



# County of Los Angeles CHIEF EXECUTIVE OFFICE

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WILLIAM T FUJIOKA  
Chief Executive Officer

Board of Supervisors  
GLORIA MOLINA  
First District

YVONNE B. BURKE  
Second District

ZEV YAROSLAVSKY  
Third District

DON KNABE  
Fourth District

MICHAEL D. ANTONOVICH  
Fifth District

July 1, 2008

The Honorable Board of Supervisors  
County of Los Angeles  
383 Kenneth Hahn Hall of Administration  
500 West Temple Street  
Los Angeles, California 90012

Dear Supervisors:

**ADOPT A RESOLUTION TO SUPPORT THE COUNTY'S PARTICIPATION IN THE  
2008-09 MENTALLY ILL OFFENDER CRIME REDUCTION GRANT PROGRAM  
ADMINISTERED BY THE CORRECTIONS STANDARDS AUTHORITY  
(ALL SUPERVISORIAL DISTRICTS) (3 VOTES)**

**SUBJECT:**

The County of Los Angeles Probation Department (Probation) is requesting that your Board adopt a resolution to support the County's continued participation in the 2008-09 Mentally Ill Offender Crime Reduction (MIOCR) Grant Program.

**IT IS RECOMMENDED THAT YOUR BOARD:**

1. Adopt the attached resolution (Attachment I) to support the County's continued participation in the 2008-09 MIOCR Grant Program.
2. Authorize the Chief Probation Officer to accept a maximum of \$1.5 million for each 2008-09 reapplication grant (Attachment II and Attachment III) for the MIOCR programs for a maximum amount of \$3.0 million funded by the Corrections Standards Authority (CSA).

3. Delegate authority to the Chief Probation Officer to prepare and sign non-financial agreements with other governmental agencies collaborating in the grant-funded programs, if grants are awarded, after review and approval as to form by County Counsel.

### **PURPOSE/JUSTIFICATION OF RECOMMENDATION**

The purpose of the recommended actions is to adopt a resolution and authorize the Chief Probation Officer to accept continued grant funding, if awarded, from the CSA on behalf of the County of Los Angeles for the 2008-09 MIOCR Grant Program.

On October 31, 2006, the Board adopted a resolution to support the County's participation in the 2007-08 MIOCR Grants Program, and authorized the Chief Probation Officer to accept any grant funds awarded from the CSA.

In January 2007, the CSA awarded Probation \$1,485,000 and \$1,028,000 for two proposals submitted. The initial grant period was from January 1, 2007 to June 30, 2008.

Following is a brief summary of the proposals that were awarded:

1. **Enhanced Camp and Transition Project (ECTP)** - Enhancement of the assessment unit at Barry J. Nidorf Juvenile Hall that identifies minors mental health needs prior to camp placement. In conjunction with the Department of Mental Health, Probation provided treatment to minors placed at Camp Rockey that have increased mental health needs, provided services to their families, and continued evidenced-based services through their transition into the community. Services were targeted at residents of the eastern County area.
2. **Intensive Case Management Services Project (ICM)** - Implementation of intensive case management services targeting youth with mental health needs who are at-risk of out-of-home placement or who are transitioning from the Juvenile Mental Health Court, a detention facility or residential placement.

In February 2008, the CSA initiated the 2008-09 grant reapplication and contract development processes for the existing MIOCR grantees. Assuming funds are appropriated, the grants will be for a 12-month period that begins July 1, 2008 through June 30, 2009. Grantees are eligible to request up to their original grant amount. Probation applied for \$1,410,750 for the ECTP program and \$1,028,000 for the ICM program for a total amount of \$2,438,750 to continue the same level of services. Probation is requesting approval for the Chief Probation Officer to accept up to \$3.0 million in funding in case the CSA awards Probation an amount beyond the requested reapplication grant amount.

The 2008-09 MIOCR Reapplication Grant Program funds will allow Probation to continue to enhance services to mentally ill offenders. The maximum grant award for each individual program is approximately \$1.5 million for a maximum amount of \$3.0 million. However, the amount requested by grantees must be justified in the reapplication and the amount awarded will be contingent upon approval of the reapplication by CSA staff and the availability of funds. CSA funds may not be available in the Final 2008-09 Budget to fully fund all grants at their requested amounts, therefore, adjustments to the program will be made accordingly.

### **Implementation of Strategic Plan Goals**

The recommended actions support the Countywide Strategic Plan Goal 5: Children and Families' Well-Being; and Goal 8: Public Safety.

### **FISCAL IMPACT/FINANCING**

The total grant award for each individual program is approximately \$1.5 million over a 12-month period. The grant period is for July 1, 2008 through June 30, 2009 with the possibility of funding for up to three additional years if the projects have demonstrated effectiveness and the legislature appropriates funds for subsequent years. The grant requires a 25 percent match and restricts the use of other State funds for the match. Funds for the match are already provided in the FY 2008-09 budget.

### **FACTS AND PROVISIONS/LEGAL REQUIREMENTS**

In February 2008, the CSA released the 2008-09 reapplications for the MIOCR Grant Program. Probation submitted this application on March 31, 2008. A resolution approved by your Board is required in order to enter into a contract for 2008-09 funding. If awarded, Probation intends to implement the program in July 2008.

### **IMPACT ON CURRENT SERVICES**

The 2008-09 reapplication grant funds will continue the County's efforts to enhance mental health services to juveniles.

The Honorable Board of Supervisors  
July 1, 2008  
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**CONCLUSION**

Upon approval by your Board, it is requested that the Executive Officer/Clerk of the Board send the adopted Board letter and four (4) original signed resolutions to Director Yolanda Young, Probation Department, Contract Management Division, 9150 East Imperial Highway, Downey, CA 90242.

Respectfully submitted,



WILLIAM T FUJIOKA  
Chief Executive Officer

WTF:SRH:RDC:  
RBT:YY:yjf

Attachments (3)

c: Executive Officer/Clerk of the Board  
County Counsel

MIOCR.bl

Attachment I

**RESOLUTION TO SUPPORT THE COUNTY'S PARTICIPATION IN THE 2008-2009  
MENTALLY ILL OFFENDER CRIME REDUCTION (MIOCR) GRANT PROGRAM  
ADMINISTERED BY THE CORRECTIONS STANDARDS AUTHORIZATION (CSA)**

WHEREAS the County of Los Angeles Probation Department is seeking state funds available through the Mentally Ill Offender Crime Reduction (MIOCR) grant program administered by the Corrections Standards Authority (hereafter referred to as CSA), be it resolved that the Board of Supervisors:

Authorizes the Chief Probation Officer to submit the MIOCR reapplication on behalf of the County of Los Angeles and to sign the Grant Agreement with the CSA, including any amendments thereof, on behalf of the County of Los Angeles;

Assures that the County of Los Angeles Probation Department will provide all matching funds required for the MIOCR grant;

Assures that the County of Los Angeles Probation Department will not use grant funds to supplant expenditures controlled by this body; and

Assures that the County of Los Angeles Probation Department will abide by the statutes governing the MIOCR grant program as well as the terms and conditions of the Grant Agreement as set forth by the CSA.

