

# Defining Measurable Goals and Outcomes for Juvenile Justice Reform

National Association of Counties

March 21, 2016

**Stronger Counties. Stronger America.**



# Tips for viewing this webinar

- The questions box and buttons are on the right side of the webinar window.
- This box can collapse so that you can better view the presentation. To unhide the box, click the arrows on the top left corner of the panel.
- If you are having technical difficulties, please send us a message via the questions box on your right. Our organizer will reply to you privately and help resolve the issue.

# Webinar recording and evaluation survey

- This webinar is being recorded and will be made available online to view later or review at [www.naco.org/webinars](http://www.naco.org/webinars).
- After the webinar, you will see a pop-up box containing a webinar evaluation survey. Thank you in advance for completing this survey – your feedback is very important to us!

# Question & Answer instructions

- Type your question into the “Questions” box at any time during the presentation, and the moderator will read the question on your behalf during the Q&A session.

# NACo's work with Models for Change



[www.modelsforchange.org](http://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](http://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.

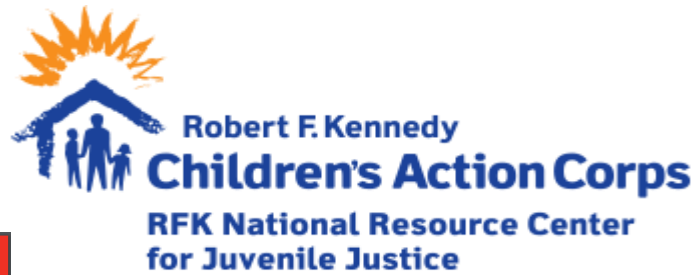


John Ryals, Jr., Ph.D.,  
Evaluation/Treatment  
Supervisor, Jefferson  
Parish (La.)  
Department of  
Juvenile Services

# **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**



## 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. Wig and John A. Tuell,  
with Jessica K. Heldman  
Robert F. Kennedy Children's Action Corps

By John A. Tuell, Jessica K. Heldman,  
and Janet K. Wig  
Robert F. Kennedy Children's Action Corps

**Models for Change**  
Systems Reform in Juvenile Justice

## Probation Review Guidebook

March 2011

Robert F. Kennedy Children's Action Corps

## Probation Review Implementation:

How Best Practices  
Meet Everyday Practices

Prepared by John S. Ryalls, Jr.  
Jefferson Parish Department  
of Juvenile Services

**Models for Change**  
Systems Reform in Juvenile Justice

[www.rfknrcjj.org/resources](http://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

Measurable and Useful Goals and Outcomes

Recipe:

1. Infrastructure
2. Data Planning



# Infrastructure

- Participants
  - Leadership
  - Program Staff
  - Data/IT



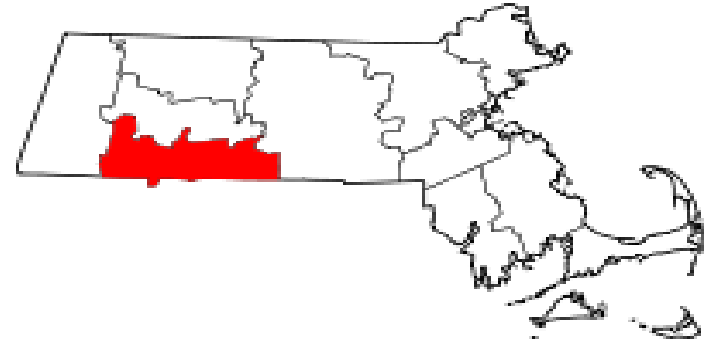
- Agreement on relevant and realistic
- Commitment to oversight and monitoring

# 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 <sup>1</sup>
<b>Recidivism</b>	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. <sup>2</sup>
	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.
<b>Permanency</b>	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.
<b>Family Engagement</b>	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*



## How to Improve Data Capabilities in Dual Status Youth Initiative Sites: Key Principles and Examples

By Gene Siegel

### I. INTRODUCTION

This is the second in a series of articles intended to help jurisdictions engaged in dual status youth (DSY) or other multi-system reform initiatives improve their data-related capabilities, including ways that they can acquire, organize, and use their data to help guide important program planning and implementation decisions.

The first data article, entitled [Data Planning in the Dual Status Youth Initiative Sites: Initial Suggestions](#), offered a three-tier planning approach, reviewed briefly below, that first asks sites to list and prioritize the types of data-related questions they hope to address in their reform efforts.

This second article draws from the first and offers examples of the types of initial DSY prevalence and case characteristics data that can be compiled and how those data can be "used" to begin to inform DSY program development and implementation and subsequent data-related activities including more active tracking of key program performance indicators.<sup>1</sup>

Readers should recognize that while the principles and examples laid out in this article reflect strategies geared toward a DSY initiative, the same examples and principles can be applied and/or adapted to examine broader probation reform efforts or any practice improvements that impact juvenile justice-involved youth.

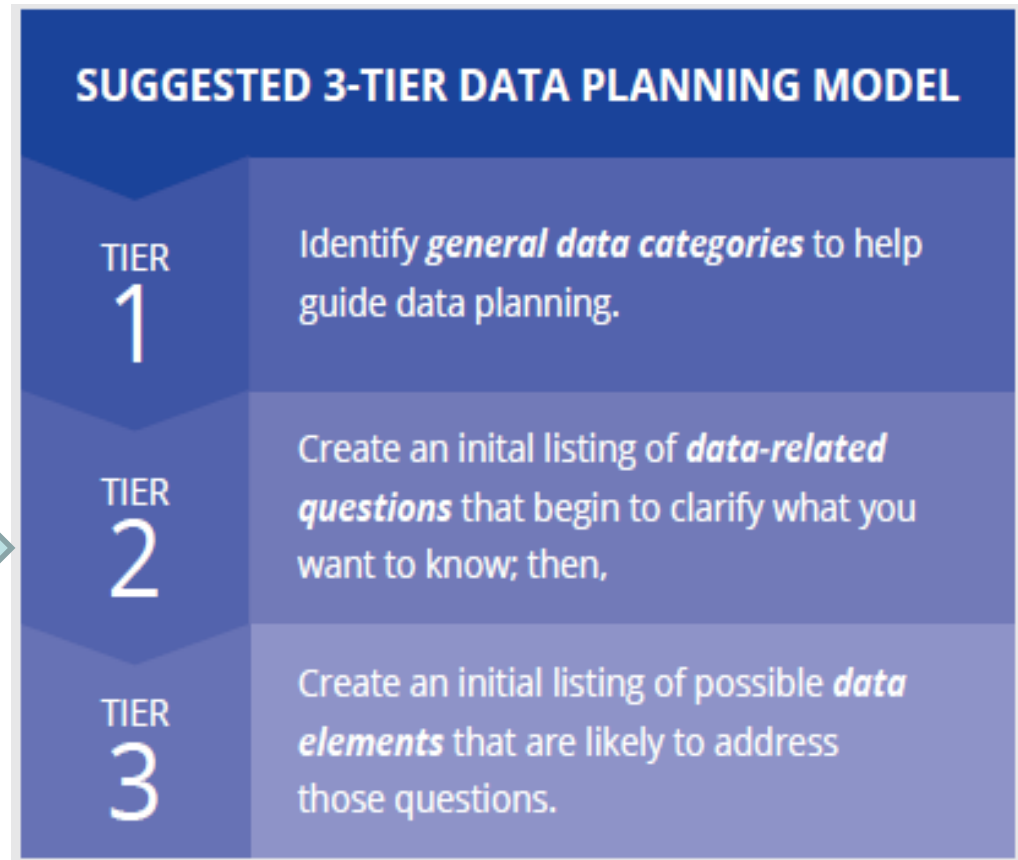
### II. BACKGROUND

The first article presented a 3-Tier Planning Model as illustrated in the following diagram:

SUGGESTED 3-TIER DATA PLANNING MODEL	
TIER 1	Identify <i>general data categories</i> to help guide data planning.
TIER 2	Create an initial listing of <i>data-related questions</i> that begin to clarify what you want to know; then,
TIER 3	Create an initial listing of possible <i>data elements</i> that are likely to address those questions.

