



# **JUVENILE JUSTICE BEST PRACTICE**

**SUPPORTING YOUTH THROUGH  
A SYSTEM OF CARE**

# AGENDA

- Accepting Our History: The Ill Effects of Good Intentions
- Reforming Our Present: Creating a Comprehensive System of Care
- Sustaining Our Future: From Collective Intentions to Collective Impact

# ACCEPTING OUR HISTORY

## 2008 Carey Report Recommendations

*“Create an inter-agency task force to study why La Crosse County arrests a disproportionate number of youth and determine if this is in the best interests of the public.”*

*“Seek assistance from Annie Casey Foundation (JDAI) with disproportionate minority arrest and confinement issues.”*



# JUVENILE JUSTICE ARREST AND DISPROPORTIONATE MINORITY CONTACT INTER-AGENCY TASK FORCE

- Reach Conclusions

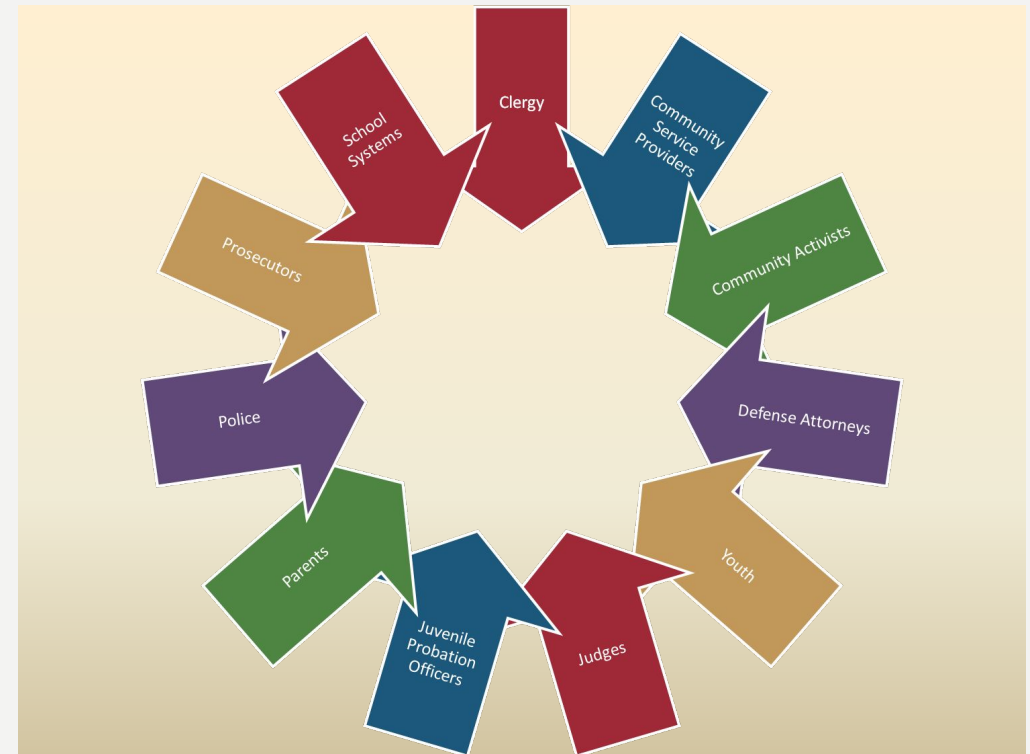
- Does La Crosse County still have a relatively high juvenile arrest rate?
- Is disproportionate minority contact (DMC) present in the La Crosse County Juvenile Justice System?
- If yes, what factors within the juvenile justice system could be contributing?

- Make Recommendations

- What changes could be made within the juvenile justice system that would be in the best interest of kids and public safety that would positively impact the arrest rate and DMC?

# ASSEMBLING THE TASK FORCE

1. Review Relevant Data
2. Review Relevant Policy
3. Review information from the Annie Casey Foundation in relation to disproportionate minority arrest and confinement issues
4. Determine “controllable” causes that could be addressed through changes in policies, procedures or programming
5. Determine if any changes in policies, procedures or programming would be in the best interests in the public
6. Recommend next steps



# TASK FORCE FINDINGS

- Reach Conclusions

- 1.** Does La Crosse County still have a relatively high juvenile arrest rate?
- 2.** Is disproportionate minority contact (DMC) present in the La Crosse County Juvenile Justice System?
- 3.** If yes, what factors within the juvenile justice system could be contributing?

