



## **FINAL SUMMARY BRIEFING**

Atlantic County

Camden County

Monmouth County

Mercer County

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## EXECUTIVE SUMMARY

The W. Haywood Burns Institute (BI) is a national, non-profit organization that successfully worked with four local jurisdictions in New Jersey to reduce racial and ethnic disparities in local justice systems by leading traditional and non-traditional stakeholders through a data-driven, consensus-based process.

In 2009, the New Jersey Juvenile Justice Commission (JJC) began contracting with BI to work with stakeholders in Atlantic, Camden, and Monmouth counties. In October 2011, BI began working with a fourth county, Mercer, to address racial and ethnic disparities. Despite having achieved significant overall detention reductions in each New Jersey site through the Juvenile Detention Alternatives Initiative (JDAI), JJC representatives sought BI's services to ensure that the remaining youth with system involvement – and youth of color specifically – were not unnecessarily or inappropriately detained due to factors that the local stakeholders had yet to identify.

BI uses local data to identify whether and to what extent youth of color are overrepresented at various decision-making points in the juvenile justice system. Intentionally, BI focuses initial attention on the decision around secure detention. BI believes that decision-makers should use secure detention only as a last resort, when less restrictive options have been exhausted or are unavailable pre- and post-adjudication. In this report, BI reviews the overall reductions in detention utilization for youth of color that occurred over the course of BI's engagement in New Jersey, by measuring reductions in the number of youth of color detained and reductions in the rate at which youth of color were detained.

### **Atlantic County**

In Atlantic County, BI focused on three target populations around admissions to detention: violations of probation (VOP), failures to appear (FTA), and violations of alternatives to detention (ATD violations). Stakeholders analyzed policies, practices, and other factors possibly contributing to disproportionality and disparities at this decision-making point and

implemented changes that successfully reduced disproportionate admissions to detention for youth of color in all three target populations.

Between 2008 and 2012, admissions to detention for VOPs for youth of color were reduced by 72%; FTA admissions for youth of color were reduced by 73%; and admissions tied to ATD violations for youth of color decreased by 27%. Atlantic County reduced their overall detention utilization by 53%, with Black youth experiencing a 50% reduction. Furthermore, the number of Black youth detained for every 1,000 Black youth in Atlantic County decreased from 40 to 22; the number of Latino youth detained for every 1,000 Latino youth decreased from 34 to 23.

### **Camden County**

In Camden County, BI focused on reducing disproportionate admissions to detention for FTAs and ATD violations. FTA admissions to detention decreased by nearly 60% for youth of color after Camden County implemented a caller notification program to remind youth of upcoming court hearings. Similarly, reductions in admissions tied to ATD violations for youth of color were achieved after implementing policy and practices changes within the local community. Between 2008 and 2012, Camden County reduced their detention utilization by 40%, with Black youth experiencing a 46% reduction and Latino youth experiencing a 44% reduction. In addition, the number of Black youth detained for every 1,000 Black youth in Camden County decreased from 31 to 18, and the number of Latino youth detained decreased from 15 to 8 per every 1,000 Latino youth.

### **Monmouth County**

In Monmouth County, BI focused on reducing the high number of youth of color admitted to detention for VOPs. A primary strategy was the implementation of a “Community Coaches” intervention program. Between 2008 and 2012 the number of admissions to detention for VOPs declined by 74% for Black youth. Overall, Black youth experienced a 64% reduction in admissions to detention and Latino youth experienced a nearly 80% reduction.



Monmouth County also saw a reduction in the rate at which youth of color were admitted to detention (per 1,000 youth). The number of Black youth detained for every 1,000 Black youth in Monmouth County decreased from 27 to 10, and the number of Latino youth detained decreased from 4 to 0.7 per every 1,000 Latino youth.

### **Mercer County**

BI worked with Mercer County to significantly reduce detention utilization for youth of color for three identified target populations: VOPs, FTAs, and ATD violations. Between 2010 and 2012, Mercer County reduced admissions to detention for VOPs for Black youth by 67%. Similarly, Black and Latino youth both experienced a 50% reduction in admissions for FTAs during the same time period, and the number of Black youth admitted to detention for ATD violations decreased by 33%. Mercer County also saw a reduction in the rate at which youth of color were admitted to detention (per 1,000 youth). The number of Black youth detained for every 1,000 Black youth in Mercer County decreased from 27 to 19, though the rate of detention for Latino youth remained relatively flat, increasing slightly from 4.7 to 5.0 per every 1,000 Latino youth.

## **BACKGROUND**

### **A. The New Jersey JDAI/BI Partnership**

The W. Haywood Burns Institute (BI) is a national, non-profit organization that has successfully worked with local jurisdictions around the country to reduce racial and ethnic disparities in local justice systems by leading traditional and non-traditional stakeholders through a data-driven, consensus-based process. In 2009, the New Jersey Juvenile Justice Commission (JJC) began contracting with BI to work with stakeholders in Atlantic, Camden, and Monmouth counties. In October 2011, BI began working with a fourth county, Mercer, to address racial and ethnic disparities.

As successful JDAI sites, all four of the New Jersey counties had, prior to engaging with BI, significantly and safely reduced their secure detention population. JJC representatives sought BI's services because despite significant overall detention reductions in each site, each jurisdiction still detained a disproportionate number of youth of color. Moreover, JJC representatives wanted to ensure that those remaining youth were not unnecessarily or inappropriately detained due to factors that the local stakeholders had yet to identify.

The State intended for BI's work to fall within the broader New Jersey JDAI methodology and structure. Importantly, these jurisdictions' longstanding involvement with JDAI helped BI enter each New Jersey site in a relatively seamless manner. As successful participants in JDAI, all of the sites had well-established collaborative bodies that had demonstrated for several years the type of systemic maturity required to engage in racial and ethnic disparities work. Additionally two New Jersey JDAI Research and Reform Specialists, who helped collect and analyze the data needed to engage in meaningful disparities reduction work, supported BI's efforts. The Research and Reform Specialists' ability to access and analyze data quickly and independently was critical to the work. New Jersey's well-established JDAI infrastructure and the JDAI experience of stakeholders at the state and local level also had a positive effect on BI's efforts.



The remainder of this report provides information on reductions in detention utilization for youth of color and observations regarding progress in each County. This report is not intended to detail every aspect of BI's work in New Jersey. Instead, it provides a summary of target populations identified through the NJ/BI partnership, descriptions of interventions implemented to reduce reliance on detention for these target populations, and the impact of these interventions on racial and ethnic disparities in the local system.



## **B. BI Readiness Assessment Consultation (RAC)**

Between February and April 2009, BI staff initiated work in New Jersey by conducting Readiness Assessment Consultations (RACs) in three New Jersey BI counties: Atlantic, Camden and Monmouth. While conducting the RACs, BI staff evaluated a series of internal and external factors that impacted each county’s “readiness” to positively impact racial and ethnic disparities in the juvenile detention system. Those factors included:

- Stakeholders’ understanding of the purpose of detention and detention utilization;
- Level of community engagement and collaboration;
- System stakeholders’ engagement and collaboration;
- Data collection and analysis capacity; and
- Current juvenile justice policies and practices.

In July 2009, BI presented its written findings and recommendations to the Coordinating Subcommittee on Racial Disparities & Disproportionate Minority Contact/Confinement (DMC) in the Juvenile Justice System, a subcommittee of the New Jersey Council on Juvenile Justice System Improvement, the state’s oversight body for JDAI. The subcommittee is tasked with leading a collaborative effort among New Jersey’s juvenile justice stakeholders to reduce racial and ethnic disparities by developing data-driven practices, implementing community-based programming, and coordinating system reform initiatives. Each of the New Jersey counties engaged with BI are represented on the subcommittee. Therefore, the subcommittee also provides a forum for strategizing around issues common to all of the BI sites.

The RAC findings indicated that across the three sites, there were several similarities. For example, each of the sites had issues regarding youth securely detained for failing to appear in court and for probation violations. Further, stakeholders in each jurisdiction expressed a desire to more effectively incorporate community partners in their reform work.





Subsequently, BI staff presented findings from the RAC to the stakeholder groups in each of the three individual sites. These debriefing meetings served as the unofficial “kickoff” for the racial and ethnic disparities work in the respective sites. Over the course of the next three years, BI staff worked with stakeholders in Atlantic, Camden, and Monmouth counties to address racial and ethnic disparities. In 2011, the state contracted with BI to work in Mercer County. Due to the timing of the contract and relationships that BI had established with key stakeholders in the county, BI made a strategic decision not to conduct a Readiness Assessment Consultation in Mercer.

### C. BI Process for Using Data to Reduce Racial and Ethnic Disparities

In jurisdictions across the country, BI uses local data to identify whether and to what extent youth of color are overrepresented at various decision-making points in the juvenile justice system.

Intentionally, BI focuses initial attention on the decision around secure detention. BI believes that decision-makers should use secure detention only as a last resort when less restrictive options have been exhausted or are unavailable, pre- and post-adjudication. This belief is based on a significant body of research that indicates that secure confinement is, on the whole, harmful to youth. In addition, research demonstrates that pre-adjudication secure detention negatively affects youth during later stages in the juvenile justice process. For example, youth detained prior to adjudication are more likely to receive more severe dispositions than their similarly situated non-detained counterparts.<sup>1</sup> Based on this data and the reality that youth of color are disproportionately confined in secure facilities throughout the nation<sup>2</sup>, BI supports the proven best practice of limiting secure detention to those youth who present a significant community safety threat, and—in the case of pre-adjudication detention—a flight risk.

The BI process for using data to reduce racial and ethnic disparities in the juvenile justice system follows three basic steps:

- (1) **Identifying** racial and ethnic disparities;
- (2) Identifying, analyzing, and strategizing around a **target population** and implementing or piloting policy and practice change to reduce disparities; and
- (3) **Monitoring** reductions and measuring progress.

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<sup>1</sup> Leiber, M., and Fox, K. 2005. "Race and the impact of detention on juvenile justice decision making." *Crime & Delinquency* 51(4):470–497.

<sup>2</sup> See Sickmund, M., Sladky, T.J., and Kang, W. , "Census of Juveniles in Residential Placement Databook,"

<http://www.ojdp.gov/ojstatbb/ezacirp> According to the Census of Juveniles in Residential Placement Survey, in 2010, 179 Black and 78 Latinos were detained for every 100,000 juveniles. Only 33 Whites for every 100,000 juveniles were detained. According to 2010 data, Black youth were more than five times as likely as White youth to be detained; Latino and Native American youth are three times as likely as White youth to be detained.

Jurisdictions must first identify whether and to what extent disparities exist at various decision-making points throughout the juvenile justice system with a focus on pre-adjudication detention.

Second, jurisdictions should use data to identify a target population. Once a target population is identified, jurisdictions must analyze or “dig deeper” into the target population to learn more about policies, practices, and other factors that contribute to disproportionality and disparities. Once jurisdictions understand more about factors contributing to disparities that are under system stakeholder control, they can strategize about how changes in policy, practice, and/or procedure can result in reductions in disparities. In BI’s experience, the use of target populations works to focus disparity reduction efforts. When modifications to existing policy, practice, and/or procedure are developed, the jurisdiction should adopt or pilot a change. This is often a major hurdle in the process, as stakeholders are sometimes nervous about actually taking action. Often jurisdictions want to conduct additional research or control for more variables to ensure that the policy change will have the intended results. However, endless research will do nothing to reduce disparities if jurisdictions do not have the political will to implement new policies and practices.

Finally, jurisdictions must continually monitor how interventions have reduced unnecessary detention of youth of color and disparities. It is critical that jurisdictions do not assume that a successful intervention will remain successful over time. Sometimes interventions require modification, and monitoring progress regularly can help ensure that adjustments are made in a timely manner. Monitoring interventions is also useful in order to document success and share strategies with the field.

Importantly, these three steps for using data to reduce disparities must take place in the right context. A collaborative body comprised of system and community stakeholders must regularly review and deliberate on the data. The collaborative body must develop an institutional response to using the data. Not only should the collaborative body become comfortable with reviewing data representing key indicators of disparities in the juvenile justice

system, the collaborative should also develop a process for asking and answering data related questions in order to drive their disparity reduction efforts forward.

In New Jersey, each county used the BI data-driven process to identify, analyze, and in most cases, reduce detention utilization for youth of color. Each county had pre-existing JDAI committees that were familiar with reviewing data regularly. BI was able to ensure that existing committees that reviewed data did so with a racial and ethnic lens by continually asking committee members to review the data to understand the impact key decisions had on youth of color. The New Jersey Research and Reform Specialists provided invaluable assistance in producing key reports to answer questions posed by committee members.

In the county-specific sections below, BI reviews the reductions in detention utilization that occurred over the course of BI's engagement in New Jersey. Importantly, BI reviews these reductions in detention for youth of color using two metrics:

- (1) The number of youth of color detained; and
- (2) The rate<sup>3</sup> at which youth of color were detained.

