurements like graduation and employment rates.^{xvi} Unfortunately, the Probation Department seems limited in its ability to aggregate and distribute outcome data. Still, we gathered considerable information from interviews with practitioners throughout LA County – from judges to legal advocates to the Probation Officers themselves – who all comfortably suggested that only a slim minority, possibly fewer than 10% of juvenile probationers, acquire a high school diploma or GED. Moreover, the Probation Department indicated that only around 7% of youth are employed after leaving camp, adding to our findings that these youth struggle to become productive citizens.^{xvii}

Beyond mere outcomes, many documents we read and many of those whom we interviewed identified the average juvenile reentry process in LA – the County-led process – as deficient. Our interviews revealed that the County approach fails to adequately involve the youth's family, address underlying causes of delinquency or engage in meaningful pre-planning of aftercare support. A US DOJ investigation into the camps also cited inadequate involvement of families, lack of rehabilitative treatment, poor mental health planning and insufficient record keeping and sharing. An investigative report commissioned by the County Board of Supervisors and

executed by the Children’s Planning Council noted that “[transition] services for youth leaving the juvenile halls and camps are limited and not necessarily available in all the communities where they are needed.... both prevention and aftercare treatment services for youth and families are sorely needed.”^{xxviii} Thus, from available outcome data, interviews with practitioners in LA and past documented findings, there is little available evidence to show that juvenile offenders leaving camp are reentering their communities successfully.

The nature of the problem: understanding the youthful offender

In order to further understand the challenge of rehabilitating LA youth, we need to describe who they are and what characteristics make their successful reentry difficult. We will examine the inherent challenge of adolescence by highlighting recent findings in adolescent brain development research. We also look at some descriptive data of characteristics specific to LA juvenile probationers, which helps us understand why reentry and rehabilitation is often difficult to achieve as well as further set us up to examine solutions to reentry.

Adolescent Brain Development: Extensive research has found that youth maturity, cognitive ability and psychosocial capacity differ considerably from those of adults in ways that inhibit decision-making skills.^{xix} These findings have implications for reentry program models in LA:

- ***Deficiencies in Decision-Making Skills:*** Research has shown that teenagers are less efficient in processing information and making logical in-the-moment decisions than adults.^{xx} Their cognitive abilities, which enable them to strategize and weigh the consequences of their actions on themselves and others, are not yet developed. This makes teenagers less likely to perceive or be concerned with risks, consider the future, or self-regulate their behavior. Because their ability to strategize and regulate their behavior is still developing, adolescents often base their decisions and behavior on their emotions alone.^{xxi} As a result, teenagers are likelier to engage in thrill-seeking activities such as excessive drinking, unsafe sex, speed driving, and crime.^{xxii}
- ***Vulnerability to peers and external coercion:*** Youth are susceptible to peer influence especially around ages 14 to 17—right at the peak years of juvenile crime.^{xxiii} Youth seek the acceptance and fear the rejection of their peers, and this influence is heightened in situations where there is pressure to participate in antisocial behavior.^{xxiv} For juvenile offenders, this vulnerability to seek peer acceptance often plays out in involvement in gangs and group criminal activity. Youth vulnerability to peer and gang influence must be addressed in juvenile reentry programming.
- ***Unformed Character:*** In addition to the ongoing physical, mental and emotional development youth undergo, their moral code is still forming, and thus positive interactions with adults is key. However, youth do have a moral code, which is strong in loyalty and fairness. Therefore, reentry programs that stress fair treatment, clear guidelines and consistent accountability would be most appropriate.

Characteristics of LA juvenile probationers: The following summarizes probation youth in LA’s struggle with education, mental health, substance abuse, and gang involvement:

- **Education:** One in five probation-involved youth in Los Angeles Unified School District (LAUSD) is identified as special education, compared to one in ten of all youth in the district. The figure for special education is likely higher for the probation camp population, especially if we account for the fact that many youth go unidentified.^{xxv} Additionally, achievement levels are extremely low: standardized test scores show that youth in probation camp have, on average, a grade level math score of 5.5 and a reading score of 5.3 (meaning middle 5th grade levels for both).^{xxvi} Moreover, the California High School Exit Exam (CAHSEE) pass rate – probably the best indicator for high school graduation rates – was only 11.1% in 2006-07 for probation students.^{xxvii}
- **Mental Health:** According to the Probation Department, approximately 30% of all youth screened in juvenile hall in 2004-05 had received prior mental health treatment from the Department of Mental Health, as indicated by the Massachusetts Youth Screening (MAYSI-2). However, various Probation Department staff have suggested that the MAYSI-2 screening tool might not be catching all youth.^{xxviii} Indeed, the national average of incarcerated youth with mental health problems is closer to two-thirds, and a UCLA research study in 2009 of LA's juvenile probation camp population revealed that 50% of the sample of males had received mental health services before camp.^{xxix} Of these mental health problems, depression, post-traumatic stress disorder (PTSD), anxiety disorders and anger problems are the most common.
- **Substance abuse:** Nationally almost 50% of juvenile offenders suffer from a substance use disorder, primarily alcohol and marijuana dependency.^{xxx} The UCLA study referenced above revealed that 58% of their camp sample reported having received a professional diagnosis of substance abuse dependency. Indeed, before entering camp, over one-third of the boys surveyed had been in alcohol or drug placement.^{xxxi}
- **Gang involvement:** The gang presence in Los Angeles is unparalleled in this country. LA County is home to approximately 150,000 gang members, 39,000 of whom reside within the city limits, and there are about 1300 different street gangs scattered throughout the County.^{xxxii} In the UCLA study, 80% of the 36 males surveyed from Camp Gonzalez self-reported gang affiliation. Almost half of the sample stated that they had a caretaker who was also involved with gangs, showing how entrenched gangs are in the most vulnerable neighborhoods.^{xxxiii} While the study is based on a small sample size, based on our interviews and fieldwork, we suspect gang involvement levels well exceed 50%.

Summary on juvenile offender characteristics:

Moving onto the next section, it is important to keep in mind that juveniles in Los Angeles have very complex academic, health and social needs, not to mention under-developed decision making skills and susceptibility to peer influence that accompany adolescence. Since it is the combination of these factors that contributes to juvenile crime in LA, any reentry program will have to address these issues.

FINDINGS

Part I: What makes for a successful reentry program in LA?

A) Best Practices in Juvenile Reentry

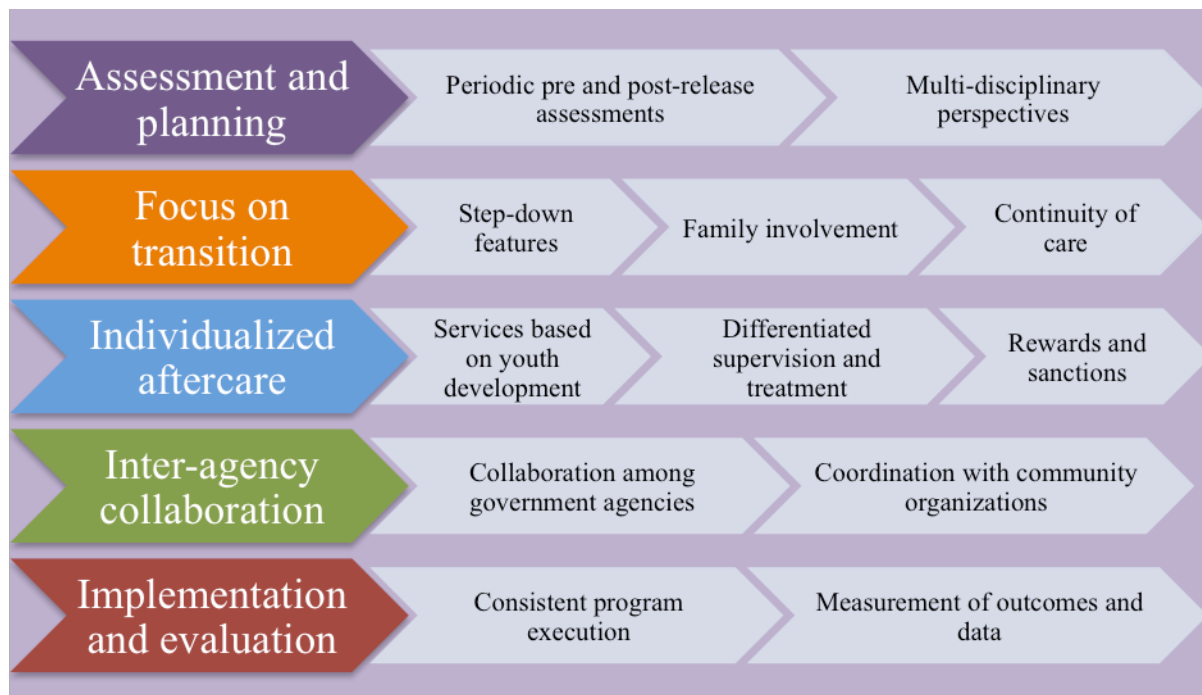
Finding #1:

Best practices for reentry programs include: 1) assessment and planning, 2) a focus on transition, 3) individualized aftercare, 4) inter-agency collaboration, and 5) implementation and evaluation.

Few reentry programs, nationally or in LA, have been rigorously evaluated. Still, through extensive research and dialogue spurred largely by the Office of Juvenile Justice and Delinquency Prevention (OJJDP), a number of best practices have emerged.

In this paper, we have synthesized best practices from the reentry literature and have created a framework consisting of five main components of a successful reentry program. These categories are not entirely distinct from one another, as juvenile reentry is very complex. Still this framework is a useful guide to our discussion of best practices and the reentry landscape in LA.

Reentry Program Framework



1) Assessment and planning:

- *Pre and post-release assessments of youth needs:* Detailed, well-designed assessments and classification systems are needed to identify youths' needs.^{xxxiv} These types of assessments should first occur during incarceration and should identify strengths and deficits in mental and physical health, substance abuse, education, peer networks and family supports. These assessments are most helpful if performed periodically to document changes. Targeted assessments are crucial to ensure that resources are being used strategically and effectively.
- *Pre and post-release planning using assessment findings:* These assessments should be used to inform the development of reentry plans that dictate the type of treatment and supervision a youth will need. These plans are most effective if they speak to the time spent in incarceration, the transition back into the community, and the months or years following that. It is essential that these plans are created well before a youth is released; these plans should also be updated periodically, especially if a youth's needs or support network has changed dramatically.
- *Multi-disciplinary perspective:* Given a youth's myriad of needs, multiple agencies should be at the table for pre and post-release planning. This planning of wraparound services ensures a holistic approach where a juvenile's varying needs can be discussed and planned for in relation to each other.

2) Focus on transition

The month or two surrounding the transition from incarceration to community is the most critical period of reentry. Often times, if a youth can make it successfully past the first few months, he is less likely to re-offend overall. Moving from an institutional setting back into the neighborhood and home where he committed his crime can be a huge change for a youth, and successful reentry programs will structure this transition in a way to minimize the disruption.

- *Step-down features:* Step-down features are useful for easing a youth out of the structured, disciplined environment of incarceration into the unstructured environment of the outside world. These step-down features serve to prepare youth for increased responsibility, autonomy, freedom and decision-making capacity in the community setting.^{xxxv} This can happen through changes in the institution or exposure to the outside world. Examples include increasing autonomy and decreasing supervision while in residential placement, reacquainting a youth with his family and home before being released (supervised trips to the community), and/or continuing intensive day treatment and supervision for the 30 to 60 high-risk days after release.
- *Family involvement:* Family (or caregiver) involvement during incarceration can keep a youth connected to the outside world, and family counseling can help strengthen relationships, both of which are important to a successful transition. Families should be involved in the planning, as they are key to keeping a youth on track, providing a structured home environment and helping ensure school and counseling appointments are attended. Adolescents struggle to stay focused and need the support of adults to stay on

track. However, when a family has played a destructive role in a youth's life or is riddled with many problems of their own, the youth may benefit more from living away from the family, and here the involvement of a mentor can provide necessary support.

- *Continuity of care:* Lastly, to ensure a smooth transition, it is essential that youth receive continuous access to education and medical coverage. Youth need to immediately enroll in school or a job and not experience interruptions in medication or access to medical care in order to have as stable a transition as possible.

3) Individualized aftercare with youth development programming

For an adolescent to successfully reenter a community, he needs both supervision and treatment that encourages personal development and enhances his ability to contribute to the community.

^{xxxvi} This includes appropriate supervision as well as individualized aftercare treatment that targets factors related to criminal activity.

- *Structured alternatives to crime:* Correctional personnel such as POs supervise youth and help keep them out of trouble by pushing them into school and afterschool activities such as sports, tutoring, and art, or into a full-time job. POs should pave the way and help remove barriers to school enrollment, work, and involvement in other pro-social activities that are key to transitioning into adulthood. Mere punishment will not incentivize juveniles to behave; however if they feel they have a different mode of receiving recognition, through academics, sports, etc., then they may utilize those alternatives.
- *Individualized treatment that addresses deficits and risk factors:* Aftercare programming needs to treat individual needs that can contribute to criminal activity, including substance abuse, mental illness, low educational attainment, gang involvement and an attitude resistant to change.^{xxxvii}
- *Use of appropriate rewards and sanctions:* Juveniles should face clear and swift sanctions or rewards for breaking or respecting their probation terms. In order to avoid mere punishment and achieve a more rehabilitative approach, sanctions should be graduated and balanced against a set of rewards.^{xxxviii} The first sanction for delinquency during probation should not be re-incarceration. Rather, graduated sanctions are needed, including options like ankle bracelet monitoring, community service and restorative justice. The latter helps the juvenile empathize with the victim and view himself as more in control of his choices; restorative justice also requires juveniles commit to an activity in the community to make amends with their actions.^{xxxix}

4) Inter-agency collaboration

- *Collaboration with state, city and federal agencies:* Reentry programs should collaborate with other government agencies to share and maximize resources. Different departments and agencies have access to funding streams and expertise. Beyond resources, data and information sharing is key so that un-classified case information is used by various agencies to better target care.

- *Link to CBOs and service providers:* Tapping into community resources is equally as important, as CBOs are often best situated to serve the youth and families in their community. Links to community treatment services – like juvenile judges, educational agencies and legal advocacy groups – is critical to guaranteeing that youth receive appropriate and continuous access to services well after terms of probation end.