- Findings

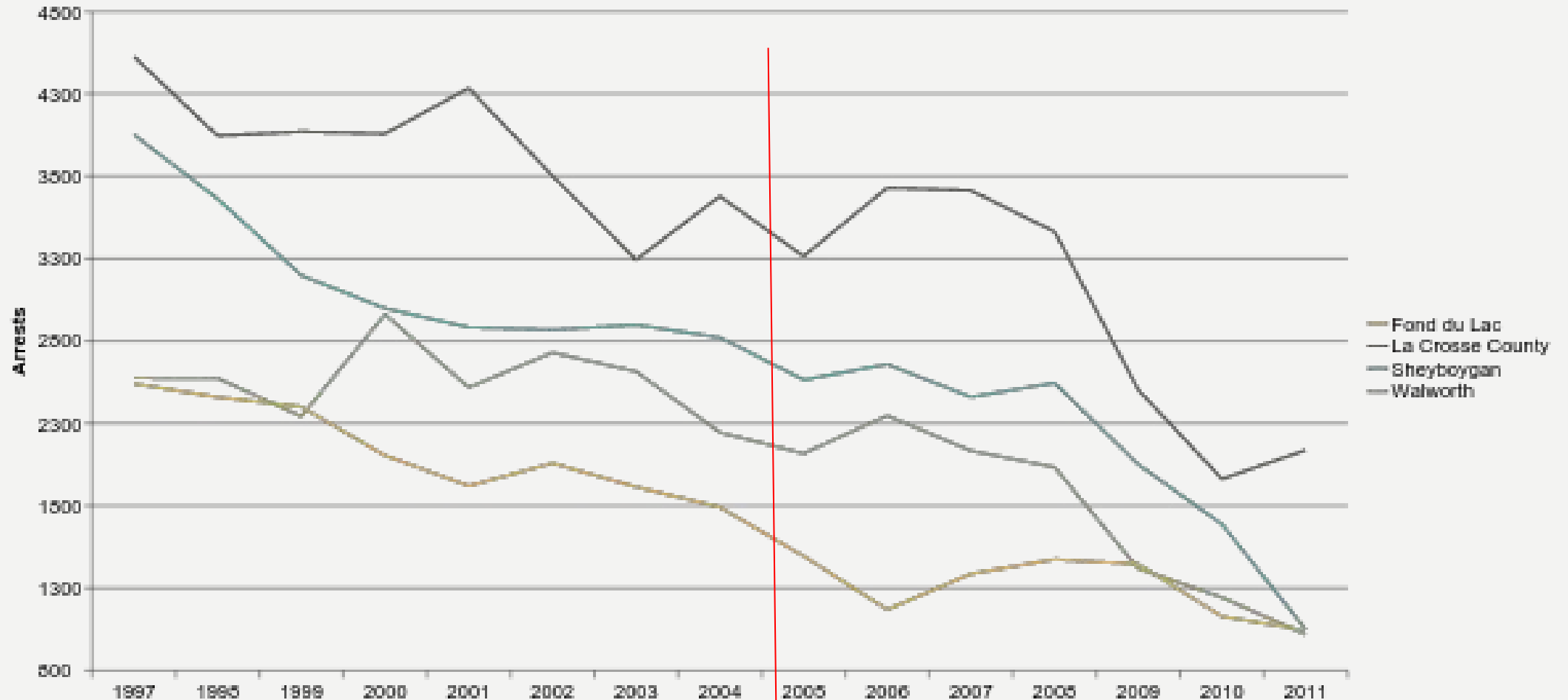
- 1.** Yes
- 2.** Yes
- 3.** 7 Task Force Conclusions