Finally, BI reviews reductions in detention utilization for the key target populations identified in each county. In reviewing trends of the number of youth detained for the target population, BI uses the year prior to BI engagement as a baseline year.

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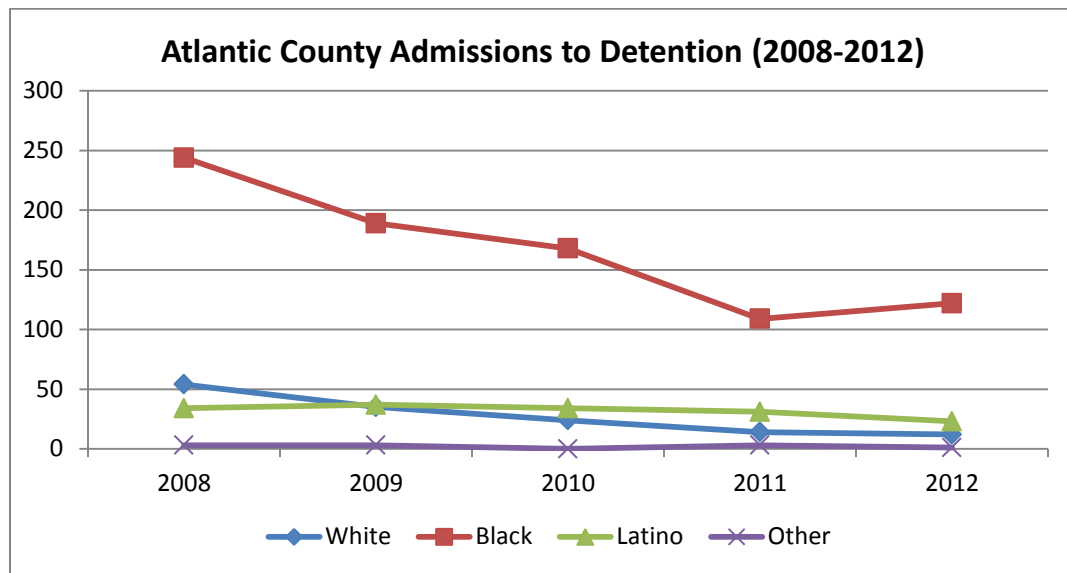
<sup>3</sup> Because demographic shifts can account, at least in part, for the reductions in system involvement for the number of youth admitted to secure detention, BI also reviews the rate at which youth of color were admitted to detention per 1,000 youth (ages 10-17) in each county.

## ATLANTIC COUNTY

### A. Overall Detention Utilization for Youth of Color

#### (1) Reductions in the number of youth of color detained in Atlantic County

Atlantic County significantly reduced detention utilization over the course of BI’s work with the county. As the table and chart below illustrate, between 2008 and 2012, there was a 52.8% reduction in the use of detention. While the percentage reduction was greater for White youth (77.8%) than it was for Black youth (50.0%), the reduction in the number of Black youth admitted (122) is noteworthy, and youth of color collectively account for 76.3% of the total reduction in detention admissions.

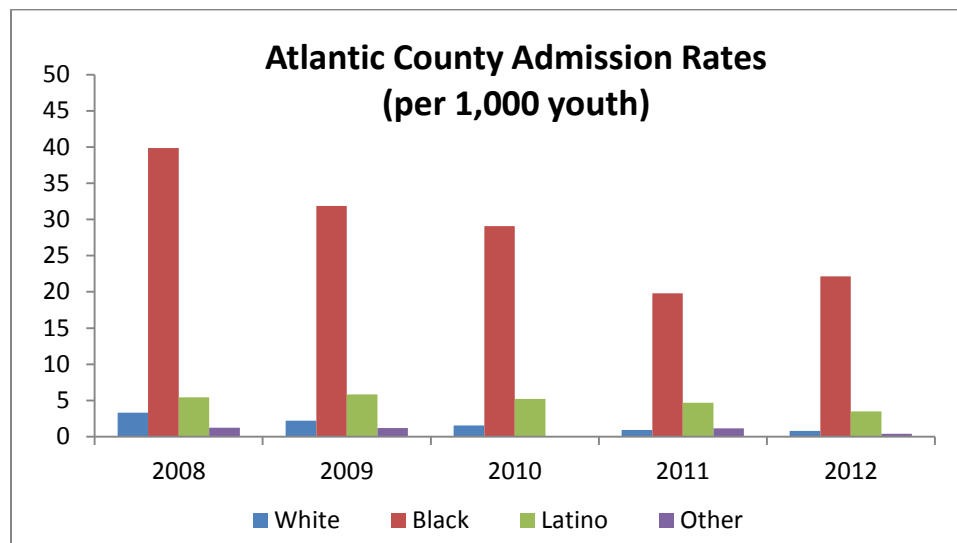


	White	Black	Latino	Other	Total
<b>2008</b>	54	244	34	3	335
<b>2009</b>	35	189	37	3	264
<b>2010</b>	24	168	34	0	226
<b>2011</b>	14	109	31	3	157
<b>2012</b>	12	122	23	1	158
<b>Percent Change 2008-2012</b>	<b>-77.8%</b>	<b>-50.0%</b>	<b>-32.4%</b>	<b>-66.7%</b>	<b>-52.8%</b>
<b>Numeric Change 2008-2012</b>	<b>-42</b>	<b>-122</b>	<b>-11</b>	<b>-2</b>	<b>-177</b>



**(2) Reductions in the rate at which youth of color were detained in Atlantic County**

As the table and chart below illustrate, the rate of admission to detention for Black and Latino youth decreased significantly from 2008 to 2012. In 2008, for every 1,000 Black youth in Atlantic County, 40 were detained, dropping to 22 in 2012. In 2008, for every 1,000 Latino youth in the county, 34 were detained, dropping to 23 in 2012. The rate of detention for White youth also decreased – from 3.3 per every 1,000 youth in 2008 to 0.8 in 2012.



	White	Black	Latino	Other	Total
<b>Youth Population (2008)</b>	16,226	6,118	6,242	2,453	31,039
<b>Detention Admissions (2008)</b>	54	244	34	3	335
<b>Rate of Admissions (2008)</b>	<b>3.33</b>	<b>39.88</b>	<b>5.45</b>	<b>1.22</b>	<b>10.79</b>
<b>Youth Population (2012)</b>	14,927	5,505	6,608	2,639	29,679
<b>Detention Admissions (2012)</b>	12	122	23	1	158
<b>Rate of Admissions (2012)</b>	<b>0.80</b>	<b>22.16</b>	<b>3.48</b>	<b>0.38</b>	<b>5.32</b>

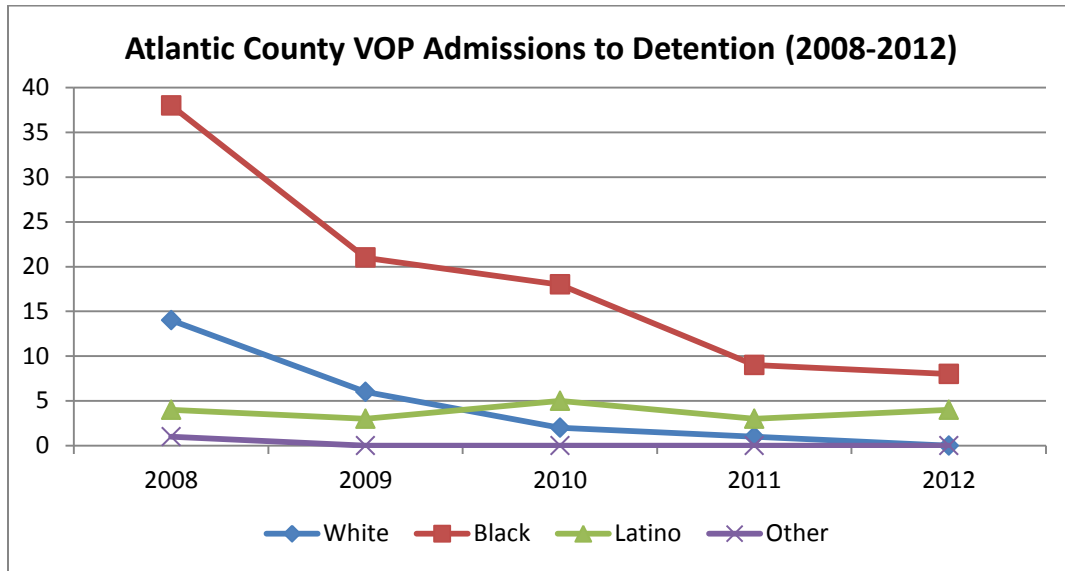
## **B. Atlantic County Target Populations**

BI guided the stakeholder group in Atlantic County in collecting and analyzing data, which revealed three target populations. These target populations included youth admitted to detention for: violations of probation (VOPs), failure to appear in court (FTAs), and violation of alternatives to detention (ATD violations).

BI encouraged stakeholders to focus on these target populations for several reasons. First, these target populations were among the top five most frequent reasons why youth of color were admitted to detention. Second, the target populations were tied to violations of court-ordered rules/conditions (as opposed to new delinquency offenses), and BI believed the stakeholders would be open to considering other means for handling these youth outside of secure detention.

### **Target Population #1: Violations of Probation (VOPs)**

Atlantic County significantly reduced detention utilization for violations of probation over the course of BI's work with the county. As the following table and chart illustrate, between 2008 and 2012, there was a 78.9% reduction in detention admissions for VOPs, with White youth experiencing a 100% reduction and Black youth a 78.9% reduction; admissions for VOPs among Latino youth remained unchanged. While White youth experienced a larger percentage reduction, the numeric reduction for Black youth was twice as large (30) as that for White youth (14), and youth of color account for 68.9% of the total reduction in VOP admissions between 2008 and 2012.



	White	Black	Latino	Other	Total
<b>2008</b>	14	38	4	1	57
<b>2009</b>	6	21	3	0	30
<b>2010</b>	2	18	5	0	25
<b>2011</b>	1	9	3	0	13
<b>2012</b>	0	8	4	0	12
<b>Percent Change 2008-2012</b>	<b>-100.0%</b>	<b>-78.9%</b>	<b>0.0%</b>	<b>-100.0%</b>	<b>-78.9%</b>
<b>Numeric Change 2008-2012</b>	<b>-14</b>	<b>-30</b>	<b>0</b>	<b>-1</b>	<b>-45</b>

**Analysis and Strategy Behind the Reductions in VOPs**

In accordance with the BI process, the stakeholders analyzed the data to learn more about why the violations were issued. The stakeholders learned that in 2009, 35% of VOP detention admissions were for a youth being AWOL or negatively discharged from a residential program. Further analysis of 2009 and 2010 data revealed that the majority of these youth were from two municipalities: Atlantic City and Pleasantville.

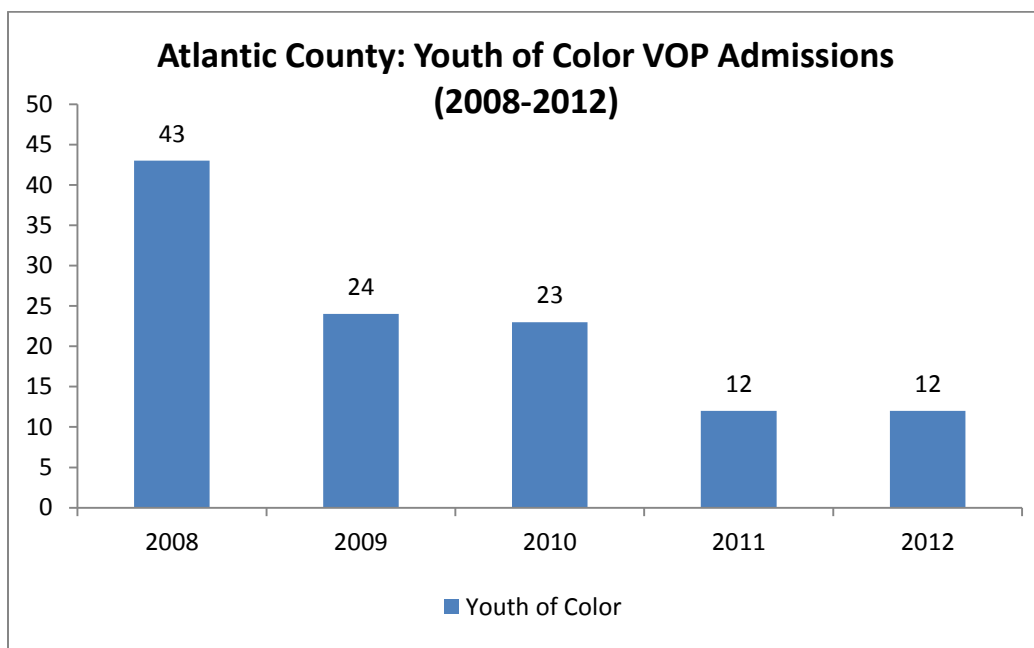
Between October 2009 and January 2010, the stakeholder group discussed potential responses to reduce VOP detention admissions. For example, the group agreed to review discharge policies from residential programs, review the county’s contract with Perform Care (the child behavioral health agency), and work with the community to increase community





engagement. During this period, BI positively engaged Probation leadership, who in turn provided specific data to the larger group on a regular basis regarding violations and the circumstances that prompted the violations. This allowed the group to better understand the challenges faced by probation officers working with the youth, and to therefore identify realistic and programmatically sustainable responses. Probation made a commitment to exhaust all other responses to rule violations prior to requesting placement in detention, including, for example, reliance on administrative reviews and other graduated sanctions. Additionally, all VOPs were required to be reviewed by a supervisor prior to filing. This heightened attention to probation practices has resulted in positive changes.