5) *Implementation and evaluation:*

- *Consistent execution of program model:* A well-designed program must be consistently executed to be successful. Many reentry programs have the right elements on paper, but are not implemented either due to lack of training, resources, personnel, will or enforcement. Sometimes programs are not implemented adequately because there is reliance on other agencies to do so, therefore inter-agency collaboration may be necessary for consistent implementation to take place.
- *Transparent data collection and evaluation:* Quality reentry programs need to document their successes and failures and make this information publicly available in order to be truly transparent agencies held accountable to the public. Without measuring outcomes and conducting evaluations of program activities, it is difficult to ascertain which activities impact successful reentry, and which do not.

Part II: Does the average reentry process in LA meet the needs of its population and align with best practices?

A) The Average Reentry Process in LA

Finding #2
The average reentry process led by the Probation Department includes many valuable aspects in planning and care, but it lacks profound and meaningful efforts to measure proper implementation of its own effectiveness.

In Los Angeles County, all juveniles exiting camp will experience the County-run reentry process as it is set up by the Probation Department, and unless they are heavily involved in a pilot program or a community-based organization, this may encompass their entire reentry experience. The table below organizes standard reentry activities according to when they occur in the process and how they fit in our framework. The chart is helpful to see how human resources are distributed. The chart lists all reentry services the Probation Department is tasked with providing per standard policy, therefore actual services may exceed or fall short of these (see Appendix G for the Probation Department's Camp/Aftercare Transition protocol).

Best Practices	Stages of Probation-led Reentry Process			
	Intake, Detention, Camp	Pre-release Planning	Release	Field Supervision (Aftercare)
<u>Assessment and planning</u>	<ul style="list-style-type: none"> Los Angeles Risk and Resilience Check (LARRC) Mental Health Assessment (given by Dept of Mental Health) 	<ul style="list-style-type: none"> LARRC 30 days prior to release home assessment requested 	<ul style="list-style-type: none"> LARRC 	<ul style="list-style-type: none"> POs receive a file with basic information, and must supplement it by accessing relevant information from different databases
<u>Focus on transition</u>		<ul style="list-style-type: none"> Camp DPO verify youth's home school Parent / caregiver notified of youth's release 30 days before scheduled release date Relapse prevention plan 	<ul style="list-style-type: none"> Initial orientation with the field deputy probation officer within 24 hrs of release 	<ul style="list-style-type: none"> Juveniles must check in with their PO within 24 and 72 hours 15 day post report
<u>Individualized programming</u>	<ul style="list-style-type: none"> Minors with elevated risks receive enhanced services 	<ul style="list-style-type: none"> Field DPO is sent copy of Camp Court Report, Case Plan, and School Information 14 days prior to minors release from camp 	<ul style="list-style-type: none"> Parents of youth with medical needs are notified by nursing staff of post-camp medical needs / services 	<ul style="list-style-type: none"> High risk / high needs home-based services <ul style="list-style-type: none"> - functional family therapy (FFT) - multi-systemic therapy (MST) - wrap-around services - referral to substance abuse and mental health treatments
<u>Youth development</u>			<ul style="list-style-type: none"> School enrollment within 48 hrs 	<ul style="list-style-type: none"> School performance check-ins
<u>Inter-agency coordination</u>		<ul style="list-style-type: none"> School alerted to release academic transcripts 		<ul style="list-style-type: none"> Community based organizations (CBOs) services
<u>Implementation and evaluation</u>				<ul style="list-style-type: none"> Family monitoring supervision worksheet (optional)

Explanations and Variations

Intake, assessment and detention: There are some planning aspects that occur during intake, assessment, and detention that affect reentry services later in a youth's trajectory. After a youth is arrested, the Los Angeles Risk and Resilience Checkup (LARRC), an assessment tool adopted from San Diego County, determines his risk factors (See Appendix H for a copy of the LARRC). Specifically, the LARRC measures a juvenile's risk and protective factors and helps predict levels of recidivism. The Probation Department uses the LARRC to plan for in-camp services the youth will receive, namely by using the tool to determine his camp placement, as each camp has different services available. For example, if a youth is taking psychotropic drugs, he is most likely going to be placed in one of the Challenger camps due to the expanded mental health services housed there. The Department of Mental Health is tasked with performing a mental health assessment and providing services. Therefore the quality of mental health assessments and treatments depends heavily on the collaboration between these two departments.

Pre-release planning: The Probation Department conducts a site visit to the juvenile's residence 30 days before the camp sentence is completed to determine whether the home is suitable; however, sometimes this visit occurs much closer to release than 30 days. Each youth is assigned to a new probation officer, called a Field PO, when released from camp. The nature of the home visit is basic—the field PO verifies the address and checks for proper plumbing, and other amenities such as a bed and stove. The parents or guardians answer a series of questions regarding their work hours to determine adequate supervision in the home. If the home environment is deemed inadequate the youth is recommended for suitable placement and sent to live in a group home or facility. This home visit is not necessarily meant to discuss individualized planning regarding reentry programs and services for the youth upon release.

The Probation Department gives the future Field PO a file containing basic information 14 to 30 days before the youth's release in order to start planning for individualized reentry programming. However, in reality, a Field PO may get the file somewhere between two months before and many days after a youth is released from camp.^{x1} This file contains the youth's name and address and other personal information as well as the terms of probation. This file rarely contains information about prior youth gang activity, mental health, educational records, prior arrests, court records, or relevant notes from camp POs. The Field PO may choose to conduct further research to have a more complete picture of the youth's history. There are three other databases that a Field PO can access to collect data on the youth and plan appropriately for services and individualized programming, however this is done at the discretion of the PO. Field POs are not required to do this research, nor are they always explicitly trained on how to navigate the systems.

At least two different school systems are involved in the transition from camp school to community school, that is, the Los Angeles County Office of Education (LACOE) and the youth's community school.

Release process: According to our framework, the release process is probably the least planned component of the reentry process since there is little preparation involved. A parent, guardian, or family member usually picks up the juvenile on the day of his release, however the Probation Department sometimes provides transportation. Juveniles and their families should receive

school transcripts, any psychotropic medications and instructions on how to re-fill their prescriptions, as well as any other relevant health information upon release. Once they are released, youth are required to check in with their probation officer within 24 to 72 hours and enrolled in school within 48 hours. Fulfilling this last requirement depends on coordination with community schools. Presently, there is little standardization of this coordination to ensure youth are enrolled in school by the deadline, but the Probation Department recognizes the limitation and is currently developing a pilot to address the issue.

Aftercare: The aftercare unit of the Probation Department consists mainly of Field POs and other staff coordinating services. The Field PO is responsible for supervising youth in the community and for referring them to the necessary services. Service provision is generally done by community-based or nonprofit organizations. There are four different aftercare departments, and Field POs and their assigned probationers are sorted as such. These four departments are 1) Camp Community Transition Program (CCTP), 2) School-based, 3) Gang, and 4) Suitable Placement. There are minimal differences between the four units, mainly where the youth is located in relation to the Field PO and where they are likely to meet. All Field POs are required to meet with their clients once a week for the first 90 days, then once or twice a month afterwards.

Probation Department Aftercare Units

CCTP	Gang Unit	School-based Unit	Suitable Placement
The “catch-all” department and approximately 78% of all probationers released from camp. Juveniles in the CCTP meet with their field POs sometimes in the home, but most often at a service provision site.	Juveniles who are recognized as high-level gang members will be part of the Gang Unit. A Gang Unit PO may be tasked with supervising youth who have probation terms requiring they stay away from certain individuals or hot spots affiliated with their gang.	Juveniles enrolled in regular comprehensive high schools are supervised by POs stationed at their schools. Their meetings take place at the school and POs are more likely to see their clients informally many times a week, as well as have contact with the youth’s teachers and peers.	Youth in the Suitable Placement Unit are supervised by their Field POs directly at the facility or group home where they reside.

While an attempt is made to make aftercare services individualized, there is no evidence that periodic planning and assessment take place during aftercare to adjust services when necessary. There is not a major focus on transition, and families may or may not be monitoring daily follow-through of probation guidelines and services. Even though school attendance is compulsory, it is a challenge to make sure probationers are attending and receiving the necessary supports from schools and CBOs to make academic gains.

Finally, from the previous chart titled “Stages of Probation-led reentry process,” we can see that the area of most need according to our framework and Probation Department’s current activities is that of implementation and evaluation. The Probation Department does not have a standard

protocol for tracking and measuring the effectiveness of its reentry activities, therefore it is impossible to know which activities throughout the reentry process are working well and which are not. We will discuss this more in a later section.

It should be noted that our interviews with several staff at the Probation Department revealed that the practices of Field POs vary as widely as the practices of different teachers in different classrooms. As referenced before, some POs will engage in thorough research on their clients, while others will rely on the basic information that is more readily available. Some Field POs build closer relationships with their probationers and go above and beyond the requirements to supervise, while others just focus on maintaining probation terms and giving citations when youth fail to meet them. These widely varying factors may have a powerful impact on the youth, in either the positive or negative direction.

B) Barriers to reentry under the current system

Finding #3:
Youth leave camp unprepared to reenter their unstructured communities and often struggle with accessing school, medical care, and other essential resources. The average reentry process in LA lacks focus on transition planning, structured alternatives to crime, coordination from different County departments, universal implementation, and practical data collection.

Given the current County reentry process, what are the gaps and current barriers to successful youth reintegration? These barriers will be identified and expanded on using the best practices framework developed earlier.

Assessment and Planning

Primary Finding: *Multi-disciplinary planning, especially for the transition period, is inadequate and does not make use of assessment data.*

- ***Inadequate multi-disciplinary planning:*** For the vast majority of youth, no multi-disciplinary planning occurs. This is troublesome because the average juvenile in LA has a myriad of problems such as substance abuse and learning disabilities, and it is unlikely the Probation Department can meet these needs without other departments sitting at the table. Probation has recognized this and is working to change it, but currently only kids in a pilot program (discussed later) will receive this planning for wrap-around services.
- ***Inadequate short-term planning for transition:*** Minimal pre-release planning is done when the juvenile is in camp to identify the best school environment for the youth and ensure enrollment, prepare the family for reentry, and coordinate mental health and substance abuse resources.

Focus on Transition

Primary Finding: *Youth leave camp unprepared to return to their differently structured home life and struggle to continue with school and medical care.*

- ***Absence of step-down features:*** Few camps have meaningful step-down features where youth gain increased responsibility and begin to reacquaint themselves with their communities. The result is that they leave a highly structured camp environment and have difficulty productively filling in these hours when they return home.
- ***Limited family involvement:*** Most families have rarely visited their child while incarcerated (largely due to the remote locations of many camps), and camps often fail to pass on information to parents like mental health diagnosis and medication schedule, leaving parents unprepared for how to best help their child when he returns. The PO home visit prior to release is more about the physical home than the family. Some POs use this visit to try to start working with the families, but this type of sustained interaction is not built into the model.^{xli} POs may tell the parents that strong amounts of structure and accountability are important when the youth returns, but families may lack the tools or knowledge about how to properly create these conditions in their home. Consequently, many youth return to an unstructured environment unwilling to listen to their parents, who often feel helpless about being able to rehabilitate their children.^{xlii}
- ***Gaps in medical coverage:*** Lack of pre-planning for the transition affects youth who need health services. When youth are incarcerated in County camps, they lose their Medi-Cal coverage; when released from camp, in order to receive mental health treatment, youth and their families either have to pay out of pocket or reapply for coverage. Reapplying for coverage involves substantial paperwork and can take up to 30-60 days to be approved; the County has discussed possible solutions such as an online, automatic system to reinstate coverage, but it has not been developed.^{xliii} Thus, many youth will leave camp with no medical coverage to support their transition, including access to treatment for mental illness.
- ***Interruption of medications:*** Interviews with legal advocates, as well as the recent DOJ investigation, found that many camp facilities discharge mentally ill youth without a supply of their psychotropic medications and without a plan for continuing on them, making it likely that their medications will be discontinued indefinitely.^{xliv} Going off medication during this transition period can be disastrous for the youth and increases the likelihood of erratic or criminal behavior.
- ***School transition:*** Many youth find it extraordinarily difficult to re-enroll in school, with schools literally turning them away. This is partly due to a lack of timely transfer of records and transcripts between LACOE and local school districts when youth leave camp; without these transcripts, schools are reluctant to re-enroll youth. Even with transcripts in place, some public high schools simply refuse to re-admit a youth, citing reasons related to the juvenile's criminal history. This is usually illegal, but youth often do not know this, and it serves as a high hurdle that youth and their families often do not

attempt to cross. Sometimes, the PO successfully intervenes. Between this lack of pre-planning, delay with transcripts, and schools turning them away, many youth are out of camp for days, and often weeks or even months, before they are re-enrolled in school. Given all these barriers, many of these juveniles turn instead to vocational or alternative school settings which often lack rigor and can be breeding grounds for delinquency.

Individualized aftercare with youth development programming

Primary Finding: *Aftercare contains too little emphasis on treatment and structured alternatives to crime, and is not designed in a way that appropriately motivates youth to adhere to probation terms.*

- ***Inadequate substance abuse and mental health services:*** Probation's current success in dealing with substance abuse and mental illness problems is largely dependent on who mandates the probation terms. When substance abuse treatment, drug testing or mental health services are terms of a court-ordered probation, youth are more likely to meet the conditions. However, due to judge discretion, conditions like these do not always make it into probation terms, making it less likely youth will undergo the services. In that case, a PO may refer youth to various agencies, but youth may simply choose not to attend.
- ***Absence of educational and job support:*** The current reentry process often does not address the amount of educational support and skills-training youth offenders will need to succeed in school and the workplace. While holding the Probation Department solely responsible for getting youth caught up educationally is unrealistic and unfair, there needs to be more educational supports built into the reentry process if youth are expected to stay out of crime, and LACOE, LAUSD and individual POs should guarantee that IEP service requirements are being met and youth are being given the opportunity to succeed in school. Moreover, youth not in school need employment to continue down a healthy development path. The Probation Department does not currently emphasize skills training and does not have adequate partnerships with the private sector to facilitate employment for all youth in need, or want, of a job.
- ***Difficulty accessing resources (knowledge and transportation):*** Youth face barriers to accessing aftercare resources as they are released from camp. First off, accessing information about programs and services can be challenging, as Probation Officers often don't have a geographically-organized list of available services to distribute to youth. Furthermore, because Probation does not offer resources itself like substance abuse counseling but rather refers youth to other agencies, youth face the challenge of physically getting to these agencies. Many youth and their families do not have cars, and thus face long bus rides that can be unsafe, especially if they go through rival gang territory. Lack of transportation greatly impedes services from being taken advantage of.
- ***Insufficient gang interventions:*** Even though somewhere between half and two thirds of male juvenile offenders are identified as gang-affiliated, only around 10% are put into the Gang Unit aftercare program. The remainder of gang-affiliated youth receive little to no gang interventions in their aftercare. While this paper did not assess whether the Gang

Unit effectively addresses gang involvement, it is clear that most gang-involved youth are not getting the targeted treatment or supervision they need to avoid returning to gang life.