<sup>1</sup> Tuck, J., Heldman, J., & Wigg, J. Dual Status Youth – Technical Assistance Workbook: Models for Change and RFX Children's Action Corps, December 2019. Available at [https://www.rfknrcjj.org](#)

The RFX National Resource Center has prepared a data planning "work grid" that can be adapted to help jurisdictions clarify, organize and prioritize their data planning information. This grid can be accessed at <http://rfknrcjj.org/resource/dual-status-youth-reform>



[www.rfknrcjj.org/resources](http://www.rfknrcjj.org/resources)

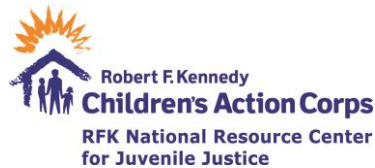
**Data category 8: Youth & family outcomes (including outcomes by age, gender, and race/ethnicity as applicable)<sup>17</sup>**

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

# Challenges

- Overcoming Stasis
- Capacity





[www.rfknrcjj.org](http://www.rfknrcjj.org)

**Robert F. Kennedy Children's Action Corps**  
**RFK National Resource Center for Juvenile Justice**  
**11 Beacon Street, Suite 820**  
**Boston, MA 02108**  
**Telephone: Central Office - 617-227-4183**

**John A. Tuell, Executive Director**  
**Home office: 703-753-0059 / Mobile: 703-608-8823**  
[\*\*jtuell@rfkchildren.org\*\*](mailto:jtuell@rfkchildren.org)

**Jessica Heldman, Associate Executive Director**  
**Telephone: 858-800-7050**  
[\*\*jheldman@rfkchildren.org\*\*](mailto:jheldman@rfkchildren.org)

**Kari Harp, Probation System Reform Project Director**  
**Telephone: 719.580.5065**  
[\*\*kharp@rfkchildren.org\*\*](mailto:kharp@rfkchildren.org)

**Sorrel Dilanian, Director of Program Administration**  
**Telephone: 703-203-8810**  
[\*\*sdilanian@rfkchildren.org\*\*](mailto:sdilanian@rfkchildren.org)

Spring 2016 - Boston, MA  
Omni Parker House Hotel



### **Inaugural Symposia**

**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\*\*](http://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 supervision and case management model for engaging, motivating, assessing and working successfully with high risk youth and Families.

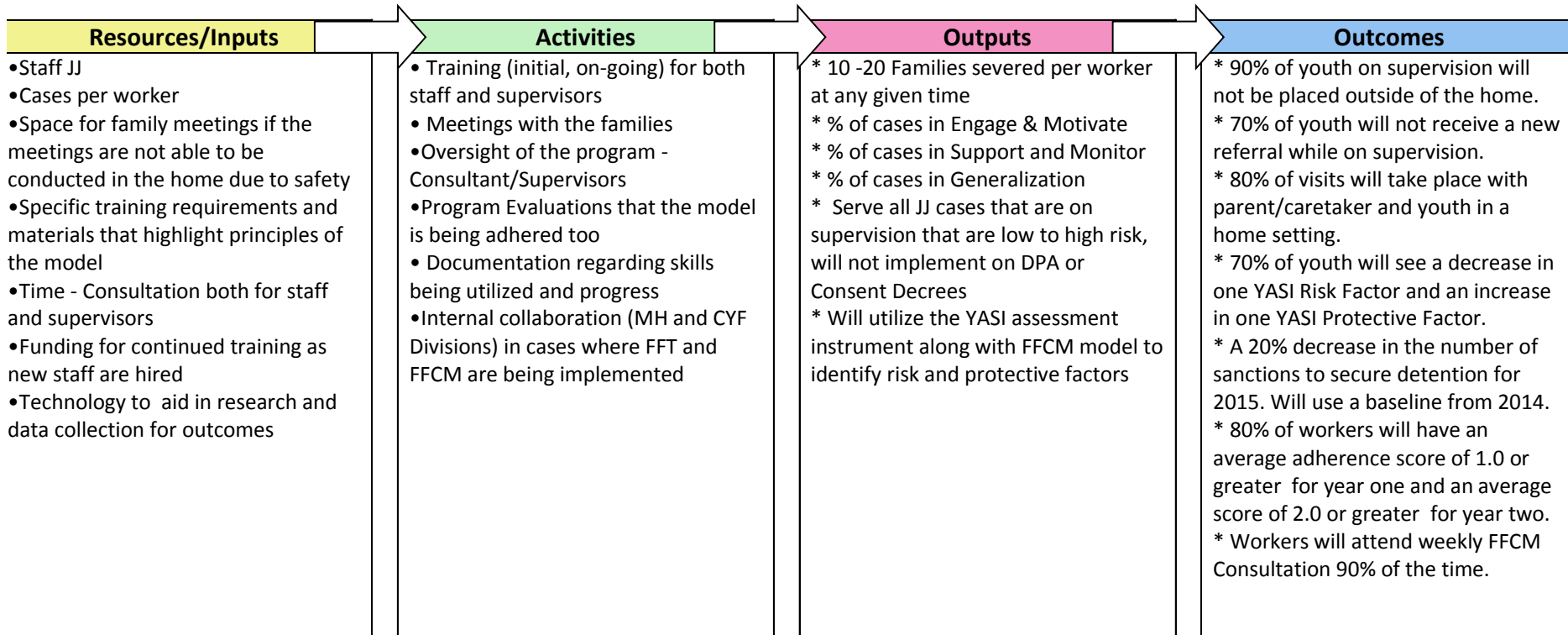
**Goals:** The goal of Functional Family Case Management is to provide a family focused intervention in which the core concepts of: respectfulness, family focused, balanced alliance, strength based, rational, engagement, and motivation are used to create a different experience with the family that creates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

**Case Load Per Worker:** 10-20

**Contact Person:** Ryan Trautsch

**Total Program Capacity:**

**Total Current Caseload:**



**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.

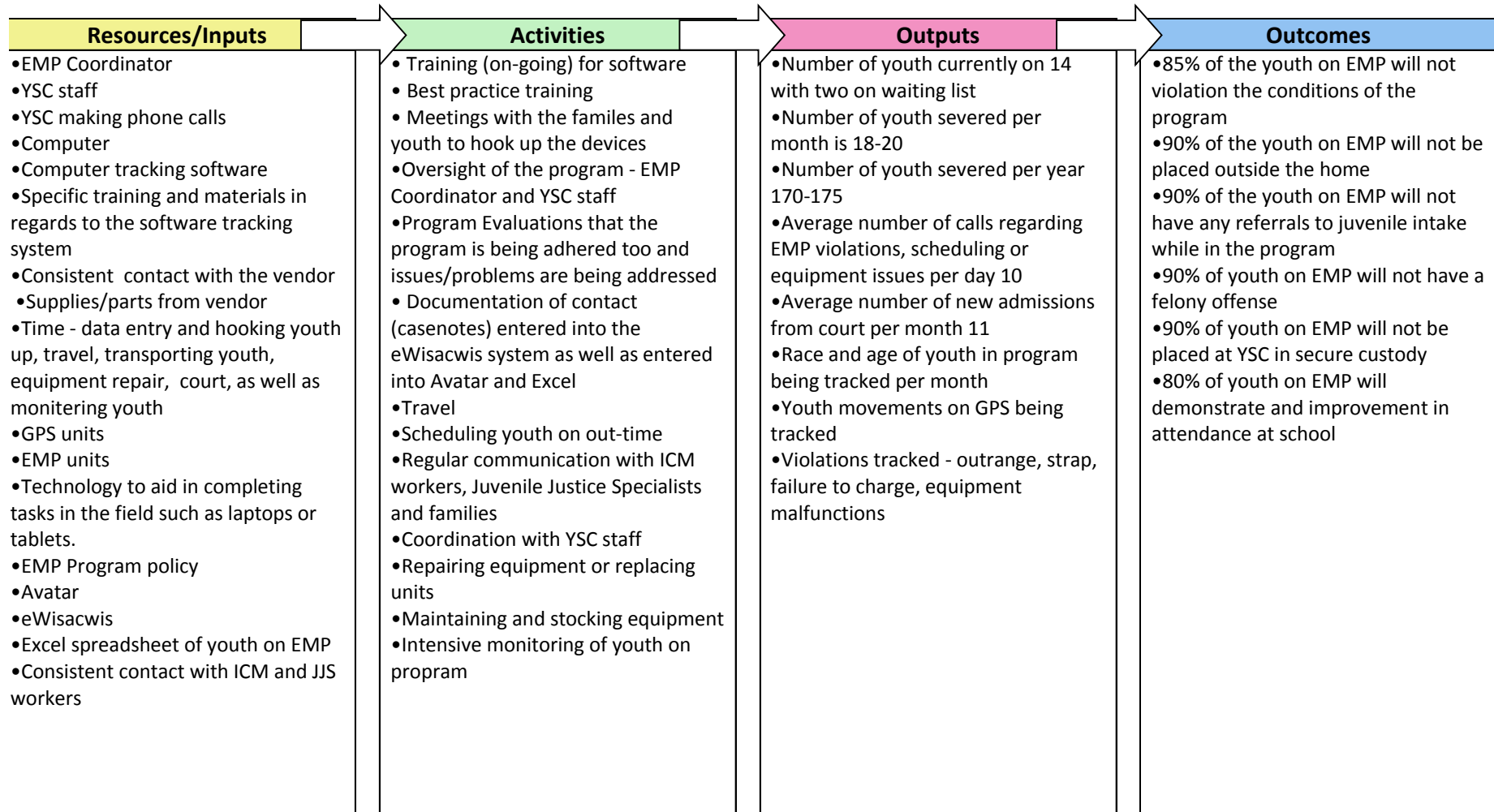
**Goals:** The Electronic Monitoring Program (EMP) is to provide an alternative to detention while providing safety to the community.

