

## Memorandum

**To:** D. Brorby, S. Norman, D. Specter, W. Kwong, V. Kamberian, T. Irby, R. Stern, M. Brady

**From:** Farrell experts

**Re:** Bi-weekly update on IBTM progress

**Date:** August 17-28, 2009

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The safety and welfare plan requires a detailed description of the Integrated Behavior Treatment Model (IBTM) and an accompanying manual to be used at DJJ. The stipulation recently reached by plaintiff's attorneys, DJJ attorneys, and *Farrell* experts requires the description of the IBTM, implementation plan, and a manual be completed by Drs. Wolf and Schmidt under the supervision of Drs. Krisberg, Trupin, Lee, and Schwartz.

Progress toward the goals established by workplan for the weeks of August 17<sup>th</sup> – 28<sup>th</sup> is outlined below:

- *Goal:* Establish office presence in Sacramento

*Progress:* Work space, computers, and technical assistance have been provided by DJJ. Two full days of meetings were held with DJJ stakeholders

- *Goal:* Attend and present IBTM Workplan at DJJ Mental Health summit on August 20, 2009. (Per special request. Not identified by the workplan).

*Progress* summit was attended. It was concluded that the model will be based on J's implementation of DBT augmented to address the specific needs of DJJ's population. After much discussion, it was determined that the timeline limits Drs. Wolf and Schmidt's ability to educate DJJ staff on the proposed model during the writing stage. However, DJJ will allow Drs. Wolf and Schmidt access to a cadre of knowledgeable staff on an as needed basis. Drs. Wolf and Schmidt are to continue to work directly toward preparation of the document, with the

original deadline of October 30, 2009 intact. They will keep the *Farrell* parties apprised of progress made.

- *Goal:* Meet with Experts at NCCD, Oakland, to agree on the objectives of IBTM description.

*Progress:* Drs. Wolf and Schmidt met with Drs. Lee, Krisberg, and Trupin to discuss the goals and parameters of the IBTM description. The IBTM description is to be a broad overview of the model, including an outline of the principles, treatment and program interventions that will provide the basis for consistent policies, supportive curricula and trainings.

- *Goal:* Identify goals and objectives of site visits, develop standardized form, identify sites to request visitation.

*Progress:* Goals of site visit were identified with input from experts and DJJ staff. A structured format to guide information gathering was discouraged, with recommendations made to simply get to sites to view the physical structure, and talk with staff and youth. There is also encouragement to discuss the model with staff, as requested. Site visits are to occur ASAP. Site visits to facilities in the south are tentatively scheduled for the week of September 21, 2009.

- *Goal:* Compile DJJ training curricula.

*Progress:* On-going. Given the volume of materials, these curricula may be referred to when addressing specific questions. It is unlikely that they will all be able to be thoroughly reviewed; that task may be deferred until the 'implementation' phase of the project or, if prioritized, may require adjustment of the description deadline.

- *Goal:* Compile DJJ policies (current), and identify resources to assist Drs. Wolf and Schmidt.

*Progress:* Doreen Nylund has been identified as the initial contact person for DJJ and will facilitate the involvement of knowledgeable individuals to answer questions, provide resources and assistance.

- *Goal:* Begin to outline document.

*Progress:* A draft of the IBTM description outline was begun.

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- *Goal:* Begin to identify stakeholders for discussions during work period.

*Progress:* A list of names is currently being compiled with input from the *Farrell* experts and DJJ staff.

- *Goal:* Literature and other reference materials will be collected on an on-going basis.

*Progress:* On-going

#### NEXT STEPS

- Continue compilation of literature and other reference materials
- Continue to gather and review DJJ's curriculums, trainings, and policies
- Complete draft outline of IBTM
- Confirm plans for site visits to facilities
- Review ORBIS draft
- Submit requests for DJJ population data
- Outline gender-responsive principles
- Outline principles of desired peer and organizational culture

## Memorandum

**To:** D. Brorby, S. Norman, D. Specter, W. Kwong, V. Kamberian, T. Irby, R. Stern, M. Brady

**From:** Farrell experts

**Re:** Bi-weekly update on IBTM progress

**Date:** August 29-Sept 11, 2009

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The safety and welfare plan requires a detailed description of the Integrated Behavior Treatment Model (IBTM) and an accompanying manual to be used at DJJ. The stipulation reached by plaintiff's attorneys, DJJ attorneys, and *Farrell* experts requires the description of the IBTM, implementation plan, and a manual be completed by Drs. Wolf and Schmidt under the supervision of Drs. Krisberg, Trupin, Lee, and Schwartz.