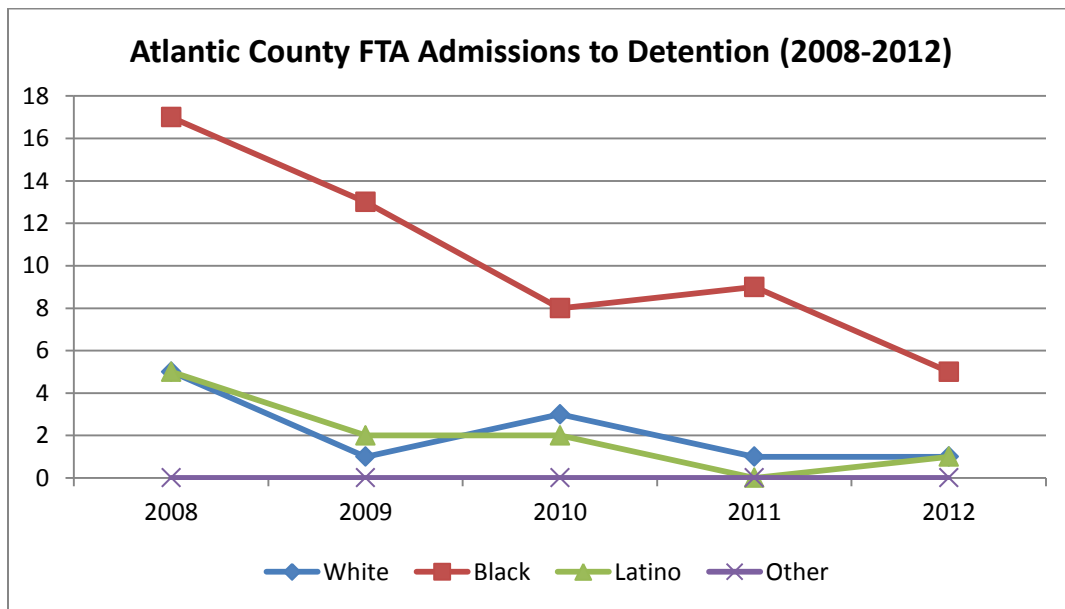
Importantly, during 2011, BI shifted its focus in Atlantic County to identifying strategies to better engage community partners. Thus, BI's presence decreased dramatically at the monthly collaborative meetings from that point through the initiative's end in 2012. However, Atlantic County's stakeholders remained committed to maintaining a low number of probation violations. Consequently, since 2008, Atlantic County has seen a continuing decrease in VOP admissions for youth of color, dropping from 43 in 2008 to 12 in 2012.





**Target Population #2: Failures to Appear (FTAs)**

Over the course of BI’s work with Atlantic County, there was a reduction in detention utilization for FTAs. As the table and chart below illustrate, between 2008 and 2012, there was a 74.1% decrease in the use of detention for FTAs for all youth, with White youth and Latino youth experiencing an 80.0% reduction, and Black youth a 70.6% reduction. FTA admissions for youth of color collectively decreased by 72.7%, accounting for 80.0% of the total decrease in FTA admissions to detention between 2008 and 2012.



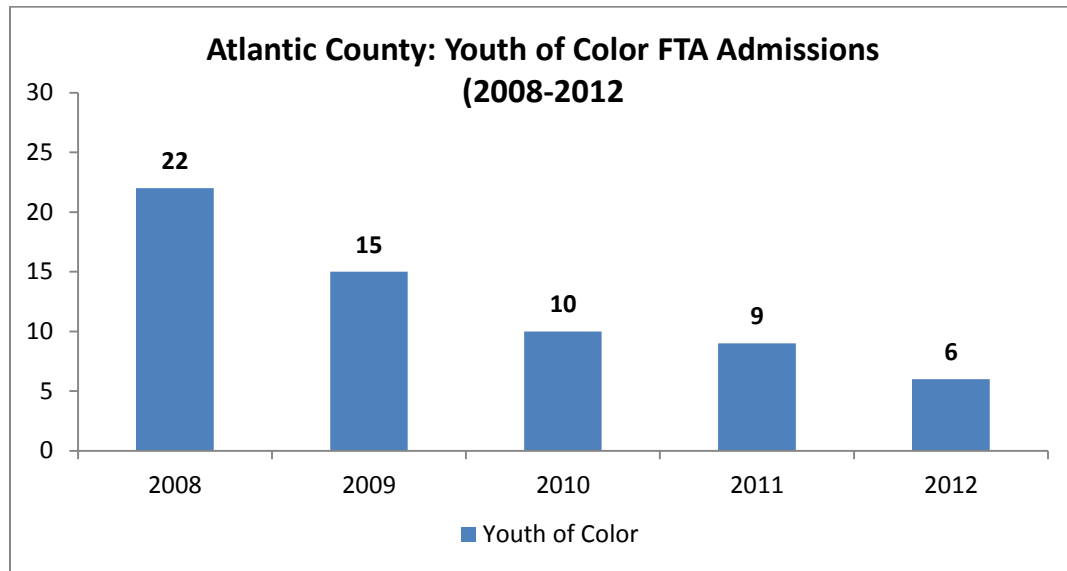
	White	Black	Latino	Other	Total
<b>2008</b>	5	17	5	0	27
<b>2011</b>	1	13	2	0	16
<b>2010</b>	3	8	2	0	13
<b>2009</b>	1	9	0	0	10
<b>2012</b>	1	5	1	0	7
<b>Percent Change 2008-2012</b>	<b>-80.0%</b>	<b>-70.6%</b>	<b>-80.0%</b>	<b>0</b>	<b>-74.1%</b>
<b>Numeric Change 2008-2012</b>	<b>-4</b>	<b>-12</b>	<b>-4</b>	<b>0</b>	<b>-20</b>



### **Analysis and Strategy Behind the Reductions in FTAs**

The stakeholder group spent several months discussing the issues related to FTA admissions. BI worked with the group to clarify the process by which youth were notified of court hearings. As is the case in jurisdictions nationwide, this exercise revealed that group members had varying levels of understanding regarding the notification process. These discussions were informative and helped group members better understand the notification process and how it may contribute to failure to appear.

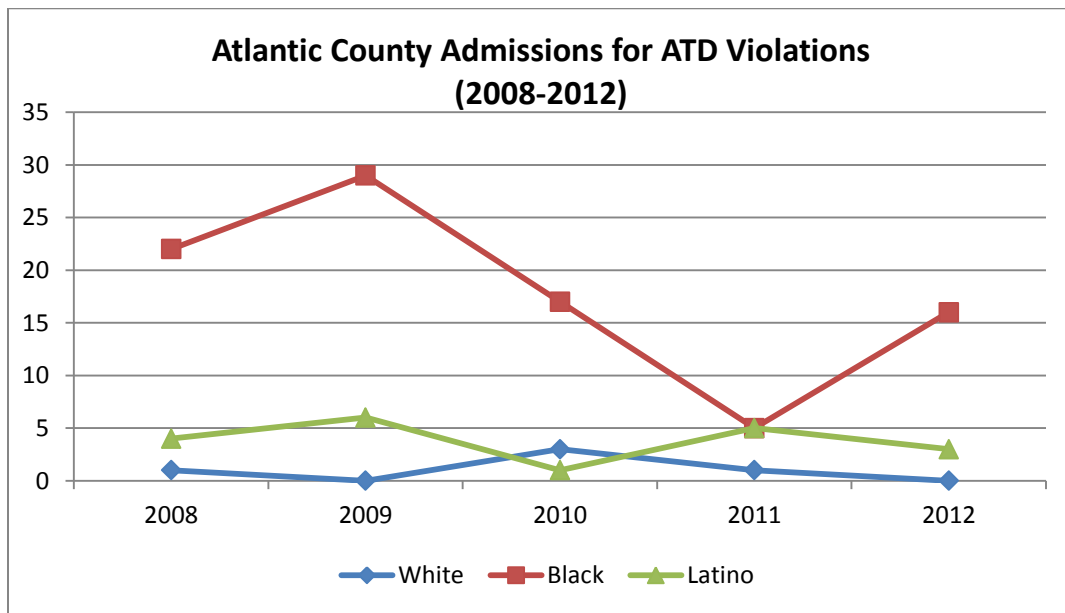
The group engaged the issue by formalizing a policy whereby system stakeholders (i.e., public defender, alternative program representative, family division staff, and probation staff) remind youth about upcoming hearings, appointments, etc., whenever they contact youth in the course of their duties. As a result, FTA admissions for youth of color dropped from 22 in 2008 to 6 in 2012.





**Target Population #3: Violations of Alternatives to Detention (ATD Violations)**

Atlantic County reduced detention utilization for ATD violations over the five year period of interest. As the table and chart below illustrate, between 2008 and 2012, there was a 29.6% reduction in the use of detention for ATD violations. Black youth experienced a 27.3% reduction and Latino youth experienced a 25.0% reduction. While White youth experienced a 100% reduction, this reflects a decrease from 1 to 0 youth. It is also important to note from 2008 to 2011, Black youth experienced a 77.3% decrease in admissions for ATD violations. Despite the uptick for Black youth between 2011 and 2012, youth of color collectively account for 87.5% of the total reduction in detention admissions for an ATD violation between 2008 and 2012.



	White	Black	Latino	Other	Total
<b>2008</b>	1	22	4	0	27
<b>2009</b>	0	29	6	0	35
<b>2010</b>	3	17	1	0	21
<b>2011</b>	1	5	5	0	11
<b>2012</b>	0	16	3	0	19
<b>Percent Change 2008-2012</b>	<b>-100.0%</b>	<b>-27.3%</b>	<b>-25.0%</b>	<b>0</b>	<b>-29.6%</b>
<b>Numeric Change 2008-2012</b>	<b>-1</b>	<b>-6</b>	<b>-1</b>	<b>0</b>	<b>-8</b>



### **Analysis and Strategy Behind the Reductions in ATD Violations**

In the first year of the work, the group discussed at length how to prevent youth from violating detention alternatives. These discussions revealed important information. For example, the data revealed that due to recent reforms, alternative programs were populated with higher-level and more challenging youth than the system would have previously admitted to secure detention. The primary outcome of these discussions was that alternative program staff agreed to continue accessing additional resources and to create incentives for youth to follow the rules of the alternative programs.

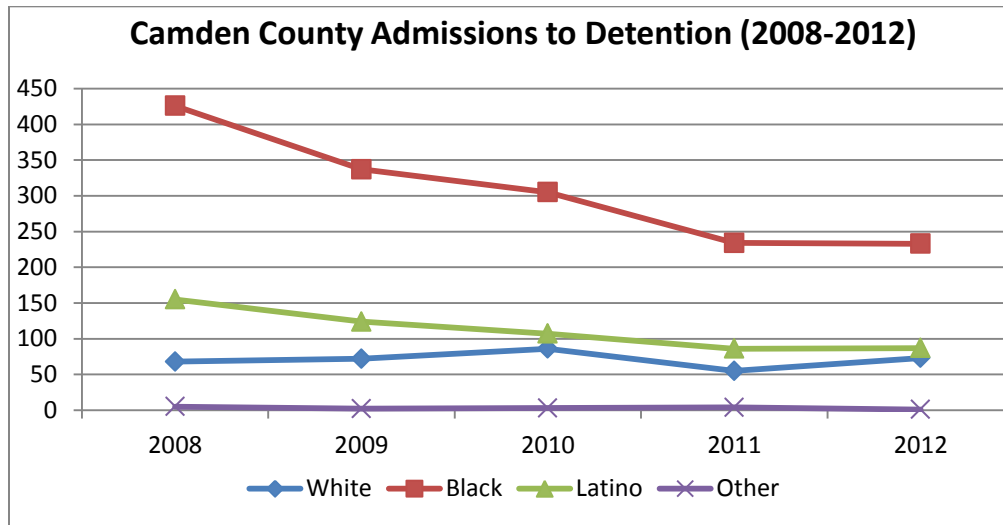
As a result of this process, staff of the detention alternative programs surveyed youth to obtain feedback regarding their views of the programs and potential improvements. The initial surveys revealed that many youth were violating the program because they had too much idle time and lacked activities to keep them busy. Consequently, the subcommittee developed a resource guide, which provides youth with a list of available resources in the community. Through Atlantic County's overall JDAI efforts, youth on detention alternatives also have access to a job program and a case manager. The stakeholder group will continue to use this type of information and feedback to inform its work regarding ongoing solutions to reduce violations and increase success on detention alternatives.