The foregoing resolution was on the \_\_\_\_\_ day of \_\_\_\_\_, 2008, adopted by the Board of Supervisors of the County of Los Angeles and ex officio the governing body of all other special assessment and taxing districts, agencies and authorities for which Board so acts.

SACHI A. HAMAI, Executive Officer-  
Clerk of the Board of Supervisors of  
The County of Los Angeles

By \_\_\_\_\_ Deputy

APPROVED AS TO FORM:

Raymond G. Fortner, Jr.  
County Counsel

By

  
\_\_\_\_\_  
Gordon W. Trask  
Principal Deputy County Counsel



**ATTACHMENT II**  
**DEPARTMENT OF CORRECTIONS AND REHABILITATION**  
**CORRECTIONS STANDARDS AUTHORITY**  
**MENTALLY ILL OFFENDER**  
**CRIME REDUCTION GRANT PROGRAM**

**SECTION I: APPLICANT INFORMATION**

A. APPLICANT (LEAD AGENCY)			
AGENCY NAME (COUNTY AND DEPARTMENT)	TELEPHONE NUMBER		
Los Angeles County Probation Department	(562) 940-2501		
STREET ADDRESS	CITY	STATE	ZIP CODE
9150 E. Imperial Hwy.	Downey	CA	90242
MAILING ADDRESS	CITY	STATE	ZIP CODE
9150 E. Imperial Hwy.	Downey	CA	90242
B. PROJECT TITLE (NAME OF GRANT PROGRAM)	C. AMOUNT OF FUNDS REQUESTED		
Enhanced Camp and Transition Project	\$1,410,750		
D. IMPLEMENTING AGENCY (DESIGNATED BY LEAD AGENCY)			
AGENCY NAME			
Los Angeles County Probation Department			
CONTACT PERSON		TELEPHONE NUMBER	
Dave Mitchell, Bureau Chief		(562) 940-2508	
STREET ADDRESS		FAX NUMBER	
9150 E. Imperial Hwy.		(562) 401-1187	
CITY	STATE	ZIP CODE	E-MAIL ADDRESS
Downey	CA	90242	dave.mitchell@probation.lacounty.gov
E. PROJECT DIRECTOR			
NAME AND TITLE		TELEPHONE NUMBER	
Davida Davies, Sr. Probation Director		(626) 579-8504	
STREET ADDRESS		FAX NUMBER	
12310 Lower Azusa Road		(626) 433-1029	
CITY	STATE	ZIP CODE	E-MAIL ADDRESS
Arcadia	CA	91006	davida.davies@probation.lacounty.gov
F. PROJECT FINANCIAL OFFICER			
NAME AND TITLE		TELEPHONE NUMBER	
Grace Kinoshita, Financial Manager		(562) 940-2680	
STREET ADDRESS		FAX NUMBER	
9150 E. Imperial Hwy.		(562) 940-2459	
CITY	STATE	ZIP CODE	E-MAIL ADDRESS
Downey	CA	90242	.grace.kinoshita@probation.lacounty.gov
G. APPLICANT'S AGREEMENT			
By submitting this reapplication, the applicant assures that the grantee will abide by the laws, policies and procedures governing this funding.			
NAME AND TITLE OF PERSON AUTHORIZED TO SIGN AGREEMENT (SHERIFF, DIRECTOR OF CORRECTION/S, CHIEF PROBATION OFFICER, OR BOARD OF SUPERVISORS' CHAIR)			
Robert B. Taylor, Chief Probation Officer, Los Angeles County Probation Department			
APPLICANT'S E-MAIL ADDRESS			DATE
robert.taylor@probation.lacounty.gov			March 21, 2008

## SECTION II: PROJECT INFORMATION

### A. DESCRIPTION

Provide a brief description of your current project, including the evidence-based treatment model in which it is anchored and the services provided to program participants.

The Enhanced Camp and Transition Program (ECTP) is a Los Angeles County Probation program that provides services for program participants who, at a minimum, are identified to have an Axis I diagnosis and who reside in the east region of Los Angeles County.

There are three program phases and a multi-disciplinary team (MDT) imbedded into each phase. The MDT consists of collaborators from Department of Mental Health, Department of Health Services, Los Angeles County Office of Education, the Probation Department, community-based organizations, the participant and the family.

The first phase, Intake-Assessment, occurs in the Camp Intake and Assessment Unit at Juvenile Hall. There are two processes that occur in this phase of the program. First, psychological assessments are done for youth who have been court ordered to camp, and these assessments identify youth who need mental health services while in camp which allows for placement in the appropriate camp. Second, to determine participant eligibility and to develop the initial evidence-based treatment plans for our participants, the ECTP Intake Assessment MDT allows ECTP officers to:

- ♦ Utilize psychological assessments;
- ♦ Identify criminogenic risk factors with the use of the Los Angeles Risk and ResiliencyCheck-Up, which is an evidence-based assessment tool;
- ♦ Review academic history and current test scores; and to
- ♦ Take into account current medical status.

The second phase, Mid-Phase Camp Program, occurs at Camp Glenn Rockey. This program consists of both psycho-therapeutic and probation officer counseling using behavior modification and cognitive behavioral interventions; group counseling provided three times a week; and utilizes the Life Excelerator Assessment of Personal Skills (LEAPS) and Thinking for a Change (T4C).

The LEAPS teaches skills building techniques and is considered a promising practice, and T4C is based in cognitive behavioral techniques and has been established as an evidenced-based tool. Parent Management Training (PMT) is provided to assist parents to use behavior modification tools for discipline techniques. In this phase, participants receive the Cognitive Behavioral Interventions for Trauma in Schools (CBITS) program. The MDT process allows for the school, medical services, probation services, the family and community-based organizations to assess ongoing participant needs and develop treatment interventions.

The third phase, Transition and Aftercare, begins in the camp and continues into the community. Transition planning is done in the Camp MDT and develops the treatment plan for the participant to assist with success in the community. Referrals and linkages are provided with the assistance of a Transition Age Youth consultant to the Full Service Partnership program, Wraparound services, and community-based organizations that provide substance abuse counseling, job counseling, housing assistance, Multi-systemic Therapy (MST),

Functional Family Therapy (FFT) and other services as needed by the participant. Last, the ECTP Deputy Probation Officer (DPO) continues to provide weekly supervision for up to one year post-camp release, and serves as a liaison between the participant, the family, school, and community-based service providers.

## **B. PROJECT MODIFICATIONS**

Using the original grant proposal as the yardstick for assessing change, briefly describe any project modifications made during the initial 18-month grant period and explain why they were needed.

Modifications to the program include the following:

- Each minor in the program was supervised by one ECTP DPO as opposed to two - one in camp and one in the community. The change was needed to provide a continuum of supervision from camp to the community.
- MST was deleted from the program as it was found to be too expensive to implement.
- ECTP DPOs were trained to deliver Thinking for a Change (T4C), a cognitive behavioral treatment intervention. This change was needed in order to provide services lost due to the cancellation of MST.
- CBITS was expanded to include training for additional camp staff. This was done to ensure all staff providing services to MIOCR youth, were trained in the same interventions and therefore able to deliver the same services.
- A Mental Health Clinician II (MHC II) was added to the staff in place of the Psychiatric Social Worker (PSW). This change was made by the Department of Mental Health and was necessitated by a lack of PSW candidates. The MHC II has virtually the same credentials as the PSW.