- ***Attitude and motivation to change:*** Adolescents have difficulty weighing consequences, understanding their impact in the world, and developing self-efficacy. The County's current reentry process does not systematically address this motivational and developmental component. Some youth have individual counseling mandated in their probation terms, which may include developing self-determination and motivation to change, but many youth receive no such treatment. Unaddressed, this juvenile "who cares" attitude can greatly impede the effectiveness of other services. As our fieldwork recognized countless times, on some level youth have to want to change to get the most out of programs.
- ***No known rewards for positive behavior:*** While some probation camps reward youth with things like material benefits or program involvement for good behavior, the Probation Department does not, to the best of our knowledge, currently reward youth for positive behavior when back in the community.
- ***Lack of appropriate and graduated sanctions:*** Current sanctions for bad behavior are limited. While things like ankle bracelet monitoring are sometimes used, most youth released from camp who break a rule usually face two options: either having the infraction ignored (getting a free pass) or getting sent back to camp, neither of which is effective in developing the notion of accountability and fairness in the youth. Graduated and transparent sanctions – whereby the youth knows he will be punished in a certain, predictable way – seem to be absent. Parents are reluctant to communicate problems their child is facing with the PO because they fear the child will be sent back to camp. Strategies like community service and restorative justice also seem to be underutilized.

Inter-agency Coordination

Primary Finding: While improvements have been made, the Probation Department still does not take advantage of the expertise and services that other County agencies and CBOs can offer in the reentry process.

- ***Insufficient coordination between County agencies:*** While inter-agency coordination has greatly improved, there are still examples throughout the reentry process where the Probation Department does not sufficiently coordinate with different County agencies, and vice versa. Examples include the planning phase (where multi-disciplinary planning is still a rarity), school access (where LACOE does not get transcripts to Probation or LAUSD in a timely manner for many youth) and health services (where Probation and Department of Mental Health still miss opportunities to collaborate). This lack of coordination occurs with both resources and information.
- ***Under-utilization of CBOs:*** There are countless CBOs in LA County, several of which will be discussed in the next section. While some POs seem very adept at directing their clients to these organizations, this is not uniform practice. Moreover, some of these

services have gone somewhat under the radar, and POs don't always know about them. Public Counsel, Learning Rights and Mental Health Advocacy Services are all legal aid organizations that will fight on behalf of youth for things like educational or health services. When a PO is unable to get a youth enrolled in school, accessing public interest lawyers is key.

- **Limited sharing of information and best practices:** Organizations in Los Angeles seem to be continuously reinventing the wheel with both programs and research. Through our many interviews, it became apparent that many reentry organizations and actors are creating similar programs yet not talking to each other. Different County agencies are also sanctioning research into this field – an example is the Young Offender Reentry Planning Grant, housed in the LA County Community and Senior Services Department which is examining youthful reentry issues in the whole County – yet this information took us three months to uncover. This lack of best practice sharing leads to inefficient use of resources in the County.

Implementation and Evaluation

Primary Finding: *The Probation Department struggles to efficiently collect data that shows the extent of program implementation and allows for proper program evaluation.*

Implementation and evaluation seem to be the weakest part of the reentry program. Throughout the course of our interviews and site visits in LA, we saw little evidence of any large-scale attempts to track efforts towards measuring effective program implementation or performance evaluation. While the Probation Department has made impressive changes and many success stories exist, we are concerned with the department's capacity to evaluate the part of its mission of "effecting positive probationer behavioral change."

- **Weak implementation of reentry protocol:** The Probation Department has in place several features of the reentry model that seem promising at easing the transition, including verifying a child's home school, requesting educational transcripts, and notifying parents of a child's medical needs, all while the youth is still in camp. Unfortunately, our field research indicated that this protocol is often not implemented; indeed, certain parts occur much later than intended (including after release, when it's almost too late) if at all. Several possible explanations of this weak implementation are:
 - **Variation between POs:** Different POs offer different levels of supervision, as some exceed, others simply meet, and some fall short of implementing the standard reentry program as outlined earlier. Some POs, as well as their clients, will just "go through the motions" and check for the attainment of probation terms, while others go deeper and ensure their clients receive vital services.
 - **Inadequate performance evaluation:** Aside from an annual performance evaluation that seems very general in nature, we are not aware of any formal periodic assessments of POs to evaluate their implementation of the standard protocol with every single client. We are also not aware of any performance

benchmarks POs are expected to achieve, other than marking off whether or not probation terms are maintained. If performance evaluations do exist, they were not referenced in any of our discussions, therefore we infer they are not being optimally utilized to ensure quality activities and supervision are provided and the reentry protocol is followed.

- ***Change of PO:*** Youth also face a lack of consistency as their POs change at each different interval of the probation experience. For scheduling purposes, it is easiest to change the PO at each stage of the process as youth move from one location to the next in order to increase the geographic proximity between the two. Logistically speaking, separating POs into the Camp and Field categories may be the easiest way to organize supports, but the discontinuity of POs is not optimal to forming pro-social relationships, and also makes it less likely that all steps will be implemented and that information will be exchanged and used.
- ***Incomplete record keeping:*** From our interviews of academics and individuals who work with Probation youth, we were told the Probation Department had a very antiquated data collection and analysis system. Some data is not collected or electronically tracked. Other data may be collected, but it may not be aggregated or used to generate informative reports or records that guide organizational practices. Some of the poorly collected and tracked data is information that could be formative in developing aftercare plans. For example, the 2008 DOJ investigation found the Challenger camps were not producing adequate mental health records and discharge summaries for youth receiving mental health treatment, impeding a POs ability to judge the mental health needs of the youth.
- ***Scavenger-hunt for relevant data:*** It is not only difficult for the leadership in the Probation Department to aggregate and analyze data when it is spread across different intra and inter-County databases, it is also difficult and time-consuming for POs to conduct adequate research on their clients to plan for the appropriate reentry services. As was previously mentioned, the data on youth is scattered throughout many different databases. The Probation Department manages court and arrest records, as well as records pertaining to gang-affiliation, probation terms and camp history in different databases. The Department of Children and Family Services and the Department of Mental Health may also have data on probation-involved youth if they have ever received services from their departments, but this information is not easily shared. It is not clear that different Pos who have served the same youth at the various stages are reading each others notes in full bout youth needs in the various databases and files that exist. It is very difficult to hold anyone accountable for youth outcomes when Probation staff does not have the tools necessary to adequately plan for youth success.
- ***Lack of evaluations, outcome data and transparency:*** In 2009, the Probation Department began designing a website called Digital DASHBOARD containing some youth outcome data, but recidivism is currently the only thing uploaded. The sections for outcome data on education and employment are not yet available, and we had limited success in securing this data from the Probation Department despite the help of Supervisor Ridley-Thomas. Given the difficulty around acquiring this data, we infer that

the department does not have the capacity to regularly collect and aggregate data in an organized manner and make it readily available. This lack of collection and transparency likely impedes the Department's ability to develop adequate planning for reentry.

Part III: How can local and national reentry programs inform the County's reentry process?

Finding #4:

There are many innovative reentry programs; some are unique to LA's characteristics and needs while others work on a national level. The County would benefit from close examination of these program components to extract lessons and ideas to build on its own strengths.

A) Innovative Reentry Programs in LA

Innovative Programs in Los Angeles: A Brief Overview

We have discussed some deficiencies of reentry efforts in Los Angeles; however, in order to move forward it is imperative to discuss LA's strengths. There are many innovative programs run by the Probation Department and other County agencies, CBOs, and other nonprofits that address and meet the needs of youth. Rather than evaluate each program, we discuss their strengths based on our framework in order to brainstorm how to build off their attributes and develop a more comprehensive approach for successful reentry.

COUNTY-RUN:

1) LA County Day Reporting Center (DRC): *A structured, individualized, and multidisciplinary reentry program with a focus on providing necessary treatments during the transition, including classes in pro-social skills, moral reasoning, and anger management--all under one roof*

The LA County Day Reporting Center (DRC) is a rehabilitative multi-service treatment center run by the Probation Department serving young adults ages 18 to 24. The DRC provides individualized case planning with a multi-disciplinary team meeting frequently to discuss cases. All youth experience 1) motivational treatment, 2) cognitive behavior treatment, and 3) educational/employment support. The DRC also streamlines mental health and substance abuse treatment in a way that makes access easy. Participants receive intense supervision by their on-site POs and spend most of the day at the center in a very structured environment, helping them transition from the structure of incarceration back into community life. Each young adult picks a vocation (education or employment) as they complete the program. If they do not complete the aforementioned three stages, they do not graduate. The graduation is often a special moment for many of the participants, as it may be the only ceremony recognizing their pro-social behavior in

which they have ever participated. The DRC's efforts to support immediate employment of probationers further their prospects for successful reentry.

2) Cross-Systems Assessment at Camps Onizuka and Smith: *A promising reform in two probation camps to achieve harmonious inter-agency collaboration on aftercare planning from a multi-disciplinary approach, and prevent the interruption of services during the transition*

Since June 2009, the juveniles in camps Onizuka and Smith (formerly known as Camp Holten) have undergone a multi-disciplinary planning process which brings together the Probation Department, Department of Social Services, Department of Mental Health, Los Angeles County Office of Education (LACOE), and the youth's home school district (usually LAUSD). Ninety days before the youth is released, a home visit takes place to assess the environment in which the youth will reside (instead of the typical 30 days before release). The Cross-Systems team then meets 45 days before the youth is released from camp to assess services based on his experience in camp and the observations from the home visit. LACOE and the home school district discuss the transition back to school, while the departments of Social Services and Mental Health collaborate to ensure mental health treatment continues without interruption, as well as other services under their jurisdictions for which the youth may qualify.

3) SORT pilot: *The most ambitious attempt at inter-agency coordination, bringing together multiple County departments to collaboratively discuss the aftercare planning of juvenile probationers, with an emphasis on improving the family environment*

The Systems Opportunity Review Team (SORT) is a new County pilot, which is scheduled to operate at four different pilot sites throughout the County and serve a total of 100 youth leaving Probation camp. Each pilot site will have a facilitator who will manage 25 juvenile probationer cases consisting of heavy wraparound services and early (pre-release) planning. SORT will convene periodically to discuss individual cases, but between these meetings SORT will also benefit from a centralized online database in which the different service providers will mark up the interventions they have made with the youth. In an attempt to improve the state of the home environment in which the youth resides, services will be provided to the family members of the youth as well, and these interventions will also be tracked. The ultimate goal is to test out how the Probation Department can best collaborate with other agencies also involved with and responsible for service provision for probation youth and their family members.

NON-COUNTY:

4) Homebody Industries: *A trusted organization in the community, known for helping gang members embark on healthier lives through the use of wraparound services and employment*

Homeboy Industries (HI) is a nonprofit, community-based organization with the mission "Jobs, not jails." HI, which is well known throughout Los Angeles, primarily assists former gang-involved and at-risk youth and young adults in becoming positive and contributing members of society through a focus on education, job placement, counseling and training. While HI does not explicitly target youth coming out of camps or young adults coming out of prison, by default, the

vast majority of those young adults who access services have been involved in the juvenile or adult systems.^{xlv}

HI offers wraparound services including free tattoo removal, GED preparation, substance abuse classes (or 12-Step meetings), mental health services, family counseling, anger management classes, group therapy, and legal and employment services. Currently, the most innovative job training classes are in solar panel installation. Traditionally, HI has acquired employment for its clients primarily through its own enterprises—silkscreen press, cafes, bakeries, and maintenance services. However, HI does have some partnerships with local businesses and many times clients are able to find employment through these. Participation in programs and services is completely voluntary. Many clients go to HI for the tattoo removal only, while others are drawn to HI initially for this free service but then stay on for the other services. In interviews we were told many clients would begin their programming and suddenly drop out, perhaps stop showing up to work, or go back to the gang life. Therefore, the program best serves young adults who are ready to change their lives toward more pro-social behavior. (See Appendix I for program summary.)

5) Long Beach Reentry Program: *A reentry program focusing on smooth and expedient transitions that links education and employment through intense mentoring*

This is a pilot reentry program born out of a congressional earmark last year through the US Department of Education. Administered by the Pacific Gateway Workforce Investment Network, this program is a collaboration of the Long Beach Unified School District (LBUSD), the Probation Department and the Long Beach BLAST mentoring program. Over two years this program is intended to provide education, employment and mentoring opportunities for 120 youth ages 14-18 transitioning out of the County probation camps. This program is geared toward providing a comprehensive approach to ensure smooth transitions back into school and into the workforce, with the help of mentoring services by college youth. The program model will incorporate pre-release multi-disciplinary planning with the Probation Department some time in the future. The strengths of this program include a strong workforce development component, including job training and employment opportunities, a weekly or bi-weekly mentoring component, a strong relationship with LBUSD, quick reintegration back into school after release, and an emerging family involvement component.

6) New Roads: *The only camp-based reentry program spurring motivation through education and pro-social skills building*

New Roads Camp Community Partners (NRCCP) is a program of the New Visions Foundation and New Roads School that operates under the supervision of the Probation Department. New Roads is an education-focused juvenile reentry program that is particularly unique given its location inside an LA County probation camp, Camp David Gonzalez. The program has two phases – an “in camp” phase focusing on developing social skills, coping skills and educational attainment, and a “reentry” phase with an individually-designed transition process and aftercare services. New Roads relies on a standardized assessment instrument to measure risks, needs, strengths and goal setting. The program aims to help youth develop a range of academic skills, from writing to poetry to theater performances, looking to inspire a love of learning in these youth. (See Appendix J for a program description.)