**Case Load Per Worker: 18**

**Total Program Capacity: 25**

**Total Current Caseload: 16**

**Contact Person: Curt Pryce**





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

**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.

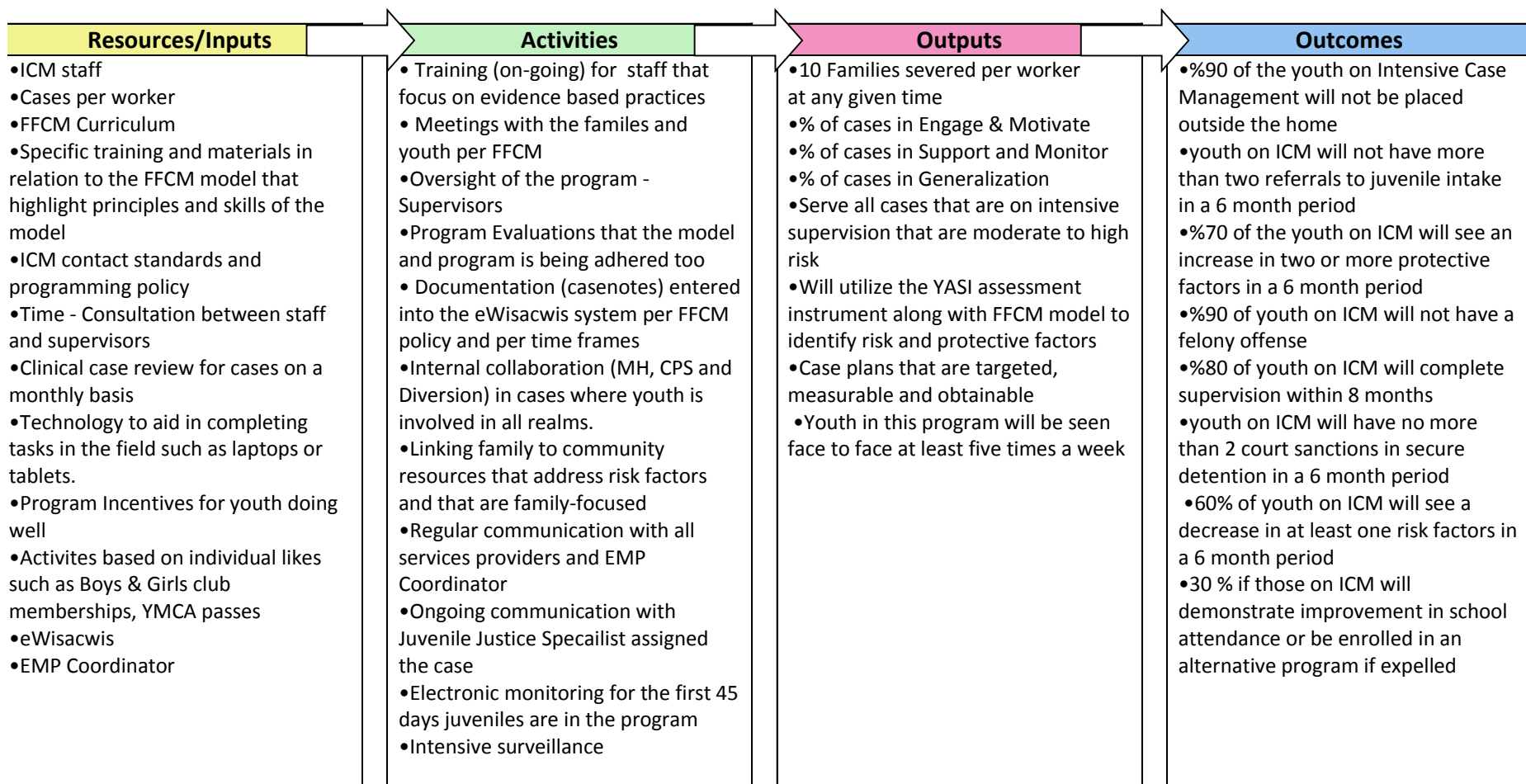
**Goals:** Goals of the program include, but are not limited to, maintaining public safety and youth accountability through supervision and sanctions appropriate to the needs and requirements of the youth in the program; providing the necessary treatment, services, discipline, and supervision to help 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:**