Progress toward the goals established by workplan for the weeks of August 29<sup>th</sup> – September 11<sup>th</sup> is outlined below:

- *Goal:* Continue compilation of literature and other reference materials

*Progress:* On-going. Current research on promising and/or best practices are being collected to inform the IBTM development.

- *Goal:* Continue to gather and review DJJ's curriculums, trainings, and policies

*Progress:* Additional materials continue to be identified through conversations with DJJ staff and site visits.

- *Goal:* Complete draft outline of IBTM

*Progress:* The development of the draft outline was delayed to better identify and reflect the concerns and goals of DJJ staff and stakeholders as gathered through site visits and time spent in headquarters. Additionally, source documents such as the Safety and Welfare Plan have been reevaluated for incorporation. As stakeholders are consulted and source materials are

reviewed, the shape of the draft outline continues to evolve. It is anticipated that the draft outline will be submitted to experts by September 18<sup>th</sup>.

- *Goal:* Confirm plans for site visits to facilities

*Progress:* Based on strong recommendations from DJJ staff as well as the experts, the proposed timeline was amended to re-prioritize site visits. Site visits were conducted in the northern facilities including OH Close, Chad, and Preston. Site visits for the southern facilities have been scheduled: Ventura will be visited on September 21<sup>st</sup> and Southern Reception will be visited on September 22<sup>nd</sup>. Staff at DJJ have been very helpful and accommodating thus far. Site visits to northern facilities were scheduled with little notice and access was granted to all requested units and programs. DJJ facility staff members have been welcoming, candid in conversation, and appear interested in supporting the development of the model.

Stakeholders interviewed to date (please excuse spelling errors):

Experts:	Barrie Krisberg	Eric Trupin
	Terry Lee	Barbara Schwartz
Administration:	Bernie Warner	Sandra Youngen
	Mike Brady	Doug McKeever
	Dorene Nylund	
	Ed Morales	Juan Carlos Arguello
	Karen Heintschel	Rosa Rosalis
	Jim Telander	Henry Lum
	Amy Seidlitz	Riann Giovacchini
Superintendents:	Mike Minor	Tim Mahoney
Assistant Superintendents:	Erin Brock	Tony Lucero
Facility Managers:	Elaine Stenowski	(Others, below)
Local Clinical Staff:	Terry (?@ Preston)	Derek Washington
Unit Staff and youth:	<b>OH Close:</b> Nearly all units on campus, variety of staff from Seniors to line staff	
	<b>Chad:</b> (IBTP, MH tx, open unit) spoke to unit managers, line staff	
	<b>Preston:</b> (BTP, Sub Use Tx) attended BTP staff meeting and spoke with all staff present (including conflict resolution team); spoke with IMPACT leaders	

- *Goal:* Review ORBIS draft

*Progress:* ORBIS draft was reviewed along with other possible source documents. Sections of this draft and other materials are being identified for possible incorporation into the IBTM.

- *Goal:* Submit requests for DJJ population data

*Progress:* Requests for DJJ have been submitted. Preliminary data has received on gangs and education level. These requests will be refined based on available data points and relevance to points in the IBTM report being written.

- *Goal:* Outline gender-responsive principles

*Progress:* A preliminary list of gender-responsive principles has been identified.

- *Goal:* Outline principles of desired peer and organizational culture

*Progress:* Based on recommendations from the Safety and Welfare expert, development of principles on peer and organizational culture has been postponed to incorporate information gathered from remaining site visits, particularly Southern Reception Center. The overview of Normative Community Training and Curriculum produced by the North American Family Institute has been reviewed, with sections identified for possible inclusion in the IBTM report.