7) Amer-I-can: *The only program we observed focused primarily on attitudes and beliefs, Ameri-I-can aims to build a youth's self esteem and sense of self efficacy through structured dialogue among peers.*

The Amer-I-can program is a 15-chapter curriculum in life skills based on attitude adjustment and self-esteem. The curriculum is targeted specifically for high-risk juvenile offenders, but can be used on youth from varying risk and resilience levels. The curriculum starts by addressing self-esteem and motivating feelings (such as fear), and then engages participants in exploring the causes of their delinquent behavior through group dialogue in a very structured class setting. The premise for this program is that one cannot expect to see any change in behavior until a juvenile undergoes some internal changes first. This program is typically led by ex-gang members or convicts, and takes place in both high school settings as well as in the juvenile camps. While this program has not been evaluated, the program model suggests it could be effective and easily replicated in more camps or during reentry. (See Appendix K for a program description.)

8) Community Build: *A one-stop shop helping families build social and human capital*

Community Build is a nonprofit, community-based organization with the mission of revitalizing the communities in South Los Angeles affected by the 1992 riots by making investments in human capital and increasing commercial economic development. Community Build does not offer direct reentry services to juvenile probationers; it is more of a one-stop shop for City and County services that are available to community residents. Community Build has also partnered with numerous other CBOs to provide services under one roof. These services include legal aid, mental health counseling, education and vocational advising, technology training and workshops, and parenting classes. The consolidation of services and programs may be helpful to the families of juveniles reentering their communities, as well as to the juveniles themselves. In particular, Community Build may be helpful to juveniles who already have children of their own as they could benefit from parenting classes and links to services for which they qualify.

9) Advancement Project (Urban Peace Project): *The only program that actively intervenes to stop gang violence on the streets, and supports motivated ex-gang members*

The Advancement Project (AP) is a nonprofit organization and self-described civil rights and policy “action-tank.” The Urban Peace component in Los Angeles focuses on gang violence reduction through prevention efforts, as opposed to the traditional suppression upon which law enforcement relies heavily. AP engages in gang intervention activities to prevent gang violence, which involves trained interventionists entering the hot spots of gang activity in the community. These interventionists are often ex-gang members themselves, and they intervene to dispel rumors that may lead to revenge killings among rival gangs, as well as walk the streets to de-escalate other potentially violent situations. Through these activities, interventionists meet some gang members who want to leave the gang life, and they support them to succeed.

A Matrix of Best Practices in LA

We have fused together lessons from the reentry literature and strong LA reentry efforts to develop criteria for reentry programs that meet the needs of youth reentering their communities in LA. This criteria includes 4 of the 5 components of best practices (assessment and planning, focus on transition, individualized aftercare treatment, and inter-agency collaboration; implementation and evaluation seemed less important here), but is particularly tailored towards challenges youth face in LA, like gang involvement and geographic dispersion.

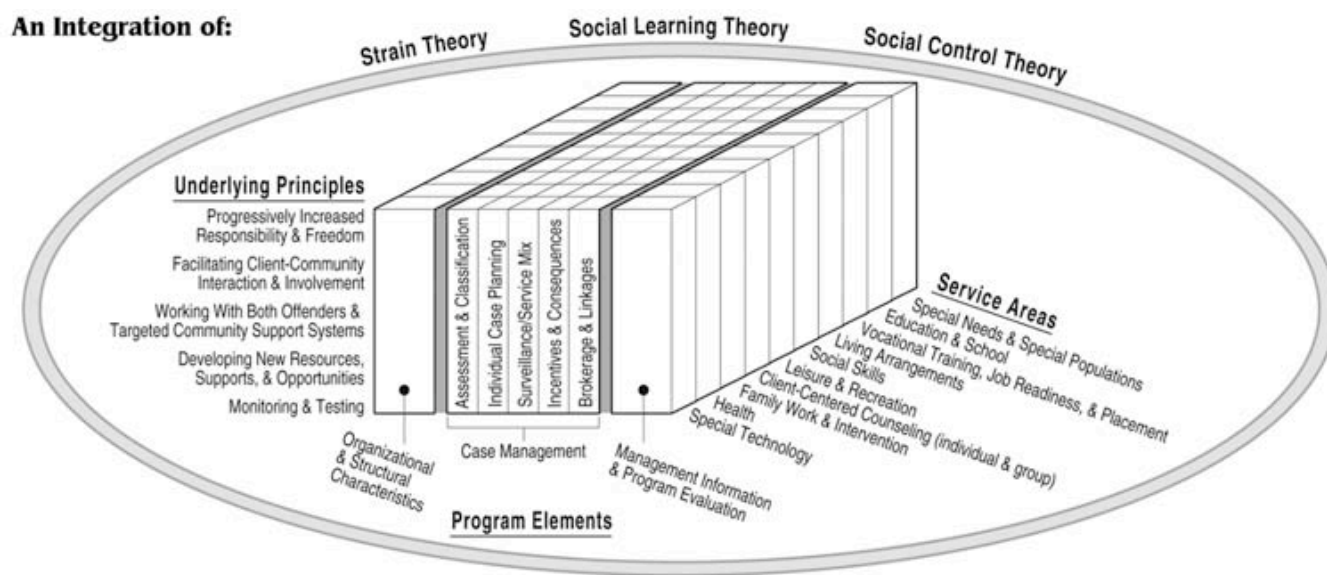
Programs in LA	Best Practices in LA									
	Assessment and Planning			Focus on transition	Individualized aftercare programming				Links to other community services / collaboration	Other features
	Assessment tools	Multi-disciplinary treatment	Individual case planning		Family involvement / mentoring	Rewards and sanctions	Education / job access	Gangs prevention/ intervention		
County-run Pilots										
Day Reporting Center (DRC)	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Graduation ceremony
Cross-Systems Assessment	Yes	Yes	Yes	Yes	Yes	No	Yes	No	No	
SORT pilot	Yes	Yes	Yes	Yes	Yes	No	Yes	No	Yes	
Non-County NPOs and CBOs										
Homeboy Industries	No	No	Yes	No	Yes	No	Yes	Yes	Yes	Tattoo removal and in-house employment
Long Beach reentry program	Yes	Yes	Yes	Yes	Yes	No	Yes	No	Yes	Weekly mentoring
New Roads	Yes	No	Yes	Yes	Yes	No	Yes	No	No	Goal-setting
Amer-I-can	No	No	No	No	No	No	No	Yes	No	Attitude adjustment based on youth development
Community Build	No	No	No	No	Yes	No	Yes	No	Yes	Links to County resources and programs
Advancement Project	No	No	No	No	Yes	No	No	Yes	Yes	Gang intervention in the community

B) National Model Programs

Nationally, there are programs from which LA could extract lessons to address old problems in new ways. Below are brief synopses of a few of these national programs.

1) IAP model: *A national OJJDP model focused on pre-release planning, a structured transition and long-term aftercare.*

One national program model is the Intensive Aftercare Program (IAP), which is an intensive community-based research and demonstration initiative supported by the OJJDP. IAP includes a highly structured transition from incarceration to the community, emphasizing peer and family relationships, education, jobs, mental health, substance abuse and recidivism reduction. Also deemed the Altschuler and Armstrong aftercare model, this model is thought of as “a correctional continuum consisting of three distinct, yet overlapping, segments”: 1) pre-release planning during incarceration, 2) structured transition involving the participation of institutional and aftercare staff, both before and after community release, and 3) long-term activities that ensure reintegration, adequate service delivery and social control.^{xlvi} The following diagram depicts this:



Source: Altschuler, Armstrong and MacKenzie, 1999

2) Colorado Intensive Aftercare Program: *Colorado’s IAP uses innovative and intensive step-down strategies to gradually re-integrate youth back into their communities.*

Colorado adopted the Intensive Aftercare Program to deliver services primarily in the Denver metropolitan area. It utilizes multiple assessment methods – educational and psychological instruments, the Young Offender Level of Service Inventory, the Adolescent Living

Independently Via Education and Employment – to develop individualized case plans. It also focuses heavily on continuity of service delivery, where community-based providers start weekly service meetings during incarceration that continue through aftercare; this includes individual counseling, parent orientation, and anger management. Step-down features of the program allow IAP youth to participate in supervised trips to the community 60 days prior to release, and overnight trips to their home 30 days prior to release. After release, youth will then go through several months of highly structured day treatment programming. Lastly, family members are involved through family counseling groups.

3) New Hampshire Diversion Program: *New Hampshire builds a notion of accountability and empathy in the juvenile, as he must engage with family, peers, victims and community members to devise a strict contract to make amends.*

New Hampshire's diversion program is not a program targeted at youth reentering from extended incarceration, but many of its concepts regarding planning may be applied to populations reentering from juvenile hall or incarceration. For LA County, the New Hampshire's program could be immediately applied to planning for juveniles with home on probation status or diverted cases. The following lessons on reentry planning can be derived from the New Hampshire program.^{xlvi}

- Probation staff form close partnerships with judges to ensure appropriate sentencing.
- Staff interview the family extensively to learn about the strengths and weaknesses of the youth and the family, which may influence youth delinquency.
- A contractual agreement is drawn by a committee of community volunteers (including adults and teenagers), victims, the youth, the youth's family, and the probation staff.
 - The offense, its impact, and ways to remedy it's harm are discussed.
 - The committee discusses factors that influence the youth's behavior negatively, such as school, family, sibling relations, social and work life. They then discuss strengths and plan for supports to build on the youth's resiliency and other tools for success.
 - Finally, a contract contains restorative justice component where the youth commits to completing a community service project. (i.e., mural painting, clean-ups, volunteering)
 - Transportation is often provided.
 - After it is signed, the contract typically lasts 90 days, but may last longer if necessary.

4) Office of Juvenile Justice and Delinquency Prevention, Gang Reduction Program East LA Pilot: Gang Reduction and Youth Development Zone (GRYD): *GRYD is a rich community laboratory with the capability of discovering what strategies work to curb gang violence in hot spots of activity across the country and in LA.*

The OJJDP developed a comprehensive gang strategy in the late 1980s and implemented the components into a national Gang Reduction Program in 2001. The Gang Reduction Program is being piloted in four cities, one of which happens to be the Boyle Heights area of East Los Angeles. The GRYD zone has been at the cornerstone of Mayor Villaraigosa's gang strategy and has included an increased deployment of police and resources to the hot spots of gang activity for

gang prevention, intervention, and re-entry programs targeted at those involved or otherwise affected by gangs. Some experts see this as a holistic approach, which can curb gang participation and violence. The GRYD relies heavily on grassroots and churches that have a history of gang intervention and prevention.^{xlvi}

Prevention strategies include literacy and afterschool programs at elementary schools, prenatal and infancy support for high-risk mothers affiliated with gang members, intensive case management for youth and families living in the target area, and gang awareness trainings for service providers serving the same communities. Intervention strategies are case managed by multi-disciplinary teams and include tattoo removal, individual and group counseling, substance abuse treatment, educational and vocational training, and anger management and conflict resolution classes. The LAPD and community members are heavily involved in suppression activities such as enforcement of gang prosecution and community awareness. A suppression strategy to address reentry in Richmond, VA was a directed patrol program where data indicated where and when crime and gang activity was most prevalent and officers and others walked or bicycled through the hot spots. Even though we cannot be sure of the cause, crime was shown to decrease after this intervention.

RECOMMENDATIONS AND MOVING FORWARD

LA County and the Probation Department have a lot of strengths to build off, both within their own processes, resources and pilot programs, and within the greater LA community of innovative programs. The following is a list of our recommendations; while many of these speak primarily to changes that need to happen within the Probation Department, these recommendations are still intended for a larger audience including all personnel who works with juvenile probationers from County departments and nonprofit organizations.

Assessment and Planning

1) Build up pre-release planning via expansion of Cross-Systems Assessment to all probation camps.

WHAT AND WHY: We have recognized that pre-release, multi-faceted planning is one of the most critical pieces of a reentry program, yet also one of the weakest components of LA's process. Indeed, the Probation Department has recognized this shortfall and is currently piloting a program – the Cross-Systems Assessment, discussed in the previous section – consisting of a multi-disciplinary team tasked with identifying needed services (for during and after incarceration) long before release takes place. This Cross-Systems Assessment pilot seems very promising, though it is currently only at two camps. Probation has talked about incorporating this process in all camps for some time, but this has not yet happened.

HOW:

- The Cross-Systems Assessment should first be expanded to the camps that seem to have the infrastructure and needed cooperation in place. Once the infrastructure has been built, it should be expanded to the remaining camps.
- Lessons from the Cross-Systems Assessment pilot, and the similarly-designed SORT pilot, should be applied to this expansion.
- The goal should be for half of the camps to have this in place within two years and the rest of the camps within four.
- To achieve this, the Probation Department will likely need financial support and cooperation from other County agencies. Political pressure from the County Supervisors may be necessary as well.

Focus on Transition

2) Incorporate step-down features into camp and the reentry process.

WHAT AND WHY: As recognized earlier, there is little in place at the camp or community level in the form of step-down features to ease the transition from incarceration to the outside world. This massive shift from a highly structured, fenced-in environment to the unstructured outside world in the matter of one day is very difficult for a youth to navigate. Steps need to be put into place, like those in some of the national model programs we discussed, to help ease this transition.

HOW:

- First recognize step-down strategies the Department thinks would be appropriate and effective given its population and current camp and aftercare infrastructure and resources.
- Pull from the best practices of model programs such as increased autonomy in camp, home and overnight visits while youth are still incarcerated, and community involvement while incarcerated, and intense but declining levels of supervision once released (like the County-run DRC program provides).
- Survey youth who have recently reentered their communities to identify the components that have been the hardest about reentering their communities.
- Pilot different strategies in different camps and evaluate each one's effectiveness. Those that seem most promising should be expanded to other camps.

