

**Douglas County
Comprehensive Juvenile Services Plan**

July 1, 2015 – June 30, 2018



County Board of Commissioners Chair:

Mary Ann Borgeson
County Commissioner, District 6
1819 Farnam St., LC-2
Omaha, NE 68183-0300
(402) 444-7025
maryann.borgeson@douglascounty-ne.gov

Douglas County Board Child and Youth Services Committee

Chris Rodgers
County Commissioner, District 3
1819 Farnam St., LC-2
Omaha, NE 68183-0300
(402) 444-7025
chris.rodgers@douglascounty-ne.gov

Person Completing Plan:

Operation Youth Success
Janee Pannkuk, MPA
Executor Director
6001 Dodge Street, CEC 117B
Omaha, NE 68182
(402) 554-3373
Janee.Pannkuk@douglascounty-ne.gov

A copy of this plan can be found at: <http://operationyouthsuccess.org/>

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EXECUTIVE SUMMARY---

The Douglas County Comprehensive Juvenile Services Plan (Community Plan) serves two crucial purpose areas. First, it enables public and private entities within Douglas County to apply for federal and state juvenile justice and services funding through the Nebraska Crime Commission (NCC). Second, it provides a structure and foundation for the community to work collectively and efficiently regarding the needs of our juvenile population and solutions for youth issues.

The Douglas County Plan has evolved to its current status over several planning and implementation cycles, through continuous and expanding collaborations among the public and private sectors of youth serving organizations and individuals throughout the community.

2015-2018 Community Plan priority areas were informed through a collective process of review of community efforts surrounding current priorities, focused committee work, surveys, facilitated discussions, research, and data.

This process could not have been achieved without the continuous work of countless service providing groups and agencies throughout Douglas County and the Metro Area, in conjunction with system and public sector professionals from the County, City, and State.

Priority areas represent differing levels of concern and need for youth and community well-being. Some priorities are focused on juvenile justice system points, while others are concerned with issues effecting at risk youth. The scopes of these priorities are reflected by the unique compositions of the representative committees and initiatives.

Similarly, each priority area will differ in level of engagement, scope of outreach, frequency of outcomes, short and long term strategies, individual content, and sense of urgency. Not listed in any particular order of prevalence or importance, the following are the 2015 – 2018 priority areas:

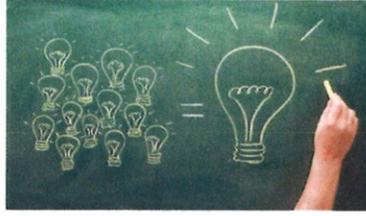
- Reduce barriers to school attendance for youth in Douglas County and the Omaha Metro.
- Identify and address behavioral health issues for youth at risk of coming to the attention of the formal justice system, and for those youth who present behavioral health needs within the juvenile justice system address these needs efficiently and through trauma informed practice.
- Utilize evidence based strategies to restructure policy and practice to create strategic, collective system improvements and reform to most efficiently use resources to most effectively serve youth who become system-involved, while maintaining focus on preventing youth from entering the formal justice system.
- Identify and develop strategies to address issues of Disproportionate Minority Contact (DMC) within the identified target populations.
- Reduce the number of unstably housed youth in the Metro Area.

- Reduce recidivism by eliminating barriers to success for youth re-entering following disruptions in home, school, and community as a result of formal legal actions.
- Reduce incidences and exposure to youth violence through strategic, holistic community-wide efforts.

The varying efforts represented in this Plan will be updated more frequently as a result of the latest community planning process. Updates on strategy progress and opportunities for engagement will be available through the website. Committee and/or initiative contact information for each area is also available on the Operation Youth Success website - <http://operationyouthsuccess.org/>.

It is not feasible to name the individual agencies and efforts who make collective work possible. Success in service to youth is truly dependent upon the collective work of the community. On behalf of the youth we serve, we extend a thank you to all who partner in these efforts. Thank you also to the entities who make funding and technical assistance possible: the Nebraska Legislature, staff at the Nebraska Crime Commission, the Nebraska Coalition for Juvenile Justice (NCJJ), the NCJJ County Planning Advisory Committee, the Juvenile Justice Institute at UNO, and the countless public and private stakeholders who have supported and participated in this work.

Community Team



The 2015 – 2018 Douglas County Community Plan has been greatly augmented through increased collective focus regarding juvenile issues over the past three years. The 2015 – 2018 Plan development was orchestrated initially by means of the same foundation and methods used for the 2012 – 2015 Plan, through the Juvenile Justice and Provider Forum (JJPF). However, this process, as well as the Douglas County Community Team has been expanded and strengthened through a formal collective impact process implemented in 2014-2015. The new Douglas County Community Team is the Steering Committee of Operation Youth Success.

Launched in 2014, Operation Youth Success (OYS) brought together stakeholders to determine what aspects of juvenile justice in Douglas County need to change and how that change will happen.

Douglas County adopted the model of collective impact – the commitment of a group of important actors from different sectors to a common agenda for solving a specific social problem at scale.

This meant that answers did not come from the customary group of people determining prescribed solutions behind closed doors, but rather from extensively engaging the community in co-creating the solutions to transform the juvenile justice system. Community engagement involved interviewing diverse stakeholders, conducting focus groups, and hosting town hall meetings to get feedback on proposed next steps. Alongside and informed by community engagement, the following structures were developed to collaborate in new ways:

- A steering committee, comprised of approximately 20 volunteers who represent key decision-makers, responsible for ensuring the effort moves forward and that changes are implemented.
- A common agenda that was formally adopted by all stakeholders which describes the baseline situation, the goals, the strategies and a common set of values.
- A youth council called the “Juvenile Justice League”, comprised of currently or formerly system-involved youth providing input based on their first-hand experiences.
- Agreement on six priority action areas that included empowering families, prevention, the intersection of the education and juvenile justice systems, case processing, data, and policy.
- Working groups comprised of 20-30 volunteers deciding what changes to make based on community feedback and their experience - and how that change will happen.
- A backbone organization, which is a neutral body that supports the partners involved in Operation Youth Success and is funded by a public-private partnership.

The intentionality of these structures, community engagement, and common agenda allowed stakeholders to set a strong foundation for this transformation effort. Next, the effort focused on how to get stakeholders to work together differently to achieve change. Several approaches were used to keep stakeholders at the table, including:

- Strong meeting facilitation, which allowed diverse opinions to be voiced while keeping the group focused on a shared objective.
- An atmosphere of trust, which allowed stakeholders to build strong relationships with others beyond those they worked with on a day-to-day basis. These relationships led to stakeholders overcoming long-standing disconnects in the system – which in turn improves the system for youth and families.

With the two elements above, the groups were able to identify some quick wins paired with longer term strategies, keeping people engaged in both immediate and longer term progress. The meaningful efforts of professionals in general and Operation Youth Success in particular is already resulting in better treatment of, and outcomes for, youth and families in our system, while promoting public safety.

It was through countless formal and informal meetings, conversations and discussions with members of the Juvenile Justice Provider Forum (JJPF) that system change through collective impact has been possible.

Operation Youth Success, the Juvenile Detention Alternatives Initiative, and Youth Impact work groups function in concert with one another to further develop and implement the Douglas County Comprehensive Community Plan. Through an initial partnership with FSG, and ongoing support from the backbone staff, work group members have identified strategic priorities and action items which carry system improvement and system reform forward. The work plans of the OYS work groups align with the priority areas first established by the members of the JJPF.

The JJPF was originally formed in 2006 to maintain focus on the priority areas, and to continue work and development of these areas. This group, which will be maintained under the OYS umbrella, provides a key opportunity for community service providers to routinely hear updates regarding all work within OYS, JDAI and Youth Impact, as well as the priority areas, and to participate in discussion and work throughout all of the reform efforts. The JJPF assisted in the development of the 2015 – 2018 Plan through the ongoing work that occurred between 2012 – 2015, as well as the formal work, focused on priority area updates. See appendix I – XIII



OYS work group co-chairs and backbone staff encourage a culture of collaboration where members engage in courageous conversations. Members are committed to knowledge sharing and seek to find ways to expand upon the success of existing local efforts, enhance collaboration and increase capacity.

Members participate in shared decision-making, and serve as champions for the work in the community. Members promote and participate in continuous improvement processes, including a focus on decision-making guided by both data and the lived experience of Douglas County youth.

The composition of each OYS work group mirrors that of the governing Steering Committee. Generally, each group includes representation from juvenile justice, schools, the courts – both public defenders and county attorneys, law enforcement, mental health, as well as community-based service providers. These groups participated in several months of robust activities and dialogue regarding their respective focus areas and have been essential in developing the working plans of this collective moving forward. The work groups of OYS are: Families, Prevention, Juvenile Justice League, Policy and Schools – The Schools work group has developed into three distinct task forces: Absenteeism, School Based Arrests, and Re-entry. The JDAI subcommittees are: Data*, Case Processing*, Disproportionate Minority Contact*, Objective Admissions and Alternatives to Detention. (*Denotes a shared OYS/JDAI work group.)

JDAI and OYS convene community members, service providers, government leaders, and practitioners of the Juvenile Justice System. These groups meet regularly to work on issues which move multiple system points toward a more effective response to the needs of the youth and families. Through review of progress reports as well as formalized data collection, these groups are able to monitor and evaluate the effectiveness of programs and services within the community.

The interconnectivity of this complex system means that no simple answer exists. Rather, these challenges live at the intersection of systems (e.g., juvenile justice, education, health, welfare), actors (e.g., police officers, judges, lawyers, county attorneys, case managers, probation officers, teachers, service providers, youth, their families and caregivers) and community-wide issues

(e.g., poverty, drop-out rates, violence / gangs, language / cultural fluency, transportation barriers).

Within the context of Collective Impact, Operation Youth Success brought together community stakeholders to form a shared vision and goal:

Across Douglas County, our vision is a comprehensive, coordinated, and community-wide approach to juvenile services that eliminates the need for youth involvement with our justice system while maintaining public safety. For all youth who do enter our justice system, our goals are to provide effective, compassionate and individualized support that empowers youth and their families to succeed and to build an environment of mutual trust and accountability.

System-change is evoked through many methods; commitment to honest dialogue, data-driven decision making, assessment and collaboration influences sustainable improvement while developing a culture where change is not only encouraged but embedded in daily practice.

The needle is moving forward. Although still in its infancy, OYS has experienced several quick wins with regard to policy change, collaboration and capacity building. The stakeholders are energized around strategy development to addresses concerns regarding the old ways of doing business. Innovation and reform take time and planning, especially when it requires large-scale hiring and training, as in the case of LB561 for probation. Moving a budget from one organizational line item to another will not, in itself, create change. Large-scale system change is not a quick process; it takes collaboration, patience, and trusting relationships. Through the continued support of individuals, community partners and government agencies Douglas County will continue to progress toward identified goals. Douglas County is resource rich and energized through a collective voice for change and meaningful reform. The reform efforts rely upon the strategic allocation of community based dollars to expand and enhance the systems, programs, and services that support the identified needs of youth in the community. See appendix XVII-XXVII for detailed description of the OYS community based aid process.

Ultimately, Douglas County seeks to improve system coordination, communication, and outcomes. To achieve our vision, we expect to take action in six main areas via issue-focused work groups. These working groups will agree on the key issues we need to address and develop action plans to provide context to their work.

Empowering families to better understand the system, be engaged in their youths' care, and to seek help when needed;

Reducing system entry and recidivism by strengthening community support and increasing access to preventative services;

Increasing coordination between the justice and schools systems by addressing issues such as absenteeism, school based arrests, and reentry;

Improving processes and practices to better coordinate case processing, improve the quality of care for individual youth and create better outcomes as a system overall;

Increasing the equity and cultural sensitivity of the system, including coordinating equity-related action items, to address the disproportionate rate at which youth of color are impacted negatively by systems, when they arise in the other work groups;

Improving data standardization, sharing, and transparency, both at the system and case levels, including providing data support to all the other work groups and the effort overall;

Codifying best practices and changing policies that hinder the juvenile justice system, including coordinating policy-related action items that arise in the other working groups.

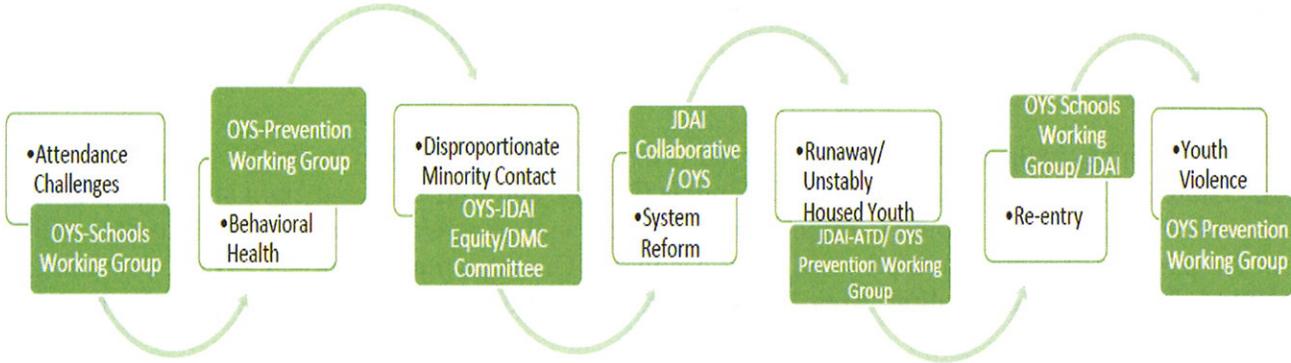
Please refer to the appendix XVI-XXVII for additional documents explaining Operation Youth Success and a listing of the Community Team members.

• Douglas County – Comprehensive Community Juvenile Services Plan

Community Planning Team:
Operation Youth Success (OYS)
Steering Committee

• Comprehensive Community Juvenile Services Priority Areas

OYS Working Groups/ JDAI
Committees



• Community Engagement

- » OYS Working Group member connection with similar/ cross-cutting community initiatives
- » MySidewalk
- » Juvenile Justice and Provider Forum (JJPF)

Community Description

Geographic and Transportation Overview:

Douglas County is located centrally on the eastern border of Nebraska. The entire Eastern edge of the County is bordered by the Missouri River, forming a natural State line boundary with Iowa. The county spans an area of 340 square miles and contains a population of over 543,244 according to the 2014 census. Juveniles ages 18 and under make up 25.8% of the population in Douglas County. It is a predominately urban area; the most heavily populated area of state, representing over 30% of the total state population.

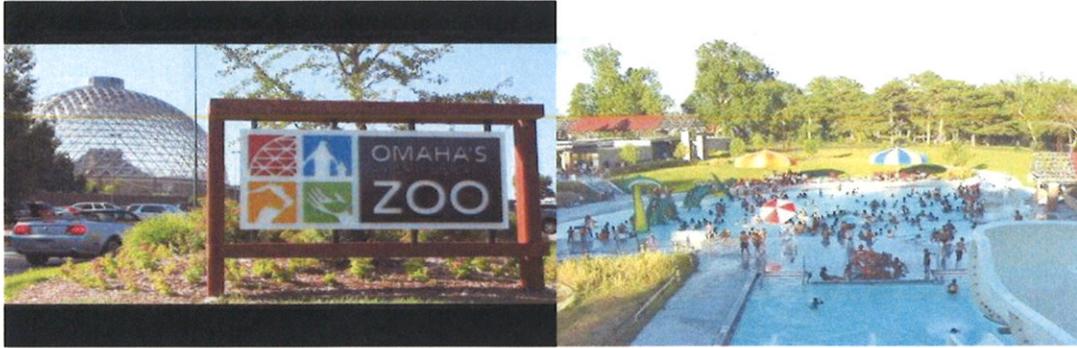
The city of Omaha falls largely in Douglas County. Other cities, towns, or villages in the county include (all or parts of): Valley, Ralston, Waterloo, Bennington, Elkhorn, Boys Town, Elk City, and Carter Lake, Iowa. The Omaha metro area is estimated to have a population of over 904,421. The other mostly urban counties which border Douglas County are Pottawatomie County (Council Bluffs), Iowa, and Sarpy County (which includes Offutt Air Force Base, Bellevue, LaVista, Papillion, and Gretna, Springfield). While citizens comprising the 904,421 metro population statistics may reside in the bordering counties of Sarpy and Cass County, NE and Potawatomi County, IA, many of these individuals either work, attend school, visit or travel through Douglas County daily.

Douglas County is the central portion of what is considered the Greater Omaha Metropolitan Area. U.S. Interstate Highways 29 and 80 intersect Douglas County, and four U.S. and eight state highways converge in the area. Omaha is also home to three major railroads, including Union Pacific Headquarters, making it one of the largest rail centers in the U.S. Eppley Airfield is Omaha's major regional airport, providing more than 200 flights daily. Metropolitan Area Transit (MAT) also provides bus transportation to over 12 million passengers annually.

Economics:

Douglas County is a part of the Greater Omaha Metropolitan Area, which also includes the Nebraska Counties of Sarpy, Cass, Saunders, and Washington, as well as Hamilton, Pottawatomie, and Mills Counties in Iowa. Douglas County is also home to five Fortune 500 Companies.

According to the Greater Omaha Economic Development Partnership Cost of Living Overview, "A survey of 300 U.S. cities reveals that the relative price levels for consumer goods and services in Greater Omaha are consistently 10 - 12% below the national index of 100 for six major components". Census data from 2014 shows Median Household Income 2010-2014 in Douglas County at \$53,444. However, in 2013 persons living at or below the poverty line was at 15.4%, and in 2014, 22% of children were living in poverty. Economic disparity with regard to race within Douglas County is among the highest in the nation. As reported by Omaha World Herald, September 2012, Omaha's Black population was at its highest rate of poverty at 29.6% in 2011 and Hispanics followed closely behind at 26.9%.



Historic and Natural Attractions:

Within Douglas County, the City of Omaha contains 200 parks (15 public pools), more than 80 paved trail miles, and 14 community centers. Other natural attractions include: Glenn Cunningham and Zorinsky Lakes, as well as Levi Carter, N.P. Dodge, Standing Bear Lake, and Tranquility Parks. Douglas County is also host to numerous recreational, cultural, retail and sporting opportunities. Arts and entertainment opportunities are too numerous to name, and include: performing arts (Rose Children's Theater, Holland Center, Orpheum Theater, Film Streams, community theaters), artists' studios (Kent Bellows, Kaneko, Hot Shops, Omaha Children's Museum, Joslyn Museum, Bemis Center), and recreational venues and events such as: the Henry Doorly Zoo, events and concerts at the Century Link Center, outdoor concerts during the summer, and the College World Series, as well as countless community and cultural events throughout the year.

Douglas County is also home to several historic sites. These include: General Crook House Museum and Fort Dodge Campus, Boys Town, Florence Historic District, Joslyn Castle, Keirle Historic Home, Mormon Trail Visitors Center at Historic Winter Quarters, Omaha Historic Old Market, and Freedom Park. In addition, history is marked in the following Douglas County museums: Czechoslovak Museum, Durham Western Heritage Museum - Omaha's History Museum, Great Plains Black History Museum, Nebraska Jewish Historical Museum, and El Museo Latino. Finally, the County reveres sites of birth places for Malcolm X and Gerald Ford.

Educational opportunities:

Educational opportunities within the County are quite numerous and varied. There are seven public school districts falling within the County. These include Bennington and Douglas County West, as well as Elkhorn, Ralston, Millard, Westside, and Omaha Public Schools. These seven districts all fall within the eleven-district "Learning Community of Douglas and Sarpy Counties". The Nebraska Department of Education also lists over one dozen private or Rule 14 schools in Douglas County. Douglas County is home to Metropolitan Community College, eight other large private colleges, and two public universities, including: Bellevue University (with campuses in Douglas and Sarpy Counties), Clarkson College, College of Saint Mary, Creighton University, Grace University, ITT Technical Institute, Nebraska Christian College, Nebraska Methodist College, The University of Nebraska at Omaha and the University of Nebraska Medical Center.



Population Details:

Although Douglas County varies widely in population density, it is considered 98% urban; 2% rural. Most heavily populated areas of the county fall in the eastern and southern sections, while the further western and northern sections are more rural.

Douglas County population, according to the 2014 Census, 81.3% of residents are Caucasian, 11.6% are African American, 12% Hispanic or Latino, 3.3% Asian, and 7.1% other. In addition, as reported by the Federation for American Immigration Reform (FAIR), there is an estimated 36,620 immigrants and 9,580 refugees living and working in Nebraska.

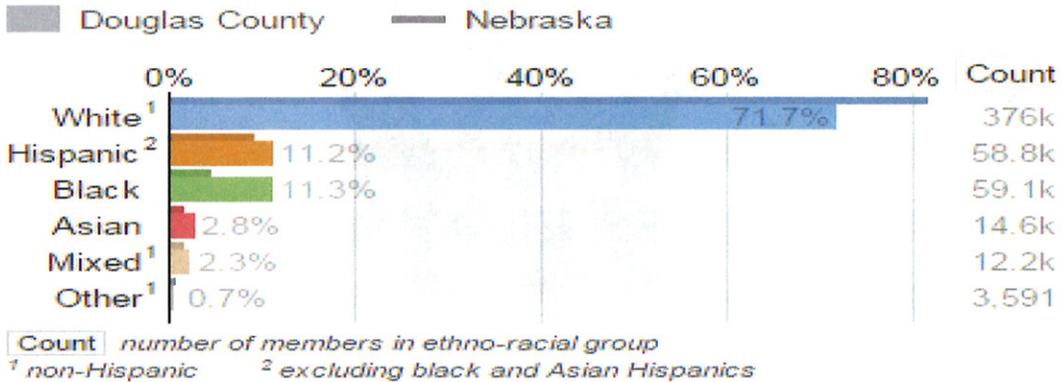
Juveniles under the age of 18 make up 26 % of the total Douglas County population. The distribution of race and gender among the juvenile population is similar to that of the entire Douglas County population.

Race and Ethnicity

#1

Percentage of the total population.

Scope: population of Nebraska and Douglas County

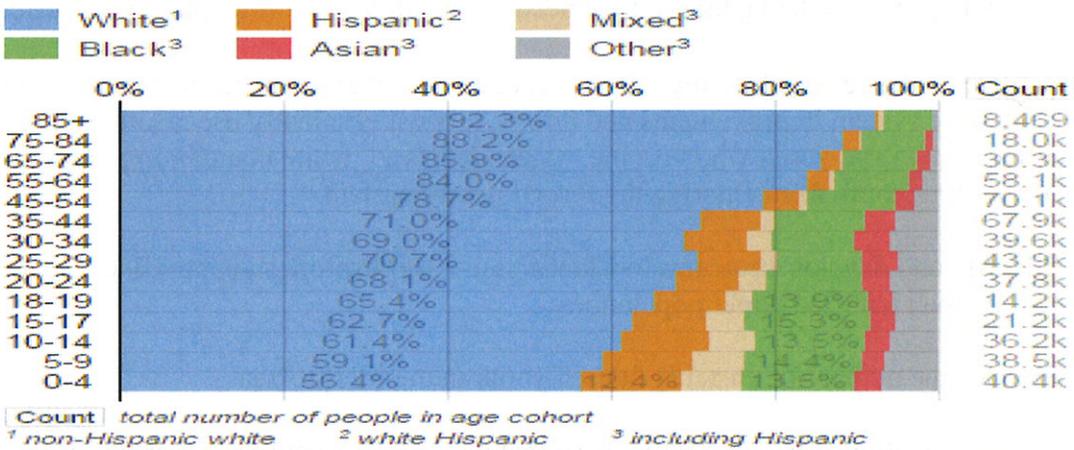


Relative Ethno-Racial Composition by Age

#3

Ethno-racial composition by age cohort as a percentage within each age cohort.

Scope: population of Douglas County



*Source: <http://statisticalatlas.com/county/Nebraska/Douglas-County/Race-and-Ethnicity>

Additionally, there are approximately 85,580 juveniles under the age of 18 in Douglas County attending any of the 174 schools in Douglas county, while an estimated 21,000 students under the age of 18 attending parochial and/ or private schools in the Omaha Metro area.



- Reduce barriers to school attendance for youth in Douglas County and the Omaha Metro.
- Identify and address behavioral health issues for youth at risk of coming to the attention of the formal justice system, and for those youth who present behavioral health needs within the juvenile justice system address these needs efficiently and through trauma informed practice.
- Utilize evidence based strategies to restructure policy and practice to create strategic, collective system improvements and reform to most efficiently use resources to most effectively serve youth who become system-involved, while maintaining focus on preventing youth from entering the formal justice system.
- Identify and develop strategies to address issues of Disproportionate Minority Contact (DMC) within the identified target populations.
- Reduce the number of unstably housed youth in the Metro Area.
- Reduce recidivism by eliminating barriers to success for youth re-entering following disruptions in home, school, and community as a result of formal legal actions.
- Reduce incidences and exposure to youth violence through strategic, holistic community-wide efforts.

Reduce barriers to school attendance challenges for youth in Douglas County and the Omaha Metro.

School attendance is essential to academic success, but too often, parents and students do not realize how quickly absences — excused as well as unexcused — can add up to academic trouble. Chronic absence — missing 10 percent of the school year — can translate into third graders unable to master reading, sixth graders failing courses and ninth graders dropping out of high school. Research indicates that if a student misses two or more days during the first month of school, the pattern of absence can persist, and many of those students will end the school year chronically absent

Students who miss too much school suffer academically at every age and every grade. Equally important, absenteeism is a problem which can be solved if districts and schools identify the students most at risk and then work with parents and community partners to turn around attendance and achievement.

Schools are working together with community partners to determine how they can use available resources to provide as rich an array of supports as possible that would motivate students and their families to attend every day. The emphasis on “positive” reflects findings that preventive, supportive approaches have proven more successful and cost-effective than punitive strategies.

Reducing chronic absence fits into the three-tiered reform systems used in many school districts and states. Tier I represents universal strategies to encourage good attendance for all students. Tier II provides early intervention for students who need more support to avoid chronic absence. Tier III offers intensive support for students facing the greatest challenges to getting to school (<http://www.attendanceworks.org>).

With its focus on unexcused absences, truancy naturally leads to a focus on compliance with the rules. Students are missing school without an excuse, skipping school and violating mandatory attendance requirements. Fixing the problem becomes a question of ensuring compliance, often left to front-office administrators, and in the most severe cases, to the legal system. Policymakers often recommend punitive consequences for truancy – such as suspensions, jail time and fines – for children and parents.

Some communities and courts have devised effective approaches to reducing truancy, but in other places, punitive efforts are pushing students out of school. Chronic absenteeism, on the other hand, incorporates all absences: excused, unexcused and suspensions. The focus is on the academic consequences of this lost instructional time and on preventing absences before students miss so much school that they fall behind. It recognizes that students miss school for many understandable issues such as asthma or homelessness or unreliable transportation, for which a punitive response is not appropriate. But what helps is working with families to share the importance of attendance and to fix the underlying problems that lead to absenteeism.

Given this broader focus, addressing chronic absenteeism becomes an issue for the entire community. Medical providers can help address health challenges; transit and housing agencies can resolve other barriers to attendance; volunteers from businesses and faith communities can mentor students and support families.

Like truancy, chronic absence has no common definition, though many researchers and schools monitor how many students are missing 10 percent or more of the school year. That’s about two days a month, or 18 days in most school districts. Rather than launching a punitive response, educators and community partners involved in Douglas County system reform are using the opportunity to evaluate data to determine who is

missing too much school and why. Taking a data informed, non-punitive approach that draws upon insights from students, families, teachers and community partners leads to strategies which can improve attendance and achievement.

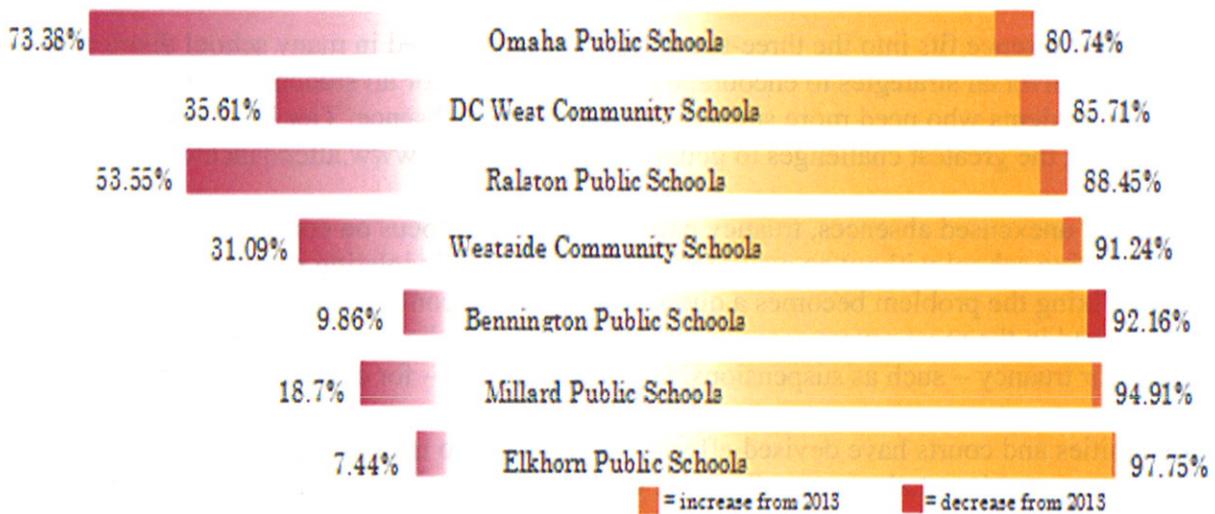
The strategies prioritized by the OYS Absenteeism Task Force are:

1. Promote engagement and collaboration between schools, public agencies, and community organizations that receive attendance-related referrals, to more actively and effectively partner with each other and the families they serve.
2. Identify and develop services to address chronic absenteeism.

