Moving from Institutions to Community-based Treatment in Juvenile Justice

March 16, 2017
State Capitol, Hartford
Connecticut’s Opportunity to Close CJTS and Lead the Nation (again) in Juvenile Justice Reform

“We are a community of possibilities, not a community of problems. Community exists for the sake of belonging and takes its identity from the gifts, generosity, and accountability of its citizens. It is not defined by its fears, its isolation, or its penchant for retribution.”

- John McKNight
BEYOND BARS

KEEPING YOUNG PEOPLE SAFE AT HOME AND OUT OF YOUTH PRISONS

The National Collaboration for Youth

Report can be downloaded at www.collab4youth.org
Setting the Context

![Alternative to Incarceration Continuum](image-url)
How we define “continuum of care”

**Definition:** A continuum of care is an array of meaningful non-residential community-based programs, supports, resources and services specifically designed to meet the individual needs of young people and their families in their homes. Continua of care cultivate the strengths of youth and families and provide them with what they might need at different stages of intensity in order to keep young people out of the juvenile justice system and confinement.

**Impact:** In a continuum of care, youth will be able to develop AUTONOMY, COMPETENCE and a SENSE OF RELATEDNESS or belonging to their families and communities in a way that helps to ESTABLISH OR IMPROVE PUBLIC SAFETY IN THEIR HOME COMMUNITIES.
A Better Model for Serving Youth With Complex Needs

Traditional Continuum for Youth With Complex Needs

Unique needs not met in congregate care
- Expelled from program due to behavior
- Youth absconds from program

One size does not fit all

Individualized Service Planning Process

Services and supports are created to meet the needs and nurture the strengths of the youth and family in the community

Existing programs adopt their services to meet unique needs according to ISP

Flexible Fund purchases services and supports that do not exist currently

Credible messengers have key role in providing support and services

Resize services to fit the family

Needs change as time goes on and so do services and supports
Key Strategies

• WRAPAROUND PLANNING PROCESS
• CREDIBLE MESSENGERS
• FAMILY ADVOCACY
• FLEXIBLE FUND FOR EXTRAORDINARY NEEDS
• CRISIS AND SAFETY PLANNING
The “Credible Messenger Initiative” at the Department of Youth Rehabilitation Services (DYRS) is a transformative mentoring intervention program for youth committed to the agency, with a restorative justice philosophy for young people in the community at large. The mission of the initiative is to connect all young people in the care and custody of DYRS to healthy homes and supportive communities, and to provide preventative supports to all youth in Washington D.C.
Core Components of a Continuum of Care

- Behavioral Health & Holistic Victim Services
- Pathways for Future Economic Opportunity
- Access to Education
- Safe Places and Opportunities to Recreate
- Gang Intervention
- Youth Who Failed Out of Traditional Programs
- Volunteer & Paid Mentoring
- Mobile Crisis Intervention Outreach
- Substance Use
- Restorative Justice
- Respite and Support for Families with Complex Needs
Examples of programs for high risk young people

- Marion County, Indiana (alternative to state commitments)
- Delaware DYS (aftercare)
- Chicago (Programs targeted to highest risk young people)
- Lucas County, OH

- New Study Shows that community programs work: During a two-year follow-up period which compared young people in an intensive community-based program or probation, probation youth were significantly more likely to experience a state commitment than the youth in community-based non-residential program (21% versus 4%). In other words, probation clients were five times more likely to be committed within two years after receiving services.
Lucas County is committed to keeping the community safe through evidenced based screenings, assessments & meaningful interventions for each child & family.

Initiatives:
- Community Engagement
- JDAI
- Positive Youth Justice
- Crossover
- Reclaiming Futures
- Improving Educational Outcomes for Youth in Foster Care
Lucas County Juvenile Court Total Commitments (includes Total Revocations)
to Ohio Department of Youth Services 1985 - 2016

97.79% Reduction Of
1. Promote positive youth justice/development and an increased sense of relatedness for young people.