## **C. PROPOSED MODIFICATIONS**

Based on your experience to date, briefly describe any modifications you are proposing to make to the project in 2008-09 and explain why the modifications are needed.

Training costs and needs were underestimated in the original budget and though modifications have been made, there are ongoing training needs. We have found a need to insure that staff have the tools to accomplish the tasks that we have set for them. To accomplish this, ECTP is adding to the training of staff to maintain their state of the art knowledge and skill base.

We have set aside \$100,000 for Aggression Replacement Training (ART). ART is considered to be a useful evidence-based intervention approach designed to reduce the delinquency risks that are high in the ECTP participant population. ART includes Skill Streaming, Anger Control and Moral Reasoning as a three-pronged approach to changing thinking and behavior.

We also project that there will be costs for fixed assets and equipment that have been identified subsequent to the original grant request. Please see Section III B 6, for a detailed explanation.

(NOTE-CORRECTION: \$100,000 should read \$32, 613.00. Error was sent to CSA. Follow-up e-mail was sent with correct amount.)



## SECTION III: PROJECT BUDGET

**A. BUDGET LINE ITEM TOTALS:** Please fill out the following table for the proposed budget. Amounts must be whole dollars only. Applicants must provide a 25 percent match of the grant funds requested.

LINE ITEM	GRANT FUNDS	CASH MATCH	IN-KIND MATCH	TOTAL
1. Salaries and Benefits	804,471			804,471
2. Services and Supplies	498,666			498,666
3. Professional Services	0			0
4. CBO Contracts	0			0
5. Indirect Costs	0		352,688	352,688
6. Fixed Assets/Equipment	75,000			75,000
7. Other/Training	32,613			32,613
<b>TOTAL</b>	<b>1,410,750.00</b>		<b>352,688.00</b>	<b>1,763,438.00</b>

**B. LINE ITEM DETAILS:** In the space below each line item, provide details on how the grant and local match funds entered in Section A (budget line item totals) would be used in the 12-month grant period that begins July 1, 2008.

**1. SALARIES AND BENEFITS:**

One (1) Supervising Deputy Probation Officer (SDPO), at a monthly rate of \$6,925.69 for 12 months, less salary savings of 6.3000%, and benefit rate of 50.650% will be responsible for the general oversight of every component of the program, training all program staff as needed, and for the provision of treatment-responsive supervision to the program participants. The SDPO will be extensively trained in cognitive behavioral therapy and other empirically supported treatment interventions to develop and oversee case plans that address multiple needs of youth.

5 Deputy Probation Officer IIs (DPO II), each at a monthly rate of \$6,244.70 for 12 months, less salary savings of 6.300% and benefit rate of 50.650% will be key to the Multi-Disciplinary Team (MDT) and will provide the entire continuum of care for participants from Camp entry through post-Camp release for up to 1 year, and keep relevant statistical reports. In the camp, the DPO II will provide enhanced group and individual counseling to participants and their families; work closely and coordinate with members of the MDT to facilitate a holistic approach to the treatment of participant mental health needs; and will develop the transition plan. In the community, the DPO II will be specially trained to provide direct intensive services to the youth; provide support services to the youth and family; identify appropriate community-based resources and facilitate the youth and family linkage to community mental health services prior to release from camp; and continue to serve as liaison to the youth/family and the community partners for a 9 to 12 month period, post-camp release.

One (1) Program Analyst (PA), at a monthly salary of \$6,244.90 for 12 months, less salary savings of 6.300% and benefit rate of 50.650% will be responsible for project evaluation and

will provide assessment of the fidelity and integrity of program services. Under the direction, instruction and supervision of the Program Director and Manager, the PA will conduct audits; develop, initiate, complete, and notify DPO IIs of changes resulting from the audits; participate in teaching the ITC to create Excel and other audit tools and in maintaining program records; collect and compile monthly juvenile statistics; and assist in the completion of quarterly reports, semi-annual reports, and other program reports as needed. The PA will be a participant in program policy development and implementation.

1 Intermediate Typist Clerk (ITC), at a monthly rate of \$3,065.50 for 12 months, less salary savings of 6.300% and benefit rate of 50.650% will be responsible for providing clerical support for the project and its staff.

Total Base Salaries: \$570,000

Total Salary Savings: \$36,000

Total Employee Benefits: \$270,471

## **2. SERVICES AND SUPPLIES:**

The MIOCR Grant - ECTP program contracts with the Department of Mental Health for the following services:

Two (2) Clinical Psychologists II, each at a monthly rate of \$8,030.81 for 12 months plus benefit rate of 50.650% will be part of the assessment MDT at Barry J. Nidorf Juvenile Hall developing diagnoses and assisting with individualized evidence-based treatment plans and interventions. These clinicians will provide psychological assessments and administer comprehensive psychological assessment instruments for youths whose diagnoses are unclear or not agreed upon; collect and share with MDT Department of Mental Health data and assessments; contact and share with MDT collateral source information, as needed; and in this capacity will assist with the appropriate camp placement of youth with psychological diagnoses.

One (1) Mental Health Clinician II (MHC II), at a monthly rate of \$5,900.46 and benefit rate of 50.650% will be part of the assessment MDT at Camp Glenn Rockey developing diagnoses and assisting with individualized evidence-based treatment plans and interventions for ECTP program participants. This clinician will provide individual therapy, group counseling and crisis intervention for ECTP participants. The MHC II will participate as a member of the ECTP team, attend scheduled trainings, attend staff meetings, and assist camp staff in understanding the psychological status and needs of ECTP participants. In addition to the MDT, the MHC II will provide brief case reviews of program youth at ECTP staff meetings two times monthly.

The MIOCR Grant - ECTP program contracts with the Department of Health Services, Juvenile Court Health Services for the following:

One (1) - one half time (.5) Senior Physician, M.D., at a monthly rate of \$12,595.44, with no benefits, will provide medical services to camp ECTP participants.

Total Base Salaries: \$339,118

Total Employee Benefits: \$159,548

**3. PROFESSIONAL SERVICES:**

NONE

**4. COMMUNITY-BASED ORGANIZATIONS:**

NONE

**5. INDIRECT COSTS:** The amount in the Grant Funds column for this line item may not exceed 10% of the grant funds requested.

\$352,688

The 25% match will be provided using indirect costs not claimed by State Grant funds. An approved detailed cost allocation plan consistent with A-87 is on file.

**6. FIXED ASSETS/EQUIPMENT:**

\$75,000

Fixed assets and equipment needs have been identified beyond basic office equipment needs. They are needed to assist in facilitating evidence-based groups, assist the client to access community resources, assist community providers to make their services available to ECTP participants and their families. The funds will be used for audio visual equipment, transportation vehicles, graduation resources, and a community-based organization exposition facilitated by the ECTP program.