2013-2014 SCHOOL YEAR STATISTICS

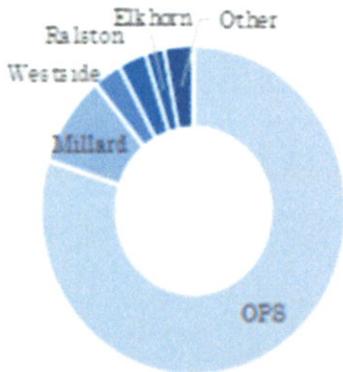
I. STUDENT POVERTY RATE

2. GRADUATION RATE



**Source 2015 State of Juvenile Justice.*

4. TRUANCY REFERRALS



80% of truancy referrals originate with Omaha Public Schools; in 2014-2015, truancy referrals to the County Attorney dropped to a total of 972, down from 2930 in 2013 (this decline has resulted from legislative changes following passage of LB 800 and LB 463).

5. SAFETY AND ARRESTS



In 2014, school-based arrests at Elkhorn, OPS, Westside, and Millard decreased by 13 percent, with 726 misdemeanor arrests and 43 felony arrests.

**Source 2015 State of Juvenile Justice. Poverty, graduation, and mobility rates drawn from Nebraska Dept. of Education 2013-2014 State of the Schools Report for each school district (http://reportcard.education.ne.gov/20132014/Default_State.aspx). Truancy referral data drawn from Douglas County Attorney Juvenile Division. Safety data drawn from 2014 Youth Risk Behavior Survey (http://www.douglascountyhealth.com/images/stories/YRBS%202014%20Report_opt.pdf). School-based arrests calculated based on arrest statistics reported to the Omaha World Herald in "Omaha police chief hails 'positive' work of cops in schools" (http://m.omaha.com/news/crime/omaha-police-chief-hails-positive-work-of-cops-in-schools/article_92c6f28c-ee57-5a87-ad0f-37a804a7c7de.html?mode=jqm).*



Douglas County Operation Youth Success Work Plan 2015
Absenteeism Working Group

Strategy	Action Steps	Target Date	Status	Responsible Parties	Resources Needed	Evidence-Based Practice
1) Promote engagement and collaboration between schools, public agencies, and community organizations that receive attendance-related referrals, to more actively and effectively partner with each other and the families they serve.	a. Collect information regarding MOUs and/or agreements which address absenteeism from various community organizations and review for communication and information expectations (i.e. South High). (DCCP 1.1, 1.3, 3.1)	March/April 2016		Working Group	Define what agreements and types of information trying to find based on community consensus; purpose statement for gathering agreements; template being used by OPS for providers; list of who is partnering with each school district re: attendance.	Is the proposed program a model, best-practice, evidence-based, or promising practice program?
	a i. Obtain a sample of existing agreements or templates. (DCCP 1.1, 1.3, 3.1)				Existing agreements governing attendance policies.	Yes No
	a ii. Examine these agreements in comparison to proposed best practices. (DCCP 1.1, 1.3, 3.1)				Agreements, as well as information regarding best practice.	Outcomes: Is this program being evaluated? Explain evaluation and outcome data that establishes this as an effective program.
	b. Create and disseminate family friendly language regarding attendance statute (with a focus on language and literacy). (DCCP 1.1, 1.3, 3.1, 4.5)	3/1/2016		Working Group	Existing attendance statutes.	
	c. Create and disseminate family friendly language regarding school policies/ attendance expectations (with a focus on language and literacy). (DCCP 1.1, 1.3, 3.1, 4.5)	3/1/2016		Working Group; School Attendance Officials	Existing policies and procedures from the respective school districts; buildings; partnership with school officials; existing documentation of these policies via GOALS Center	
	d. School-based Coalition meeting to share information quarterly with community stakeholders. (DCCP 1.3)			Currently Ongoing		Identify target population (attendees, agencies, institutions), event space, marketing plan.
DCCP 1.1-3	e1. Knowledge exchange meeting/central knowledge resource for those serving families regarding specific attendance conversations (exchanging resources amongst professionals). (DCCP 1.3, 3.1)	Sep-16		Working Group paired with the SBA Working Group	Provider Fair; Provider list from South High; OPS Community Service booklet	
	e2. Develop a booklet/ written resource to be distributed to families creating a listing of services (how do families know about resources). (DCCP 1.3)	Jul-16		Working Group	Contact list for districts and buildings; school counselors and social workers; Boys Town; general guidebook	
	f. Develop an understanding of the MDT process/meeting to determine if this is a viable approach. (DCCP 1.3, 2.3)	Dec-16		Working Group	Information and research on MDTs	

2) Identify and develop services to address absenteeism	a. Gather information on services available with an attendance focus. (DCCP 1.2-3)	Apr-16	Working Group (Greg - Point Person)	Knowledge of existing services. Resource directories, pamphlets, program information.	Is the proposed program a model, best-practice, evidence-based, or promising practice program?
	b. Initial identification of gaps with respect to existing services. (DCCP 1.2)	Jul-16	Working Group	Knowledge of existing services. Understanding of what is currently unavailable related to identified/ documented need.	Yes No
	c. Develop plans and strategies to fill the gaps identified. (DCCP 1.2-3)	Ongoing / Continuous	Working Group	Knowledge of existing services to include location, capacity, expertise, sustainability.	Outcomes: Is this program being evaluated? Explain evaluation and outcome data that establishes this as an effective program.
	d. Engage schools, families, and community to provide recommendations with respect to those gaps. (DCCP 1.2)	Ongoing / Continuous	Working Group	Informed assessment of existing services vs. identified need. Identify target audience & stakeholders.	
DCCP 1.1-3, 2.3	e. Encourage a system of care which provides resources and comprehensive services to children without requiring involvement with the formal juvenile justice system.	Ongoing / Continuous	Working Group	Communication strategy to key stakeholders and community groups.	

Identify and address behavioral health issues for youth at risk of coming to the attention of the formal justice system, and for those youth who present behavioral health needs within the juvenile justice system address these needs efficiently and through trauma-informed practice

Mental health and substance use and abuse issues have been long-identified areas of concern for youth in both the Douglas County juvenile justice system, and the youth population at large.

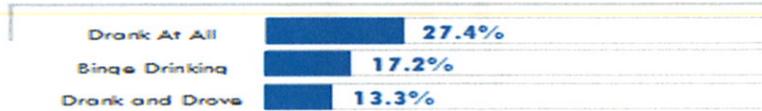
2012 – 2015 County Planning Survey results indicate 88.5% of respondents agreed or strongly agreed that specific behavior health concerns should remain as Plan, and community, priorities. More recently, data continues to indicate a need for focus on mental health and substance use/ abuse issues for Douglas County youth.

Research shows that while up to 34 percent of children in the United States have experienced at least one traumatic event, between 75 and 93 percent of youth entering the juvenile justice system annually in this country are estimated to have experienced some degree of trauma. Additionally, only about a third of justice system youth with mental disorders have received prior treatment in the community.

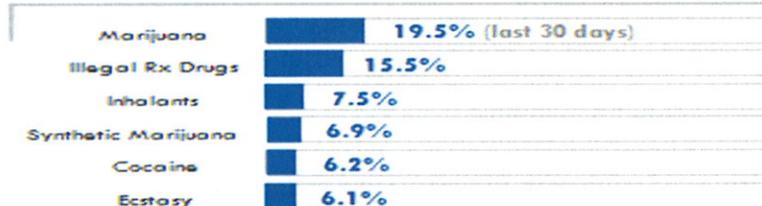
Parallel to national statistics, youth entering the juvenile justice system in Douglas County show a high need for behavioral health interventions. In Douglas County, youth coming to the attention of the County Attorney for law violations, who are not already involved with Court or Probation, are offered a formal risk and needs assessment and behavioral health screening through the Juvenile Assessment Center (JAC). The Diagnostic Predictive Scale (DPS) Behavioral Health Screening shows results present, possible, or absent across the 17 most commonly occurring mental health diagnosis in the adolescent population. These indicate if provided a full evaluation, the youth would likely receive a formal diagnosis in that area. The following are the results for those youth screening either “present” or “possible” for the diagnostic area out of the total 1016 youth who were screened through the DPS in 2015: Social Phobia 48%; Agoraphobia 21%; General Anxiety 26%; Obsession 17%; Mania 20%; Depression 25%; Panic Attacks 23% and PTSD 17%. One half of all diversion case plans contain some level of behavioral health intervention (ranging from a one-day drug and alcohol class, to psychological evaluation, to outpatient treatment). Furthermore, each year approximately 100 assessed at the JAC report suicidal ideation or attempt(s).

Douglas County Youth Risk Factors

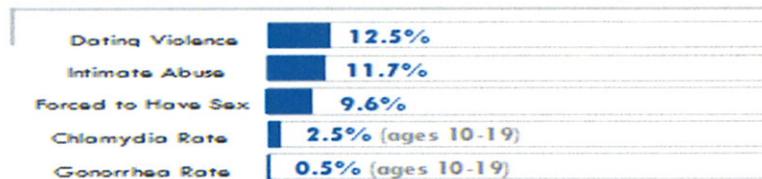
Alcohol Use: Past 30 Days



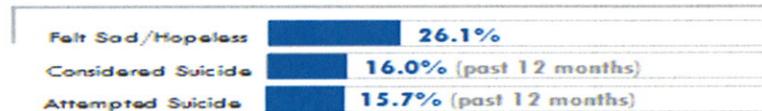
Drug Use



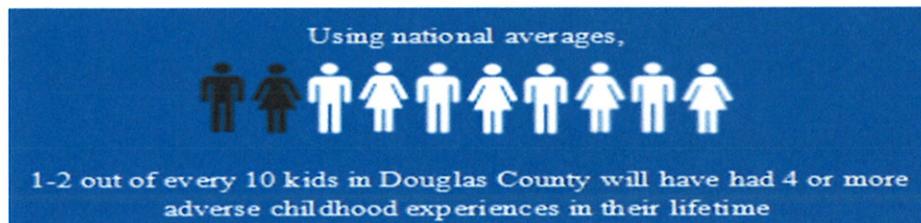
Sexual Health and Relationships



Suicide and Depression



Environmental Trauma



*Source 2015 State of Juvenile Justice. Douglas County Youth Experiences drawn from 2014 Youth Risk Behavior Survey and 2014 Kids Count Data Center (http://www.douglascountyhealth.com/images/stories/YRBS%202014%20Report_opt.pdf; <http://datacenter.kidscount.org/data#NE/5/0>). National ACEs data drawn from Centers for Disease Control and Prevention Prevalence of Individual Adverse Childhood Experiences (<http://www.cdc.gov/violenceprevention/acestudy/prevalence.html>). ACEs include emotional, physical, or sexual abuse, emotional or physical neglect, and "dysfunction" factors in the home such as domestic violence, household substance abuse, household mental illness, parental separation or divorce, or having a household member incarcerated. Definitions of what constitutes each type of experience is available at <http://www.cdc.gov/violenceprevention/acestudy/prevalence.html>.



Other indications of need regarding youth experiencing behavioral health crisis in Douglas County are calls from concerned parents to the Nebraska Family Helpline. The Helpline received more than 2,150 calls, made by nearly 1,600 families, from Douglas County in 2015.

The Top 3 Child Issues reported by parents:

- Not Following Rules of Authority Figures (68% of families)
- Out of Control (67% of families)
- Lying (52% of families)

ID Child Age Ranges	Percent
4 and younger	4%
5 to 8	11%
9 to 12	15%
13 to 16	50%
17 to 18	18%
19 and older	2%

- 58% of identified children were male
- 42% of identified children were female

The top 5 zip codes from which calls were received were 68107, 68111, 68104, 68134, and 68105.



As noted in previous Plans, and through the ongoing work in the community, there remain consistent themes in the area of behavioral health needs for youth: increase opportunities for youth to receive appropriate and effective early assessment and identification of needs, prior to intersections with the formal justice system; and for those youth who do come to the attention of the justice system an increase awareness of, effects of, and treatment for youth who have experienced trauma throughout the system and service providing professionals who serve youth.

Over the past few years, several intersecting initiatives have been working to address issues of trauma and behavioral health identification and treatment. A few of these include:

1. Licensed Mental Health Practitioners at the Douglas County Youth Center reduce physical altercations and escalations, the need for emergency room visits, and re-traumatizing events, as well as providing transition recommendations for youth.
2. Rapid Response through Region 6 is available for families who meet guidelines (financial, non-system or other services involvement, behavioral health diagnosis present) for immediate referrals from the Juvenile Assessment Center and County Attorney's Office to help reduce need for formal justice system involvement.
3. Trauma training has been provided to all staff and management groups within the juvenile justice system to include: Juvenile County Attorneys, the Juvenile Assessment Center, the Douglas County Youth Center, Youth Impact (formerly Crossover Youth Practice Model), the JDAI Collaborative, and State Probation District 4J. Additional groups offered training included: the School Resources Officers, all staff at Parrish Alternative School, and a special training offered to Public Defenders, Private Bar, Guardians Ad Litem, CASA volunteers, and the Foster Care Review Office. This training was also offered in the community on three occasions with a target audience of youth serving providers of all types throughout the community. Trauma trainings will again be offered during 2016.
4. Project Harmony implemented a program aimed at early identification and intervention. "The Connections program began in January with the goal of linking schools and families with much-needed mental health and counseling services. Aimed specifically at K-8 students, the program currently operates in the Millard and Papillion-La Vista schools and in 27 Omaha Public Schools buildings. Guidance counselors or doctors refer families to Connections for help with kids who are exhibiting signs of possible mental health problems, such as anxiety, aggression or withdrawal."

Citation = http://www.livewellnebraska.com/health/therapists-in-school-can-quickly-reach-kids-in-need/article_97b7ad28-46bf-5ee3-9e10-41e04b90ffc0.html

5. In July of 2015, consultants from the National Council of Juvenile and Family Court Judges (NCJFCJ) conducted a Trauma Audit in Douglas County. “Over the course of the 2.5 day consultation, site visit activities primarily involved observation of court facilities and practices. The team observed hearings and evaluated judicial engagement using a systematic court observation tool. Courtroom and courthouse observations were focused primarily on (a) environment, (b) processes/practices (e.g., security screening, calling parties to hearings, etc.), and (c) interactions between and within litigants and system stakeholders. NCJFCJ staff also conducted focus groups and/or interviews with judges, clerks, bailiffs, court reporters, detention staff, Juvenile Assessment Center staff, Youth Impact Working Group members, juvenile probation leadership, and a Boys Town representative. NCJFCJ staff toured several youth serving agencies including Douglas County Youth Center and Juvenile Assessment Center.” A final report with recommendations will be reviewed through Operation Youth Success. “(The) report is intended for use by the Douglas County Juvenile Court and Operation Youth Success to assist in efforts to create trauma-responsive environments, practices, and policies.” See appendix XX-XXII OYS Prevention Work Plan

Utilize evidence based strategies to restructure policy and practice to create strategic, collective system improvements and reform to most efficiently use resources to most effectively serve youth who become system-involved, while maintaining focus on preventing youth from entering the formal justice system.

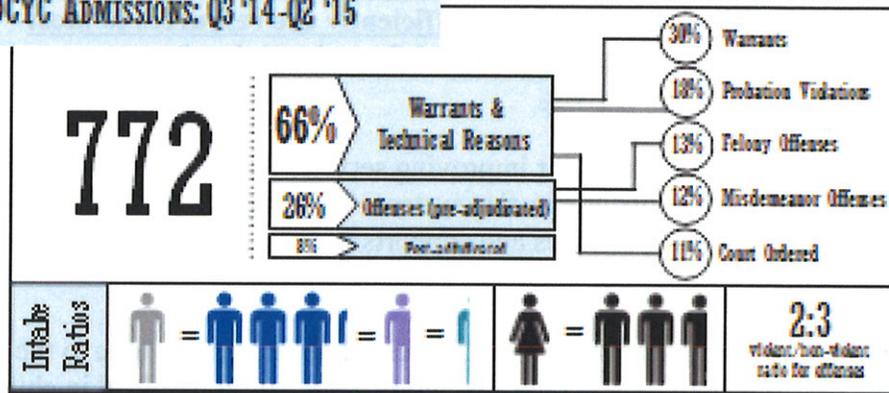
Douglas County has long recognized the need for improving services for youth, for those youth who come into contact with the formal juvenile justice system. Simultaneously, there has been recognition of the need to identify needs, services and supports in order to keep at-risk youth from entering the formal system.

Douglas County recognizes the need for a formalized "System Reform" priority due to the data studied over the past decade, to include: arrest rates, detention rates, youth involved in child welfare who become involved in delinquency, truancy and drop-out rates, recidivism, disproportionate minority contact and compelling research which has become available around involvement, outcomes and the use of evidence-based practices.

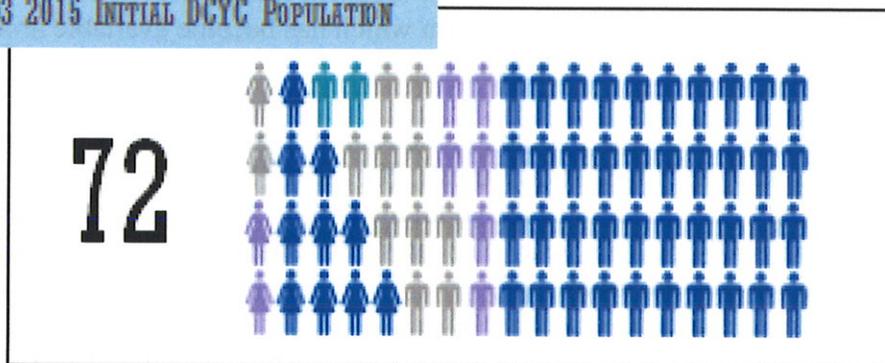
Douglas County is home to 40% of the State's youth population. In Douglas County, there are 58,392 youth ages 10-17 according to U.S. Census Bureau, 2011-2013 3-Year American Community Survey. Historically, the arrest rates for youth in Douglas County have remained fairly consistent, ranging from 3000-3500 per year. The latest available rates are for 2012, in which 3068 youth were cited for law violations.

The number of youth detained has been a long-standing issue of concern (which will be listed later in this section). A snapshot of detention data indicates a reduction in use of detention. However, there are many factors under consideration and study regarding continued improvements in use of alternatives to detention, case processing as it effects youth, warrants, disproportionate rates of confinement (see all further in this section and in the JDAI Work Plan(s)).

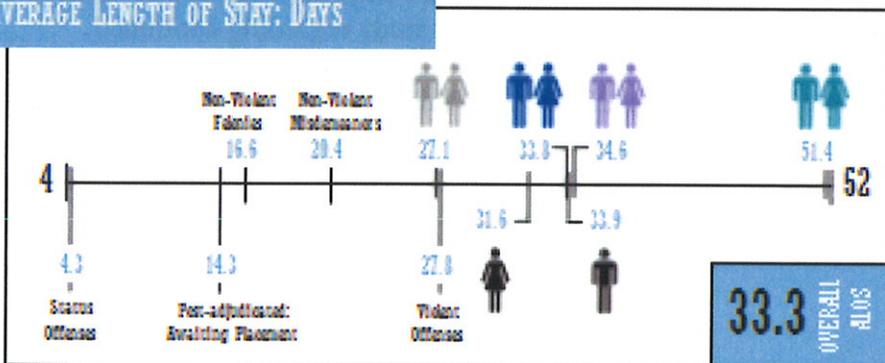
DCYC ADMISSIONS: Q3 '14-Q2 '15



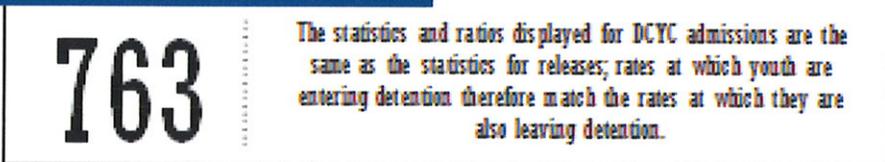
Q3 2015 INITIAL DCYC POPULATION



AVERAGE LENGTH OF STAY: DAYS



DCYC RELEASES: Q3 '14-Q2 '15



*2015 State of Juvenile Justice

Child abuse and neglect are risk factors for delinquency. What we know about youth who are involved in the child welfare system from national research:

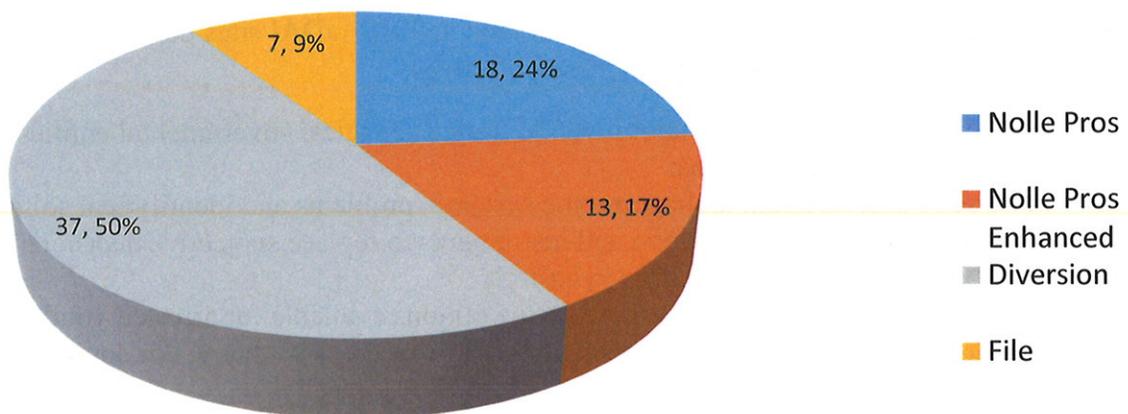
- Increased likelihood of arrest as a juvenile by 55% and for a violent crime as a juvenile by 96%
- Increased likelihood of arrest as an adult by 28% and for a violent crime as an adult by 30%
- Increased the odds of future delinquency and adult criminality overall by 29%

Additionally, for those youth who crossover into the delinquency system, they:

- Are often in the child welfare system for long periods of time.
- Are more likely to be female as compared of the general delinquency population.
- Minorities, particularly African Americans, appear to be over represented.
- Most are placed out of the home and often experience multiple placements.
- Are often truant and/or performing poorly in school.
- Over half are detained prior to adjudication.
- Have higher rates of substance abuse and mental illness
- Have higher recidivism rates
- Have higher rates of criminal involvement as adults
- Have higher rates of child welfare involvement as parents/perpetrators of maltreatment

From November 2012 – January 2016 (3 full years and 1 additional quarter) *there have been a total of 671 youth (47% female and 53 % male) identified as dual status in Douglas County (for an average of just over 200 each year). Below please find 2015 case decisions outcomes for those youth identified as “team eligible” (those youth not already Court-involved for delinquency, thus eligible for diversionary team resulting from the Douglas County process.*

2015 YI! Team Meeting Decisions/Initial Outcomes (n=75)



The Douglas County Juvenile Assessment Center (JAC) provides the cornerstone of evidence-based practices for juvenile justice youth service: screening and assessment. The JAC serves as the focal point for comprehensive assessment for youth coming to the attention of the Douglas County Attorney's Office (DCAO) for delinquency or status matters. The JAC provides to the DCAO recommendations for the most efficient and effective interventions and supervision levels for each youth. In 2015, the following youth were served through assessment at the JAC: 1210 for delinquency matters; 402 for truancy referrals; 134 through Youth Impact and 112 for status issues brought to the DCAO directly. Projections for 2016 total 2200, due to a continued increase in delinquency referrals for higher at-risk youth, and truancy and status in 2015 were moved from the DCAO to the JAC, so a full year of data is not included. The JAC strives to divert all eligible youth from formal processing, while recommending interventions to prevent further law violations, and enhance productive growth of young citizens. The JAC utilizes evidence-based principles such as the risk/need principle by making targeted referrals, based on screening and assessment, and referring to service providers in the community utilizing evidence-based principles, as well as monitoring utilization and effectiveness of each of these services. For youth who were assessed in 2015, 845 received a Warning Letter or completed Diversion Successfully in 2015 (cases were not filed in Court).

School truancy has been an issue of concern and frustration in Douglas County for many years. During the 2013-2014 school year, the Douglas County Attorney's Office (DCAO) received 2930 formal truancy referrals from the 11 school districts in the County. 972 were received during the 2014-2015 school year, and it is projected that over 1200 will be received during the 2015-2016 school year. The variance from an all-time high of 2930 to the next year at 972 are both due to legislative changes, which are projected to even out for the 1200 figure for the 2015-2016 school year.

Douglas County has worked diligently throughout the recent years to address issues presented, such as the aforementioned data points. Douglas County sought the assistance of a consultation firm, the Institute for Law and Policy Planning, in 2008 due to the alarmingly high population levels at the Douglas County Youth Center (DCYC). Recommendations from this study ultimately led to Douglas County pursuing acceptance from the Annie E. Casey Foundation as a Juvenile Detention Alternatives Initiative (JDAI) site in 2010. JDAI sites pursue eight interrelated core strategies to accomplish these objectives:

1. Collaboration between major juvenile justice agencies, governmental entities, and community organizations.
2. Use of accurate data to diagnose the system's problems and identify real solutions.
3. Objective admissions criteria and instruments to replace subjective decisions that inappropriately place children in custody.
4. Alternatives to detention to increase the options available for arrested youth.
5. Case processing reforms to speed up the flow of cases so that youth don't languish in detention.
6. Reducing the use of secure confinement for special cases like technical probation violations.
7. Deliberate commitment to reducing racial disparities by eliminating biases and ensuring a level playing field.

8. Improving conditions of confinement through routine inspections.

Committees or Working Groups which fall under the purview of JDAI (*in conjunction with OYS) are the following: Data*, Alternatives to Detention, Objective Admissions, Disproportionate Minority Confinement (DMC)/Equity*, and Case Processing*. The Juvenile Detention Alternative Initiative is chaired by the Honorable Vernon Daniels, Juvenile Court Judge, and Thomas Warren, President and CEO of the Urban League of Nebraska.

In 2012, Douglas County committed to becoming a Cross-over Youth Practice Model Initiative (CYPM) site through Georgetown University in order to more effectively serve youth who are involved in both the child welfare and juvenile justice systems. These young people, are often referred to as “crossover” or “dually-involved” youth. Models that address the unique needs of these youth and families utilize specific practices that need to be in place within a jurisdiction in order to reduce the number of youth who crossover between the child welfare and juvenile justice systems, the number of youth entering and reentering care, and the length of stay in out of home care. This collaborative approach provides a mechanism whereby agencies will strengthen their organizational structure and implement or improve practices that directly affect the outcomes for crossover youth. The Douglas County model has been renamed due to the individual changes and improvements made, and is now referred to as “Youth Impact!”. Partners in the Youth Impact initiative work include: State Probation, Project Harmony, Nebraska Family Support Network, Nebraska Department of Health and Human Services, Nebraska Families Collaborative, Boys Town, Project Everlast, and the following Douglas County entities: County Attorney, Juvenile Assessment Center, and Juvenile Court. Youth Impact is chaired by the Honorable Douglas Johnson, Juvenile Court Judge, and Nick Juliano, Sr. Director Community Engagement, Boys Town.

Throughout the last decade, all areas of juvenile justice service in Douglas County have strived to improve practices and procedures in order to better serve youth at risk and involved in the justice system. These efforts have occurred through numerous, targeted collaborative efforts, such as addressing truancy or behavioral health needs of adolescence. These have also included system focused evaluations, use of data to improve practices, staff trainings, external and internal audits and the use of satisfaction surveys.

The Douglas County Youth Center offers alternatives to detention for status offenders and/or youth who do not require secure detention. The Youth Center provides a community-based program referred to as the HOME Program (Home On Monitoring Equipment). This program allows young people to live at home, work and to continue to attend their home school. The HOME program serves as a diversion program for youth who are truant from school. The Douglas County Juvenile Assessment Center uses the HOME Program as a graduated sanction for Diversion; this allows youth the ability to complete Diversion, avoiding adjudication.

The Youth Center operates an evening reporting center, EPIC. This program provides after school programming for students in need of educational assistance; drug and alcohol education; mental health counseling; music classes; family engagement; social skills; financial literacy; service learning projects in the community; all of this is offered while ensuring a safe and secure location during evening hours. To date there is a 95% attendance rate for this volunteer pilot.

The inception of Operation Youth Success (OYS), as was noted in detail within the Community Team section of this Plan, has become the foundation for strategy and sustainability to house and coordinate the numerous efforts to improve services to youth both within the system, and in the community.

OYS works in conjunction with JDAI and Youth Impact! as well as all the juvenile justice system touch points, the service providing and community at large in order to ensure no duplication, as well as no gaps in attention to services for youth.

Under the OYS umbrella, work related to all areas of system reform can be go forward, managed, examined and sustained. In this way, the system and schools - private - community - can work in concert toward improvements and solutions in the most efficient and effective manner.

