

Priority Initiative:	(2) Juvenile Detention Alternatives Initiative: Internal; External; and Probation Violation Restructure	Initiative Leader:
Updated: December 2009		Juvenile Services Division – Deputy Director Belton (RAMSEY)

2008 Strategic Actions (Accomplishment/Action)

(1) Implement a Risk Assessment Instrument (RAI) for juveniles brought to the Juvenile Detention Center (JDC).

Implementation Steps (how)	Progress	Who	Target Date	Date Completed
1. Provide Annie E. Casey (AECF) RAI training to the RAI Committee as well as Juvenile Detention Center and Juvenile Probation staff.	Completed.	RAI Committee/ Juvenile Detention Center Staff/ Juvenile Probation Staff	1 st Half 2006	June 2006
2. Establish RAI Committee.	Completed.		1 st Half 2006	Oct. 2006
3. Create RAI.	Completed.		2006-2007	Dec. 2007
4. Implement RAI.	Completed.		Jan. 2008	Jan. 2008

(2) Establish Alternatives to Detention (ATD) sites and methods.

1. Establish guidelines and implement the use of shelters as an ATD.	Completed.	Detention Alternatives Committee (DAC)/ Juvenile Detention Center Staff/ Juvenile Probation Staff	Spring 2008	Mar. 2008
2. Establish guidelines and implement the use of House Arrest as an ATD.	Completed.		Spring 2008	Mar. 2008
3. Establish guidelines and implement the use of Electronic Home Monitoring (GPS) as an ATD.	Cancelled previous vendor; working on development of a new one. New contract with Ramsey County Human Services starts in 2010 for EHM.		Dec. 2008	2010 (new contract starts)
4. Establish guidelines and implement the use of an Assessment Center.	Implementation began July 2008. Slow progress due to getting consulting contract in place; completed on 8-25-08. County Board approved additional psychologist position 8-19-08.	Community Corrections Department/ Human Services Department	Fall 2008	8/19/08 contract completed

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2008 Strategic Actions (Accomplishment/Action), continued

(3) Develop a Response Grid for Probation Violations.

Implementation Steps (how)	Progress	Who	Target Date	Date Completed
1. Establish Special Cases Committee.	Completed.	Hosch/ Munoz/Adams	2 nd Qtr. 2007	June 2007
2. Execute a contract with Center For Effective Public Policy to work with Juvenile Services Division to develop a strategic response to probation violations.	Completed.	Roberts/Hosch	Oct. 2007	Oct. 2007
3. Create PV Committee and develop Response Grid.	Completed.	PV Committee	Spring 2008	June 2008
4. Develop response grid for misbehaviors for kids on probation.	Completed.	Response Grid Team	1 st Half 2008	May 2008
5. Review response grid with probation staff.	Completed.	Response Grid Team and Probation Staff	May & June 2008	June 2008
6. Develop new policies to reflect changes in PV practices.	"A Strategic Approach to Responding to Probation Behavior" distributed and trained to.	Loye/Hosch/ JDAI Coordinators/ Juv. Sup's.	Fall 2008	Sept. 29, 2008
7. Implement and train staff on Grid.	Implementation and training began July 14, 2008, with supervisors; followed by piloting Grid in their units that week. Training for Bench, County Attorneys, and Public Defenders offices and schools occurred during July and August. Full implementation began at the end of August.	Loye/ JDAI Coordinators	Summer/Fall 2008	Sept. 29, 2008

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2008 Strategic Actions (Accomplishment/Action), continued

(3) Develop a Response Grid for Probation Violations. (continued)

Implementation Steps (how)	Progress	Who	Target Date	Date Completed
8. Implement Response Grid.	Implementation scheduled for 9-25 & 26.	PV Committee/ Juvenile Probation Staff	Fall 2008	Fall 2008

(4) Develop performance outcome measures for: Risk Assessment Instrument (RAI), Alternatives to Detention (ATD), and the Probation Violation (PV) Response Grid.

