

JDAI Developmental Milestones: *Year/Phase 2 Site Development*

The following checklist provides general site development milestones. It identifies implementation activities for reform work in year/phase two 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 two.

Collaboration

1. Year/Phase 1 Implementation Efforts are Assessed
 - Year/phase 1 implementation accomplishments and results have been reviewed.
 - A work plan with measurable outcomes for year/phase 2 has been developed.
2. New system Policies & Practices have been documented & are reflected in agency policy manuals and inter-agency MOUs; they are monitored by the JDAI Policy-level Collaborative and other line-level professionals.
3. A Diverse Group of Stakeholders Plays a Substantive Role in the Implementation and Oversight of JDAI.
 - Leadership and organization of the initiative has been reviewed.
 - Overall awareness of detention reform agenda within jurisdiction has been increased, including JDAI training for line staff.
 - Members have been added to JDAI Policy-level collaborative and work groups as needed and informed by the work plan, including racial/ethnic justice champions with explicit authority to address racial/ethnic disparities in the system.
 - Community members in the collaborative have been provided information and technical assistance to meaningfully contribute to detention reform.
 - New members of the JDAI Policy-level collaborative and work groups have been “coached” as needed.
 - At least one model site visit has been conducted.
 - A delegation attended the JDAI national conference.

Data

1. Site Has Developed the Capacity to Analyze and Interpret Data
 - Routine (at least quarterly) management statistical reports consistent with JDAI suggested formats are produced.
 - Data reports are routinely reviewed within the JDAI Policy-level collaborative and work groups and linked to policy and practice deliberations.
 - Public safety indicators, including FTA and re-arrest and overall juvenile crime statistics, are being tracked.
 - Quantitative and qualitative data analyses of specific target populations and issues are conducted as needed.
 - A complete and accurate Annual JDAI Results Report is prepared and submitted.

Objective Admission Policies & Practices

1. The site has developed and implemented a juvenile detention risk assessment instrument (RAI) to maximize effectiveness, fairness and objectivity in the detention screening process.
 - RAI implementation is complete, memorialized in policies and procedures, incorporated in training curricula, and well understood by stakeholders and related staff.
2. The efficacy of the RAI is being assessed by monitoring detention population, failure-to-appear and re-arrest data
 - The impact of the RAI on racial/ethnic disparities has been assessed.
 - Routine/quarterly statistical reports on the RAI are prepared and disseminated.
3. Adjustments/changes to the RAI and its application are made based upon a quantitative analysis, performance, relevance and effectiveness.
4. The admission screening process has been assessed to ensure that implementation is consistent with best practices.
 - Routine quality assurance procedures are in place.
 - A review of the use of overrides has been conducted.
5. Case processing adjustments have been implemented to increase the efficacy of the RAI by connecting its use to ATDs and detention hearings.
 - A Placement Planning meeting to share case-specific information and ATD availability prior to detention hearings has been implemented.

Alternatives to Detention

1. An assessment of existing pre & post-adjudication ATD programs has been conducted and changes to current programs made.
 - A plan has been developed and implemented to ensure that current programmatic resources are appropriately designed, properly implemented and effectively utilized.
2. Additional programmatic needs have been identified.
 - Plans have been developed to design, implement and fund new programs.
3. A continuum of pre & post-adjudication ATD programs that are race, culture and gender responsive is operating or will be in place upon implementation of the plan for additional programs.
 - A geographic profile of detention utilization (from year/phase 1 detention utilization study) has been used to inform the development and/or enhancement of the ATD continuum.
4. Mechanisms to monitor the use and outcomes of ATD programs, including routine statistical reports have been implemented; public safety indicators are monitored and reported routinely.

Case Processing

1. A case processing work group has been established and has identified ways to make case processing more timely and efficient.
 - An analysis of case processing and related time frames, including racial, ethnic and gender comparisons, has been completed.
 - Policy and practice changes to expedite case processing have been designed and implemented based upon as informed by the mapping.
2. Routine (e.g., weekly) detention reviews are conducted to minimize delays in securing release or placement.
 - Daily population sheets and statistical reports that track lengths of stay and case processing times are routinely prepared and disseminated.
3. Time frames for youth in secure custody are similar for youth in ATDs and policies and procedures to ensure similar case processing timeframes have been implemented.
 - Length of stay data for youth in ATD programs has been analyzed and compared to data for youth in custody.
4. The results of changes to case processing, including impact on racial, ethnic and gender disparities, have been analyzed and further refinements identified, such as

quality legal representation accessible to all youth as suggested by the National Juvenile Defender Center.