Work plans encapsulated within the system reform efforts include:

- Douglas County Operation Youth Success System Reform Work Plan 2015
- Douglas County System Reform Work Plan 2016
- Operation Youth Success Prevention Work Plan 2015
- Douglas County Operation Youth Success School Based Arrest Working Group Work Plan 2015
- Douglas County Operation Youth Success Families Working Group Work Plan 2015
- Douglas County Juvenile Detention Alternatives Initiative Work Plan 2015
- Douglas County JDAI ATD Working Group Work Plan 2015
- Douglas County JDAI Case Processing Working Group Work Plan 2015
- Douglas County JDAI Data Working Group Work Plan 2015
- Douglas County JDAI Objective Admissions Work Plan 2015
- Douglas County JDAI Disproportionate Minority Contact Work Plan 2015 (found in DMC Section)
- Youth Impact (Cross Over Youth Model) Work Plan 2015

Other work groups developing work plans are:

- OYS Policy Work group
- OYS Juvenile Justice League



Douglas County Operation Youth Success SYSTEM REFORM Work Plan 2016

Strategy	Action Steps	Target Date	Status End of Q2	Responsible Parties	Resources Needed	Evidence-Based Practice Is the proposed program a model, best-practice, evidence-based, or promising practice program?
1) Collective Impact & Community Planning Provide centralization of information sharing, communication, and collaboration opportunities for the Douglas County juvenile justice systems and juvenile service providers to ensure the most effective and efficient collective impact outcomes for each arena of defied youth needs.	a. Maintain Backbone Support for the Douglas County Juvenile Justice Collective Impact Initiative.	On going		Operation Youth Success Staff		YES
	b. Build capacity through the data personnel within the Backbone staff team.	On going		Operation Youth Success Staff		NO
	c. Coordinate & facilitate the Douglas County Juvenile Justice Community Plan.	On going		Operation Youth Success Staff		Outcomes: Is this program being evaluated? Explain evaluation and outcome data that establishes this as an effective program. Operation Youth Success is currently working with evaluators at the University of Nebraska-Omaha's Nebraska Center for Justice Research; that center is providing a developmental evaluation of OYS over the course of the next two years. This developmental evaluation provides evaluation of both the evolution of the various groups falling under OYS as well as assessments of the efficacy of specific intervention strategies pursued by these groups. OYS and its partner organizations have taken a proactive role in working with the evaluation team to determine indicators that will reflect both implementation and outcomes associated with the work done by the OYS Backbone, Steering Committee, and Working Groups. Due to the nature of this initiative and the corresponding evaluation, data needs and activities may undergo rapid change but will consistently reflect back upon the progress made in terms of both this collaboration and its influence on the juvenile justice system.
	d. Coordinate & facilitate the Douglas County Community Based Aid processes and procedures.	On going		Operation Youth Success Staff		Data being gathered for this evaluation is used to assess both the effectiveness of OYS at large as well as the system change which is at the heart of the OYS vision statement. Primary data on the attendance, engagement, and mindsets of the individuals engaged in OYS has been collected since June of 2015 to evaluate the involvement of the parties who are members of either the Steering Committee or Working Groups. Additional interview data has also been gathered pertaining to the advancement of this project with respect to the conditions of collective impact (backbone support, common agenda, continuous communication, mutually reinforcing activities, shared measurement systems) and whether progress has been made on each of these conditions. Finally, data on the establishment and existence of a juvenile justice network (collaboration, integration, and efficacy) is in the process of being collected and will be utilized to determine productive methods for cooperation and continued partnership among OYS stakeholders.
	e. Community communication related to Douglas County Juvenile Justice reforms via quarterly newsletters & Knowledge Exchange events, MySidewalk, OYS website and Community At Large Events.	On going		Operation Youth Success Staff		Data being gathered for this evaluation is used to assess both the effectiveness of OYS at large as well as the system change which is at the heart of the OYS vision statement. Primary data on the attendance, engagement, and mindsets of the individuals engaged in OYS has been collected since June of 2015 to evaluate the involvement of the parties who are members of either the Steering Committee or Working Groups. Additional interview data has also been gathered pertaining to the advancement of this project with respect to the conditions of collective impact (backbone support, common agenda, continuous communication, mutually reinforcing activities, shared measurement systems) and whether progress has been made on each of these conditions. Finally, data on the establishment and existence of a juvenile justice network (collaboration, integration, and efficacy) is in the process of being collected and will be utilized to determine productive methods for cooperation and continued partnership among OYS stakeholders.
	f. Plan, coordinate, prepare materials and assist in facilitation of OYS work groups on a monthly basis.	On going		Operation Youth Success Staff		Data being gathered for this evaluation is used to assess both the effectiveness of OYS at large as well as the system change which is at the heart of the OYS vision statement. Primary data on the attendance, engagement, and mindsets of the individuals engaged in OYS has been collected since June of 2015 to evaluate the involvement of the parties who are members of either the Steering Committee or Working Groups. Additional interview data has also been gathered pertaining to the advancement of this project with respect to the conditions of collective impact (backbone support, common agenda, continuous communication, mutually reinforcing activities, shared measurement systems) and whether progress has been made on each of these conditions. Finally, data on the establishment and existence of a juvenile justice network (collaboration, integration, and efficacy) is in the process of being collected and will be utilized to determine productive methods for cooperation and continued partnership among OYS stakeholders.
	g. Plan, coordinate, prepare materials and assist in the facilitation of the OYS Steering Committee meetings on a monthly basis.	On going		Operation Youth Success Staff		Data being gathered for this evaluation is used to assess both the effectiveness of OYS at large as well as the system change which is at the heart of the OYS vision statement. Primary data on the attendance, engagement, and mindsets of the individuals engaged in OYS has been collected since June of 2015 to evaluate the involvement of the parties who are members of either the Steering Committee or Working Groups. Additional interview data has also been gathered pertaining to the advancement of this project with respect to the conditions of collective impact (backbone support, common agenda, continuous communication, mutually reinforcing activities, shared measurement systems) and whether progress has been made on each of these conditions. Finally, data on the establishment and existence of a juvenile justice network (collaboration, integration, and efficacy) is in the process of being collected and will be utilized to determine productive methods for cooperation and continued partnership among OYS stakeholders.
	h. Attend monthly Juvenile Alternatives to Detention (JDA) work group meetings and quarterly JDA/ Douglas County Collaborative meetings and JDA/ state wide meetings.	On going		Operation Youth Success Staff		Data being gathered for this evaluation is used to assess both the effectiveness of OYS at large as well as the system change which is at the heart of the OYS vision statement. Primary data on the attendance, engagement, and mindsets of the individuals engaged in OYS has been collected since June of 2015 to evaluate the involvement of the parties who are members of either the Steering Committee or Working Groups. Additional interview data has also been gathered pertaining to the advancement of this project with respect to the conditions of collective impact (backbone support, common agenda, continuous communication, mutually reinforcing activities, shared measurement systems) and whether progress has been made on each of these conditions. Finally, data on the establishment and existence of a juvenile justice network (collaboration, integration, and efficacy) is in the process of being collected and will be utilized to determine productive methods for cooperation and continued partnership among OYS stakeholders.
	i. Attend monthly and quarterly Youth Impact! Meetings	On going		Operation Youth Success Staff		Data being gathered for this evaluation is used to assess both the effectiveness of OYS at large as well as the system change which is at the heart of the OYS vision statement. Primary data on the attendance, engagement, and mindsets of the individuals engaged in OYS has been collected since June of 2015 to evaluate the involvement of the parties who are members of either the Steering Committee or Working Groups. Additional interview data has also been gathered pertaining to the advancement of this project with respect to the conditions of collective impact (backbone support, common agenda, continuous communication, mutually reinforcing activities, shared measurement systems) and whether progress has been made on each of these conditions. Finally, data on the establishment and existence of a juvenile justice network (collaboration, integration, and efficacy) is in the process of being collected and will be utilized to determine productive methods for cooperation and continued partnership among OYS stakeholders.
	j. Lead organization for the Georgetown University School - Justice Certificate Program and Capstone Project.	On going		Operation Youth Success Staff		Data being gathered for this evaluation is used to assess both the effectiveness of OYS at large as well as the system change which is at the heart of the OYS vision statement. Primary data on the attendance, engagement, and mindsets of the individuals engaged in OYS has been collected since June of 2015 to evaluate the involvement of the parties who are members of either the Steering Committee or Working Groups. Additional interview data has also been gathered pertaining to the advancement of this project with respect to the conditions of collective impact (backbone support, common agenda, continuous communication, mutually reinforcing activities, shared measurement systems) and whether progress has been made on each of these conditions. Finally, data on the establishment and existence of a juvenile justice network (collaboration, integration, and efficacy) is in the process of being collected and will be utilized to determine productive methods for cooperation and continued partnership among OYS stakeholders.
k. Lead organization for the Concord Mediation and Schools Partnership.	On going		Operation Youth Success Staff		Data being gathered for this evaluation is used to assess both the effectiveness of OYS at large as well as the system change which is at the heart of the OYS vision statement. Primary data on the attendance, engagement, and mindsets of the individuals engaged in OYS has been collected since June of 2015 to evaluate the involvement of the parties who are members of either the Steering Committee or Working Groups. Additional interview data has also been gathered pertaining to the advancement of this project with respect to the conditions of collective impact (backbone support, common agenda, continuous communication, mutually reinforcing activities, shared measurement systems) and whether progress has been made on each of these conditions. Finally, data on the establishment and existence of a juvenile justice network (collaboration, integration, and efficacy) is in the process of being collected and will be utilized to determine productive methods for cooperation and continued partnership among OYS stakeholders.	
l. Douglas County representative on the Grant Review Subcommittee of the Nebraska Coalition for Juvenile Justice which is obligated to ensure that funding from the Community Based Juvenile Services Aid Program is allocated to programs and services that are primarily designed to divert juveniles, who are twelve through eighteen years of age, from the juvenile justice system by delivery of pre-adjudication services that are evidence based and research based. See Nebraska Crime Commission Operation Instructions 10 and 35. See also Nebraska Revised Statute 43-2402.02.	On going		Operation Youth Success Staff		Data being gathered for this evaluation is used to assess both the effectiveness of OYS at large as well as the system change which is at the heart of the OYS vision statement. Primary data on the attendance, engagement, and mindsets of the individuals engaged in OYS has been collected since June of 2015 to evaluate the involvement of the parties who are members of either the Steering Committee or Working Groups. Additional interview data has also been gathered pertaining to the advancement of this project with respect to the conditions of collective impact (backbone support, common agenda, continuous communication, mutually reinforcing activities, shared measurement systems) and whether progress has been made on each of these conditions. Finally, data on the establishment and existence of a juvenile justice network (collaboration, integration, and efficacy) is in the process of being collected and will be utilized to determine productive methods for cooperation and continued partnership among OYS stakeholders.	

DOUGLAS COUNTY SYSTEM REFORM WORK PLAN 2015

Strategy	Action Steps	Target Date	Status End of Q2	Responsible Parties	Resources Needed	Evidence-Based Practice
<p>1) Assessment and Diversion: Provide opportunities for youth who come to the attention of the Douglas County Attorney's Office (DCAO) via law violations or status offenses to receive screening and assessment regarding the youth's risks and needs and provide the Douglas County Attorney with recommendations for system response, as well as interventions and services.</p>	<p>a. Provide screening and assessment for youth coming to the attention of the formal justice system by presenting to the Douglas County Attorney's Office (DCAO) via a delinquency or status violation/matter</p>	ongoing	Q2	Douglas County Juvenile Assessment Center (JAC)	Staff professionals; administrative supports	<p>Is the proposed program a model, best-practice, evidence-based, or promising practice program? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No</p> <p>Outcomes: Is this program being evaluated? Explain evaluation and outcome data that establishes this as an effective program.</p>
	<p>b. Provide recommendation to the DCAO regarding level of supervision, supports and intervention as matched by the risks and needs of the youth through screening and assessment</p>	ongoing		Douglas County Juvenile Assessment Center (JAC)	Staff professionals; administrative supports	<p>Yes – JJI - through data provided to represent all of these strategies. Continued improvements based on data is one evidence-based principle used. - Other evidence-based principles utilized: Assessment; matching services, interventions and supports to risk level; use of research by Lipsey and regarding adolescent brain development and trauma</p>
	<p>c. Provide case management services for youth placed on diversion by the DCAO</p>	ongoing		Douglas County Juvenile Assessment Center (JAC)	Staff professionals; administrative supports	
	<p>d. Participate in system reform efforts (provide data and information which will assist to inform evolving practices; make continuous quality improvements based on data and the strategic work of the reform efforts)</p>	ongoing		Douglas County Juvenile Assessment Center (JAC)	Staff professionals; administrative supports	

Strategy	Action Steps	Target Date	Status End of Q2	Responsible Parties	Resources Needed	Evidence-Based Practice
<p>2) Provide coordination and administration to ensure a collective impact response to the system reform efforts</p>	<p>a. Maintain Coordination of the system reform efforts through a staff positions such as grants administration, Douglas County Attorney's Office administration and Attorney, OYS, JDAI, or other system or non-system partners which can effect change and stability for the overall reform efforts</p>	ongoing		System reform stakeholders/OYS oversight	Staff positions	<p>Is the proposed program a model, best-practice, evidence-based, or promising practice program?</p> <p><input checked="" type="checkbox"/> Yes <input type="checkbox"/> No</p> <p>Outcomes: Is this program being evaluated? Explain evaluation and outcome data that establishes this as an effective program.</p>
	<p>b. Build capacity through the addition of data professionals (OYS, JDAI, Evaluation)</p>			System reform stakeholders/OYS oversight	Staff positions	<p>Yes – JJI - through data provided to represent all of these strategies.</p> <p>Continued improvements based on data is one evidence-based principle used.</p>

		Mann	6/1/2016	e. Detention Orientation Process	
	Ongoing monthly spotlight service presentation; automated system like United Way 211; outreach marketing for existing services; OYS website; Boys Town Helpline; JUPF.	DCYC staff; will invite others to the table, Noell (Case study).			



Douglas County Operation Youth Success Work Plan 2015
Prevention Working Group

Strategy	Action Steps	Target Date	Status End of	Responsible Parties	Resources Needed	Evidence-Based Practice
1) Determine how youth are identified for prevention services	<p>a. Obtain information about youth impacted by trauma (who they are, where they are—clarify demographics and prevalence)</p> <p>b. Identify the parameters for youth that qualify for services or support (how do we identify youth who have experienced trauma and how do we get those youth to services)</p> <p>c. Identify effective methods as to how to address cultural and social barriers to help-seeking families and youth. i) Develop innovative partnerships, activities and services that value and honor the race/ethnicity/culture of youth and their families and build upon the strengths and diversity within communities.</p> <p>d. Assess existing opportunities for parent engagement within the prevention arena</p> <p>i. Understand the existing parent/ caregiver trauma supports in the community</p> <p>ii. Determine what methods have been successful in generating youth/parent engagement in services</p>	11/1/2016		Working Group	Resource Guide (non-profits, for-profits, parents, families, judges, caseworkers)	Is the proposed program a model, best-practice, evidence-based, or promising practice program?
		11/1/2016		Working Group	Knowledge of trauma assessments, where those assessments are taking place, and requirements to obtain services	Yes No
		11/1/2016		Working Group	Knowledge of barriers for families and youth	Outcomes: Is this program being evaluated? Explain evaluation and outcome data that establishes this as an effective program.
		11/1/2016		Working Group	Research, evidence-based prevention strategies for youth at risk	

<p>2) Identify already existing services for youth who have experienced trauma as well as services that are not available but needed</p>	<p>a. Understand the existing youth trauma services and supports that are already available in Douglas County for youth and families i. Identify and catalogue efforts to address trauma happening in the Douglas County community ii. Ensure the WG is linked to current prevention efforts within the DC Health Dept, HHS, etc. ii. Map the referral processes, funding, and resources that are present with existing youth trauma service providers</p>	<p>Dec-16</p>	<p>Ongoing</p>	<p>Working Group</p>	<p>Resource Guide (non-profits, for-profits, parents, families, judges, caseworkers), Non-Profit Association of the Midlands; knowledge of existing prevention efforts in the community; resource information and links to existing resources (Region 6, Project Harmony); OYS website</p>	<p>Is the proposed program a model, best-practice, evidence-based, or promising practice program?</p>
<p>b. Use a mapping exercise to identify current training tools, workshops, and supports in the community for parents, teachers, caregivers, and providers (providers can be both non-therapeutic and therapeutic)</p>	<p>Dec-16</p>	<p>Ongoing</p>	<p>Working Group</p>	<p>Original FSG list, United Way list, Boys Town Help Line resource list, Survey Responses solicited by this Group</p>	<p>Yes No</p>	<p>Outcomes: Is this program being evaluated? Explain evaluation and outcome data that establishes this as an effective program.</p>
<p>c. Work with existing agencies to identify gaps in services and brainstorm programs that are still needed i. Investigate ways to increase the number of mental health providers through scholarships for students willing to become MH professionals and trained in trauma evidence-based practices ii. Examine and potentially implement incentives for mental health practitioners to offer services in currently underserved parts of Douglas County</p>	<p>Mar-17</p>	<p>Ongoing</p>	<p>Working Group</p>	<p>Contacts for respective agencies; mapping of existing services</p>	<p>Outcomes: Is this program being evaluated? Explain evaluation and outcome data that establishes this as an effective program.</p>	<p>Outcomes: Is this program being evaluated? Explain evaluation and outcome data that establishes this as an effective program.</p>

<p>3) Assess existing opportunities for supporting trauma-informed tools, training, and resources for adults working with youth impacted by trauma</p>	<p>a. Identify evidence-based practices relevant to trauma and whether providers utilize these practices</p>	Dec-16	Ongoing	Working Group	Knowledge of trauma EBPs; knowledge of provider services;	Is the proposed program a model, best-practice, evidence-based, or promising practice program?
	<p>b. Identify services or agencies that currently serve youth with trauma but do not presently have trauma training</p>	Dec-16	Ongoing	Working Group	Knowledge of the training that existing programs/providers receive	Yes No
	<p>c. Identify supports for parents, teachers, mentors, child development agencies and others to learn more about trauma and ways to respond to trauma</p>	Mar-17	Ongoing	Working Group	TBD	
	<p>d. Identify ways that the Prevention WG can advocate for trauma-informed systems and develop a communication plan for dissemination of this information to the community i.) Establish a communication plan that addresses cultural and social barriers.</p>	May-17	Ongoing	Working Group	TBD	
	<p>e. Map new and/or available funding and resources not currently utilized by services or providers in Douglas County</p>	May-17	Ongoing	Working Group	Knowledge of current funding sources and resources; research on new resources and funding	Outcomes: Is this program being evaluated? Explain evaluation and outcome data that establishes this as an effective program.



Douglas County Operation Youth Success Work Plan 2015
School Based Arrest Working Group

Strategy	Action Steps	Target Date	Status End of	Responsible Parties	Resources Needed	Evidence-Based Practice
<p>1) Increase training for school staff and SROs, while increasing accountability for the proper use of relevant skills; and increase coordination between schools and community and public services, support the increase in alternatives to suspensions and law enforcement involvement</p>	<p>a1. Investigate ways to support schools and their implementation of multi-tiered system of supports to address behavior</p>	May-16		School Based Arrests workgroup	Access to implementation plans, resources for MTSS (online), Concord Center, any associated training materials	Is the proposed program a model, best-practice, evidence-based, or promising practice program?
	<p>a2. Develop Restorative Practices, Restorative Justice training and/or training support to include use of 3rd party mediation</p>	May-16		School Based Arrests workgroup		Yes No
	<p>b. Develop training plan for trauma-informed care.</p>	Jun-16		School Based Arrests workgroup and Douglas County School Districts	Introductory and second-tier training (101 & 102) via existing resources; TED MED talks; multiple other assessment tools; trauma-informed care statewide workgroup	Outcomes: Is this program being evaluated? Explain evaluation and outcome data that establishes this as an effective program.
	<p>c. Create support systems that allow identified stakeholders to attend requested trainings</p>	ongoing		School Based Arrests workgroup, Douglas County School Districts	Ways to identify desired or needed training for stakeholders; data collection on training barriers	
	<p>d. Develop and promote knowledge exchange for preventive resources available within the community. Ongoing cross-system training to develop cultural and relevant racial competencies within staff.</p>	Sep-16		School Based Arrests workgroup paried with the Absenteeism workgroup	Ongoing monthly spotlight service presentation; automated system like United Way 211; outreach/marketing for existing services; OYS website; Boys Town Helpline; JUPF;	

<p>2) Foster an environment in which administration across school districts and individual schools engage in a collaborative process with the greater school community, law enforcement, juvenile justice agencies, and other stakeholders to consider the most appropriate and effective school-police partnership</p>	<p>a. Review existing MOUs</p>	<p>Dec-15</p>	<p>School district, law enforcement</p>	<p>MOUs</p>	<p>Is the proposed program a model, best-practice, evidence-based, or promising practice program?</p>
<p>b. Review and enhance written policy and procedures within school districts to formalize key elements of the school-police partnership outlining officers' roles and authority as defined through the collaborative process</p>	<p>Mar-16</p>	<p>School district, law enforcement</p>	<p>MOUs, School Pathways Project, respective school policies and procedures</p>	<p>Yes No</p>	
<p>c. Develop a common understanding of the relationship and interplay between public schools and law enforcement organizations including action plans which minimize school as the entry point into the juvenile justice system.</p>	<p>Jul-16</p>	<p>School district, law enforcement, school attorneys, city attorneys, school board</p>		<p>Outcomes: Is this program being evaluated? Explain evaluation and outcome data that establishes this as an effective program.</p>	
<p>d. Support efforts for the Georgetown School - Justice Partnership Capstone Project as needed.</p>	<p>ongoing</p>	<p>School Based Arrests workgroup, Georgetown Capstone Team, DC Schools, Law Enforcement</p>			
<p>3) Support a culture within the school setting that will utilize restorative and rehabilitative measures to address adolescent behavior.</p>	<p>a. Review agreements with school-police partnership</p>	<p>Mar-16</p>	<p>School Based Arrests workgroup, Douglas County School Districts, law enforcement</p>	<p>Is the proposed program a model, best-practice, evidence-based, or promising practice program?</p>	
<p>b. Improving and formalizing cross-system collaboration by adopting a multi-disciplinary team approach in response to student-focused incident prevention plans. Collaboration with culturally competent, community-based organizations situated within the diverse neighborhoods where students and their families reside.</p>	<p>Sep-16</p>	<p>School Based Arrests workgroup, Georgetown Capstone Team, DC Schools, Law Enforcement</p>		<p>Yes No</p>	
<p>c. Encourage administration to clearly explain expectations for law enforcement involvement</p>	<p>Sep-16</p>	<p>School Based Arrests workgroup, Georgetown Capstone Team, DC Schools, Law Enforcement</p>		<p>Outcomes: Is this program being evaluated? Explain evaluation and outcome data that establishes this as an effective program.</p>	



Douglas County Operation Youth Success Work Plan 2015
Families Working Group

Strategy	Action Steps	Target Date	Status End of Q2	Responsible Parties	Resources Needed	Evidence-Based Practice	
1) Advance implementation for "orientation" engagement strategy	a. Improve family engagement at time of Detention Hearing	June/July 2015	Ongoing	NFSN—along with cross-training through legal counsel, juvenile probation, detention, etc.	Informational handout or pamphlet; survey follow-up and feedback at all system points	Is the proposed program a model, best-practice, evidence-based, or promising practice program?	
	b. Produce an informational handout for families of youth pending Detention Hearing that is mindful of both the language and literacy needs of the general population.	1/1/2016	Ongoing	Representatives from Public Defender, County Attorney, Juvenile Probation, Legal Community as well as vetting group—parents & WG members; representatives from every system point	Glossary of jargon/terms; connection to website (OYS); create electronic source	Yes No	
	c. Mapping of system contact points to include service providers and support systems. Develop innovative partnerships, activities and services that value and honor the race/ethnicity/culture of youth and their families and build upon the strengths and diversity within communities.		Begun				Outcomes: Is this program being evaluated? Explain evaluation and outcome data that establishes this as an effective program.
	d. Cross-training for professionals, stakeholders, working group members. Ongoing cross-system training to develop cultural competencies within staff.	6/1/2016	In development	WG and Backbone; members need to present to the larger WG what they learn, Margaret, Mary Jo, Capt. Mann	Ways to identify desired or needed training for stakeholders; data collection on training barriers		
	e. Detention Orientation Process	6/1/2016		DCYC staff; will invite others to the table, Noell (Case study),	Ongoing monthly spotlight service presentation; automated system like United Way 211; outreach/marketing for existing services; OYS website; Boys Town Helpline; JJPf;		

<p>2) Identify engagement opportunities for youth and families across the system</p>	<p>a. Look at each system contact point for policies and procedures re: families and youth</p>	<p>Jun-16</p>	<p>WG and Backbone</p>	<p>Juvenile Justice 101 re: family engagement</p>	<p>Is the proposed program a model, best-practice, evidence-based, or promising practice program? Yes No</p>
<p>b. Identify opportunities for family and youth involvement within juvenile justice at key points: Schools Law Enforcement Street Release Diversion Probation Intake Court Hearing CASA NFC Court-Ordered Community-Based Programs and Services Probation Detention Out of Home Placement Other points as determined by the WG</p>	<p>Jun-16</p>	<p>Identify staff position at each system point who is responsible for family engagement and/or information sharing</p>	<p>Juvenile Justice 101 re: family engagement</p>	<p>Outcomes: Is this program being evaluated? Explain evaluation and outcome data that establishes this as an effective program.</p>	
<p>3) Provide families and youth with timely information regarding system liaisons</p>	<p>a. Evaluate the family engagement strategy of various system contact points: Schools Law Enforcement Street Release Diversion Probation Intake Court Hearing CASA NFC Court-Ordered Community-Based Programs and Services Probation Detention Out of Home Placement Other points as determined by the WG</p>	<p>Jun-16</p>	<p>WG and Backbone</p>	<p>Individuals who have directly experienced the system; Juvenile Justice 101 re: family engagement</p>	<p>Is the proposed program a model, best-practice, evidence-based, or promising practice program?</p>
<p>b. Develop an inventory of family liaisons for various system contact points (listed above)</p>	<p>Jun-16</p>	<p>WG and Backbone</p>	<p>Need to embed this into the system earlier</p>	<p>Yes No</p>	

	c. Have WG develop "next steps" following 3a and 3b	Jun-16	WG and Backbone	Outcomes: Is this program being evaluated? Explain evaluation and outcome data that establishes this as an effective program.
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DOUGLAS COUNTY JUVENILE DETENTION ALTERNATIVES INITIATIVE
WORK PLAN FOR 2015

IDENTIFIED PRIORITY AREAS

1. On-going DMC issues
2. Number of youth who are detained as a result of a warrant being issued for an unlawful absence or being reported as missing

Objective	Activity	Time Frame	Participants
Collaboration			
1. Data discussion	<ul style="list-style-type: none"> • Review 1-2 key data points at every meeting • Look for notable items and connect to on-going work and identified priority areas 	Monthly	JDAI Coordinator, Data Co-Chairs
2. Review and update work plan	<ul style="list-style-type: none"> • Run through the work plan and discuss progress reports from responsible parties • Revise the work plan as updates are addressed 	On-going	Collaborative Chairs, JDAI Coordinator
3. Discussion and problem solving	<ul style="list-style-type: none"> • Identify 1-2 specific issues that have been identified as concerns • Develop strategies to address concerns • Develop concrete tasks with responsible parties and timelines for completion 	Monthly	JDAI Coordinator, Collaborative Chairs, Sub-Committee Co-Chairs, Collaborative members
4. Engage stakeholders	<ul style="list-style-type: none"> • Meet with members who have not participated recently to re-engage them • Invite community members to participate • Identify additional stakeholders who are not currently sitting on the Collaborative to participate 	July 2015	JDAI Coordinator, Collaborative Chairs

	<ul style="list-style-type: none"> Review drafts of detention hearing forms and identify what information should be provided to the court at each detention hearing Finalize form and implement 			
4. Pre-detention Staffing Conference Calls	<ul style="list-style-type: none"> Analyze the data provided to identify who is and isn't participating Encourage participation through training Meet with groups who are not engaged in the process 	Monthly August 2015		Data Committee, Co-chairs, Committee Members
Alternatives to Detention				
1. Increase participation in committee by ATD providers and community stakeholders	<ul style="list-style-type: none"> Engage ATD providers to attend meetings Reach out to stakeholders missing from the committee Train on monthly data reporting 	June 2015		Co-Chairs
2. Establish Alternatives to Detention for youth being detained due to warrants	<ul style="list-style-type: none"> Review of warrant and runaway data Explore national best practices in working with this population Make recommendations for ATD's and/or policy change to best serve this population 	Quarterly June 2015 September 2015		Data Committee, Co-Chairs, Committee members
3. Increase utilization of all ATDs for youth who are overridden to detention	<ul style="list-style-type: none"> Review override data and monitor rejections at all decision points Identify capacity issues Dig deeper into those youth detained who scored eligible for an alternative but detained 	Monthly		Data Committee, Co-Chairs, Committee Members
4. Review Data	<ul style="list-style-type: none"> Review QRS ATD data Review successful v. unsuccessful discharges as well as demographics of youth placed in ATDs QA of ATD providers 	Quarterly December 2015		JDAI Coordinator, Data committee, Co-Chairs, Committee Members
DMC				
1. Data Review	<ul style="list-style-type: none"> Review QRS data quarterly to 	Quarterly		JDAI Coordinator, Data

	<p>identify on-going concerns regarding disproportionate representation of youth of color in detention</p> <ul style="list-style-type: none"> • Review monthly detention data • Review monthly Law Enforcement Citation data • Discuss 1-2 data points at every meeting • Identify positive changes 	<p>Monthly</p>	<p>Committee, Committee Chair, Committee Members</p>
<p>2. Establish working groups within the Sub-committee</p>	<ul style="list-style-type: none"> • Establish internal committees for identified assignments: community awareness, data diagnosis, community survey/addressing warrants, family engagement, DMC Conference 	<p>July 2015</p>	<p>Committee chair, Committee members</p>
<p>3. Appoint a Co-Chair</p>	<ul style="list-style-type: none"> • Discuss and identify potential candidates • Appointment of candidate upon approval of Collaborative Chairs 	<p>July 2015</p>	<p>Collaborative Chairs and Committee Chair</p>
<p>4. Community Survey</p>	<ul style="list-style-type: none"> • Develop and finalize a survey for youth and parents to address the warrant population • Solicit participation of various stakeholders to administer the survey • Compile Survey results • Provide Data to Data Committee • Work with all sub-committee's to identify possible solutions • Present findings to the Collaborative 	<p>June 2015 July 2015 August 2015 October 2015</p>	<p>Committee Chair, Committee Members, Data Committee, JDAI Coordinator, Sub-committee members</p>

