

JDAI Site Support and Technical Assistance

In addition to offering modest grant support to JDAI sites for training, planning and coordination, the Annie E. Casey Foundation also provides technical support, resource materials and tools, training and other opportunities to learn from a large network of juvenile justice professionals implementing reform strategies.

JDAI Technical Assistance

As reform work begins in a JDAI site, organizing the work is the first step. This Starter Kit is one in a series of practice guides that offers templates and examples from other JDAI sites, as well as protocols and guidelines to aid sites in planning and implementing reforms. Technical assistance from the Annie E. Casey Foundation takes on various forms at different stages and depends upon the needs and particular issues of a site. Technical assistance includes:

- Publications and reading materials;
- Self-help assessment tools;
- An on-line library and help desk;
- Access to a large network of juvenile justice policy and practice experts;
- Regional trainings;
- State and national conferences; and,
- JDAI model site visits.

Publications & Resources

To understand the process of detention reform is to understand the developmental milestones and activities associated with each stage. As a new site, the first step is to educate the site's leadership and line staff on the eight core reform strategies of JDAI, immersing system stakeholders in the overall principles, strategies and results of JDAI. This requires a lot of reading! All publications can be found online. Sites can download and print or save publications at www.jdaihelpdesk.org or order publications at www.aecf.org.

The Recommended Reading List includes:

Pathways to Juvenile Detention Reform. A blueprint for implementing successful detention strategies, *Pathways* is required reading for all stakeholders considering detention reforms, especially for those participating as a JDAI site. This series of 15 publications offers detailed descriptions of specific detention reform strategies, along with lessons learned from replication sites and technical assistance resources. ***Pathways – The JDAI Story: Building a Better Juvenile Detention System***

1. Planning for Juvenile Detention Reforms: A Structure Approach
 2. Collaboration and Leadership in Juvenile Detention Reform
 3. Controlling the Front Gates: Effective Admissions Policies and Practices
 4. Consider the Alternatives: Planning and Implementing Detention Alternatives
 5. Reducing Unnecessary Delay: Innovations in Case Processing
 6. Improving Conditions of Confinement in Secure Detention Centers
 7. By the Numbers: The Role of Data and Information in Detention Reform
 8. Ideas and Ideals to Reduce Disproportionate Detention of Minority Youth
 9. Special Detention Cases: Strategies for Handling Difficult Populations
 10. Changing Role and Relationships in Detention Reform
 11. Promoting and Sustaining Detention Reforms
 12. Replicating Detention Reform: Lessons from the Florida Detention Initiative
 13. Detention Reform and Girls: Challenges and Solutions
 14. Beyond Detention: Juvenile Justice Transformation through JDAI
 15. Detention Reform in Rural Jurisdictions: Challenges and Opportunities
- ***Two Decades of JDAI: A Progress Report, From Demonstration Project to National Standard (2009)*** This report documents the progress and results of the JDAI sites across the nation.
 - ***The Dangers of Detention: The Impact of Incarcerating Youth in Detention and Other Secure Facilities*** This policy brief reviews the existing literature on the efficacy of detention and examines at he

consequences of detention on young people, their families, and communities.

- ***A Road Map for Juvenile Justice Reform*** The 2008 KIDS COUNT essay provides a road map to broad juvenile justice reform.
- ***Adoration of the Question: Reflections on the Failure to Reduce Racial & Ethnic Disparities in the Juvenile Justice System (2008)***
In this first publication of a series, the W. Haywood Burns Institute for Juvenile Justice Fairness and Equity (BI) reflect on the failure to reduce racial and ethnic disparities in the juvenile justice system in the 20 years since Congress first mandated that states “address” disproportionality.
- ***The Keeper and the Kept: Local Obstacles to Disparities Reduction in Juvenile Justice Systems and a Path to Change (2009)*** The BI challenges the nation’s overreliance on detention and offers an introduction to the BI methodology to reduce racial and ethnic disparities in the juvenile justice system. (2nd in series)
- ***Stopping the Rail to Jail: The Foundations of a Movement Known as the Community Justice Network for Youth (CJNY)*** A program of the BI, CJNY’s core purpose is to protect and improve the lives of youth of color, poor children and their communities by ensuring fairness and equity throughout all public and private youth serving systems. This publication (3rd in the BI series) provides a history, tools and methodologies for system accountability and the BI/CJNY approach to engaging community.
- ***Detention Reform Briefs:***
 1. Detention Reform: A Cost-Saving Approach
 2. Detention Reform: An Effective Public Safety Strategy
 3. Detention Reform: An Effective Approach to Reduce Racial and Ethnic Disparities in Juvenile Justice
- ***JDAI News*** The National JDAI newsletter focused on JDAI practices, policies and program innovations.
- ***These Are Our Kids Documentary*** JDAI in three model sites.
- ***JDAI Starter Kit*** Centralized JDAI reference materials with practical information relevant to first-year detention reform sites.
- ***Juvenile Detention Risk Assessment: A Practice Guide*** A JDAI curriculum for developing, testing and implementing detention risk assessment instruments.
- **Juvenile Detention Self-Assessment: A Practice Guide** A JDAI standards and guidelines for inspecting conditions of confinement in juvenile detention facilities.