**7. OTHER**

\$32,613

\$32,613 is set aside for additional evidence-based training. At this time we are assessing the feasibility of contracting for Aggression Replacement Training (ART) for our staff. This training will allow our staff to add skills building and cognitive behavioral techniques to their repertoire of skills, in order to decrease aggression in our ECTP participants. ART groups are open rather than closed, allowing for new participants to come into a group at any time instead of having to wait until the next session begins before being assigned to a group counseling session.

**C. FUNDING REQUEST**

In the space below, explain why the amount of funds requested for 2008-09 is reasonable and appropriate given the anticipated status of the project on July 1, 2008, the amount of grant and match fund expenditures claimed to date, and any modifications proposed for the 12-month grant period.

The amount requested is reasonable because 92% of the grant dollars represents staffing costs, which appear to be adequate at this time. Because of late start up in year one, we are

not fully able to determine if more staffing would be necessary. The second year of the program should provide a clearer picture of program needs and functioning.

No significant changes are planned or expected for the second grant period.



**ATTACHMENT III**  
**DEPARTMENT OF CORRECTIONS AND REHABILITATION**  
**CORRECTIONS STANDARDS AUTHORITY**  
**MENTALLY ILL OFFENDER**  
**CRIME REDUCTION GRANT PROGRAM**

**SECTION I: APPLICANT INFORMATION**

<b>A. APPLICANT (LEAD AGENCY)</b>			
AGENCY NAME (COUNTY AND DEPARTMENT)		TELEPHONE NUMBER	
County of Los Angeles Probation Department		(562) 940-2501	
STREET ADDRESS	CITY	STATE	ZIP CODE
9150 E. Imperial Hwy	Downey	CA	90242
MAILING ADDRESS	CITY	STATE	ZIP CODE
<b>B. PROJECT TITLE (NAME OF GRANT PROGRAM)</b>		<b>C. AMOUNT OF FUNDS REQUESTED</b>	
Intensive Case Management Service Project (ICM)		\$1,028,000	
<b>D. IMPLEMENTING AGENCY (DESIGNATED BY LEAD AGENCY)</b>			
AGENCY NAME			
County of Los Angeles Probation Department			
CONTACT PERSON		TELEPHONE NUMBER	
Jitahadi Imara, Deputy Director Special Services		(562) 940-2561	
STREET ADDRESS		FAX NUMBER	
9150 E. Imperial Hwy		(562) 401-2896	
CITY	STATE	ZIP CODE	E-MAIL ADDRESS
Downey	CA	90242	Jitahadi.Imara@probation.lacounty.gov
<b>E. PROJECT DIRECTOR</b>			
NAME AND TITLE		TELEPHONE NUMBER	
Kathy New		(323) 793-8096	
STREET ADDRESS		FAX NUMBER	
9150 E. Imperial Hwy		(562) 401-2896	
CITY	STATE	ZIP CODE	E-MAIL ADDRESS
Downey	CA	90242	Kathy.new@probation.lacounty.gov
<b>F. PROJECT FINANCIAL OFFICER</b>			
NAME AND TITLE		TELEPHONE NUMBER	
Grace Kinoshita		(562) 940-2680	
STREET ADDRESS		FAX NUMBER	
9150 E Imperial Hwy		(562) 940-2459	
CITY	STATE	ZIP CODE	E-MAIL ADDRESS
Downey	CA	90242	Grace.Kinoshita@probation.lacounty.gov
<b>G. APPLICANT'S AGREEMENT</b>			
By submitting this reapplication, the applicant assures that the grantee will abide by the laws, policies and procedures governing this funding.			
NAME AND TITLE OF PERSON AUTHORIZED TO SIGN AGREEMENT (SHERIFF, DIRECTOR OF CORRECTION/S, CHIEF PROBATION OFFICER, OR BOARD OF SUPERVISORS' CHAIR)			
Robert Taylor, Chief Probation Officer			
APPLICANT'S E-MAIL ADDRESS			DATE
Robert.Taylor@probation.lacounty.gov			

## SECTION II: PROJECT INFORMATION

### A. DESCRIPTION

Provide a brief description of your current project, including the evidence-based treatment model in which it is anchored and the services provided to program participants.

MIOCR-ICM focuses on intensive services for youth referred from the County's Mental Health Court, youth with a court disposition of dual supervision, dual status, or youth that are on a suitable placement court order residing in congregate care facility with a Rate Classification Level (RCL) of 10, 11, 12, or 14.

Youth referred to the MIOCR ICM program were identified to receive ICM program services provided through a home-based service delivery model that focused on treating the entire family. In-home services included Functional Family Therapy (FFT) and intensive case supervision by a Placement Aftercare Deputy Probation Officer (DPO) trained in the principles of FFT.

The goals of the program are to lower the risk of re-offending by improving school attendance, academic performance, association with delinquent peers, and improving mental health functioning of program enrolled youth. ICM services consisted of three (3) intervention components: 1) FFT, 2) Intensive Probation Case Management Supervision, and medication care and management.

#### **Functional Family Therapy (FFT)**

FFT is an outcome-driven prevention/intervention program for youth who have demonstrated the entire range of maladaptive, acting out behaviors and related syndromes. FFT targets youth, aged 11-18, at risk for and/or presenting with delinquency, violence, substance use, Conduct Disorder, Oppositional Defiant Disorder, or Disruptive Behavior Disorder. Often these youth present with additional co-morbid challenges such as depression.

FFT requires as few as 8-15 sessions of direct service time for referred youth and their families, and generally no more than 26 total sessions of direct service for the most severe problem situations. Delivery modes include flexible delivery of service by one and (rarely) two person teams to clients in-home, clinic, school, juvenile court, community based programs, and at time of re-entry from institutional placement.

FFT effectiveness derives from emphasizing factors which enhance protective factors and reduce risk, including the risk of treatment termination. In order to accomplish these changes in the most effective manner, FFT is a program with steps which build upon each other. These phases consist of:

- Engagement, designed to emphasize within youth and family factors that protect youth and families from early program dropout;
- Motivation, designed to change maladaptive emotional reactions and beliefs, and increase alliance, trust, hope, and motivation for lasting change;
- Assessment, designed to clarify individual, family system, and larger system relationships, especially the interpersonal functions of behavior and how they related to change techniques;

- Behavior Change, which consists of communication training, specific tasks and technical aids, basic parenting skills, problem solving and conflict management skills, contracting and response-cost techniques; and
- Generalization, during which family case management is guided by individualized family functional needs, their interface with community based environmental constraints and resources, and the alliance with the FFT therapist/Family Case Manager.

Clinical trials have demonstrated that FFT is cable of:

- Effectively treating adolescents with Conduct Disorder, Oppositional Defiant Disorder, Disruptive Behavior Disorder, alcohol and other drug abuse disorders, and who are delinquent and/or violent;
- Interrupting the matriculation of these adolescents into more restrictive, higher cost services;
- Reducing the access and penetration of other social services by these adolescents;
- Generating positive outcomes with the entire spectrum of intervention personnel;
- Preventing further incidence of the presenting problem;
- Preventing younger children in the family from penetrating the system of care;
- Preventing adolescents from penetrating the adult criminal system; and
- Effectively transferring treatment effects across treatment systems.

