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**Nevada State Juvenile Justice Oversight Commission  
and the  
Strategic Plan Committee Meeting  
May 17, 2018  
Meeting Minutes **DRAFT****

**Call to Order:** 12:33pm

**Roll Call:** Joey Orduna Hastings, Frank Cervantes, Dr. Lisa Morris Hibbler, Chief Shawn Anderson, Assemblyman James Ohrenschall, Judge William Voy, Katie Brubaker, Kelly Wooldridge, Lorna Shepard, John Munoz, Nina Salomon, Shanelle Johnson, Brigid Duffy, Dr. Joe Haas, Sarah Bellows, Sierra Fowzer.

**Quorum:** Yes

**Public Comment:** None

**Reviewing Draft of Strategic Plan**

Ms. Shepard: We want to get further in a draft plan and hopefully make some decisions on a few things in the draft plan. The plan is due by July 1, but we want the draft reviewed by co-chairs of the commission as well as submit a draft to the Governor's office prior to the June 8 meeting, where we will submit the plan for approval. For this meeting we are looking for direction and to make corrections if needed. The Purpose of the Strategic Plan is defined in AB 472.

Explains there are core causes on how to reduce recidivism:

1. Using Evidence Based practices
2. Using Risk and Needs Assessment
3. Case Planning and Family Engagement
4. Performance Measures (Which we are creating/ deciding now)

The vision statement is where we want Nevada's Juvenile Justice system to be in the future. It answers the question about what the Juvenile Justice system will look like in ten or twenty years. This plan is five years, but the vision is a longer term, visions take a long time to achieve. For our mission, we talk about why we exist, and there is a draft in this plan. The goals are those that get us closer to achieving the mission. Our goals have a 5 year or longer outcome. The initiatives are completed and in draft form. We explain how we will accomplish those goals over the five years. The initiatives will have to have clear outcomes. They are not about performance measures they are about whether or not the project is implemented or in place. Explains some actions that will be

accomplished in short term, to be accomplished by the JJOC, the state (DCFS), counties, or service providers, meant to be incremental steps, between one to two years. Our assumptions are that the 18-19 year budget is set but the 19-20 budget and beyond is not. One year is a reasonable time frame to begin implementing Evidence-based practices, one year from July 1<sup>st</sup>, at the 25% level. The EB Resource Center will be in place July 9<sup>th</sup>. Caseload Pro, YLS, and MAYSI roll out will continue through year one. Performance measure benchmarks are identified in year one. Targets will be set in year two, fiscal 19-20. Targets will be measured in year three, fiscal year 20-21.

Commissioner Joey Orduna Hastings: Explains, what has been done this far takes some states years to get to and the fact that the committee and commission really rallied to get some decisions made early on needs to be pointed out to the public, so they know the diligence of the commission.

Ms. Shepard: For example, there are a lot of policies we have already created, this is more like a report card to see where we are at. A recommended mission has been drafted. The mission of the JJOC is the governance of the selection policy development implementation enforcement and quality assurance of Evidence Based Practices in Nevada's Juvenile Justice System.

Commissioner Cervantes: Agrees with the mission statement. Questions that might come up, when you talk about long range strategic planning may not need to be a part of the mission. Not just Evidence Based maybe. I want to be sure it accurately defines what the start of this process targeted for. The purpose was to bring in Evidence Based and assessment and do that. Can you write this is a general mission statement and we can bring in other topics? I want to be sure we are not missing something that the commission is charged with.

Commissioner Joey Orduna Hastings: Agrees with Commissioner Cervantes, it seems narrow, maybe add language like "With an eye to Nevada's future" so this can also be a living document. This is a document by the statute we are required to review yearly. Maybe with this language we can encompass things that will need to be reviewed as we change.

Commissioner Cervantes: Example, in the last sentence, maybe say the assurance of Evidence-based practices with adaptability on it fluent to Nevada Juvenile Justice system. Or "evolving", something that leaves room in there.

Ms. Shepard: I think what we are saying is Evidence-based Practices is almost too narrow, it needs to be that next level up term.

Commissioner Judge Voy: Explains maybe adding "Quality of practices". Explains that "evidence based" is so narrow. The mission of the JJOC will act as an oversight for what is current for Juvenile Justice in the state of NV. An oversight includes governance of selection policy development implementation of quality assurance practices of the Juvenile Justice in the state of NV.

Commissioner Chief Anderson: Gives the idea to take out "Evidence Based Practices" out completely.