- ***Ten Core Principles for Providing Quality Delinquency Representation through Indigent Defense Delivery Systems (2nd Edition)***- Ten Core principles offering guidance to public defense leaders and policymakers regarding the role of public defenders, contract attorneys, or assigned counsel in delivering zealous, comprehensive and quality legal representation on behalf of children facing both delinquency and criminal proceedings.
- **Using Media Advocacy to Promote Detention Reform: A JDAI Practice Guide** –A JDAI curriculum for developing and implementing proactive media advocacy strategies.
- **JDAI System Assessment Framework:** A qualitative assessment tool outlining JDAI’s guidelines and standards, which is used to document a jurisdiction’s system-wide policies and practices.

For a complete list of available publications, log onto the JDAI Help Desk at: www.jdaihelpdesk.org.

The JDAI Help Desk is an on-line resource for all stakeholders interested in improving their juvenile justice system. Log onto www.jdaihelpdesk.org to learn about key strategies, best practices, and innovations by browsing materials generated by juvenile justice reform experts and JDAI sites. Individualized technical assistance is available by submitting questions online. Most JDAI publications and associated documents (e.g., policies, program descriptions, examples of judicial orders, partnership agreements, RFPs for detention alternatives, data analyses, DMC work plans, etc.) are available at the JDAI Help Desk to view, save and print. Just log onto: www.jdaihelpdesk.org.

Technical Assistance Team Leaders (TA/TLs) are assigned to each JDAI replication site. They help organize, plan and implement technical assistance to sites and are the main liaison between the JDAI site and the Annie E. Casey Foundation.

TA/TLs provide technical assistance through a combination of approaches, including: the deployment of topical experts to the site to address specific areas of need (e.g. risk assessment instrument development or data capacity analysis), conducting assessments of detention policies and practices, preparing written reports on site visits, consulting with site officials and staff, participating in and/or facilitating site detention reform meetings, and maintaining regular communications with JDAI site leaders. TA/TLs can also help sites access publications and other source materials, conduct on-site trainings, and plan visits to JDAI model sites, conferences, and regional trainings. All deployment decisions for technical assistance are made by the JDAI site’s TA/TL in consultation with the site and the JDAI Initiative Management Team. This model helps the foundation monitor the use of technical assistance and ensures high quality and consistency.

JDAI State & Local Coordinators are site personnel hired or assigned to their roles in the beginning stages of reform work to coordinate the work at the local level within each site. Site coordinators work directly with the Annie E. Casey Foundation's TA/TLs to organize the work and to bring technical assistance into the site. The Coordinator's main role is to coordinate the site's detention reform efforts. State and local coordinator duties are similar in that the roles encompass activities such as:

- Serve as liaison and staff to the JDAI Executive Committee and various work groups; coordinating and integrating work group activities;
- Provide administrative support to work groups;
- Ensure the timely collection, use and reporting of all relevant data, including required reports;
- Participate in quarterly conference calls and scheduled trainings; and,
- Liaison between the JDAI site and its state coordinator, if appropriate, or the assigned TA Team Leader.

In addition, a **State Coordinator's** role will include duties such as:

- Liaison, coordinate and monitor multiple replication counties within a state;
- Ensure appropriate technical assistance and progress in multiple counties by working directly with the JDAI TA Team Leader, as well as with state level officials/agencies.

