Defining Measurable Goals and Outcomes for Juvenile Justice Reform

National Association of Counties March 21, 2016

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NACo's work with Models for Change



www.modelsforchange.org

Strategic partnership designed to:

- Build county leadership capacity, expertise, and commitment for juvenile justice reform across the country
- Promote model programs for juvenile justice reform by providing thought leadership, education, technical assistance, and peer networking opportunities to county officials and staff

For more info about all of NACo's justice-related work, visit www.naco.org/justice





Today's Speakers



Jessica Heldman, Associate Executive Director, Robert F. Kennedy National Resource Center for Juvenile Justice



Lance Horozewski, Children, Youth, & Families Manager, Rock County, Wis.



John Ryals, Jr., Ph.D., Evaluation/Treatment Supervisor, Jefferson Parish (La.) Department of Juvenile Services





Defining Measureable Goals and Outcomes for Juvenile Justice Reform

Jessica Heldman, Associate Executive Director Robert F. Kennedy National Resource Center for Juvenile Justice

National Association of Counties
March 21, 2016





RFK National Resource Center for Juvenile Justice

Guidebook for Juvenile Justice & Child Welfare System **Coordination and Integration** A Framework for Improved Outcomes 3rd Edition **Dual Status Youth -Technical Assistance Workbook** By Janet K. Wiig and John A. Tuell, with Jessica K. Heldman
Robert F. Kennedy Children's Action C

ModelsforChange

Probation Review Guidebook **Probation Review Implementation:** How Best Practices Meet Everyday Practices **ModelsforChange** Prepared by John S. Ryals, Jr. Jefferson Parish Department

www.rfknrcjj.org/resources



Well-Defined Goals





Well-Defined Goals

Dual Status Youth Reform

- Better use of scarce resources/reducing duplication of effort
- Improve cost-effectiveness ratios
- Keep kids from entering the juvenile justice system simply to obtain needed services
- Eliminate racial and ethnic disparities within both systems

Probation System Reform

- Ensure that probation practice is aligned with "best practice"
- Improve efficiency and cost-effectiveness within the Department
- Establishing better working relationships with partner agencies and entities



Accountability through Outcomes





Accountability through Outcomes

Dual Status Youth Reform

- Reducing child abuse, neglect, and other victimization
- Reducing delinquent behavior
- Increased School success
- Pro-social activities taking place

Probation System Reform

- Reduced reoffending
- Fewer youth detained for technical violations
- Increase in use of evidence-based interventions
- Improvement in domains of positive youth development (work, relationships, health, education, community, creativity)



Measurable and Useful

Recipe: Meas

Measurable and Useful Goals and Outcomes

1. Infrastructure

2. Data Planning



ildren's Action Corps

Infrastructure

- Participants
 - Leadership
 - Program Staff
 - Data/IT



Agreement on relevant and realistic

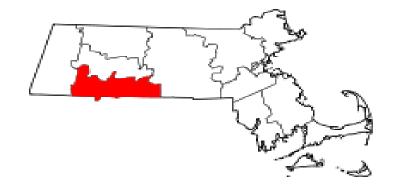
Commitment to oversight and monitoring



Hampden County, MA Dual Status Youth Initiative

Goals

- 1. Ensure processes are family-led and strength focused
- 2. Ensure early recognition of DSY
- 3. Allow more coordinated approach to addressing needs of DSY
- 4. Reduce the penetration of child welfare-involved youth into juvenile justice
- 5. Reduce the rate of detention for DCF involved youth and decrease their length of stay if detained
- 6. Reduce recidivism



Practice Reforms

- 1. Case conferencing with family and youth
- 2. Dedicated docket
- 3. Parent advocate



Domain	Youth Outcomes	Measures ⁱ	
Recidivism	Reduction in new charges	The number of dual status youth who experience new arraignments within one year will decrease by percent compared to applicable comparison cases/time period."	
	Reduction in Violations of Probation	The number of dual status youth who experience new violations of probation will decrease by percent.	
	Increased compliance with Probation Conditions	The number of dual status youth paying Restitution as Ordered by the Court will increase by percent.	
		The number of dual status youth completing Community Service Disposition will increase by percent.	
Permanency	Increased Youth maintained at home	The number of dual status youth experiencing home removal episodes will decrease by percent.	
	Increased Access to Kinship and Child-Specific Resources	The number of dual status youth who experience kinship and placements specific to a child's needs will increase by percent.	
	Increased stability in placement	The number of dual status youth who experience "youth attributed" placement disruptions will decrease by percent.	
		The number of dual status youth who experience unauthorized leaves will decrease by percent.	
Family Engagement	Increased Family Participation	The number of families in attendance at case conferences will increase by percent.	
	Increased utilization of Parent Advocate Services	The number of families utilizing Parent Advocate Services will increase by percent.	