(Source: Alexander, J., Barton, C., Gordon, D., Grotperer, J., Hansson, K., Harrison, R., Mears, S., Mihalic, S., Parsons, B., Pugh, C., Schulman, S., Waldron, H., & Sexton, T. (1998). Functional Family Therapy: Blueprints for Violence Prevention, Book Three. Blueprints for Violence Prevention Series (D.S. Elliott, Series Editor). Boulder, CO: Center for the Study and Prevention of Violence, Institute)

### **Probation Intensive Supervision**

Intensive probation case supervision employed case management intervention strategies developed to complement and reinforce FFT interventions. The DPOs worked in concert with the FFT therapists in an effort to bring about desired case outcomes. This approach was consistent with the juvenile justice literature, which indicated improved outcomes when service type and intensity match dynamic risk factors. Additionally, the ICM program DPOs provided systems navigation for the program youth and families.

### **Program Criteria**

MIOCR ICM program criteria required the youth to:

- be 17.5 years of age or younger,
- have an axis 1 disorder,
- committed a felony offense, and
- reside in Los Angeles County.

## **B. PROJECT MODIFICATIONS**

Using the original grant proposal as the yardstick for assessing change, briefly describe any project modifications made during the initial 18-month grant period and explain why they were needed.

Two (2) major program modifications were proposed due to several significant issues our county faced when implementing the ICM-MIOCR program as follows:

- 1) The development of three (3) FFT Probation Teams, (eight [8] trained and certified DPO FFT interventionists) and all Placement DPOs and Aftercare DPOs trained in FFPS, and
- 2) To move funds to cover the costs associated with expanding a current county Department of Mental Health contract vendor for FFT services paired with leveraging EPSDT dollars.

These program enhancements were a result of acknowledging and that effective programs have the following characteristics:

1. qualified staff that are educated, experienced, remain in the program, possess personal qualities that are consistent with the program values,
2. staff have input into the overall operation of the program, and
3. Staff are well supervised and are regularly evaluated.

Additionally, effective programs have sufficient resources and support to ensure the program can maintain stability in three key areas, operation, funding, and community support.

The ability to operate FFT in-house and train staff in FFPS supports our ability to sustain these services and maintain operation of the ICM program after the project period. Evidence Based Programs are cost effective but they are also very expensive programs to implement and maintain. Having FFT in-house provides many benefits including expanding the number of youth and families we can serve. Our three (3) teams of FFT will allow us to identify participants from all geographical locations within Los Angeles County. These teams will begin taking referrals in July 08.

It is anticipated that reaching our bench marks for participant enrollment will not be as difficult as it has been with contracted providers due to several factors including:

- 1) Probation FFT teams will be covering all of Los Angeles County,
- 2) The FFT teams are made up of DPOs who have had experience with our cliental and the areas they live in.
- 3) They will have access to all Probation data basis that will assist them in identifying participants, and,
- 4) Probation will be in full control of identification, enrollment, and administrative oversight. It is anticipated that we can act in a swift manner for any corrective actions needed.
- 5) Placement Services has a Quality Assurance operation and we plan to build QA process and procedures around these efforts so that issues/concerns can be addressed immediately.

We continued to use the existing three (3) FFT teams, Starview and Shields for Families that are under contract with DMH. However, due to the geographical locations they serve, their teams will more than likely reduce to their limited contract service areas.

### **Functional Family Probation Supervision (FFPS)**

FFPS is a case management approach that reorients the focus of juvenile justice workers charged with supervising youth in the community. Drawn from key concepts of the Blueprint program Functional Family Therapy, FFPS integrates assessment, supervision and intervention by clarifying the probation/parole officer's role and how it changes during the course of supervision.



## **Program Implementation Delays**

There were two (2) primary issues that caused a delay in program services that prompted the program modifications, they included:

1) Miscommunication between the County Departments of Probation and DMH regarding the contracting process for FFT services. The FFT program costs were not incorporated into the grant budget and the County did not have these resources available at the time of the submission of the grant proposal. Furthermore, County regulations that govern a Department's ability to enter into new contracts required a new solicitation, a process with specified timelines that did not meet the needs of the grant program. It was also determined that without using a blended funding stream strategy, the costs for the needed FFT services would be above and beyond both the grant award and County resources. The only additional funding stream identified was EPSDT available through DMH. Once the two departments reviewed all options it was agreed that the best solution was to have DMH amend their current contracts so that current FFT vendors could expand their capacity to meet the needs of the MICRO ICM project. Steps needed to complete contract amendments further delayed program implementation for every program component and/or requirement including:

- Delay in the submission of the first Budget Modification due to the need to identify and negotiate FFT contract amendment amounts based on a blended funded stream strategy. The vendors had to submit the line item budgets to DMH. Specific funding requirements needed to be established before the Department could submit the request.
- Identifying program participants - The geographical services areas had to be defined by the vendors, contract negotiations had to first occur. Additionally, once the service areas were defined, research had to be conducted as the Probation Department's current IT systems did not have the ability to identify Placement youths home addresses, rather the IT system identified the out-of-home Placement address. This was a manual process. Once the pool of youth were identified, the Department had to take the case back to court so that a change of order could be made, allowing the youth to return home and receive the FFT services.
- Program Enrollment - Enrollment was not possible until the contract amendments were in place and the FFT providers in place to deliver services. This resulted in a further delay because the expansion of the FFT services required: 1) recruiting of new staff, and 2) completion of mandated FFT training (this had to be scheduled by the authorized training vendor, California Institute of Mental Health [CIMH]). In addition, CIMH could not schedule training dates until the contracts were in place and that the FFT vendors had completed their recruitment and hiring efforts.
- Staff Hiring/Retention/Training - The scope of work for the Department's staff, as outlined in the grant award, consists of six (6) Deputy Probation Officers and one (1) Program Analyst, was not implemented due to the lack of participant identification and enrollment and FFT services. Additionally, the Department's Placement Services Bureau was experiencing a high rate of vacancies. Hence, the high number of staff vacancies presented a number of case management and program issues for the Probation Department.
- FFT Training for Probation Program Staff - This effort was not able to occur during the reporting period because the geographical services areas were not identified and the high number of staff vacancies.

By mid June of 2007, the program began its rollout. Monthly meetings and numerous daily and weekly communications took place at the start of the grant period and extended through the duration of the project period between the FFT teams (Community Based Organizations), Probation, DMH, and the Courts.

And,

2) In the initial proposal, program participants were going to be referred by the Mental Health Court. These placements largely required placements in RCL 14 congregate care facilities. This became a daunting task as the youth had to go through the County's Mental Health Steering Committee in order to be placed. Once placed, identifying youth to transition home early, with FFT services and intensive probation supervision, was something our stakeholders, including the Bench, provider community, youth, and families were not necessarily comfortable with due to the relatively short length of stay in an RCL 14 facility in an effort to enroll the youth and provide the program in home services. To further aggravate the matter, if we delayed program enrollment we jeopardized service outcomes and the ability to maintain enrollment due to the EPSDT requirement and the possibility that the youth might lose their benefits after the mandated Title IV-E re-determination hearing (12 months from the original suitable placement order).