JDAI Model Sites

There are five JDAI model sites which serve as learning laboratories to jurisdictions implementing JDAI; each is unique and has achieved tremendous results in reducing unnecessary and inappropriate detention by applying the eight core strategies of detention reform. The model site curriculum examines cross-cutting issues and lessons learned, and provides the opportunity for peer-to-peer discussions and on-site observations of innovative practices. Visits to JDAI model sites are a powerful source of practical information about JDAI and an opportunity to learn from nationally recognized experts. The composition of a visiting delegation usually includes the following people: the site coordinator, the juvenile department director, and leadership from the judiciary, defense and prosecution, a community based service provider, a racial/ethnic disparities reduction champion/leader, child welfare, schools, county board, law enforcement, detention and probation. These stakeholders are the site's designated leadership and usually integrally involved in the governance and implementation of the reforms. Sites that want to plan these visits must work through the assigned

TA/TL to determine the visiting dates and delegation size and composition. A brief description of each JDAI Model Site follows:

Cook County (Chicago), Illinois JDAI reduced its average daily population in locked detention from 693 to 225 between 1996 and 2011, without a resultant compromise to public safety. Cook County leaders developed alternatives to locked detention for young people who don't pose a serious threat of fleeing or re-offending, including community-based Evening Reporting Centers that offer constructive activities during afternoons and early evenings while allowing youth to stay at home and in school.

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Multnomah County (Portland), Oregon JDAI substantially and safely reduced the disproportionate confinement of minority youth by sharply lowering the overall population in detention by 65 percent through targeted strategies aimed at reducing disparities. Those strategies included effective and culturally appropriate community-based alternatives, including shelter care, home detention, and a day reporting center. Multnomah developed an objective, culturally sensitive risk assessment instrument and created an intake team to review each and every detention decision. The county expedited procedures to process cases, which reduced lengths of stay in detention, and implemented non-secure sanctions for probation violators. As a result the likelihood that an arrested youth will be detained is now almost equal across racial and ethnic groups.

Multnomah County, Oregon

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Santa Cruz County, California JDAI sharply reduced its detention population while concurrently experiencing a reduction in juvenile crime. Santa Cruz's detention reform efforts resulted in saving the county millions of dollars by avoiding the construction and staffing of a new detention facility. Since implementing JDAI, the juvenile hall population has been reduced by more than half, averaging more than 50 youth per day in 1996 and just 22 in

2005. In addition, juvenile felony arrests are down 48 percent and misdemeanor arrests are down 43 percent. Santa Cruz used an objective screening process to only detain high risk offenders and developed alternative programs and procedures for low and medium risk youth. Santa Cruz developed meaningful partnerships with community based organizations to provide culturally responsive alternatives to detention, as well as programming from diversion to family preservation. The reduction of racial/ethnic disparities and disproportionate minority confinement has been an integral component of their detention reform work. As a result, Santa Cruz has significantly narrowed the gap between Latino youth representation in the general population and the detention population.

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Bernalillo County (Albuquerque), New Mexico JDAI safely reduced the detention population by 44 percent. In order to achieve this outcome, Bernalillo County reorganized its resources, budget and staff to focus on community-based treatment and innovative policies that cost taxpayers less money. The Bernalillo County Juvenile Detention Center reassigned staff to front-end services and closed secure units, saving the county hundreds of thousands of dollars. Adhering to JDAI concepts has also allowed the State of New Mexico, Children, Youth and Families Department to close its maximum-security facility in 2003. Some of the cost savings went into acquiring portable buildings outside the detention center's razor-wire fence to house an alternative public school, a community-custody program, a day treatment program and a nationally recognized mental health clinic.

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New Jersey State JDAI reduced annual admissions to detention by 41 percent and the average daily population by 44 percent. Through the State's Juvenile Justice Commission and Steering Committee, JDAI expanded statewide, moving beyond the original five counties to 13 counties. Many strategies were undertaken to expand JDAI at both the state and local levels including communications, training, resource realignment, and data collection and reporting helping to focus early, effective system responses. The

implementation of a statewide risk assessment instrument and new ways to sustain reforms will support New Jersey's ultimate goal of having JDAI in every county.

New Jersey

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JDAI Conferences and Trainings

The national JDAI Inter-site Conference is held annually, usually during the fall. JDAI sites typically send a delegation composed of system stakeholders and reform leaders to participate in this conference, which offers a wide variety of workshops and plenary, as well as a chance to network with juvenile justice peers and professionals. There is no fee for the conference; lodging is paid for by Annie E. Casey; and, travel costs are typically covered by the JDAI site grant.

Regional trainings are conducted regularly based upon the needs of sites regionally; site participation is facilitated through the TA Team Leader. Training topics include: fundamentals of detention reform, risk assessment instrument development, testing and implementation, conditions of confinement inspections, and strategies for reducing the disproportionate confinement of racial/ethnic minorities, and how to safely reduce detention for special populations. There is no fee for these trainings; travel and lodging are typically covered by the JDAI site grant.

Site trainings/state and local conferences/kick-offs are designed and conducted based on local needs. Sites typically work with the site TA/TL to plan and conduct these trainings; costs are covered by the site grant.