1a. Identify RAI outcome measures.	Complete.	RAI Committee/ Juvenile Detention Center	Spring 2008	March 2008
1b. Track RAI outcomes.	RAI outcomes are currently collected manually; work is underway to automate the collection of RAI outcomes.	Juvenile Detention Center/Juvenile Probation/ Administrative Services Division	Fall 2008	Manual reports are completed: automation to occur by Summer of 2010.
1c. Develop RAI outcome reports.	Manual reports done. Looking to automate reports by end of 2009.		End of 2009	
2a. Identify 36-hour ATD outcome measures.	Major outcomes identified.	ATD Committee/ JDC/Juv/Admin	Spring 2008	
2b. Track 36-hour ATD outcomes.	We are currently tracking FTA & Re-Arrest Data outcomes manually.	JDC/Juv/Admin	Spring 2008	
2c. Develop 36-hour ATD outcome reports.	Information is currently tracked In Excel spreadsheets.	JDC/Juv/Admin	Fall 2008	
3a. Identify PV response grid outcome measures.	Completed.	PV Committee/ Juv/Admin	Fall 2008	
3b. Track PV response grid outcomes.	Will be completed by Franklin by end of year.	Juv/Admin/ Franklin	Fall 2009	
3c. Develop PV response grid outcome reports.	Will be completed by Franklin by end of year.	Juv/Admin/ Franklin	Fall 2009	

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2009/2010 Strategic Actions (Accomplishment/Action)

(1) Develop a structure for ongoing data analysis.

Implementation Steps (how)	Progress	Who	Target Date	Date Completed
1. Develop a plan for data integration between agencies involved in JDAI, identifying key elements needed, availability of identified data elements, and process for retrieving, sharing, maintaining and managing data across agencies.	Contract was executed with The Macro Group in August 2008 to provide a comprehensive, written plan.	Hosch/ Jessen-Howard/ Merth/ Nowacki/ Macro Group	Winter 2008/2009	1/15/2009
2. Develop a plan for the implementation of a common identifier, including biometrics.	Plan submitted.	Macro Group	Winter 2008/2009	1/15/2009
3. Develop strategies on how data integration and a common identifier can lead to an automated Risk Assessment Instrument.	Report submitted.	Macro Group	Winter 2008/2009	1/15/2009
4. Implement "Phase 2" of the MACRO report leading to an automated RAI and outcome results being tracked.	Funding secured through Ramsey County IT Governance Committee. This is in progress and expected to be completed 1 st quarter of 2010.	IT/Merth/JDC/ Rouleau/Nowacki /JDAI Coord./ Macro Group	End of 2009	
5. Hire a Data Analyst for juvenile evaluation and JDAI.	Completed.	Bower	1 st Qtr. 2009	1 st Qtr. 2009
6. Identify, track, and report on Community-Based Alternatives outcomes.	First two quarterly reports completed. Monthly reports will be developed.	Selameab/Bower/ Jessen-Howard/ Michael Steward	2 nd Qtr. 2009 Quarterly	July 2009.
			Jan 2010 for Monthly reports	

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2009/2010 Strategic Actions (Accomplishment/Action), continued

(1) Develop a structure for ongoing data analysis. (continued)

Implementation Steps (how)	Progress	Who	Target Date	Date Completed
7. Validate the RAI.	Delayed due to automated RAI being implemented. We will continue to monitor the outcomes of the RAI.	Bower/ Data Committee	2011	

(2) Establish Alternatives to Detention (ATD) sites and methods. (continued from 2008)

1. Establish guidelines and implement the use of an Evening Learning Center as an ATD.	Board Approved 3/3/09.	Detention Alternatives Committee/ Juvenile Probation Staff	1st Qtr. 2009	5/1/2009 start date
2. Implement the use of a Mental Health Assessment Center.	Open House 2/11/09.	Com. Cor, Dep't./ H. S. Dep't.	2009	2/11/2009
3. Hire a "Community Alternative Liaison Specialist" to seek out and coordinate Community Alternatives.	Hired.	Belton/ Jessen-Howard/ Human Resources	April 2009	August 10, 2009
4. Develop community alternatives to address lower risk youth such as: <ul style="list-style-type: none"> • Truants/CHIPS • YLS/CMI scores in moderate risk 	Committee formed in Fall, 2008. Current Evening Learning Centers can take youth in the yellow area of the response grid to serve more moderate risk youth.	Ad hoc Truancy Committee/ Dunlap	Fall 2009	On-going. Truancy Unit was established in Sept. 2009
5. Develop strategies to address Domestic Violence.	Ad hoc committee established. Grant received by community partner. Many stakeholders engaged.	Portzen/Rouleau/ Ad hoc Committee Members	Jan. 2010 plan to be presented.	

