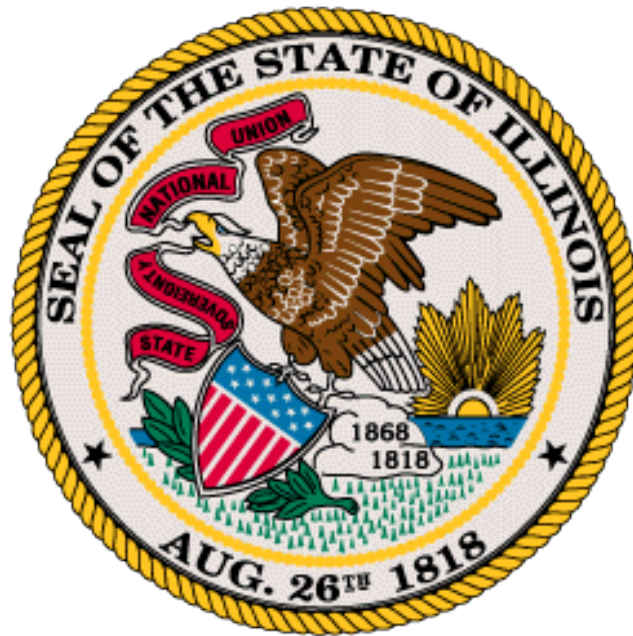


# Recognizing/Avoiding Program Pitfalls



**JDAI – National Conference  
September, 2008**

**“Does anyone have any idea what is going on?”**



**Mike Rohan's Program  
Evaluation Approach**

# Cook County Juvenile Detention/System Reform Efforts 1994-2008

- Sustained collaboration with system partners through new programs, case processing policies, protocols – framework of “least restrictive setting without compromising public safety”
  - 45% reduction in average daily population of detention
  - 47% reduction in commitments to Illinois Department of Juvenile Justice
  - 90% reduction in out of home residential placements

\*Limit portals/override authority for admission into alternative programs

# Circuit Court of Cook County Juvenile Detention Alternatives Continuum

1994 – 2008

87,650 participants

**Community Outreach Supervision**  
*October 1994*  
**Capacity: 40**  
**Serviced to Date: 5,125**  
**Successful Completion Rate: 82%**

**Home Confinement**  
*October 1994*  
**Capacity: 180**  
**Serviced to Date: 30,250**  
**Successful Completion Rate: 73%**

**Evening Reporting Center**  
*December 1995*  
**Capacity: 180**  
**Serviced to Date: 22,750**  
**Successful Completion Rate: 83%**

**Work Alternative Program**  
*August 1995*  
**Capacity: 150**  
**Serviced to Date: 8,150**  
**Successful Completion Rate:**

**Electronic Monitoring**  
*June 1996*  
**Capacity: 140**  
**Serviced to Date: 9,150**  
**Successful Completion Rate: 72%**

**Staff Secure Shelter**  
*October 1995*  
**Capacity: 20 Boys  
14 Girls**  
**Serviced to Date: 12,225**  
**Successful Completion Rate: 88%**

# Fundamentals Contract Compliance

- Monitor practitioners tendency to attribute failure/non-compliance with clients vs. program efficacy
- Solicit/incorporate client feedback for program modifications
  - Judicial Advisory Council
  - Parent/Neighborhood Forums
  - Exit Interviews
- Examine time frame associated with minors program failure – non-compliance
- Establish length of stay in program equal to/less than detention for similar issue



# Detention Alternatives Quality Assurance

- Frame short-term program priorities
  - Immediate Engagement –Stabilize
  - De-Escalate –Transition Plan
- Establish specific client profile – curriculum program specifications relative to presenting causal issues
- Bifurcate contractual oversight – fiscal/program components
- Designate contract compliance manager – oversight of providers – mandatory on site review/analysis



# Detention Alternatives

## Program Analysis



- Analyze/establish criteria of minors readiness for intervention
- Develop thresholds for management reviews/approval for program
- Identify potential obstacles for successful engagement
- Require provision to hire/set-aside positions(s) for former program participant



# Detention Alternatives – Contract Management

- Establish realistic/mutually defined thresholds for success
- Examine provisions of contract and incorporate core values/court mission
- Define partners latitude to alter program protocols
- Monitor signs for lack of fidelity to program components – possible inadvertent drift



# Detention Alternatives

## Contract Monitoring

- What is the utilization rate of alternative programs – are referrals reflective of minors held in detention?
- Examine cultural sensitivity of staff, facility, and curricula
- Examine threshold/level of culpability of minors program able to serve safely (should expand incrementally)
- Contract specifies collection/ preparation/ dissemination of data reports.



# Detention Alternatives

## Re-engineering

- Promote transparency re-success/failure rate with partner/community/electrical officials
- Incorporate quality assurance meetings to analyze curriculum, violation rates, etc.
- Establish clear compliance/success thresholds with vender
- Outreach to media to promote program awareness/support