Data Structure

"We simply cannot know that what we do in juvenile justice...makes a difference in the lives of youths, families and communities, without good data." - Gene Siegel



SUGGESTED 3-TIER DATA PLANNING MODEL Identify *general data categories* to help TIER guide data planning. Create an inital listing of *data-related* questions that begin to clarify what you want to know; then, Create an initial listing of possible data *elements* that are likely to address those questions.

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Data category 8: Youth & family outcomes (including outcomes by age, gender, and race/ethnicity as applicable) ¹⁷					
Data questions	Basic/Essential data elements	Additional/Supplemental data			
What types of dependency and delinquency case outcomes/results are these youth experiencing during project involvement, at case closure, and after program exit? How many dual status youth are experiencing repeated maltreatment?	Case closure results. Subsequent abuse/neglect allegations after program entry.	Available school performance data including enrollment, attendance, grades, absences, suspensions/expulsions, graduation, etc.			
Has dual status youth recidivism declined?	Subsequent arrests, referrals, petitions, and adjudications (during and	Indicators of pro-social engagement (this may have to be self-report data or may be drawn from applicable program status and program exit assessment tools).			
Are dual status youth experiencing reduced detention episodes and, when detained, shorter lengths of stay? Is there evidence of improved educational performance among	after program exit, including six month, 12 month and two year recidivism checks). 18				
the target population? Is there evidence of improved involvement in pro-social activities?	Subsequent dispositions or sentences.	Subsequent mental health status assessment data.			
Is there evidence of improved behavioral health functioning?	Detention episodes in excess of 24 hours and lengths of stay in detention.	Indicators of improved family functioning and connection to supportive adults during program involvement, at program exit, and post-program.			
Is there evidence of increased stability in home or placement? Is there evidence of improved family functioning?	Changes in residential status.				
Are dual status youth being "connected" to supportive and caring adults?		Employment data.			
Is there evidence of increased social competencies?					



Challenges

Overcoming Stasis

Capacity







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Spring 2016 - Boston, MA Omni Parker House Hotel



Inaugural Symposiums

Dual Status Youth Symposium: Working Together for Our Children

April 5-6, 2016

Probation System Reform Symposium: Advancing Practice, Changing Lives

April 7-8, 2016

rfknrcjj.org/events



Date: 11/11/14

Program: FFCM (Functional Family Case Management)- Juvenile Justice

Program Description: Functional Family Case Management (FFCM) is an integrative supervison and case management model for engaging, motivating, assessing and working successfully with high risk youth and Families.

Goals: The goal of Functional Family Case Management is to provide a family focused intervention in which the core concepts of: respectfulness, family focused, balanced alliance, strength based, rational, engagement, and motivation are used to create a different experience with the family that creates hope that things can and will change.

Case Load Per Worker: 10-20 Total Program Capacity: Total Current Caseload:

Contact Person: Ryan Trautsch

Resources/Inputs

- Staff JJ
- •Cases per worker
- •Space for family meetings if the meetings are not able to be conducted in the home due to safety
- Specific training requirements and materials that highlight principles of the model
- •Time Consultation both for staff and supervisors
- Funding for continued training as new staff are hired
- Technology to aid in research and data collection for outcomes

Activities

- Training (initial, on-going) for both staff and supervisors
- Meetings with the families
- •Oversight of the program Consultant/Supervisors
- Program Evaluations that the model is being adhered too
- Documentation regarding skills being utilized and progress
- Internal collaboration (MH and CYF Divisions) in cases where FFT and FFCM are being implemented

Outputs

- * 10 -20 Families severed per worker at any given time
- * % of cases in Engage & Motivate
- * % of cases in Support and Monitor
- * % of cases in Generalization
- * Serve all JJ cases that are on supervision that are low to high risk, will not implement on DPA or Consent Decrees
- * Will utilize the YASI assessment instrument along with FFCM model to identify risk and protective factors

Outcomes

- * 90% of youth on supervision will not be placed outside of the home.
- * 70% of youth will not receive a new referral while on supervision.
- * 80% of visits will take place with parent/caretaker and youth in a home setting.
- * 70% of youth will see a decrease in one YASI Risk Factor and an increase in one YASI Protective Factor.
- * A 20% decrease in the number of sanctions to secure detention for 2015. Will use a baseline from 2014.
- * 80% of workers will have an average adherence score of 1.0 or greater for year one and an average score of 2.0 or greater for year two.
- * Workers will attend weekly FFCM Consultation 90% of the time.

Date: 9/9/2014

Program: EMP - Electronic Monitoring Program

Program Description: The Electronic Monitoring Program is implemented as a means of enforcing the Court's order for home detention while offering a cost effective alternative to detention and/or alternate care placement.