## CAMDEN COUNTY

### A. Overall Detention Utilization for Youth of Color

#### (1) Reductions in the number of youth of color detained in Camden County

Camden County has substantially reduced utilization of detention in the course of the county’s work with BI. As the table and chart below illustrates, between 2008 and 2012, there was a 39.8% reduction in the use of detention. Nearly 200 fewer Black youth were admitted in 2012 than had been in 2008, a reduction of 45.3%. Similarly, the number of Latino youth admitted to detention during this same time period declined by 43.9%, with 68 fewer Latino youth admitted. On the other hand, the relatively small number of White youth admitted to secure detention increased slightly, up 7.4%.

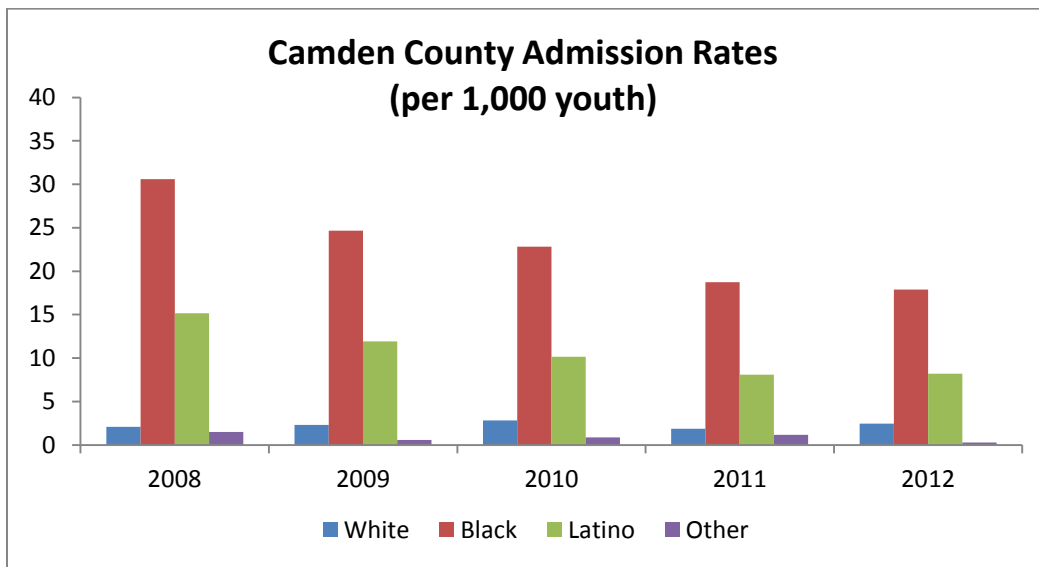


	White	Black	Latino	Other	Total
<b>2008</b>	68	426	155	5	654
<b>2009</b>	72	337	124	2	535
<b>2010</b>	86	305	107	3	501
<b>2011</b>	55	243	86	4	388
<b>2012</b>	73	233	87	1	394
<b>Percent Change 2008-2012</b>	<b>+7.4%</b>	<b>-45.3%</b>	<b>-43.9%</b>	<b>-80.0%</b>	<b>-39.8%</b>
<b>Numeric Change 2008-2012</b>	<b>+5</b>	<b>-193</b>	<b>-68</b>	<b>-4</b>	<b>-260</b>



**(2) Reductions in the rate at which youth of color were detained in Camden County**

The rates at which youth of color were admitted to detention per 1,000 youth in Camden County also declined over the period from 2008 to 2012. The data shown in the chart and table below demonstrate that in 2008 approximately 31 Black youth were detained for every 1,000 Black youth, dropping to 18 in 2012. Similarly, the rates at which Latino youth were detained fell from 15 per 1,000 Latino youth in 2008 to 8 per 1,000 Latino youth in 2012. The rate for White youth remained relatively flat, increasing slightly, from 2.1 per every 1,000 White youth in 2008 to 2.5 in 2012.



	White	Black	Latino	Other	Total
<b>Youth Population (2008)</b>	32,483	13,929	10,222	3,366	60,000
<b>Detention Admissions (2008)</b>	68	426	155	5	654
<b>Rate of Admissions (2008)</b>	<b>2.09</b>	<b>30.58</b>	<b>15.16</b>	<b>1.49</b>	<b>10.90</b>
<b>Youth Population (2012)</b>	29,633	12,914	10,612	3,459	56,618
<b>Detention Admissions (2012)</b>	73	231	87	1	392
<b>Rate of Admissions (2012)</b>	<b>2.46</b>	<b>17.89</b>	<b>8.20</b>	<b>0.29</b>	<b>6.92</b>

## **B. Target Populations**

In Camden County, BI worked with the Racial Disparities Subcommittee to identify four target populations based on data: violations of probation (VOPs), failure to appear in court (FTAs), alternatives to detention violations (ATD violations), and youth charged with drug/CDS offenses. These four offenses were among the top five reasons for secure detention for youth of color. However, as the Camden Racial Disparities Subcommittee moved forward, the group decided to focus their initial efforts on examining VOPs, FTAs, and ATD violations. The stakeholder group engaged in BI's process of digging deeper into these three identified target populations to better understand the specific reasons for the detention admissions and determine whether non-secure alternatives exist for those youth.

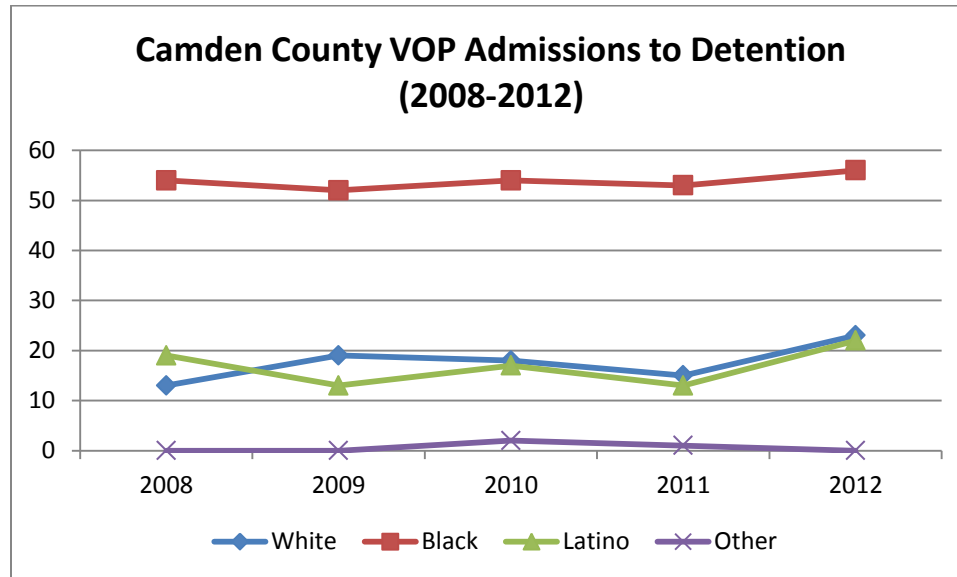
### **Target Population #1: Violations of Probation (VOPs)**

The chart and table that follow illustrate that the number of admissions to detention resulting from VOPs actually increased by 15.1% in Camden County between 2008 and 2012.<sup>4</sup> The largest increase occurred for White youth, up 76.9%, while admissions for a VOP for youth of color increased by 4.1%. The larger increase for White youth resulted in a decrease in the proportion of VOP admissions comprised of youth of color. In 2008, youth of color accounted for 84.9% of all VOP admissions, dropping to 76.8% in 2012, a decrease of 8.1 percentage points.

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<sup>4</sup> Despite the increase from 2008 to 2012, Camden's admissions to detention for VOPs has decreased dramatically since JDAI inception in 2004.





	White	Black	Latino	Other	Total
<b>2008</b>	13	54	19	0	86
<b>2009</b>	19	52	13	0	84
<b>2010</b>	18	54	17	2	91
<b>2011</b>	15	53	13	1	82
<b>2012</b>	23	54	22	0	99
<b>Percent Change 2008-2012</b>	<b>+76.9%</b>	<b>0.0%</b>	<b>+15.8%</b>	<b>0</b>	<b>+15.1%</b>
<b>Numeric Change 2008-2012</b>	<b>+10</b>	<b>0</b>	<b>+3</b>	<b>0</b>	<b>+13</b>

### Analysis and Strategy Behind Changes in VOPs

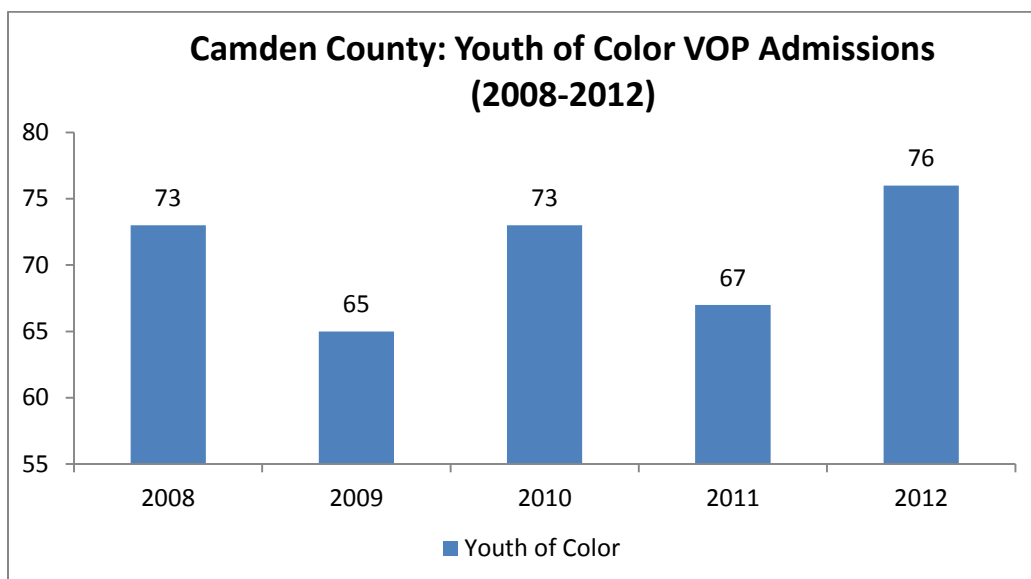
It is important to point out that the small increase in VOP admissions between 2008 and 2012 follows a precipitous decline in VOP admissions achieved in the first several years of JDAI implementation in Camden; VOP admissions in 2012 remain substantially lower than in 2003, the year prior to JDAI implementation in Camden. Despite the small, more recent increase in VOP admissions, the work with BI led to important strategies that will continue to inform Camden’s work going forward.

Camden reviewed additional data that indicated more than half (59%) of the VOP admissions were the result of program violations. BI guided the stakeholder group in



discussions regarding probation practice and potential strategies for reducing VOP detention admissions and program violations. The group determined that further engaging probation line staff in both JDAI and the disparities reduction work was a critical first step. As a result, BI staff and the JDAI Research and Reform Specialist held an informative two-hour discussion group with Camden’s probation staff. The meeting provided line staff with an opportunity to learn more about the past and present reform efforts occurring in Camden County and to discuss challenges they face working with the youth on their caseload. As a result of this guided engagement, probation line staff began routinely attending stakeholder meetings, which has strengthened Camden’s overall disparities reduction efforts.