2. Define public safety as more than law enforcement.

3. Shift from a slot-based system to a needs-based system.

4. Services must be culturally competent and neighborhood-based.

5. Ensure that services, programs and resources are family-centered.

6. Include young people’s ideas when creating the continua.

7. Identify community strengths and assets.
**How to Develop a Continuum of Care**

<table>
<thead>
<tr>
<th>Step #1: Establish a Sense of Urgency</th>
<th>Rejecting youth prisons as the best way to meet youth needs, achieve public safety and improve youth outcomes</th>
</tr>
</thead>
<tbody>
<tr>
<td>Step #2: Creating the Guiding Coalition</td>
<td>Establishing expertise of youth, family and community in addition to that of systems and providers to safely decarcerate young people</td>
</tr>
<tr>
<td>Step #3: Developing a Vision and Strategy</td>
<td>Defining a set of principles unique to community and culture for how to best serve young people in need</td>
</tr>
<tr>
<td>Step #4: Communicating the Change Vision</td>
<td>Community and staff forums to share the vision, strategy and principles</td>
</tr>
<tr>
<td>Step #5: Empowering Broad-based Action</td>
<td>Creating and funding a plan to implement the vision, strategy and principles that has been shared with others</td>
</tr>
<tr>
<td>Step #6: Generating Short-term Wins</td>
<td>Track and acknowledge early, positive outcomes, including nontraditional outcomes for a juvenile justice system, such as stronger families</td>
</tr>
<tr>
<td>Step #7: Consolidating Gains and Producing More Change</td>
<td>Official redirection of dollars earmarked for community vs. facility</td>
</tr>
<tr>
<td>Step #8: Anchoring New Approaches in Culture</td>
<td>Closing youth prisons and depending instead on the community and its array of services to safely meet the needs of any young person and their family, in the community</td>
</tr>
</tbody>
</table>
Contact

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  • sfazal@yapinc.org
  • 202.594.6893
Close to Home Initiative

Presentation to the
Juvenile Justice Policy Oversight Committee
“Moving from Institutions to Community Based Treatment in Juvenile Justice Panel”
March 16, 2016

John Dixon
Associate Commissioner
Overview

In 2012, Governor Cuomo signed legislation that returned New York City youth committed by the family court on a delinquency docket from facilities upstate back to New York City.

Close to Home is a juvenile justice initiative that allows youth from New York City to receive services and supports in or close to the communities where they live. Close to Home builds on successful New York City and State reforms along with best practices from across the country aimed at improving outcomes for young people and their families by strengthening crucial services, resources and opportunities.

The New York City Administration for Children’s Services partners with community based organizations throughout the 5 boroughs to deliver a broad range of services at non and limited secure residential sites and in the community. Close to Home group homes are neighborhood-based, small, supportive, and supervised environments where youth learn new skills designed to address their unique needs. Subsequent aftercare supervision enables youth to successfully return home by practicing and enhancing the skills they learned while in placement.
Principles

**Permanency** – Close to Home is structured to develop, support and maintain permanent connections for youth and families.

**Well-Being** – Close to Home will foster opportunities for youth to be socially connected, feel safe, be in a stable environment and to learn and grow.

**Family Engagement** – Family support and contact are essential to each child’s growth and success. In Close to Home, dislocation is minimized creating frequent and meaningful opportunities for youth to participate in treatment and better engage with their families.

**Community Integration** – Youth connect and remain connected to positive adults, peers and community supports embedded in their neighborhoods. These relationships last well past program placement to ensure ongoing success and encourage youth becoming an asset to their community.
Principles

**Educational Continuity** – By receiving individualized educational services through the NYC Department of Education, youth earn academic credits towards a high school diploma. Support and guidance is provided to ensure continuity when youth return to their home schools.

**Evidenced Based and Trauma Informed Treatment** – Services are chosen that have a track record of obtaining positive outcomes with youth. A strength-based approach builds upon success and previously learned skills.

**Public Safety** – Intensive supervision and monitoring is provided by well-staffed programs comprised of highly-trained individuals.

**Accountability** – Data is used to drive programmatic decisions and to ensure that Close to Home is effective, efficient and responsive.
Family Court Committed on Delinquency Docket
Court Order for Placement: NSP/LSP/Unspecified
Generally for a period of 12 or 18 months
Length of time in residential is individually determined

Intake and Assessment
- Comprehensive Trauma Informed/Strength Based Assessment Process
- Youth Level of Service Inventory
- Culminates in a Transition from Detention Meeting

Site Placement Considerations
- Geography
- Gender
- YLS Identified Needs
- Age
- Educational Status
Elements of Close to Home

• Case Management

• Placement
  ➢ Non Secure
  ➢ Limited Secure

• Aftercare

• Quality Assurance
Case Management

ACS Placement and Permanency Specialist
- 1 ACS staff in the life of the youth and family
- Assigned at intake and stay with youth throughout their time
- Geographically based
- Over-arching case management function
- Partner closely with providers and community resources
- Low caseload allows for increased support/accessibility/contact
- Case Coordination Manual/CTH Timeline drive work