Goals: The Electronic Monitoring Program (EMP) is to provide an alternative to detention while providing safety to the community.

Case Load Per Worker: 18 Total Program Capacity: 25 Total Current Caseload: 16

Contact Person: Curt Pryce

Resources/Inputs **Activities Outputs Outcomes** •Number of youth currently on 14 • Training (on-going) for software •85% of the youth on EMP will not • FMP Coordinator YSC staff Best practice training with two on waiting list violation the conditions of the • Meetings with the familes and YSC making phone calls •Number of youth severed per program •90% of the youth on EMP will not be Computer youth to hook up the devices month is 18-20 Computer tracking software •Oversight of the program - EMP Number of youth severed per year placed outside the home •Specific training and materials in Coordinator and YSC staff •90% of the youth on EMP will not 170-175 regards to the software tracking Program Evaluations that the Average number of calls regarding have any referrals to juvenile intake EMP violations, scheduling or while in the program program is being adhered too and system issues/problems are being addressed equipment issues per day 10 •90% of youth on EMP will not have a Consistent contact with the vendor •Supplies/parts from vendor Documentation of contact Average number of new admissions felony offense •90% of youth on EMP will not be •Time - data entry and hooking youth (casenotes) entered into the from court per month 11 • Race and age of youth in program placed at YSC in secure custody up, travel, transporting youth, eWisacwis system as well as entered equipment repair, court, as well as into Avatar and Excel being tracked per month •80% of youth on EMP will Travel Youth movements on GPS being demonstrate and improvement in monitering youth •GPS units Scheduling youth on out-time attendance at school tracked • Violations tracked - outrange, strap, EMP units Regular communication with ICM Technology to aid in completing workers, Juvenile Justice Specialists failure to charge, equipment and families malfunctions tasks in the field such as laptops or Coordination with YSC staff tablets. •EMP Program policy •Repairing equipment or replacing Avatar units eWisacwis Maintaining and stocking equipment Excel spreadsheet of youth on EMP •Intensive monitoring of youth on Consistent contact with ICM and JJS propram workers

Date: 8/12/2014

Program: ICM - Intensive Case Management (ISP intensive supervision)

Intensive surveillance

Program Description: The Intensive Case Management Program (ISP) is a community-based dispositional option which provides youth who have been adjudicated delinquent, and the youth's family, with the treatment and services necessary to meet the goal of community protection.

Goals: Goals of the program include, but are not limited to, maintaining public safety and youth accountability through supervision and sanctions appropriate to the needs and requirements of the youth in the program; providing the necessary treatment, services, discipline, and supervision to help the youth in the program and the youth's family make meaningful, positive changes in their lives; promoting a crime-free lifestyle for youth in the program, and for every youth to participate in an appropriate education program which could include vocational training or employment.

Case Load Per Worker: 10 **Total Program Capacity: 50 Total Current Caseload: 36 Contact Person:** Resources/Inputs **Activities Outputs Outcomes** Training (on-going) for staff that •10 Families severed per worker •%90 of the youth on Intensive Case •ICM staff focus on evidence based practices at any given time Management will not be placed Cases per worker •% of cases in Engage & Motivate outside the home •FFCM Curriculum Meetings with the familes and •% of cases in Support and Monitor Specific training and materials in vouth per FFCM •vouth on ICM will not have more relation to the FFCM model that •Oversight of the program -•% of cases in Generalization than two referrals to juvenile intake highlight principles and skills of the **Supervisors** •Serve all cases that are on intensive in a 6 month period • Program Evaluations that the model supervision that are moderate to high •%70 of the youth on ICM will see an model and program is being adhered too ICM contact standards and risk increase in two or more protective • Documentation (casenotes) entered • Will utilize the YASI assessment factors in a 6 month period programming policy •Time - Consultation between staff into the eWisacwis system per FFCM •%90 of youth on ICM will not have a instrument along with FFCM model to policy and per time frames identify risk and protective factors and supervisors felony offense •%80 of youth on ICM will complete Clinical case review for cases on a •Internal collaboration (MH, CPS and Case plans that are targeted, Diversion) in cases where youth is monthly basis measurable and obtainable supervision within 8 months Technology to aid in completing •Youth in this program will be seen •youth on ICM will have no more involved in all realms. tasks in the field such as laptops or Linking family to community face to face at least five times a week than 2 court sanctions in secure tablets. resources that address risk factors detention in a 6 month period Program Incentives for youth doing and that are family-focused •60% of youth on ICM will see a •Regular communication with all well decrease in at least one risk factors in Activites based on individual likes services providers and EMP a 6 month period such as Boys & Girls club Coordinator •30 % if those on ICM will Ongoing communication with memberships, YMCA passes demonstrate improvement in school eWisacwis Juvenile Justice Specailist assigned attendance or be enrolled in an EMP Coordinator the case alternative program if expelled •Electronic monitoring for the first 45 days juveniles are in the program

Program: ACTIONS Logic Model

Program Description: ACTIONS Program (Alternative to Corrections by Taking Immediate Ownership of New Skills) is a program through Rock County's Youth Services Center that is designed to help youth ages 14 to 17 choose a new path and stay focused on the positive aspects of their life.

