

Juvenile Detention and Alternative Programs Best Practices Award Official Entry Form


Attach the form to all entries. Entrants must complete all sections for the entry to be considered complete. A copy of this official entry is available electronically at www.pacounties.org. Please indicate if this is a secure detention or alternative program award entry:

Owner /Contracting County <u>Lancaster</u>	County Class <u>3rd</u>
Address <u>235 Circle Avenue</u>	City <u>Lancaster</u> Zip <u>17602</u>
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PROJECT INFORMATION

Title P.U.L.S.E. Weekend Program Start Date 4-25-14

Each application must be submitted with two signatures. Place appropriate signatures on two of the lines below:



 Chair of the Board of County Commissioners
n/a
 Oversight Board (where applicable)



 Facility Chief Executive Officer

PROGRAM NARRATIVE

Attach a separate program narrative document to the form that addresses each of the following subject areas, and does so in the order presented below. *Entries must be typed in a Word-document, Times New Roman, 10-point type.*

A separate program narrative document must be attached to this form that addresses each of the following subject areas, and does so in the order presented below.

- A description of the identified need and the background including what programs were in place before the current project, if any, and how it led to this effort
- A description of the project, including any evidenced-based approaches to divert individuals from further penetration into the juvenile or adult justice system, community involvement strategies, formation of stakeholder groups, county-wide planning strategies, etc.
- A description of expectations and measurable goals, including supporting data
- A brief description of how the project was evaluated and any lessons learned
- A brief description of the community, including a description of key stakeholders, organizations, and county departments that were involved in the project
- A description of how the activities described in a project started in the past were altered or will be continued based on experience, including plans for leveraging additional resources
- A description of any costs associated with the project and how it was funded; cost savings, if any, and any change in community acceptance, reductions in insurance costs, or inspection improvements that resulted from the program

SUPPORTING DOCUMENTS

Please attach any supporting documentation to demonstrate the impact of the project in cost or population outcomes, or other data to demonstrate the considerations utilized in determining the scope or design of the project. Scoring will be based on factors including the entrant's description of the problem, the soundness of the approach, and success in meeting goals and objectives. Award submissions will receive consideration for outcomes or best practices supported by data.

Entries must be typed in a Word-document, Times New Roman, 10-point type. Entries must be received by close of business on February 12, 2016. Winners will be announced during the CCAP Spring Conference, March 13 - 15, 2015.

More information: Brinda Carroll Penyak, bpenyak@pacounties.org



Lancaster County Youth Intervention Center

P.U.L.S.E

Providing Uplifting Learning Skills to Excel

Weekend Program

Description of the Problem

Through the implementation of the Juvenile Justice System Enhancement Strategy, Lancaster County has focused its efforts on demonstrating better outcomes, increasing the use of cost effective interventions, and ensuring risk reduction. Lancaster County's Juvenile Court and the Office of Juvenile Probation were experiencing a reduced accessibility to specialized programs, as well as the closure of some residential facilities. This resulted in their need to seek out opportunities to keep low to moderate risk juveniles within close proximity to home and community resources which could parallel the successful outcomes of long-term placements. Research indicates that the greatest opportunity to create measurable change is by offering services that specifically address the needs of these juveniles. The Youth Intervention Center developed our program with the objective of providing short-term, research/evidence-based treatment with the goal of diverting juveniles away from the need for long-term placements. The addition of this program transitioned the Youth Intervention Center into a comprehensive juvenile services center, providing Detention services, Shelter services, and community-based alternatives.

Background on Programs in Place Prior to the Project

Prior to the development of the P.U.L.S.E. Weekend Program, there were no other programs that were designed to address the youth's criminogenic needs with evidence based practices on a weekend basis. There was one program being used by the Office of Juvenile Probation that was 10 weekends long, but was located in another county. The Office of Juvenile Probation and the Juvenile Court Judges expressed the desire to have a short-term program that had a strong foundation in evidence-based practices that was based in Lancaster County. The P.U.L.S.E. Weekend Program was created to address all of those needs.