Commissioner Judge Voy: Agrees and adds to leave the "assurance of the practices in NV Juvenile Justice System."

Commissioner Cervantes: Shorter but more general. That captures the purpose, and some of these can be modified at the full commission if there is not a full agreement. It is broader too.

Ms. Shepard: Asks Commissioner Joey Orduna Hastings, are you worried it is too broad? Explains there is a lot of discussion on what it is the JJOC does, so keep it broad?

Commissioner Joey Orduna Hastings: Agrees with keeping it broad. Explains that part of the matrix when we discussed Evidence Based programming we are also, "Evidence promising" programming. We want to keep an open mind what can be done and included in an Evidence based potential. I agree it does not need to be so narrow that we don't allow for some independence too, because we also stress that we want to empower the counties.

Commissioner Cervantes: Furthermore, to keep it general you can take out Evidence Based practice out and just put "Best Practices" which is a universal term. It is a starting place.

Ms. Shepard: Switches topics to guidance of the vision. The vision is where we going to be, what will it look like in 10-20 years and what does success look like for our future state. The direction from the co-chairs of the commission was this phrase, "We envision that in X years all children in NV with contact in the Juvenile Justice System will leave the system better for it." I recommended we take that guidance. In terms of law enforcement, probation, the courts, the county level. Asks commissioners if the child is "leaving the system better for it" what does that look like? Some that were discussed were, lower recidivism rates and we will be treating the cause of the child's behavior. What else would support or give truth that a kid "[e]ft the system better for it".

Commissioner Judge Voy: Explains chapter 62 in the preamble in our purpose section you are missing the community safety component. In the nature of Juvenile Court, where a judge has to vow for the best interest of the child and community safety at the same time. That adds to our purpose to the Juvenile Justice System.

Commissioner Joey Orduna Hastings: Adds, legislatively to think about tackling the preamble of 62 to make sure it is updated and reflecting what this effort is to do. Some states start with their reform efforts by first looking at the preamble. Agrees, the public safety point is valid.

Commissioner Judge Voy: Emphasizes the importance of looking at the preamble and stated goals in our statutory framework of our purpose.

Ms. Shepard: Suggests the need to address the preamble.

Commissioner Cervantes: Sometimes there is an issue of diluting the public safety side of Juvenile Justice business. Agrees with Commissioner Judge Voy and Commissioner Shepard. If you are doing all these things well you're creating long term public safety. That is the real goal. Counting the long-term factors for a child and especially with concerning public safety. Public safety is the premise of why we are here.

Commissioner Chief Anderson: Explains, recidivism is one thing and juvenile crime is another, they are not the same. Clarifies, are we only talking about addressing juvenile crime after it is committed or preventing juvenile crime?

Commissioner Judge Voy: Explains that is also in the current preamble. In the three stated purposes, the third one is the Juvenile Court is in existence to foster, promote, and create prevention programming in the community. That is our obligation, to foster that early intervention and prevention. Which is why we are working with the schools to combine our efforts.

Commissioner Cervantes: In the system it only captures elements of the Juvenile Justice system, not as a whole. Talks a lot about prevention but in the continuum, all the pieces in the system have to be performing equally well, from prevention to placement or it is not a system. If you are only addressing part of it you cannot affect it as an

entire system. It is a larger system than up front with Evidence Based Practices only at the early stages of the system.

Ms. Shepard: Asks of any other signs of success in the vision with the input of long term safety. We want positive outcomes for children but also public safety.

Commissioner Chief Anderson: How would we measure an increase in public safety?

Ms. Shepard: Agrees that is a good question. Explains, we are trying to say the vision is a long-term direction, but the goals and the way we will accomplish this vision are very measurable. There are a number of performance measures tied to these four goals. Ultimately, if we do these things we will have some performance measures. Regarding reducing recidivism, the general consensus to Juvenile Justice experts is that we are creating a safer place. I don't think the vision has to be measurable.

Dr. Haas: The vision around what kids will look like and the wellbeing indicators on Mental Health and overall health as a portion of that being employability and education.

Ms. Shepard: Asks of any other ways we will know we are achieving at this challenging balance of children coming out of the system and better for it with an understanding that we want to improve public safety.

Mr. Munoz: Education, again, is one of the benchmarks for success that education leads to. Educational attainment, gives example of High School Diploma.

