

CLARK COUNTY DEPARTMENT OF JUVENILE JUSTICE SERVICES
JDAI GOALS AND ACTIVITIES
2005-2006 Grant Year

During the 2005-2006 JDAI grant year, the Department of Juvenile Justice will accomplish the following three major goals in its efforts to advance the Initiative:

I. IMPROVE THE DECISION MAKING PROCESS FOR REFORM BY INCREASING RELIANCE UPON AGGREGATED DATA

- Employ technological support to carry out daily data collection and analysis to meet the needs of the JDAI collaboration, the Department and line staff in reducing detention overcrowding, decreasing failure to appear rates and referrals to alternatives to detention programming
- Conduct a detention utilization study identifying data needs and plan analysis
- Establish JDAI data team to prioritize and delineate production reports based on immediate needs of the stakeholders
- Develop written protocol to guide the collection, dissemination and presentation of data collection and analyses
- Utilize system data to inform and garner support from the County Commissioners and other juvenile justice stakeholders controlling Department funding to advance JDAI efforts
- Schedule routine JDAI presentations to Department staff and community partners to advise and educate stakeholders on JDAI progress
- Utilize data to initiate all policy and system change
- Validate Risk Assessment Instrument (RAI), with the assistance of the Foundation, every six months to ensure effectiveness in determining release and/or detainment decisions
- Review daily detention reports in relation to RAI screenings to gauge progress of the tool

The Clark County Department of Juvenile Justice recognizes the need to have accurate and reliable information regarding the nature of youth detained and the process points at which decisions are made in order to support the Detention Reform process. The ART Unit (Applications, Research and Technology Unit) is responsible for maintaining the information technology environment at DJJS and does so via the department's automated case management system known as FamilyTRACS . This application is the repository of all case related data on youth served by DJJS at all stages of their involvement with the department. As such, its database is the primary source for all reports supporting the JDAI effort.

BARRIERS/OBSTACLES:

In mid June, several key personnel in the ART Unit retired and/or were promoted to other departments within Clark County. As a result of the employee's absences, the Department recognizes the ART Unit's present capacity to capture and analyze data is significantly reduced. The loss of these key individuals impedes the Department's ability to meet JDAI objectives in an expeditious manner.

II. ENHANCE ALTERNATIVES TO DETENTION PROGRAMMING TO DECREASE DETENTION OVERCROWDING

- Evaluate current alternatives to detention programming, both pre and post adjudicated, to determine effectiveness and efficiency, altering or terminating programs deemed ineffective
- Identify catchment areas (mapping by zip codes) for the purpose of program design and implementation
- Measure re-offense rates to determine intervention effectiveness
- Reverse underutilization of electronic monitoring and home management programs to decrease detention over utilization
- Establish policy and practice for revocations of alternatives to detention
- Monitor both entry and exit of alternatives to detention programming
- Visit model JDAI sites to glean information re the implementation of the Initiative, the development of new and effective alternatives to detention programming, and, the creation and implementation of standardized decision making tools to drive system reform
- Develop and implement gender specific programming to meet the needs of the various populations to reduce referrals and prolonged detention stays
- Integrate new programming to deter unnecessary detainments, i.e. wraparound services, etc.
- Integrate predictive analytics (SPSS) to manage resources by predicting demand for programs, and to raise funds cost effectively
- In JDAI forum, advise community stakeholders of alternatives to detention programming progress and challenges
- Educate JDAI stakeholders and community partners of quarterly report results
- Research federal and private funding streams to financially support alternatives to detention programs that create and/or improve juvenile accountability
- Identify and partner with untapped children and family organizations to advance community pre-trial and post-disposition programming
- Strategize to force the development of legislation that supports the JDAI vision and practices, with particular interests going towards restricting the use of secure detention

BARRIERS/OBSTACLES:

Recognizing the need to identify funding to support the JDAI objectives, DJJS launched an aggressive fiscal plan. New monies were sought from the Department of Justice, the State of Nevada and Clark County.

Over one million dollars was requested from the State of Nevada to off set the operational costs of Spring Mountain Youth Camp (SMYC), a long-term residential intermediate sanction facility for delinquent males used in lieu of institutional commitments. Numerous meetings were held with state legislators to capture the supplemental funding for Clark County. And, at one point, several members agreed to support the request for the Camp. But, just prior to the final approval of the new state budget, the Department's request was omitted. Had the funding request been approved, general funds previously supporting the operations of the Camp would have been utilized to support the development and operation of alternatives to detention programming.

It should be noted that supplemental funding from state government in support of the Camp has not been received in over fifteen years.

Nearly four million was requested from the Board of the Clark County Commissioners to enhance JDAI programming and implementation costs. DJJS Administration met with Clark County Commissioners individually and collectively to seek fiscal support for program development. The return on the time invested to capture supplemental funds for DJJS was met with depressing results. The Commissioners approved a mere \$500,000 in additional appropriations to support the JDAI for the new grant year.

Attempts to access increases in federal grant funding for prevention and intervention programming also failed. Requests for increases were not only denied, but DJJS suffered a 40% loss in existing funding, resulting in a loss of valuable employees and a reduction in essential services.

Overall, results in securing additional monies for the Detention Alternatives Initiative were dismal. The paucity in local funding coupled with the nation's depleting grant funding for juvenile justice programming will admittedly hamper DJJS's future efforts to create and operate alternatives to detention.

III. ELIMINATE AND/OR MINIMIZE DISPROPORTIONATE MINORITY REPRESENTATION IN THE CLARK COUNTY JUVENILE JUSTICE SYSTEM

- Reduce racial disparities by undertaking all of the JDAI strategies through the lens of DMC.
- Analyze detention utilization and consistently measure reduction of minority over-representation
- Institute alternatives to detention programming to specifically address minority risk factors and needs as identified by data collection and analyses
- Increase partnerships with minority agencies and organizations supporting children and families
- Establish dialogue with local police to better determine those youth eligible for detention
- Establish alternatives to detention enrollment and discharge policies that minimize minority disproportionality
- Eliminate barriers to alternatives to detention program participation for minority youth
- Develop a graduated sanctions model to promote conformity when recommending sanctioning and intervention, so that equal justice and treatment can be expected from all youth coming within the Department's grasp

BARRIERS/OBSTACLES:

Last year, the Clark County Department of Juvenile Justice System processed 24,770 referrals involving 16,133 offenders. Of that number, 1,620 youth were detained in the local detention center. Additionally, data showed youth of color, particularly African American youth, were arrested and processed through the juvenile justice system in Clark County and state facilities in higher percentages than were other youth. While Clark County has a comprehensive case management information system, improvements in programming to capture disproportionate minority representation must be made before more definitive results can be released. It is safe to say, however, that minority children appear to be over-represented in the Clark County Juvenile Justice System.

IMPLEMENTATION:

In summary, the performance focus for this second grant year will be to commit to implementing the strategies and goals set forth in, not only this plan, but the initial action plan submitted previously to the Foundation, in spite of any barriers outlined. This will include successfully addressing service implementation, performance continuity and accountability, and community partnership building to advance system reformation. The

daily objectives will be met primarily via the work efforts of three groups, the Pre-disposition Work Group, the Court Processing Work Group and the Special Detention Work Group with oversight and direction provided by JDAI Steering and Advisory Planning Committees whose constellations consist of juvenile justice and community stakeholders having the power and authority to enforce system change.

(A more detailed plan (Action Plan) regarding the specific goals and objectives that are to be met by this jurisdiction within the next twelve months is attached for review.)