3) Implement strategies to minimize education and mental health disruptions in transition.

a) Education – Immediate re-enrollment in school:

WHAT AND WHY: Many youth are not re-enrolled in school within, or even close to, the 48 hours that the Probation Department sets as a goal. The reasons have been discussed, and the consequences are clear: each day that goes by further hurts the youth educationally, gives them unsupervised time to get into trouble, and makes it less likely they will return to a rigorous high school setting. The Probation Department needs to work with individual schools and LACOE to ensure this 48-hour timeline can be met.

HOW:

- POs should use assessment data and conversations with the youth and family to identify the appropriate school environment *at least three weeks before release*.
- Generate a system to ensure LACOE supplies updated transcripts to schools *before the youth is released*. Ideas for achieving this include:
 - 1) Create a liaison between Probation and LACOE to facilitate transcript release.
 - 2) Create an automatic trigger in the system, based on youth's release data, that notifies LACOE automatically to process the information.
- Involve education and legal advocates. Public Counsel staff has trained some POs on how to best advocate for their clients. This training should be included in the general PO training. Moreover, POs should be encouraged to contact education lawyers as soon as they get resistance from schools.
- Consider working with schools to identify why they are denying youth -- whether due to fear that the youth will be disruptive, or a misunderstanding of school policies and what is legal, or both – and help address these problems so that schools have an incentive to be more cooperative.

b) Mental health – Immediate re-enrollment in health coverage

WHAT AND WHY: Medi-Cal coverage is lost when juveniles are sent to camp, which services as a serious barrier to accessing health care post-release. A system is needed to provide Medi-Cal coverage to youth as soon as they are released.

HOW:

- The Probation Department and Department of Mental Health have discussed setting up an automated system that will reinstate Medi-Cal based on the youth's release date. Other County departments should help facilitate the process to institute this policy.
- A temporary mechanism is needed to make sure youth have temporary medical coverage. The SORT pilot has devised the Client Identification Number (CIN) system, which gives youth special status to qualify for short-term medical coverage. Expanding this to youth not in the SORT pilot should be considered as a temporary fix until the automated reinstatement system is set up.

c) Mental health – Continuity in medication intake:

WHAT AND WHY: Mentally ill youth who go off their psychotropic medications after being released from camp are at a heightened risk of re-offending. While many factors influence the interruption of medication, one that the County has considerable influence over is educating youth and their family members on when, why and how medication should be taken.

HOW:

- POs or DMH staff should do an orientation with the family and the youth *before release* to educate them on the medical diagnosis, the type of medication they are taking, when they should take it, and why it's important to stay on it.
- Camps should ensure that youth leave with a 30-day supply of medication.
- POs or DMH staff should instruct the family and the youth on where they can refill their medication; this should include the name and address of the pharmacy or clinic.

Individualized aftercare programming

4) Build a comprehensive County-run strategy to address gang intervention and prevention.

WHAT AND WHY: We strongly suspect that gang affiliation among juvenile probationers well exceeds 50%. Currently the most extensive strategy to address the prevalence of gang affiliations among juvenile probationers is the Probation Department's Gang Unit. Due to the sheer magnitude of youth with gang affiliations, the Gang Unit does not have the capacity to serve all juvenile probationers that are gang involved; additionally, we do not have the knowledge to assert whether the activities and supports the Gang Unit offers are beneficial and should be expanded widely.

HOW:

- Investigate the practices of the Gang Unit for effectiveness and determine which practices should be replicated to address rampant gang affiliation more widely.
- Determine appropriate supports and strategies for POs to specifically address with their clients. Provide both safety and training to be able to implement gang prevention strategies.
 - Increased safety for POs, or closer partnerships with law enforcement agencies could allow for a program like that of Richmond's GYRD where the presence of foot and bicycle patrols in known gang hot spots helped reduce criminal activity.

- Consider the intervention strategies provided by organizations such as Advancement Project and the LAPD. Form partnerships with other community organizations that have the capacity for intervention.
- Read and assess the components of the OJJDP Comprehensive Gang Model for the appropriate application in the LA context.
- Implement a component to aftercare programming that addresses broader youth development, attitude adjustment, and motivation challenges.
 - Examine local programs such as the County DRC and Amer-I-Can.
- A natural place to partner or collaborate to learn more about effective strategies to reduce gang violence and participation would be with the GRYD in East LA.
 - The County may not be able to access the resources to provide so much support to targeted areas as GRYD, but it could learn what strategies have worked best from that model.

5) Establish an accountability system for completion of probation terms consisting of rewards and graduated sanctions.

WHAT AND WHY: With no formal accountability system or standards for POs to develop rewards and sanctions that appropriately incentivize or correct good or bad behavior, juvenile probationers may not have any direct incentives to comply with probation terms. The guidelines for graduated sanctions are not clear and many times parents are afraid to report misbehavior to avoid the re-incarceration of their children, and by the time POs realize the youth is breaking his probation terms, it is too late to correct behavior and re-incarceration is unavoidable. Youth respond best when they believe they are being treated fairly, and a consistent and predictable system may not only attain their buy-in, but also their successful reentry.

HOW:

- Use a system of appropriate graduated sanctions that youth and families clearly understand, where re-incarceration is seen as the last resort.
- Create a template for a reward system for POs to use and modify for their subpopulation of juvenile probationers.
 - Procure donations from local business or sports organizations to provide POs with rewards to give youth.
 - LA Dodgers/Lakers gear or tickets, restaurant and retail gift cards, etc.
- Organize a graduation ceremony to honor juvenile probationers when they have successfully completed their probation terms, graduated from high school or completed their GED, or other accomplishments.
 - Replicate the DRC graduation ceremony which commemorates the successful completion of the reentry program.

Inter-agency Coordination

6) Compile and centralize information on reentry programs, research and best practices.

WHAT AND WHY: Information on juvenile reentry is spread throughout Los Angeles; few people seem to know what programs exist, what research studies have been commissioned by the

County, or what best practices are. Since reinventing the wheel is expensive and inefficient, reentry information needs to be centralized.

HOW:

- The Young Offender Reentry Planning Grant, housed in the LA County Community and Senior Services Department, is a thorough research grant which is examining youthful reentry issues in the County and compiling the information; the documents they produce, along with this report, will be a great starting point for the centralization of resources.
- Somebody in the County – and most likely within the CEO or Probation Department – needs to become essentially the juvenile reentry guru. A significant part of their job should be keeping up to date with changes in the local reentry community, as well as coordinating between agencies and facilitating the spread of best practices.
- When this information is compiled, POs should have access to it and should use it as a resource to direct youth to appropriate programs and providers within their neighborhood

7) Use the SORT Pilot to test how different county agencies can share information regarding the same youth.

WHAT AND WHY: The level of relevant information sharing among County departments appears to need some improvement. The SORT Pilot could be a beta test to determine how a system of information sharing could work. For example, if a youth is diagnosed as a Special Education student by his local school district, he may qualify for special services and interventions from the County's Public Defenders' Office. However the Public Defenders' office may never become aware of such a diagnosis. We realize there is some sensitive information in a youth's record that not all County Departments should be able to access, but if there were some way to build a centralized database granting County staff access to information on the youth in a differentiated (password protected) manner, decisions about aftercare made by different departments could be expedited and based on thorough information located in one place.

HOW:

- Evaluate SORT's information sharing protocol and build off lessons.
- Brainstorm with other departments about the most user-friendly online databases to share information.
 - Create rules about how and when information sharing is used to enhance service provision for juvenile probationers while still ensuring confidentiality.
- Provide technical support and training to various County departments to ensure proper implementation.
- Reassess the efficacy of the database after one year to measure its relevance and effectiveness.

Implementation and Evaluation

8) Enforce consistent implementation of current protocol.

WHAT AND WHY: The Probation Department has made considerable improvements in its model and has well-researched, though somewhat vague, steps built into its transition and

aftercare components. Thus we are not recommending that they overhaul their protocol. The problem, as our fieldwork suggested, is largely the lack of consistent and timely implementation or contingency plans when obstacles are expected (i.e. school re-enrollment). While we have not seen the Probation Department's tracking system that measures the completion of PO tasks, our research indicates the system is not succeeding at measuring and enforcing implementation.

HOW:

- Set a department-wide goal to improve protocol implementation, by the leadership of the Probation Department.
- Aggregate implementation data in order to recognize procedures that are effectively implemented Department-wide and those that are rarely implemented; this would help uncover barriers POs face in implementation, allowing the Department to adjust procedures and support POs.
- Enforce greater accountability regarding implementation.
 - Use a more recurring PO performance evaluation system, rather than yearly.
 - Incentivize POs to comply

9) Improve data collection and analysis capabilities of the Probation Department.

WHAT AND WHY: The lack of outcome data on juvenile probationers permits the County to be ambivalent about its own effectiveness, and inhibits the ability of mid-level and frontline probation staff to plan for success because they simply do not know which activities work and which do not. Summative data, or outcome data, keeps the Probation Department accountable to its clients and to County constituents concerned for public safety. Formative data, collected from POs who track the implementation of the program model as services and interventions take place, could inform the Probation Department of which variables in the reentry process may have more impact on recidivism than others. For example, if the Probation Department was in the habit of keeping immaculate records on individual juvenile interventions, the statistics branch of the Probation Department could analyze the data in a way to isolate the impact of specific interventions. This should be the end goal, because only then can the Department really strategize and learn the impact of the activities into which it invests time and resources. The public should have access to basic data such as recidivism as it bears a consequence on public safety in their communities.

HOW:

- Instruct POs on how to keep record of each intervention as it occurs in a centralized database.
 - An electronic database will require input from frontline staff (POs) and mid-level supervisors, since they will be implementing it.
 - Hire technical support if needed to build the centralized database.
 - Staff will also need to be thoroughly trained.
 - Funding could be gathered from various federal, state and local governments.
 - The OJJDP offers funding grants for these types of activities.
- Collect, aggregate and analyze camp-level data on programming and interventions, and generate a recidivism rate per probation camp.

- This effort to collect camp-specific data is not to compare camps to each other or to punish certain camps with more high-risk juvenile populations for higher recidivism rates. Camp-specific would help to compare programming at camps that are similar or to each other, as well as help isolate the programming that is associated with success.
- Survey the frontline staff, mid-level supervisors, and youth probationers on how to improve the system.
 - Conduct focus groups or individual interviews.
 - Those most involved in implementation of programs, and those who are directly impacted by a program often know exactly what makes most sense and what is needed to achieve the mission of the organization.
- Publicly report the juvenile probationer recidivism rate on the Probation Department's website to show transparency and reliability as a public organization. Even if the recidivism rate is high, it builds more trust with the public to display it openly, rather than appear to cover it up.

10) Closely examine and consider replicating promising LA reentry programs such as DRC, Long Beach Reentry and New Roads.

WHAT AND WHY: The DRC, Long Beach Reentry and New Roads reentry programs, to name a few, have many organizational characteristics that the County should evaluate for effectiveness, and then consider sustaining or replicating. There is no need to re-invent the wheel, and if one program has learned to serve youth in a successful manner, and has the best capacity to execute the model, then the County should continue to support them in their efforts. The County should also consider ways to adopt some of the effective practices within the probation camps when possible, with program support from the aforementioned organizations.

HOW:

- Evaluate the DRC, Long Beach Reentry and New Roads in order to determine how well they work, and which program components are the most effective aspects.
- Depending on the evaluation results, decide which partnerships to maintain and what program characteristics the Probation Department, or other County department, should adopt.
- Refer juvenile probationers to these programs whenever possible.
- Provide transportation for youth who live far away from available services, or for ex-gang members who fear crossing gang territory borders on public transportation, to access successful reentry programs.

CONCLUSION

The juvenile reentry process for youth leaving camp in LA County may not be up to par yet, but there is reason to be hopeful. First, the Probation Department has demonstrated significant willingness and ability to change, as evidenced by the changes that have happened in the juvenile halls in the last ten years. Second, there are numerous reentry pilot programs in place that show very promising models. Lastly, LA County is extremely rich with community-based organizations and bright minds – so much so that we encountered another exciting program or individual working toward change almost every week of our fieldwork.

We hope that our recommendations provide next steps for Supervisor Mark Ridley-Thomas, the Probation Department and the County as a whole. When implemented, these changes should go a long way toward improving the outcomes of our young offenders, many of whom would be successful citizens if it were just for the right investment or intervention.

Lastly, we hope that our report does indeed improve the reentry process for youth in LA County. However, while it was outside the scope of this report, it must be emphasized that in addition to changes in transition and aftercare, considerable reform is needed at the camp-level. While the Probation Department has recognized camp deficiencies and has expressed an interest in making substantial changes to the way the camps are run, too much time has passed under the status quo. Indeed, it is hard to truly address successful reentry when often times the time spent in camp does more harm than good to our youth. Both County support and political pressure are needed to push these camp reforms through; only then can youthful offenders face the ultimate chance at rehabilitation and a smooth transition home.

ENDNOTES:

ⁱ Sickmund, Melissa and Snyder, Howard N. "Juvenile Offenders and Victims: 2006 National Report." Office of Juvenile Justice and Delinquency Prevention, U.S. Department of Justice, Office of Justice Programs. Washington DC: National Center for Juvenile Justice. 2006

ⁱⁱ Office of Juvenile Justice and Delinquency Prevention (OJJDP), Census of Juveniles in Residential Placement Databook, 2006 data

ⁱⁱⁱ Zhang, Sheldon X., "Youth on Youth Violence in Los Angeles County Juvenile Detention and Camp Facilities: A Comparative Analysis." San Diego State University, 2007: p. viii

^{iv} McCroskey, Jacquelyn. "Youth in the Los Angeles County Juvenile Justice System: Current Conditions and Possible Directions for Change." LA County Children's Planning Council. Commissioned by LA County of Board of Supervisors, April 2006, p. 8, derived from 2003 arrest data

^v Los Angeles County Probation Department descriptive data, 2007-08

^{vi} Multiple interviews with Probations staff revealed that this is the average length of detention, though 3 month terms used to be common though have been mostly phased out, and occasionally youth are held for more than one year.

^{vii} County of Los Angeles Probation Department, "Report on Data Request for Juvenile Reentry Project," prepared for Supervisor Mark Ridley Thomas, April 2010

^{viii} Boyd, Ralph F Jr, Assistant Attorney General. "Letter to Los Angeles County Board of Supervisors," commissioned through the Department of Justice Investigation on Juvenile Halls, April 2003

^{ix} We performed a site visit of Camp Gonzalez and witnessed these various programs. Additionally, in several interviews with the Probations Department and various nonprofits, Camp Gonzalez was identified as the "best camp."