Special Detention Cases

1. The use of detention for VOP's, warrants, and awaiting placement cases has been analyzed by a work group and a work plan for reforms to reduce secure detention utilization has been established.
 - Analysis of special detention cases included disaggregation of data by race, ethnicity and gender.
2. Policies and procedures to reduce detention in violation of probation cases have been designed and implemented.
 - VOPs are processed promptly, including detained VOP cases are scheduled for court appearance within 24 hours of confinement.
 - All instances in which a VOP results in detention are subject to supervisory review and sign-off.
 - A structured approach, including an administrative response/incentives grid to responding to probation violations has been established and is being followed.
 - Detention utilization for probation violators is routinely monitored to assess efficacy and impact on racial, ethnic or gender disparities.
3. Policies and procedures to reduce cases resulting in detention because of writs or warrants have been designed and implemented.
 - A court notification system has been implemented to minimize failure-to-appear warrants.
 - A differentiated approach to warrants that authorizes options other than secure detention has been established and implemented by the court.
 - Detention utilization for writ/warrant cases is routinely monitored to assess efficacy and impact on racial, ethnic or gender disparities.
4. Policies and procedures to reduce awaiting placement cases resulting in detention have been designed and implemented.
 - Placement protocols have been reviewed and revised to minimize delays and to ensure that out-of-home placements are the least restrictive alternative necessary.
 - Dispositional options have been examined to determine if the site has appropriate and sufficient program options; related remedial plans have been developed.
 - Detention utilization for awaiting placement cases is routinely monitored to assess progress and impact on racial, ethnic or gender disparities.

Conditions of Confinement

1. A detention facility self-assessment has been conducted and a resulting corrective action plan has been developed and implemented if appropriate.
 - Self-assessment report and corrective action plan have been reviewed and approved by JDAI Policy-level Collaborative.
2. A trained and fully staffed facility self-inspection team exists and is engaged in activities to support and/or facilitate implementation of corrective action plans, review particular conditions issues as needed, and conduct detention facility assessments every two years.
3. Procedures have been established to ensure that unusual incidents or emerging patterns are brought to attention of the facility self-assessment team in a timely manner.
 - Detention facility is producing and sharing routine statistical reports that capture key indicators of institutional conditions.

Racial/Ethnic Disparities & DMC

1. Relevant stakeholders have attended the Racial/Ethnic Disparities Reduction training for JDAI sites.
2. An increased focus on reducing racial/ethnic disparities in detention is reflected in a work plan with measurable results.
 - All core strategy analyses (above) have included data disaggregation by race, ethnicity and gender and geographical analyses to identify causes and places of disproportionality.
 - A quantitative analysis of racial disparities at major system decision points has been completed.
 - The analysis has identified a target population or decision-point in the system where racial/ethnic disparities occur
 - Strategies have been developed to reduce disparities for the identified target population.
 - The work plan includes explicit, detailed changes to policy, practice and programming aimed at reducing racial and ethnic disparities.
 - The changes to policy and practices are monitored.
3. The structure and functioning of the local JDAI Policy-level Collaborative ensures that there is sustained and authoritative attention to efforts to reduce racial and ethnic disparities.
 - The work groups are charged with responsibility for addressing racial disparities as part of their work.

- The executive committee's agenda routinely includes discussion of how detention reform efforts are affecting racial and ethnic equity goals.
- 4. System agencies have developed materials and programs to increase the cultural competency of their staff and to ensure that internal agency policies and procedures are equitable.
- 5. Ties to communities are strengthened as reflected in community participation in JDAI collaborative and work groups, partnerships for improved service delivery, and increased system agency connections to neighborhood resources and leaders.
 - Community members who participate in JDAI have been provided training and technical assistance to meaningfully contribute to detention reform.
- 6. Progress reducing racial/ethnic disparities is routinely monitored through statistical reports and tracking of implementation of work plans.
 - Implementation of work plan elements is routinely monitored for impact on racial/ethnic disparities.