We learned, from our County Department of Mental Health, that 15-20% of our placement youth had significant mental health disorders that would benefit greatly from the MIOCR ICM project and should not be ignored in the identification process for program enrollment. We were also faced without the ability to tap into EPSDT the program costs associated with FFT would not be within our limited resources. Therefore, we were not in a position to enroll youth that may lose their medi-cal benefits as a direct result of being placed in their home after 12 months from the original suitable placement order. Program enrollment now had to include criteria that required the youth maintaining their medi-cal benefits.

Moreover, we wanted to implement a program that we would be able to maintain and/or sustain once the grant period ended. We started to strategically plan to incorporate these services in-house (services to be conducted by Probation personnel). Our department worked closely with the California Institute of Mental Health (CIMH) to identify a strategy that would allow us to run this program in-house. Our strategy was a two-pronged approach, one (1) to develop Probation FFT teams, and two (2) to incorporate FFPP to complement FFT in an effort to provide state of the art outreach and supervision services to better serve youth and families.

### **C. PROPOSED MODIFICATIONS**

Based on your experience to date, briefly describe any modifications you are proposing to make to the project in 2008-09 and explain why the modifications are needed.

The Department is proposing four (4) major program modifications:

- 1) The implementation of Probation in-house FFT services and FFPS:
  - a. Three (3) Probation teams of eight (8) FFT interventionists, per team (two [2] teams under the Placement Services Bureau, and one [1] under the Juvenile Special Services Bureau, Camps Aftercare.

b. All Placement DPOs and Camp Aftercare DPOs will be trained in FFPS and begin the new model for supervision.

- 2) Introduce two (2) additional EBP services to the program, Teaching Pro-Social Skills (TPS) and Multi-systemic Therapy (MST),
- 3) Primary Referral Base will shift from the Mental Health Court to Placement youth residing in congregate care and youth transitioning from Camp that are at high risk for placement services, and
- 4) Building a program infrastructure that will support operational functioning.

These project modifications are the result of profound learning opportunities the County faced when implementing the MIOCR-ICM grant program including:

- High cost of EBP services,
- Complex nature of identifying and leveraging funding to maintain program consistency and longevity,
- Current County contracting structure that hinders, implementation timelines, expansion,
- Internal and external county contract mandates that challenge optimal quality assurance,
- Involvement of multiple county departments with varying operational priorities and mandates that do not necessarily require immediate development and implementation of EBP.
- The comfort level of key stakeholders, including the Bench, to release youth home from RCL 14 placement for outreach services without demonstrated program success.

We will continue to use the existing three (3) FFT teams, Starview and Shields for Families, that are under contract with DMH. However, due to the geographical locations they serve these teams will more than likely reduce to four therapists per team. This is necessary due to the limited participant pool resulting from the limited geographical area they serve. If we are able to increase the referrals they will increase the number of therapists per team, not to exceed eight (8) therapists per team.

### **1) Probation In-House FFT and Functional Family Probation Supervision (FFPS)**

In July 2008, Probation will begin the FFT referral process and FFT services to program participants. The FFT (DPO II) Interventionists will meet regularly to discuss implementation issues concerns and or service enhancements. Probation Placement Service Bureau will work closely with Camps Aftercare in the rollout and on-going service needs of all MIOCR-ICM participants. The Department will work closely with CIMH to ensure that FFT compliance is maintained to the highest standards and will work closely in data collection and analysis.

Throughout 2008, FFPS training and, as needed booster trainings, will be conducted for all Placement and Camp Aftercare SDPOs and DPOs. As the DPOs are trained they will be required to adopt and put into place the FFPS supervision model in their daily duties. Juvenile Special Services Division will work with the Department's Placement Quality Assurance operation to build controls to ensure that the new FFPS model is being adhered to on a regular basis.

In FFPS, juvenile justice workers:

- Meet with families at the onset of program enrollment,

- Create and maintain alliance with all family members, and
- Match youth and families to intervention programs that promote success.

Currently, FFPRS is being implemented statewide by the State of Washington's Juvenile Rehabilitation (parole), the State of Utah's Juvenile Courts (probation), with the Bureau of Youth Care in Amsterdam, Netherlands, and Denver Colorado.

## **2) TPS and MST**

To obtain better outcomes for youth and families the Department is proposing expanding the number of EBPs available to the project's participant pool and to include youth that are currently residing in congregate care that may be served by FFT under the guidelines of the MIOCR-ICM. Upon award, the Department will begin the processes necessary to put into place a contract for TPS training for five (5) clusters (one cluster per LA County District), a total of 25 (five will be from Probation and the remaining twenty will be staff from our contracted group home providers). Probation selected staff will move on to become Trainers for the department upon meeting TPS trainer criteria. The Department currently has under contract MST providers and will be allowing MIOCR-ICM referrals that live within the provider geographical service areas.

FFT, MST and TPS services have been identified as those services our Department want to invest in, as these practices are true evidence based practices that have been subject to scientific scrutiny and determined to be effective for the populations we serve. There are volumes of State and local evaluation findings that identify these programs as yielding a higher return given the cost savings generated by these practices. Furthermore, studies demonstrate that states spend available dollars unwisely on costly residential placements that do not substantially reduce re-entry or average lengths of stay and demonstrate that current services do not significantly help our youth and families obtain safety, permanency and well being. Experts have documented that states realize significant positive outcomes for these specific EBPs. The National Center for Mental Health and Juvenile Justice summarized these findings as:

- Reduced long-term rates of re-arrest,
- Improved family functioning and school performance,
- Decreased substance abuse and psychiatric symptoms, and
- Reduced rates of out-of-home placement.

### *Teaching Pro-Social Skills (TPS)*

TPS is a multi-component cognitive-behavioral treatment to promote pro-social behavior by addressing factors that contribute to aggression in children and adolescents including limited interpersonal social and coping skills, impulsiveness, over-reliance on aggression to meet daily needs, and egocentric and concrete values. A cost benefit analysis by the Washington State Institute for Public Policy finds this program results in reduced criminal behavior and significant cost savings. TPS utilizes Aggression Replacement Training curriculum and has consistently shown positive outcomes across a number of quasi-experimental studies including:

- Reduced criminal behavior
- Decreased conduct problem behaviors
- Increased pro-social behaviors
- Improved anger control

TPS consists of three components each of which is conducted with a group of 6-8 youth including Skill streaming, Anger Control Training, and Moral Reasoning Training.

*Skill streaming* teaches youth pro-social skills. The approach, developed by Arnold Goldstein, consists of a series of social learning instructional procedures that are used to teach a set of 50 skills. The instructional procedures include:

1. Modeling of pro-social skills.
2. Role-playing—guided practice of the skills.
3. Performance feedback—praise and reinstruction.
4. Transfer training—homework involving applying the new skill in real life situations.