Risk/Needs/Responsivity Framework
- Assessment of risk/needs drives case management and services
- Domain focused: Needs that correlate with criminal behavior

Planning and Support Meetings
- Convening everyone in the life of the youth to plan/prepare
- Occur at critical transitions in the life of the youth
- Family Team Conferencing model
Non-Secure Placement

25 sites / 7 provider agencies
Across 4 boroughs and lower Westchester County
Range in size from 6 to 13 beds / Current Census = 159
8:1 staff to youth ratio with minimum of 2 on at all times
Staff secure with physical plant support
Activities and services occur on site and in the community
School through DOE Passages Academies (Multi-Site Schools)
Core Program Models: Missouri Youth Systems Initiative
Intensive Treatment Model
Lasallian Model
Interventions include: Sanctuary Model, Aggression Replacement Training,
Individual/Group/Family Counseling, Cognitive Behavioral Therapy,
Mentoring, Positive Youth Development Activities, Integration of Aftercare Services
Support staff include: Case Planner, Clinicians, Education Transition Specialists, Recreation, Group Leaders
Limited Secure Placement

4 sites / 3 provider agencies
Queens/Bronx/Westchester County (Brooklyn opening April 2017)
Range from 6 to 18 beds / Current census = 24
3:1 staff to youth ratio
Hardware secure with on site 24/7 staffed control room
Activities and services occur on site
Education provided by DOE on site
Interventions and supports consistent with NSP
Core Program Models: Missouri Youth Systems Initiative
                                Intensive Treatment Model
Aftercare

Current Census: 57
Creating community and neighborhood based networks of support
  • Resources that exceed the youth’s placement in Close to Home
  • Mapping has pinpointed 7 neighborhoods
  • Service Matrix by YLS domain and borough
Planning begins at admission and continues through residential placement
  • Services identified and in place 60 days from release
  • Community Passes and Passports
  • Education: DOE Transitional Specialists and Attendance Tracking
Graduated Responses to address and reinforce behavior
7 contracted providers
  • In Home Evidenced Based Services: MST/FFT/Boystown
  • LSP residential providers are the aftercare providers for LSP youth
Additional Funded Resources
  • Cure Violence
  • Carnegie Hall
Quality Assurance

Office of Policy, Planning and Performance

- Policy Development
- NSP/LSP Monitoring
  - Performance Based Standards (PbS)
  - Data Development and Review: Arrest, AWOL, Incidents, Use of Restraint, School Attendance and Achievement
  - Site Reviews
  - Monthly Review with Provider Agencies
  - Addressing Performance Issues

Monitoring Case Management Performance

- Guided by Case Coordination Manual and CTH Timeline
- Monthly Contact and Supervisory Reviews
- Quarterly ACS/Provider Release Plan Reviews
- RNR Focused
NYC Juvenile Justice System Trends 2011-2015

Juvenile Arrests

- 55% decrease (12,066 to 5,372)
- 28% decrease in felony arrests (4,012 to 2,892)

Detention Admissions

- 43% decrease (4,766 to 2,730)

Juvenile Delinquent and Juvenile Offender Placement

- 52% decrease (544 to 260)

Close to Home Placement (2014 to 2015)

- 29% decrease (308 to 219)
# 2015 Youth Profile

<table>
<thead>
<tr>
<th>Race</th>
<th>CTH %</th>
<th>Population</th>
</tr>
</thead>
<tbody>
<tr>
<td>Black</td>
<td>54.3%</td>
<td>27%</td>
</tr>
<tr>
<td>Hispanic</td>
<td>36.5%</td>
<td>36%</td>
</tr>
<tr>
<td>White</td>
<td>3.7%</td>
<td>23%</td>
</tr>
<tr>
<td>Asian</td>
<td>1.8%</td>
<td>11%</td>
</tr>
<tr>
<td>Other</td>
<td>3.7%</td>
<td>3%</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Gender</th>
<th>Admissions</th>
</tr>
</thead>
<tbody>
<tr>
<td>Male</td>
<td>170 (78%)</td>
</tr>
<tr>
<td>Female</td>
<td>49 (22%)</td>
</tr>
</tbody>
</table>
# 2015 Youth Profile