Ms. Shepard: Explains, it is important to know what success for a child means, it is helpful to articulate means of Mental Health and overall health, and education and employability.

Commissioner Wooldridge: It would be a reduction of commitments to the state institutions.

Commissioner Cervantes: Explains, "reduction of commitments" is partially correct. The other one to the purpose of this commission it is appropriate. It is easy to say reduction but if you have a delinquency rate you cannot control certain things in your community. One thing you do have control over is how it looks to who you are committing and at what time.

Commissioner Judge Voy: The reduction of the number of referrals in our system and reduction of number of commitments look at what we experienced the last 24 months. With the continuing reduction of overall referrals but this huge spike of violent crime occurring, smaller portion of kids but severally violent. Agrees with Commissioners that it is more than just reducing overall referrals and recidivism. In the Juvenile Justice system our duty is to keep kids from coming to us in the first place. This will end up being a lot broader.

Ms. Shepard: That is what we are trying to do. A statement at the top is great but we can say things that will help us notice it when we see it, and that is really what the vision is. I want to know from the courts perspective and law enforcement and probations perspective. The question is, how will you know we are doing what the vision says, how will you know when you see it? It is helpful to know from the court side.

Commissioner Judge Voy: Explains sometimes success is a kid not making it in this system and transferring out to the Adult System but then getting placed at a group home and getting Mental Health treatments, that would be success, and be keeping them from committing crimes in the future. Obviously, our main goal is to keep a kid out of our system and the Adult system completely, but it happens.

Commissioner Chief Anderson: It is a decrease in juvenile restraints generally and a decrease in the severity of those crimes and an increase in diversions to non-traditional paths. If arrests are down, and we aren't taking people in to Juvenile Hall as much then we have solved part of the problem.

Ms. Shepard: Asks, if we are using the Risks and Needs Assessments, what potentially is different?

Commissioner Cervantes: Asking Commissioner Dr.Haas, I know you have a thought about using the YLS as outcome indicators throughout the life of a case plan.

Commissioner Dr. Haas: When talking about visions there are broader goals, but in terms of what you are tracking, the YLS and some extent the MAYSI scores, and then the fact that in Caseload Pro you will have a case plan mapping the outcomes as close as possible in Caseload Pro. As we develop Caseload Pro, potentially quantifying some things in there that you could then mend the data without having to identify specific kids. All of the criminogenic risk factors are in the YLS. Furthermore, to the potential of what is offered on the case plan, without having seen Caseload Pro, there could be some automated choices in terms of what kids receive that you could then track the process of what the kid is getting in the program as well as mapping their risk levels and the types and level of probation, or residential programming.

Commissioner Wooldridge: Explains, that is exactly what the YLS will do. It will tell us what their risk level is and there will be a matrix that ties their risk level score to what services work with that risk level score and to what level of supervision.

Ms. Shepard: Explains with all that included the key idea of the outcome would be youth are given the right services to address their cause.

Commissioner Wooldridge: Asks for clarification, would you say that case planning services and supervision are tied to risk and need level?

Ms. Shepard: What is the outcome of that?

Commissioner Cervantes: You are not applying services or sanctions or needs that don't match the kid's needs. If you are employing high-risk interventions to a low-risk offender, you usually have a bad outcome. And if you are employing low-risk interventions to a high-risk offender you will miss it there. So, you are trying to match the actual service through the evaluation. As you go through strategic plans on anything, and you are looking at the concept here, Juvenile Justice, keeping kids out of the system instead of doing all of these things. One reality is that we have diverted a lot of kids in NV and will continue to. The population now is the deeper end of the system. It is the higher intensity of kids both with Mental Health intensity and Criminogenic factors that put these kids up here, we are not always talking about those kids. We are talking about the low hanging fruit we screen those kids off through a variety of measures, interventions, diversions all of those things. But today in 2018 we are talking about all of our detention centers filling up with some really high performing youth. The system at all points has to be really healthy.

Commissioner Judge Voy: Reads section of current preamble to commissioners. That covers everything we are doing in the system.

Commissioner Joey Orduna Hastings: Suggests, if everyone agrees, we should tie in the preamble with the Strategic Plan as a statement of where we started as NV. Being able to acknowledge the preamble that was written way back and that we are still using it today is a significant step for this commission to stand behind as a commitment.

Commissioner Duffy: Asks, back then was Juvenile Justice and Family Services one in the same? Agrees with Commissioner Joey Orduna Hastings to change wording.