**DOUGLAS COUNTY JDAI WORK PLAN 2015
ATD WORKING GROUP**

Strategy	Action Steps	Target Date	Status End of Q2	Responsible Parties	Resources Needed	Evidence-Based Practice
<p>1) To create Alternatives to Detention that will allow for youth to remain placed in their own home or a home setting while providing services that will support the youth and family in crisis. The specific alternatives to be created will include (but may not be limited to): In-home crisis response, Emergency Respite Care, Community Coaching and Intensive Family Preservation. This ATD working group will explore community programs for expansion of services in Douglas County.</p>	<p>a. Complete funding request for Community Based Aid Funding</p> <p>b. Secure funding from CBA funds</p> <p>c. Define ATD programs to include a description of services and skill sets needed from providers.</p> <p>d. Create Requests for Proposals and publish information to allow community organizations to submit bid for services</p> <p>e. Review and evaluate RFP's to select providers of the ATD services being created.</p>	<p>07-01-2015</p> <p>10-01-2015</p> <p>11-01-2015</p> <p>12-01-2015</p> <p>01-01-2015</p>	<p>Complete</p> <p>In process</p> <p>Pending approval of funding</p> <p>Pending approval of funding</p>	<p>Theresa Goley and Melissa Schaefer – co-chairs</p> <p>Theresa Goley and Melissa Schaefer – co-chairs</p> <p>Theresa Goley and Melissa Schaefer – co-chairs</p> <p>Theresa Goley and Melissa Schaefer / co-chairs</p>	<p>Data from Probation as well as community ATD providers.</p> <p>Response from the County and Crime Commission indicating that funds are being awarded</p> <p>Collaboration with current ATD providers and intake staff (Probation) to discuss current ATD's and how to expand services.</p> <p>Probation, ATD providers and Intake Staff to participate in working groups and share information and data</p>	<p>Is the proposed program a model, best-practice, evidence-based, or promising practice program? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No</p> <p>Anne E Casey Foundation Outcomes: Is this program being evaluated? Explain evaluation and outcome data that establishes this as an effective program.</p> <p>There is a plan to collect data, review and evaluate ATD use and success. This evaluation will be completed by both the JDAI data group and Dr. Anne Hobbs.</p>

Strategy	Action Steps	Target Date	Status End of Q2	Responsible Parties	Resources Needed	Evidence-Based Practice
<p>2) Increase participation in this working group by ATD providers, Probation Intake Staff and community stakeholders to ensure Collaboration and information sharing. This increased participation and information sharing will lead to increase the effectiveness of services to youth as called for in the Community Plan. This Collaboration will also increase the knowledge of available alternatives in the Douglas County Alternatives to Detention Continuum allowing for increased opportunity for youth and families to participate in services that are best practice in the Juvenile Justice field.</p>	<p>a. Engage ATD providers, Probation intake and community stakeholders to attend meetings.</p> <p>b. Educate working group and community stakeholders regarding data obtained through the QRS and ATD data. To ensure working group members have knowledge of what data is collected and how to interpret data related to the outcomes being sought.</p> <p>c. Reach out to identified stakeholders not presently involved to increase participation in the working group.</p>	<p>Current</p> <p>Current</p> <p>Current</p>	<p>Ongoing</p> <p>Ongoing</p> <p>Ongoing</p>	<p>Theresa Goley and Melissa Schaefer / co-chairs JDAI Coordinator</p> <p>Theresa Goley and Melissa Schaefer / co-chairs JDAI Coordinator</p> <p>Theresa Goley and Melissa Schaefer / co-chairs JDAI Coordinator</p>	<p>Participation by ATD providers, intake staff and community stakeholders in the working group and development of the continuum.</p> <p>Participation by ATD providers, Intake staff and community stakeholders in the working group and development of the continuum.</p> <p>Participation by ATD providers, Intake staff and community stakeholders in the working group and development of the continuum.</p>	<p>Is the proposed program a model, best-practice, evidence-based, or promising practice program? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No</p> <p>Anne E Casey Foundation Outcomes: Is this program being evaluated? Explain evaluation and outcome data that establishes this as an effective program.</p> <p>There is a plan to collect data, review and evaluate ATD use and success. This evaluation will be completed by both the JDAI data group and Dr. Anne Hobbs.</p>

Strategy	Action Steps	Target Date	Status End of Q2	Responsible Parties	Resources Needed	Evidence-Based Practice
	d.					
	e.					
3) Increase utilization of ATD's by youth who, based on their RAI, are to be released with an appropriate alternative as opposed to utilizing detention. Decrease the number of youth unnecessarily or inappropriately detained due to lack of appropriate alternatives. Decrease the number of youth placed out of the family home through utilization of community based Alternatives.	a. Review OR data from the QRS and monitor rejections of youth to ATD's at all points	Current	ongoing	Theresa Goley and Melissa Schaefer / co-chairs JDAI Coordinator	Participation by ATD providers, Intake staff and community stakeholders in the working group and development of the continuum.	<p>Is the proposed program a model, best-practice, evidence-based, or promising practice program? <input type="checkbox"/> Yes <input type="checkbox"/> No</p> <p>Outcomes: Is this program being evaluated? Explain evaluation and outcome data that establishes this as an effective program.</p>
	b. Identify capacity of Alternatives as well as successful and unsuccessful discharges		ongoing			
	c. Analyze data by geographic location of youth in need of ATD's to providers are located in the youth's community and that services are culturally competent.		ongoing			
	d.					
	e.					

Strategy	Action Steps	Target Date	Status End of Q2	Responsible Parties	Resources Needed	Evidence-Based Practice
	f.					

**DOUGLAS COUNTY JDAI WORK PLAN 2015
CASE PROCESSING WORKING GROUP**

Strategy	Action Steps	Target Date	Status End of Q2	Responsible Parties	Resources Needed	Evidence-Based Practice
<p>1) Utilize core JDAI strategies to restructure policy and practice to create system improvements as called for by the Community Plan. This working group will work to improve the detention hearing process for youth in the Juvenile Justice system as called for by Anne E Casey and JDAI.</p>	<p>a. Review current practice to ensure that each youth is receiving appropriate information prior to detention hearing.</p>	Current	Ongoing	Joy Suder and Matt Kahler co-chairs Case Processing Work Group.	Information sharing by community agencies and legal parties and representation of the same in this working group.	<p>Is the proposed program a model, best-practice, evidence-based, or promising practice program? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No</p>
	<p>b. Meet with District 4J Judges to discuss the standardization of detention times in this jurisdiction</p>	Current	Ongoing	Joy Suder and Matt Kahler co-chairs Case Processing Work Group.	Information sharing by community agencies and legal parties and representation of the same in this working group.	<p>Anne E Casey Foundation Outcomes: Is this program being evaluated? Explain evaluation and outcome data that establishes this as an effective program.</p>
	<p>c. Provide feedback to all parties and solicit the same from pertinent parties to improve this effort.</p>	Current	Ongoing	Joy Suder and Matt Kahler co-chairs Case Processing Work Group.	Information sharing by community agencies and legal parties and representation of the same in this working group.	
	<p>d. Create standardized detention times</p>	Current	In process	Joy Suder and Matt Kahler co-chairs Case Processing Work Group.	Information sharing by community agencies and legal parties and representation of the same in this working group.	<p>Data will be collected by Data person with JDAI to be reviewed and analyzed for effectiveness.</p>

Strategy	Action Steps	Target Date	Status End of Q2	Responsible Parties	Resources Needed	Evidence-Based Practice
<p>2) This working group will aim to improve the Juvenile Justice system overall by utilizing Pre-detention staffing calls with all parties to assist in developing a plan for the youth to avoid delays in obtaining needed services.</p>	<p>a. Discussions with all legal parties (CA, PD, Judges, private attorneys) to ensure that all are aware of the 11 am staffing call for youth who have been through Probation intake.</p>	<p>Current</p>	<p>Ongoing</p>	<p>Joy Suder and Matt Kahler co-chairs Case Processing Work Group.</p>	<p>Information sharing by legal parties and representation of the same in this working group.</p>	<p>Is the proposed program a model, best-practice, evidence-based, or promising practice program? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No Anne E Casey Foundation. Outcomes: Is this program being evaluated? Explain evaluation and outcome data that establishes this as an effective program.</p>
	<p>b. Encourage participation in the pre-detention calls through training</p>	<p>Current</p>	<p>Ongoing</p>	<p>Joy Suder and Matt Kahler co-chairs Case Processing Work Group, members of Case processing working group and JDAl Coordinator</p>	<p>Training materials and information sharing between all parties</p>	<p>Data will be collected by Data person with JDAl to be reviewed and analyzed for effectiveness. Increased participation shown through data.</p>
	<p>c. Meet with groups who are not engaged in the process to solicit participation.</p>	<p>Current</p>	<p>Ongoing</p>	<p>Joy Suder and Matt Kahler – co-chairs case processing and JDAl Coordinator</p>	<p>Agency representation on workgroup to process information and data for increased participation.</p>	
	<p>d.</p>					
	<p>e.</p>					

Strategy	Action Steps	Target Date	Status End of Q2	Responsible Parties	Resources Needed	Evidence-Based Practice
<p>3) This working group aims to create a Standardized Detention Information form to improve overall system performance and decrease case processing time through collaboration of parties.</p>	<p>a. Create a working group of bailiff, judge, county attorney, public defender and probation.</p> <p>b. Review drafts of detention hearing form and ID what information is needed to provide to the Court at each detention hearing.</p> <p>c. Finalize detention form and implement its use.</p> <p>d.</p> <p>e.</p> <p>f.</p>	Current	Ongoing	Joy Suder and Matt Kahler – Case Processing Co-chairs	<p>Agency representation on workgroup to process information and data to ensure use of Detention staffing form.</p> <p>Anne E Casey Foundation.</p> <p>Outcomes: Is this program being evaluated? Explain evaluation and outcome data that establishes this as an effective program.</p> <p>Data will be collected by Data person with JDAI to be reviewed and analyzed for effectiveness. Increased use of detention staffing form shown through data.</p>	<p>Is the proposed program a model, best-practice, evidence-based, or promising practice program?</p> <p><input checked="" type="checkbox"/> Yes <input type="checkbox"/> No</p>

Strategy	Action Steps	Target Date	Status End of Q2	Responsible Parties	Resources Needed	Evidence-Based Practice
<p>4) Review local court rules regarding standardizing case processing timelines, in particular to review hearings related to youth placed out of home. Utilize core JDAI strategies in this effort as called for by the Community Plan.</p>	<p>a. Research case processing standards nationally</p>	Current	Ongoing	<p>Joy Suder and Matt Kahler co-chairs Case Processing Work Group, members of Case processing working group and JDAI Coordinator</p>	<p>Agency representation on workgroup to process information and data to ensure use of Detention staffing form.</p>	<p>Is the proposed program a model, best-practice, evidence-based, or promising practice program?</p> <p><input type="checkbox"/> Yes <input type="checkbox"/> No</p> <p>Outcomes: Is this program being evaluated? Explain evaluation and outcome data that establishes this as an effective program.</p>
	<p>b. Review case processing timeframes currently present in Douglas County</p>	Current	Ongoing	<p>Joy Suder and Matt Kahler co-chairs Case Processing Work Group, members of Case processing working group and JDAI Coordinator</p>	<p>Agency representation on workgroup to process information and data to ensure use of Detention staffing form.</p>	
	<p>c. Create a working group of legal professionals to assist in standardizing case processing timelines for Douglas county</p>	Current	Ongoing	<p>Joy Suder and Matt Kahler co-chairs Case Processing Work Group, members of Case processing working group and JDAI Coordinator</p>	<p>Agency representation on workgroup to process information and data to ensure use of Detention staffing form.</p>	

Strategy	Action Steps	Target Date	Status End of Q2	Responsible Parties	Resources Needed	Evidence-Based Practice
<p>5) Revisit local court rules and practice regarding the issuance of warrants. Ensure collaboration between all legal parties and Juvenile Probation to ensure the greatest collective impact as called for in the Community Plan.</p>	<p>a. Review local court rules regarding the issuance of warrants</p>	<p>Ongoing</p>	<p>Current</p>	<p>Joy Suder and Matt Kahler co-chairs Case Processing Work Group, members of Case processing working group and JDAI Coordinator</p>	<p>Agency representation on workgroup to process information and data to ensure use of Detention staffing form.</p>	<p>Is the proposed program a model, best-practice, evidence-based, or promising practice program? <input type="checkbox"/> Yes <input type="checkbox"/> No</p> <p>Outcomes: Is this program being evaluated? Explain evaluation and outcome data that establishes this as an effective program.</p>
	<p>b. research the 2 tier warrant system for potential use in Douglas County</p>	<p>Ongoing</p>	<p>Current</p>	<p>Joy Suder and Matt Kahler co-chairs Case Processing Work Group, members of Case processing working group and JDAI Coordinator</p>	<p>Agency representation on workgroup to process information and data to ensure use of Detention staffing form.</p>	
	<p>c. collaborate with legal professionals (Judge, CA, PD and private attorneys) and Juvenile Probation to determine best practice regarding the issuance of warrants.</p>	<p>Ongoing</p>	<p>Current</p>	<p>Joy Suder and Matt Kahler co-chairs Case Processing Work Group, members of Case processing working group and JDAI Coordinator</p>	<p>Agency representation on workgroup to process information and data to ensure use of Detention staffing form.</p>	
	<p>d.</p>					

Strategy	Action Steps	Target Date	Status End of Q2	Responsible Parties	Resources Needed	Evidence-Based Practice
	e.					
3)	a.					<p>Is the proposed program a model, best-practice, evidence-based, or promising practice program?</p> <p><input type="checkbox"/> Yes <input type="checkbox"/> No</p> <p>Outcomes: Is this program being evaluated? Explain evaluation and outcome data that establishes this as an effective program.</p>
	b.					
	c.					
	d.					
	e.					
	f.					

**DOUGLAS COUNTY JDAI WORK PLAN 2015
DATA WORKING GROUP**

Strategy	Action Steps	Target Date	Status End of Q2	Responsible Parties	Resources Needed	Evidence-Based Practice
<p>1) Develop procedure for the accurate collection of data to ensure that reports (monthly, quarterly, annually) are submitted on-time with true information.</p>	<p>a. Enter data into the QRS tool</p>	<p>current</p>	<p>ongoing</p>	<p>JDAI Data Staff</p>	<p>The JDAI Data staff position to be posted/filled.</p>	<p>Is the proposed program a model, best-practice, evidence-based, or promising practice program? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No Anne E Casey Foundation Outcomes: Is this program being evaluated? Explain evaluation and outcome data that establishes this as an effective program. Yes, the data is evaluated by all JDAI working groups, Probation Administration, JDAI Coordinator, and Collaborative.</p>
	<p>b. Review data collected from the QRS and present info to sub-committees</p>	<p>Current</p>	<p>Ongoing</p>	<p>Chris Rodgers Erin Bock –Data Committee co-chairs</p>	<p>Participation by Probation and JDAI Coordinator to ensure timely dissemination of information</p>	
	<p>c. assign tasks to sub committees based on data</p>	<p>Current</p>	<p>Ongoing</p>	<p>Chris Rodgers and Erin Bock – Data committee co-chairs</p>	<p>Participation by Probation and JDAI Coordinator to ensure timely collection and dissemination of information as well as participation by working groups to accept tasks and work toward completion.</p>	
	<p>d. Complete annual report to Anne E Casey Foundation (AECF) per requirements of that program.</p>	<p>Current</p>	<p>Ongoing</p>	<p>Shelly Hug, JDAI Coordinator</p>	<p>AECF will need to supply the necessary information and reporting forms. JDAI Data person to complete the reporting information.</p>	

Strategy	Action Steps	Target Date	Status End of Q2	Responsible Parties	Resources Needed	Evidence-Based Practice
<p>2) Review and analyze data and to provide an avenue for data requests from JDAI/OYS working groups. To identify relevant data related to the target population of Douglas County and offer strategies to assist working groups in safely reducing the use of secure detention.</p>	<p>a. The Data group will review the most up to date data at each meeting.</p> <p>b. Data working group will identify areas of concerns</p> <p>c. Data working group will report out an areas of achievement in Douglas County as well as achievement of individual working groups.</p>	<p>Current</p> <p>Current</p> <p>Current</p>	<p>Ongoing</p> <p>Ongoing</p> <p>Ongoing</p>	<p>Data Working group through JDAI Coordinator, Chris Rodgers (co-chair) and Erin Bock (co-chair)</p> <p>Chris Rodgers and Erin Bock (co-chairs)</p> <p>Chris Rodgers and Erin Bock (co-chairs)</p>	<p>Collaboration between JDAI, Probation, DCYC, JAC, and ATD programs to ensure data is collected and disseminated timely and accurately.</p> <p>Current and accurate data from JDAI Coordinator, Probation, DCYC, JAC and ATD programs</p> <p>Collaboration between JDAI, Probation, DCYC, JAC, and ATD programs to ensure data is collected and disseminated timely and accurately to working groups.</p>	<p>Is the proposed program a model, best-practice, evidence-based, or promising practice program? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No</p> <p>Anne E Casey Foundation</p> <p>Outcomes: Is this program being evaluated? Explain evaluation and outcome data that establishes this as an effective program.</p> <p>Yes, the data is evaluated by all JDAI working groups, Probation Administration, JDAI Coordinator, and Collaborative.</p>

Strategy	Action Steps	Target Date	Status End of Q2	Responsible Parties	Resources Needed	Evidence-Based Practice
<p>3) To provide a place of central information sharing as indicated in the Community Plan and to provide this information through a Collaborative approach to ensure a collective impact response to information exchange by supporting the working groups of JDAI.</p>	<p>a. Gather data collected through the use of the QRS (Probation) as well as data collection by other agencies/programs/working groups</p> <p>b. Assist working groups in analyzing data and crafting responses to the information obtained. This group may assist in developing surveys related to data collected in order to drill down information specific to populations identified.</p> <p>c. Create a Quarterly QRS data memo with general information obtained such as: ADP, ALOS, OR rates etc.</p>	<p>Current</p>	<p>Ongoing</p> <p>Ongoing</p> <p>Ongoing</p>	<p>Chris Rodgers and Erin Bock – co-chairs in Collaboration with JDAI Coordinator</p>	<p>Collaboration between JDAI, Probation, DCYC, JAC, and ATD programs to ensure data is collected and disseminated timely and accurately to working groups.</p>	<p>Is the proposed program a model, best-practice, evidence-based, or promising practice program? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No</p> <p>Anne E Casey</p> <p>Outcomes: Is this program being evaluated? Explain evaluation and outcome data that establishes this as an effective program.</p> <p>Yes, the data is evaluated by all JDAI working groups, Probation Administration, JDAI Coordinator, and Collaborative.</p>

Strategy	Action Steps	Target Date	Status End of Q2	Responsible Parties	Resources Needed	Evidence-Based Practice
<p>4) To review data in regards to the identified priority areas of the JDAI Collaborative.</p>	<p>a. Review collected data for disproportionate representation and disparity in detention concerning youth of color.</p>	Current	Ongoing	Data Working group through JDAI Coordinator, Chris Rodgers (co-chair) and Erin Bock (co-chair)	Collaboration between JDAI, Probation, DCYC, JAC, and ATD programs to ensure data is collected and disseminated timely and accurately to working groups.	<p>Is the proposed program a model, best-practice, evidence-based, or promising practice program? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No</p> <p>Anne E Casey Foundation Outcomes: Is this program being evaluated? Explain evaluation and outcome data that establishes this as an effective program.</p>
	<p>b. To provide the DMC working group with this data to assist them in their charge</p>	Current	Ongoing	Data Working group through JDAI Coordinator, Chris Rodgers (co-chair) and Erin Bock (co-chair)	Collaboration between JDAI, Probation, DCYC, JAC, and ATD programs to ensure data is collected and disseminated timely and accurately to working groups.	<p>Yes, the data is evaluated by all JDAI working groups, Probation Administration, JDAI Coordinator, and Collaborative.</p>
	<p>c. Review collected data regarding technical violations, specifically warrants and examine override rates from low and medium scores to detention.</p>	Current	Ongoing	Data Working group through JDAI Coordinator, Chris Rodgers (co-chair) and Erin Bock (co-chair)	Collaboration between JDAI, Probation, DCYC, JAC, and ATD programs to ensure data is collected and disseminated timely and accurately to working groups.	<p>Yes, the data is evaluated by all JDAI working groups, Probation Administration, JDAI Coordinator, and Collaborative.</p>
	<p>d. Provide data to the ATD committee to assist in identifying needs for identified special populations.</p>	Current	Ongoing	Data Working group through JDAI Coordinator, Chris Rodgers (co-chair) and Erin Bock (co-chair)	Collaboration between JDAI, Probation, DCYC, JAC, and ATD programs to ensure data is collected and disseminated timely and accurately to working groups.	<p>Yes, the data is evaluated by all JDAI working groups, Probation Administration, JDAI Coordinator, and Collaborative.</p>

Strategy	Action Steps	Target Date	Status End of Q2	Responsible Parties	Resources Needed	Evidence-Based Practice
<p>5) To propose and undertake evaluative efforts that will inform strategies to reduce rates of detention in Douglas County.</p>	<p>a. Observe stakeholder momentum and craft relevant research questions.</p> <p>b. Garner resources and expertise to answer questions proposed from action step 1.</p> <p>c. Convene stakeholders toward implementation of new knowledge.</p>	<p>Current</p> <p>Current</p> <p>Current</p>	<p>Ongoing</p> <p>Ongoing</p> <p>Ongoing</p>	<p>Data Working group through JDAI Coordinator, Chris Rodgers (co-chair) and Erin Bock (co-chair)</p> <p>Data Working group through JDAI Coordinator, Chris Rodgers (co-chair) and Erin Bock (co-chair)</p> <p>Data Working group through JDAI Coordinator, Chris Rodgers (co-chair) and Erin Bock (co-chair)</p>	<p>Collaboration between JDAI, Probation, DCYC, JAC, and ATD programs to ensure data is collected and disseminated timely and accurately to working groups.</p> <p>Collaboration between JDAI, Probation, DCYC, JAC, and ATD programs to ensure data is collected and disseminated timely and accurately to working groups.</p> <p>Collaboration between JDAI, Probation, DCYC, JAC, and ATD programs to ensure data is collected and disseminated timely and accurately to working groups.</p>	<p>Is the proposed program a model, best-practice, evidence-based, or promising practice program? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No</p> <p>Anne E Casey Foundation. Outcomes: Is this program being evaluated? Explain evaluation and outcome data that establishes this as an effective program.</p> <p>Yes, the data is evaluated by all JDAI working groups, Probation Administration, JDAI Coordinator, and Collaborative.</p>
	<p>d.</p>					
	<p>e.</p>					

Strategy	Action Steps	Target Date	Status End of Q2	Responsible Parties	Resources Needed	Evidence-Based Practice
	a.					<p>Is the proposed program a model, best-practice, evidence-based, or promising practice program? <input type="checkbox"/> Yes <input type="checkbox"/> No</p> <p>Outcomes: Is this program being evaluated? Explain evaluation and outcome data that establishes this as an effective program.</p>
	b.					
	c.					
	d.					
	e.					
	f.					

**DOUGLAS COUNTY JDAI WORK PLAN 2015
OBJECTIVE ADMISSIONS WORKING GROUP**

Strategy	Action Steps	Target Date	Status End of Q2	Responsible Parties	Resources Needed	Evidence-Based Practice
<p>1) The Objective Admission group will review the Risk Assessment Instrument utilized by Juvenile Probation to ensure its legitimacy for use across Douglas County. An Objective RAI lends to the decrease in DMC and works in alignment with core JDAI Principles</p>	a. Provide data for validation study	Complete	Complete	Mary Visek and Kathy Belcastro – Obj Admission co-chairs.	Data collected from QA tools and agency representation in working group.	Is the proposed program a model, best-practice, evidence-based, or promising practice program? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
	b. Review results from validation study and present to Collaborative	Complete	Complete	Mary Visek and Kathy Belcastro – Obj Admission co-chairs as well as Dr. Anne Hobbs	Data collected from QA tools and agency representation in working group.	Anne E Casey Foundation Outcomes: Is this program being evaluated? Explain evaluation and outcome data that establishes this as an effective program.
	c. Make adjustments are recommended by the study	Ongoing	In process	Mary Visek and Kathy Belcastro – Obj Admission co-chairs as well as Dr. Anne Hobbs	Data collected from QA tools and agency representation in working group	RAI was evaluated by Dr. Anne Hobbs and the Objective Admissions working group
	d. Provide ongoing assessment and data related to the RAI in Douglas County	Ongoing	In process	Mary Visek and Kathy Belcastro – Obj Admission co-chairs as well as Dr. Anne Hobbs	Data collected from QA tools and agency representation in working group	RAI was evaluated by Dr. Anne Hobbs and the Objective Admissions working group

Strategy	Action Steps	Target Date	Status End of Q2	Responsible Parties	Resources Needed	Evidence-Based Practice
2)	a.					<p>Is the proposed program a model, best-practice, evidence-based, or promising practice program?</p> <p><input type="checkbox"/> Yes <input type="checkbox"/> No</p> <p>Outcomes: Is this program being evaluated? Explain evaluation and outcome data that establishes this as an effective program.</p>
	b.					
	c.					
	d.					
	e.					
3)	a.					<p>Is the proposed program a model, best-practice, evidence-based, or</p>



DOUGLAS COUNTY YOUTH IMPACT! (CROSS OVER YOUTH PRACTICE MODEL) WORK PLAN 2015

Strategy	Action Steps	Target Date	Status End of Q2	Responsible Parties	Resources Needed	Evidence-Based Practice
1) Utilize team/collaborative approach throughout all phases of Youth Impact! to include: <ul style="list-style-type: none"> • Team Meeting Process • Next Steps Meeting • Coordinated Case Planning (CCP) 	a. Develop a collaborative Mission, Vision and Values Statement	Feb 27, 2015	✓	Margaret Vacek (Workgroup Chair)	Agency representation on workgroup to develop statement	Is the proposed program a model, best-practice, evidence-based, or promising practice program? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No Georgetown University Center for Juvenile Justice Reform; Models for Change; Annie E. Casey Outcomes: Is this program being evaluated? Explain evaluation and outcome data that establishes this as an effective program. Data reviewed quarterly by Working Group. Evaluation conducted through Georgetown University and The Center for Crime and Justice Research at UNO.
	b. Provide training on roles and responsibilities of each agency representative in all phases, particularly, CCP	Feb 27, 2015	✓	Darcy Poland and Megan Miller	Agency attendance at training	
	c. Implement Next Steps meetings and process	Feb 27, 2015	✓	NFC/ Probation/ Diversion/ Project Harmony/ NFSN/ Project Everlast	Agency participation in both the meeting and Coordinated Case Planning Process	
	d. Review MOU and revise as needed	June 30, 2015		Nick Juliano	Feedback from agency signatories	



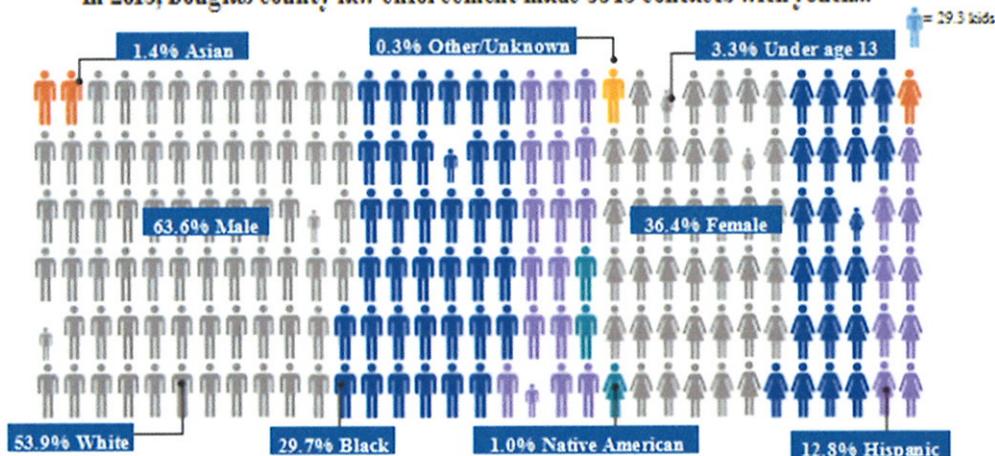
<p>2) Ensure youth and family engagement is the focus of all phases of Youth Impact! to include:</p> <ul style="list-style-type: none"> • Team Meeting Process • Next Steps Meeting • Coordinated Case Planning (CCP) 	<p>a. Quarterly training topics:</p> <ul style="list-style-type: none"> • Advanced Mediation and Facilitation • Innovative Partnerships • Family Engagement- Making a Difference • Motivational Interviewing • Trauma Awareness Training <p>b. Review current practices to ensure practices are individualized for each family. (Ex: paperwork before or after meetings)</p> <p>c. Utilize Team Meeting QA Tool and youth/family surveys to assess focus on youth/ family needs</p>	<p>August 1, 2015</p> <p>November 30, 2014</p> <p>December 18, 2014</p> <p>May 14, 2015</p> <p>April 28, 2015</p> <p>Quarterly</p> <p>Mar 31</p> <p>Jun 30</p> <p>Sep 30</p> <p>Dec 20</p> <p>Quarterly</p> <p>Mar 31</p> <p>Jun 30</p> <p>Sep 30</p> <p>Dec 20</p>	<p>✓</p> <p>✓</p> <p>✓</p> <p>✓</p> <p>✓</p> <p>In process</p> <p>✓</p> <p>All completed surveys and tools have been given to researchers</p>	<p>Concord Center</p> <p>Georgetown CJJR (webinar)</p> <p>Georgetown CJJR (webinar)</p> <p>Darcy Poland or designee</p> <p>Kevin Berryman-HFS</p> <p>Margaret Vacek (Workgroup Chair)</p> <p>Margaret Vacek (Workgroup Chair)</p>	<p>Agency representatives attendance at trainings</p> <p>Agency representation on workgroup to review practices</p> <p>Agency representation on workgroup to process tool and survey information</p>	<p>Is the proposed program a model, best-practice, evidence-based, or promising practice program?</p> <p>Yes No</p> <p>Georgetown University Center for Juvenile Justice Reform; Models for Change; Annie E. Casey</p> <p>Outcomes: Is this program being evaluated? Explain evaluation and outcome data that establishes this as an effective program.</p> <p>Data reviewed quarterly by Working Group. Evaluation conducted through Georgetown University and The Center for Crime and Justice Research at UNO.</p>
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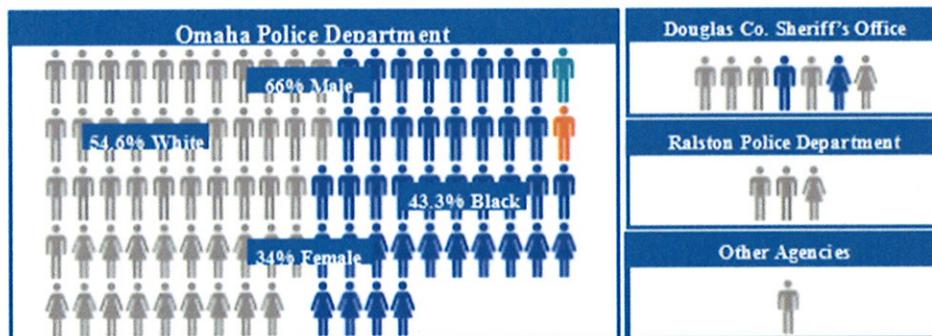
	<p>d. Monitor the input from families on time and scheduling of Team Meetings and Next Step meetings to identify flexibility of both meetings</p> <p>e. Incorporate Brown Bag Lunch and Learn Trainings on relevant topics to stakeholders</p>	<p>Quarterly Mar 31 June 30 Sep 30 Dec 20</p> <p>Quarterly March 19 June 9 Sept 15 Nov 17</p>	<p>✓</p> <p>✓✓</p>	<p>Megan Miller Tim Leahy</p> <p>Steering Committee Members</p>	<p>Agency representation and commitment</p>	
<p>3) Use data to develop and improve practices to include:</p> <ul style="list-style-type: none"> • Team Meeting Process • Next Steps Meeting • Coordinated Case Planning (CCP) 	<p>a. Utilize Team Meeting QA Tool to determine fidelity to written process</p> <p>b. Identify frequency of Youth Impact! (crossover) history being presented at pre-detention hearing conferences</p> <p>c. Review case files for documentation of CCP activities</p> <p>d. Solicit feedback from Juvenile Court on whether youth are clearly identified as Youth Impact! (crossover) cases and CCP activities reported at hearings</p> <p>e. Report data collected above to steering committee quarterly for feedback and guidance</p>	<p>Quarterly Mar 31 Jun 30 Sep 30 Dec 20</p>	<p>In process-edits have been made into master manual</p>	<p>Shawne Coonfare Margaret Vacek (Workgroup Chair)</p> <p>Shawne Coonfare</p>	<p>Agency representation and commitment</p>	<p>Is the proposed program a model, best-practice, evidence-based, or promising practice program? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No Georgetown University Center for Juvenile Justice Reform; Models for Change; Annie E. Casey Outcomes: Is this program being evaluated? Explain evaluation and outcome data that establishes this as an effective program. Data reviewed quarterly by Working Group. Evaluation</p>

Identify and develop strategies to address issues of Disproportionate Minority Contact (DMC) within the identified the target populations.