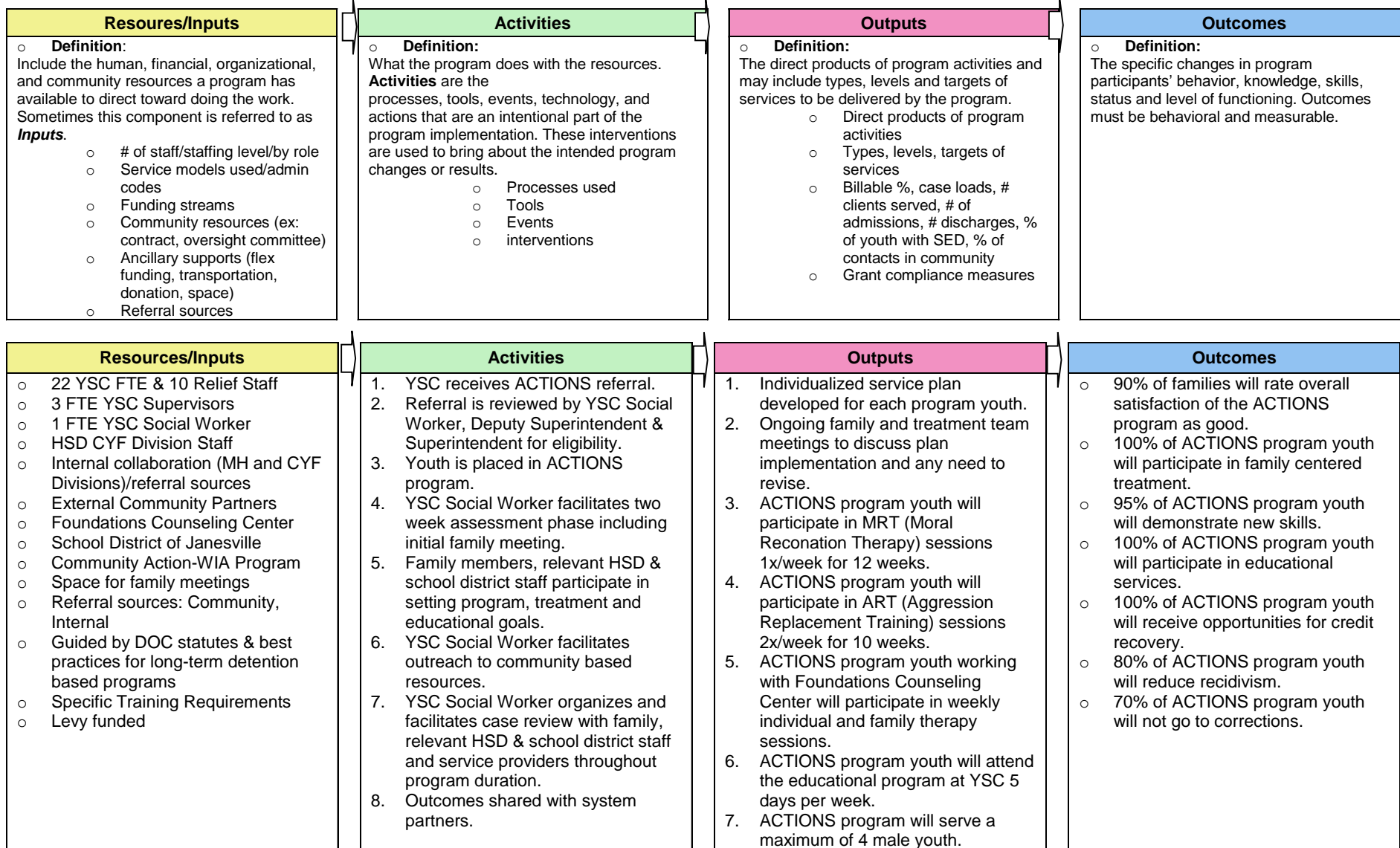


**Program: ACTIONS Logic Model**

**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





**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).

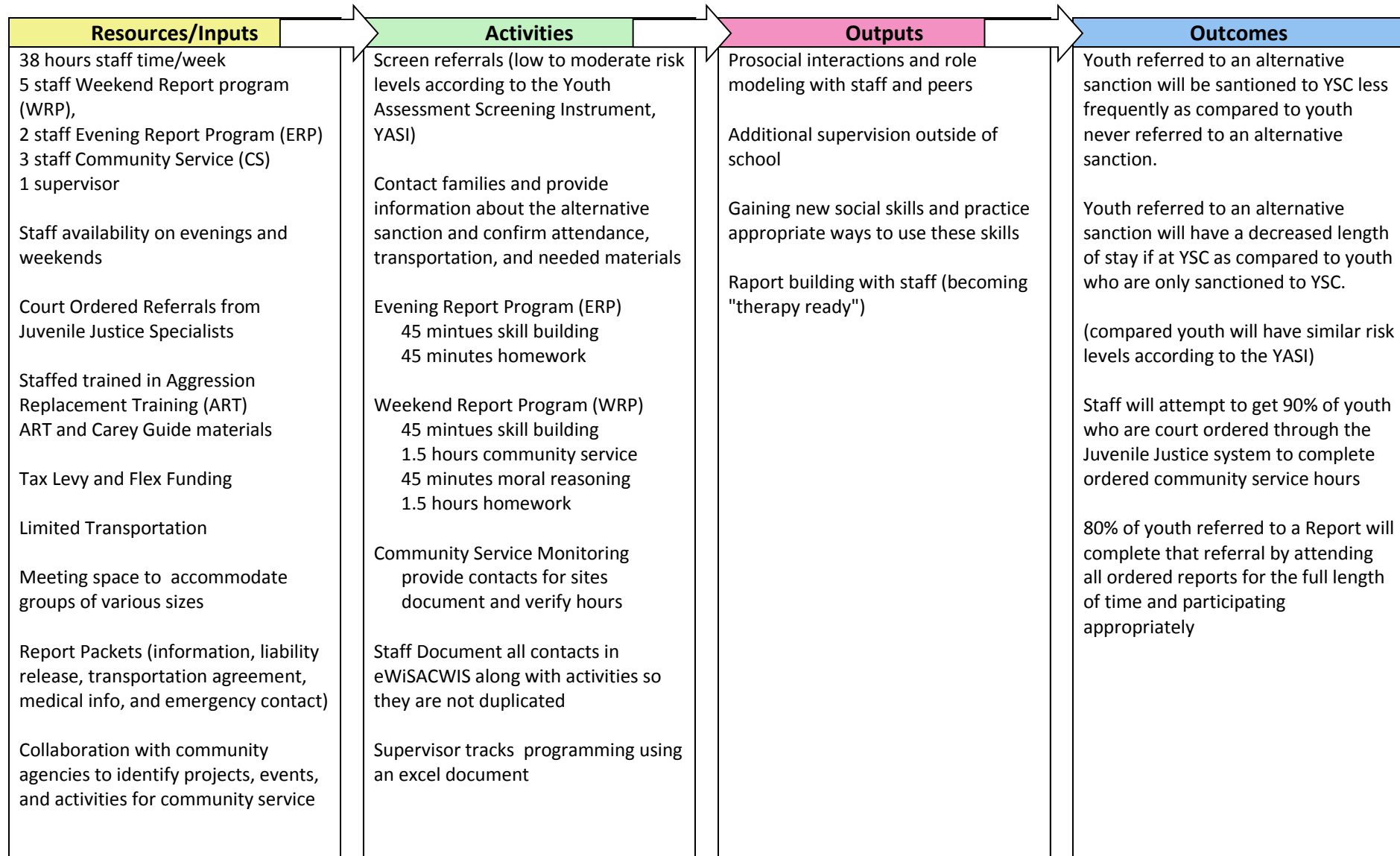
**Goals:** The goal of an alternative sanction is to decrease the amount exposure a youth has to YSC. In addition, these alternatives expose youth to skill building.

**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



**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.

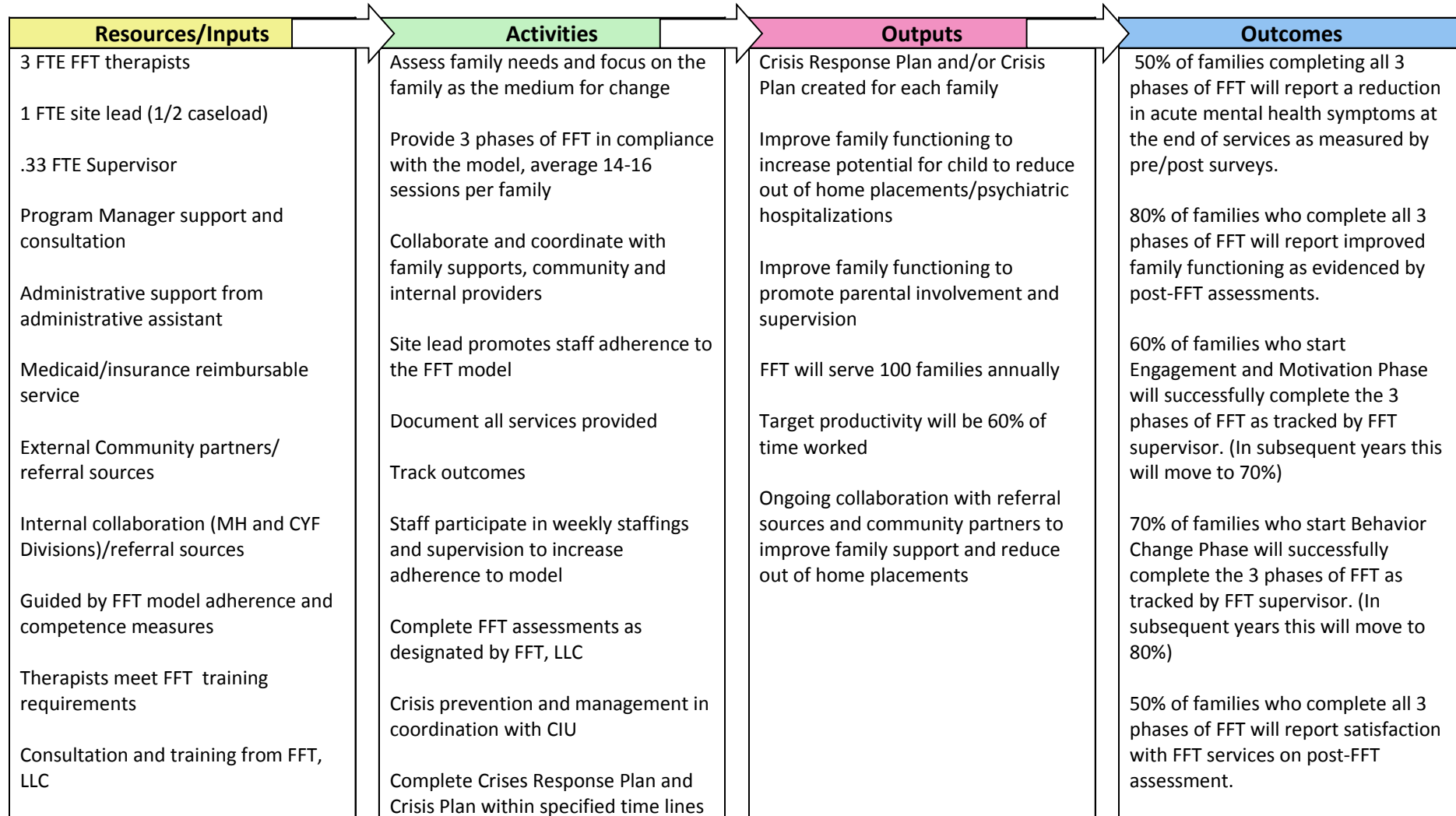
**Goals:** 1. Improve youth and family functioning to maintain youth in their homes and at school. 2. Link families to appropriate resources in the community to maintain progress over time.