Goals: 1) Reduce recidivism upon completion of the program, 2) Break down thinking barriers that encourage criminal thinking and tendencies, 3) Strengthen coping strategies to reduce risk and promote self-efficacy, 4) Develop positive support network to include family, friends, and peers, 5) Improve academic performance both while at YSC and after the program.

Total Program Capacity: 4

Resoures/Inputs Definition: Include the human, financial, organizational, and community resources a program has available to direct toward doing the work. Sometimes this component is referred to as Inputs.

- # of staff/staffing level/by roleService models used/admin
- codesFunding streams
- Community resources (ex: contract, oversight committee)
- Ancillary supports (flex funding, transportation, donation, space)
- Referral sources

Activities

Definition:What the program does with the resources.

Activities are the processes, tools, events, technology, and actions that are an intentional part of the program implementation. These interventions are used to bring about the intended program changes or results.

- Processes used
- Tools
- Events
- o interventions

Outputs

Definition:

The direct products of program activities and may include types, levels and targets of services to be delivered by the program.

- Direct products of program activities
- Types, levels, targets of services
- Billable %, case loads, #
 clients served, # of
 admissions, # discharges, %
 of youth with SED, % of
 contacts in community
- Grant compliance measures

Outcomes

Definition:

The specific changes in program participants' behavior, knowledge, skills, status and level of functioning. Outcomes must be behavioral and measurable.

Resources/Inputs

- 22 YSC FTE & 10 Relief Staff
- o 3 FTE YSC Supervisors
- 1 FTE YSC Social Worker
- HSD CYF Division Staff
- Internal collaboration (MH and CYF Divisions)/referral sources
- o External Community Partners
- o Foundations Counseling Center
- School District of Janesville
- o Community Action-WIA Program
- Space for family meetings
- Referral sources: Community, Internal
- Guided by DOC statutes & best practices for long-term detention based programs
- Specific Training Requirements
- Levy funded

Activities

- 1. YSC receives ACTIONS referral.
- Referral is reviewed by YSC Social Worker, Deputy Superintendent & Superintendent for eligibility.
- 3. Youth is placed in ACTIONS program.
- YSC Social Worker facilitates two week assessment phase including initial family meeting.
- Family members, relevant HSD & school district staff participate in setting program, treatment and educational goals.
- YSC Social Worker facilitates outreach to community based resources.
- YSC Social Worker organizes and facilitates case review with family, relevant HSD & school district staff and service providers throughout program duration.
- Outcomes shared with system partners.

Outputs

- Individualized service plan developed for each program youth.
- Ongoing family and treatment team meetings to discuss plan implementation and any need to revise.
- ACTIONS program youth will participate in MRT (Moral Reconation Therapy) sessions 1x/week for 12 weeks.
- ACTIONS program youth will participate in ART (Aggression Replacement Training) sessions 2x/week for 10 weeks.
- ACTIONS program youth working with Foundations Counseling Center will participate in weekly individual and family therapy sessions.
- ACTIONS program youth will attend the educational program at YSC 5 days per week.
- ACTIONS program will serve a maximum of 4 male youth.

Outcomes

- 90% of families will rate overall satisfaction of the ACTIONS program as good.
- 100% of ACTIONS program youth will participate in family centered treatment.
- 95% of ACTIONS program youth will demonstrate new skills.
- 100% of ACTIONS program youth will participate in educational services.
- 100% of ACTIONS program youth will receive opportunities for credit recovery.
- 80% of ACTIONS program youth will reduce recidivism.
- 70% of ACTIONS program youth will not go to corrections.

Date: 05/06/2014

Program: Alternative Sanctions

Program Description: Alternative sanctions provides more options to consequence a youth who has violated a court order in the Juvenile Justice system other than using the Youth Services Center (YSC).

Goals: The goal of an alternative sanction is to decrease the amount exposure a youth has to YSC. In addition, these alternatives expose youth to skill building.

