

## **JDAI Developmental Milestones: Year/Phase 3 Site Development**

The following checklist outlines general site developmental milestones. It identifies implementation activities for phase three reform work based on replication results achieved by successful sites. Phase one milestones generally consisted of building the infrastructure to operationalize JDAI. Phase two entailed implementing fundamental changes to policies, practices and programs to reduce unnecessary and inappropriate detention and reduce racial/ethnic disparities. Phase three is directed at monitoring changes to ensure sustaining positive results and to dig deeper in reform efforts to achieve equity and improve outcomes for all youth.

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 and timing of these developmental tasks. 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 phase three. A variety of technical assistance is available to sites to support and ensure progress in the following areas.

### **Collaboration**

1. Year/Phase 2 Implementation Efforts are Assessed
  - Year/phase 2 implementation accomplishments and results have been reviewed.
  - As needed, a targeted system assessment has been conducted by local site collaborative members to help identify and overcome challenge areas.
  - A work plan with measurable outcomes for year/phase 3 has been developed.
2. The Juvenile Justice and Related Public System Decision and Policy Makers have Institutionalized JDAI
  - Detention reform training for all systems personnel continues to be enhanced and implemented.
  - The development of a state sustainability plan has been initiated that includes: establishing the infrastructure to sustain the initiative and expand within the state as the opportunities arise; and, measures for legislative support.
  - The composition of the collaborative has been assessed and enhanced as needed and informed by the work plan.
  - New members to the executive committee and work groups have been “coached” as needed.
  - At least one model site visit has been conducted.
  - A delegation was organized and sent to the JDAI national conference.

**Data**

1. Site Data Capacities and Analysis are Expanded and Increasingly Capable of Responding to Queries and Discrete Analytical Tasks
  - The human resources and infrastructure needed to produce and analyze juvenile justice data has been developed and implemented.
  - Routine data indicators are disaggregated and cross tabulated by race/ethnicity/gender/geography/offense.
  - Changes to policies, practices and programs are routinely monitored for intended impact and impact on youth of color.
  - Quantitative and qualitative data analysis of specific target populations and issues are conducted to help drill down as needed.
  - Public safety indicators, including FTA & re-arrest, and overall juvenile crime statistics, continue to be accurately collected and monitored.
  - Accurate and timely data is used to leverage funding for detention reform.
  - A complete and accurate Results Report is prepared and submitted.

**Objective Admission Policies & Practices**

1. Detention referral practices are consistent with detention eligibility and objective admission policies of the intake staff and the Juvenile Court.
  - Law enforcement criteria for decisions on cite/release or other field dispositions in lieu of transport to the detention facility have been developed and implemented.
  - The impact of arrest and referral practices on youth of color has been analyzed; strategies for change have accordingly been developed.
2. The admission's screening process is routinely assessed to ensure that implementation is consistent with best practices.
  - Quality control measures have been developed and implemented which monitors operational issues (e.g., use of overrides, consistency, and accuracy). These measures disaggregate impact by race/ethnicity/gender.
  - The RAI results are routinely analyzed for disparities and DMC impact; if found, disparities are documented and steps are taken to reduce the effects of the disparities.
  - A statistical analysis of the RAI is routinely deliberated by the collaborative.
  - Responsive and recurring training has been implemented for personnel conducting risk screening tasks.
3. Adjustments to the RAI and its application are made based upon performance, relevance and effectiveness.
  - A quantitative analysis of the impact of any changes to the RAI has been conducted prior to implementation of those changes. The analysis includes changes needed to safely reduce racial/ethnic disparities and DMC.

### **Alternatives to Detention**

1. The Primary Purpose of the Sites ATD Programs Is to Provide Non-Secure Options to Youth Who Would Otherwise Be Detained
  - The distribution of RAI scores for ATD participants is clearly defined.
  - The RAI is consistently utilized to guide ATD releases and referrals.
  - The identified target population intentionally promotes racial/ethnic/gender equity in program participation and successful completion rates.
  - Policies and practices have been implemented to facilitate release of youth to ATD in the most timely and efficient manner possible.
  
2. Explicit and Objective Criteria for Program Enrollment and Related Policies and Procedures Have Been Implemented
  - Explicit criteria is readily available that reflects the alignment of the use of detention and ATDs.
  
3. A Continuum of ATDs That Are Race/Culture/Gender Responsive Have Been Developed and Operationalized
  - The ATD continuum actively involves partnerships with community based organizations (CBOs) that respond to high impact geographic or racial/ethnic distribution of cases.
  - Partnerships with CBOs reflect a shared understanding of expectations including tracking and analyzing outcomes.
  - ATD programs for pre-adjudicated youth have been designed primarily to minimize the risk of re-offending and FTA in court while the instant case is pending.
  - The continuum of ATDs include programs that target post-dispositional cases to help reduce youth placed out of home.
  
4. Use and Outcomes of ATDs Are Routinely Monitored
  - Statistical reports are utilized to track and disseminate program results, including use and impact on racial/ethnic disparities, bed displacement, FTA and re-arrest rates, and length of stay in ATD.
  - Program results are routinely disaggregated by race/ethnicity/gender
  - Corrective actions plans have been implemented as informed by the statistical program results.

### **Case Processing**

1. Changes in Court Calendars, Dockets & Schedules Have Been Implemented to Provide for Efficiency and Timeliness
  - Clear policies and consistent practices regarding adjournments that appropriately limit case postponements have been established by the court.