# **TASK FORCE CONCLUSIONS**

**La Crosse County continues to have a higher juvenile arrest rate than both the state and some like – sized counties.**

# JUVENILE ARRESTS OVER TIME BY COUNTY

Juvenile Arrests By County Over Time



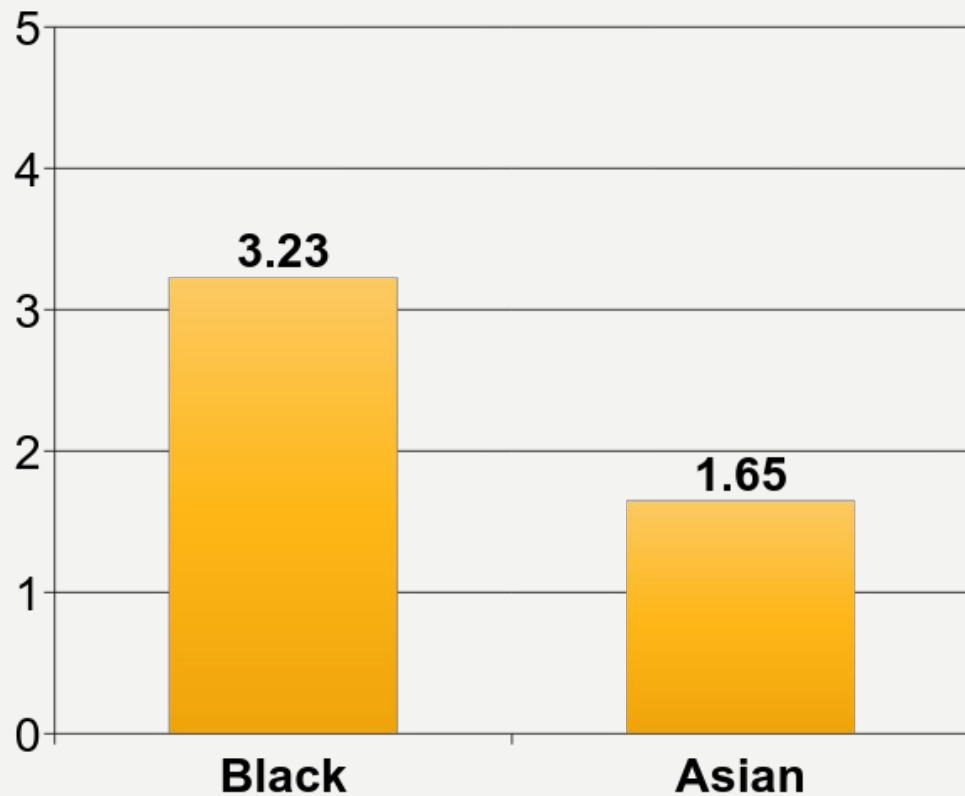


# **TASK FORCE CONCLUSIONS**

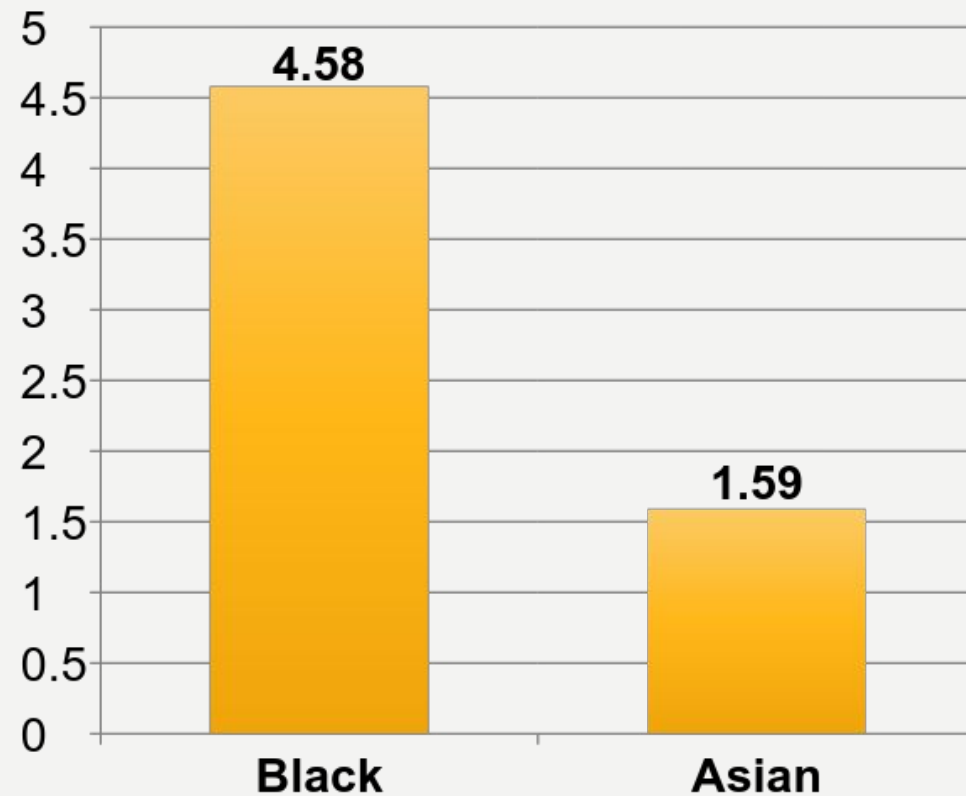
**Disproportionate minority contact (DMC) factors are present in the La Crosse County Juvenile Justice System.**

# DMC ARREST RATE RATIOS

2012 DMC



2013 DMC



# **TASK FORCE CONCLUSIONS**

**There are likely overlaps between factors contributing to La Crosse County's high juvenile arrest rate and the factors contributing to juvenile DMC issues.**

**Arrest location data reveals that if La Crosse County were to develop a strategy to both reduce juvenile arrests and positively influence DMC, the greatest impact could be achieved by focusing on arrests that occur at public school, alternative school and group or residential care locations.**

Address for Top Ten Locations of Juvenile Arrests			
Address	Institution	n	%
1707 Main St.	Family & Children's Center	337	8.6
1801 Losey Blvd. S.	Central HS	295	7.5
510 9th St. S.	Lincoln MS	218	5.6
1500 Ranger Dr.	Logan HS	201	5.1
1450 Avon St.	Logan MS	185	4.7
2505 Weston St.	Family & Children's Center	137	3.5
2507 Weston St.	Family & Children's Center	132	3.4
1900 Denton St	Longfellow MS	88	2.2
922 Cass St.	Tenneson House	72	1.8
300 4th St. N	HHS	60	1.5

## TOP 10 ARREST LOCATIONS

25% of all juvenile arrests are occurring at a school

15% of all juvenile arrests are at an alternative school, residential or group home address (operated by the Family & Children's Center)

# **TASK FORCE CONCLUSIONS**

**Current juvenile justice system practices around juvenile arrest and detention should be strengthened for the following reasons:**

- 1. Arrest may be used in some instances for the purpose of “helping” youth**
- 2. Lack of a shared philosophy across the juvenile system (to include: schools, law enforcement, juvenile supervision, courts, DA, etc.)**
- 3. Use of law enforcement as an intervention option in public school disciplinary practices**
- 4. Absence of some key evidence-based programs and practices (i.e. objective decision making instruments, alternatives to arrest & detention)**

# **TASK FORCE CONCLUSIONS**

**Current juvenile justice system practices around juvenile arrest and detention should be strengthened for the following reasons:**

- 5. Misunderstanding of the current role and capacity of County juvenile services to assist with youth behavior that does not rise to a moderate or serious anti-social level**
- 6. SRO role is inconsistently defined across systems and SRO's often lack access to a broader array of intervention options**

# TASK FORCE CONCLUSIONS

System weaknesses identified in #5 may be contributing to an overreliance on law enforcement referrals, arrest and detention that is *stigmatizing*, fueling what appears to be a high level of frustration and mistrust the African American community in La Crosse County has related to the juvenile justice system.