<table>
<thead>
<tr>
<th>Age</th>
<th>Admissions</th>
</tr>
</thead>
<tbody>
<tr>
<td>12</td>
<td>3 (1%)</td>
</tr>
<tr>
<td>13</td>
<td>10 (5%)</td>
</tr>
<tr>
<td>14</td>
<td>33 (15%)</td>
</tr>
<tr>
<td>15</td>
<td>86 (39%)</td>
</tr>
<tr>
<td>16</td>
<td>60 (27%)</td>
</tr>
<tr>
<td>17</td>
<td>21 (10%)</td>
</tr>
<tr>
<td>18</td>
<td>6 (3%)</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Borough</th>
<th>Admissions</th>
</tr>
</thead>
<tbody>
<tr>
<td>Brooklyn</td>
<td>72 (33%)</td>
</tr>
<tr>
<td>Queens</td>
<td>57 (26%)</td>
</tr>
<tr>
<td>Bronx</td>
<td>54 (25%)</td>
</tr>
<tr>
<td>Manhattan</td>
<td>27 (12%)</td>
</tr>
<tr>
<td>Staten Island</td>
<td>5 (3%)</td>
</tr>
<tr>
<td>Other</td>
<td>2 (1%)</td>
</tr>
</tbody>
</table>
## 2015 Youth Profile

<table>
<thead>
<tr>
<th>Adjudication Type</th>
<th>Admissions</th>
</tr>
</thead>
<tbody>
<tr>
<td>Violation of Probation</td>
<td>116 (57%)</td>
</tr>
<tr>
<td>Misdemeanor</td>
<td>46 (22%)</td>
</tr>
<tr>
<td>Felony</td>
<td>43 (21%)</td>
</tr>
</tbody>
</table>

### Top 3 Charges
- Criminal Possession of Stolen Property
- Grand Larceny
- Assault 3rd Degree

### Other Factors
- 8% of youth admitted had previous CTH involvement
- 12 youth were modified to a more secure level of care
- 12 youth were revoked from aftercare to placement
2015 Youth Profile

**Education**
- 90% were reading at least 1 grade level below national norm
- 53% were in the 9th grade and 26% were in the 10th grade
- 60% were students with disabilities and an IEP
- 8% were considered English language learners

**Release Resource**

<table>
<thead>
<tr>
<th>Release Resource</th>
<th>Releases</th>
</tr>
</thead>
<tbody>
<tr>
<td>Parent</td>
<td>160 (59%)</td>
</tr>
<tr>
<td>Foster Care</td>
<td>69 (25%)</td>
</tr>
<tr>
<td>Family Other Than Parent</td>
<td>21 (8%)</td>
</tr>
<tr>
<td>Other</td>
<td>23 (8%)</td>
</tr>
</tbody>
</table>
Youth Profile: Needs by YLS Domain

Overall Risk Level
- High: 52%
- Moderate: 45%
- Low: 3%

N=100
Provider Profile

Provider agencies have deep roots and are embedded in the community with a long history of culturally sensitive service to families and children in need.

Providers have an extensive history of providing child welfare services in residential, educational and community settings.

Several providers have a history of providing secure or non-secure detention services in NYC and nearby.

Most agencies have an infrastructure and resources that support the work (i.e. quality assurance, training, clinical expertise, data management).

Providers have a working knowledge of positive youth development and supporting frameworks (i.e. Positive Behavioral Interventions and Supports).

Providers did not have a history of using a risk/needs/responsivity framework to address the criminogenic needs of youth.
Implementation Challenges and Strategies

Siting and Community Support
- Community Advisory Boards
- Community Service/Restorative Justice Activities

AWOLs from and Subsequent Arrests while in Placement
- Results Based Accountability Approach: Decreasing Arrests in NSP, LSP, Gender Specific
- AWOL Tracking and Diligent Efforts: Investigative Consultants
- Field Operations: School Security and Site Technical Assistance
- Youth Focused Release and RNR Focused Case Review Process

Narrowly Defining Aftercare and Community Resources
- Reassigning Staff Geographically
- Mapping Neighborhoods of Origin and Service Matrix Development
- Expanding Contracting and Referrals from Evidenced Based Services to Include Opportunities for Positive Youth Development
- Utilizing and Partnering with NYC Unique Resources
Implementation Challenges and Strategies

Provider Accountability and Oversight
  • Establishing Quality Assurance Standards
  • PbS – Performance-Based Standards
  • Monitoring Staff and Structured Oversight