#### NEXT STEPS

- Continue compilation of literature and other reference materials
- Continue to gather and review additional DJJ's curriculums, trainings, and policies as identified
- Complete draft outline of IBTM
- Conduct site visits to Venture and Southern Reception Center
- Examine DJJ population data and refine requests
- Draft the following section:
  - "What works"
  - DJJ population
  - Logic model and theory of behavior change
  - Principles of IBTM

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- Behavior management
- Schedule an information-sharing meeting with identified DJJ stakeholders, to share information about the models discussed in the Safety and Welfare plan and information about current DJJ structure and strengths. Meeting ideally to occur in the last week of September, with stakeholders as available.

## Memorandum

**To:** D. Brorby, S. Norman, D. Specter, W. Kwong, V. Kamberian, T. Irby, R. Stern, M. Brady

**From:** Farrell experts

**Re:** Bi-weekly update on IBTM progress

**Date:** September 12-Sept 25, 2009

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The safety and welfare plan requires a detailed description of the Integrated Behavior Treatment Model (IBTM) and an accompanying manual to be used at DJJ. The stipulation reached by plaintiff's attorneys, DJJ attorneys, and *Farrell* experts requires the description of the IBTM, implementation plan, and a manual be completed by Drs. Wolf and Schmidt under the supervision of Drs. Krisberg, Trupin, Lee, and Schwartz.

Progress toward the goals established by workplan for the weeks of September 12<sup>th</sup> – September 25<sup>th</sup> is outlined below:

- *Goal:* Continue compilation of literature and other reference materials

*Progress:* On-going. Current research on promising and/or best practices are being collected to inform and support the IBTM development.

- *Goal:* Continue to gather and review DJJ's curriculums, trainings, and policies

*Progress:* Additional materials continue to be identified and reviewed through conversations with DJJ staff and site visits. These materials are extensive and a thorough review of all curriculums, trainings, and policies is not possible given the proposed deadlines. Materials particularly relevant to the IBTM description are being reviewed to inform specific sections of the draft outline. Also, it should be noted that when DJJ staff refer specific articles, every attempt is made to review these materials in a timely fashion.

The Safety and Welfare and Mental Health Remedial Plans have been thoroughly reviewed. Further, a significant amount of time has been spent reviewing J's ITM and supporting documents. Components specifically outlined in the Safety and Welfare and Mental Health plans are being identified and integrated into a comprehensive treatment approach.

- *Goal:* Draft outline of IBTM

*Progress:* Did not meet internal deadline of September 18<sup>th</sup> for submission to Experts. Discussed key components with Experts and agreed on general direction. HS and AW continue to develop and refine drafts as they discuss the project and review documents. Outline completion is current top priority.

- *Goal:* Conduct site visits to South facilities

*Progress:* Conducted day-long site visits to Southern Reception and Ventura facilities. Received guided tours to all areas of the campuses including the schools, health care facilities, intake units, core and specialized units. Met with many stakeholders including:

- Facility superintendents and assistants
- School principals and assistants
- Chief Medical Officer (Ventura)
- Psychologists and Social Workers (Senior Caseworkers)
- Parole staff
- YCCs
- Youth

Also had the opportunity to sit in on groups, observe schooling, view conditions in facilities and areas for programming, and observe interactions between staff and youth. Facility staff have been universally welcoming and forthcoming with assistance. Understanding of the IBTM varies across individuals in facilities. However, there is a willingness to participate in implementation discussion. In all sites the following topics were addressed:

- The intervention model currently being used in the facility
- Trainings offered and training support/follow-up

- Support and resources provided for implementation
- Supervision expectations and experiences

A site visit to Stark was not conducted because Stark is scheduled for closure for DJJ youth. However, several DJJ staff have suggested that Stark be included in order to incorporate impressions of youth and staff into the development of the model. A site visit will be scheduled for October.

- *Goal:* Examine DJJ population data and refine requests

*Progress:* Mental health data has been received. Responses to data requests have been timely.

- *Goal:* Draft sections of IBTM Report

*Progress:* The sections identified to complete and submit to experts have not been completed as intended. Writing is occurring in tandem with the creation of an outline; the outline is the current top priority.

- *Goal:* Schedule an information-sharing meeting with identified DJJ stakeholders, to share information about the models discussed in the Safety and Welfare plan and information about current DJJ structure and strengths.