*Anger Control Training* teaches youth how to manage angry feelings. In a complimentary way, the approach, developed by Eva Feindler and her colleagues, consists of a series of social learning procedures taught across 10 weekly sessions including:

1. Recognizing triggers—external events and internal appraisals that result in angry feelings.
2. Recognizing cues—kinesthetic or other physiological sensations signifying anger.
3. Learning and using reducers—arousal lowering techniques like backward counting, deep breathing, peaceful imagery, and reflection on long-term consequences.
4. Use of reminders—self-instructional statements designed to reinterpret and defuse internal triggers.
5. Use of appropriate Skill streaming alternatives to anger or aggression.
6. Self-evaluation of the use and results from the anger control sequence.

*Moral Reasoning Training*, through social perspective taking opportunities, teaches youth higher levels of moral reasoning, characterized by mutuality (treating others as you would hope they would treat you), and interdependence and cooperation for the sake of society. The approach consists of facilitated discussion in regards to understanding and responding to a series of moral dilemma vignettes. The group activities include:

1. Introducing the problem situation.
  2. Cultivating mature morality.
  3. Remediation moral developmental delays.
  4. Consolidating mature morality. Teaching Pro-social Skills (TPS): Utilizing Aggression Replacement Training (ART) Curriculum, Community Development Team
- TPS is a cognitive behavioral therapy model used with juvenile offenders. There are three areas of focus in this behavioral, cognitive, and emotional

### *Multisystemic Therapy (MST)*

Evaluations of MST have demonstrated for serious juvenile offenders:

- Reductions of 25-70% in long-term rates of re-arrest,
- Reductions of 47-64% in out-of-home placements,
- Extensive improvements in family functioning, and
- decreased mental health problems for serious juvenile offenders.

MST addresses the multiple factors known to be related to delinquency across the key settings, or systems, within which youth are embedded. MST strives to promote behavior change in the youth's natural environment, using the strengths of each system (e.g., family, peers, school, neighborhood, indigenous support network) to facilitate change. The major goal of MST is to empower parents with the skills and resources needed to independently address the difficulties that arise in raising teenagers and to empower youth to cope with family, peer, school, and

neighborhood problems. Within a context of support and skill building, the therapist places developmentally appropriate demands on the adolescent and family for responsible behavior. Intervention strategies are integrated into a social ecological context and include strategic family therapy, structural family therapy, behavioral parent training, and cognitive behavior therapies.

MST is provided using a home-based model of services delivery. This model helps to overcome barriers to service access, increases family retention in treatment, allows for the provision of intensive services (i.e., therapists have low caseloads), and enhances the maintenance of treatment gains. The usual duration of MST treatment is approximately 60 hours of contact over four months, but frequency and duration of sessions are determined by family need.” (Source: Blueprints for Violence)

“Multisystemic Therapy (MST), which targets chronic, violent, or substance-abusing juvenile offenders (ages 12–17), who are at risk for out-of-home placement (as are their families). MST services are delivered in the home, school, and community rather than in a clinic or residential treatment setting. Emphasis is placed on promoting behavior change in the youth’s own environment. Services are more intensive than traditional family therapies and include several hours of treatment per week rather than the traditional 50 minutes. The emphasis is on developing an indigenous support network for the family in which the family is empowered to handle difficulties with the offending youth, and the youth is empowered to cope with family, peer, school, and neighborhood problems. Four randomized clinical trials compared the effectiveness of MST with usual community treatment for juvenile offenders and their families. Offenders in the MST group showed reductions in re-arrest rates between 25 and 70 percent. There were reductions in out-of-home placements between 47 and 64 percent in the three studies where data were obtained. Drug-related arrests decreased in three sites where researchers gather data for this outcome. One site showed decreased aggression; in the other two sites there was no difference (Henggeler et al., 1998).” (Source: OJJDP Model Programs Guide)

### **3) Shift in Program Primary Referral Base**

The Department proposes the expansion of program services to include Camp Aftercare youth that are identified as at high risk for entering congregate care (according to our County Department of Mental Health approximately 15% of the Camp youth are at high risk and/or return to congregate care and meet the MIOCR-ICM program criteria), and shifting the focus of the program participant pool to serve the majority of youth that reside in a congregate facility with a RCL of 10 or above (approximately 81% of our youth reside in RCL 12 group homes). The majority of program participants would not be referred from Mental Health Court; in general they will be felony offenders originating from any one of our juvenile justice Courts that fit the program criteria.

### **4) Build a Program Infrastructure that Support the Operation of MIOCR-ICM**

The proposed program model is ground breaking for the Probation Department. In order to be successful in operating the MIOCR-ICM program we will need to enhance our current infrastructure to include staff that will support the overall operation of the MIOCR-ICM project. The current program staff include six (6) ICM program DPOs under the jurisdiction of the Department's Placement Services Bureau and funded by the grant, three (3) teams of FFT funded by the grant (employed by two [2] community based organizations, Starview and Shields for Families), that are under an existing contract with our County's Department of Mental Health, and one (1) Probation Program Analyst funded by the grant. The proposed program model will need to include the following staff:

1) Twenty-four (24) Probation FFT DPO Interventionists (training and certification was funded under the original grant award), 2007-08 staffing costs will be in-kind, eight (8) of these staff complete one team of FFT under the jurisdiction of the Juvenile Field Services Bureau, and sixteen (16) of FFT trained and certified DPOs will be under the jurisdiction of the Department's Placement Services Bureau,

2) One (1) Supervising Deputy Probation Officer (SDPO) to provided supervision, coordination, and program implementation to the FFT in-house program component and for the five (5) TPS DPOs

3) Two Program Analysts, the additional Program Analyst will support the Camp's Aftercare operation, to be funded by the grant,

4) One (1) Department of Mental Health staff to coordinate the existing administrative and operational needs of the current three (3) teams of FFT provided by contracted vendors, to be funded by the grant,

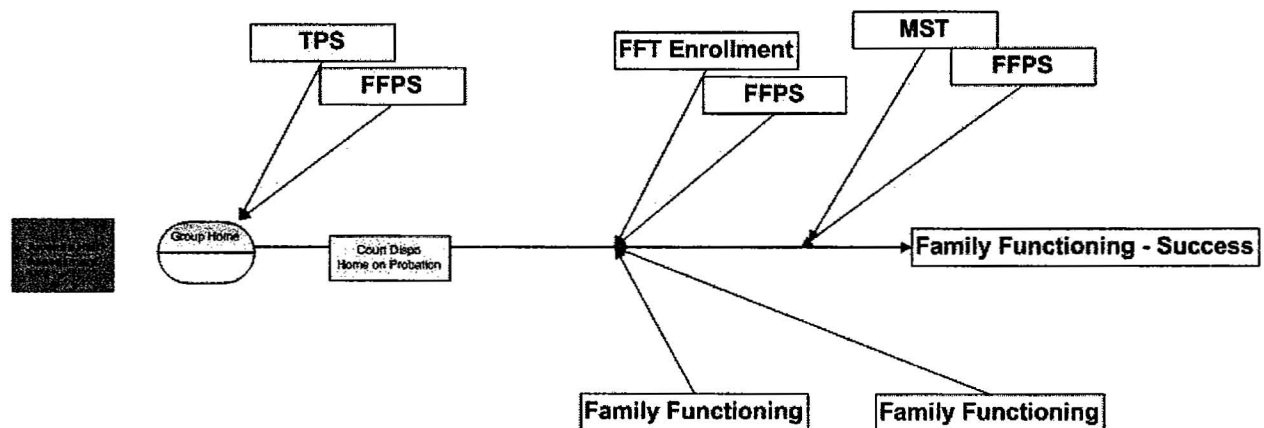
5) One (1) Supervising Typist Clerk to provide supervision and coordination of the program's support staff,

6) Two (two) Senior Typist Clerks to provide support and coordination to the three (3) Probation FFT teams and the Probation Program Analysts, to be funded by the grant, and

7) One (1) Senior Clerk to provide support and coordination to the overall MIOCR-ICM project.