- Policies and procedures have been implemented to docket cases for court review when changed circumstances of youth in detention are presented.
  - Calendaring, docketing and scheduling of cases are consistent across all court rooms.
2. Changes in Administrative Practices to Support Expedited Case Processing Have Been Implemented
- Psychological evaluations and similar reports are completed in a timely manner.
  - Social history (dispositional reports) are prioritized for in-custody cases and efficiently produced.
  - ATD program admissions are accomplished without delays.
  - Youth awaiting residential programs or state commitment are placed within two weeks of disposition.
  - Policies and procedures to expedite cases have been implemented by the court and related agencies.
3. Mechanisms to Monitor Policy and Practice Changes, Including Routine Statistical Reports Have Been Implemented
- Statistical reports that track lengths of stay and case processing times and identify points of unnecessary delay are routinely prepared and analyzed. The statistical reports are consistently disaggregated by race, ethnicity and gender.
4. Policies and Practices of Prosecutors and Defenders Have Been Analyzed and Changes Made Accordingly
- Prosecutors provide discovery material to defense in a timely manner.
  - Prosecutors and defense counsel receive appropriate case documents (e.g., complaint/petition, RAI score sheet) prior to the detention hearing.
  - Defense counsel is assigned to, and visits the youth, prior to the youth's initial appearance in court.
  - Defense has conducted a self-assessment utilizing the tool developed by the National Juvenile Defender Center; strategies for change are developed and implemented as informed by the results of the assessment.
  - The prosecution's filing practices are routinely analyzed to ensure that all youth similarly situated, regardless of race, ethnicity or gender, are treated equitably.

### **Special Detention Cases**

1. Policies and Procedures on the Use of Detention in Probation Violation Cases are Routinely Monitored
- Statistical reports to monitor structured approaches to VOPs (including an administrative response/incentives grid) and supervisory review of VOPs are

routinely prepared and analyzed. Changes are made as informed by the data.

- Responses to VOPs are based on level of risk and severity of the violation as informed by the RAI and the administrative grid.
  - A continuum of ATDs along with changes to discretionary policies for VOPs, which allow for movement up and down based on risk and severity of the violation, have been implemented.
  - Detention utilization for probation violators is routinely monitored to assess efficacy and impact on racial, ethnic, or gender disparities.
  - Conditions of probation have been assessed (e.g, broad, general, numerous); policies and practices have been implemented that provide for tailored conditions of probation.
2. Policies and Procedures to Reduce Cases Resulting in Detention because of Writs or Warrants Have Been Enhanced
- All youth referred to detention on warrants are screened for risk.
  - Any backlog of warrants have been cleared or purged.
  - Focus groups and/or survey's with youth and families have been conducted to determine reasons for FTA. Changes have been made as informed by the results.
  - Detention utilization for writ/warrant cases is routinely monitored to assess efficacy and impact on racial, ethnic, or gender disparities.
3. Policies and Procedures to Reduce Awaiting Placement Cases Resulting in Detention Have Been Enhanced
- Non-residential alternatives as part of the continuum of care are available to post-adjudicated youth at various levels of offense severity, public safety risk, and treatment need.
  - Re-assessment of placement failures is completed within a reasonable time for re-evaluation and location of an alternate placement.
  - Indicators of program success are collected and analyzed for program effectiveness.
  - Impact of awaiting placement cases are routinely analyzed by type of placement, LOS, program failures, and other relevant factors including race, ethnicity and gender.
  - Provider contract changes have been implemented requiring providers to make second efforts in keeping hard cases.
  - Detention utilization for awaiting placement cases is routinely monitored to assess efficacy and impact on racial, ethnic, or gender disparities.

### **Conditions of Confinement**

1. Conditions in the Detention Facility Provide a Healthy and Safe Environment for the Youth and Staff

- The year 2 corrective action plan has been reviewed to ensure substantial implementation.
- Statistical reports have been developed and are utilized to monitor aspects of conditions of confinement (e.g., incident reports, health and safety issues, room confinements, use of force, etc.)
- As needed, new team members participate in the self inspection training.
- The site has plans to conduct a second self-inspection of the detention facility.
- Training on best practices for detention operations occur on a consistent basis.

### **Racial/Ethnic Disparities & DMC**

1. A Work Plan with Measurable Objectives and Results Aimed at Reducing Racial/Ethnic Disparities Guides the Work of the Collaborative
  - Active agendas to promote equity have been developed by key stakeholder agencies.
  - A process for measuring the status and progress in the reduction of racial/ethnic disparities has been established and includes: digging deeper into factors contributing to disproportionality; strategizing about policy and practice changes to reduce racial/ethnic disparities; adopting strategies; and, monitoring change for intended impact.
2. The JDAI Collaborative Has a Shared Understanding of the Purpose of Detention and Success in Reducing Racial/Ethnic Disparities
  - The purpose of detention is aligned with the sites definition of success in achieving reductions in disparities and disproportionality.
  - Authority and leadership is firmly established and asserted in the collaborative.
3. A Community Engagement Sustainability Strategy Has Been Developed
  - The type of engagement (e.g., policy/practice decision making, consumer input/feedback, advocacy, outreach) has been defined.
  - Coach up of community stakeholders continues on an as needed basis.
  - The structure to support community engagement is clearly defined.
4. System Agencies Have Developed a Staff Participatory Plan to Deepen and Sustain Progress
  - A plan is developed to help all staff understand how daily decisions might impact racial/ethnic disparities.
  - Training on the disparities and disproportionality occur on a consistent basis.