Commissioner Joey Orduna Hastings: Explains it is in the statute.

Commissioner Judge Voy: Reads off from the preamble- When a child is removed from the control of the parent or guardian the Juvenile Court shall secure the child's level of care which is equivalent as nearly as possible to the care that should have been given to that youth by the child's parent or guardian.

Ms. Shepard: Explains AB 472 has direction on methods to achieve the preamble. I think 472 and this plan shows we know some new things on how to do this. We have agreed, somewhere in the plan we include the preamble. We know how to do it; this plan shows how to achieve it. More descriptive than the Vision Statement. We will also revise the Vision Statement, so it includes the concept of public safety, that balance of positive outcomes for youth. They leave the system better for it. Affecting them positively and serving our purpose of public safety.

### **Definition of Recidivism**

Ms. Shepard: The definition was approved by the commission.

Commissioner Cervantes: This came out of some good work, people not on the commission and not in the juvenile Justice community that struggle with this full definition, feeling that it captures too much. After a conversation with NAJJA, I like this because in your own individual data collection research you can always just refine that to meet the needs you are asking us, example if you only want to know of felonies then your data collection will capture that only. This is a comprehensive, true definition of what recidivism is.

Commissioner Judge Voy: Explains process of recidivism and how it relates to probation or how re-commitment relates to the state and placements, or what is being done in the field that contributes or enhances recidivism or not and lastly, did they end up in the Adult System.

Commissioner Cervantes: Asks for clarification, in sub-section A; Re-arrest does that include citations? Like any new law violation.

Commissioners: Yes

Commissioner Judge Voy: We are going to use those points to look at various points of recidivism in our system. Explains the idea of looking at recidivism at different levels, to dig down at various levels to see where we are failing or what is working.

### **Definition of Evidence Based Practices**

Ms. Shepard: We heard from the practitioner that the Evidence Based Practice Resource Center, who is responsible for training and supporting the counties and service providers on how to implement programs and practices that are Evidence Based, and they were confused by the sections above the matrix. The idea of practices versus programs, and I suggest a different way we define our matrix. The matrix implies practices are also acceptable. Clarifies, not recommending changing the matrix, but rather, paragraphs under the heading of the definition have confused our vendor. Suggests, taking paragraphs out with expectation that the matrix still allows for Evidence Based Practices to be used, especially since we are taking about a phased approach of implementing Evidence-based or replacing Non-Evidence Based over time. I think that third column in the middle of Evidence Informed would mean you are doing practices not programs. My recommendation to the Co-Chairs of the Committee and those present that we can take out those proceeding paragraphs.

Commissioner Cervantes: I would like to hear from my co-chair, Judge Voy. I don't have an issue with taking those out. If it is going to be confusing, take it out, the matrix says what it is.

Ms. Shepard: Explains, relying on the fact that the evolution of the paragraph was we started with a matrix that defined Evidence Based practices from the National Council of Juvenile Family Court Judges, this basically said this is the foundation. Also, we added a line "practice" because the bill says programs are not required. Programs are optimal, and we will eventually get there.

Commissioner Cervantes: I agree, the less complicated the better.

Ms. Shepard: Explains, she has not been specific on what the feedback was from the vendor.

Commissioner Joey Orduna- Hastings: Adds that the matrix speaks for itself.

Commissioner Cervantes: Explains, we were using that to give an idea of the standards of what the purpose was.

Ms. Shepard: Okay, we agree to delete the paragraphs on page 14 underneath the heading of Evidence Based Practices. Moving to the next section, goals and road map. This is how we are going to achieve how this all happens. We agreed to four goals, Risk and Needs Assessment, proving programs are Evidence Based programs, system collaboration and tailored services. We have done a good job, generally speaking, of describing what each of these are, and then went into great detail. What is missing is the real description of the outcomes of these goals. Asks commissioners what the successful outcome would be of ensuring risks and needs assessments are completed for every child in the JJ System. Furthermore, what does the successful outcome of ensuring risks and needs assessments are completed for every child in the JJ System, and what specific shifts or changes you all think are required? In the system itself, or any perspective, the courts, service providers, probation, what needs to happen?

Commissioner Cervantes: Asks for clarification, is the goal to have each specific kid assessed in the JJ System?

Commissioner Wooldridge: Only those prior to disposition. Explains, Gina Vincent is looking at it, bringing in a screening tool for other kids that aren't being adjudicated.