*Progress:* A video/teleconference has been scheduled for September 30<sup>th</sup> 8:30 -10:30am.

Invitations were extended to the following stakeholders:

<b>Experts and Legal Figures:</b> Barry Krisberg Eric Trupin Terry Lee Barbara Schwartz Sarah Norman Don Spector Donna Brorby	<b>Central Office:</b> Bernie Warner Mike Brady Doug McKeever Sandra Youngen Ed Morales Steve Lesh Larry Miranda Mark Blazer (?) Tammy McGuire Juan Carlos Arguello
<b>Superintendents:</b> Cassandra Stansbury	

Mike Minor Dave Finlay Tim Mahoney Elberta Mock  <b>Field Representatives:</b> Elaine Stenowski (Preston) Geri Freeland (South, Psychologists) Tony Lucero (Assist Sup at OH Close) Cynthia Brown (Ventura) Ted and William Jones (SRC) Chief Medical Officer, Ventura Jennifer Heatherton (Stark) Michelle Lee (Stark)	Yvette (last name?) – former Sup, OH Close Jim Telander (Trainer) Henry Lum Karen Heinschel (Gender-responsive) Jay Aguas Heather Bowlds  <b>Additional stakeholders to be identified          by DJJ headquarters and facility staff</b> Union rep YCC and YCO line staff Representative from parole Representatives from education Others as nominated by DJJ leadership
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**Additional tasks:**

Under purview of experts, I led the first 'bi-weekly update' conference call agreed to in the mental health summit. The call was organized by Donna Brorby and conducted with parties on September 25<sup>th</sup>. Agenda and topics of discussion included: an update on IBTM progress, next steps, and discussion of impressions from tours of the facilities. Specific questions concerning what is currently known or anticipated regarding the model were fielded. Reviews by those in attendance at the end of the call were positive.

**NEXT STEPS**

- Informational meeting with DJJ stakeholders regarding the IBTM direction and goals scheduled for September 30<sup>th</sup>.
- Submit outline to Experts to review and incorporate feedback
- Progress on draft model description
- Site visit to Stark

## Memorandum

**To:** D. Brorby, S. Norman, D. Specter, W. Kwong, V. Kamberian, T. Irby, R. Stern, M. Brady

**From:** Farrell Experts

**Re:** Bi-weekly update on IBTM progress

**Date:** September 26 – October 9, 2009

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The safety and welfare plan requires a detailed description of the Integrated Behavior Treatment Model (IBTM) and an accompanying manual to be used at DJJ. The stipulation reached by plaintiff's attorneys, DJJ attorneys, and *Farrell* experts requires the description of the IBTM, implementation plan, and a manual be completed by Drs. Wolf and Schmidt under the supervision of Drs. Krisberg, Trupin, Lee, and Schwartz.

Progress toward the goals for the weeks of September 26<sup>th</sup> – September October 9<sup>th</sup> is outlined below:

- *Goal:* Informational meeting with DJJ stakeholders regarding the IBTM project (description, direction and goals) was scheduled for September 30<sup>th</sup>. (Meetings hereafter referred to as 'Town Hall Meetings,' to distinguish them from other stakeholder IBTM meetings.) This was described as the first in a series of meetings to be held with this stakeholder group, with the intent of selecting some individuals to work on a future implementation workgroup.
- *Progress:* The Town Hall meeting with DJJ stakeholders took place as scheduled. Drs. Wolf and Schmidt facilitated a discussion of a case history and behavioral chain with representatives from DJJ which included superintendents and assistants, case managers, psychologists, line staff, educators, and representatives from headquarters and court compliance. A case study provided the opportunity to discuss common, broad elements of treatment, and illustrated that DJJ staff are familiar with (or already implementing) treatment

components that will likely be included in the IBTM. Feedback was solicited from DJJ staff and has thus far been positive. To ensure that Drs. Wolf and Schmidt are responsive to the questions and concerns of DJJ staff, input from key DJJ staff has been solicited regarding the content of the next stakeholder meeting. Suggestions for the next meeting have been varied.