In 2013, Douglas County law enforcement made 5843 contacts with youth..



Of those 5843 contacts, 3068 resulted in arrest, a 14% decline from 2012



**Source 2015 State of Juvenile Justice. Contact data drawn from Douglas County DotComm 2013 Law Enforcement Contacts. Arrest data drawn from the Nebraska Crime Commission 2013 Arrest Query (http://www.ncc.nebraska.gov/statistics/data_search/arrest.htm). Most common crimes and violent offense proportion calculated using Nebraska Crime Commission Arrest Data for 2011-2013 and 2013 respectively (http://www.ncc.nebraska.gov/statistics/data_search/arrest.htm).*

The systematic execution of the Douglas County Comprehensive Juvenile Services Plan requires top-down support from local agency directors and bottom-up support from line workers and other staff throughout the agencies involved in juvenile justice.

Disproportionate Minority Contact (DMC) reduction requires strong partnerships as it is the result of a number of complex decisions and events and requires a comprehensive, balanced, and multidisciplinary approach. This multidisciplinary approach implies a partnership of all stakeholders, public and private, at the local, state, and federal levels. Integral to the initiative is the coordination of the multidisciplinary partners via a local JDAI Coordinator. This sub-committee assists in developing strategies that will reduce racial disparities at all points in the

Juvenile Justice System. The DMC committee reviews and analyzes data that is “drilled down” to show statistics specific to youth of color and makes recommendations for services/programs that are culturally competent and in the community where the youth/family resides.

The ultimate success of the DMC initiative is measured by the effectiveness of the DMC activities in reducing the minority overrepresentation at every decision point of the juvenile justice system. The purpose of the DMC core requirement remains to ensure equal and fair treatment for every youth in the juvenile justice system, regardless of race and ethnicity.

Within Douglas County, Nebraska State Probation aims to reduce Disproportionate Minority Contact by preventing juveniles from entering or returning to the juvenile justice system by:

- Enhancing engagement of juveniles and their families in the juvenile court process;
- Eliminating barriers to families accessing effective treatment and services;
- Partnering with educational and community stakeholders to ensure individualized, coordinated case management, focused accountability, and improved outcomes;
- Participating in local, state and federal efforts to support the success of youth in their community through the use of Crossover Youth Practice Model, Cognitive/Behavioral Programming, and enhanced engagement of youth in schools;
- Ensuring decision points, programming and interventions provided to youth and their family is implemented through Evidence-Based strategies.

The task of keeping the issue of DMC front and center in all discussions and activities in juvenile justice is strongly tied to the principle of creating and maintaining a sense of local urgency on the issue. During the most recent work plan process, the Douglas County DMC subcommittee identified all other local planning and strategy initiatives that had responsibility for shaping and driving outcomes for youth of color who were either involved, or at-risk for involvement, in the juvenile justice system. The intention was to establish racial disparity as an agenda item for the other initiatives. This was accomplished through the active involvement of DMC group members in the other initiatives to apply a “DMC lens” to their planning and strategies. For example, working partnerships were formed between the DMC subcommittee and the other work groups within Omaha’s juvenile justice system reform initiative. Through the staff resource of a full-time JDAI coordinator in Omaha, the DMC subcommittee has taken the lead on detention DMC education and community capacity building to increase community-based resources that serve juveniles in less restrictive settings.

The DMC work group facilitated training for system stakeholders through the Center for Children’s Law and Policy (CCLP). The training curriculum is the CCLP’s RED (Reducing Racial, and Ethnic Disparities) training. A copy of the training curriculum can be found at <http://www.cclp.org/>. This training includes three sessions. The first of three trainings in the series has already been offered in Douglas County with sessions two and three planned to be completed during 2016.

Session 1 – Overview and Introduction (Foundation training), educates attendees regarding the foundational aspects and identification of key terms related to DMC. The training provides

information regarding the Use of Data, Implicit Bias, How to Talk About Race, Cultural Responsiveness, and Family Engagement and Action Planning.

As a result of the RED training by the CCLP system stakeholders, front-line staff and the general community will be educated on issues related to DMC as well as developing an understanding of specific action steps to make a meaningful move of the DMC dial in Douglas County.

The community team's effort to collaborate within all working groups to impact and reduce DMC at the local level is based on data collected regarding the existence, extent, and nature of DMC; resource availability versus resource gaps; and a locally developed, comprehensive DMC reduction plan by the Juvenile Detention Alternative Initiatives (JDAI) - DMC subcommittee of Douglas County.

These guiding principles assist in supporting equity for minority youth in our system and remaining vigilant of disproportionate contact:

Discussion regarding disproportionality within juvenile justice and the broader system undertaken with respect and tolerance. Deliberation will be based on facts and supported by data.

Quarterly data sharing to monitor progress toward reducing racial disparities and disproportionate minority contact.

Recognition and appreciation of each individual's race/culture, its significance and the role it plays in the lives of youth and families.

Strategic planning which supports enhancing, developing and implementing culturally competent programs within neighborhoods where diverse youth and families reside.

Representation from community-based organizations situated in the neighborhoods already working with, and touching on, the lives of youth of color and their families.

Innovative partnerships, activities and services that value and honor the race/ethnicity/culture of youth and their families and build upon the strengths and diversity within communities.

Ongoing cross-system training to develop cultural and relevant racial competencies within staff.

A common understanding of the relationship and interplay between public schools and law enforcement organizations including action plans which minimize school as the entry point into the juvenile justice system.

A common understanding that it is harmful and inappropriate to detain children in order to provide for their health and mental health needs.

Encouraging a system of care which provides resources and comprehensive services to children without requiring involvement with the formal juvenile justice system.

The strategies of the Douglas County Disproportionate Contact (DMC) subcommittee are as follows:

1. To review and analyze data related to minority youth in Douglas County and develop strategies and make recommendations to reduce and eventually eliminate issues of Disproportionate Minority Contact within the target populations that have been identified as indicated by the Community Plan.
2. To utilize the Collaborative approach and the use of data to determine effects of system related response on youth of color in Douglas County. The DMC group will, through the use of data, identify appropriate Alternatives to Detention for minority youth populations to be created within the community that the youth resides.
3. To increase community awareness of issues surrounding DMC and to create a community survey to understand the warrant population in Douglas County. The DMC group also aims to increase family engagement in the Juvenile Justice System. The DMC group aims to engage affected populations and stakeholders. The DMC group also aims to assist parents/caregivers resolve conflict that often contribute to the youth leaving home.
4. The DMC group will request that each JDAI working group develop a specific plan of action and a commitment statement to reduce and eventually eliminate DMC and DMI (disproportional minority impact) among all juvenile justice points. This will assist DMC in future planning to identify and develop strategies to address issues of DMC within target populations as called for by the Community Plan.
5. To provide a point of central information sharing, communication, collaboration and training in Douglas County related to issue of DMC as called for by the Community Plan. To research, recommend and provide training to all stakeholders and the community at large regarding issues of DMC in Douglas County at each point of system contact.
6. The DMC working group will begin research surrounding the development of a Juvenile Justice Intake Center in Douglas County. An Intake Center would lend to the increased use of effective services to youth and reducing system involved trauma due to official contact with the system. An Intake Center provides a place for information sharing, communication and collaboration of system professionals when working with a youth and their family. The Intake Center may also allow for increased utilization of JDAI core strategies aimed at reducing detention rates of youth, particularly the target population. DMC group will research zip codes in Douglas County where DMC exists in relation to youth presented to intake for possible detention and determine physical location of Intake center with DMC in mind. The research surrounding this type of facility will assist in developing an alternate place to report for both status offenders and youth (family) in need of services.
7. The DMC working group will research and understand “how” to increase the hiring of minority staff in the Juvenile Justice System. The group aims to develop strategies to educate stakeholders of hiring practices that allow for increased minority participation as professionals in the Juvenile Justice System. The DMC group also intends to provide information on how to

recruit and retain minority staff and encouraging diversity in the work force. The group also aims to educate stakeholders regarding how to provide professional development to staff that will lead to opportunity and upward mobility in the Juvenile Justice Field. Increasing the number of these professionals will lead to culturally competent staff with understanding of DMC issues in our community.

Disproportionate Minority Contact continues to be a priority for Douglas County. See the most recent Relative Rate Index:

State : Nebraska		Reporting Period 1/1/2011 through 12/31/2014									
County : Douglas		Total Youth	White	Black or African-American	Hispanic or Latino	Asian	Native Hawaiian or other Pacific Islanders	American Indian or Alaska Native	Other/ Mixed	All Minorities	
1. Population at risk (age 10 through 17)		57,503	36,838	9,438	8,985	1,789	0	453	0	20,665	
2. Juvenile Arrests		6,619	3,781	1,990	731	73	0	39	5	2,838	
3. Refer to Juvenile Court		2,406	1,041	905	389	24	0	30	17	1,365	
4. Cases Diverted		1,126	518	421	172	14	0	1	0	608	
5. Cases Involving Secure Detention		1,065	288	585	154	9	0	28	1	777	
6. Cases Petitioned (Charge Filed)		1,755	748	803	175	3	0	23	3	1,007	
7. Cases Resulting in Delinquent Findings		1,055	442	489	111	3	0	8	2	613	
8. Cases resulting in Probation Placement		1,288	496	547	0	7	0	26	212	792	
9. Cases Resulting in Confinement in Secure Juvenile Correctional Facilities		138	21	82	16	0	0	9	10	117	
10. Cases Transferred to Adult Court		35	19	15	1	0	0	0	0	16	
Meets 1% rule for group to be assessed?			Yes	Yes	Yes	Yes	No	No	No		

**DOUGLAS COUNTY JDAI WORK PLAN 2015
DMC WORKING GROUP**

Strategy	Action Steps	Target Date	Status End of Q2	Responsible Parties	Resources Needed	Evidence-Based Practice
<p>1) To review and analyze data related to minority youth in Douglas County and develop strategies and make recommendations to reduce and eventually eliminate issues of Disproportionate Minority Contact within the target populations that have been identified as indicated by the Community Plan.</p>	<p>a. Review the QRS data quarterly to identify ongoing concerns regarding disproportionate representation of youth of color in detention</p> <p>b. Review monthly detention data and law enforcement data</p> <p>c. Analyze data obtained above at each DMC meeting and identify potential issues of DMC and recommend changes to policy/procedure as a result.</p>	<p>Current</p>	<p>Ongoing</p>	<p>Mark Leflore and Lavon Stennis-Williams – DMC co-chairs with JDAI Coordinator</p> <p>Mark Leflore and Lavon Stennis-Williams – DMC co-chairs with JDAI Coordinator</p> <p>Mark Leflore and Lavon Stennis-Williams – DMC co-chairs with JDAI Coordinator</p>	<p>Information sharing from Juvenile Probation QRS</p> <p>Information sharing from LE and DCYC</p> <p>Representation from community agencies at the DMC group</p>	<p>Is the proposed program a model, best-practice, evidence-based, or promising practice program? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No</p> <p>Anne E Casey Foundation</p> <p>Outcomes: Is this program being evaluated? Explain evaluation and outcome data that establishes this as an effective program.</p> <p>Data will be reviewed and evaluated monthly by the working group.</p>

Strategy	Action Steps	Target Date	Status End of Q2	Responsible Parties	Resources Needed	Evidence-Based Practice
<p>2) To utilize the Collaborative approach and the use of data to determine effects of system related response on youth of color in Douglas County. The DMC group will, through the use of data, identify appropriate Alternatives to Detention for minority youth populations to be created within the community that the youth resides.</p>	<p>a. Review data from the QRS and community agencies related to Alternatives to Detention utilized by minority youth and the success rates of the programs.</p> <p>b. To review the continuum of services in Douglas County and based on the data reviewed above determine which ATD programs are not effective for this population of youth.</p> <p>c. Identify gaps in service delivery within the community these youth live and identify appropriate/culturally competent service delivery to these youth and their families.</p> <p>d. The DMC group will move any recommendations forward to the ATD committee for further review and possible action.</p>	<p>11-01-2015</p> <p>11-01-2015</p> <p>11-01-2015</p> <p>Current</p>	<p>In process</p> <p>In process</p> <p>In process</p> <p>Ongoing</p>	<p>Mark Leflore and Lavon Stennis-Williams – DMC co-chairs with JDAl Coordinator</p> <p>Mark Leflore and Lavon Stennis-Williams – DMC co-chairs with JDAl Coordinator</p> <p>Mark Leflore and Lavon Stennis-Williams – DMC co-chairs with JDAl Coordinator</p> <p>Mark Leflore and Lavon Stennis-Williams – DMC co-chairs with JDAl Coordinator</p>	<p>Information sharing between working group, JDAl, Probation and the ATD providers.</p> <p>Representation from community agencies at the DMC group</p> <p>Representation from community agencies at the DMC group</p> <p>Collaboration and information sharing between JDAl working groups and DMC working group</p>	<p>Is the proposed program a model, best-practice, evidence-based, or promising practice program? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No</p> <p>Outcomes: Is this program being evaluated? Explain evaluation and outcome data that establishes this as an effective program.</p> <p>Data will be reviewed and evaluated monthly by the working group.</p>

Strategy	Action Steps	Target Date	Status End of Q2	Responsible Parties	Resources Needed	Evidence-Based Practice
	<p>e. The DMC group will provide training related to cultural competency and DMC to stakeholder groups, community at large and community providers.</p>	Current	Ongoing	Mark Leflore and Lavon Stennis-Williams – DMC co-chairs with JDAI Coordinator	Collaboration and information sharing between JDAI working groups and all stakeholder groups.	
<p>3) To increase community awareness of issues surrounding DMC and to create a community survey to understand the warrant population in Douglas County. The DMC group also aims to increase family engagement in the Juvenile Justice System. The DMC group aims to engage affected populations and stakeholders. The DMC group also aims to assist parents/caregivers resolve conflict that often contribute to the youth leaving home.</p>	<p>a. Create a survey to be given to youth who have been on run to determine if policy/procedure changes can be suggested based on the data.</p> <p>b. Develop a Community Awareness Sub-group that will be responsible for disseminating information to the community.</p> <p>c. Create a survey for parents of detained youth to assess needs regarding visitation, parents supports or navigating through the Juvenile Justice System.</p> <p>d. The DMC group will research and create training opportunities for caregivers of youth in the community. The training will focus on parenting education to provide assistance and to grow parental capacities with the goal of reducing the reliance of families on</p>	06-01-2015	<p>Survey complete</p> <p>In process</p> <p>In process</p> <p>In process</p>	Mark LeFlore, Lavon Stennis-Williams co-chairs with Dr. Justice Braimah and JDAI Coordinator	<p>Information sharing between working group, JDAI, Probation and the ATD providers. Participation by community agencies will also be needed to achieve this.</p>	<p>Is the proposed program a model, best-practice, evidence-based, or promising practice program?</p> <p><input checked="" type="checkbox"/> Yes <input type="checkbox"/> No</p> <p>Anne E Casey Foundation</p> <p>Outcomes: Is this program being evaluated? Explain evaluation and outcome data that establishes this as an effective program.</p> <p>Data will be reviewed and evaluated</p>

Strategy	Action Steps	Target Date	Status End of Q2	Responsible Parties	Resources Needed	Evidence-Based Practice
	<p>Law Enforcement and other system agencies.</p> <p>e. The DMC Group will collaborate with Operation Youth Success (OYS) Family Working group to reduce the reliance on Law Enforcement for service response.</p>		In process			monthly by the working group.

Strategy	Action Steps	Target Date	Status End of Q2	Responsible Parties	Resources Needed	Evidence-Based Practice
<p>4) The DMC group will request that each JDAL working group develop a specific plan of action and a commitment statement to reduce and eventually eliminate DMC and DMI (disproportional minority impact) among all juvenile justice points. This will assist DMC in future planning to identify and develop strategies to address issues of DMC within target populations as called for by the Community Plan.</p>	<p>a. Provide a written request to all JDAL workgroups to develop a plan of action and commitment related to DMC</p>	<p>11-01-2015</p>	<p>Ongoing</p>	<p>Mark Leflore and Lavon Stennis-Williams – DMC co-chairs with JDAL Coordinator</p>	<p>Information sharing between working group, JDAL, Probation and the ATD providers. Participation by community agencies will also be needed to achieve this.</p>	<p>Is the proposed program a model, best-practice, evidence-based, or promising practice program? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No</p>
	<p>b. To review data to determine 1 – system points of juvenile justice and 2- system points in which DMC is present</p>	<p>12-01-2015</p>	<p>Ongoing</p>	<p>Mark Leflore and Lavon Stennis-Williams – DMC co-chairs with JDAL Coordinator</p>	<p>Information sharing between working group, JDAL, Probation and the ATD providers. Participation by community agencies will also be needed to achieve this.</p>	<p>Anne E Casey Foundation Outcomes: Is this program being evaluated? Explain evaluation and outcome data that establishes this as an effective program.</p>
	<p>c. Collaborate with appropriate stakeholders at each system point to develop strategies to improve and eventually eliminate DMC and DMI within the identified system points.</p>	<p>02-01-2015</p>	<p>Ongoing</p>	<p>Mark Leflore and Lavon Stennis-Williams – DMC co-chairs with JDAL Coordinator</p>	<p>Information sharing between working group, JDAL, Probation and the ATD providers. Participation by community agencies will also be needed to achieve this.</p>	<p>Data will be reviewed and evaluated monthly by the working group.</p>
	<p>d. To inform stakeholders regarding DMC issues at each system point and to educate all providers regarding the importance of a racial, ethnigc and culturally diverse staff to work with youth and families.</p>	<p>03-01-2015</p>	<p>Ongoing</p>	<p>Mark Leflore and Lavon Stennis-Williams – DMC co-chairs with JDAL Coordinator</p>	<p>Information sharing between working group, JDAL, Probation and the ATD providers. Participation by community agencies will also be needed to achieve this.</p>	

Strategy	Action Steps	Target Date	Status End of Q2	Responsible Parties	Resources Needed	Evidence-Based Practice
<p>5) To provide a point of central information sharing, communication, collaboration and training in Douglas County related to issue of DMC as called for by the Community Plan. To research, recommend and provide training to all stakeholders and the community at large regarding issues of DMC in Douglas County at each point of system contact.</p>	<p>a. The DMC group will research and identify useful trainings related to DMC and the system contact points in juvenile justice.</p>	<p>02-01-2015</p>	<p>In process</p>	<p>Mark Leflore and Lavon Stennis-Williams – DMC co-chairs with JDAL Coordinator</p>	<p>Identify training opportunities and system points.</p>	<p>Is the proposed program a model, best-practice, evidence-based, or promising practice program? <input type="checkbox"/> Yes <input type="checkbox"/> No</p> <p>Outcomes: Is this program being evaluated? Explain evaluation and outcome data that establishes this as an effective program.</p> <p>Training of community regarding DMC issues will lend to effective community program development and overall system improvement.</p>
	<p>b. The DMC group will first ensure that all members of the working group understand DMC and have participated in DMC training related to each point of contact in the Juvenile Justice System.</p> <p>c. The DMC working group will provide training and information to the Collaborative as a whole regarding issues indicated in Action step B</p>	<p>04-01-2015</p> <p>06-01-2015</p>	<p>In process</p> <p>In process</p>	<p>Mark Leflore and Lavon Stennis-Williams – DMC co-chairs with JDAL Coordinator</p> <p>Mark Leflore and Lavon Stennis-Williams – DMC co-chairs with JDAL Coordinator</p>	<p>Provide training to DMC working group</p> <p>Provide training to JDAL Collaborative</p>	
	<p>d. The DMC working group will provide training and information to</p>	<p>08-01-2015</p>	<p>In process</p>	<p>Mark Leflore and Lavon Stennis-Williams – DMC</p>	<p>Information sharing between working group, JDAL, Probation and the ATD providers.</p>	

Strategy	Action Steps	Target Date	Status End of Q2	Responsible Parties	Resources Needed	Evidence-Based Practice
	stakeholders and the community at large regarding issues indicated in Action step B.			co-chairs with JDAl Coordinator	Participation by community agencies will also be needed to achieve this.	
<p>6) The DMC working group will begin research surrounding the development of a Juvenile Justice Intake Center in Douglas County. An Intake Center would lead to the increased use of effective services to youth and reducing system involved trauma due to official contact with the system. An Intake Center provides a place for information sharing, communication and collaboration of system professionals when working with a youth and their family. The Intake Center may also allow for increased utilization of JDAl core strategies aimed at reducing detention rates of youth, particularly the target population. DMC group will research zip codes in Douglas County where DMC exists in relation to youth presented to intake for possible detention and determine physical location of Intake center with DMC in</p>	<p>a. Research "Intake Centers" nationally and reach out to those organizations for information regarding "how" they operate.</p>	09-01-2015	To be determined	<p>Mark Leflore and Lavon Stennis- Williams – DMC co-chairs with JDAl Coordinator</p>	<p>Information sharing between working group, JDAl, Probation and the ATD providers. Participation by community agencies will also be needed to achieve this.</p>	<p>Is the proposed program a model, best-practice, evidence-based, or promising practice program? <input type="checkbox"/> Yes <input type="checkbox"/> No</p> <p>Outcomes: Is this program being evaluated? Explain evaluation and outcome data that establishes this as an effective program.</p> <p>Research and implementation of this plan will lead to overall system improvement.</p>
	<p>b. Review and evaluate the need to complete visits to sites around the nation providing this type of service.</p>		To be determined			
	<p>c. Develop information obtained into a presentation to the Collaborative regarding "what" an Intake Center purpose is.</p>		To be determined			
	<p>d. Meet with stakeholders to include CA, PD, Probation and LE regarding needs of each organization should such a place be created.</p>		To be determined			

Strategy	Action Steps	Target Date	Status End of Q2	Responsible Parties	Resources Needed	Evidence-Based Practice
The research surrounding this type of facility will assist in developing an alternate place to report for both status offenders and youth (family) in need of services.						

Strategy	Action Steps	Target Date	Status End of Q2	Responsible Parties	Resources Needed	Evidence-Based Practice
<p>7) The DMC working group will research and understand “how” to increase the hiring of minority staff in the Juvenile Justice System. The group aims to develop strategies to educate stakeholders of hiring practices that allow for increased minority participation as professionals in the Juvenile Justice System. The DMC group also intends to provide information on how to recruit and retain minority staff and encouraging diversity in the work force. The group also aims to educate stakeholders regarding how to provide professional development to staff that will lead to opportunity and upward mobility in the Juvenile Justice field. Increasing the number of these professionals will lead to culturally competent staff with understanding of</p>	<p>a. Research best practice models surrounding “how” to increase hiring of minority staff.</p> <p>b. Train DMC working group on practices identified in Action Step A</p> <p>c. Develop strategies and training opportunities for Juv Justice employers</p> <p>d. Identify stakeholders who would benefit from a training related to increased hiring of minority staff. Arrange for trainings to be provided to the</p>	<p>04-01-2015</p> <p>06-01-2015</p> <p>08-01-2015</p> <p>10-01-2015</p>	<p>In process</p> <p>In process</p> <p>In process</p> <p>In process</p>	<p>Mark Leflore and Lavon Stennis-Williams – DMC co-chairs with JDAL Coordinator</p> <p>Mark Leflore and Lavon Stennis-Williams – DMC co-chairs with JDAL Coordinator</p> <p>Mark Leflore and Lavon Stennis-Williams – DMC co-chairs with JDAL Coordinator</p> <p>Mark Leflore and Lavon Stennis-Williams – DMC co-chairs with JDAL Coordinator</p>	<p>Representation from community agencies and stakeholders at the DMC group</p> <p>Representation from community agencies and stakeholders at the DMC group</p> <p>Representation from community agencies and stakeholders at the DMC group</p> <p>Information sharing between working group, JDAL, Probation and the ATD providers. Participation by community agencies will also be needed to achieve this.</p>	<p>Is the proposed program a model, best-practice, evidence-based, or promising practice program? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No</p> <p>Anne E Casey Foundation Outcomes: Is this program being evaluated? Explain evaluation and outcome data that establishes this as an effective program.</p> <p>Research and implementation of this plan will lead to overall system improvement.</p>

Strategy	Action Steps	Target Date	Status End of Q2	Responsible Parties	Resources Needed	Evidence-Based Practice
DMC issues in our community.	identified agencies.					

Strategy	Action Steps	Target Date	Status End of Q2	Responsible Parties	Resources Needed	Evidence-Based Practice
	a.					<p>Is the proposed program a model, best-practice, evidence-based, or promising practice program?</p> <p><input type="checkbox"/> Yes <input type="checkbox"/> No</p> <p>Outcomes: Is this program being evaluated? Explain evaluation and outcome data that establishes this as an effective program.</p>
	b.					
	c.					
	d.					
	e.					
	a.					<p>Is the proposed program a model, best-practice, evidence-based, or</p>

Reduce the number of unstably housed youth in the Metro-area.



Homeless, near homeless, and runaway youth continue to be a high area of concern in Douglas County. Although this population is at risk in many ways, several factors make it difficult to collect data to understand the scope of the problems and needs. It is very difficult to collect data for these youth, as many of the youth and families experiencing housing issues or youth who are couch surfing or missing go unreported and unrecognized.

This area of youth need encompasses those who are unstably housed due to family situations, as well as youth who have no stable guardian situation, who are out of parental control and who are missing (both formally reported and unreported). Causal factors vary from family poverty to youth delinquency and substance use.

The following excerpts are taken from a report released by MACCH: “The Metro Area Continuum of Care for the Homeless (MACCH) was born out of the collective voice of more than 100 homeless service providers and advocates in the Omaha/Council Bluffs area. Its mission is to lead our community to prevent and end homelessness for each person and family. The MACCH Youth Task Force (YTF) serves to bring specific focus and work to the areas of need for all the youth listed above. The YTF efforts utilize the definitions provided by HUD to describe these youth as “homeless, near homeless, and runaway youth”. This group plays the pivotal role in data collection, child advocacy, and promoting awareness of child and youth homelessness and housing instability in the community.”