Commissioner Cervantes: Clarifies, the section should say, ensure risks and needs assessments are completed for children prior to disposition. And then have the description below it.

Commissioners: Agree

Commissioner Judge Voy: Explains, in Clark County, they are going to run the screener on every kid that hits intake, and then on a pilot base run the full evaluation on the kids that look like they are going to go to the adult system, and the kids detained will get the screener and the YLS before they even get to plea, and most likely the MAYSI.

Ms. Shepard: Clarifies that Clark County is going beyond the legal requirement.

Commissioner Judge Voy: Confirms and explains this is to see what kind of numbers and hits they are getting so when coming into the next legislative session, one of the issues talked about was modifying the language at the next session.

Commissioner Cervantes: Asks for clarification, if this is the UNLV tool. Explains he wants to try that on a few kids.

Commissioners: Explain, no, they are still looking into using that, and that it may not be charged to do so.

Commissioner Judge Voy: Considering the MAYSI, we did that back in detention and it involves taking detention kids into the intake hall, it is a trial basis, and we can cross train too.

Ms. Shepard: Agrees and explains that is great and that is beyond the requirements of the law.

Commissioner Judge Voy: We want a few changes to give us some flexibility on some of these kids coming in and out of custody. They will already have had the screener done, may even have the YLS done but the next step of having the MAYSI done before adjudication.

Ms. Shepard: Tell me why we are expanding the application of the assessment and the risk and needs assessment.

Commissioner Wooldridge and Commissioner Judge Voy: Explains they are just adding the screening. We are screening every kid and then on a pilot basis run the YLS and the MAYSI for the first hundred kids for example.

Commissioner Duffy: Explains a possible situation: A kid comes out with a battery charge and we usually go right to disposition. This will require a screen on each kid prior to court making it to disposition, it will delay that court hearing and cause an additional hearing. If they can do just a screener to see if the data shows it, if they come up low on the initial fast screening why do we then have to do the full screening?

Commissioner Judge Voy: The support may need a change in the statute in the modifications for flexibility. We are going to run a few kids through that. One hundred kids on the screener, out of one hundred only 50% had high whatever scores, but we are running the full MAYSI on all of them. Did the result change after we got the full MAYSI, for example? We can look at when kids are consistently scoring zero and look at the screener.

Ms. Shepard: The question is if we are doing this well what is the results to drive our Risk and Needs Assessments?

Commissioner Judge Voy: To drive our dispositional orders.

Ms. Shepard: Better? More effective disposition orders?

Commissioner Cervantes: More informed.

Commissioner Judge Voy: And more tailored to the kid's individual needs. Or lack of needs and drive the disposition orders.

Commissioner Duffy: And take out some subjective factors.

Ms. Shepard: That is what I assumed was the intention of this. Some of the judges I have talked to have explained, some judges can be a bit subjective.

Commissioner Judge Voy: Clarifies, we are not removing the fact from time to time. There may be some cases where there is subjectivity to it, those cases will come up when we will need to score up the numbers from the YLS and MAYSI.



Commissioner Duffy: One thing to point out, eventually Judge Voy will not be with us anymore, Hearing Masters change, everyone else will change out. For example, a lot of your decisions are made off your experience, right? This may guide new Hearing Masters to decisions to keep stability, instead of someone coming in and turning everything upside down.

Commissioner Judge Voy: Agrees.

Ms. Shepard: Asks, does the ability to do this also help us get closer to doing what is right for the children? It is not just about more and more tailored dispositions, but doing what is right for a kid, but also acknowledging public safety.

Commissioner Judge Voy: Those suggestive scores are going to be deciding if this kid should be out in the community or not, for example. This will guide you in both directions and tell us more or less if a kid should be trusted in the community or not, it goes both ways. That is where we are getting buy in from judges and DA's.

Commissioner Cervantes: It provides a more consistent process. Then you can later measure what you are looking at and see the inconsistencies when you have the data. This is a way to capture all of that.

Ms. Shepard: It is great to have a score, but this does give you a bit of reliability behind you. For example, if you have seen 75 cases like this.

Commissioner Munoz: Explains, the more times that we have these assessments on these kids we are going to get a much better picture of them as well. So we can go through and see what is working, what is not working, and what their needs are. We are going to get a much clearer picture every time we make contact and have them assessed. If they do get to Parole or our institutions, Probation would have had a number of contacts with them and worked with them before. Those will help us drive case plans in the facilities as well.