**Case Load Per Worker:** 10-12

**Total Program Capacity:** 35-41

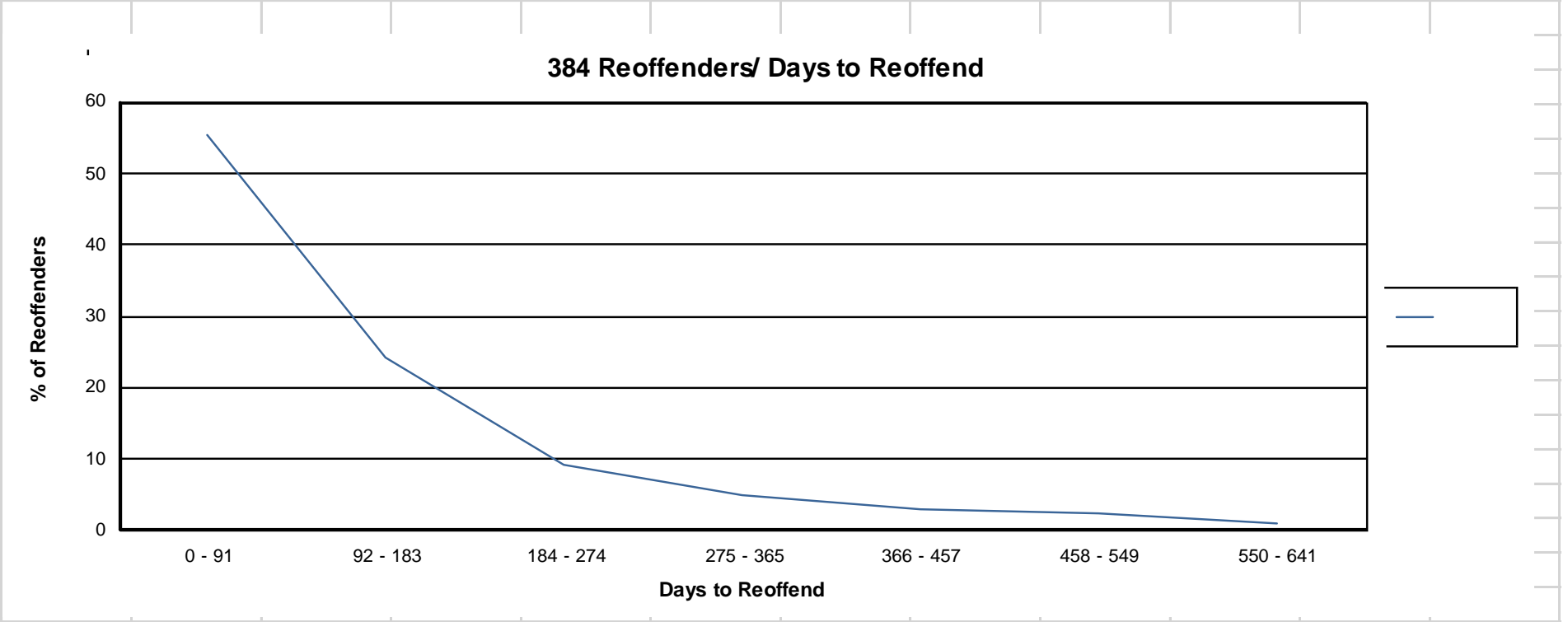
**Total Current Caseload:** 31

**Contact Person:** Liane Felton

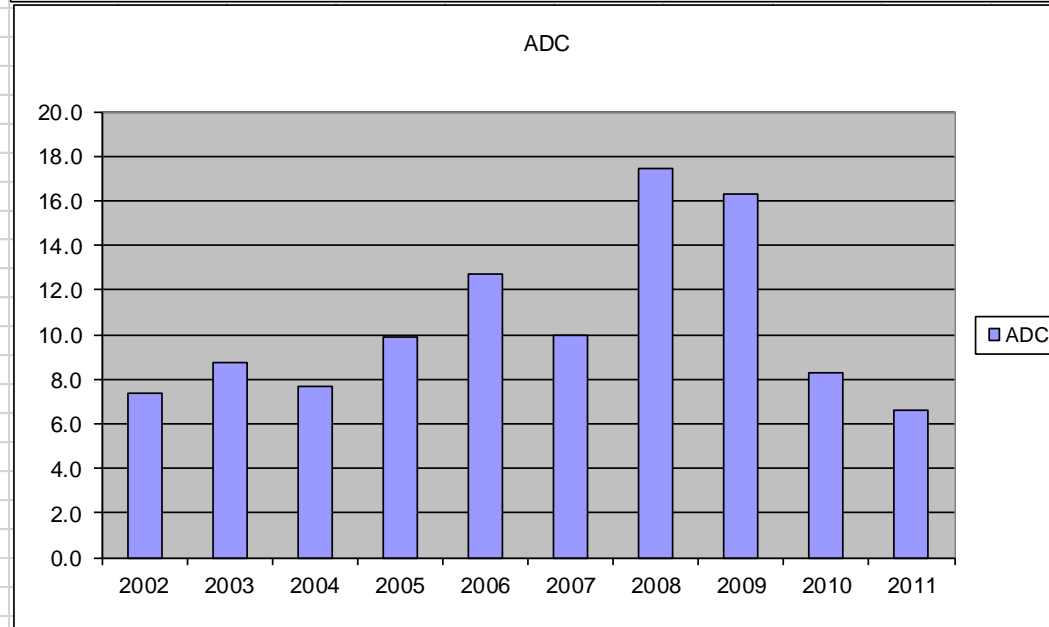
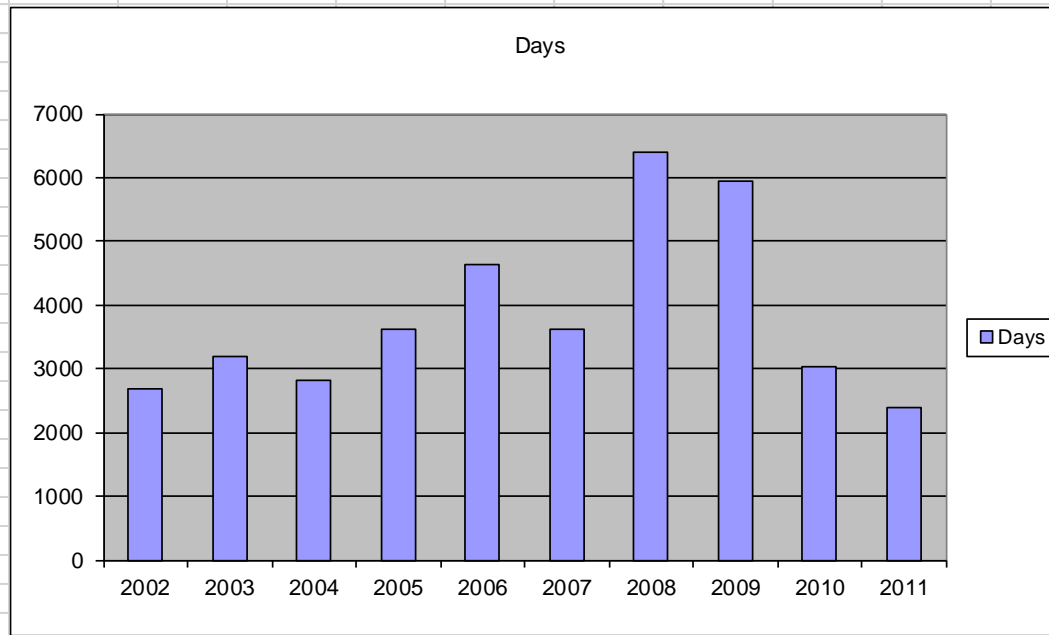


	0 - 91	92 - 183	184 - 274	275 - 365	366 - 457	458 - 549	550 - 641	Total			
Total	55%	24%	9%	5%	3%	2%	1%	100%			

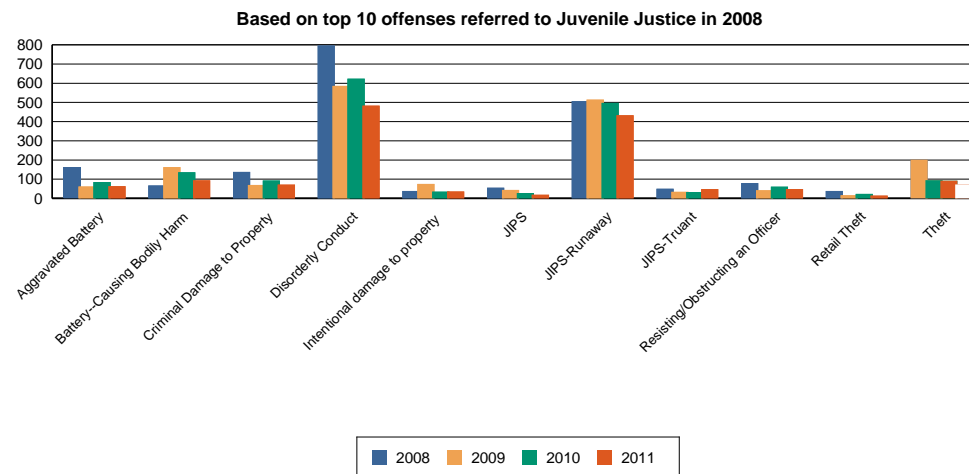
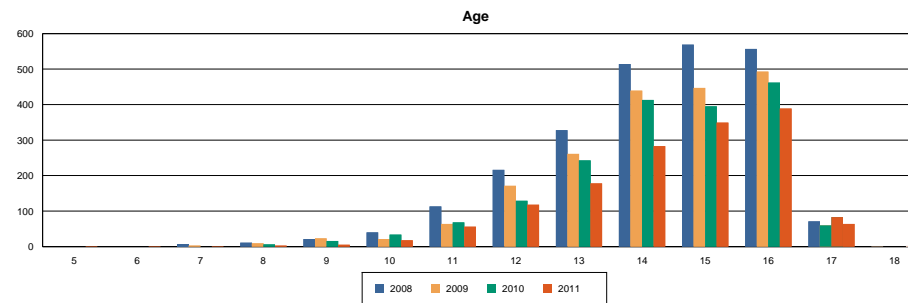
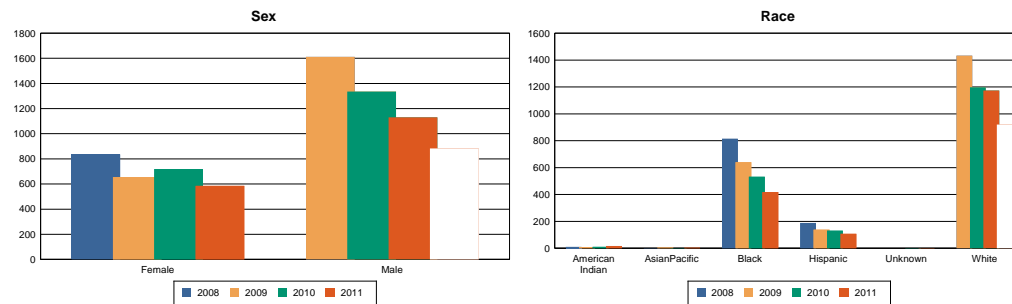
There were 821 juveniles on probation from January 2009 to present and 384 or 47% Re-offended