Addressing the areas identified in #5 could lead to more effective outcomes in addressing youth misbehavior while improving public safety and saving public dollars.

# TASK FORCE RECOMMENDATIONS

- 1. Create a La Crosse County DMC and Juvenile Justice Best Practices (JJBP) committee that includes key stakeholders and community members as a vehicle to implement the Task Force's recommendations.**
- 2. Create and implement clear guidelines that are shared and supported across key juvenile justice system partners as to when arrest will be used to deal with youth misbehavior within schools. This can take the form of a Memorandum of Understanding (MOU), and should be implemented by the start of the 2015-2016 school year.**
- 3. Conduct a common, system-wide cultural competency training that focuses on juvenile justice issues.**
- 4. Work to increase the use of evidence based practices (EBPs) and programs throughout the juvenile justice system.**



# **TASK FORCE RECOMMENDATIONS**

- 5. Use resources available to La Crosse County due to its preparation for Wisconsin's Juvenile Detention Alternatives Initiative (JDAI) for technical assistance to the new Juvenile Justice Best Practices (JJBP) Committee.**
- 6. Examine factors driving the high percentage of arrests at facilities operated by the Family and Children's Center.**
- 7. Identify specific measures related to project benchmarks, activity, performance and outcomes for partners in the juvenile justice system to share in common. Focus on sustainability and outcomes.**

# REFORMING OUR PRESENT

Stage	Guiding Questions	Activities
Exploration/ Purpose Building	Is this work worth our time, effort and energy?	Systems readiness, onboarding stakeholders, systems alignment, political support, sustainability planning
Infrastructure/ Installation	How do we get this right and make it last?	Resource development, systems development, MOU development, sustainability processes, System of Care, positions, training structure
Initial Implementation	Where do we begin?	School/County/City MOU Implementation, Systems Coaching
Full Implementation	How do we make it better and scale up our work?	Scaling up JJBP across city/county

# **BUILDING PURPOSE WITH INTENTIONAL COMMUNITY ENGAGEMENT**

Ho-Chunk Learning Center

Parent Representatives

La Crosse Community Foundation

Great Rivers United Way

Neighborhood City Church

Family & Children's Center

YWCA

Attic Correctional Services

La Crosse County Circuit Court

La Crosse School District

Holmen School District

La Crosse Police Department

La Crosse County District Attorney

YMCA Teen Services

UW-L Sociology Department

UW-L Multicultural Student  
Services

West Salem School District

## EXPLORATION/PURPOSE BUILDING

- Clayton County Team:
- Honorable Steven Teske – Chief Judge Clayton Co Juvenile Court
- Colin Slay – Clayton County Juvenile Court
- Luvenia Jackson – Superintendent Clayton County Public Schools
- Clarence Cox – Director of Safety and Security Clayton County Public Schools
- Sheryl Teske – Administrator Clayton Co System of Care

### JUDGE STEVEN TESKE

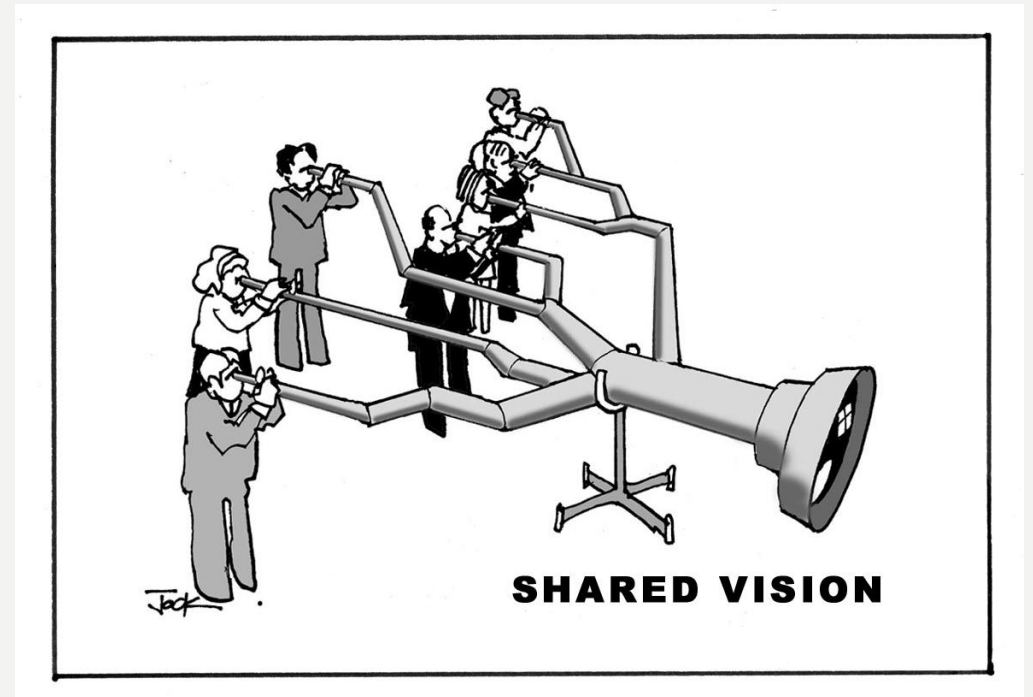


# **COMPRESSION PLANNING WITH CLAYTON COUNTY**

- 1. Defining The Problem**
- 2. Understanding Why We Should Do Something Different**
- 3. The Collaborative Process**
- 4. Creation of a Memorandum of Understanding (MOU) Defining the Role of SRO's in Schools – “Putting More Tools In Their Toolbox”**
- 5. Marketing a School Justice Partnership**

