

Inyo County Juvenile Services Redesign Initiative

Overview: Over the past several years, the Inyo County Juvenile Center saw a decline in youth placed on Probation. In addition, the average number of youth detained at the Inyo County Juvenile Center in 2016 was at its lowest since the facility was built in 1995. Both Local and Statewide juvenile crime trends indicated that the decline would continue. Inyo County Probation data show that most youth arrested and detained at the Juvenile Center were either released by the Probation Officer or released by the court at initial hearing. The majority of youth on probation did not receive a Juvenile Center commitment as a result of the crime that placed them on probation. Rather, Juvenile Center commitments arose out of future probation violations, indicating a trend towards using alternative sanctions and more therapeutic methods to address delinquent behavior. The trend towards utilizing the Juvenile Center more as a treatment facility and/or a short term commitment facility (something similar to flash incarceration) arose out of changing state law, changes in Probation Department policy with the use of evidence based practices, and related culture changes in juvenile justice with respect to evidence based practices. With declining numbers of detentions and the high costs of operating a 24/7 facility, the future of the Juvenile Center came into question. In 2016, the Inyo County Board of Supervisors directed the Probation Department to transition the Juvenile Center from a full service juvenile hall to a special purpose detention facility in an effort to utilize existing resources to provide more services more youth throughout the County.

Challenge: Throughout the years of operation, the Juvenile Center staff has received numerous trainings in evidenced based practices and was providing outstanding cognitive behavior programs to detained youth. The declining numbers of youth detained at the Inyo County Juvenile Center caused the Probation Department to rethink the efficiency and effectiveness of a full service juvenile hall. In a small rural county, resources are very valuable and without a full service juvenile hall, the challenge was how to keep the community safe from youth who needed to be detained and to utilize the existing staff's knowledge, education, and skills to provide more services more to youth throughout Inyo County in the most efficient and effective manner. Another challenge was how the Probation Department can work with Health and Human Services (HHS) to enhance services to youth without duplicating them.

Innovative Solution: For the detention need, the Probation Department transitioned the Juvenile Center from a full service facility to a special purpose facility and entered into several memorandums of agreement with other counties in order to detain youth who needed to be detained. The existing facility is being used as a weekend commit program 2 weekends each month where, by the order of the Court, youth receive programs and services in a supervised setting. During the week, staff who were previously providing excellent services and programs to the few youth who were detained 24/7, were moved outside of the walls of the juvenile hall and into the communities where they are able to use their education and training to provide more services to more youth and families. This was accomplished by changing the job descriptions and title of Juvenile Correction Counselors to Rehabilitation Specialist that included the ability to work outside of the Juvenile Center walls to provide services to youth and their families. In addition, the new job description allowed for the sharing of the position with HHS in an effort to maximize the resources and skillsets of individuals as needed throughout the two county departments. Probation and HHS work together to share staff and resources to provide mentoring, prevention, and education programs delivered to youth and their families throughout Inyo County using the highly trained and skilled staff who was working at the Juvenile Center prior to the transition from full service to special purpose. Rehabilitation Specialists provide programs for all at-risk youth. Some of

these programs include in-school services and after-school programs. Rehabilitation Specialists work close with education partners to provide services to at-risk youth in all of the local area schools. The in-school services are reserved for the early intervention program with support from school administration. The school administrators provide all of the referrals for the early intervention program. These in-school services include journaling, drug and alcohol prevention education, bullying prevention, and other cognitive behavior programs. The after-school cognitive programs are provided to those who are under the jurisdiction of probation. The Court school that was previously located inside the juvenile hall was relocated into the community. The Court school provides youth, who are ordered by the Court, additional support and resources to help them change behaviors and get caught up in school so that they may return to the local public schools. Probation Rehabilitation Specialists provide programs and services to the youth attending the Court school. The Probation Department in collaboration with Health and Human Services(HHS) also offer after-school pro-social programs such as cooking class, bicycle repair, hiking, and rock climbing to name a few. In addition, Probation has supported the efforts of HHS to expand Wraparound Services through the development of the FIRST (Families Intensive Strengthening Team) which braids other funding to allow entry into the program at earlier points to avoid CPS/Probation placement and/or involvement with initial assessment of impact on protective capacity showing positive results.

Originality: Inyo County used the opportunity of declining juvenile numbers in the juvenile hall to completely redesign the way that juvenile services are being offered to Inyo County youth and their families. By changing titles and job descriptions the highly trained and skilled juvenile hall employees were moved out of the custody setting and into the communities to provide more services to more youth. Instead of closing the facility and having to lay off staff, the Probation Department shifted staff and resources in an effort to reach more youth with services and programs. In addition, the juvenile corrections position job description was modified to allow the sharing of resources between the Probation Department and HHS.

Cost Effectiveness: While there has been a cost saving from the juvenile services redesign initiative, the goal of the initiative was to provide more services to more youth using existing staff and resources. The authorized staffing number for the full service facility was 12. Transitioning to a special purpose facility eliminated two vacant full-time positions at a cost saving of approximately \$120,000 annually. However, since cost savings was not the main goal, the success of the initiative has been in the increased number of youth now being served by existing staff and resources.

Results: In the last year the Juvenile Center was operated as full service, there were approximately 47 bookings with an average daily population of 3. Since July 1, 2017, the Probation Department in collaboration with HHS has been able to provide in-school services and programs to approximately 50 at-risk youth each month. In addition, approximately 60 youth participated in after-school pro-social type programs. The average daily population for detained youth dropped to approximately 2 youth who were detained in out-of-county detention facilities. The goal of the juvenile services redesign initiative was to provide more services to more youth in the most efficient and effective manner. By utilizing existing staff and resources and tweaking job descriptions and titles, Inyo County Probation Department and Health and Human Services now provides excellent services and programs to twice as many area youth in a single month than were provided for an entire year when valuable staff and resources were tied to a full service juvenile hall.