Year	<u>2002</u>	<u>2003</u>	<u>2004</u>	<u>2005</u>	<u>2006</u>	<u>2007</u>	<u>2008</u>	<u>2009</u>	<u>2010</u>	<u>2011</u>
Days	<b>2676</b>	<b>3183</b>	<b>2813</b>	<b>3609</b>	<b>4628</b>	<b>3630</b>	<b>6388</b>	<b>5951</b>	<b>3036</b>	<b>2404</b>
ADC	7.3	8.7	7.7	9.9	12.7	9.9	17.5	16.3	8.3	6.6



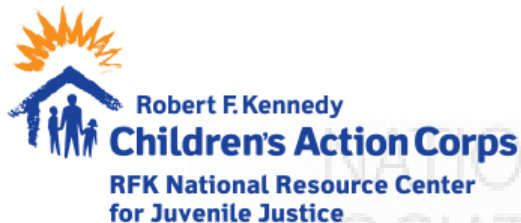
Rock County Juvenile Justice data for October 1, 2007 thru September 30, 2011



# *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)



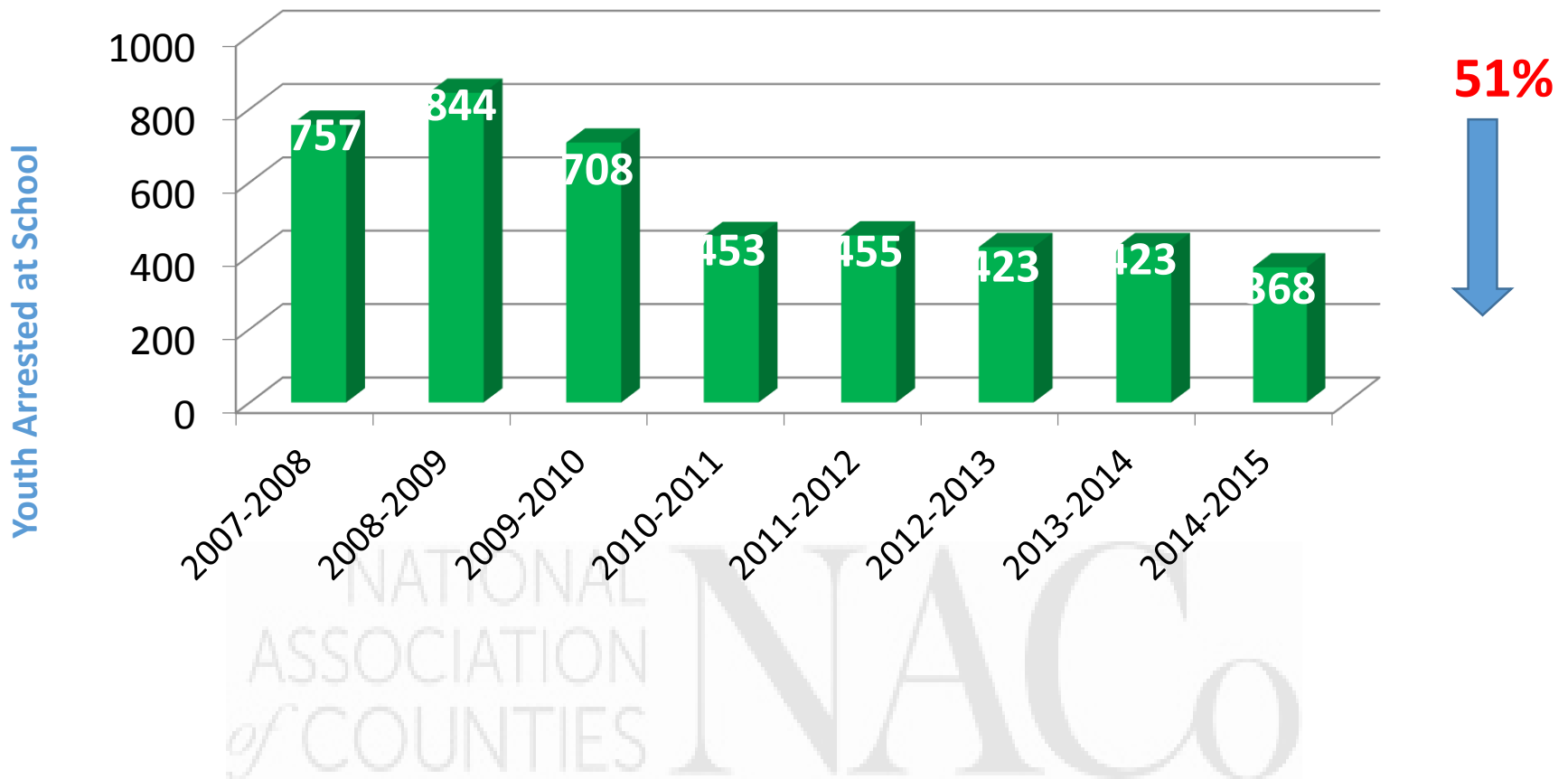
# Determine Goals of Your Agency

- 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?”