Commissioner Judge Voy: Suggests having a small point system using the same evaluation tools.

Ms. Shepard: What is the outcome and impact of these assessments? You can have better case plans, and you know what works for kids.

Mr. Munoz: And we know what has not worked for probation, so we can adjust our case plans to be successful.

Commissioner Cervantes: That was in the vision too for the long run, we will be able to look through a much clearer lens, less myopic, and now because we will have information-based decisions on it. That is the biggest part.

Ms. Shepard: We agree information-based decisions are better than those we had to make that are subjective.

Commissioner Duffy: Explains the "guessing" process does not work. Not knowing the full history on a kid.

Commissioner Cervantes: It consist of a little bit of intuition, it is an Arts and Science field right. So you have really good data. In court you see it all the time, this does not quite match, it only provides a really good general guide. Some expertise and experience will help you get to a good decision. There must be some discretion.

Ms. Shepard: To add to that, I don't think the law says the assessments override. There is no overriding a decision, it basically guides decisions. Explains, we could end up setting dispositions based on risk factors and not based on how violent the crime appears. That is always a possibility, if it looks like a very violent crime or serious crime but the risk factor.

Asks Commissioners- Are there any other outcomes in regard to the Risk and Needs Assessment for any of the continuum of Juvenile Justice? I appreciate that Commissioner Munoz mentioned what it does for Probation when it gets to you, your team, is there anything in terms of services you provide?

Commissioner Wooldridge: It will include a service matrix, so we will include that as part of the policy. In terms of what services for what risk level.

Mr. Munoz: Those are alternatives to placement or confinement. Like GPS or evening reporting, daily reporting centers, group homes and foster care.

Commissioner Shepard: Clarifies, more structured service to risk level matching alternatives.

Commissioner Judge Voy: That is why everyone is so on board with using it, you can better identify the risk and needs, and match them up with what you're going to address.

Mr. Munoz: The whole goal here is to avoid the cookie cutter approach that has every now and then been applied and make it more individualized for each particular unit.

Ms. Shepard: Anything else we need to articulate?

Commissioner Cervantes: You must have those services that match. You have to have the right services.

Commissioners: Agree

Ms. Shepard: (Changing subjects) We talked about outcomes, now this goal there are three initiatives:

1. Risk Assessment Tool
2. Reporting Policy
3. Case Planning Policy

Those were the key initiatives we identified happen within the next five years. There are also some road map definitions, which are helpful if you know what you are achieving and when.

Explains there are five milestones:

1. Buy In, which consists of:
  - Identifying Vendors
  - Funding Sources
  - Stakeholder Engagement
  - Vendors Secured
2. Planning and Policy Development, which is how we identify policies, we do some timeline planning.
3. Training Engagement, is how we roll out the tools.
4. Implementation of Accountability Reporting, everyone at county and state level.
5. Conducting the quality assurance enforcement, measuring our use of fidelity with the tools, that we are reporting correctly, and have correction action.

Those are the milestones, the first road map of the initiative, which is to determine if the Risk and Needs Assessment tool is used. Then an action item that we need to add the Risk and Needs tool to Caseload Pro and it shows the milestones for the next five years.

Commissioner Joey Orduna-Hastings: I am concerned that the counties don't have this on the radar and that is why we took the approach of having to be overly transparent about funding. It will be a hurdle.

Commissioner Judge Voy: I am worried about the rural areas.

Mr. Munoz: We reached out to the rural areas and let them know that this is coming. We talked to them about taking over this. This is also their budget building time. We informed them about it, they are still looking for other alternatives. They will have to build it in, either way it is coming. I understand the concern, it is our concern as well. Trying to be the state and transparent as well and letting them know. I hope that they are planning accordingly.

Ms. Shepard: And it is good to hear the communication and outreach that is happening. I will point out that there are initiatives later about doing more on communicating clear about what are the expectations and where are the tools and resources to help. Another example, is if we are expecting you to change your services to evidence based there is a Resource Center to help you. Flagging the financials here, makes it easier for everyone to see the financial obligation.

Mr. Munoz: Communication has been there, so we will see how it goes.

Commissioner Wooldridge: Asks Commissioner Munoz if they communicated with the Chief, he explained yes, they did. Continues- So you don't know if they have gone to their assistant county manager?

Mr. Munoz: We have communicated with them in various ways. We know they haven't and we told them to plan for the future.

Commissioner Cervantes: Do we have an actual cost?