# REFORM AS A GROWTH PROCESS

1. COMMON SYSTEMS UNDERSTANDING
2. COMMON DATA UNDERSTANDING\*\*\*
3. SHARED MISSION/VISION
4. SHARED MESSAGE
5. SHARED SYSTEM IMPROVEMENTS  
= MEMORANDUM OF UNDERSTANDING



# JUVENILE JUSTICE BEST PRACTICE - COMPREHENSIVE CONTINUUM OF SUPPORT

## School-Based Prevention and Intervention

**Target Population:** All youth and youth engaged in unexpected behavior.

**Goal:** Preventing youth from engaging in delinquent acts by focusing on skill-building, prevention, and early intervention.

## Community MOU and System of Care

**Target Population:** Youth engaged in delinquent acts.

**Goal:** Improving juvenile justice and community responses to delinquent acts using a continuum of treatment options through informed youth risk assessment.

<i>Prevention</i>	<i>Unexpected Behavior</i>	<i>Non-criminal Misbehavior</i>	<i>Focus Acts</i>	<i>Juvenile Justice Intake/Court</i>	<i>Serious, Violent, Chronic Offenses</i>
<p><b>SUPPORTS FOR ALL YOUTH</b></p> <p>School-wide PBIS</p> <p>Family Orientation</p> <p>School Counselor</p> <p>School Social Worker</p> <p>Freshman Mentoring</p>	<p><b>SUPPORTS FOR YOUTH AT-RISK</b></p> <p>Tier II PBIS</p> <ul style="list-style-type: none"> <li>- Check-in/Check-out (CICO)</li> <li>- Social Academic Instructional Groups</li> <li>- Brief Functional Behavior Assessments (FBA).</li> </ul> <p>School Behavior Contracts</p> <p>Parent/School meeting</p> <p>Student Management Team (SMT) Referral</p> <p>Mentoring</p>	<p><b>IMMEDIATE INTERVENTION</b></p> <p>Tier III PBIS</p> <ul style="list-style-type: none"> <li>- CICO with individual features</li> <li>- Complex FBA</li> <li>- Wraparound</li> </ul> <p>SMT Referral</p>	<p><b>MOU RESPONSES</b></p> <p><b>School-Based Supports and Interventions</b></p> <ul style="list-style-type: none"> <li>- Warn and Counsel</li> <li>- Restitution</li> <li>- Community Service</li> <li>- School-based mediation</li> </ul> <p><b>Youth Risk Assessment</b></p> <p><b>Evidence-based Interventions and Supports</b></p>	<p><b>INTERMEDIATE RESPONSES</b></p> <p>Referral/Ordinance Citation</p> <p>Juvenile Justice Intake</p> <p>Court Appearance</p> <p>Diversion Options</p> <p>Juvenile Justice Supervision</p> <p>Evidence-based Interventions and Support</p>	<p><b>RESTRICTIVE RESPONSES</b></p> <p>Intensive Juvenile Monitoring</p> <p>Juvenile Detention</p> <p>Juvenile Placement</p>

# INFRASTRUCTURE/INSTALLATION

MOU DEVELOPMENT: HOW DO WE BETTER DISCRIMINATE ACTUAL CRIMINAL BEHAVIORS FROM:

1. ADOLESCENT BEHAVIORS MISINTERPRETED AS CRIMINAL BEHAVIORS?
2. BEHAVIORS THAT NEED HELP AND SUPPORT?

## FOCUS ACTS

DISORDERLY CONDUCT

MISDEMEANOR BATTERY

CRIMINAL DAMAGE TO PROPERTY < \$2,500

THEFT < \$2,500

2<sup>ND</sup> OFFENSE TRUANCY

POSSESSION OF TOBACCO\*\*\*



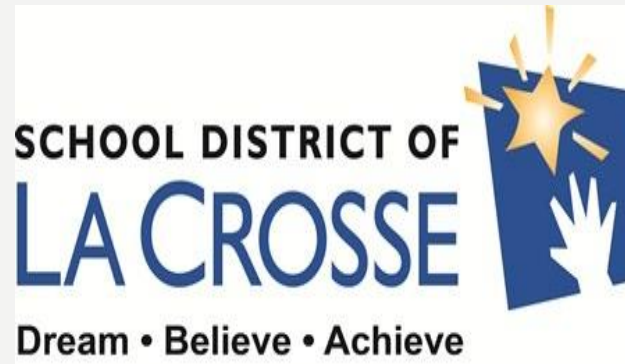
# **INFRASTRUCTURE/INSTALLATION**

**MOU DEVELOPMENT: WHAT IS THE BEST WAY TO RESPOND TO NON-CRIMINAL, ADOLESCENT BEHAVIOR AND BEHAVIORS THAT NEED HELP AND SUPPORT?**