^x A site visit of two of the camps at Camp Challenger allowed us to witness this shortage of programming. Information on the lawsuit came from the media as well as a conversation with Public Counsel, who is involved with the suit.

^{xi} Grace Chung Becker, Acting Assistant Attorney General, "Letter on the Investigation of the Los Angeles County Probation Camps." Written to the Board of Supervisors from the Department of Justice, Civil Rights Division, October 2008

^{xii} Mears, Daniel P. and Travis, Jeremy. "The Dimensions, Pathways and Consequences of Youth Reentry." The Urban Institute: Justice Policy Center. Jan 2004. p. 2

^{xiii} County of Los Angeles Probation Department, "Report on Data Request for Juvenile Reentry Project," p. 4

^{xiv} Probation Digital Dashboard System (PDDS)

^{xv} Sickmund, Melissa and Snyder, Howard. "Juvenile Offenders and Victims: 2006 National Report," p. 234

^{xvi} Sickmund, Melissa and Snyder, Howard. "Juvenile Offenders and Victims: 2006 National Report." p. 234

^{xvii} This employment percent, provided to us in the Probation Department's taskforce report, is limited in it's application. We were not provided information on when this employment measurement was made (right upon leaving camp? six months after?) or what it meant to be employed (part time? full time?) or how long this employment lasted.

- ^{xviii} McCroskey, Jacquelyn. "Youth in the Los Angeles County Juvenile Justice System: Current Conditions and Possible Directions for Change." p. 29 and 31
- ^{xix} Mears, Daniel P and Travis, Jeremy. "The Dimensions, Pathways and Consequences of Youth Reentry." p. 6
- ^{xx} Elizabeth Scott and Laurence Steinberg. "Adolescent Development and the Regulation of Youth Crime."
- ^{xxi} Berger, Kathleen Stassen. "The Developing Person: Through Childhood and Adolescence" (Seventh Edition). New York: Worth Publishers, 2006, pp 447
- ^{xxii} Kathleen Stassen Berger, *The Developing Person: Through Childhood and Adolescence*
- ^{xxiii} Brown, B. Bradford, "Chapter 7: Peer Groups and Peer Cultures" in *At the Threshold: The Developing Adolescent*, edited by S. Shirley Feldman and Glen R. Elliott. Madison: Harvard University, 1990
- ^{xxiv} Elizabeth Scott and Laurence Steinberg. "Adolescent Development and the Regulation of Youth Crime."
- ^{xxv} Gonzalez, Rene and Wong, Esther, Assistant Superintendents, "Foster Care and Probation Students, December 2007," Inter-Office Correspondence for Los Angeles Unified School District (LAUSD), to the LAUSD Board of Education and Superintendent, March 4 2008
- ^{xxvi} McCroskey, Jacquelyn. "Youth in the Los Angeles County Juvenile Justice System: Current Conditions and Possible Directions for Change." p. 22
- ^{xxvii} Gonzalez, Rene and Wong, Esther, "Foster Care and Probation Students, December 2007," p. 6 and 8
- ^{xxviii} McCroskey, Jacquelyn. "Youth in the Los Angeles County Juvenile Justice System: Current Conditions and Possible Directions for Change." p. 25
- ^{xxix} Abrahams, Laura S. and Fields, Diane. "Perceived Needs, Barriers and Social Supports Among the Youth Reentry Population in Los Angeles County." UCLA Department of Social Welfare, School of Public Affairs, June 2008; p. 12
- ^{xxx} Wasserman, Gail A; Ko, Susan J; and McReynolds, Larkin S. "Assessing the Mental Health Status of Youth in Juvenile Justice Settings." Office of Juvenile Justice and Delinquency Prevention (OJJDP); August 2004, p. 3
- ^{xxxi} Abrams, Laura S. and Fields, Diane. "Perceived Needs, Barriers and Social Supports Among the Youth Reentry Population in Los Angeles County." p. 13
- ^{xxxii} Violence Prevent Coalition of Greater Los Angeles, "Fact Sheet: Gang Violence." June 2007, p. 1
- ^{xxxiii} Abrams, Laura S. and Fields, Diane. "Perceived Needs, Barriers and Social Supports Among the Youth Reentry Population in Los Angeles County." p. 7
- ^{xxxiv} Mears, Daniel P. and Travis, Jeremy. "The Dimensions, Pathways and Consequences of Youth Reentry." p. 11
- ^{xxxv} Gies, Steve V., "Aftercare Services." p.24
- ^{xxxvi} Office of Juvenile Justice and Delinquency Prevention (OJJDP), "Best Practices in Juvenile Accountability: Overview," in *Bulletin: Juvenile Accountability Block Grants Series*, April 2003. NCJ 184745.
- ^{xxxvii} Commission on Behavioral and Social Sciences and Education (CBASSE), "Chapter 3: The Development of Delinquency" in *Juvenile Crime, Juvenile Justice*. 2001, p. 71-74
- ^{xxxviii} Gies, Steve V, "Aftercare Services." p. 25
- ^{xxxix} OJJDP, "Best Practices in Juvenile Accountability: Overview."

^{xl} In our fieldwork, interviews with POs revealed this to be the case.

^{xli} In our fieldwork, Diana Felix from Soledad Enrichment Action (a CBO) indicated that she rarely starts working with families until after the youth has been released.

^{xlii} In our fieldwork, we went on two pre-release home visit ride alongs, and in both the parents seemed extremely worried about how to control their child when he returned. In one visit the PO offered to start family counseling meetings before release to prepare the parents, and in the other no such support was offered.

^{xliii} Interview with Maggie Brandow from Mental Health Advocacy Services

^{xliv} Becker, Grace Chunk Acting Assistant Attorney General, "Letter on the Investigation of the Los Angeles County Probation Camps." p. 47

^{xliv} Interview with Veronica Diaz, 1/7/10

^{xlvi} Gies, Steve V. "Aftercare Services." Office of Juvenile Justice and Delinquency Prevention (OJJDP), September 2003, p. 7 – but this direct quote / info is also cited in the text as Altschuler and Armstrong, 1996:15)

^{xlvi} "How diversion works." NHJCDN Diversion Handbook. 2005

^{xlvi} Best Practices to Address Community Gang Programs: OJJDP's Comprehensive Gang Model. P 12. National Youth Gang Center, Office of Juvenile Justice and Delinquency Prevention: 2008.

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Appendix A:

Diverse Pathways to Youth Reentry in LA County

	County juvenile system		State juvenile system		Adult system	
	Entered as	Released as	Entered as	Released as	Entered as	Released as
Pathway 1	J	→ J or A				
Pathway 2	J			→ J or A		
Pathway 3	J					→ J or A
Pathway 4			J	→ J or A		
Pathway 5			J			→ J or A
Pathway 6					J	→ J or A

J = Legally defined juvenile, age 17 and younger

A = Legally defined adult, age 18 or older

(Table adopted from a similar table in “The Dimensions, Pathways and Consequences of Youth Reentry” article by Daniel P. Mears and Jeremy Travis, pg. 5”

Pathway 1 is fairly straightforward: the majority of juvenile offenders (legally defined as age 17 and younger) who are incarcerated are done so within residential-type facilities; in Los Angeles, this means in the County juvenile justice system in one of the 19 Probation Camps. Those incarcerated in County Camps are usually repeat offenders convicted of anything from property crimes to attempted murder. Most youth in the County Camps are released still as legal minors; however, a number will turn 18 while incarcerated and will thus reenter society as legal adults.

Pathways 2 and 3 are less traditional pathways for juvenile offenders, and occur when juveniles begin their confinement in the juvenile camps but are transferred into more secure, prison-like settings. In Los Angeles this transfer can be either into the state juvenile system – the California Division of Juvenile Justice (DJJ), formerly known as the California Youth Authority, or CYA (Pathway 2) – or into the adult criminal justice system (Pathway 3). The juveniles finish their terms of incarceration there, and can eventually be released as juveniles or as legal adults.

Pathway 4 and 5 are where, as stated earlier, a youth who commits a more serious crime enters the state, rather than County, juvenile system. The DJJ is a division of the California Department of Corrections and Rehabilitation and houses some of California’s most serious youth offenders. DJJ facilities serve youth and young adults from ages 12 to 25 and function as youth prisons.

Pathway 6 is a more recent phenomenon stemming from the passage of tough laws throughout the country in the 1990s that increasingly waived juveniles into adult criminal courts. In California, it was Proposition 21 that made it significantly easier for juveniles to be processed as adults, even mandating adult trials for juveniles 14 and over (changed from 16) charged with murder or specified sex offenses. In LA County, around 200 of the roughly 31,000 juveniles arrested each year are referred to adult courts, and most are convicted and sentenced to adult prison (McCroskey, p. 6).

Appendix B:

Camp Offense Demographics by Supervisorial Districts										
Description	First District		Second District		Third District		Fourth District		Fifth District	
Offenses Against Person	110	38%	279	44%	102	46%	108	47%	103	40%
Offenses Against Property	97	33%	205	32%	60	27%	69	30%	106	41%
Offenses Against Public Order	67	23%	124	19%	43	19%	42	18%	32	12%
Drug-Related Offenses	16	6%	30	5%	18	8%	13	6%	16	6%
TOTAL	290	100%	638	100%	223	100%	232	100%	257	100%
Total of District Minors			1640							
Out of County or State Minors			59							
Grand Total of Minors			1699							

GENDER BREAKDOWN - 01/01/07 THRU 12/31/07

SEX	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	TOTALS	%	AVG per MO
F	40	34	41	43	53	33	35	34	39	42	36	40	470	11%	39.2
M	319	318	367	373	363	305	311	342	268	366	276	275	3883	89%	323.6
TOTALS	359	352	408	416	416	338	346	376	307	408	312	315	4353	100%	362.8

ETHNIC BREAKDOWN - 01/01/07 THRU 12/31/07

ETHNICITY	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	TOTALS	%	AVG per MO
ASIANS	2	0	1	1	0	0	1	0	1	0	1	2	9	0%	0.8
AFRICAN AMERICAN	119	124	133	137	119	113	102	139	98	134	104	102	1424	33%	118.7
HISPANICS	220	210	254	258	273	201	228	216	194	258	194	198	2704	62%	225.3
OTHER	1	3	7	4	9	5	5	6	2	3	2	4	51	1%	4.3
PACIFIC ISLANDERS	2	0	2	0	0	0	0	2	0	0	2	0	8	0%	0.7
CAUCASIAN	15	15	11	16	15	19	10	13	12	13	9	9	157	4%	13.1
TOTALS	359	352	408	416	416	338	346	376	307	408	312	315	4353	100%	362.8

Appendix C:

County Probation Camps

Camp Afflerbaugh: 6631 N Stephens Ranch Rd, La Verne 91750; (909) 593-4937
Camp David Gonzales: 1301 N Las Virgenes Rd, Calabasas 91302; (818) 222-1192
Camp Smith: 12653 N Little Tujunga Canyon Rd, Sylmar 91342; (818) 896-0571
Camp Vernon Kilpatrick: 427 S Encinal Canyon Rd, Malibu 90265; (818) 889-1353
Camp William Mendenhall: 42230 N Lake Hughes Rd, Lake Hughes 93532; (661) 724-1213
Camp Fred Miller: 433 S Encinal Canyon Rd, Malibu 90265; (818) 889-0260
Camp John Munz: 42220 N Lake Hughes Rd, Lake Hughes 93532; (661) 724-1211
Camp Joseph Paige: 6601 N Stephens Ranch Rd, La Verne 91750; (909) 593-4921
Camp Glenn Rockey: 1900 N Sycamore Canyon Rd, San Dimas 91773; (909) 599-2391
Camp Louis Routh: 12500 Big Tujunga Canyon Rd, Tujunga 91042; (818) 352-4407
Camp Joseph Scott: 28700 N Bouquet Canyon Rd, Santa Clarita 91350; (661) 296-8500
Camp Kenyon Scudder: 28750 N Bouquet Canyon Rd, Santa Clarita 91350; (661) 296-8811
Challenger Memorial Youth: Center 5300 W Avenue "I", Lancaster 93536; (661) 940-4000
Camp Gregory Jarvis*: 5300 W Avenue "I", Lancaster 93536; (661) 940-4111
Camp Ronald McNair*: 5300 W Avenue "I", Lancaster 93536; (661) 940-4146
Camp Ellison Onizuka*: 5300 W Avenue "I", Lancaster 93536; (661) 940-4144
Camp Judith Resnik*: 5300 W Avenue "I", Lancaster, 93536; (661) 940-4044
Camp Francis J. Scobee*: 5300 W Avenue "I", Lancaster, 93536; (661) 940-4011
Camp Michael Smith*: 5300 W Avenue "I", Lancaster, 93536; (661) 940-4011

* Located at Challenger Memorial Youth Center in Lancaster

Appendix D:

Methodology – Interviews conducted:

Julian Mendoza, Amer-I-Can

Ulysses Plummer, Amer-I-Can, Executive Director

Veronica Vargas, Homeboy Industries, Chief Executive Officer

Alberto Gonzalez, LA County Probation Department

Greg McCovey, LA County Probation Department

Stanley Ricketts, LA County Probation Department

Rikki Lamb, LA County Probation Department, Field Probation Officer, CCTP

Tanesha Lockhart, LA County Probation Department, Field Probation Officer, CCTP

Jon Kim, Advancement Project, Co-Director

Vincent Holmes, Chief Executive Office, Public Safety

Edward Sykes, LA County Probation Department, Day Reporting Center, Supervising Deputy Probation Officer

Gilbert Bautista, LA County Probation Department, Camp Gonzalez, Supervising Deputy Probation Officer

Supervising Deputy Probation Officer, LA County Probation Department, Camp Onizuka,

Tanya Jewell, LA County Department of Mental Health

Diana Felix, Soledad Enrichment Action, Caseworker

Carrie Miller, Education Coordinating Council

Jaqueline McCroskey, Los Angeles Children's Council

Maggie Brandow, Mental Health Advocacy Services

Ariel Wander, Public Counsel

Laura Faer, Public Counsel

Shantel Vachani, Learning Rights

Appendix E:

Methodology – Site visits conducted:

Amer-I-Can, Warren High School; Downey, CA

Homeboy Industries; Los Angeles, CA

Public Counsel; Los Angeles, CA

LA County Day Reporting Center; Los Angeles, CA

LA County Probation Department, Camp Gonzalez; Malibu, CA

LA County Probation Department, Camp Onizuka; Lancaster, CA

Community Build; Los Angeles, CA

LA County Probation Department ride-alongs: Two home visits in Lennox, CA

LA County SORT Meeting

County of Los Angeles
Probation Department

REPORT ON
Data Request for Juvenile Reentry Project
Prepared for:
Mark Ridley-Thomas, Supervisor Second District

Report Generated
April 2010

Executive Summary

At the request of Supervisor Mark Ridley Thomas, the Los Angeles County Probation Department has prepared the following summary brief to address community re-entry outcomes for youth released from probation camps. Data for this report were extracted from the Wards Inmate Tracking System (WITS) and Probation Case Management System (PCMS). These systems retain youth demographics, departmental movements, placement and educational information, and court data for Los Angeles County juvenile probationers. This report includes a review of all male youths (i.e., probation youth county-wide) having exited our camp system during Calendar Year (CY) 2008 (January 1 – December 31, 2008). These data were then filtered to include a sub-set of those youth having residency in the Second District (based on zip code designations) prior to camp entry.