Youth Contact and Supervision
  • Lean Six Sigma Project
  • Case Reviews
  • Case Coordination Manual and CTH Timeline Compliance
  • Expanding Aftercare Network Based Upon Strengths and Interests

Family Engagement and Supporting Permanency
  • Family Team Conferencing
  • Parent Advocates/Coaches
  • Intensive Concurrent Planning and Reviews

Economics of Small Facilities and Provider Agencies
  • Guaranteed Payment for Capacity
  • ACS Infrastructure Including Field Operations/Q.I./Research
  • Re-Investment of State Juvenile Justice Resources
John Dixon,
Associate Commissioner
New York City
Administration for Children’s Services
Division of Youth and Family Justice
MOVING FROM INSTITUTION TO COMMUNITY-BASED TREATMENT IN JUVENILE JUSTICE

THE JUSTICE POLICY INSTITUTE

PRESENTED TO THE JUVENILE JUSTICE POLICY AND OVERSIGHT COMMITTEE

March 16, 2017
Marc Schindler
Rethinking Juvenile Justice

- Youth Prison Impact
  - Financial Cost
  - Negative outcomes

- Developing Success
  - Reduce
  - Reform
  - Replace
  - Reinvest
The D.C. Story

- Historical Context
  - Oak Hill Youth Center
  - Jerry M. vs. District of Columbia
The old way of thinking...
The D.C. Story Continued


- What happened next…
The new way of thinking...
The District’s System Today

- 2008 – ‘12 Re-conviction/Re-arrests fell 37%
- 2014
  - 48% of youth were in community-based placement
- More Youth in the Community
  - 83% of youth have not been re-convicted
  - Participating youth have lower re-arrest occurrences
Positive Youth Development Outcomes

- **Youth Succeeding at:**
  - **Work**
    - 1125 youth linked to job programs
  - **Education**
    - 739 youth linked to education programs
  - **Health**
    - 656 youth linked to community-based health services
  - **Creativity**
    - 228 youth linked to community-based creativity programs
  - **Community Engagement**
    - 277 youth linked to community-service programs
The District has been able to manage its population and stay under capacity.


Note:
Committed-Detained Youth - include youth committed to DYRS who have been ordered to YSC through an open juvenile case;
Committed Youth - have an open commitment and are in an Awaiting Placement status at YSC due to DYRS policy or a Case Manager supervisory decision;
Lessons Learned

- Don’t spend a disproportionate amount of time on buildings.

- Spend more time, energy and resources on developing the rest of the continuum, with services, supports and opportunities.

- The reform process must be data driven and research informed

- Build partnerships outside the justice system for continued success

- Dangers of youth confinement

- At the end of the day, need to make decision, implement and adjust overtime
We need to focus on building out the rest of the continuum, rather than focused on the smallest percentage of youth in the Connecticut Juvenile Justice System.
Remembering the 4 R’s

□ Connecticut has shown its ability to:
  ▪ Reduce
  ▪ Reform

□ Connecticut is ready to:
  ▪ Replace the Connecticut Juvenile Training School
  ▪ Reinvest the savings into expanding the community

- Reduced overreliance on confinement
  - 70% reduction in residential commitment
- Developed a continuum of targeted, non-residential programs for youth
- Diverted status offenders away from court system and locked detention centers
- Kept out of the adult system
# Closing the Connecticut Juvenile Training School (CJTS)

## Current Status
- **Capacity 230 residents**
  - Average Daily Population in 2016 – 48 youth
  - Predicted Average Daily Population in 2018 – 19 youth

## On-going Reforms
- Major System wide goals advised by the JJPOC
- Expansion of diversion
- Making probation and aftercare approaches more effective
- Reducing the use of pretrial detention
- Reducing reliance on facilities, and focusing resources on community-based approaches
- Improving systems’ management of resources and strengthening strategies to serve young people more effectively
Connecticut is Ready

- Reinvest the savings from the training school
  - Strategic and purposeful reinvestment areas
- Continued support with community-based organizations and services
  - Establishment of performance measures
- Develop partnerships for continued efforts
  - Capacity building with impacted communities

*The System Has Been Ready*
Questions?
Marc Schindler
Executive Director
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Sources


• DC Youth Rehabilitation Services, *Agency Progress Report 2014* (Washington, DC: DC Youth Rehabilitation Services, 2014)