**LA CROSSE SYSTEM OF CARE**

# LA CROSSE SYSTEM OF CARE

- 1.** Systems Agreement ~ City, County, Schools (MOU)
- 2.** Targeting Non-Criminal Behavior (Focus Acts)
  - Disorderly Conduct, Minor Battery, Minor Criminal Damage to Property, Minor Theft, 2nd Offense Truancy
  - Possession of Tobacco
- 3.** Neutral Party Administration- La Crosse System of Care Administrator
- 4.** Student and Family Consent
- 5.** Needs/Risk Assessment
- 6.** Targeted Intervention
- 7.** Ongoing Success Monitoring



# **MOU SIGNING EVENT: AUGUST 9, 2016**

## SIGNERS INCLUDED:

CIRCUIT COURT JUDGE, RAMONA GONZALEZ

LA CROSSE POLICE CHIEF. RONALD TISCHER

SUPERINTENDENT OF LA CROSSE SCHOOLS, RANDY NELSON

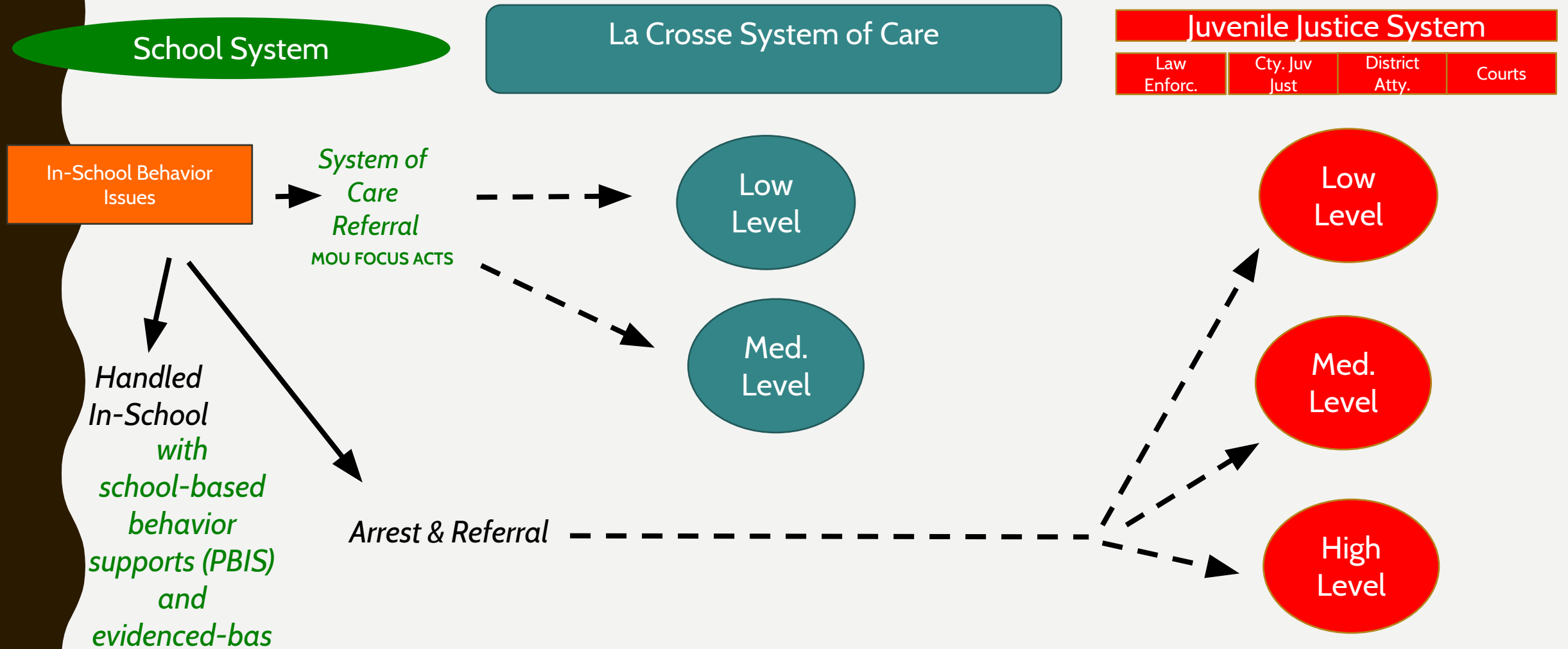
LA CROSSE CO. DISTRICT ATTORNEY, TIM GRUENKE

LA CROSSE CO. H.S. DIRECTOR, JASON WITT

# **STRENGTHENING OUR INFRASTRUCTURE WITH INTENTIONAL JUSTICE WORK**

- 1.** La Crosse Police Department “Fair and Impartial Policing” Training
- 2.** La Crosse School District Social Justice Institute (August 10-12, 2016)
- 3.** YWCA’s Racial Justice Training (6 Local Facilitators)
  1. Communicating Across Cultures
  2. Deconstructing Racism
  3. Exploring Privilege

# INITIAL IMPLEMENTATION: Creating a "New Door" Through the La Crosse System of Care



School System

La Crosse System of Care

Juvenile Justice System

In-School Behavior Issues

System of Care Referral

MOU FOCUS ACTS

Low Level

Med. Level

Low Level

Med. Level

High Level

Handled In-School with school-based behavior supports (PBIS) and evidenced-bas

Arrest & Referral

Law Enforc.