Description of the Program

The mission of the P.U.L.S.E Weekend Program is to provide short-term, research/evidence-based treatment heavily reliant on Cognitive Behavioral Therapy and Motivational Interviewing to male youth in Lancaster County. Youth are referred to the program through the Office of Juvenile Probation or the Children and Youth Agency. Youth who are referred by the Office of Juvenile Probation are court-ordered to the program and are identified as low to moderate risk based on the Youth Level of Service/Case Management Inventory (YLS/CMI). The instrument identifies risk, need, and responsivity factors as well as strengths and protective factors. The Program Coordinator will work with Juvenile Probation, the client, and the family to incorporate the data from the YLS/CMI into a holistic plan that builds upon strengths and addresses areas related to recidivism thereby enhancing success and prevention of future delinquent/criminal behavior. Youth referred by the Children and Youth Agency have been demonstrating negative behavior patterns within the community and are in need of a moderate level intervention. The Program Coordinator will work with the Caseworker, the client, and the family in order to develop a holistic plan that builds upon strengths and addresses problem behaviors thereby enhancing success and reducing negative behaviors within the community.

P.U.L.S.E. Weekend Program participants will receive treatment on a weekend-long basis for 5 consecutive weekends that will foster repairing harm to victims, restoring the health and welfare of communities, and enable juveniles to become productive and law-abiding members of their communities, consistent with BARJ Principles already in existence. Comprehensive Case Plans will link assessments with services aimed to improve competencies and reduce the risk to reoffend. Participants will be allotted time for school work and community service projects. The schedule will be highly structured, while allowing flexibility to meet each participant's needs.

The parents/guardians of the P.U.L.S.E. Weekend Program participants are encouraged to participate in the program to ensure a continuity of care. The parent/guardian and the participant will attend a Family Intake Meeting in order to establish a clear understanding of the dynamics surrounding the participant's behaviors. In addition, the parent will briefly speak to the Program Coordinator every Friday and Sunday to discuss progress and concerns. The family will participate in a family program during one of the weekends. This will give the parents/guardians and the child an opportunity to examine the child's behavior and have an open conversation about the changes that need to occur in order to promote healthy growth. Finally, the parents/guardians will attend a Graduation Ceremony at on the last Sunday to acknowledge the participant's accomplishments throughout the program.

Many youth involved in the juvenile justice system are lacking in prosocial skills. P.U.L.S.E. Weekend Program participants will complete the Forward Thinking Curriculum from The Change Companies. They will focus on What Got Me Here?, Handling Difficult Feelings, Relationships and Communication, Responsible Behavior, and Victim Awareness. In addition, they will create an Individual Change Plan that will guide them throughout the five weeks.

Cognitive Behavioral Therapy techniques and Motivational Interviewing are the cornerstones of the P.U.L.S.E. Weekend Program. It is proven that negative cognitions lead to negative behaviors. These thinking errors lead to justification of antisocial and delinquent behavior, difficulty interpreting social cues, underdeveloped moral reasoning, a sense of entitlement, failure to accept consequences, a lack of empathy for others, among other problems. Cognitive behavioral interventions, delivered primarily in group settings, will focus on developing prosocial skills such as managing anger, assuming personal responsibility for one's actions, seeing other people's perspectives, and setting realistic goals. Research has shown that cognitive behavioral interventions have the most significant impact on delinquent behavior and recidivism among juveniles. On average, cognitive groups reduce rearrest by 20-30%. The key is to ensure that the curriculum is delivered as it was designed for the proper duration, in the proper intensity, and to the most appropriate youth. Cognitive Behavioral Therapy techniques are used within the program by creating goals based on the individual's criminogenic needs (as determined by the YLS), teaching the behavior cycle/ABC's of emotion, identifying thinking errors and distorted thought patterns, teaching techniques to rationalize thought patterns, and practicing positive self-talk skills. Motivational Interviewing enhances the amount and quality of information collected during the assessment process and helps engage youth and families in creating their own case plans. It is a "collaborative, person-centered form of guiding to elicit and strengthen motivation for change" (Miller & Rollnick, 2009). MI does seek to explore a client's ambivalence to change by focusing on motivational processes within individuals that facilitate change. It aligns nicely with CBT which also addresses a client's ambivalence and motivation to change cognitive processes. It has proven more effective than lecturing, arguing, challenging, and threatening, and helps to form an alliance and rapport between the client, the family, the Program, and the Juvenile Probation Officer or Caseworker.