“The Youth Task Force aims to gather information about young people who are literally homeless or unstably housed, also known as “couch surfing.” These are youth who generally do not access the adult homeless service system and could be as old as age 24. Because youth who are in a housing crisis do not identify themselves as homeless, the Youth Task Force partners with local human service providers who may come in contact with this population. One of the major advances of the MACCH YTF endeavors seen during the past two years has been the implementation of a “Youth Count”.”

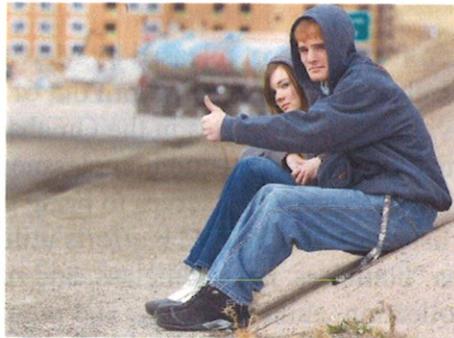
In 2012, the MACCH Youth Task Force sought to build on the consistency of providers submitting data to the count in order to generate valid and reliable results. The increase in the number counted is strongly related to the increase in services for youth who are experiencing homeless and who have aged out of the foster care system.

- The number of unaccompanied homeless youth that were counted on one night increased by 25% (or 54 people) since January 2011.

- The number of youth counted who were experiencing homelessness on the street decreased from 26 people in 2011 to 17 in 2012.
- The number of transitional and permanent supportive housing units for youth experiencing homelessness or near homelessness increased from 16 in 2011 to 86 in 2012. This increase is attributed to the community's work in helping youth who are aging out of the foster care system led by Project Everlast.

Additionally, many youth who experience housing issues are also seen in the juvenile justice system as a result of law violations. These youth may not report issues of housing. Similarly, many of the youth who are out of their parental control or are running away are also not reported. However, for some of these youth their missing or runaway behavior is recognized as a result of becoming involved in the justice system.

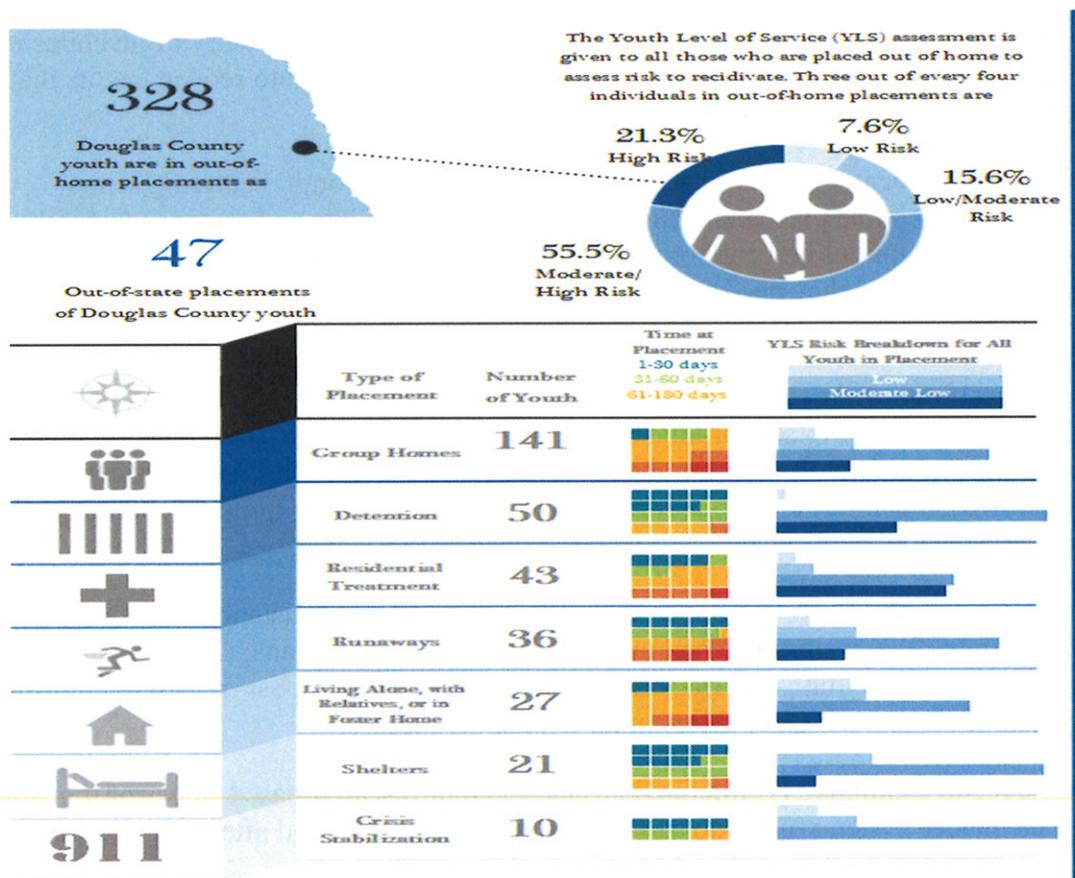
Issues of homelessness, near homelessness and running away are being addressed through various working groups and committees, to include: the MACCH Youth Task Force, the OYS Prevention Work Group, and throughout the diversionary and Juvenile Detention Alternative Initiative (JDAI) efforts.



Reduce recidivism and barriers to success for youth re-entering following disruptions in home, school, and community as a result of formal legal actions.

Every year, approximately 100,000 juveniles are released from juvenile detention facilities and other out-of-home placements. An out-of-home placement can be disruptive even for juveniles who have family, school, or community support. Juveniles released from confinement experience other challenges in returning to society. For instance, many confined juveniles return to communities with high crime rates and poverty, unstable households and family relationships, failing school systems, and unemployment. Juvenile offenders—in general—are more likely to struggle with mental health and substance abuse issues. Reentry and aftercare programs attempt to transition and reintegrate formerly incarcerated juveniles back into society. Reentry and aftercare programs are essential to help adjust juveniles back into society and to reduce recidivism rates. “Reentry and Aftercare, Juvenile Justice

Guidebook for Legislators” – National Conference of State Legislatures <http://www.ncsl.org/>



*Source 2015 State of Juvenile Justice. All data drawn from correspondence with Douglas County Juvenile Probation.

The Youth Level of Service (YLS) assessment is given to all those who are placed out of home to assess risk to recidivate. Three out of every four individuals in out-of-home placements are considered moderate to high risk. According to data obtained in October, 2015, of the 328 Douglas County youth on probation in an out-of-home placement, 7.6% were low risk, 15.6% were Low/Moderate Risk, 55.5% were Moderate/High Risk, and 21.3% were High Risk to recidivate.

The OYS school reentry initiative works to meet the educational and social needs of youth involved with the juvenile justice system by building a collaborative system that supports seamless transitions between detention or incarceration and school and community.

The initiative is based on: The belief that, with the proper conditions and supports in place, every youth in Douglas County can succeed. The principles of restorative justice, which stress the learning of hopefulness and the earning of redemption. A commitment to creating environments for youth where gaining knowledge, and developing productive skills and abilities for the future are priorities.

Driving our work are two overarching goals: Reduce recidivism and re-entry of juveniles into the juvenile justice system. Increase supports and opportunities for youth to reduce factors that lead to future delinquency and/or incarceration.

Providing access to reentry services and aftercare programs for youth reentering school following an out-of-home placement can help to reduce recidivism and foster successful reconnections with families and communities. Comprehensive wrap-around services provide exiting youth the support they need to make better choices for their future, and keep our communities safe.

The reentry task force will determine what services/programs currently exist in Douglas County to address juvenile reentry to school following a school disruption due to an out-of-home placement as a result of involvement in the juvenile justice system. Through consideration of available services, a plan for enhancing or developing culturally appropriate, geographically accessible services will be formed.

Elements of a successful transition approach to be considered: (1) Existence and composition of a transition teams; (2) Development and monitoring of a transition plans; (3) Pre-release programming to prepare youths for transition; (4) Transition & post-release mentoring and advocacy; and (5) Monitoring and intervening to support success.

The juvenile reentry initiative is structured around the four research-based stages of transition: entry into the justice system; in residence; exit from incarceration; and aftercare.

The OYS School Reentry task force addresses these stages of transition by: Developing and maintaining coalitions among county agencies, detention and correction facilities, profit and non-profit organizations, the Nebraska Department of Education, local school districts and charter schools, and statewide county educational services agencies. Improving student achievement and reducing recidivism for youth that have been detained, incarcerated, or otherwise involved with the juvenile justice system by facilitating implementation of evidence-based educational programming through provision of a support system for meeting local needs of juvenile justice

schools in support of transition and placement for youth. Providing professional development training for educators and related agency staff who serve this specific population of students both in the correctional facilities and in the community. Conducting research and facilitating the use of data in program development and supporting and evaluating progress utilizing local, state, and national coalition partners and contacts.

Facilitating support services and providing information for parents and guardians to prepare them to successfully advocate for and facilitate transition services for their youth.

Transition has been defined as “a coordinated set of activities for the youth, designed within an outcome oriented process, which promotes successful movement from the community to a correctional program setting, and from a correctional program setting to post-incarceration activities.”

The three elements of successful transition are: 1) It is coordinated. 2) It is an outcome-oriented process. 3) It promotes successful movement between the facility and the community.

The first element, coordination, requires individuals from multiple systems to work together to ensure that a youth involved in the juvenile justice system receives appropriate support services at all stages.

The second element, an outcome-oriented transition process, focuses on the goals of successful youth engagement with school and/or employment, avoidance of recidivism to the juvenile justice system, and reduction of the likelihood of future entry into the adult criminal justice system. The third element, successful movement between the facility and the community, requires the youth to become positively engaged with his or her community by acquiring appropriate academic, vocational, behavioral, social, and independent living skills. Therefore, an effective transition process and high-quality support services within that process are essential for a youth to successfully live in the community following incarceration.

There are four research-based distinct stages of transition: Stage 1 – Entry into the Justice System; Stage 2 – In Residence; Stage 3 – Exit from Incarceration; Stage 4 – Aftercare.

The mission of the reentry task force is to increase the number of juveniles successfully reintegrated back into schools and the community through coordinated transition support for juveniles transitioning from an out-of-home placement, thereby reducing recidivism and the expense to adult and juvenile detention and jail facilities. Through this collaboration, community partners will work together to create a systemic approach to transform juvenile transition which will include: coordinated support/services based upon the identified needs of each juvenile as they progress through transition stages; individualized support levels and services tailored to each juvenile’s needs; and an outcomes-oriented process to determine the success of each juvenile’s transition. The reentry task force will assist in identification, training, and follow-up support for implementation of activities.

The transition to adulthood is a major life event for any youth. While all youth experience challenges in finding the right path to success, youth in secure care face additional challenges stemming from court involvement. Without comprehensive support, court involved youth are more likely to drop out of high school, experience difficulty entering the workforce, decline

postsecondary training, or re-enter the justice system. Transition services are designed to complement, not replace, other systems or services.

Transition facilitators have a unique role in the life of the youth. They interact with the entire transition team connecting all services and agencies for the benefit of youth and families.

The strategies of the Reentry Task Force are:

1. Promote continuity of student education while out of home school.
2. Provide opportunities and support for students to continue with curriculum and
3. Gain an understanding of reentry programming that currently exists.
4. Better understand the possibilities for re-entry programming.
5. Establish a proactive re-entry program that supports learners and their families and leads to graduation or GED.



Douglas County Operation Youth Success Work Plan 2015
Reentry Working Group

Strategy	Action Steps	Target Date	Status	Responsible Parties	Resources Needed	Evidence-Based Practice
1) Promote continuity of student education while out of home school.	a. Prepare for student departure and reentry in advance - develop process outline. (DCCP 7.0)	2/1/2016		Home district, probation, DCYC	Contact list for appropriate individual who maintains the records for outgoing and incoming students; designated liaisons/contacts	Is the proposed program a model, best-practice, evidence-based, or promising practice program?
	b. Ensure compliance with, maintenance of, and support for IEPs across settings. (DCCP 7.0)	2/1/2016		Home District, Probation, DCYC	(1) "What works" manual; (2) existing process sheets for transition from the Dept. of Education; (3) meeting with relevant parties to identify points at which process breaks down	Yes No
	c. Establish transition roles and responsibilities for home district, school administration, facility, and JJS system (other points of contact). (DCCP 7.0)	2/1/2016		See 1 (a)	See 1(b); See 1(a) [example: Fostering Connections liaisons]; Uniform listing from each school of roles/responsibilities	Outcomes: Is this program being evaluated? Explain evaluation and outcome data that establishes this as an effective program.
	d. Cross training between schools and judicial systems. (DCCP 1.1, 2.1, 3.1, 7.0)	9/1/2015	Ongoing		Identification of training needs, target audience, key stakeholders and facilitators. Convening/Meeting	

DCCP 7.0

<p>2) Provide opportunities and support for students to continue with curriculum and assignments while out of home school</p>	<p>a. Increase communication and clarity regarding what credits will count toward graduation requirements. (DCCP 3.1, 7.0)</p> <p>b. Credit accumulation policy. (DCCP 7.0)</p>	<p>Jan-16</p>	<p>Probation, OPS, DCYC, Boys Town, all relevant parties</p>	<p>Someone to freeze grades/credit recovery, best practices (how can we have them finish their coursework), individualized student plans</p>	<p>Is the proposed program a model, best-practice, evidence-based, or promising practice program?</p> <p>Yes No</p>
<p>DCCP 7.0</p> <p>3.) Gain an understanding of reentry programming that currently exists</p>	<p>a. System audit regarding system(s)-involved youth school reentry programs & services. (DCCP 7.0)</p> <p>b. Analyze audit data to see strengths and challenges (gaps and opportunities). Quarterly data sharing to monitor progress toward reducing racial disparities and disproportionate minority impact of policies and/or procedures. (DCCP 7.0)</p> <p>c. Reentry pilot school (hub/ coop) as an intermediate placement to prototype strategies for successful reentry. (DCCP 7.0)</p>	<p>Feb-16</p> <p>16-Jun</p>	<p>Competitive RFP Process - outline expectations of Audit. What questions need to be answered.</p> <p>Completed audit results.</p>	<p>Is the proposed program a model, best-practice, evidence-based, or promising practice program?</p> <p>Yes No</p>	<p>Outcomes: Is this program being evaluated? Explain evaluation and outcome data that establishes this as an effective program.</p>
<p>DCCP 7.0</p>				<p>Facility, staff, funding source, operations plan, resources, target population, etc.</p>	<p>Outcomes: Is this program being evaluated? Explain evaluation and outcome data that establishes this as an effective program.</p>

4.) Better understand the possibilities for re-entry programming	a. Consulting/training regarding best practice for re-entry programming. (DCCP 7.0) b. Research juvenile justice best practice models for school reentry. (DCCP 7.0)	Jul-16		Committee that reviews placement (may consult with Georgetown Capstone group). Identify training, facilitator, funding source, resources. Rubric for determining completion/ success strategy; transition toolkit from other states (AZ, etc.), testing out option.	Is the proposed program a model, best-practice, evidence-based, or promising practice program? Yes No
DCCP 7.0 5.) Establish a proactive re-entry program that supports learners and their families and leads to graduation or GED	a. Establish/enhance county re-entry programs. (DCCP 7.0)			Facility, staff, funding source, operations plan, resources, target population, etc.	Is the proposed program a model, best-practice, evidence-based, or promising practice program? Yes No
DCCP 7.0				Outcomes: Is this program being evaluated? Explain evaluation and outcome data that establishes this as an effective program.	Outcomes: Is this program being evaluated? Explain evaluation and outcome data that establishes this as an effective program.

Reduce incidence of youth violence and exposure to violence through strategic, holistic community-wide efforts.

Every young person in Douglas County has a fundamental right to live in a safe neighborhood with the opportunity to realize a fulfilling adult life. To prevent youth violence we will strive to create safe environments that support the development of healthy, thriving, productive citizens through a city-wide, multi-disciplinary approach aligning prevention, intervention, enforcement, re-entry, and data evaluation efforts.

Operation Youth Success envisions a community where youth and education are valued, it is safe to walk the streets, conflicts are resolved nonviolently, and young men and women have real job and career opportunities. The Community Team recognizes that part of what they must do as a community is to shift the frame from one where youth are seen as the problem to one where they are seen as part of the positive future of our community.

Douglas County recognizes we must break the cycle of poverty and hopelessness—which are often the root causes of violence—by addressing the urgent public safety issues in our community through a comprehensive, full scale, long-term approach to violence prevention. Building on the early work of the Operation Youth Success broad-based collaborative Steering Committee, work groups were launched to engage with community members and service providers in a solution-focused, action-driven process to bring about real change for Douglas County. The work group partners developed a plan for the reduction and prevention of youth violence grounded in a public health approach and within a service delivery continuum that begins with young children and continues through young adulthood.

Through interagency communication and information-sharing, civic engagement, and multidisciplinary and data driven strategies, Douglas County is working to prevent youth violence. Douglas County has a vision for reductions in youth violence, opportunities for youth and their families, and an improved quality of life. Youth violence prevention is a consideration within all work groups and subcommittees.

The Douglas County Comprehensive Services Plan addresses the issue of youth violence through four research-based strategies:

- The **prevention strategy** will promote conditions to preclude youth violence and crime in the community, featuring mentorship and other youth development opportunities, and to substantially improve the culture within the Douglas County schools using an evidence-based decision making framework to increase social competence, prevent violence and illegal drug use, and improve overall academic success for all students.
- The **intervention strategy** will target youth at-risk of violent crime through increased support services, trauma recovery, and transportation to out of school time activities.
- The **enforcement strategy** will create a citywide culture that impedes criminal activity, including a community policing model coupled with a neighborhood problem solving approach to reduce incidences of violent crime and make communities safer.
- The **reentry strategy** will establish and/or enhance transitional services for reentry youth, including job training and employment opportunities, family reintegration support, and health and mental health services.

Under the executive leadership of Operation Youth Success and ancillary collaborative partners, the Community Team will assist in coordinating the implementation of youth violence prevention activities, facilitate partner communication, synchronization, and service delivery integration. Moreover, the work group partners have committed to establishing a results-based accountability system to share and use data to strengthen service delivery and make mid-course corrections, measure the overall impact of their work on reducing youth violence, and hold stakeholders accountable for both process and outcome-focused results.

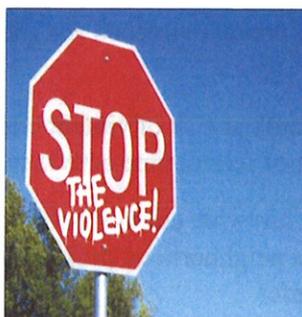
The strategies prioritized by the Community Team are:

1. Reduce incidence of youth violence and exposure to violence through strategic, holistic community-wide efforts.
2. Share identified goals and objectives of this committee; information, strategies, and partnership opportunities with other priority area-focused groups.

The following are violent crime indicators reported by the Omaha Police Department:

City of Omaha	2010	2011	2012	2013	% Change 2010 - 2013	% Change 2011-2013	2013 rate per 100,000*
Criminal Homicide	34	43	41	42	23.53%	-2.33%	9.67
Forcible Rape	196	220	187	184	-6.12%	-16.36%	42.36
Robbery	723	696	815	718	-0.69%	3.16%	165.30
Aggravated Assault	1,312	1,350	1,442	1,505	14.71%	11.48%	346.49
Burglary	3,046	3,321	3,311	3,509	15.20%	5.66%	807.87
Larceny-Theft	12,091	12,793	13,120	12,519	3.54%	-2.14%	2,882.22
Motor Vehicle Theft	2,197	2,650	2,747	3,080	40.19%	16.23%	709.10

*based on 2013 estimated population of Omaha (434,353) Source: US Census Bureau



Appendix

1.

|

Juvenile Justice and Provider Forum (JJPF)

April 16, 2015 2:00 – 4:00 p.m. – Douglas County Extension Office - 8015 W Center Rd.

“Never doubt that a small group of thoughtful, committed citizens
can change the world. Indeed, it is the only thing that ever has”

-Margaret Mead

1. Updates from Committees and Partners representing each of the Priority Areas:

a. **System Reform (JDAI/ CYPM) –**

- ▶ Kristi Lesley, Interim Juvenile Detention Alternatives Initiative (JDAI) Site Coordinator
kristi.lesley@nebraska.gov
- ▶ Next Meeting: NO May Meeting – next meeting TBA

b. **Behavioral Health**

Adolescent Behavioral Health Meetings are currently on hold due to numerous complimenting efforts (such as the NE-DHHS System of Care, Partners for Systems Change, and DC-CHIP & JJ Collective Impact)

d. **Attendance / School Success**

- ▶ The Coalition contact: Treva Haugaard, GOALS Center treva.haugaard@goals-center.org 402-557-2593
- ▶ Meetings: UNO Collaborating Center ▶ Next Meeting: _____

g. **Disproportionate Minority Contact (DMC) –**

- ▶ Mark LeFlore, Douglas County Youth Center 444-4767 mark.leflore@douglascounty-ne.gov
- ▶ Next DMC meeting: Wed April 22nd 9:00 am at the JAC (1111 S. 41st – 42nd & Pacific)

e. **Youth Violence –**

- ▶ **North Omaha focus** = Every Wednesday at 2pm, Omaha Home For Boys – Omaha 360 – contact **Jami Anders-Kemp**, Director – Omaha 360 Collaboration (402) 502-5153
janderskemp@empoweromaha.com

▶ **South Omaha focus** = Every 2nd Wednesday of the month - 11:30am South Omaha Library

- ▶ For information contact: Lisa Batenhorst 402.498.3033 Lisa.Batenhorst@boystown.org

f. **Homeless and Near Homeless Youth** – Metro Omaha Continuum of Care for the Homeless (MACCH) Youth Task Force – visit: <http://www.macchomeless.org/taskforces>

- ▶ Brandy Gustoff from Jacobs Place/OHB BGustoff@omahahomeforboys.org
- ▶ Phillip Burrell from Nebraska Children & Families Foundation pburrell@nebraskachildren.org
- ▶ Meetings: 2nd Tuesday of each month / 11:30 AM/ 4343 N. 52nd Street Omaha, NE – Omaha Home for Boys: Youth & Family Services Building
- ▶ Next Meeting: _____

2. Collective Impact Update

3. Group Introductions / Announcements/ Updates:

- Agency/ Program
- Grants ---- requests for partnering opportunities
- Conference/ Training/ Additional Announcements

4. Community Comprehensive Juvenile Services Plan:

- Background/ Purpose
- Feedback
- Survey

2015 Meetings:

- 3rd Thursday of every *other* month 2:00-~~4:00~~
- Location = Douglas County Extension Office - 8015 W Center Rd
- 2015 meetings: February 19 / April 16 / June 18 / August 20 / October 15 / December 17

We truly appreciate all of your time and efforts – programming, committee work, policy, advocacy, information-sharing, research and direct service – every piece of which is integral to the endeavors of the JJPF and service to Youth in our community!

Please direct questions or send announcements to JJPF Chairs:

Shawne Coonfare shawne.coonfare@douglascounty-ne.gov (402) 546-0891

Gail Braun gail.braun@ci.omaha.ne.us (402) 444-5286

Please visit our website: <http://jjpf.co.douglas.ne.us/>

Participate and share with us on-line at: <http://www.jjpfimpact.com/>

----- Forwarded message -----

From: **Juvenile Justice Provider Forum (DC JAC)** <jjpf@douglascounty-ne.gov>
Date: Sun, Apr 12, 2015 at 12:46 PM
Subject: JJPF Large Group Forum - New Comprehensive Plan Input Opportunity!!!!
To: jjpf@douglascounty-ne.gov
Cc: jjpflistserv@douglascounty-ne.gov

Reminder - Juvenile Justice and Provider Forum (JJPF) Large Group meeting this week!!

Thursday, April 16th
Douglas County Extension Office - 8015 W Center Rd
2:00 – 4:00 p.m.

This will be an interactive meeting!!!

All are invited to discuss and provide feedback for the new Douglas County's Community Comprehensive Juvenile Services Plan*** (due June 30, 2015).

There will also be brief reports from all active committees/working groups, and Collective Impact!!

○ Community Plan Priority Areas:

- Behavioral Health
- Attendance & Academic Supports
- Youth Violence
- Disproportionate Minority Contact (DMC)
- Juvenile Detention Alternatives Initiative (JDAI)
 - Cross-Over Youth Initiative/ Practice Model (CYPM)
- Homeless, Near Homeless, Runaway Youth

Service Providers please bring flyers, brochures, registration forms to share (table provided in back – mention flyers during introductions)

Please feel free to forward this notice to anyone who may have an interest in service to youth.

(Please do not "Reply" to this email. Please forward any information or inquiries to the contacts listed below)

Thank you for your continued service to youth and families in our community~

***Nebraska state statutes (Juvenile Services Act, LB640, LB193, [LB561](#)) require counties to develop a Comprehensive Juvenile Services Plan. Community Plans make each county (& entities within the county) eligible to apply for various types of federal and state juvenile justice and services funding through the Nebraska Crime Commission (NCC). Funding requests must be aligned with the strategies and priorities outlined in the Plan. Additionally, the Plan assists to streamline and coordinate efforts within Juvenile Services (prevention and intervention).

Shawne Johnson Coonfare
Director, Juvenile Assessment Center(JAC)
JJPF Co-chair
1111 S. 41st St. Suite 120
Omaha, NE 68105
[\(402\) 546-0891](tel:(402)546-0891)
shawne.coonfare@douglascounty-ne.gov

Gail Braun
Grant Administrator
City of Omaha
1819 Farnam Street, Suite 300
Omaha, Nebraska 68183
[402-444-5286](tel:402-444-5286)
gbraun@ci.omaha.ne.us

Juvenile Justice & Provider Forum

“Where systems and providers come together to serve YOUth”

How participating in the JJPF can improve your service to youth:

Attending the Forum Meetings allows you to hear the LATEST information on new programs and services from the agencies and providers who are offering them.

The JJPF is a GREAT place to network with colleagues and professionals whom you do not have the opportunity to see on a regular basis.

This platform provides a base for collaboration on programs and services, and for future funding opportunities, through multi-discipline representation.

Legislative or over-arching issues effecting youth in our community can be discussed with colleagues across a wide-range of service areas.

The JJPF is the vehicle for maintaining focus on, and progressing through, the priority areas of our community’s strategic plan for youth needs and service to youth: Comprehensive Juvenile Services Plan*.

The Forum format provides an opportunity to discuss and address pressing youth issues, and to hear what is happening in all major areas of focus (Comprehensive Plan Priority Areas), including:

- o Behavioral Health**
- o Attendance & Academic Supports**
- o Youth Violence**
- o Disproportionate Minority Contact (DMC)**
- o Juvenile Detention Alternatives Initiative (JDAI)**
 - Cross-Over Youth Initiative/ Practice Model (CYPM)**
- o Homeless, Near Homeless, Runaway Youth**
 - April 16 Agenda:**

This will be an interactive meeting!!! All are invited to discuss and provide feedback for the new

Douglas County’s Community Comprehensive Juvenile Services Plan* (due June 30, 2015).**

This Forum meeting is open to ANYONE interested in service to youth! Please pass this along!

☐ 2015 JJPF Meetings: February 19 / April 16 / June 18 / August 20 / October 15 / December 17

☐ Douglas County Extension Office - 8015 W Center Rd

☐ 2:00 – 4:00 p.m.

For more information, please contact:

Gail Braun Shawne Coonfare

City of Omaha Grants Administrator Community Resource Analyst

Office of the Mayor Juvenile Assessment Center (JAC)

Phone: 402-444-5286 Phone: 402-546-0891

E-mail: gail.braun@ci.omaha.ne.us E-Mail: shawne.coonfare@douglascounty-ne.gov

Please visit our website (and see the current Plan*) at: <http://jjpf.co.douglas.ne.us/>

*****Nebraska state statutes (Juvenile Services Act, LB640, LB193, LB561) require counties to develop a Comprehensive Juvenile Services Plan.**

Community Plans make each county (& entities within the county) eligible to apply for various types of federal and state juvenile justice and services funding through the Nebraska Crime Commission (NCC). Funding requests must be aligned with the strategies and priorities outlined in the Plan.

Additionally, the Plan assists to streamline and coordinate efforts within Juvenile Services (prevention and intervention).

Juvenile Justice & Provider Forum (JJPF) - April 16, 2015

If you have NOT been receiving Updates and Notices, please "circle" your name!! Thank you!!

Name	Agency (if new)	Phone #	Email Address (if new)	<input checked="" type="checkbox"/> if recurrent
Carrie Conley				<input checked="" type="checkbox"/>
Amy Vandenberg	NDCS	402-474-5768	amy.vandenberg@nebraska.gov	
Stephanie Patton	NFSW	782-345-0799	Stephanie.Patton@nfs.wa.gov	
Joel Coto	Mayor's Office	402-465-7878	joel.coto@cityofomaha.org	<input checked="" type="checkbox"/>
Liana Martinez	YES	402-345-5187	liamartinez@yesomaha.org	<input checked="" type="checkbox"/>
Beatriz Gonzalez	Complatax Kids		bgonzalez@complataxkids.org	
Katie Bohm	Ne. Fam. Medie	402-333-3332	katie.bohm@baystern.org	
Barb Farber	Mayor's Office	444-5757	barb.farber@cityofomaha.org	
Deb Healy	MMAA	715-9176	dhealy@mmpomaha.org	
Paul Karsten	MMAA	402-5226		<input checked="" type="checkbox"/>
Sarah Miller	BT	402-490-3733		<input checked="" type="checkbox"/>
Carolyn Miller	D3 Center			<input checked="" type="checkbox"/>
Shelley Pool	OSS			
Alyssa Smith	Hope Center	402-341-4273	alyssa@hopecenterforkids.com	
INDIATA MENEK	MAD DADS	402-210-3627	SUNDIATA MENEK @ msa.com	
Christine Henningsen	CIP	402-203-4181	christine.henningsen@unl.edu	
Rebecca Theurer	GURLS	402-982-6768		

Juvenile Justice & Provider Forum (JJPF) - April 16, 2015

If you have NOT been receiving Updates and Notices, please "circle" your name!! Thank you!!