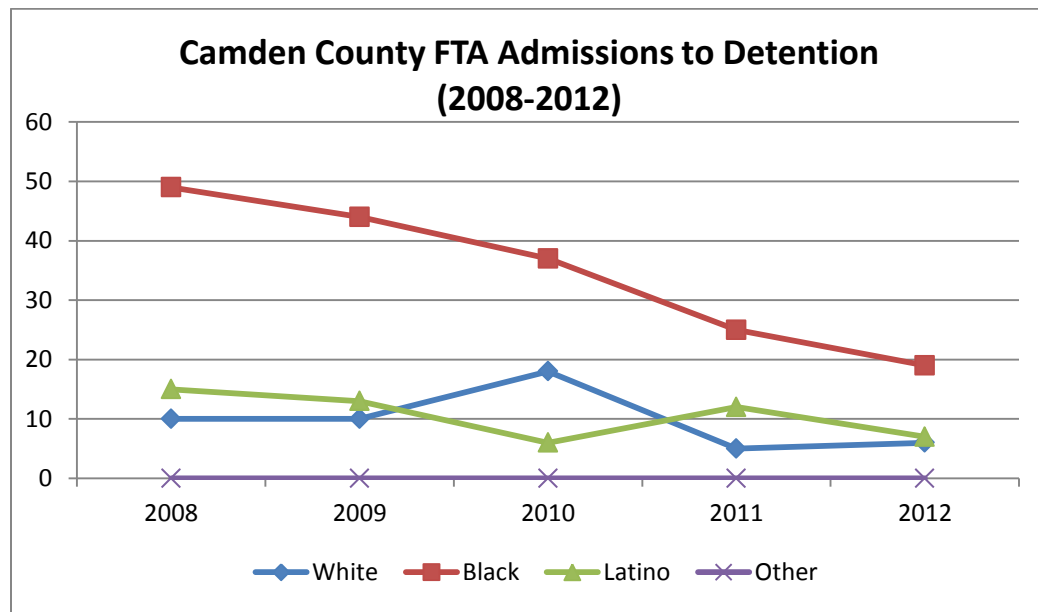
The discussion also illustrated the many challenges probation staff often face when trying to address the needs of youth on their caseload. Specifically, the conversation uncovered probation staff’s need to improve its relationships and knowledge of the programs that serve youth on probation. A significant innovation resulting from probation activity is that line staff developed a forum whereby stronger relationships and information can be shared with various programs.





**Target Population #2: Failures to Appear (FTAs)**

Admissions to detention for FTAs, shown below, declined among Black, Latino, and White youth between 2008 and 2012. Black youth experienced the largest decrease in FTA admissions to detention. In 2012, there were 30 fewer Black youth admitted to detention for FTAs than in 2008, a decline of 61.2%. Latino and White youth also saw declines of 53.3% and 40.0% during this time, respectively.

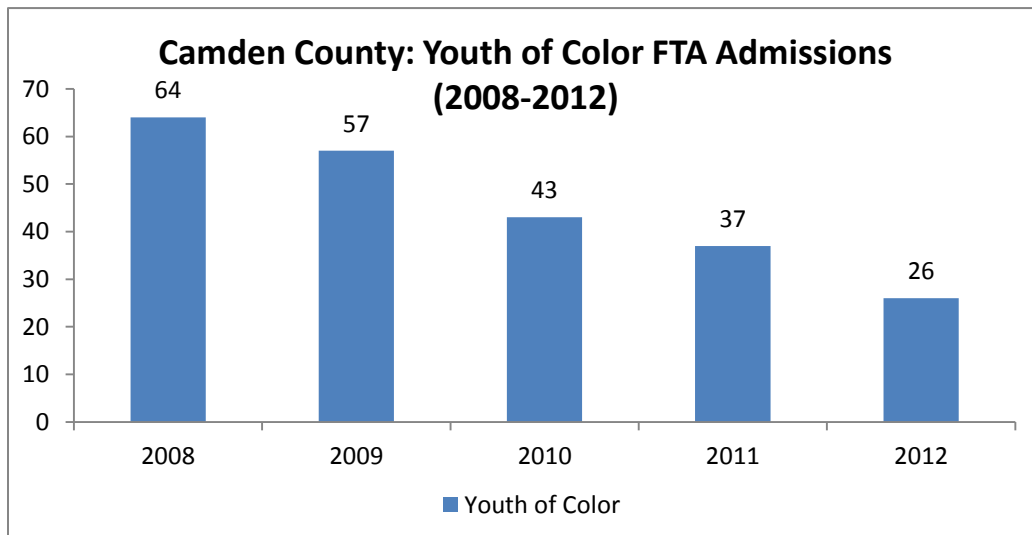


	White	Black	Latino	Other	Total
2008	10	49	15	0	74
2009	10	44	13	0	67
2010	18	37	6	0	61
2011	5	25	12	0	42
2012	6	19	7	0	32
<b>Percent Change 2008-2012</b>	<b>-40.0%</b>	<b>-61.2%</b>	<b>-53.3%</b>	<b>0</b>	<b>-56.8%</b>
<b>Numeric Reduction 2008-2012</b>	<b>-4</b>	<b>-30</b>	<b>-8</b>	<b>0</b>	<b>-42</b>

**Analysis and Strategy Behind the Reductions in FTAs**

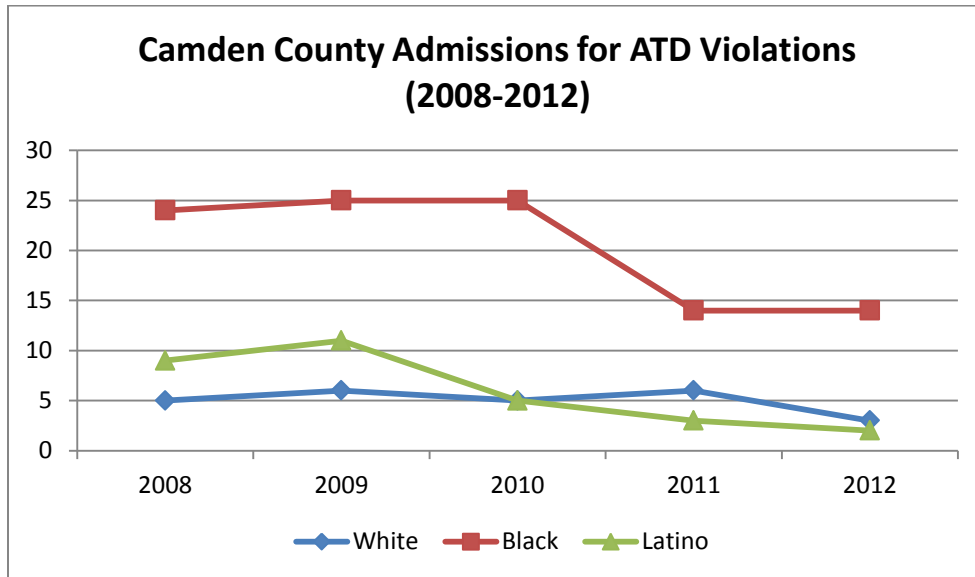
The FTA workgroup continued to review the FTA data and discuss the reasons for FTAs for various court hearings. Additional analysis revealed that many youth failed to appear at the

first scheduled court hearing. Based on these discussions, the group established a caller notification program whereby Family Division staff would make reminder calls to youth in advance of the first scheduled court hearing. The group candidly discussed the value of using resources to implement this process when, relative to many other jurisdictions, they already had a very high appearance rate (more than 80%). In the end, the group agreed to implement the notification program as a means to reduce disparities. Comparing a two-month period from 2009 (prior to program implementation) to the same two months in 2010 (following program implementation), there was a 46% reduction in the issuance of FTA bench warrants. Overall, from 2008 to 2012, FTA detention admissions for youth of color decreased by nearly 60%.



### **Target Population #3: Violations of Detention Alternatives (ATD Violations)**

The number of youth admitted for ATD violations decreased for all youth between 2008 and 2012. White youth experienced a 40.0% decrease, Black youth a 41.7% decrease, and Latino youth experienced the greatest decrease, with 77.8% fewer youth admitted for an ATD violation. Furthermore, youth of color combined experienced a 51.5% decrease, accounting for 89.5% of the reduction in detention admissions for an ATD violation.



	White	Black	Latino	Other	Total
<b>2008</b>	5	24	9	0	38
<b>2009</b>	6	26	11	0	43
<b>2010</b>	5	25	5	0	35
<b>2011</b>	6	14	3	0	23
<b>2012</b>	3	14	2	0	19
<b>Percent Change 2008-2012</b>	<b>-40.0%</b>	<b>-41.7%</b>	<b>-77.8%</b>	<b>0</b>	<b>-50.0%</b>
<b>Numeric Reduction 2008-2012</b>	<b>-2</b>	<b>-10</b>	<b>-7</b>	<b>0</b>	<b>-19</b>

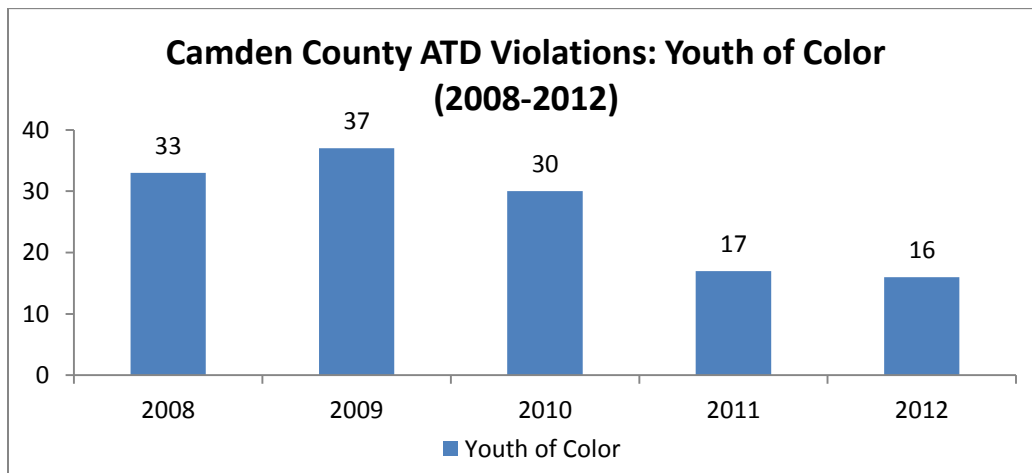
### Analysis and Strategy Behind the Reductions in ATD Violations

BI staff began meeting regularly with the detention alternative workgroup to discuss various issues that arose from Camden’s data analysis. To date, as a result of BI’s technical assistance, Camden has achieved two primary outcomes regarding detention alternative violations. First, after reviewing data, BI staff and the JDAI Research and Reform Specialist noted that the evening reporting center was consistently underutilized. Detention alternative staff acknowledged the need to continue encouraging the Court to use the reporting center, and since early 2010, the center has consistently remained at its maximum capacity.



Second, over the course of several workgroup meetings, detention alternative officers explained that if the young people on their caseload had increased access to educational and employment opportunities, violations would decrease. Based on this insight, the workgroup collaborated with a local program to provide youth placed on an alternative the opportunity to receive additional education, job training, and potential job placement.

Importantly, the program design allows youth to continue receiving program benefits if they are placed on probation. The workgroup’s goal was to have the process up and running for a small sample of youth on detention alternatives by the end of 2010. Despite multiple attempts to implement the program, there have been few referrals to the program in 2012. Although the program did not have the impact stakeholders had hoped for, the detention alternative workgroup continued to place a heightened emphasis on this population of youth which led to a steady decrease in admissions to detention for alternative violations. For example, for kids demonstrating minor types of noncompliance with home detention/electronic monitoring, in lieu of a violation or a warrant, staff have started referring youth to the Evening Reporting Center as a “step-up.” Staff also discussed the various reasons why kids leave home when on an alternative and reached consensus that not all kids are “running away” or “absconding.” The group identified a population of kids on alternatives who leave home for a short period of time because of conflict in the home, and agreed that detention could be avoided for this population of kids.

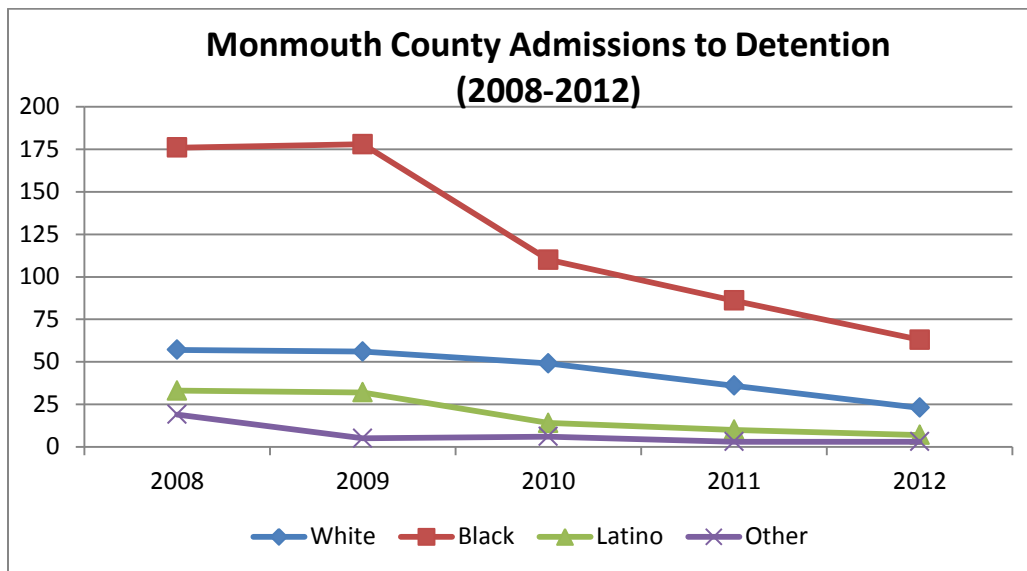


## MONMOUTH COUNTY

### A. Overall Detention Utilization for Youth of Color

#### (1) Reductions in the number of youth of color detained in Monmouth County

Monmouth County has substantially reduced utilization of detention in the course of the county’s work with BI. As the table and chart below illustrates, between 2008 and 2012, there was a 66.3% reduction in the use of detention. Collectively, admissions to detention for youth of color dropped by 68.0%. Admissions for Latino youth decreased 78.8%, admissions for Black youth dropped 64.2%, and admissions for all other minority youth decreased 84.2%. Admissions for White youth also decreased, but to a somewhat lesser extent (59.6%).