Case Load Per Worker: N/A Total Program Capacity: 5/ERP, 10/WRP, 30CS Total Current Caseload: 2/ERP, 8/WRP, 28 CS

Contact Person: Jenna Singer, Youth Development and Diversion Supervisor

Resources/Inputs	Activities	Outputs	Outcomes
38 hours staff time/week	Screen referrals (low to moderate risk	Prosocial interactions and role	Youth referred to an alternative
5 staff Weekend Report program	levels according to the Youth	modeling with staff and peers	sanction will be santioned to YSC less
(WRP),	Assessment Screening Instrument,		frequently as compared to youth
2 staff Evening Report Program (ERP)	YASI)	Additional supervision outside of	never referred to an alternative
3 staff Community Service (CS)		school	sanction.
1 supervisor	Contact families and provide		
	information about the alternative	Gaining new social skills and practice	Youth referred to an alternative
Staff availability on evenings and	sanction and confirm attendance,	appropriate ways to use these skills	sanction will have a decreased length
weekends	transportation, and needed materials		of stay if at YSC as compared to youth
		Raport building with staff (becoming	who are only sanctioned to YSC.
Court Ordered Referrals from	Evening Report Program (ERP)	"therapy ready")	
Juvenile Justice Specialists	45 mintues skill building		(compared youth will have similar risk
	45 minutes homework		levels according to the YASI)
Staffed trained in Aggression			
Replacement Training (ART)	Weekend Report Program (WRP)		Staff will attempt to get 90% of youth
ART and Carey Guide materials	45 mintues skill building		who are court ordered through the
	1.5 hours community service		Juvenile Justice system to complete
Tax Levy and Flex Funding	45 minutes moral reasoning		ordered community service hours
	1.5 hours homework		
Limited Transportation			80% of youth referred to a Report will
	Community Service Monitoring		complete that referral by attending
Meeting space to accommodate	provide contacts for sites		all ordered reports for the full length
groups of various sizes	document and verify hours		of time and participating
			appropriately
Report Packets (information, liability	Staff Document all contacts in		
release, transportation agreement,	eWiSACWIS along with activities so		
medical info, and emergency contact)	they are not duplicated		
Collaboration with community	Supervisor tracks programming using		
agencies to identify projects, events,	an excel document		
and activities for community service			

Date: 4/24/14

Program: Functional Family therapy (FFT)

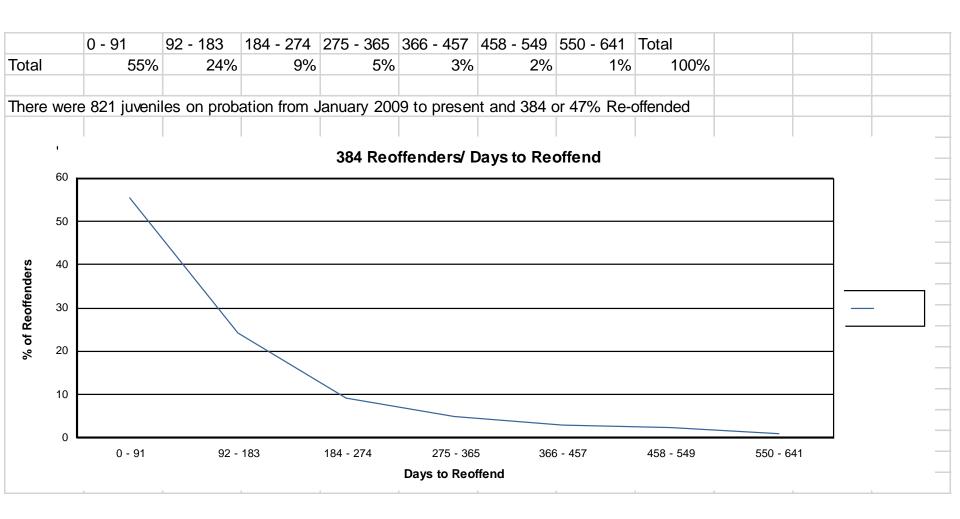
Program Description: FFT provides intensive brief family therapy to families with youth ages 11-18 experiencing mental health issues that significantly impair daily functioning at home, school, and in the community and place the youth at risk of out of home placement.

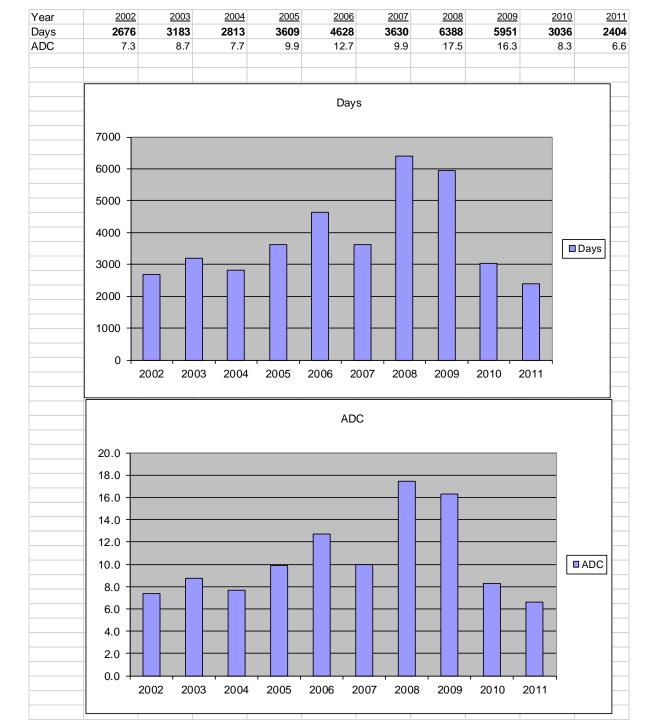
Goals: 1. Improve youth and family functioning to maintain youth in their homes and at school. 2. Link families to appropriate resources in the community to maintain progress over time.