Describe the Specific Project Outcomes

The P.U.L.S.E. Weekend Program has four main goals.

- The first goal is to keep juveniles with a low/moderate risk of recidivism in the community with their families while providing services that address their criminogenic needs as identified by the YLS. Since the program began in April 2014, the program has provided services to 57 adolescent males, many of whom may have been placed in long-term facilities or programs in other counties. These 57 adolescent males were kept in their community to receive services which resulted in 84% of parents attending at least one family program while their son was in the program. In addition, 98% of participants had at least one family member in attendance at the program's graduation.
- The second goal is to keep participants engaged in the program for five consecutive weekends and successfully complete the program. Since April 2014, 93% of juveniles referred to the program attended at least one weekend. Of those juveniles who started, 83% successfully completed the program.
- The third goal is to create a safe environment where the participants will be able to reflect on their past choices, challenge their negative thinking patterns, and develop strategies that will allow them to cope with the stressors in the life, as well as improve their decision-making. Through the Forward Thinking Curriculum, the participants complete pre-tests and post-tests every weekend to determine if there is an improvement in their attitudes, knowledge, and skills. The program has seen a positive increase in all three areas.
- The fourth goal is to reduce future offending and out-of-home placements. The program gathers post release data at two months and six months after the completion of the program. This data is gathered through information provided by the Office of Juvenile Probation and surveys mailed to the parents/guardians. Only 20% of parents/guardians returned the surveys, therefore, the vast majority of data is gathered through the Office of Juvenile Probation. At six months, after the completion of the program, only 8% of participants received new felony charges and only 8% were placed in juvenile detention or adult jail. At six months after completion, Juvenile Probation Officers reported that 92% were compliant with their probation requirements and 48% had been released from probation or dropped to a lower level of supervision.

Community Involvement

The Office of Juvenile Probation and the Juvenile Court Judges have been instrumental in the success of the program. The Office of Juvenile Probation and the P.U.L.S.E. Program meet after every session to discuss successes, as well as any areas that need improvement. The Office of Juvenile Probation has appointed a liaison that communicates with the P.U.L.S.E. Program Coordinator on a regular basis. The P.U.L.S.E. Program has also established a relationship with the County's Children and Youth Agency who will begin utilizing the program in the upcoming months. When the P.U.L.S.E. Program began, the Office of Juvenile Probation facilitated a partnership between the P.U.L.S.E. Program and the Youth Advocate Program. The majority of juveniles that are referred to the P.U.L.S.E. Program are also referred to the Youth Advocate Program. The juveniles are then paired with an advocate who will work with them during the week while they are in the P.U.L.S.E. Program. The Youth Advocate Program and the P.U.L.S.E. Program share the juveniles' individual goals and weekly progress in order to provide a comprehensive service that supports these youth in making positive changes in their lives. Since the participants are able to be kept in their community while attending the program, there have been opportunities for the participants to give back to their communities through various community service projects. The program has partnered with 12 community organizations and provided over 46 hours of service hours.

Project Future

The program continues to grow and utilization has increased over the past several of months. Also within these past several of months, the County's Children and Youth Agency has expressed interest in utilizing the program. Due to their interest in utilizing the program, adaptations have been made to allow for their involvement. It is expected they will begin utilizing the program within the next two months. Furthermore, there continues to be a need for additional evidence-based program options which address local needs, while at the same time lessening the burden on taxpayers. Within the next couple of months, the P.U.L.S.E. Evening Treatment Center will be opening to provide services on a week night basis.

Funding

The P.U.L.S.E. Weekend Program is licensed by the Department of Human Services under a Residential Services license, therefore, the program is 90% reimbursable by the state. At this time, the Office of Juvenile Probation pays actual costs for the juveniles referred to the program. This will likely be adapted when the Children and Youth Agency begins utilizing the program as well.