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2009/2010 Strategic Actions (Accomplishment/Action), continued

(3) Eliminate Racial and Ethnic Disparities (ERED).

Implementation Steps (how)	Progress	Who	Target Date	Date Completed
1. Conduct Decision Point Analysis using REGGO to identify points of differential impact on juveniles of color and develop strategies for change.	ERED Grid has been developed. Juvenile Division is doing this internally and meeting monthly. Maps for each division have been developed. Other partners are being asked to do similar work.	DMC and Data Committees	Summer 2011 for completion in Juvenile Division.	
2. Require stakeholders complete decision point analysis grids that identify key decisions, policies and practices.	<ul style="list-style-type: none"> • SPPS (started) • Corrections (in progress) see #1 • SPPD • County Attorney • Judges / Courts • Community Based Organizations 	DMC Committee	Fall 2010 / Winter 2011	
3. Collect and report using REGGO Objective Criteria at Decision Points in Probation: <ul style="list-style-type: none"> a) Probation Violations b) Warrants c) Out-of-home placement; Length of Stay (LOS) and recommendations d) ISP/EP supervision e) Waivers f) LOS on probation g) EJJ/Cert recommendations 	<p>Objective Criteria at Decision Points:</p> <ul style="list-style-type: none"> a) Response Grid/data collection b) Data collection c) Data collection d) Data collection e) Data collection/grid f) Requested data/collected g) Data collection <p>Reports are generated but not consolidated.</p>	DMC and Data Committees Belton/Jessen-Howard/Franklin	Reports in all areas by Fall, 2009 with quarterly reporting thereafter.	

4. Analyze RAI and OTIS data for disparities.	Monthly review.	Analyst/ JDAI Coordinator/ DMC & Steering Committees	Ongoing	Ongoing
5. Assess progress of RAC/BI recommendations. Assign deadlines for completing / addressing recommendations.	Review and elevate those areas where no action has been taken.	Steering and DMC Committee/ JDAI Coordinators	April / May 2010	July 2010
6. Establish youth advisory group w/ youth focused on juvenile justice issues.	Youth group would assist Corrections / County with assessing and developing more effective responses for clients.	Michael Steward	Spring 2010	

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2009/2010 Strategic Actions (Accomplishment/Action), continued

(4) Complete Institutionalization and Governance changes.

Implementation Steps (how)	Progress	Who	Target Date	Date Completed
1. Restructure Committees: a. RAI Committee b. Detention Conditions c. Data Committee d. ATD Committee e. Special Cases f. DMC g. Steering	a. Look to move to quarterly meetings after 1 st quarter 2010. b. Internalized—bring policy to Steering Committee - draft completed. c. Meeting quarterly. d. Chairs reconvening committee at request of Steering Committee. e. Reconvene being considered. Ad hoc groups convened as needed, e.g., CHIPS and Domestic Violence cases. f. DMC taking more of a lead role in the DMC/ERED work. g. Steering Committee giving over decision making duties on DMC/ERED issues to the DMC Committee.	Steering Committee And Stakeholders	2010	
2. Prepare 2010 Work Plan (15 months through March 2010)	Done annually.	Steering Committee	June 2010	July 2010

3. Review and update policies.	On-going. Using decision point analysis to guide this.	Poynter/ Jessen-Howard/ McGinn/Belton/ Hestness	2010	
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2009/2010 Strategic Actions (Accomplishment/Action), continued

(5) Realign resources.

Implementation Steps (how)	Progress	Who	Target Date	Date Completed
1. Reduce out-of-home placements and monitor the efficacy of these placements.	Reviewing data regularly.	Belton/ Jessen-Howard/ McGinn/ Juv. Sup's.	2009 and on-going	On-going
2. Ensure the sustainability of Community-Based Alternatives (Realignment of resources to occur by 2011 to support them).	Dollars designated for ATDs in 2011. Other funds being sought. Engaging community through JDAI/DMC work to solicit and ensure community resources and support.	Belton	2010	

Definitions:

- ATDs: Alternatives to Detention.
- DMC: Disproportionate Minority Contact
- ERED: Eliminating Racial and Ethnic Disparities
- REGGO: Race, Ethnicity, Gender, Geography (zip code), Offense

Other on-going Initiatives: **Community Engagement**

- Coach ups
- Community Meetings
- Meet with various cultural communities: AALC, Black Ministerial Alliance, Hmong Leaders, Latino leaders, et al.