Case Load Per Worker: 10-12 Total Program Capacity: 35-41 Total Current Caseload: 31

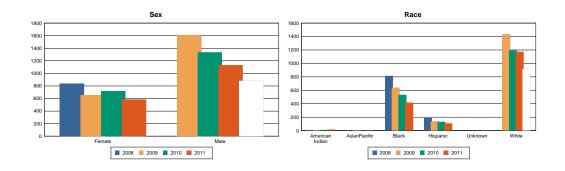
Contact Person: Liane Felton

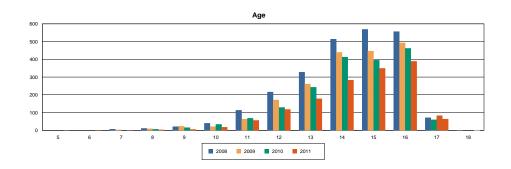
Resources/Inputs Activities Outputs Outcomes Assess family needs and focus on the 3 FTE FFT therapists Crisis Response Plan and/or Crisis 50% of families completing all 3 Plan created for each family phases of FFT will report a reduction family as the medium for change 1 FTE site lead (1/2 caseload) in acute mental health symptoms at the end of services as measured by Provide 3 phases of FFT in compliance Improve family functioning to .33 FTE Supervisor with the model, average 14-16 increase potential for child to reduce pre/post surveys. sessions per family out of home placements/psychiatric Program Manager support and hospitalizations 80% of families who complete all 3 phases of FFT will report improved Collaborate and coordinate with consultation family functioning as evidenced by family supports, community and Improve family functioning to Administrative support from internal providers promote parental involvement and post-FFT assessments. administrative assistant supervision Site lead promotes staff adherence to 60% of families who start Medicaid/insurance reimbursable the FFT model FFT will serve 100 families annually **Engagement and Motivation Phase** will successfully complete the 3 service Document all services provided Target productivity will be 60% of phases of FFT as tracked by FFT supervisor. (In subsequent years this External Community partners/ time worked referral sources will move to 70%) Track outcomes Ongoing collaboration with referral 70% of families who start Behavior Internal collaboration (MH and CYF Staff participate in weekly staffings sources and community partners to improve family support and reduce Divisions)/referral sources and supervision to increase Change Phase will successfully adherence to model out of home placements complete the 3 phases of FFT as Guided by FFT model adherence and tracked by FFT supervisor. (In competence measures Complete FFT assessments as subsequent years this will move to designated by FFT, LLC 80%) Therapists meet FFT training requirements Crisis prevention and management in 50% of families who complete all 3 coordination with CIU phases of FFT will report satisfaction with FFT services on post-FFT Consultation and training from FFT, Complete Crises Response Plan and LLC assessment. Crisis Plan within specified time lines

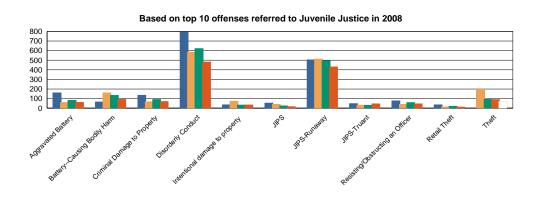




Rock County Juvenile Justice data for October 1, 2007 thru September 30, 2011







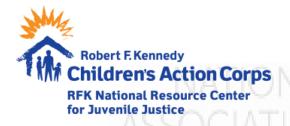
2008 2009 2010 2011

Collecting Data in Juvenile Justice

John S. Ryals, Jr., Ph.D.