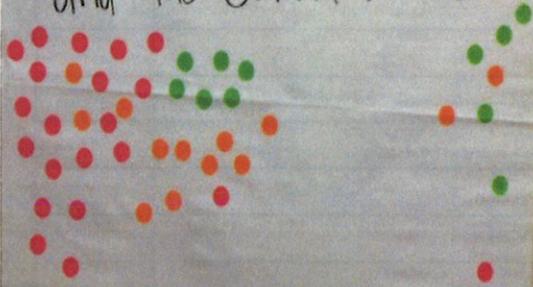
Name	Agency (if new)	Phone #	Email Address (if new)	<input checked="" type="checkbox"/> if recurrent
<u>Kyle Kinney</u>	Nc-Fam. Helpline	495 1470	Kyle Kinney @ boystown.org Please add to email list	<input checked="" type="checkbox"/>
Jranda Gustaf	CHB			<input checked="" type="checkbox"/>
<u>Nicky Clark</u>	HFS	552 7677	nmarka.kentland@hfs.nc.gov	<input checked="" type="checkbox"/>
Maggie Ballard				<input checked="" type="checkbox"/>
Trey Wilson	State of Louisiana	225-247-7657 225-347-3296	Trey.Wilson@HFS kappapriya@ycba.com	<input checked="" type="checkbox"/>
Meredith Wilcutt	HFS		m.wilcutt@hfs.nc.gov	<input checked="" type="checkbox"/>
Mary Balluffe	DC HD	444-1775	mary.balluffe@dcyba.com	<input checked="" type="checkbox"/>
Jim McBeck	Omaha Fire Dept	404-3560		<input checked="" type="checkbox"/>
Kate Homan	EPSSM			<input checked="" type="checkbox"/>
Isabel Hannon	GOHL	557-2513		<input checked="" type="checkbox"/>
Osil Gordon	Mayor's Office			<input checked="" type="checkbox"/>
Cheryl Peterson-Bracke	Omaha Park & Rec	404-444-2719	cheryl.petersonbracke@cityofomaha.org	<input checked="" type="checkbox"/>

Juvenile Justice & Provider Forum (JJPF) - April 16, 2015

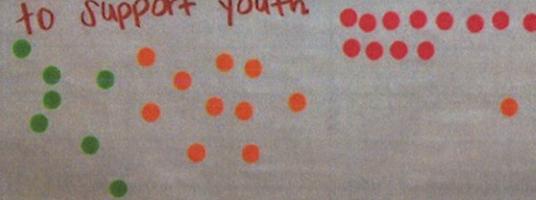
If you have NOT been receiving Updates and Notices, please "circle" your name!! Thank you!!

Name	Agency (if new)	Phone #	Email Address (if new)	<input type="checkbox"/> if recurrent
D				
Tiffany Conner	Probation	841-1832		<input checked="" type="checkbox"/>
Melissa Mann		407-733-3720		<input checked="" type="checkbox"/>
Sarah Weir	Hope Center	649-553	Sarah@hopecenterforus.com	
Ally Sipe	Bay Town	281-7682		<input checked="" type="checkbox"/>
Erin Jennings	Extension	444-7949	ejennings@dund.edu	<input checked="" type="checkbox"/>
Pat Not	NE Dade	407-2470	pat.not@necade.org	<input checked="" type="checkbox"/>

• Reduce barriers to attendance challenges for youth in Douglas County and the Omaha metro.



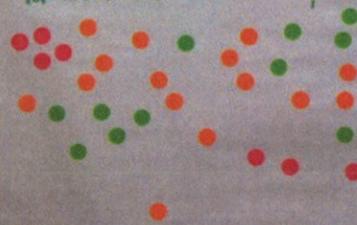
• Increase effective services to youth and reduce re-traumatizing events caused through the continued disconnect between the provider community (representing youth needs) and the systems/policies in place to support youth.



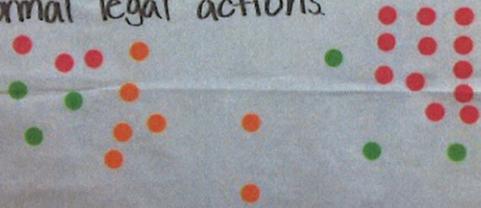
• Identify and develop strategies to address issues of Disproportionate Minority Contact (DMC) within the target populations identified through work with the Burns Institute.



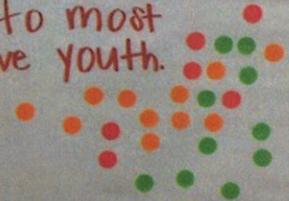
• Provide centralization of information sharing, communication and collaboration opportunities for the juvenile justice system and juvenile service providers in Omaha and Douglas County in order to ensure the greatest collective impact on each of the areas of identified need for youth.



• Reduce recidivism and barriers to success for youth re-entering home placements following disruptions in home, school, and community as a result of formal legal actions.



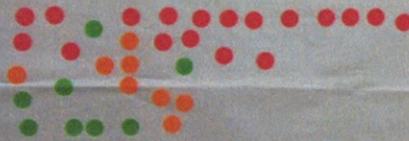
• Utilize core Juvenile Detention Alternatives Initiative (JDAI) strategies to restructure policy and practice to create strategic, collective system improvements and reform to most efficiently use resources to most effectively serve youth.



• Reduce the number of unstably housed youth in the Metro Area.



• Reduce incidence of youth violence and exposure to violence through strategic, holistic community-wide efforts.



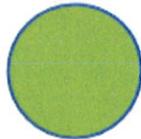
Vote for Priority Areas



Most Important to me/ my agency



Second in Importance



Still Important, but not as much as top two



My agency has data on this that we would be willing to share



I think this should be revised/ deleted – and why

Operation Youth Success: Hope | Change | Impact for Douglas County

What is Operation Youth Success about?

Launched in 2014, Operation Youth Success brought together stakeholders to determine **what aspects** of juvenile justice in Douglas County **need to change** and **how that change will happen**. Conversations with over 200 community stakeholders led to the following shared vision and goal:

Across Douglas County, our vision is a **comprehensive, coordinated, and community-wide** approach to **juvenile services** that **eliminates** the need for youth involvement with our justice system while maintaining **public safety**.

For all youth who do enter our justice system, our goals are to provide **effective, compassionate and individualized** support that empowers youth and their **families** to **succeed** and to build an environment of **mutual trust and accountability**.

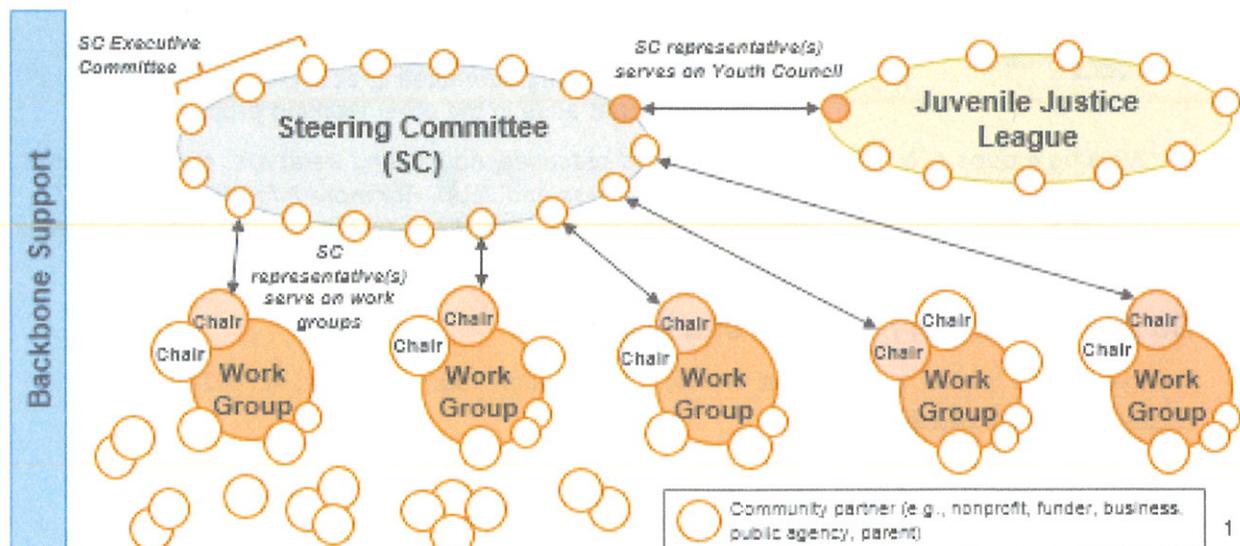
Who is involved in Operation Youth Success?

Steering Committee: ~20 volunteers who represent key decision-makers, responsible for ensuring the effort moves forward and that changes are implemented.

Youth Council – “Juvenile Justice League”: A group of currently or formerly system-involved youth providing input to our work based on their first-hand experiences.

Working Groups: Seven groups made up of 20-25 volunteers deciding what changes to make based on community feedback and their experience - and how that change will happen (see next page for details). We will build on existing successes and coalitions in creating these groups, including close coordination with the **Juvenile Detention Alternatives Initiative (JDAI)**.

Backbone: A neutral organization supporting the partners involved in Operation Youth Success. Janeé Pannkuk is the backbone's Executive Director. She will be joined by a Program Manager and Data Analyst Q2/Q3 of 2015. The backbone is supported via a public-private partnership with the County serving as a fiscal agent.



What will change look like and how will it happen?

Ultimately, we seek to improve system coordination, communication, and outcomes. To achieve our vision, we expect to take action in six main areas via seven working groups. These working groups will agree on the key issues we need to address and develop action plans to do so.

Action areas



Empowering families and caregivers



Connecting our community to better support all youth needs



Improving processes and practices to better support our youth



Equity



Data



Policy

Working groups

1

Empowering families to better understand the system, be engaged in their youths' care, and to seek help when needed

2

Reducing system entry and recidivism by strengthening community support and increasing access to preventative services

3

Increasing coordination between the justice and schools systems by addressing issues such as absenteeism, school based arrests, and reintegration

4

Improving processes and practices to better coordinate case processing, improve the quality of care for individual youth and create better outcomes as a system overall

5

Increasing the equity and cultural sensitivity of the system, including coordinating equity-related action items that arise in the other working groups

6

Improving data standardization, sharing, and transparency, both at the system and case levels, including providing data support to all the other working groups and the effort overall

7

Codifying best practices and changing policies that hinder the juvenile justice system, including coordinating policy-related action items that arise in the other working groups

> Working groups 4, 5, and 6 (processes and practices, equity, and data) are, or are expected to be, co-facilitated by Operation Youth Success and JDAI. For more information on JDAI in Douglas County go to <http://jjpf.co.douglas.ne.us/committee/juvenile-detention-alternatives-initiative-jdai>

Do you have a story, an idea, or a question?

Contact Janee Pannkuk, Executive Director of Operation Youth Success, at (402) 594-3109 or www.operationyouthsuccess.org

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Operation Youth Success (OYS) Community Plan Members - June 2015

Name	Title	Organization	Org Type
Brad Alexander	Head of Juvenile Detention Center	Douglas County Correctional Facility	Corrections
Patrick Bloomingdale	Chief Administrative Officer	Douglas County	County Government
Mary Ann Borgeson	County Commissioner, Chair	Douglas County	County Government
Chris Rodgers	County Commissioner	Douglas County	County Government
Don Kleine	County Attorney	Douglas County	County Attorney's Office
Nicole Brundo	County Attorney	Douglas County	County Attorney's Office
Elizabeth Crnkovich	Juvenile Judge	Douglas County	County Court
Catherine Hall	Assistant County Administrator	Douglas County	County Government
Juvenile Judge Douglas Johnson	Juvenile Judge	Douglas County	County Court
Todd Schmaderer	Chief of Police	Omaha Police Department	Law Enforcement
Dan Jackson	Executive Director	Nebraska Family Support Network	
LaVon Stennis Williams	Executive Director	Reconnect Success	Service Provider
Kerri Peterson	Director of Juvenile Justice, Neighborhood Safety, Workforce Supports and Teen Health	Sherwood Foundation	Funder
Mary Visek	Head of Probation-- Juvenile Justice	Douglas County	Government
Judy Dierkhising	Associate Vice President Strategic Relationships	Nebraska Children and Families Foundation	Community Advocate
Thomas Warren	President & Chief Executive Officer	The Urban League	Service Provider- Umbrella Agency
Tom Riley	County Public Defender	Douglas County Public Defender's Office	Public Defender's Office
Nicholas Juliano	senior director of community impact	Boys Town	Service Provider- Umbrella Agency
Dr. Blane McCann	Superintendent	West Side	School
Rita Melgares	Private Attorney- Defense Council		Private Attorney
Greg Gonzalez	Deputy Chief	Omaha Police Department	Government
Tim Dunning	Sheriff	Douglas County	Government
Thomas Wheeler	Chief Deputy	Douglas County	Government
Shawne Coonfare	Director, Juvenile Assessment Center	Douglas County	Government

DOUGLAS COUNTY COMMUNITY BASED AID PROCESS REVIEW

Ongoing

OYS/JDAI WORK GROUPS: Generate formal work plans which are a part of the Douglas County Comprehensive Juvenile Services Plan (Community Plan). The formal work plan drives the work and gives life to action items. Work plans are in place to ensure when funding opportunities arise the work plans 'guide' what is funded

OYS & JDAI STAFF: Ensure work plans and strategies are included in the Douglas County Community Plan. The Community Plan should contain all strategies and action items prioritized by the Community Team and Working Groups as essential to operating a well-integrated, solution-focused system of graduated sanctions and services for youth in Douglas County.

The Community Plan reflects the shared vision and mission of OYS, JDAI, and Youth Impact. Further, the plan includes and incorporates feedback and data from the OYS Steering Committee, JDAI Collaborative, Youth Impact Steering Committee, work group membership and the community at large.

OYS – Backbone Organization: Ensures work plans and strategies are coordinated and documented. OYS backbone communicates regularly with the 1st level review committee to ensure they are aware of the activities of the system reform initiative.

Grant Announcement via NE Crime Commission:

County Justice Grant Administrator (CBA Project Director): Notifies OYS/JDAI/YI staff that CBA funding is available.

Grant Administrator/Staff – Prepares notice regarding solicitation of proposals/availability of funds. In conjunction with staff, develops coversheet and mini-application.

Departments/Work Groups: Identify appropriate proposals which are both allowable and fit within the strategies of the DC Community Plan. Submit proposals to Grant Admin.

County Grant Admin – Checks for allowable/unallowable expenses, according to NE Statute and guidance provided by the NE Crime Commission. Upon close of the proposal period forwards proposals to the OYS Program Manager (CBA Project Coordinator). Applications and all associated materials (scoring rubric, request summary, purpose area summary, mini-applications) are compiled for the first level review committee.

1st Level Review Committee: Ensures requests reflect the strategies/ action items enumerated in the work plans. This team provides a raw score and feedback related to each application. Staff finalizes the recommendations into a working document to provide a summary of all requests and associated recommendations to the Steering Committee.

OYS Steering Committee (Douglas County Community Team) Reviews the recommendation of the 1st level review, holds discussion and votes upon the recommendation. If the recommendation of the 1st level review is contested, the Community Team will engage in open discussion until final consensus is achieved. Staff will track the recommendations of the group and keep official record of the vote of members present.

OYS Program Manager: Prepares materials associated with the final recommendation of the Community Team and forwards materials of all proposals recommended for funding to the County Grant Administrator.

County Justice Grant Administrator Upon receipt of materials, composes Douglas County Community Based Juvenile Services Aid Application, obtains required signatures for authorization of submittal. Submits Douglas County Application to the NE Crime Commission.

Nebraska Crime Commission: Review/Recommendations

County Board: Authorizes acceptance of CBA award.

OYS: Communicate, Document & Coordinate with JDAI, County Grants Office & Working Groups. Solicits feedback regarding Scope of Work for any proposed projects/services.

County Administration: Develop and post RFPs on Douglas County Purchasing website and other approved venues.

Community at Large: Program & Service Providers receive information re: RFP's. Program & Service Providers respond to the RFP process according to established purchasing/procurement guidelines.

County Purchasing Department: Receives all RFP Proposals. **County Administration** works with staff to identify RFP review teams based upon origin of request.

RFP Review Teams: Review/Score & Comprehensive Recommendations ensuring the applicant's submission supports the work plans and strategies within the Community Plan.

County Administration notifies applicants of award status, works with County Legal Department to form/execute contracts for services.

County Board: Authorizes contracts for external services.

43-2404.02.

Community-based Juvenile Services Aid Program; created; use; reports.

(3)(a) In distributing funds provided under the Community-based Juvenile Services Aid Program, aid recipients shall prioritize programs and services that will divert juveniles from the juvenile justice system, reduce the population of juveniles in juvenile detention and secure confinement, and assist in transitioning juveniles from out-of-home placements.

(b) Funds received under the Community-based Juvenile Services Aid Program shall be used exclusively to assist the aid recipient in the implementation and operation of programs or the provision of services identified in the aid recipient's comprehensive juvenile services plan, including programs for local planning and service coordination; screening, assessment, and evaluation; diversion; alternatives to detention; family support services; treatment services; truancy prevention and intervention programs; pilot projects approved by the commission; payment of transportation costs to and from placements, evaluations, or services; personnel when the personnel are aligned with evidence-based treatment principles, programs, or practices; contracting with other state agencies or private organizations that provide evidence-based treatment or programs; preexisting programs that are aligned with evidence-based practices or best practices; and other services that will positively impact juveniles and families in the juvenile justice system.

(c) Funds received under the Community-based Juvenile Services Aid Program shall not be used for the following: Construction of secure detention facilities, secure youth treatment facilities, or secure youth confinement facilities; capital construction or the lease or acquisition of facilities; programs, services, treatments, evaluations, or other preadjudication services that are not based on or grounded in evidence-based practices, principles, and research, except that the commission may approve pilot projects that authorize the use of such aid; or office equipment, office supplies, or office space.



Douglas County Juvenile Court Trauma Consultation Report

Date of Report: August 28, 2015 (draft) / March 17, 2016 (final)

Primary Contact(s): Honorable Douglas F. Johnson

Consultation Team: Shawn C. Marsh, Ph.D. – Chief Program Officer, Juvenile Law
National Council of Juvenile and Family Court Judges
smarsh@ncjfcj.org / (775) 784-8070

Alicia Summers, Ph.D. – Program Director, Research and Evaluation
National Council of Juvenile and Family Court Judges
asummers@ncjfcj.org / (775) 784-7570

Dates of Site Visit: July 7 – 9, 2015

Purpose of Report

This report outlines the activities and subsequent impressions from a site visit to the Douglas County Juvenile Court and allied agencies in Omaha, Nebraska conducted by the National Council of Juvenile and Family Court Judges (NCJFCJ) on July 7 – 9, 2015. Financial support for the trauma consultation was provided by the Sherwood Foundation in Omaha, Nebraska. This report is intended for use by the Douglas County Juvenile Court and Operation Youth Success to assist in efforts to create trauma-responsive environments, practices, and policies. Other uses of this report or substantial modifications to content should include consultation with the author(s). This report is presented in the spirit of collaboration and open discussion that includes objective assessment of practice using an evidence-based and strengths-based framework. Accordingly, any recommendations presented in this report could change with additional site level information or with further research developments in trauma and allied fields.

Site Visit Activities

Over the course of the 2.5 day consultation, site visit activities primarily involved observation of **court** facilities and practices. The team observed hearings and evaluated judicial engagement using a systematic court observation tool. Courtroom and courthouse observations were focused primarily on (a) environment, (b) processes/practices (e.g., security screening, calling parties to hearings, etc.), and (c) interactions between and within litigants and system stakeholders. NCJFCJ staff also conducted focus groups and/or interviews with judges, clerks, bailiffs, court reporters, detention staff, Juvenile Assessment Center staff, Youth Impact Working Group members, juvenile probation leadership, and a Boys Town representative. NCJFCJ staff toured several youth serving agencies including Douglas County Youth Center and Juvenile Assessment

Center, and had an opportunity to visit the Community Engagement Center at the University of Nebraska, Omaha. As part of the site visit, Dr. Marsh conducted training on trauma for court staff and other system professionals. The one hour session focused on how traumatic stress impacts human development and behavior, and to suggest strategies for courts and the justice system to become more trauma-responsive. Approximately 50 staff across disciplines attended the training held at the courthouse. Prior to the site visit, stakeholders were sent a link to participate in a short pre-visit trauma survey, which asked questions about training, attitudes, practice, and environment. A total of 78 stakeholders responded to the survey. The findings from all activities are presented herein.

Impressions

Physical Environment. In examining the physical environment, the team looked for stressors that might serve as trauma reminders or “triggers.” The team took a user-perspective and examined the process as if an actual consumer of the court; everything from arrival to entry to finding the courtroom to exit. Typically, this includes examining the navigability of the court, the security processes, the extent to which signage is appropriate and useful, the conditions of the waiting room, and the conditions of the courtroom.

The Juvenile Court is located on the sixth floor of the Hall of Justice. This particular floor previously served as the holding area for those in secure custody awaiting hearings and still has bars placed over the outside windows. This unusual repurposing aside, the Juvenile Court is well-maintained, relatively comfortable, and adequately resourced as demonstrated by:

- *Noise Level.* The level of noise throughout the larger facility and individual courtrooms was acceptable and did not interfere with the ability to communicate. No unusually aversive stimuli (e.g., slamming doors) were observed. On average, sound levels in the facility registered 66 dB, which is about equivalent to the level of normal conversation at 3-5 feet and only slightly louder than a typical office setting. However, some stakeholders indicated that the waiting area can get fairly loud and chaotic on busy docket days.
- *Lighting.* The larger facility and individual courtrooms were well lit, but there was relatively limited natural lighting in most public areas (e.g., waiting room) and some courtrooms. Overall, there was very limited “green space view” from the sixth floor. On average, lighting in the facility registered 185 lux, which is considered marginally adequate for general waiting/use areas where people read.
- *Temperature.* The temperature throughout the courthouse (including the courtrooms) remained comfortable and consistent (average = 68° F). Humidity was also within normal ranges and remained consistent throughout the courthouse (average = 55%). These levels are within recommended ranges for office settings.
- *Cleanliness.* The courthouse was clean and tidy.
- *Traffic.* Several security officers staff the main entrance to the courthouse. Only male

security officers were observed staffing the entrance during the visit. When necessary, male officers did “wand” females entering the facility. Nonetheless, officers were polite and the security process appeared efficient and not-overly invasive.

- *Waiting Areas.* There was adequate waiting area space in the facility. The sixth floor waiting area was clean and very child friendly with Dr. Seuss quotes on the wall, child appropriate art, a designated reading area, etc. The waiting area was well-monitored and security is located nearby on the same floor. There did not appear to be a separate area for attorneys, probation officers, etc. to meet with clients, and we observed several such meetings take place well within earshot of other parties in the waiting area. Further, we did not observe separate waiting areas for parties in domestic violence cases, although the receptionist did note there is a protocol for identifying such cases and keeping them separate. Other stakeholders reported that they do not believe this consistently occurs and that most domestic violence victims are not separated from the perpetrator. There was little visible presence of security in the waiting area.
- *Facility Safety.* Everyone entering the courthouse is screened via metal detector and has his or her belongings scanned for contraband. There is a sheriff’s office located on the sixth floor that can respond immediately to a crisis via alarm system. We were unable to ascertain if the sheriff’s office indeed did collect data on major incidents in the facility.
- *Courtroom Safety.* A strong security presence was observed in each courtroom. Routine shackling of youth in delinquency court was observed – even for those appearing on status offenses. Many of the stakeholders reported they felt that it was important for the safety of staff to shackle youth.

- *Courtroom Traffic.* The movement in and out of hearings was well organized and controlled by the bailiffs and other staff.
- *Navigability.* The courthouse is fairly easy to find. There was also ample parking. However, all parking near the courthouse is pay parking, either in a garage or via parking meters.
- *Information Kiosk and Signage.* An electronic information kiosk (to locate offices and courtrooms) is located at the main security entrance, but was a bit confusing to navigate without knowing the specific courtroom to which you are assigned. The kiosk provided only courtroom numbers and no judge names. Other signage was relatively clear, although only in English in the main lobby. There was good signage on the sixth floor, including important information being provided in multiple languages. There was also at least one document that included multiple languages within each courtroom.
- *Childcare and/or Food Services.* Childcare services are not available for parents who attend court proceedings with minor children. There are several food service options available to consumers who attend court proceedings, but did prove a bit difficult to find within the facility.

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Douglas County Juvenile Court: Trauma Consultation Report

- *Child Friendly.* With the exception of the sixth floor (as noted previously), the facility was not particularly child friendly in terms of books, toys, size appropriate furniture, pictures, etc.
- *Other.* Judge Johnson has a trained “courthouse dog” – named Finnegan -- in his court. Finnegan is clearly enjoyed by staff and consumers alike, and other therapeutic animals are occasionally available through volunteers. The therapy dogs are available upon request. Staff indicated that the therapy dogs are typically brought to court on juvenile delinquency arraignment days and whenever a youth might have to testify against a perpetrator of violence. The Juvenile Assessment Center (JAC) was quiet, well designed, and held age appropriate artwork. JAC staff presented as very devoted to family engagement. Douglas County Youth Center (DCYC) was well-maintained and seemed adequately resourced (e.g., medical, educational, supervision staff, etc.). The team is still not clear on the practical differences noted between secure and staff secure (other than the later was reserved primarily for status offenses). Both the JAC and DCYC appeared to be making meaningful efforts to engage youth and family voice in the intervention process. The team met with probation leadership, but was not able to talk with line probation staff. We also were unable to meet with representatives from the child welfare system or domestic violence community. The team visited the Community Engagement Center (CEC) for several meetings, and noted it is an outstanding resource. We did attempt, unsuccessfully, to arrange follow up interviews with several stakeholders (e.g., line probation, line child welfare).

Interactions with and between Court System Stakeholders. An examination of practice explored how parents and youth are engaged in the process, whether families are screened for trauma, availability of services to treat trauma, availability of support for court professionals, and the availability of training on trauma. This included court observation and discussion with key stakeholders about trauma and current practice.

The consultation team's interactions with court staff were pleasant and respectful, as were most interactions observed between court staff, stakeholders, and court consumers. The degree to which interactions/communications were respectful, clear, and appropriate was demonstrated by:

- *Hearing Observations.* Hearings were generally punctual. Thoroughness and organization of the hearings was acceptable. Overall, hearings were moderately easy to follow. As part of the trauma consultation, the team collected data via a systematic hearing observation tool. Based on this tool, in the hearings observed the majority of (a) parents were treated with respect (when present), (b) professionals treated each other with respect, (c) professionals somewhat (67%) or definitely (33%) used non-technical language, and (d) attorneys were prepared for court. In contrast, the hearings rarely mentioned family strengths in any meaningful way. The trauma audit team was only able to observe a limited number of hearings and only some of the judges. System stakeholders indicated that, for the most part, families are all treated with respect; however, there was some indication that the level of respect and engagement varied greatly by courtroom.

- *Judicial Engagement*¹. Judicial demeanor, communication, clarity, and case preparedness varied by case type and judicial officer. Based on the hearing observation tool, the majority (75%) of judicial interactions were rated as *definitely* compassionate. In the majority of hearings observed, the parents were not present. When the parents were present, the judges [in regards to the mother, father, and/or child as present] (a) clearly explained the purpose of the hearing 50% of the time, (b) spoke directly to parents and children in 100% of cases, (c) addressed parents and youth them by name 100% of the time, (d) asked them if they had questions approximately half of the time, and (e) identified the next steps to the parties in slightly less than half of the cases. In general, children (if present) were given more of an opportunity to be heard than the mother (if present) or father (if present). However, it was noted that there could be better/more opportunities to give youth and parents a voice in the system. In none of the hearings observed were the mother, father, or child asked if the next hearing date / time would work with their other scheduling demands. This can be a simple strategy to boost sense of agency which is considered a core component of healing. In one hearing, the judge asked the youth in a delinquency case if they would like to meet the courthouse dog. The youth responded positively to this interaction. However, another youth who had just appeared in court commented he was saddened he had not been given an opportunity to meet the dog.

Survey Responses on Practice, Policy, and Environment. The NCJFCJ created an online survey that assessed stakeholder attitudes toward trauma, as well as perceptions of the trauma-responsiveness of their jurisdiction in terms of current policy, practice, and the court environment. An invitation and survey link was created by the NCJFCJ and sent to Douglas County system stakeholders, who were asked to share the link with others at their respective agency. Participants were informed that their responses would be anonymous and that all

responses would be reported in an aggregate manner.

Part I. Sample Demographics

A total of 78 Douglas County stakeholders participated in the survey. Respondents were very diverse. The largest group of respondents identified as other. Other included juvenile diversion programs, advocates, behavioral health, juvenile service specialist, law enforcement, advocates and other community treatment providers. Twenty-one percent reported that they were social workers, 8% were treatment providers, 7% were educators, 5% were CASA, and 4% identified as parent's attorneys and state attorneys. The remaining participants were judicial officers, probation and parole, detention staff, and domestic violence advocates.