Based on the questions posed in the February 19, 2010 data request from the Second District (see attached), the following information was assessed:

1. Age (See Tables 1 & 1B)

Table 1: Age Distribution of Male Youths at Time of Camp Exit: CY 2008

LA County-Wide Probation		Second District Population	
AGE	N	AGE	N
13	20	13	3
14	124	14	44
15	389	15	120
16	794	16	247
17	1197	17	407
18	885	18	314
TOTAL	3389	TOTAL	1135

County of Los Angeles
Probation Department

Table 1B: Descriptive Statistics: Age of Male Youths at Time of Camp Exit: CY 2008

LA County-Wide Probation		Second District Population	
AGE		AGE	
Mean	16.68	Mean	16.72
Median	17.00	Median	17.00
Mode	17.00	Mode	17.00
Standard Deviation	1.12	Standard Deviation	1.11
TOTAL	3389	TOTAL	1135

2. Race/Ethnicity (See Table 2)

Table 2: Ethnic Distribution of Male Youths at Time of Camp Exit: CY 2008

LA County-Wide Probation		Second District Population	
ETHNICITY	N	ETHNICITY	N
Black	1056	Black	556
Hispanic	2140	Hispanic	565
White	129	White	7
Asian	6	Asian	0
Pacific Islander	6	Pacific Islander	4
Others	49	Others	3
TOTAL	3386	TOTAL	1135

3. Length of stay in camp (See Table 3)

Table 3: Descriptive Statistics: Camp Length of Stay of Male Youths: CY 2008

LA County-Wide Probation		Second District Population	
LENGTH OF STAY		LENGTH OF STAY	
Mean	150.45	Mean	161.31
Median	145.00	Median	169.00
Mode	92.00	Mode	92.00
Standard Deviation	72.69	Standard Deviation	73.95
Missing Data	20	Missing Data	9
TOTAL	3369	TOTAL	1126

County of Los Angeles
Probation Department

In addition to the information presented above, the following outcome-related questions posed in the February 19th data request from the Second District were addressed:

1. Number of youth employed after camp exit? (See Table 4)

Table 4: Employment Outcome – Number of Male Youths Employed after Camp Exit: CY 2008

	LA County Wide Probation Count	Second District Count
No. of Youth Employed	229	78

2. Number of youth who complete their probation term at camp exit? (See Table 5)

Table 5: Number of Male Youths with Probation Termination at Time of Camp Exit: CY 2008

	LA County Wide Probation Count (%)	Second District Count (%)
No. of Youth Terminated Probation at Camp Exit	54 (1.6%)	17 (1.5%)
TOTAL	3389	1135

3. What percent of youth recidivate, and how is recidivism being defined? (See Table 6)

Table 6: Percentage of Male Youths with a New Subsequent Sustained Charge within 6 Months after Camp Exit: CY 2008

	LA County Wide Probation Count (%)	Second District Count (%)
Youth with Sustained Charge	433 (12.8%)	147 (12.9%)
TOTAL	3389	1135

For this report, the recidivism outcome has been defined as those male youths receiving a new subsequent sustained charge within 6-months after release from camp.

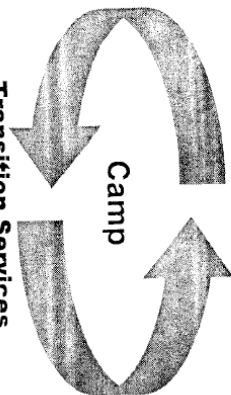
County of Los Angeles
Probation Department

Due to information sharing constraints with partnering agencies and other county departments, Probation was unable to provide responses to the following questions posed in the February 19th data request from the Second District:

- What are their educational outcomes (high school graduation, drop-out and/ or GED completion rates)?
- What percent are receiving services and support for mental illness?
- What percent are receiving services and support for substance abuse?
- What percent are participating in re-entry programs of any kind after camp exit?
Is there a breakdown of which reentry programs are utilized?

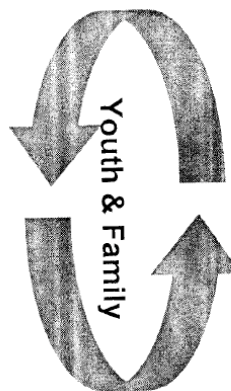


Los Angeles County Probation Camp/Aftercare Transition

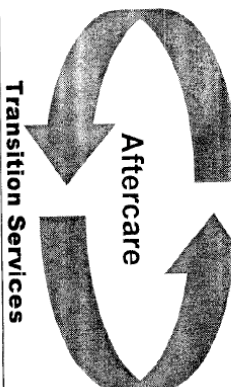


Transition Services

- 30 Days Prior to Release Home Assessment Requested
- School Alerted to Release Academic Transcripts
- Camp DPO Verify Youth's home school
- Parent/Caregiver Notified of Youth's release 30 days before scheduled release date
- Parents of youth with medical needs are notified by nursing staff of Post-Camp Medical Needs/Services
- Field DPO is sent copy of Camp Court Report, Case Plan, and School Information 14 days prior to minors release from camp



- Risk Factors
- Needs (Mental & Medical Health)
- Protective Factors
- Community Based Organizations (CBOs) Services
- School Performance
- Family Needs



Transition Services

- 30 Day Pre-Release Home Screening
- Initial Orientation with the Field Deputy Probation Officer within 24 hrs. of release
- School Enrollment within 48 hrs.
- Family Monitoring Supervision Worksheet
- Relapse Prevention Plan
- 15 Day Post Report
- **Minors with Elevated Risks Receive Enhanced Services**
 - High Risk/High Needs Home-Based Services
 - Functional Family Therapy (FFT)
 - Multisystemic Therapy (MST)
 - Family Preservation
 - Wrap Around Services
 - Substance Abuse

Appendix H:

LARRC

INSTRUCTIONS: IF YOUR SELECTION IS NOT ABSOLUTELY AFFIRMATIVE, USE AN ARROW POINTING IN THE DIRECTION YOU WOULD LEAN TO IF GIVEN ANOTHER CHOICE BY CLICKING THE "n/a" BETWEEN THE CHOICES.

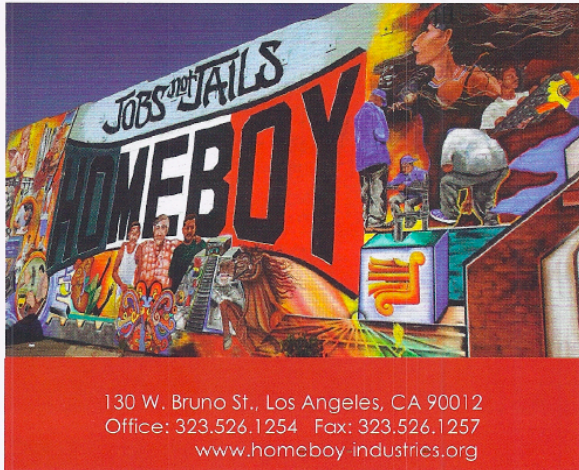
DELINQUENCY - Protective					NET RISK SCORE	DELINQUENCY - Risk				
YES	SOME WHAT	NO	UNK	YES		SOME WHAT	NO	UNK		
1 SUPPORT/REINFORCEMENT IN COMMUNITY	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	4	6 PRIOR ARRESTS	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
2 PRO-SOCIAL ADULT RELATIONS	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>		7 SIGNIFICANT CRIME IN NEIGHBORHOOD(PRIOR 6 MONTHS)	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
3 EXTENSIVE STRUCTURED ACTIVITIES(PRIOR 6 MONTHS)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>		8 OFFENSES COMMITTED WHILE UNDER INFLUENCE	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
4 PARTICIPATES IN FAITH COMMUNITY	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>		9 ASSAULTIVE OR FIGHTING BEHAVIOR	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
5 INVOLVED IN COMMUNITY ORGANIZATION(PRIOR 6 MONTHS)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>		10 DELINQUENT ORIENTATION	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Delinquency Protective Subscale Score					+ 5	Delinquency Risk Subscale Score				
EDUCATION - Protective					5	EDUCATION - Risk				
11 SCHOOL ENGAGEMENT/BONDS	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>		16 POOR ACADEMIC ACHIEVEMENT	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
12 ATTACHMENTS W/ACADEMIC ACHIEVER	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>		17 PATTERN OF TRUANCY PAST YEAR	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
13 POSITIVE INTERACTIONS WITH TEACHERS	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>		18 PATTERN OF SUSPENSION/EXPELLED	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
14 EDUCATIONAL ASPIRATIONS	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>		19 DISRUPTIVE CLASSROOM/SCHOOL BX	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
15 CARING/SUPPORTIVE SCHOOL CLIMATE	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	20 PRESENTLY NOT IN EDUCATIONAL PROGRAM	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	
Education Protective Subscale Score					+ 8	Education Risk Subscale Score				
FAMILY - Protective					7	FAMILY - Risk				
21 COMMUNICATES WITH FAMILY (PRIOR 6 MONTHS)	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>		26 POOR RELATIONS WITH PARENT (S)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
22 CONSTRUCTIVE USE OF TIME AT HOME(PRIOR 6 MONTHS)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>		27 PARENTAL SUPERVISION DEFICIENCIES	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
23 FAMILY ACTIVITIES(PRIOR 6 MONTHS)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>		28 CHAOTIC FAMILY(PRIOR 6 MONTHS)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
24 FAMILY SUPPORT	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>		29 PARENTAL CRIMINALITY/SUBSTANCE ABUSE	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
25 UNCONDITIONAL REGARD FROM A PARENT	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	30 RUNAWAY	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	
Family Protective Subscale Score					+ 8	Family Risk Subscale Score				
PEER - Protective					4	PEER - Risk				
31 POSITIVE PEER RELATIONS	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>		36 SOCIALLY ISOLATED	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
32 HAS AT LEAST ONE PERSON TO CONFIDE IN	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>		37 VERY FEW PROSOCIAL ACQUAINTANCES	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
33 VALUES DIGNITY/RIGHTS OF OTHERS	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>		38 HAS GANG AFFILIATION/ASSOCIATION	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
34 ABILITY TO MAKE FRIENDS	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>		39 HAS DELINQUENT FRIENDS	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
35 ABILITY TO COMMUNICATE DISAGREEMENTS	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	40 NO MEANINGFUL RELATIONSHIP W/ANY ADULT	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	
Peer Protective Subscale Score					+ 5	Peer Risk Subscale Score				

SOME

SOME

SUBSTANCE USE - Protective					YES	WHAT	NO	UNK	SUBSTANCE USE - Risk					YES	WHAT	NO	UNK	
41	PARENTS MODEL HEALTHY MODERATION	<input checked="" type="radio"/>	n/a	<input type="radio"/>	n/a	<input type="radio"/>	<input type="radio"/>		46	PATTERN OF ALCOHOL USE	<input type="radio"/>	n/a	<input type="radio"/>	n/a	<input checked="" type="radio"/>	<input type="radio"/>		
42	EFFECTIVELY MANAGES PEER PRESSURE	<input type="radio"/>	n/a	<input checked="" type="radio"/>	n/a	<input type="radio"/>	<input type="radio"/>		47	USED MOOD ALTERING SUBST. (OTHER THAN ALCOHOL)	<input checked="" type="radio"/>	n/a	<input type="radio"/>	n/a	<input type="radio"/>	<input type="radio"/>		
43	YOUTH IS FREE OF DISTRESSING HABITS	<input type="radio"/>	n/a	<input checked="" type="radio"/>	n/a	<input type="radio"/>	<input type="radio"/>		48	USES SUBSTANCES FREQUENTLY	<input checked="" type="radio"/>	n/a	<input type="radio"/>	n/a	<input type="radio"/>	<input type="radio"/>		
44	YOUTH MANAGES STRESS WELL	<input type="radio"/>	n/a	<input checked="" type="radio"/>	n/a	<input type="radio"/>	<input type="radio"/>		49	SUBSTANCE USE INTERFERES WITH DAILY FUNCTIONING	<input checked="" type="radio"/>	n/a	<input type="radio"/>	n/a	<input type="radio"/>	<input type="radio"/>		
45	POSITIVE SELF-CONCEPT	<input type="radio"/>	n/a	<input checked="" type="radio"/>	n/a	<input type="radio"/>	<input type="radio"/>		50	EARLY ONSET SUBSTANCE USE (<13)	<input type="radio"/>	n/a	<input checked="" type="radio"/>	n/a	<input type="radio"/>	<input type="radio"/>		
Substance Use Protective Subscale Score					+ 6		→ → → →		-1	← ← ← ←					- 7		Substance Use Risk Subscal	
INDIVIDUAL - Protective					YES	SOME WHAT	NO	UNK	INDIVIDUAL - Risk					YES	SOME WHAT	NO	UNK	
51	VALUES HONESTY/INTEGRITY	<input checked="" type="radio"/>	n/a	<input type="radio"/>	n/a	<input type="radio"/>	<input type="radio"/>		56	NO PROSOCIAL INTERESTS	<input type="radio"/>	n/a	<input checked="" type="radio"/>	n/a	<input type="radio"/>	<input type="radio"/>		
52	SELF CONTROL	<input type="radio"/>	n/a	<input checked="" type="radio"/>	n/a	<input type="radio"/>	<input type="radio"/>		57	SUPPORTIVE OF DELINQUENCY	<input type="radio"/>	n/a	<input checked="" type="radio"/>	n/a	<input type="radio"/>	<input type="radio"/>		
53	SELF EFFICACY IN PROSOCIAL ROLES	<input type="radio"/>	n/a	<input checked="" type="radio"/>	n/a	<input type="radio"/>	<input type="radio"/>		58	ANGER MANAGEMENT ISSUES	<input type="radio"/>	n/a	<input type="radio"/>	n/a	<input checked="" type="radio"/>	<input type="radio"/>		
54	PROBLEM-SOLVING SKILLS	<input type="radio"/>	n/a	<input checked="" type="radio"/>	n/a	<input type="radio"/>	<input type="radio"/>		59	SENSATION SEEKING	<input type="radio"/>	n/a	<input type="radio"/>	n/a	<input checked="" type="radio"/>	<input type="radio"/>		
55	PLANS, ORGANIZES, & COMPLETES TASKS	<input type="radio"/>	n/a	<input checked="" type="radio"/>	n/a	<input type="radio"/>	<input type="radio"/>		60	MANIPULATIVE/DECEITFUL	<input type="radio"/>	n/a	<input checked="" type="radio"/>	n/a	<input type="radio"/>	<input type="radio"/>		
Individual Protective Subscale Score					+ 6		→ → → →		3	← ← ← ←					- 3		Individual Risk Subscale Scor	

HOMEBOY INDUSTRIES



Jobs not Jails

Homeboy Industries assists at-risk and formerly gang-involved youth to become contributing members of our community through a variety of services in response to their multiple needs. Free programs—including counseling, education, tattoo removal, job training and job placement—enable young people to redirect their lives and provide them with hope for their futures.