Jefferson Parish Department of Juvenile Services









Deciding Which Data to Collect

- Many systems collect data with no clear usefulness or link to a goal
- D.R.I.P. Principle (Data Rich Information Poor)
- Examples:
 - Data reported each quarter on intakes, sources of referral, closure types (Problem: no context or comparison to trends)
 - Monthly data on probation caseloads
 (Problem: Need a target goal of optimum caseload)
 - Exhaustive List of Categories (e.g., "Successful 45%, Unsuccessful 15%, Other, 40%")

(Problem: Too Many Categories Give Little Direction for Decisions)

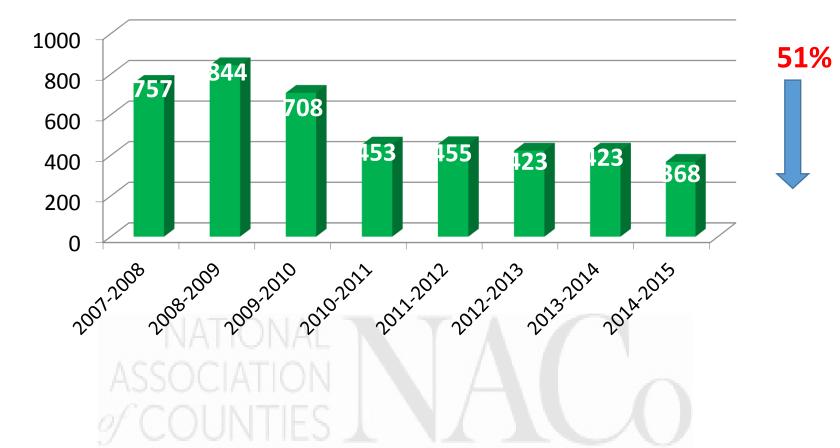


Determine Goals of Your Agency

- Examine goals of your system What do taxpayers pay you to do?
 - Goals for Jefferson Parish Juvenile Justice Reform
 - Protect community (i.e., reduce arrests/re-arrests)
 - Improve Probation Practices
 - Increase use of Evidence-Based Practices
 - Increase use of Alternatives to Formal Processing
 - Increase use of Alternatives to Detention
 - Decrease use of Detention
- Quantify goals determine what data can demonstrate goal status
 - "What would it look like if we were successful?" or,
 - "How do we know we are making a difference?"

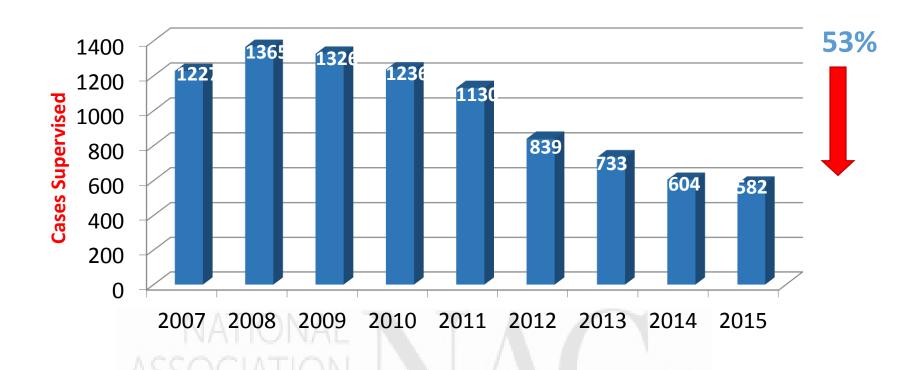


Reducing Arrests: Arrests at School

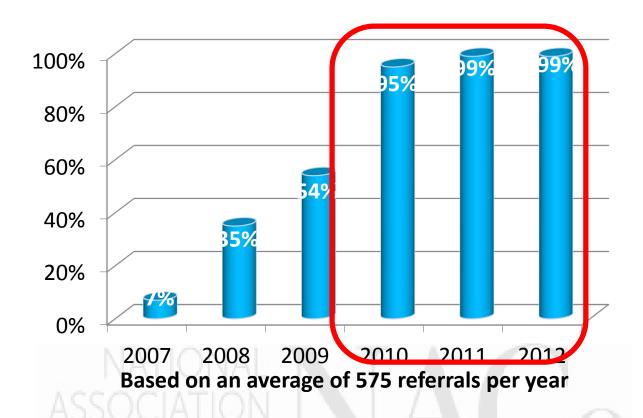


Youth Arrested at School

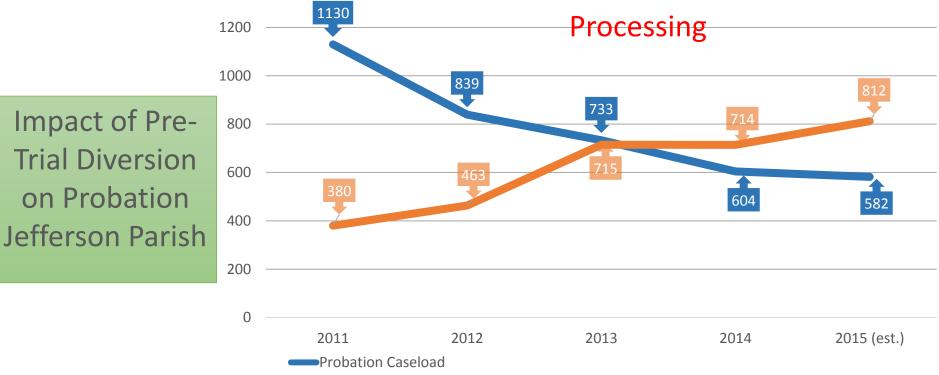
Improve Probation Practices: Probation Caseload