- *Goals:* Review literature related to treatment of juvenile-justice-involved youth; Submit outline to experts to review and incorporate feedback

*Progress:* A significant amount of information, literature, curriculums, and trainings were reviewed to inform the draft of the outline, and ultimately, the IBTM description. Review of materials will continue to be on-going. A draft of the outline was submitted to the experts on October 5th. The outline reflected a description of the IBTM intended to be accessible to DJJ staff and stakeholders, as well as parents of system involved youth. Principles and elements guiding the development of the IBTM are taken directly from the Safety and Welfare and Mental Health Remedial Plans. Feedback and guidance from the experts will be incorporated throughout the draft of the IBTM.

- *Goal:* Stark site visit
- *Progress:* Several DJJ staff suggested that Stark be conducted in order to incorporate impressions of youth and staff into the development of the model. A site visit has been scheduled for October 15th.

#### NEXT STEPS

- Progress on draft model description- This task will be the priority for the month of October as every effort is being made to meet the October 30<sup>th</sup> deadline.
- Review support materials for description of IBTM
- Site visit to Stark
- Update conference call with *Farrell* parties October 14<sup>th</sup>

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- Town Hall meeting on October 14<sup>th</sup> 10-12am. DJJ stakeholders have been invited from all facilities. The discussion will focus on the five functions of treatment. As the model is currently being written, it should be noted that the goal of the Town Hall meetings is not to present the model itself; rather the goal of the Town Hall is to have conversations on components of the model that will likely be included, engage DJJ staff, and be accessible for questions.

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**From:** Farrell Experts

**Re:** Bi-weekly update on IBTM progress

**Date:** October 10 – October 23, 2009

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The safety and welfare plan requires a detailed description of the Integrated Behavior Treatment Model (IBTM) and an accompanying manual to be used at DJJ. The stipulation reached by plaintiff's attorneys, DJJ attorneys, and *Farrell* experts requires the description of the IBTM, implementation plan, and a manual be completed by Drs. Wolf and Schmidt under the supervision of Drs. Krisberg, Trupin, Lee, and Schwartz.

Progress toward the goals for the weeks of October 10<sup>th</sup> –October 23<sup>rd</sup> is outlined below:

- *Goal:* Review support materials for description of IBTM
- *Progress:* Review of publications, curriculums, and related remedial plans continues to be on-going during the development of the IBTM. During this period the sex behavior program plan was received and reviewed.
- *Goal:* Update conference call with *Farrell* parties October 14<sup>th</sup>

*Progress:* The update conference call occurred as scheduled. Experts informed *Farrell* parties that an extension is required to complete the draft of the IBTM. Drs. Wolf and Schmidt will provide a draft for review by the Experts no later than November 15<sup>th</sup>. In order to meet this deadline, the Experts have requested that Drs. Wolf and Schmidt prioritize writing the model description over other activities such as the site visit to Stark and Town Hall meetings. These activities will resume after draft of the IBTM is

completed. Additionally, in this conference call it was decided that DJJ would provide the Experts with a list of IBTM related contracts for review.

- *Goal:* Site visit to Stark

*Progress:* Site visit was cancelled by the Experts in order to permit focus on development of IBTM description.

- *Goal:* Conduct Town Hall meeting on October 14<sup>th</sup> 10-12am.

*Progress:* This Town Hall discussion focused on the five functions of treatment. The five functions of treatment will be a component of the IBTM. Drs. Wolf and Schmidt led a discussion with representatives from all facilities and headquarters. The feedback from the Town Hall meeting has been positive. Town Hall meetings have made progress towards the expert's goals of engaging DJJ staff and allowing participants to become familiar with each other. These meetings have also been helpful towards identifying specific DJJ staff to invite to the implementation planning team. The next Town Hall meeting will occur after the distribution of the IBTM description.

- *Goal:* Review DJJ contracts for alignment with IBTM

*Progress:* A list of DJJ contracts related to the IBTM was review by the Experts. The Experts made recommendations regarding the continuation of each of the contracts based on their alignment with the IBTM. This information has been shared with *Farrell* parties. In order to be responsive to DJJ's request for a discussion, the Experts suggested that these recommendations be discussed during the next IBTM update conference call scheduled for Monday, October 26<sup>th</sup>.

#### NEXT STEPS

- Complete the IBTM description
- Update conference call with Farrell parties Monday, October 26<sup>th</sup>.