Our free support services focus on education, training, financial responsibility and personal development to enable clients to successfully turn their lives around. Services include:

Case Management: Clients who work in our offices often have the most challenges to getting on their feet, and/or are recently released. By meeting regularly with Case Managers, we are able to design short- and long-term plans for our clients, closely monitor progress, and ensure they are receiving the services they need.

Curriculum/Education: Because many of our clients struggle with literacy issues and come from home environments without role models and where they did not learn effective life skills, our educational curriculum provides classes such as math, computer, and G.E.D. preparation, as well as life skills classes in parenting, personal development, basic finances and budgeting, and household management.

Employment Counselors: Our Employment Counselors work with local employers, searching out available jobs, and talking with employers about the unique challenges and rewards of hiring our clients. Additionally, they work one-on-one with clients developing resumes, honing interview skills, and finding good employment matches.

WIN (Work is Noble): WIN is an early intervention program offered in cooperation with the Archdiocese of Los Angeles, which serves at risk youth ages 14-18. The intent is to provide entry-level employment opportunities and to divert young teens from gang activity.

Legal Services Program: Provides on site guidance, support and referrals for legal issues including immigration status, clearing warrants, child support, and adult and juvenile records. All these are often obstacles for our clients seeking employment.

Mental Health: Our Mental Health Program has expanded significantly. Through a partnership with Pacific Clinics, we have added dedicated substance and domestic violence abuse counselors, group therapy, and a psychiatrist for clients in need of more serious help and medication. Peer-to-peer counselors also work with the incarcerated prior to release.

Twelve Step Meetings: Recognizing that substance abuse is often linked to violence and gang activity, Alcoholics Anonymous, Narcotics Anonymous and Criminal/Gangmembers Anonymous meetings are held on site.

Volunteer "Navigators": We are fortunate to have volunteers who coordinate with Case Managers, Therapists and other staff to assist clients to enroll in school, obtain driver's licenses, bus tokens, find and retain gainful employment, fulfill their court-ordered community service requirements, etc.

Ya 'Stuvo Tattoo Removal: Many gang members have visible tattoos that inhibit their ability to secure employment, thus we offer free tattoo removal. The new building houses two clinic rooms, and an office to hold records and data. Providing an average of 250 treatments *per month*, this continues to be a critical entry point for many clients.

new roads **CAMP COMMUNITY** **PARTNERS**



A Program of the New Visions Foundation

**1301 N. Las Virgenes Road
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(NRCCP-formerly New Roads Community Partner, is a program of the New Visions Foundation and New Roads School and operates in accordance with the provision of the Juvenile Justice Crime Prevention Act of 2000 and under the supervision of the Los Angeles Probation Department)

Philosophy and Mission Statement

New Roads Camp Community Partners (NRCCP) is a skills-based education and reentry program for incarcerated youth which operates at Probation Camp David Gonzales in Los Angeles County. **The mission of our program is to maximize youths' chances for a successful community transition, thereby reducing risk for recidivism.**

Our program operates in two phases. Following a comprehensive assessment, the **first, “in camp” phase** includes an array of promising and proven practices geared to enhance educational attainment, social skills, and coping skills among incarcerated youth. The **second, “reentry” phase** consists of individually tailored transition and aftercare services that help youth to integrate their new skills and goals back into back into their school, community, peer, and family contexts.

Our continuum of programming is connected by five primary objectives:

- Provide youth with multiple opportunities to enhance their educational, social, and coping skills;
- Engage youth in constructive activities that promote creativity and teamwork and reduce inter-group conflict;
- Improve communication between youth, their families, teachers, and probation officers to achieve a coordinated and seamless transition home;
- Assist youth in developing constructive goals for life after incarceration and envisioning a positive future; and
- Provide supportive and skills-based aftercare services to youth in their community and family contexts to help them achieve their goals.

Our program model is part of the overall New Visions Foundation philosophy and is driven by the following set of core values:

- **Restore Hope** so that youth can envision a more positive future;
- **Advocate for Fairness** to open up opportunities and break down barriers to success;
- **Provide Alternatives** so that youth can realize their full human potential.

The Program

Assessment

The New Roads Camp Community Partners program is currently adopting the Youth Level of Service/Case Management Inventory (YLS/CMI), a standardized instrument for use by professionals in assessing a range of risk, need, and responsivity factors in the formulation of a targeted case plan for delinquent youth. The YLS/CMI is based on the evidence-based cored that a careful assessment of clients' risks and needs, followed by a carefully selected dosage of programs that appropriately target these needs, will maximize chances to prevent future antisocial behavior (Hoge & Andrews, 2002).

The YLS/CMI includes two main components; the first is an in-depth standardized assessment interview. This instrument allows our counselors to establish necessary rapport with each client while simultaneously assessing their various risks, needs, and strengths. The instrument also assists in the formulation of case planning goals, including a tailored package of services to meet these individual needs. Our counselors can revisit these case management goals at any time to note progress or to record changes in the clients' case plan or life circumstances.

The second component of the YLS/CMI allows our counselors to assign each youth a composite risk score across multiple domains related to anti-social behavior (i.e., criminal history, family circumstances, education/employment, peer relations, substance abuse, leisure/recreation, personality/behavior, and attitudes/orientation). Our counselors will administer this instrument three times: At intake, at exit from camp, and 6 months post-release. This will allow us to assess our progress with each client, well as to assess in the aggregate, the areas where our program appears to make the most impact.

Phase I: In-Camp Services

After a careful assessment of risks, needs, and strengths, our counselors assign youth to a tailored menu of classes.

The NRCCP in-camp services are geared to enhance educational attainment, social skills, and coping skills among youth and thereby reduce patterns of criminal thinking and behavior. To this end, we offer empirically supported, promising and proven programs to enhance youths' skills in the following areas:

- In the area of education, our programs are designed to instill a greater appreciation for learning, to enhance traditional academic skills, and to guide youth toward an educational future that includes college. These programs include GED preparation, College Workshops, Employment Workshops, and the Gemstone Strengthening Reading class.
- Our social skills programs involve group activities that enhance youths' abilities to relate cross-culturally, to foster inter-group tolerance, and to promote teamwork. These include such activities as arts programs, theater performances, music classes, poetry recitals and the production of the in-camp newspaper, Behind the Wall.

- Our coping skills programs are geared to reduce stress, manage anger, and promote healthy conflict resolution skills. These include activities that have been shown to promote positive coping skills such as yoga, meditation, arts, and physical fitness.

For each youth, the assigned menu of activities involves one, two, or all three of these areas of focus. The correct dosage (or hours of program service) is determined by individual need, the risk assessment, and the parameters of camp scheduling.

In all of these enrichment activities, we anticipate that students benefit from all of their enrichment experiences by: 1) seeing the product of their labors, 2) receiving praise from authority figures and peers for their positive accomplishments, 3) gaining a new perspective on education and classroom pursuits; 4) following through on a project and their commitments; and 5) eventually building on this positive momentum after they return to the community.

Outcomes. Based on prior research and our past successes, we anticipate that youth who complete their participation in their assigned programs will

- Reduce their risk scores in designated areas of concern (measured by YLS/CMI)
- Have a higher chance of passing the GED than the general population of offenders (measured by our own follow-up with the alumni)

Phase II: Reentry Services

Community reentry is the second phase of our program program. It begins in the transition (i.e. 60 days pre-release) phase, when we begin to prepare the young person for transition by connecting them with jobs, school programs, or other community resources, as needed. We offer both transition and aftercare services for youth.

Transition: About 60 days pre-release, all youth who participate in the NRCCP program are enrolled in a “re-entry academy” that impart practical skills for youth to prepare them for community reentry. This includes information such as how to obtain a driver’s license or find a doctor, as well as emotional preparation around reintegrating with family and peers. The re-entry academy reduces the abrupt transition that many youth face when they leave a secure setting and return to their former homes and communities.

Aftercare: Once youth return to their communities, our YLS/CMI assessment of risks and needs is refined and implemented for phase two. Our counselors then design a series of reentry goals that geared to assist the youth and their family in achieving a successful community transition. Our counselors serve a unique role in the youths’ lives. Whereas juvenile probationers are supervised by a different probation officer in the community than the one with whom they worked in camp, the New Roads’ re-entry counselor follows the youth out of the camp and into his community. For example, our counselors accompany, and often transport, program participants during their initial meeting with their field probation officer. Likewise, the counselors also accompany participating youth on their first visit to a new educational setting, substance-abuse

program, transitional housing program, or job-training program. In addition to accompanying youth to important transition events, re-entry counselors attempt to meet a whole host of educational and vocational needs, including providing assistance in enrolling in community college, obtaining financial aid, and counseling youth suspected of drug relapses to begin or resume substance abuse counseling prior to being required to do so by Court action.

Outcomes. These services are offered from 6-12 months post community release. The long term outcomes we anticipate (as measured by tracking alumni) are:

- Completion of high school or GED by 75% of eligible program participants
- Entrance into higher education by 50% of eligible program participants
- Successful completion of probation by 90% of program participants
- No new petitions by 90% of program participants

Enhanced Educational and Life-Skills Support

In 2007, NRCCP formalized a scholarship program to financially assist youth leaving camp to implement their educational and career goals. These funds are critical in eliminating economic barriers that can often discourage youth from pursuing their academic goals as it is common for financial aid to take a few months before issuing any money to students. As currently contracted by the Department of Probation, New Roads' youth receive six months of intensive supportive services after release. However, these monetary funds will continue to be made available to those youth who successfully demonstrate a higher level of commitment towards their education and their overall life choices, i.e. leaving gang life, securing employment.

Consequently, NRCCP is exploring the possibility to create an alumnus of successful camp Gonzales youth to serve as mentors for camp detained youth. Over the last two years, former Camp Gonzales youth have been able to share their transition experience at various program events.

Appendix K:



THE AMER-I-CAN PROGRAM

The **Amer-I-Can** Program was founded in 1988 by NFL Hall of Fame Football star **Jim Brown**. Amer-I-Can is a 60 hour, 15 chapter, Life Management Skills/Self-Improvement Training Program. It is the program's contention that Self-Esteem is key in improving one's decision making process and achieving success through Self-Determination. The Amer-I-Can Program systematically develops the attitude of the trainee from *I-CAN'T* to **I-CAN**, by accepting the responsibility of determining the direction of his/her life. The Amer-I-Can Program has successfully been implemented in Prisons, Jails, Juvenile Probation Camps, High Schools, Colleges, Universities, Businesses and Communities. The Amer-I-Can facilitators are carefully selected and are highly trained individuals, the majority of which are former gang members. These respected facilitators bring an invaluable experience and ability to connect and work with anyone who is willing to make a positive change in their life.

The Amer-I-Can Curriculum addresses 9 critical areas:

- | | | |
|---------------------------------------|--------------------------------------|--------------------------|
| 1). Motivation, Habits, and Attitudes | 4). Problem Solving, Decision Making | 7). Job Search/Retention |
| 2). Goal Setting | 5). Emotional Control | 8). Financial Stability |
| 3). Effective Communication | 6). Family Relationships | 9). Drug & Alcohol Abuse |

The Program operates within the structure of a self-help, peer group relationship, with a trained facilitator monitoring the groups achievements. Guided by the facilitator, the training methodology consist of:

- A. Dual Sensory Perception** - The group listens to the material on a CD while reading the printed manual.
- B. Space Repetition** - Lessons can be presented up to 3 times to ensure comprehension & maximum retention.
- C. Controlled Discussion** - Each participant is encouraged and allowed to respectfully comment without interruption.

The beauty of the Amer-I-Can Program is that it is applicable to **all people**, as it transcends race, age, gender, religion, and socio-economic status. For the past 20 years The Program has been very effective working with at-risk youth, who may be struggling or dealing with certain challenges, as well as an *Enhancement Program* to those young people who are well on their way to success. The Amer-I-Can Program also trains and works with those adults from various Agencies and Organizations that are currently involved in working with and effecting our young people. We in the Amer-I-can Program are willing and capable of working with and enhancing any individual, family, or organization that is motivated to effect **Positive Change**.

Completing the Amer-I-Can Program will change your life and will help you become a contributor to a better family, better community and ultimately a better world.

If you have any questions please contact:

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