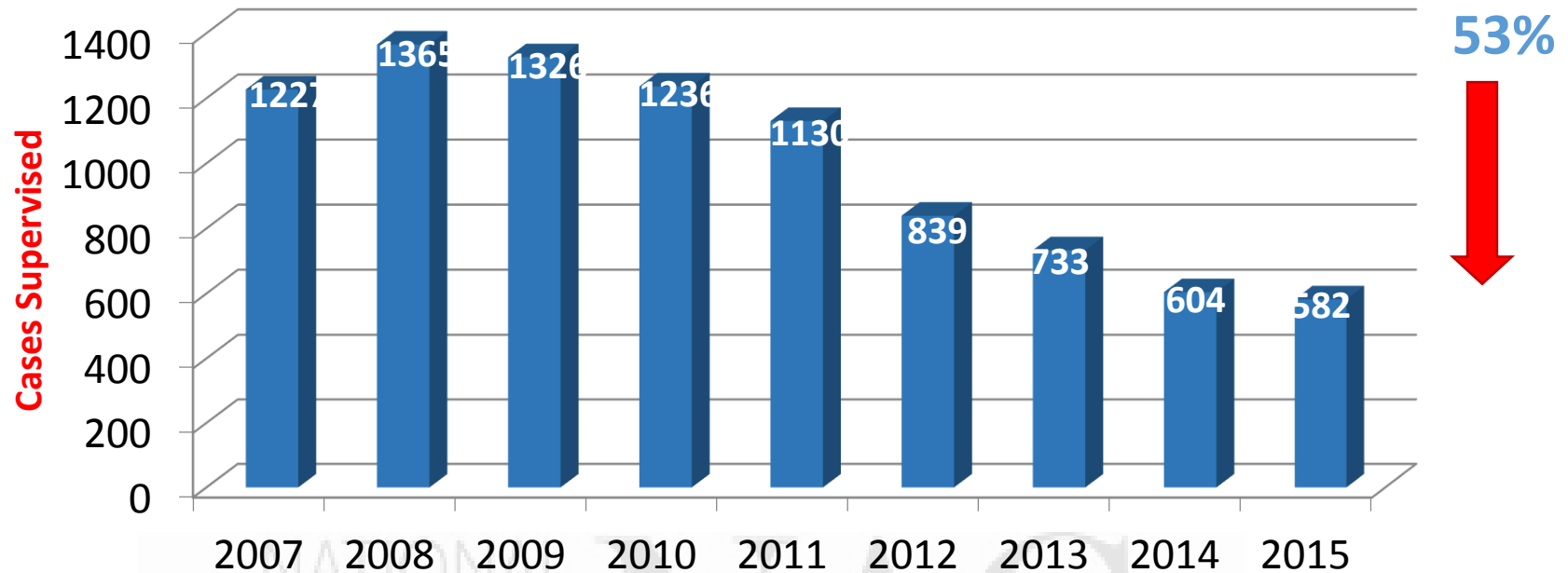




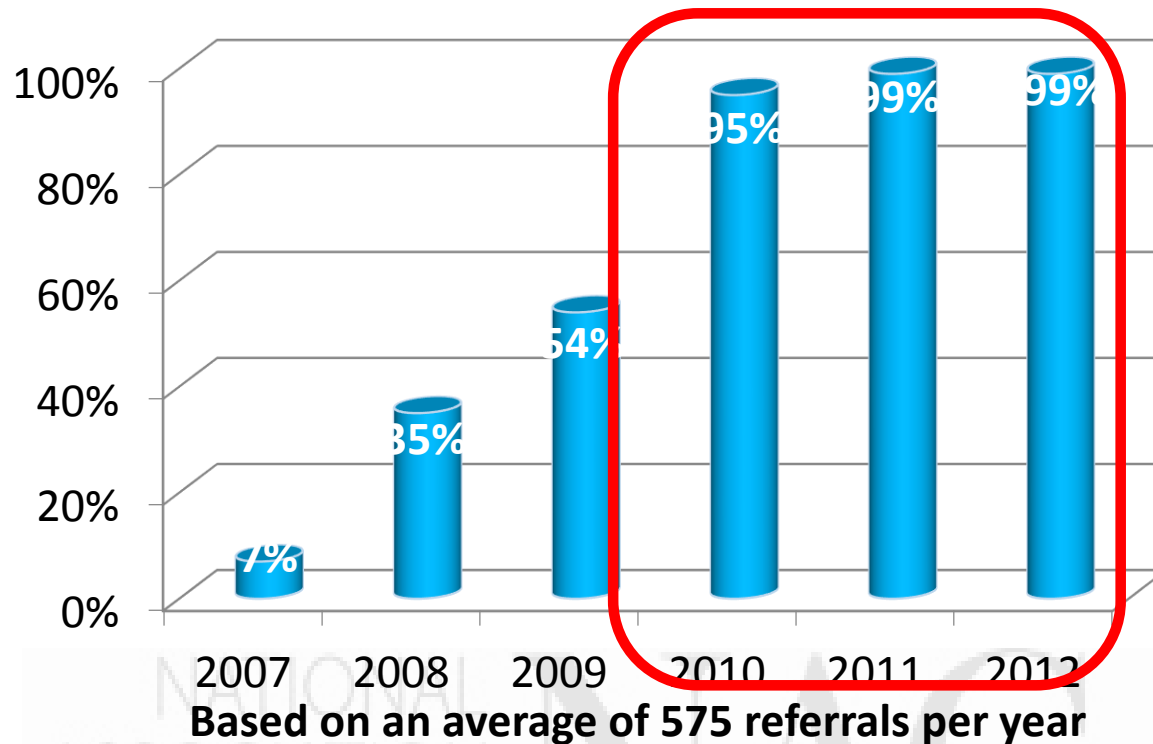
# Reducing Arrests: *Arrests at School*



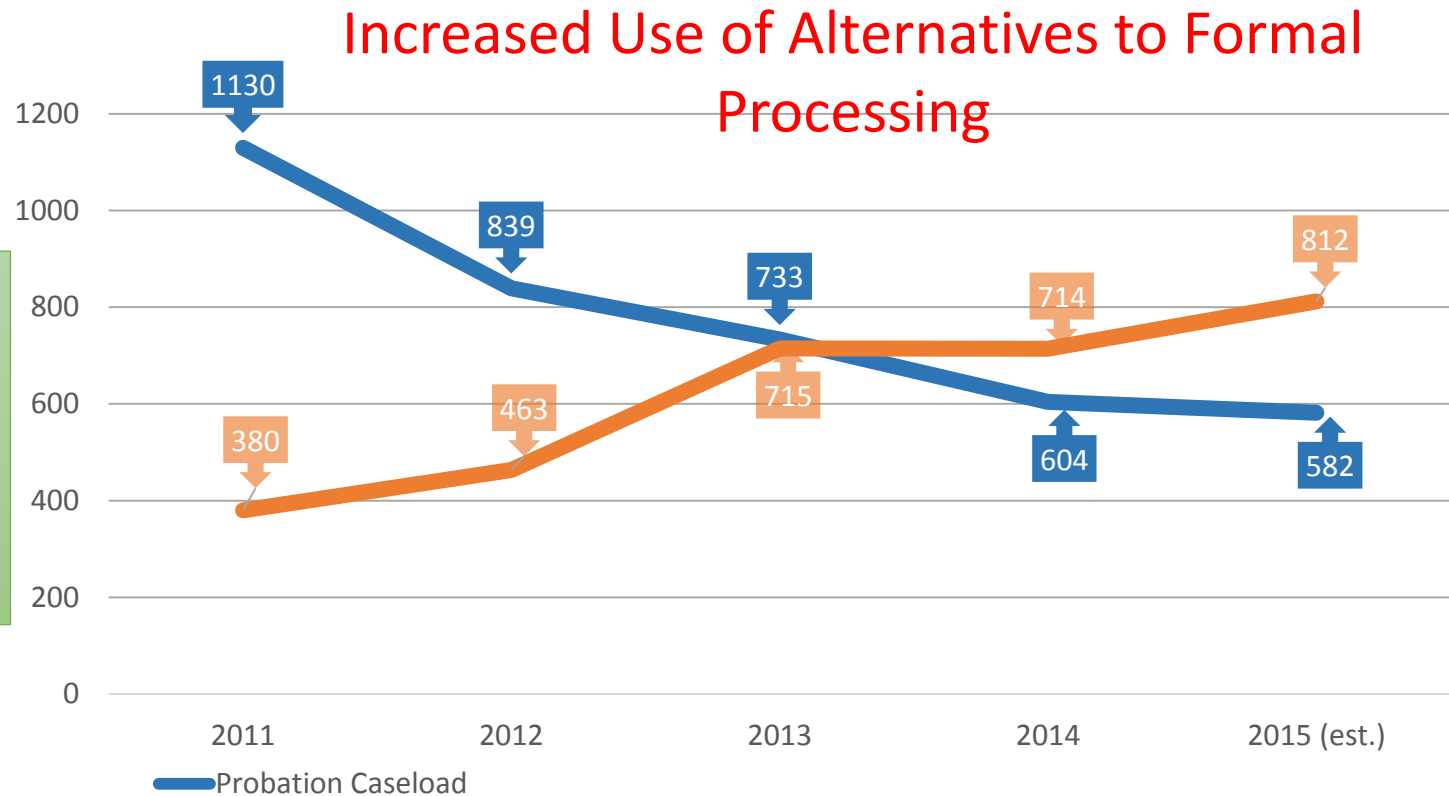
# Improve Probation Practices: *Probation Caseload*