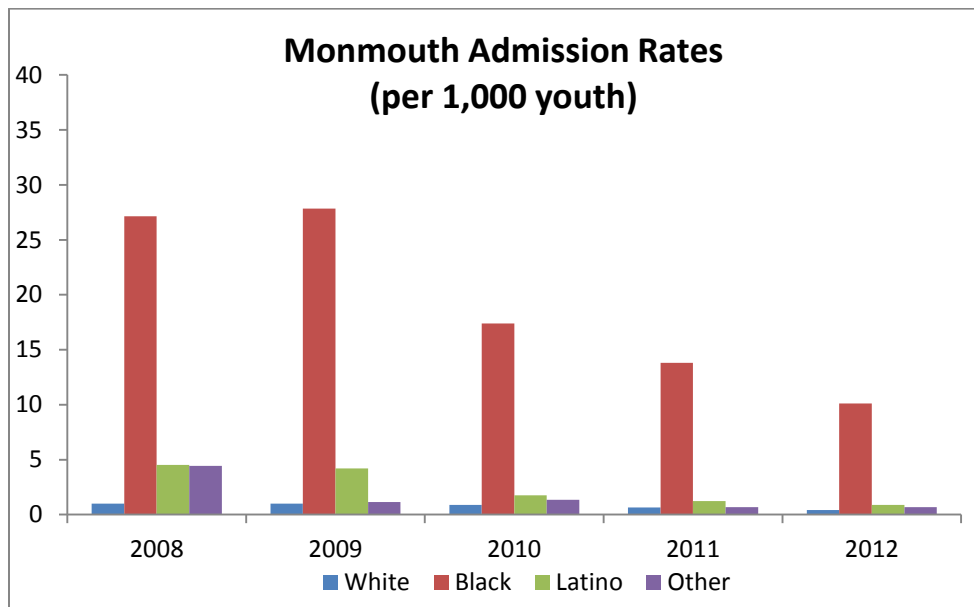


	White	Black	Latino	Other	Total
<b>2008</b>	57	176	33	19	285
<b>2009</b>	56	178	32	5	271
<b>2010</b>	49	110	14	6	179
<b>2011</b>	36	86	10	3	135
<b>2012</b>	23	63	7	3	96
<b>Percent Change 2008-2012</b>	<b>-59.6%</b>	<b>-64.2%</b>	<b>-78.8%</b>	<b>-84.2%</b>	<b>-66.3%</b>
<b>Numeric Change 2008-2012</b>	<b>-34</b>	<b>-113</b>	<b>-26</b>	<b>-16</b>	<b>-189</b>



**(2) Reductions in the rate at which youth of color were detained in Monmouth County**

The rates at which youth of color were admitted to secure detention per 1,000 youth in the Monmouth County population decreased from 2008 to 2012. The rate at which Black youth were admitted to detention decreased from 27 per 1,000 Black youth in the county in 2008, to 10 per 1,000 in 2012. The rate at which Latino youth were admitted to detention decreased from over 4 per 1,000 Latino youth in 2008, to less than 1 per 1,000 Latino youth in 2012. The rate of admission to detention for White youth in Monmouth County also declined, from about 1 per 1,000 in 2008, to 0.4 per 1,000 in 2012.



	White	Black	Latino	Other	Total
<b>Youth Population (2008)</b>	57,788	6,486	7,284	4,272	75,830
<b>Detention Admissions (2008)</b>	57	176	33	19	285
<b>Rate of Admissions (2008)</b>	<b>0.99</b>	<b>27.14</b>	<b>4.53</b>	<b>4.45</b>	<b>3.76</b>
<b>Youth Population (2012)</b>	54,349	6,231	8,036	4,451	73,067
<b>Detention Admissions (2012)</b>	23	63	7	3	96
<b>Rate of Admissions (2012)</b>	<b>0.42</b>	<b>10.11</b>	<b>0.87</b>	<b>0.67</b>	<b>1.31</b>



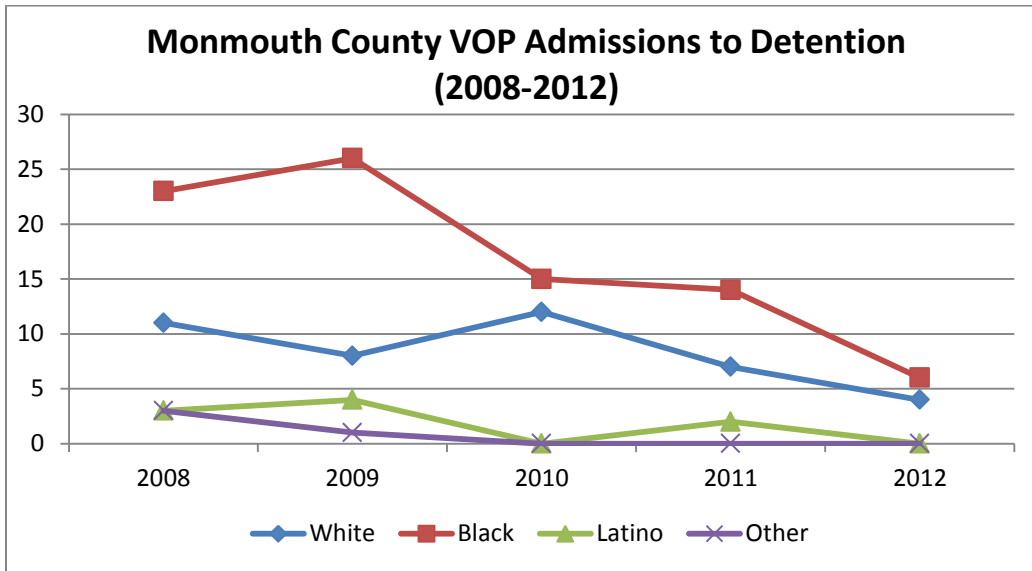
## **B. Target Populations**

In Monmouth County, BI assisted the stakeholder group in identifying three target populations: violations of probation (VOPs), aggravated assault, and violations of alternatives to detention (ATD violations). These three offenses were among the top five reasons for secure detention admissions for youth of color.

After selecting the target populations, the larger county JDAI stakeholder group agreed to have the racial and ethnic disparities work occur in a smaller workgroup. Unlike Atlantic and Camden counties, the Monmouth workgroup elected to focus on one target population at a time, beginning with VOPs. This was the primary target population focused on by the Monmouth DMC workgroup for the duration of BI's work in New Jersey. In addition, because of the growing disparity in length of stay (LOS) for youth of color, the workgroup also identified this as another primary focus of their work with BI.

### **Target Population #1: Violations of Probation (VOPs)**

The number of admissions to detention as a result of VOPs declined by 75.0% for all youth in Monmouth County between 2008 and 2012, as shown below. The number of Black youth admitted for VOPs decreased dramatically, falling from 23 in 2008 to only 6 in 2012, a decline of 73.9%. There were no Latino youth admitted as a result of VOPs in 2012, down from 3 in 2008, and the number of White youth admitted to detention for a VOP fell from 11 in 2008 to 4 in 2012, a decline of 63.6%. Collectively, admissions to detention for a VOP for youth of color decreased 79.3%, accounting for 76.7% of the drop in VOP admissions.



	White	Black	Latino	Other	Total
<b>2008</b>	11	23	3	3	40
<b>2009</b>	8	26	4	1	39
<b>2010</b>	12	15	0	0	27
<b>2011</b>	7	14	2	0	23
<b>2012</b>	4	6	0	0	10
<b>Percent Change 2008-2012</b>	<b>-63.6%</b>	<b>-73.9%</b>	<b>-100.0%</b>	<b>-100.0%</b>	<b>-75.0%</b>
<b>Numeric Change 2008-2012</b>	<b>-7</b>	<b>-17</b>	<b>-3</b>	<b>-3</b>	<b>-30</b>

**Analysis and Strategy Behind the Reductions in VOPs**

To better understand the nature of probation violations, members of Monmouth’s workgroup reviewed the written narratives that described the behavior that triggered a VOP. Further analysis revealed that while probation violations triggered by a program violation represented only 14.7% of all VOPs filed, these program violations represented 38.5% of admissions to detention for a VOP in Monmouth County. In addition, youth of color comprised 70% of admissions for VOP program violations. Thus, the group primarily focused on identifying strategies to reduce VOP admissions for program violations.

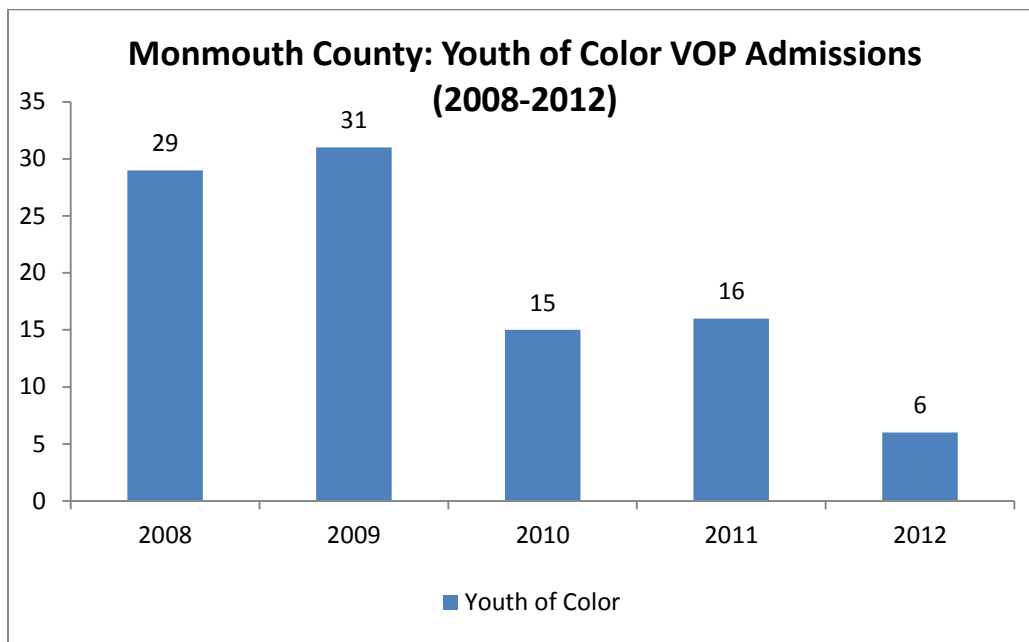
In many instances, the group noted that the behavior that caused the violation and subsequent negative program discharge was the same behavior triggering the initial decision to place the youth in the program. To strengthen and broaden the workgroup’s understanding of the process, BI met with probation staff to discuss their work, the youth and families on their caseload, systemic challenges, and anything else impacting their decision-making. The discussion was invaluable and underscored the need to collaborate with key decision makers, such as program providers, as the work moved forward.

After several months of reviewing detailed information regarding the nature of the program violations, the group worked to establish realistic responses to program violations. The group developed a “Community Coaches” (Coaches) intervention, which serves as an additional tool for probation officers to use prior to filing a VOP for a youth in a program.

The Community Coaches work for the Mercy Center, a local community-based organization, and received training from that organization. An outside contractor, Ruben Austria, who is part of BI’s Community Justice Network for Youth, also trained the Coaches. Initially, the Coaches were to focus on a sample of youth from Asbury Park since the data identified that area as a disproportionately high contributor to VOP admissions for youth of color for program violations. The program design requires calling a Coach to intervene with the young person and the program for behaviors that usually result in a VOP and a negative discharge from the program. However, during the program’s development, conditions changed such that the program is actually broader in scope than what was initially discussed.

Eventually, the group finalized and implemented the Community Coaches program. Importantly, Probation and the Coaches have continued to collaborate to ensure that stakeholders have clear expectations regarding the program and to ensure that the program is meeting the needs of the identified target population. An important aspect in trying to sustain the program is the additional effort both partners have committed to during this process. Probation and the Coaches communicate regularly to troubleshoot any issues, barriers, and/or challenges that arise. This allows either party to make the necessary adjustments as needed.