The original six (6) MICOR-ICM DPOs, twenty-four (24) FFT DPOs, will continue with their scope of work but will be funded by the Department as well as the

**Enhanced Program Cause and Effect Diagram Model:**



## SECTION III: PROJECT BUDGET

**A. BUDGET LINE ITEM TOTALS:** Please fill out the following table for the proposed budget. Amounts must be whole dollars only. Applicants must provide a 25 percent match of the grant funds requested.

LINE ITEM	GRANT FUNDS	CASH MATCH	IN-KIND MATCH	TOTAL
1. Salaries and Benefits	997,000			997,000
2. Services and Supplies				
3. Professional Services	9,000			9,000
4. CBO Contracts	22,000			22,000
5. Indirect Costs			257,000	257,000
6. Fixed Assets/Equipment				
7. Other				
<b>TOTAL</b>	<b>1,028,000</b>		257,000	<b>1,285,000</b>

**B. LINE ITEM DETAILS:** In the space below each line item, provide details on how the grant and local match funds entered in Section A (budget line item totals) would be used in the 12-month grant period that begins July 1, 2008.

**1. SALARIES AND BENEFITS:**

**One (1) Supervising Deputy Probation Officer (SDPO)** at a monthly rate of \$6,925 for twelve (12) months, less salary savings of 10.5%, and benefits at a rate of 44.33% he/she will be responsible for supervising and coordinating all activities in the five (5) TPS Clusters. The SDPO will also be trained specifically in FFPS.

**Five (5) Deputy Probation Officer II (DPO II)** at a monthly rate of \$6,245, each, for twelve (12) months, less salary savings of 10.5%, and benefits at a rate of 44.33% they will be responsible for participating in the TPS Clusters. The DPOs will be trained specifically in FFPS.

**Two (2) Program Analysts, Probation** at a monthly rate of \$6,245, each, for twelve (12) months, less salary savings of 10.5%, and benefits at a rate of 44.33% they will be responsible for project evaluation and program coordination support. They will participate with team members in the preparation of data collection, development of required program deliverables, and overall program evaluation.

**One (1) Supervising Typist Clerk** at a monthly rate of \$3,371 for twelve (12) months, less salary savings of 10.5%, and benefits at a rate of 44.33% they will be responsible for supervising the Senior Typists Clerks and coordinating all efforts related to FFT data collection and entry, coordination of project meetings with stakeholders and County staff, and will oversee clerical functions supporting the preparation and development of required program deliverables, and overall program evaluation.



**Two (2) Senior Typist Clerks** at a monthly rate of \$3,371, each, for twelve (12) months, less salary savings of 10.5%, and benefits at a rate of 44.33% they will be responsible for data collection and entry, coordination of project meetings with stakeholders and County staff, and will conduct clerical functions supporting the preparation and development of required program deliverables, and overall program evaluation.

**One (1) Senior Clerk** at a monthly rate of \$3,370 for twelve (12) months, less salary savings of 10.5%, and benefits at a rate of 44.33% this staff will be responsible for data collection and coordination of project meetings with stakeholders and County staff, and will conduct clerical functions supporting the preparation and development of required program deliverables, and overall program evaluation.

**2. SERVICES AND SUPPLIES:**

\$9,000 for FFT replacement training for the DMH contracted FFT teams (a cost of \$3,000 per FFT interventionist replacement staff – one staff for each team (three current teams) for the 12 months)

**3. PROFESSIONAL SERVICES:**

N/A

**4. COMMUNITY-BASED ORGANIZATIONS:**

\$22,000 for TPS training for 25 staff, 5 DPOs and 20 Los Angeles contracted congregate care providers. These staff will be responsible for conducting TPS services to Probation youth residing in RCL 10-14 group homes. DPOs will also assist in identifying youth for program enrollment and assist the ICM DPOs by working with the youth, group homes, and families in the transition phase of program enrollment.

**5. INDIRECT COSTS:** The amount in the Grant Funds column for this line item may not exceed 10% of the grant funds requested.

A 25% match will be used for indirect costs that are not covered by grant funds.

**6. FIXED ASSETS/EQUIPMENT:**

N/A

**7. OTHER**

N/A

**C. FUNDING REQUEST**

In the space below, explain why the amount of funds requested for 2008-09 is reasonable and appropriate given the anticipated status of the project on July 1, 2008, the amount of grant and match fund expenditures claimed to date, and any modifications proposed for the 12-month grant period.

The budget is reasonable and appropriate given the following:

- Intensive level of services to be provided,
- Number of staff required to operate three (3) EBs; FFT, TPS, and MST,
- Number of staff required to service the target population both in numbers and the geographical area, all of Los Angeles County.

ICM will target gaps in services and the quality of services provided to the program participants. The expertise of the services to be provided requires that staff to be extensively trained and evaluated, both internally and externally. Additionally, the level of services to be provided by this program requires an adequate infrastructure to support the number and level of services provided by the program. The Department of Probation understands the complex nature of program implementation and is requesting a significant percentage of the grant funds be used to support the infrastructure so that the program can be lifted. We are strategically leveraging internal and external resources to maximize program success and on-going sustainability, as demonstrated by 30 fulltime DPOs (24 FFT DPOs and 6 ICM DPOs) that are being paid for by the Department and leveraging outside resources available to us for the continuation of FFT services provided by our DMH contracted vendors and by incorporating current MST Probation providers to target a percentage of ICM program participants.

Probation and our stakeholders have an unparalleled level of expertise and commitment to bring this project far beyond that which is actually funded. The Department is currently a participant in the Title IV-E Capped Allocation Demonstration Project (the Waiver). MIOCR and our Waiver Program services are aimed at a model that is child-centered, family focused, community-based, and culturally competent. It is the core of these programs to use Evidence Based Programs and best practices to realize both outcomes and departmental juvenile justice reform County wide. Project funding will support our on-going efforts and will provide a combination of intervention services based on best practices and proven outcomes. Our project design also will allow us to continue with these services long after the end of the project period, as we are using services that we can both sustain and build on. EBPs may be cost effective, but are extremely expensive to rollout and maintain. This project allows us to begin to build these services in our everyday supervision of Probation youth. We will be monitoring the cost-effectiveness in an effort to demonstrate significant outcomes so that in a climate of tight and/or limited resources we will have the data to demonstrate this is the "better" way to do business. It is anticipated that future data will support an argument to identify county resources for the use of EBP as a cost effective alternative to confinement.