Use of Evidence – Based Practices





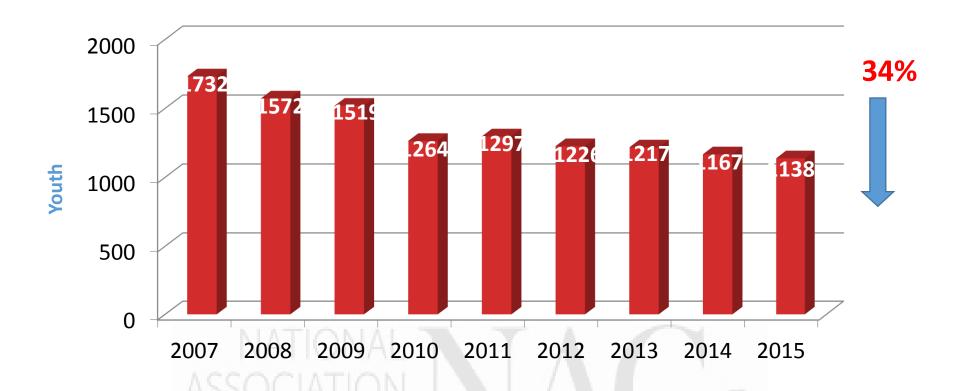


Key Benefits of Pre-Trial Diversion:

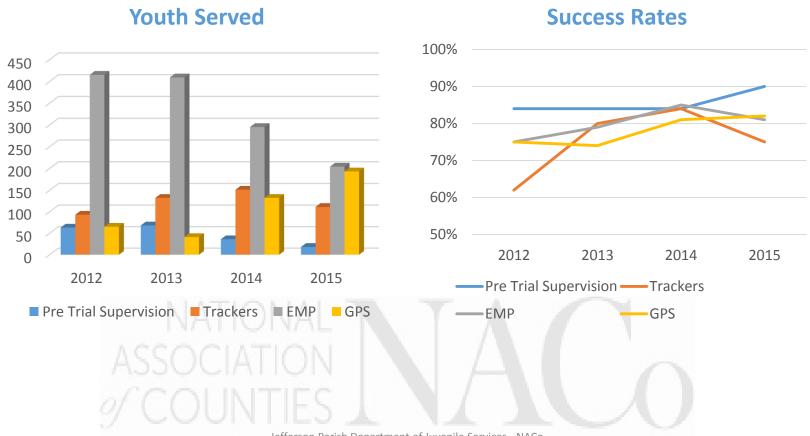
- Interventions are put in place approximately 4 months sooner than for adjudicated youth
- Informal processes can result in fewer youth matriculating into formal system so scarce deep-end resources can be used more efficiently for higher risk cases
- Fewer probation cases allows leveraging treatment services to front-end youth

on Probation

Increased Use of Alternatives to Detention: Detention Admissions



Effectiveness of Alternatives to Detention

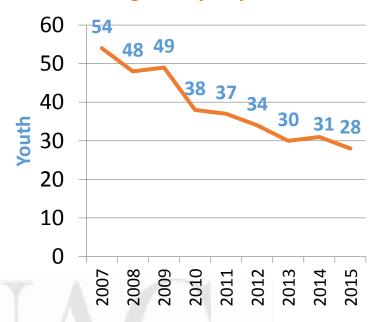


Use of Detention: Population Management

Average Length of Stay



Average Daily Population



ASSOCIATION COUNTIES

Lessons Learned – Data Ripple Effects

- Data collection is an evolutionary process
- If it's not useful, don't collect it
- All data needs to answer a question
- Data usually leads to more questions
- Be careful about how you disseminate data
- Self-defense or transparency data sharing diplomacy



Final Thoughts

Funding

- Costs vary from managing Excel database to developing new system
- Data can demonstrate need for additional funding
- Local v. State funding
- Dedicated v. General Fund

Getting Stakeholder Support

- Inquire about fears/concerns
- Understand reluctance
- Determine how data can meet their needs (i.e., reduce crime and saving money)





Question & Answer session

Type your question into the "Questions" box and the moderator will read the question on your behalf.





THANK YOU!

Additional questions or feedback? Contact Kathy Rowings at krowings@naco.org