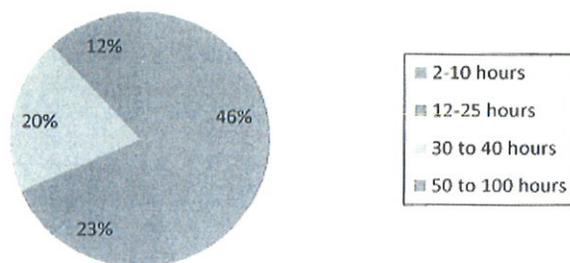
Eighty percent of participants had had a prior trauma training ($n = 61$). Among these participants, nearly half reported up to 10 hours of training, while 23% reported 12 to 25 hours of training (See Figure 1).

¹ The relatively limited number of judges and hearings observed, coupled with potential sample bias, limits the degree to which the findings reported in this section are generalizable across all cases. Rather, the findings reported are intended to spark reflection and discussion on potential areas of improvement in regards to communication and engagement.

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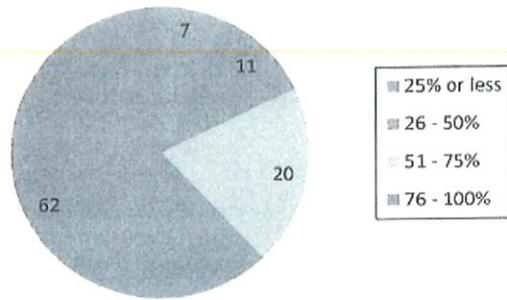
Douglas County Juvenile Court: Trauma Consultation Report

Figure 1. Reported Number of Trauma Training Hours Received



Almost two-thirds (62%; $n = 9$) of the participants reported that 76 to 100% of their clients had suffered a trauma; however, 18% believed that 50% or fewer of their clients had experienced trauma (See Figure 2).

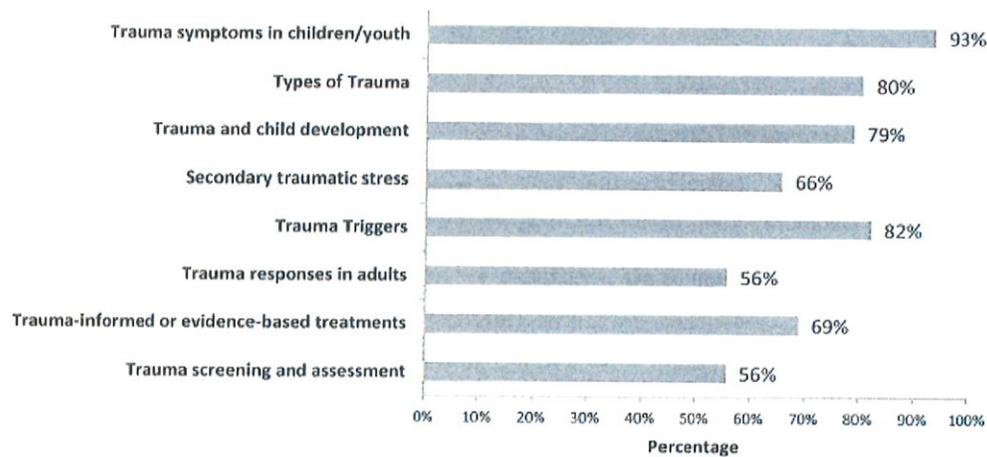
Figure 2. Percentage of Clients who have Experienced Trauma



Types and Amount of Training

Trauma symptoms in children/youth, types of trauma, and trauma and child development were the most commonly cited topics discussed in training seminars (See Figure 3). Of participants who received training, the number of training topics covered ranged from one to nine, with an average number of 5.9 topics per participant.

Figure 3. Topics Commonly Discussed in Trainings



Part II. Understanding and/or Attitudes Relating to Trauma

Participants were asked to respond to 11 items measuring their attitudes and understanding of trauma, on a 5-point scale (1 = *strongly disagree* to 5 = *strongly agree*). The majority of participants answered in the affirmative for five of the statements relating to trauma (See Figures 4 and 5). There was the most variability in responses for the following five statements:

- I am confident in my ability to help a client who has experienced trauma.
- I fully understand how trauma affects parenting.
- I am confident I could identify post-traumatic reactions in the clients I serve.
- I am aware of the evidence-based (EB) practices available in my jurisdiction to help those who have experienced trauma.
- There are resources available to me if I feel overwhelmed working with my clients.

These findings suggest that not all participants are confident in their ability to identify and/or assist clients who have experienced trauma. Participants also expressed the most disagreement regarding knowledge of evidence-based practices.

Figure 4. Attitudes about Trauma

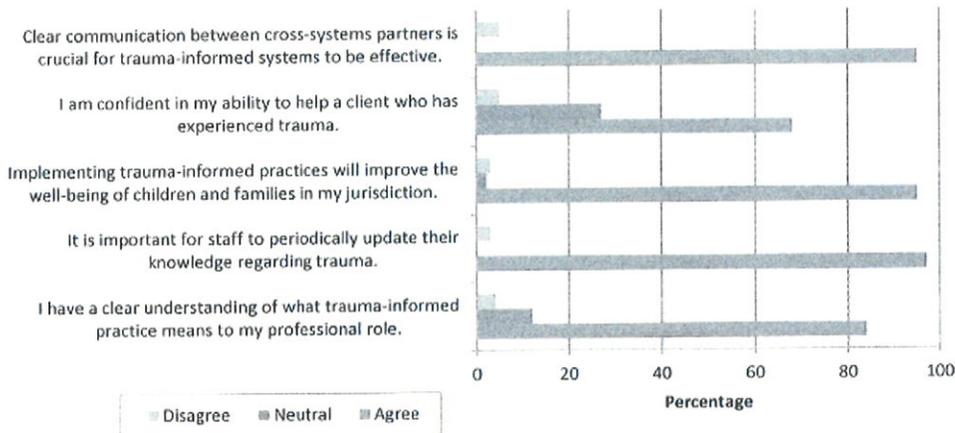
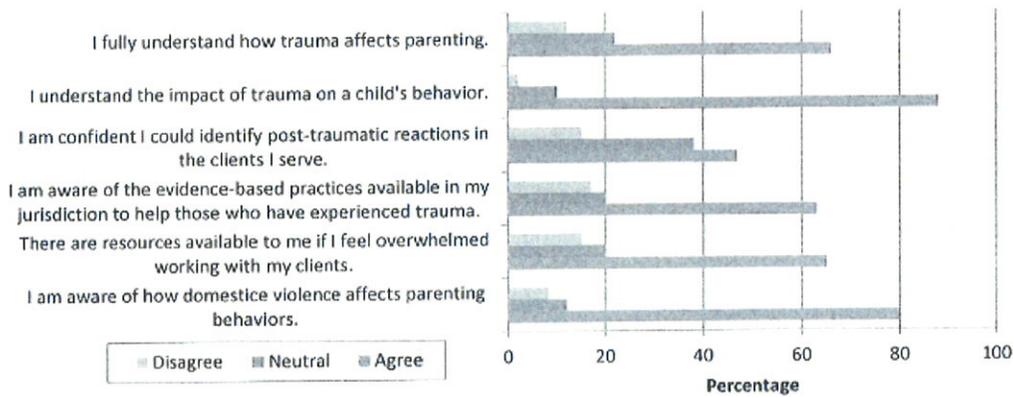


Figure 5. Attitudes about Trauma (Continued)



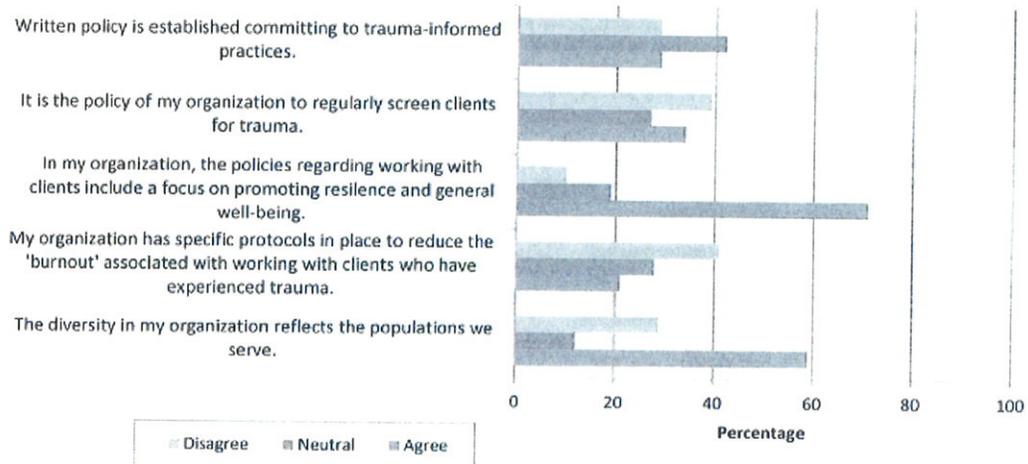
Part III. Policies

Participants were asked to respond to five items measuring current trauma policies and protocols, on a 5-point scale (1 = *strongly disagree* to 5 = *strongly agree*).

The following two items are noted as approximately 40% of respondents *disagreed or strongly disagreed* with these statements:

- My organization has specific protocols in place to reduce the ‘burnout’ associated with working with clients who have experienced trauma (41%).
- It is the policy of my organization to regularly screen clients for trauma (39%).

Figure 6. Impressions of Organizational Policies

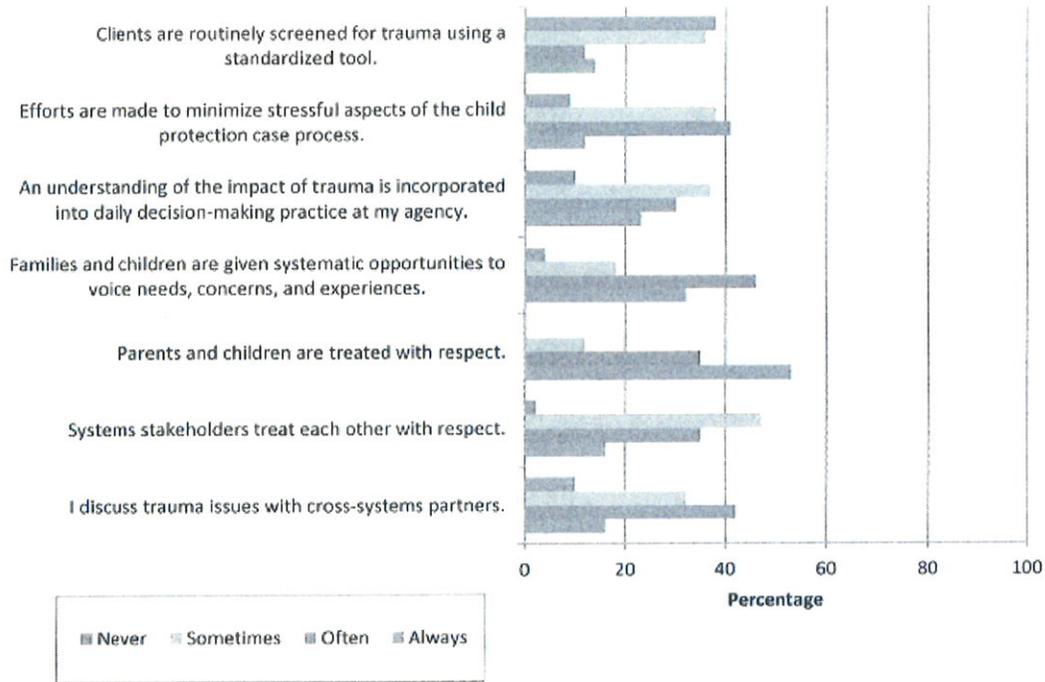


Part IV. Practices

Participants were asked to respond to seven items measuring how often certain trauma-related organizational practices occur, on a 4-point scale (1 = *never* to 4 = *always*). Results suggest many favorable behaviors (e.g., treating clients and system stakeholders with respect, offering clients opportunities to voice their needs and concerns); however, some practices could be improved. For example, 38% of respondents indicated that their organizations *never* screen clients for trauma using a standardized tool, and an additional 36% reported that clients were *sometimes* screened (See Figure 7).

Approximately 10% of respondents also indicated that understanding the impact of trauma is *never* incorporated into the daily decision-making practices at their organization, and an additional 37% said that this understanding was *sometimes* incorporated into decision-making. Approximately one-third (32%) of respondents indicated that they *sometimes* discussed trauma issues with cross-systems partners, and 10% of respondents reported that they had never discussed trauma issues with cross-systems partners. The considerable variances in responses pertaining to organizational practices should be noted. A clear understanding of organizational approach to trauma and trauma-informed practices may be lacking, and/or employees may have different perspectives on their organization’s approach to trauma-informed care.

Figure 7. Impressions of Organizational Practices

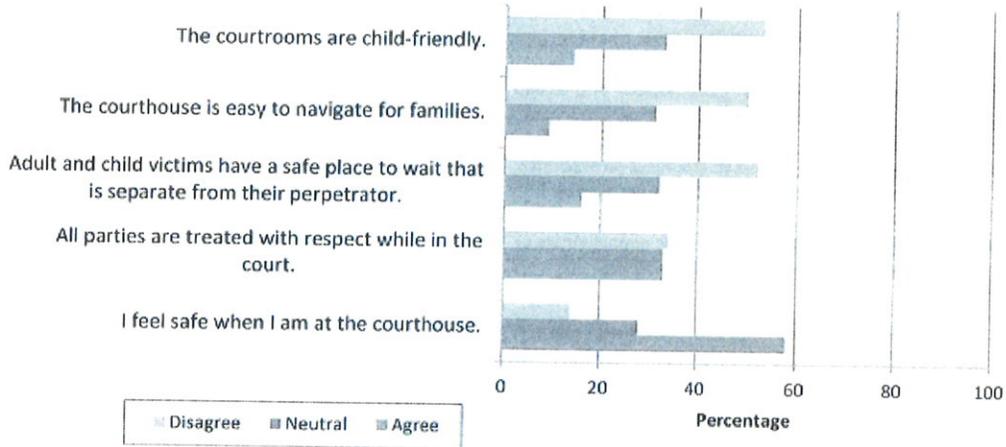


Part V. Courthouse Environment

Participants were asked to respond to five items measuring the overall courthouse environment, on a 5-point scale, (1 = *strongly disagree* to 5 = *strongly agree*).

The majority of participants *agreed or strongly agreed* that they felt safe in the courthouse (58%; See Figure 8). The majority of participants *disagreed or strongly disagreed* that adults and children have a safe place to wait that is separate from their perpetrator. Further, participants also disagreed that the courtrooms are child-friendly and that the courthouse is easy to navigate.

Figure 8. Impressions of the Courthouse Environment



Part VI. Open-ended Responses

The survey included one “open-ended” question (i.e., items asking participants to provide text responses) to get a more thorough understanding of participants’ trauma-related perspectives and experiences.

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The survey included one “open-ended” question (i.e., items asking participants to provide text responses) to get a more thorough understanding of participants’ trauma-related perspectives and experiences.

Survey participants were asked “**How do you define trauma?**” Forty-four participants provided text responses to this question. It was clear from the responses that the majority of participants share a common definition of trauma. Most definitions included an event or experience that can be detrimental to well-being. There were varying degrees of specificity of definitions, with some including key components of post-traumatic stress disorder such as fear, fight or flight responses, and emotional disturbances. Some also provided contextual examples of trauma, such as repeated removals of children from the home and a court culture that creates learned helplessness.

General. There appeared to be a general awareness, consensus, and appreciation among most stakeholders that the court should invest in becoming more trauma-informed. Not unusually, however, knowledge, attitudes and beliefs about trauma and traumatic stress varied somewhat across stakeholders, and there appears to be some challenge integrating knowledge about trauma into day-to-day practice. Focus groups and interviews suggest that prior to the consultation some stakeholders had been trained on trauma and vicarious trauma. However, there is a need for identifying current practices of staff groups who may unintentionally trigger and potentially exacerbate past traumatic experiences. The team was unable to review any psychological or substance abuse assessment/evaluations. It does not appear there is a universal trauma screening protocol in place. Several stakeholders reported there are good trauma treatment providers in the area when trauma is identified. Generally, staff reported they feel safe in the courthouse/courtrooms and think that consumers feel safe as well -- although some reported consumers likely found the court and system to be chaotic and stressful. Communication and

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information sharing were mostly reported to be adequate, although there were several reports of youth having trouble getting in contact with their public defender and that schools responsiveness was a “bit hit-or-miss”. Nearly all stakeholders interviewed reported that the staff experience substantial secondary traumatic stress, but awareness of support services (either formal or informal) varied substantially. Most interviewed reported turning to colleagues if they needed to process stress or relying on “character” or “personality” to handle difficult information. There did not appear to be much interest in training on secondary stress. Nonetheless, turnover of court staff is very low. For other stakeholder groups, (i.e., social services agencies, public defender’s officer) turnover was identified as much higher. As noted previously, detained youth appeared in court in shackles whether they were in detention or staff secure custody. Also as noted previously, the detention center itself was reasonably maintained, although it is not clear as to how the “staff secure” portion of the facility differed from the rest of the institution. The consultation team had limited opportunity to interact with youth in detention, but those observed appeared happy and healthy. Across stakeholders, there appeared to be a level of mutual respect and only occasionally during our interviews were tensions mentioned between organizations or systems.

Recommendations²

Trauma-responsive care from a universal precautions approach³ is often focused on (a) ensuring safety, and (b) limiting undue physiological and psychological arousal.⁴ Given that courts are stressful environments that serve parties likely injured physically or psychologically in some manner, reducing general stress also is an important goal when seeking to develop trauma-informed environments and practice. Accordingly, recommendations for the Douglas County Juvenile Court to consider in improving trauma-sensitive practice include (in no particular order of importance):

1. **Consider working with stakeholders to develop shared meaning around what constitutes trauma and trauma-informed practice.** Across stakeholders as a whole, there appeared to be a lack of a universal or clear understanding of what a trauma-responsive court is and how the court is working to implement trauma-informed approaches. The training provided as part of the consultation was a good step toward achieving a shared understanding

² The NCJFCJ is committed to supporting juvenile and family courts to craft individualized and highly contextual system reform action plans. Termed a “grounded approach” to system change, this sensitivity to local culture, resources, needs and priorities is seen as critical to ensuring stakeholder buy-in and developing meaningful outcomes. Thus, the recommendations offered here are general and serve to help guide subsequent discussions by the court regarding next steps toward being increasingly trauma-responsive. The NCJFCJ remains available to bring its expertise and national perspective to support these discussions and help courts craft subsequent local activities and performance measures.

³ A universal precautions approach from a trauma-informed perspective refers to implementing protocols that assume all consumers have trauma histories and that seek to promote well-being of both consumers and staff. For more information, see the Agency for Healthcare Research and Quality (AHRQ) at www.ahrq.gov.

⁴ Hyper-arousal is a common reaction among those who have experienced trauma. Limiting unnecessary arousal is important in helping trauma-exposed populations maintain their psychosocial health as continued exposure to undue stress can elicit or trigger understandable, but challenging, traumatic reactions.

in this area (e.g., the conditions of healing center or safety, self-determination, and prosocial connections). Ongoing targeted training and a routinized information dissemination process can lead to an even better shared vision for what works best for youth and families and eliminate assumptions that “trauma-informed” is just another ‘buzz word’ that will not be integrated into long-term, sustainable, system transformation. Training should address the role of trauma within the broader context of the youth’s school, family, peers and neighborhood community. A guiding principle in this area could be training stakeholders to look for every available opportunity to ask “what happened to you **and** how can I help” versus “what is wrong with you.” This effort also will require constant evaluation of practices and policies to refocus on meeting needs of the consumer versus the needs of the institution. For example, checking with parents about the degree to which the next scheduled hearing works within their family/work demands not only helps avoid unintended stress on the family -- but signals respect and an effort to promote self-determination. Lastly, as an issue of encouraging a sense of safety and connectedness, it is critical that courts and all system touch-points assertively attend to issues of diversity and inclusion -- and seek to ensure the court “looks like” the community it serves to the extent possible.

2. **Consider implementing a presumptive “no shackle” policy in delinquency court.** Presumptive shackling in juvenile court is increasingly frowned upon by numerous groups -- including the NCJFCJ⁵ -- based on our understanding of trauma, stigma, adolescent identity development, etc. Accordingly, we recommend that children are not shackled in court or system touch-points unless ordered by the judge based on a clear risk of the child being a flight risk or likely to harm self or others. It may also be valuable to discuss this with court staff and systems stakeholders to generate buy-in and perhaps provide some training to help them understand the benefits of not shackling youth.

3. **Consider leveraging “captive audiences” by enhancing educational materials available to court consumers.** The waiting room can be seen as a point of intervention where materials and resources can be made available to families that include information on trauma and victimization, where to go for help, and information about navigating the child welfare or juvenile justice system. The waiting room and various locations at all system touch-points may also be an appropriate place to promote education regarding child development, domestic violence resources, access to physical and mental health services, and community-based programs.
4. **Consider enhancing ways to solicit feedback on environment, practice, and policy from consumers -- including youth voice when possible.** Trauma-informed practice centers on maximizing safety, self-determination, and social connections. Consumer voice is critical in achieving these conditions, and can be gathered via stakeholders through day-to-day practice and interactions -- or more formally via survey.
5. **Consider increasing support for employees in regards to secondary traumatic stress.** Secondary stress in court staff and staff of all system touch-points is often underestimated,

⁵ To this end, the NCJFCJ adopted a resolution against the practice of presumptive shackling in July 2015.

misunderstood, or even ignored which can contribute to a toxic workplace (for consumers and staff). To identify gaps in understanding and supports, it would be worthwhile to conduct a trauma-informed self-assessment with new staff, current staff, and staff leaving employment to help evaluate their knowledge of and exposure to secondary traumatic stress (e.g., what it is, how to recognize, how to respond, adequacy of support services, what services would be meaningful and used, etc.). Supervisors, in particular, should be trained to recognize and appropriately respond to symptoms of secondary stress in employees.

6. **Consider consistently providing a brief explanation of the purpose of the current hearing.** Attending court is a stressful process for litigants. Stakeholders can improve understanding and retention by presenting litigants with information about their case multiple times and from different perspectives. The judicial officer should provide introductions of the parties and interpretation of the materials being presented/reviewed, possible outcomes of the hearing, and the next steps in the process. Additionally, judicial officers should allocate time for parents and children to ask questions about the hearing and its outcomes.
7. **Considering increasing opportunities for parent and youth voice and engagement in the system.** While observed hearings did indicate respectful treatment of both parents and youth and some opportunities for voice, it was indicated by stakeholders (and observed by the team) that there could be better opportunities for parents and youth to have a voice in the system. Any time a parent or youth is present at the hearing, there is a unique opportunity to engage them in the process. Consider asking parents and youth open-ended questions that ensure they understand what is occurring in the hearing and give them an opportunity to for a meaningful dialogue. This will increase their perception of procedural fairness, reduce stress, and improve their compliance and engagement in the process.

8. **Consider increasing security monitoring in the courthouse waiting areas.** The inconsistent security presence in the waiting rooms of the courthouse is concerning; especially given the prevalence of exposure to domestic violence in the court system. The Court should have a security presence in the waiting rooms, even if he/she is a roaming security officer. Additionally, the presence of *both* female and male security personnel in the waiting rooms is recommended as a trauma-informed resource for victims of domestic violence. Some stakeholders did note the waiting area can be chaotic and that they didn't think domestic violence victims feel safe. In considering this recommendation, it will be important to assess consumer perceptions of safety (see # 4).

9. **Consider designating a separate waiting area for perpetrators of domestic violence (especially when an active temporary protection order exists), and a protocol for reporting to and leaving the area.** Although victims of domestic violence can opt to wait in a conference room pending their hearing, a more formal and monitored separate waiting area should be considered. Perpetrators of domestic violence commonly intimidate and coerce their victims in ways that may not be obvious to security or other parties. These coercive, controlling behaviors can lead to traumatic reactions (including physical confrontation, emotional withdrawal, or acquiescence). Each of these potential traumatic reactions could impede court processes and compromise the safety of victim-families, staff, and consumers.

10. **Consider an entrance signage renovation initiative.** The location of the directory at the entrance was confusing to the consultation team. The Court should provide larger and consistent signage in the main lobby directing the parties to the courtrooms, offices, etc.
 11. **Consider staffing an information desk during peak hours (i.e., early morning, early afternoon).** Upon entering the courthouse, consumers encounter an information area / directory. However, it was unmanned during the site visit. Staffing this area may decrease consumer stress, uncertainty, and arousal and subsequently improve consumer engagement.
 12. **Consider implementing a consistent trauma screening protocol.** Several stakeholders reported variability in the use and quality of trauma screenings, and several indicated they did not know if a screening protocol/tool even existed. Establishing such a protocol that identifies when and where a screening takes place with what tool can help (a) identify individuals that could potentially benefit from further assessment or evaluation, and (b) create consistency and shared focus on trauma across stakeholders. It will be important to use a collaborative approach to developing and implementing this protocol to ensure all involved are in agreement on not only the “how” of screening, but the “why” and “what next” if assessment is warranted.
 13. **Consider bringing stakeholders together to identify and discuss available trauma-informed and evidence-based practices.** During the visit, there seemed to be an inconsistent awareness of available local resources regarding evidence-based or trauma-informed treatment. Boystown, for example, has several programs or practices that have been evaluated for effectiveness, yet other stakeholders seemed to view treatment there as “just” a group home or a “last resort.” It may be beneficial to bring community and other treatment providers together with court system stakeholders to map out local available resources and identify which ones would be most effective and treating trauma in the context of the case.
 14. **Consider making courtrooms more child-friendly.** The juvenile court waiting area is well done and very child-friendly. It would be good to expand this theme throughout all courtrooms in which children might appear.
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14. **Consider making courtrooms more child-friendly.** The juvenile court waiting area is well done and very child-friendly. It would be good to expand this theme throughout all courtrooms in which children might appear.
 15. **Continue use of the courtroom dog and look for other opportunities to integrate therapy dogs or courtroom dogs into practice.** Finnegan was well-received in the courtroom and seemed to bring joy to court professionals and consumers. A courtroom dog creates some normalcy for youth and can be a de-stressor, especially during a trying time. It is important also to be cognizant of other youth who are in the room and give consideration to equal opportunity to pet the courtroom dog.

Next Steps for the NCJFCJ and Consultation Team

- Remain available to the Juvenile Court to debrief, plan and support implementation of their next steps toward being more trauma-responsive. As funding allows, this could include facilitating onsite action planning, offering onsite training, providing onsite

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- and/or offsite technical assistance, or designing a data collection and evaluation plan.
- Provide the Juvenile Court with updates on major developments in trauma-informed care relevant to the work of courts.
- Work with *judges* and *courts* to lead efforts to clearly define and operationalize the components of trauma-informed courts/justice.
- Build a learning community of courts that have undergone a trauma consultation to share lessons learned, innovative practice, etc.

Summary

The Juvenile Court and system stakeholders interviewed clearly demonstrated a commitment to trauma-informed practices and in improving the system to become more responsive to trauma. Practitioners and academics in the area are well-positioned to support efforts of the court and community to be trauma-informed in dealing with some of its most vulnerable populations. Several areas – outlined above as recommendations – did emerge as potential changes to help the court be more sensitive to the challenges trauma-exposed and trauma-reactive children and parents face. By implementing even several of these recommendations⁶ in conjunction with strong judicial leadership, the court can move toward a universal precautions approach to ensuring a safe environment for all that seek justice and limit the chances to inadvertently trigger reactive behavior in both children and adults.

Submitted by:



Shawn C. Marsh, Ph.D.


Alicia Summers, Ph.D.

⁶ Several organizations have general resources that could support efforts to become more trauma-informed in environment, practice, and policy, including the National Child Traumatic Stress Network (NCTSN) at www.nctsn.org; Domestic Violence Resource Network (DVRN) at www.nredv.org/dvrn; and the National Council of Juvenile and Family Court Judges at www.ncjfcj.org. The authors of this report can provide more specific recommendations for resources, if desired, by contacting the lead author.

Resolution No: 397
ADOPTED: June 21, 2016

BOARD OF COUNTY COMMISSIONERS

DOUGLAS COUNTY, NEBRASKA

RESOLVED

WHEREAS, in accordance with Nebraska State Statute, this Board first adopted a Comprehensive Juvenile Services Plan for Douglas County 1996, and,

WHEREAS, Nebraska Statute further requires that said Plan be regularly and routinely updated no less that every three years; and,

WHEREAS, the Douglas County Child and Youth Services, with input from members of various community agencies and the public, has prepared and submitted the updated 2015 - 2018 Douglas County Juvenile Services Comprehensive Plan as evidenced and incorporated hereunto in the attached Exhibit A; and,

WHEREAS, Public Hearings regarding said Plan were conducted April 16, 2015 at which time any and all interested parties had an opportunity to give input regarding the Plan; and

WHEREAS, THIS Board desires to approve and adopt the 2015 – 2018 County Juvenile Services Comprehensive Plan.

NOW, THEREFORE, BE IT RESOLVED BY THIS BOARD OF COUNTY COMMISSIONERS, DOUGLAS COUNTY, NEBRASKA that the updated 2015-2018 Douglas County Juvenile Services Comprehensive Plan evidenced in the attached Exhibit A is hereby approved and adopted.

DATED this 21st day of June 2016.

Motion by Rodgers, second by Boyle to approve. I move the adoption of the resolution.

Adopted: June 21, 2016

Yeas: Boyle, Cavanaugh, Duda, Kraft, Morgan, Rodgers, Borgeson

(CERTIFIED COPY)



Daniel A. Esch
Douglas County Clerk

Resolution No: 397
ADOPTED: June 21, 2016