JDAI Developmental Milestones: *Year/Phase 1 Site Development*

The following checklist provides general site development milestones. It identifies implementation activities for reform work in year/phase one based on replication results achieved by successful sites. The checklist is organized within the framework of the eight core strategies. Since each site is different there will predictably be differences in the sequence of work. To this end, please consider that "low hanging fruit" identified at any point should be addressed without delay. The items that follow stem directly from the milestones sites should expect to accomplish in year/phase one.

Site Immersion in JDAI

1. Leadership Has Been Established and All Major Stakeholders Have a Proficient Understanding of JDAI Values and Principles
    - Convene leadership (JDAI Policy-level Collaborative) to assume responsibility for implementation of detention and equity reform
    - Conduct a "kick-off" meeting
    - Attend Model Site visit(s)
    - Conduct state, regional and/or state detention and equity reform conference/training
    - Study publications and JDAI materials (see attached)
    - Sign-up for the JDAI Help Desk and national newsletter
    - Attend JDAI National Inter-site Conference
    - Attend the JDAI Fundamentals training

2. The Collaborative Has A Consensus on the Purpose of Detention
    - Convene the Collaborative to deliberate a consensus on the Purpose of Detention
    - Utilize the results of the Detention Utilization Study, the Site System Assessment and juvenile justice research to inform the discussions

Initiative Organization

1. An Effective, Deliberative and Functioning Site Governance Structure Has Been Established
    - Ensure JDAI Policy-level Collaborative has appropriate stakeholders (both traditional and non-traditional), authority and staff support
    - Form topical work groups as informed by the System Assessment and site work plan
    - Engage community (i.e., non-system) representatives
    - Establish internal & external communications plan
    - Establish routine and frequent contact with TA/Team Leader
    - Designate a state and/or local site coordinators
    - Define site coordinators' roles and responsibilities
    - Orient new collaborative members as needed

2. State/Local Coordinator Has an Understanding of Role in the Reform Process
    - Participate in coordinator coach up, attend model site visits, trainings & JDAI national conference

Collecting, Analyzing, & Reporting Data

1. A Statistical Baseline of Detention Utilization Has Been Completed
    - Identify team that will develop the Detention Utilization Study
    - Review data collection manuals
    - Conduct and complete the Detention Utilization Study
        - Disaggregate all data by race/ethnicity/gender
        - Include a geographic profile of detention use
    - Analyze results of the study and debrief the study with the Collaborative

2. Data Systems and Capacities Have Been Identified
    - Catalog existing site data systems and determine extent of systems integration
    - Provide TA/Team Leader with data definitions and screens for review
    - Review and act upon any technical assistance (TA) reports regarding data system actions needed to produce statistical reports

3. Capacity To Collect and Report Fundamental Data Indicators Has Been Established
    - Participate in TA overview of the JDAI Quarterly Reporting System (QRS)
    - Conduct intra-site data skills building sessions
    - Develop the capacity to disaggregate all data by race/ethnicity/gender
    - Prepare quarterly statistical reports that monitor fundamental indicators (e.g., admissions, offenses, ADP, ALOS) all disaggregated by race/ethnicity/gender
    - Ensure that public safety indicators (e.g., pre-adjudication FTA & re-arrest rates) are collected and reported within the site Quarterly Reports
    - Complete the annual Results Report

4. Data Analyses Capacity Has Been Developed
    - Data reports are analyzed and presented to the JDAI Policy-level Collaborative and Work Groups on a routine basis
        - Reports provide headlines in a manner that tells the "story"
    - Policies and practices are informed by data

Site System Assessment

1. A Documentation and Analysis of Juvenile Justice System Policies, Practices and Programs Has Been Conducted
    - Schedule stakeholder interviews
    - Assemble and make available existing documents and data as requested by the TA/Team Leader
    - Assist the TA/Team Leader in Conducting the System Assessment

- Ensure intentionality in conducting the System Assessment through a racial/ethnic/gender lens
- Convene stakeholders to debrief the written observations and recommendations in the assessment
- Develop an active site work plan as informed by the assessment

Site Work Plan Development

The JDAI Policy-level Collaborative has developed and designed key changes to policy, practice and programming consistent with JDAI's 8 core reform strategies.

1. A Site Work Plan with Measurable Outcomes Has Been Developed and Monitored
    - Develop and/or modify work plan as informed by System Assessment, Detention Utilization Study, any other relevant data and Year/Phase 1 Developmental Milestones
    - Ensure that work plan includes accountability measures (e.g., objectives, tasks, responsible party(s), timelines)
    - Ensure that work plan objectives intentionally address the reduction of racial/ethnic disparities
    - Monitor progress of work plans

2. Work Groups Have Developed Work Plan to Meet the Objectives of the Overall Site Plan
    - Develop work plans for Work Groups
    - Monitor progress of work plans

Targeted Reform Activities

1. Risk Assessment Instrument (RAI) Development
    - Establish a RAI Work Group of relevant stakeholders
    - Arrange training on RAI design, testing & implementation
    - Study the RAI Guide and relevant tools and materials provided by TA/Team Leader and accessible on the JDAI Help Desk
    - Design and/or enhance the RAI
        - Develop/Enhance the RAI through a Racial/Ethnic/Gender lens
    - Pilot the New/Modified RAI

2. Address Special Detention Cases
    - Using detention utilization study, identify those special detention cases which contribute the most to the use of detention and develop tools and practices to reduce detention for these cases
    - Since violations of probation generally comprise 40-60 percent of the average daily population in detention centers, develop a Work Group of relevant stakeholders and design a work plan to address probation violations and technical violations of court orders

- Design and/or enhance a Probation Response Grid through a Racial/Ethnic/Gender lens
- Examine Case Processing, policies and procedures to reduce detention for violation of probation cases and implement the Probation Response Grid
- Routinely monitor probation data to assess efficacy of the Probation Response grid and other case processing changes and to determine the impact on racial, ethnic or gender disparities

3. Conditions of Confinement/Detention Facility Self-Assessment Process
    - Assemble an inspection team which include diverse system & community representatives according to the JDAI guidelines
    - Study the JDAI Detention Facility Self Assessment Practice Guide, completed reports from JDAI sites and materials from the TA/Team Leader and the JDAI Help Desk
    - Arrange training for the Detention Facility Self-Assessment Team
    - Conduct the Assessment of the detention facility
    - Produce report on findings of the Self-Assessment
    - Convene the JDAI Policy-level Collaborative to review the Facility Self-Assessment report and recommendations
    - Develop an action plan to address problem areas as informed by the Self-Assessment

4. "Low- Hanging Fruit"
    - Identify areas of policy, practice or programming that stakeholders believe can be readily changed to produce improved results
    - Review reforms other sites have implemented (via the JDAI Help Desk) to improve specific problem areas
    - Develop recommendations for change from the relevant Work Groups
    - Implement the reforms