For example, the program was initially conceptualized to respond to kids from Asbury Park who were in danger of being removed from programs. Though this is still a target population, the demographics of kids on probation changed such that there are fewer kids on probation from Asbury Park and an even fewer number of kids placed in a program, resulting in modifications to the program design and goals. Throughout the process, the various system partners demonstrated a high level of professionalism and a willingness to think “outside the box” which will benefit them as they move forward to address the remaining target populations.



### **Target Population #2 and #3: Failures to Appear (FTAs) and ATD Violations (ATD)**

As noted above, these two target populations were not a focus in Monmouth County. Therefore, an analysis comparing pre/post BI is not included in the report summary. Since the data has remained relatively unchanged for both target populations, it is recommended that Monmouth examine both FTA and ATD violation admissions for youth of color as part of their continued work to reduce racial and ethnic disparities and DMC.



### **Target Population: Average Length of Stay (ALOS) in Detention**

In 2010, in Monmouth County, ALOS in detention prior to release to a detention alternative was 10.8 days. Additionally, while 86.7% of White youth are released to an alternative within 10 days, only 69.1% of Minority youth were released to an alternative within 10 days. Lastly, 8.8% of Minority youth remain in detention longer than 30 days prior to release to an alternative, compared to just 1.7% of White youth. Case studies conducted on cases where ALOS exceeded 20 days for youth ultimately released to an alternative indicated that “family unwilling/unavailable to take youth home” was one of the primary reasons cited as a contributing factor to disparity in ALOS.

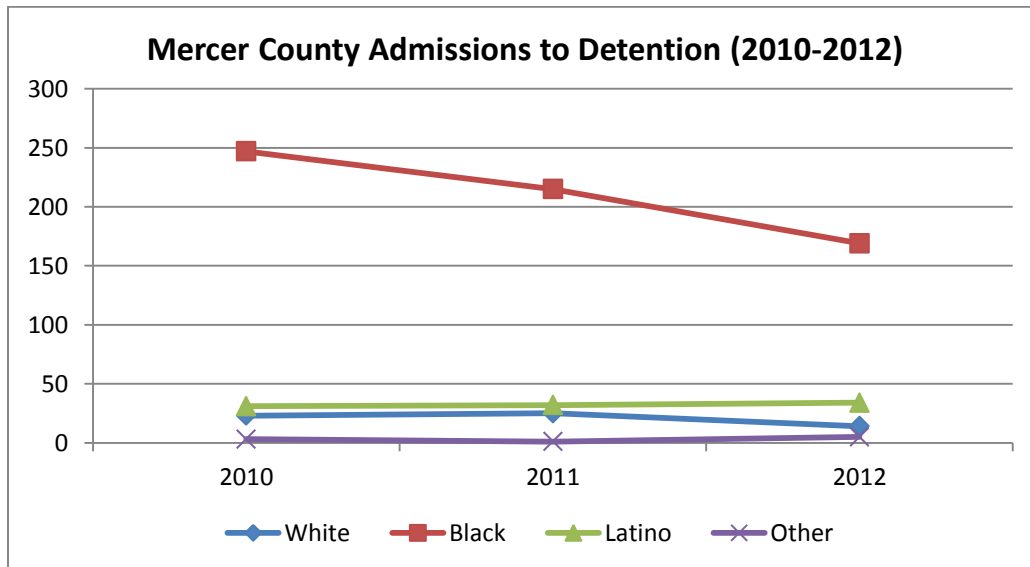
This analysis led to the development of an out of home alternative program that was non-existent at the time. A provider was secured in 2012 to operate a Host Home program that provided the county with two slots on a daily basis to help reduce the ALOS in detention prior to release to an alternative. The Host Home program should also help to reduce admissions to detention (e.g., overrides into detention on the risk screening tool) when a youth cannot return home under the supervision of an alternative due to family/home issues. Since the program only started at the end of 2012, stakeholders cannot yet determine if the expected impact/outcomes were achieved.

## MERCER COUNTY

### A. Overall Detention Utilization for Youth of Color

#### (1) Reductions in the number of youth of color detained in Mercer County

As noted earlier, BI began working with Mercer County in 2011, and Mercer County has reduced detention utilization since work with BI started. As the table and chart below illustrate, between 2010 and 2012, there was a 26.9% decrease in the use of detention. While the percent reduction was slightly greater for White youth (39.1%) than it was for Black youth (31.6%), the reduction in the number of Black youth admitted is noteworthy. For example, between 2010 and 2012, there were 78 fewer Black youth admitted to detention, as compared to 9 fewer White youth. While admissions for Latino and other minority youth increased, youth of color collectively account for 89.0% of the total drop in detention admissions.

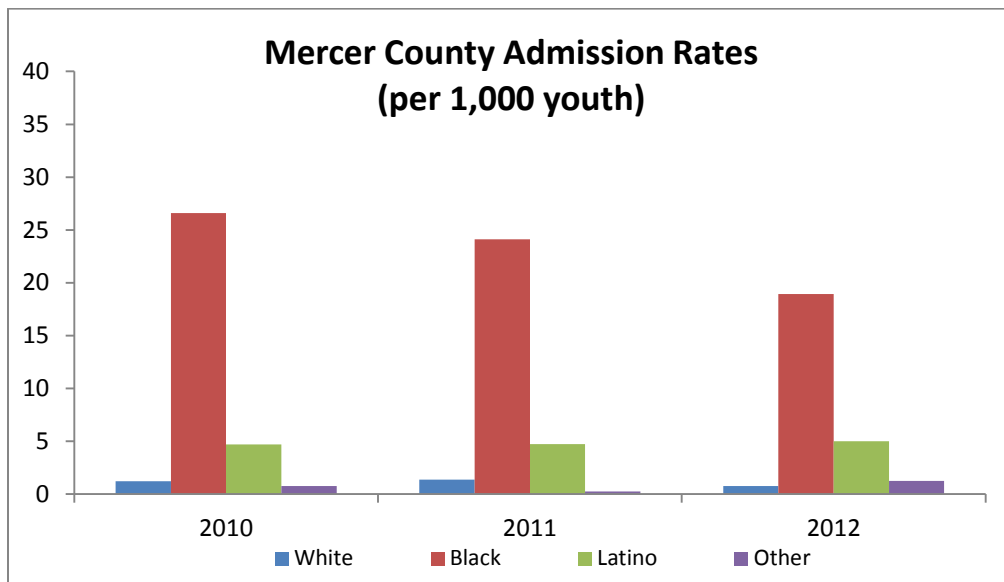


	White	Black	Latino	Other	Total
<b>2010</b>	23	247	31	3	304
<b>2011</b>	25	215	32	1	273
<b>2012</b>	14	169	34	5	222
<b>Percent Change 2010-2012</b>	<b>-39.1%</b>	<b>-31.6%</b>	<b>+9.7%</b>	<b>+67.0%</b>	<b>-26.9%</b>
<b>Numeric Change 2010-2012</b>	<b>-9</b>	<b>-78</b>	<b>+3</b>	<b>+2</b>	<b>-82</b>



**(2) Reductions in the rate at which youth of color were detained in Mercer County**

As the table and chart below illustrate, the rate of admission to detention for Black youth decreased substantially from 2010 to 2012. In 2010, for every 1,000 Black youth in Mercer County, 27 were detained, dropping to 19 in 2012. The rate of admission to detention for Latino youth went up slightly. In 2010, for every 1,000 Latino youth in Mercer County, just under 5 were detained, increasing to just over 5 in 2012. For White youth, just over 1 per every 1,000 youth were admitted to detention in 2010, dropping to just under 1 per every 1,000 in 2012.



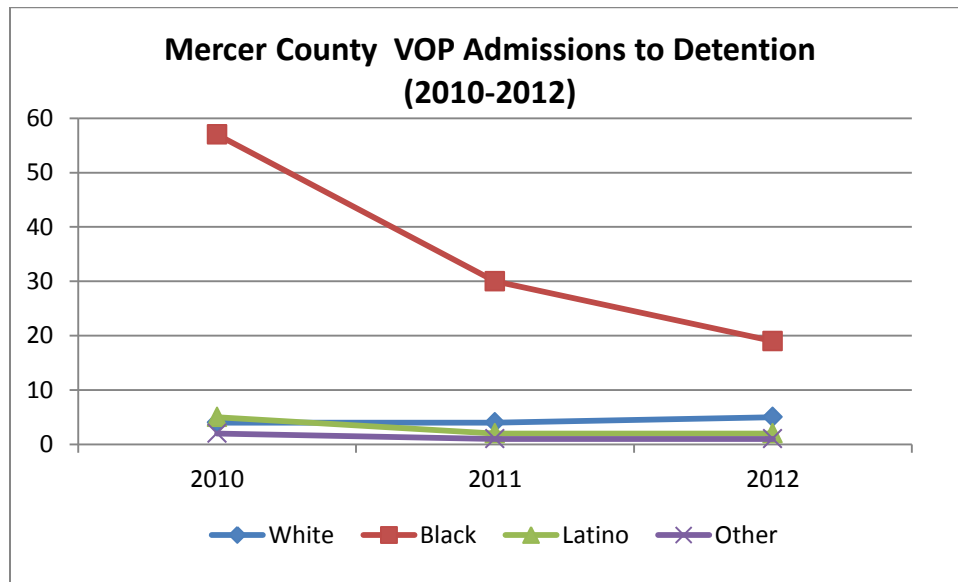
	White	Black	Latino	Other	Total
<b>Youth Population (2010)</b>	18,746	9,292	6,615	3,915	38,568
<b>Detention Admissions (2010)</b>	23	247	31	3	304
<b>Rate of Admissions (2010)</b>	<b>1.23</b>	<b>26.58</b>	<b>4.69</b>	<b>0.77</b>	<b>7.88</b>
<b>Youth Population (2012)</b>	18,374	8,921	6,789	4,020	38,104
<b>Detention Admissions (2012)</b>	14	169	34	5	222
<b>Rate of Admissions (2012)</b>	<b>0.76</b>	<b>18.94</b>	<b>5.01</b>	<b>1.24</b>	<b>5.83</b>



## B. Mercer County Target Populations

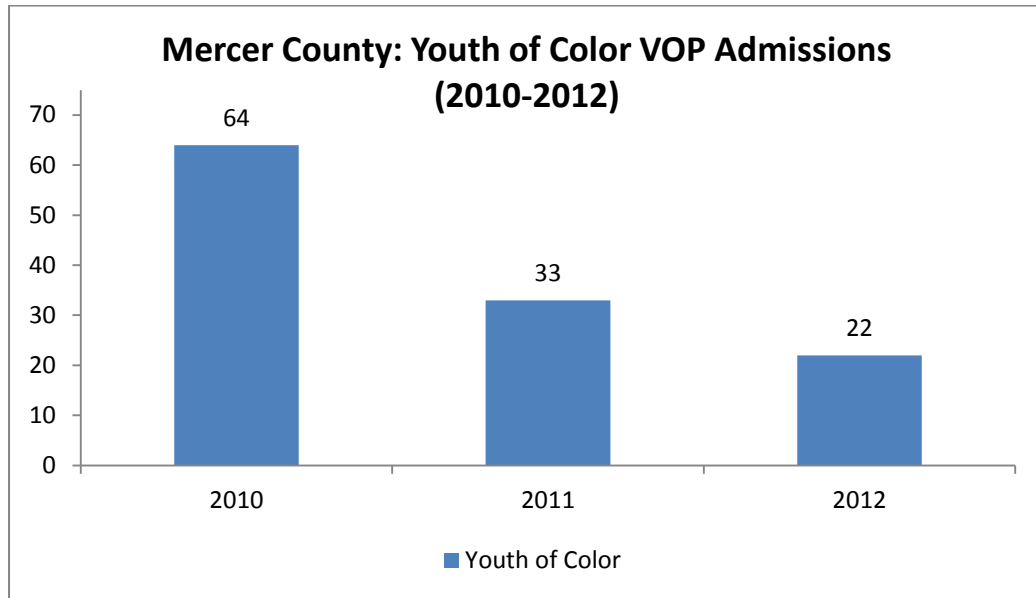
### Target Population #1: Violations of Probation (VOPs)

Mercer County substantially reduced detention utilization for violations of probation since work with BI began, specifically for youth of color. As the table and chart below illustrate, between 2010 and 2012, the number of Black youth admitted to detention for VOPs declined by 38, a reduction of 66.7%, and the number of Latino youth declined by 60.0%. Conversely, the number of White youth admitted to detention for VOPs increased by 1, from 4 to 5, an increase of 25.0%.