Cty. Juv Just

District Atty.

Courts

# SYSTEM OF CARE - FIRST YEAR

- 1.** Formally rolled out November 1, 2016 in 3 middle schools and 2 high schools
- 2.** Referrals can only be made by School Resource Officers (SRO's) or School Administrators
- 3.** System of Care Steering Committee meets monthly to review status and guide program development

# REFERRALS TO DATE

## 54 Total

- 17 Active
- 23 Discharged (13 successful)
- 8 Denied (already in system)
- 6 Parent Refused

# REFERRALS BY ETHNICITY/GENDER

## Active and Discharged Clients Only

- 11 African American (7 female, 4 male)
- 6 Bi-Racial (4 female, 2 male)
- 2 Native American (2 male)
- 21 White (5 female, 16 male)



# **REFERRALS BY FOCUS ACT**

## **Active and Discharged Clients Only**

18 - 2nd Truancy

15 - Disorderly Conduct

2 - Theft

1 - Misdemeanor Battery

0 - Misdemeanor Property Damage

4 - Negative school behavior in general

# REFERRAL AND COORDINATION

1. School Administrator or SRO has initial conversation with parent/guardian (and victim if applicable) about the option of SOC
2. If parent/guardian gives verbal consent then School Administrator or SRO completes front page of referral form and sends to SOC Administrator

# REFERRAL AND COORDINATION CONT.

3. SOC Administrator coordinates an initial intake with the parents/guardian and student - obtains signed release, gathers assessment info, signs agreement
4. SOC Administrator begins providing interventions/supports - informs School/SRO

# **REFERRAL AND COORDINATION CONT.**

5. Ongoing communication between School/SRO/SOC
6. A meeting is coordinated with parents/guardian, teachers and student at school within 30 days after intake for formal progress update
7. Discharge - SOC Administrator sends an email to the SRO and School notifying of all discharges.

# SOC SUPPORTS/INTERVENTIONS

- ❑ Individual cognitive behavioral work
- ❑ Referrals to mentoring, counseling
- ❑ Parental coaching
- ❑ Coordination of meetings with teachers, parents, administration
- ❑ Reinforcement of PBIS
- ❑ Skill Development - riding bus, interviewing, social skills
- ❑ Job searching
- ❑ Groupwork - support focused/skill development
- ❑ Overall family support – resources, court, pro social