# Use of Evidence – Based Practices



## Impact of Pre-Trial Diversion on Probation Jefferson Parish

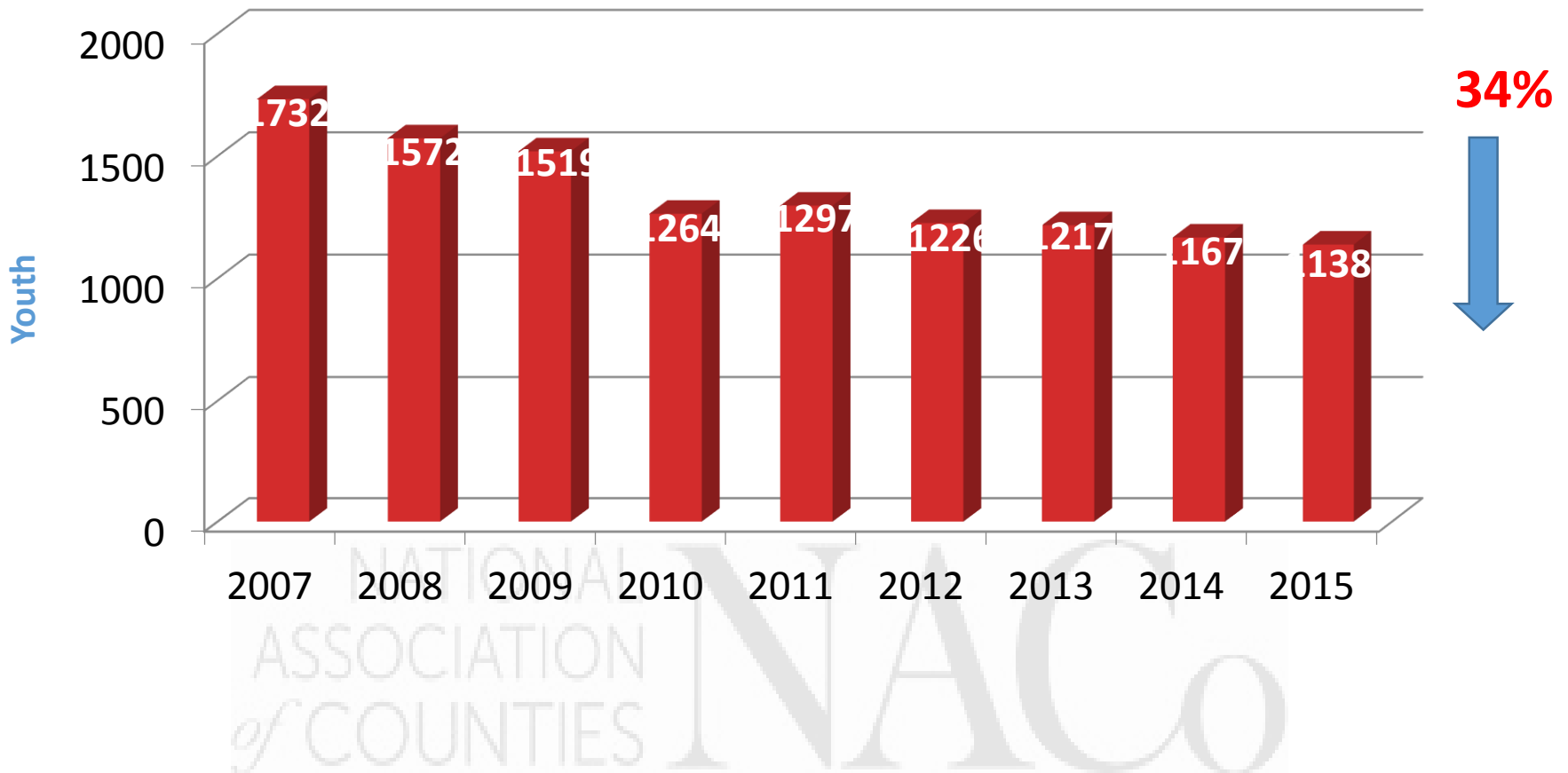


### Key Benefits of Pre-Trial Diversion:

- 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

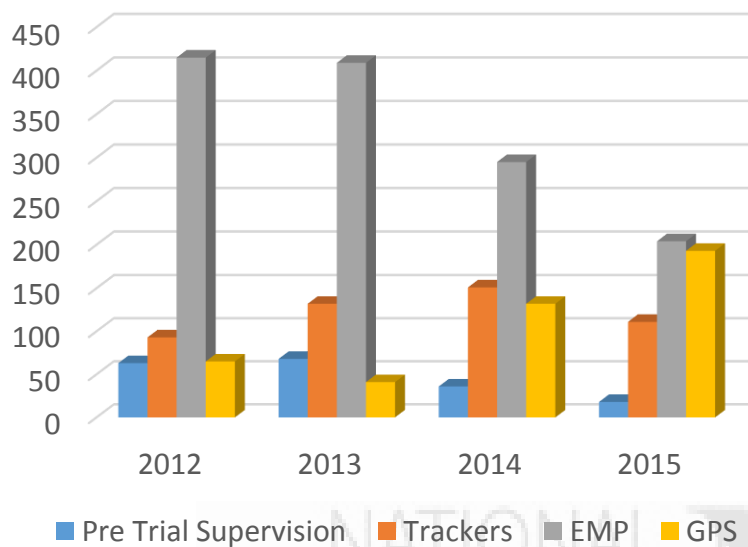
# Increased Use of Alternatives to Detention:

## *Detention Admissions*

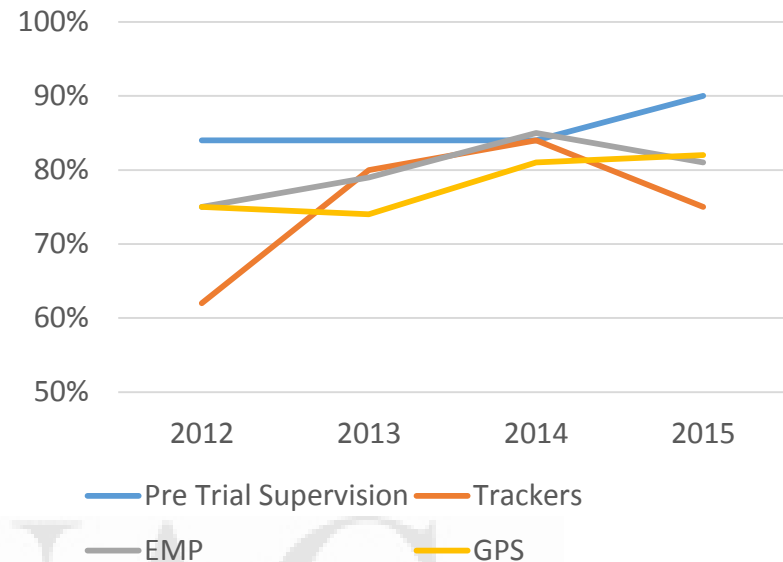


# Effectiveness of Alternatives to Detention

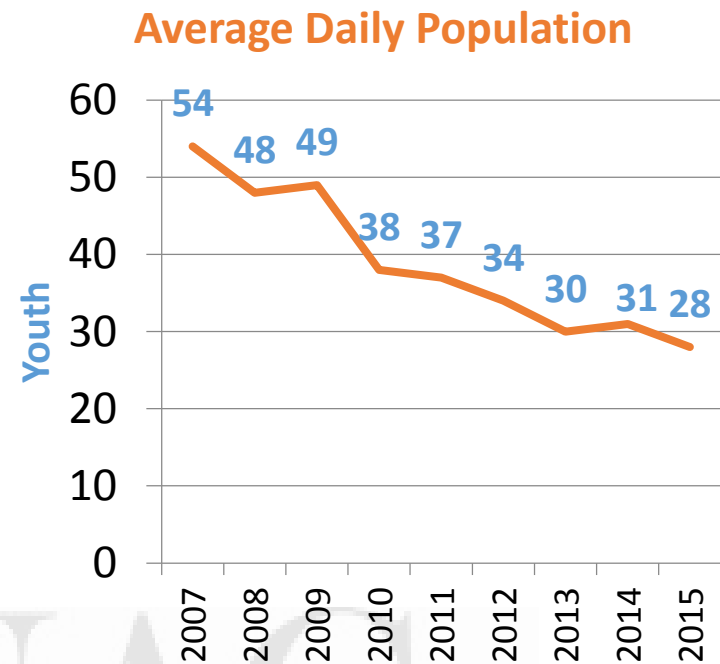
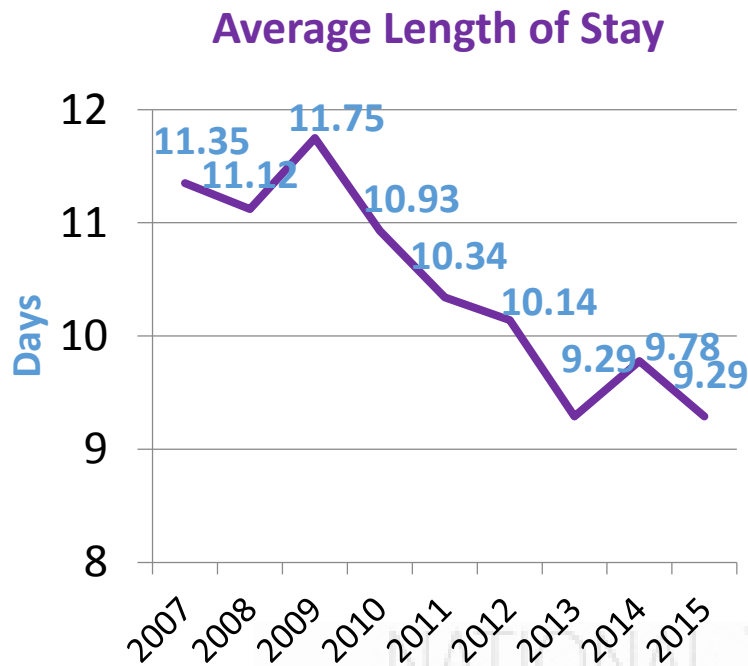
## Youth Served



## Success Rates



# Use of Detention: *Population Management*



# 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](mailto:krowings@naco.org)