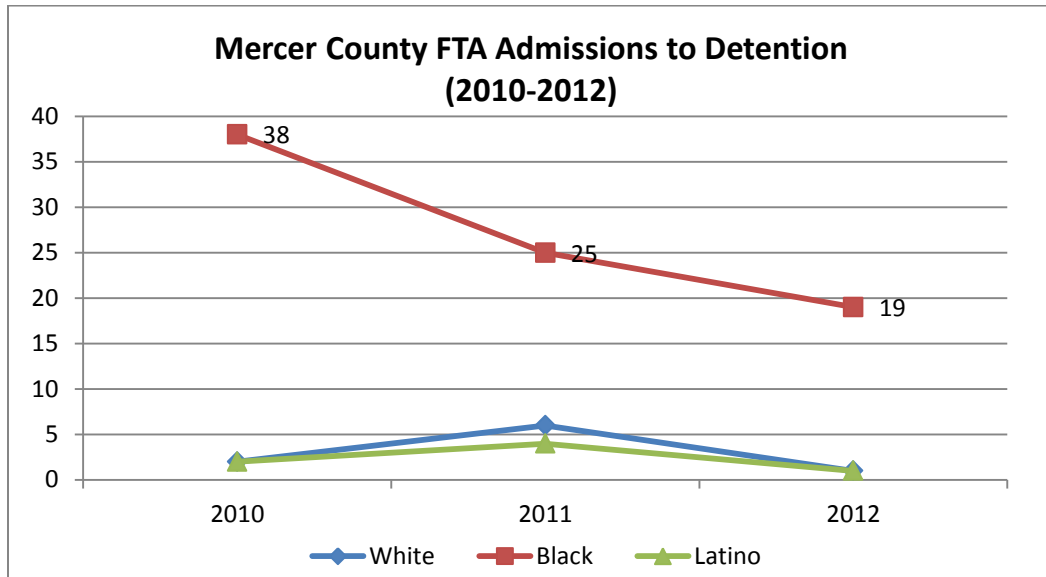
	White	Black	Latino	Other	Total
<b>2010</b>	4	57	5	2	68
<b>2011</b>	4	30	2	1	37
<b>2012</b>	5	19	2	1	27
<b>Percent Change 2010-2012</b>	<b>+25.0%</b>	<b>-66.7%</b>	<b>-60.0%</b>	<b>-50.0%</b>	<b>-60.3%</b>
<b>Numeric Change 2010-2012</b>	<b>+1</b>	<b>-38</b>	<b>-3</b>	<b>-1</b>	<b>-41</b>



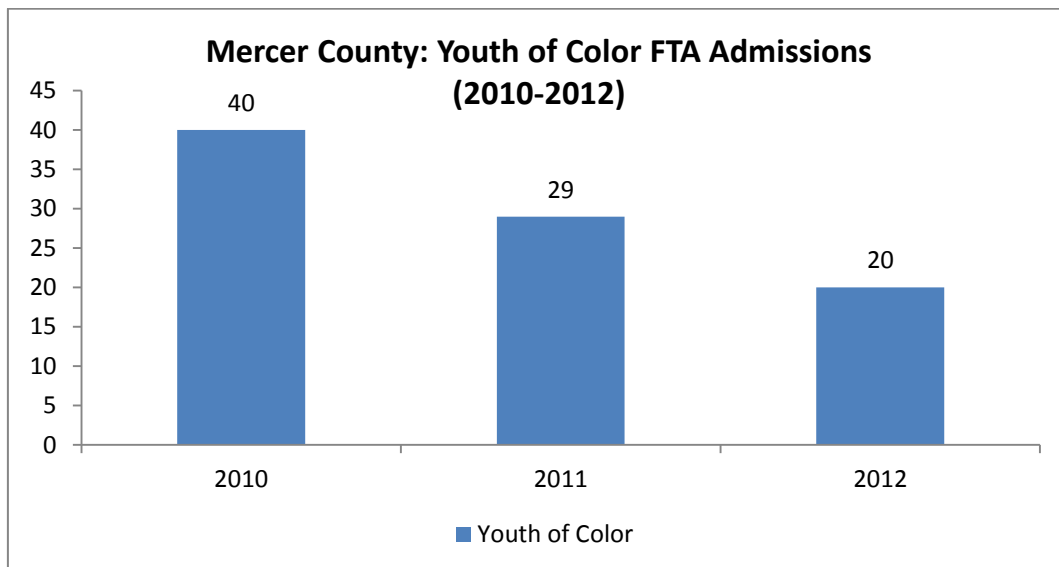


**Target Population #2: Failures to Appear (FTAs)**

The number of youth admitted to detention for failures to appear was reduced by half in Mercer County between 2010 and 2012, falling by 21 admissions. Black, Latino, and White youth all experienced a reduction in FTA admissions to detention of 50.0%. Numerically, the largest decrease was among Black youth, dropping from 38 to 19 youth between 2010 and 2012. Youth of color collectively account for 95.2% of the decrease in FTA admissions to detention.

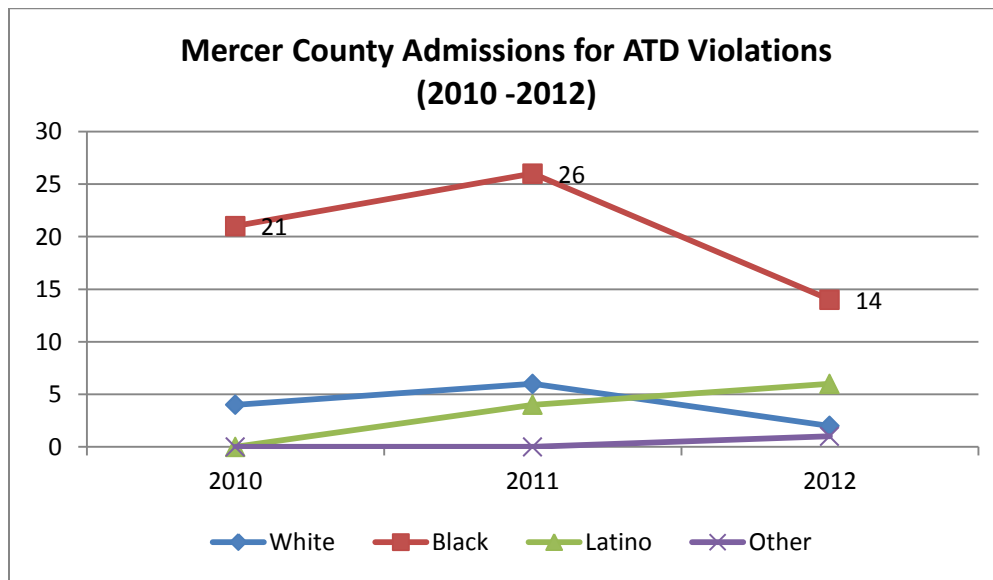


	White	Black	Latino	Other	Total
<b>2010</b>	2	38	2	0	42
<b>2011</b>	6	25	4	0	35
<b>2012</b>	1	19	1	0	21
<b>Percent Change 2010-2012</b>	-50.0%	-50.0%	-50.0%	0	-50.0%
<b>Numeric Change 2010-2012</b>	-1	-19	-1	0	-21



**Target Population #3: Violations of Alternatives to Detention (ATD Violations)**

The number of youth admitted to detention for violating an alternative to detention in Mercer County declined by 2 between 2010 and 2012, a decrease of 8.0%. White youth experienced the largest decrease (50.0%), followed by Black youth (33.3%). On the other hand, admissions for Latino and other minority youth increased.



	White	Black	Latino	Other	Total
<b>2010</b>	4	21	0	0	25
<b>2011</b>	6	26	4	0	36
<b>2012</b>	2	14	6	1	23
<b>Percent Change 2008-2012</b>	<b>-50.0%</b>	<b>-33.3%</b>	--	--	<b>-8.0%</b>
<b>Numeric Change 2008-2012</b>	<b>-2</b>	<b>-7</b>	<b>+6</b>	<b>+1</b>	<b>-2</b>

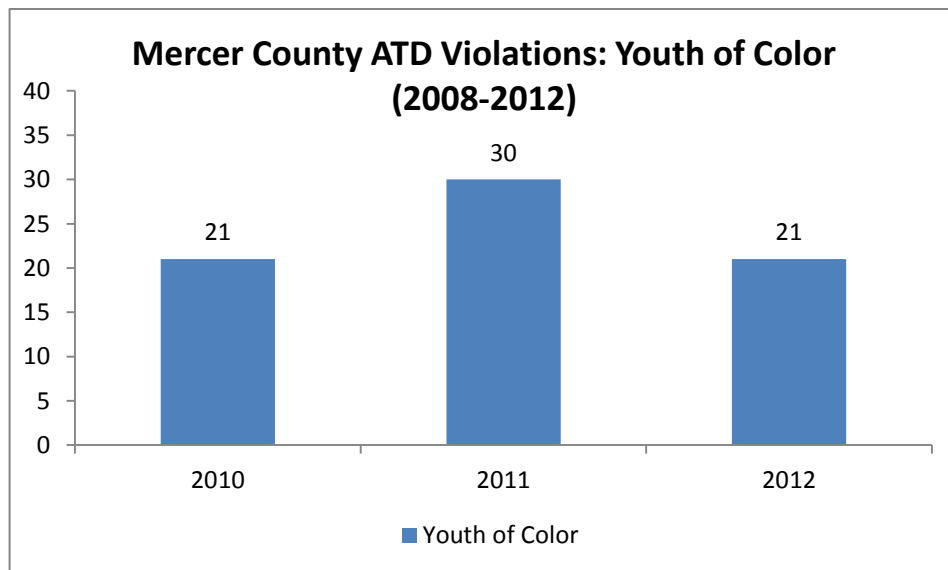
**Analysis and Strategies for Target Populations**

While BI, with the stakeholders, identified probation violations, failures to appear, and detention alternative violations as the target populations, BI’s contract with the state ended prior to stakeholders having the chance to fully implement significant policy and practice changes in some of these areas. However, some progress was made. BI did work with Probation and invited probation line staff to work group meetings to better understand how



they handled challenging youth on their caseloads. Further, BI provided technical assistance regarding a program run by probation designed to engage probationers and their families.

Regarding FTAs, local stakeholders also met frequently with BI to discuss why, and at what point in the court process, kids fail to appear. This led to the development of a survey to gain feedback from kids and families to identify specific reasons resulting in failure to appear. While the survey had not been implemented by the time BI concluded its work with Mercer, increased awareness regarding this issue has led to local juvenile justice stakeholders thinking differently about FTAs. One strategy implemented involves issuing a warrant to the shelter in lieu of detention for kids with lower level offenses who fail to appear. Ultimately, Mercer County has a strong collective of key stakeholders who are committed to continually improving and enhancing their juvenile justice system, and BI hopes the work started during its time with the county continues going forward.



## **CONCLUSION**

All four New Jersey counties are well positioned to continue making significant progress in their efforts to reduce racial and ethnic disparities on the local level. We particularly appreciate the willingness of each jurisdiction's Division of Probation to engage in the level of introspective discussion required to combat an issue such as racial and ethnic disparities. In each jurisdiction Probation was the first agency to come under scrutiny in this process, and not one division ran from the responsibility of introspective reform work. We encourage each jurisdiction and all of the key stakeholders to continue to question, push, and prod as they continue tackling longstanding challenges related to disparities work. We are confident that the respective stakeholder groups are well positioned to move the work forward. Below is a list of some of the key focus areas that the groups should consider in future work on racial and ethnic disparities.

### **Atlantic**

- 1) Continue meeting with community-based organizations to discuss JDAI, the racial and ethnic disparities work, and community needs from the system perspective.
- 2) Continue to hold community events to help improve communication between citizens from targeted communities and the County's juvenile justice stakeholders.
- 3) Develop strategies to address length of stay issues.
- 4) Continue to regularly review detention admissions to identify additional target populations on which to focus.

### **Camden**

- 1) Establish a regular process to allow probation line staff the opportunity to share issues, challenges, and/or concerns with other key stakeholders (e.g., as an agenda item on the DMC Committee).
- 2) Determine the viability of the detention alternative intervention due to the low number of referrals in 2012 and/or make improvements to the referral process.

- 3) Continue to monitor the impact of current strategies (e.g., caller notification program) to reduce racial disparities.
- 4) Develop strategies to address length of stay issues.
- 5) Continue to regularly review detention admissions to identify additional target populations on which to focus.

### **Monmouth**

- 1) Monitor the implementation of the Community Coaches intervention designed to reduce probation program violations.
- 2) Further integrate the racial and ethnic disparities work into other workgroups such as the alternatives to detention workgroup.
- 3) Continue to develop strategies to address length of stay (LOS) issues and monitor impact of Host Home program on LOS.
- 4) Continue to regularly review detention admissions to identify additional target populations on which to focus.
- 5) Continue to discuss strategies for engaging the community in the county's JDAI and racial and ethnic disparities work.

### **Mercer**

- 1) Monitor the development and implementation of the probation run program designed to work with Probationers and their families in order to reduce probation violations.
- 2) Further integrate the racial and ethnic disparities work into other workgroups such as the alternatives to detention workgroup.
- 3) Develop strategies to address length of stay issues.
- 4) Implement/monitor a survey to better understand why youth and families fail to appear in court.
- 5) Continue providing line staff with opportunities to give input/feedback and engage in the reform work.