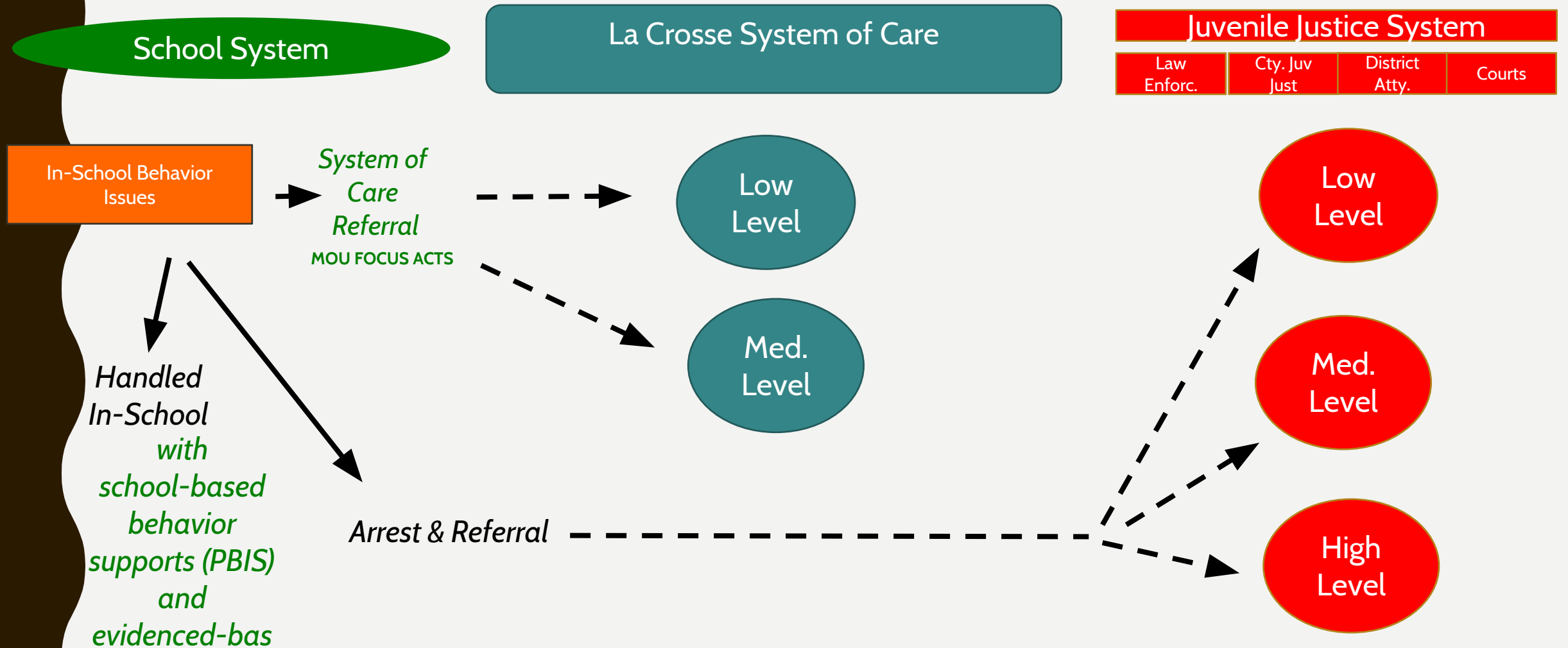
# WHAT'S WORKING

- ❑ Tremendous support of SOC by school administrators/SRO's
- ❑ SOC is beginning to fill the communication gap between schools and families
- ❑ Already seeing change in behaviors and how behaviors are being addressed in schools

# CHALLENGES

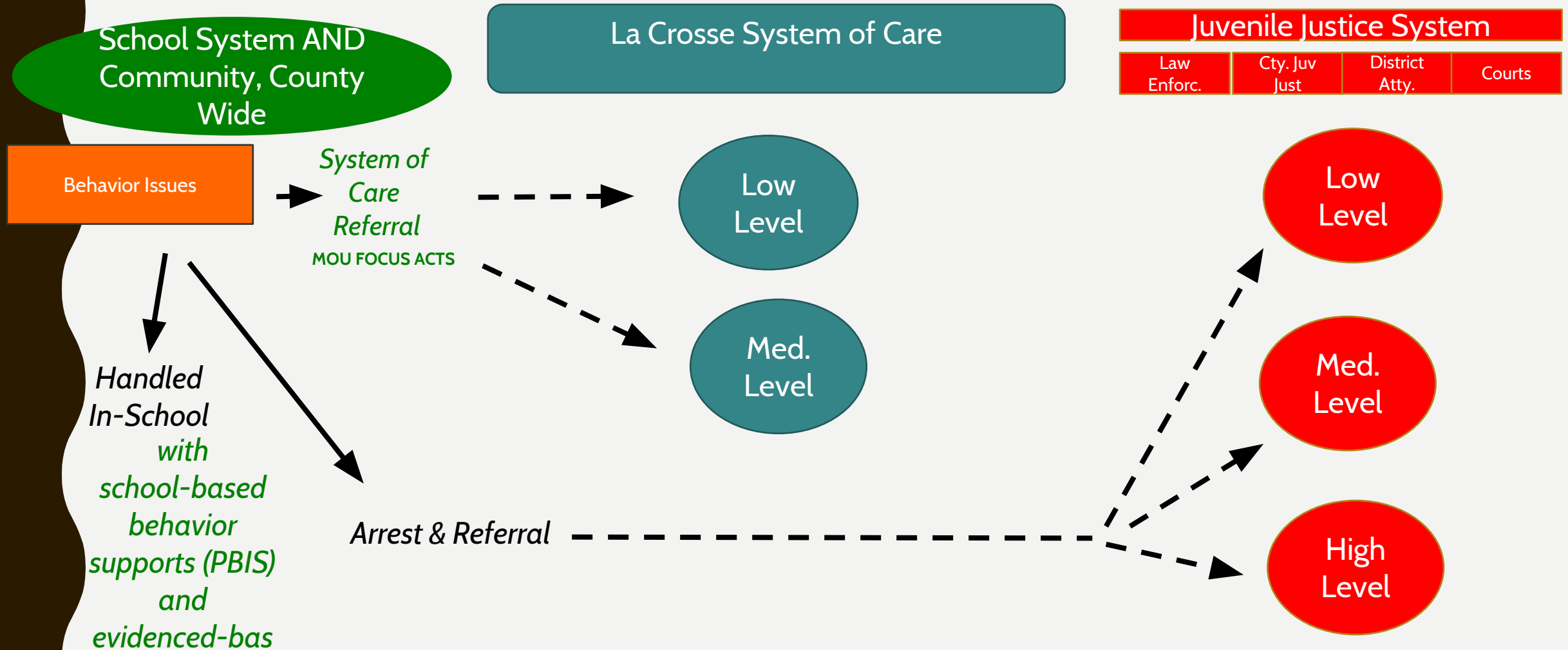
- ❑ Program is growing at a fast pace. How do we maintain fidelity and still meet the need for services?
- ❑ Truancy is a significant problem and SOC is working. But the work requires both intensive interventions and long term support. SOC was initially designed for short term responses.

# INITIAL IMPLEMENTATION: Creating a "New Door" Through the La Crosse System of Care





# FULL IMPLEMENTATION: Creating a "New Door" (County-wide) Through the La Crosse System of Care



# **SUSTAINING OUR FUTURE**

“from collective intentions to collective impact.”

# Creating Integrated Supports Through the Coulee Region System of Care

Based on successful similar efforts in:

- Clayton County, GA (“System of Care”)
- Cayuga County, NY (“Partnership for Results”)



Working Mission: Ensuring children and youth remain in school and ready to learn through an integrated system of supports designed to keep them:

- Out of the criminal justice system
- Mentally Healthy
- Safe from Abuse & Neglect



**QUESTIONS**