Mr. Munoz: They were looking at it per that user fee. It is \$30 a month per user. Which is the cost we negotiated.

Commissioner Wooldridge: We paid for two years of it, and two years of licensing. The YLS is expensive. It will get cheaper the more people that use it. We spent \$438,000. I have a contract under the state with them until April of next year.

Commissioner Cervantes: They contract with each individual county.

Commissioner Judge Voy: Suggests, wouldn't it be cheaper if we had the state do the contract and the counties paid the state for their share? To we can negotiate a rate?

Commissioner Wooldridge: Explains that might be a possibility. Commissioner Munoz explains that is something they have been looking at. Wooldridge continues, we paid for training, two years licensing on assessment usage and other parts.

Mr. Munoz: We are debating and researching which would be more cost effective, or if that is something we are able to do.

Commissioner Cervantes: I want to get the question to NAJJA for an estimation for individual costs. Some places already use it correct? Carson?

Commissioner Wooldridge: There are six counties that use it already.

Ms. Shepard: Asks Commissioners, what is the desired outcome, ultimately around using Evidence Based programs or practices?

Mr. Munoz: Mentions, less placements, arrests, reducing detention, overcrowding.

Ms. Shepard: Explains these have a direct impact on these measures.

Commissioner Cervantes: Improved well-being.

Commissioner Judge Voy: We could mirror the four or five recidivism issues. There are five categories, and the goal would be to lower all these situations and lowering the number of kids going to the adult system.

Ms. Shepard: What is the ultimate outcome of Evidence Based Practices? It is not for the Juvenile Justice system, it is for the outcomes of youth in the system.

Commissioner Cervantes: We are trying to improve competency of youth. Example, if you have anger issues you need coping skills to deal with anger management through an Evidence Based program. Providing opportunities to help kids build competency and skills for kids that had none of that before they entered the Juvenile Justice system.

Ms. Shepard: Mentions no competency and skills potentially is what led them to crime in the first place.

Commissioner Cervantes: Explains, sometimes that could be the reasoning behind it but not always.

Commissioner Judge Voy: Improvements are a measurement. A kid is committed, does programming, and that programming is improving, your outcomes are going to be reflected in lesser number of violations when they go back to the community.

Commissioner Cervantes: Five years from now, what you need to be doing is program evaluation on the Evidence Based program. You must decide where you want to invest, in what programs are working.

Ms. Shepard: What is the outcome for the people giving these services?

Commissioner Munoz: The goal is to hopefully not see the same kids coming through, recidivism.

Commissioner Cervantes: Gives an example, you have a kid that is 12 and recycling through the system. But does not get arrested and put through the adult system. They built competency and coping skills from being in the Juvenile system. Recycling is part of the process. Giving them life skills.

Ms. Shepard: We are giving them life skills.

Commissioner Judge Voy: The child's maturation is a huge factor in succeeding in the system.

Ms. Shepard: The root of reducing recidivism, is held in Evidence-based programs.

Commissioner Cervantes: We are supporting parallel to that maturation process by providing. You can only measure what you can measure.

Ms. Shepard: It is very much about tailoring the right program for the right kid.

Commissioner Cervantes: It is about fidelity. If a program is available for anyone in the state, then you know that you are using a similar technology to give to someone rather than guess at it. That is the design of Evidence-based is to standardize something that has shown the effectiveness of something to work.

Commissioner Chief Anderson: By doing Risk and Needs Assessments correctly are we going to decrease costs in providing services as well?

Commissioner Judge Voy: Well we are hoping to not be adding to recidivism. Gives example, instead of having a kid in five programs and we are not quite sure, we now are only having that kid in one program. Which potentially could reduce costs.

Commissioner Cervantes: And it is a measure.

Commissioner Wooldridge: And you want to re-invest that.

Commissioner Chief Anderson: I am not trying to take money away, I just wanted to know if it will get cheaper for us.

Commissioner Orduna-Hastings: It goes back to what the Governor said. We spent this many millions of dollars on Juvenile Justice, what do we get for it? So, yes, there is an economic advantage to this.

Mr. Munoz: It comes back to reducing detention overcrowding, reducing re-arrest and all these other things that we are doing. We are also reducing operating costs for all these things, that we can then re-funnel to the front-end services. Re-invest.

Commissioner Cervantes: That is true, and that is the Detention Alternatives model. If you go back to the part that I put up. If you try to do one at the expense of the other, you pay for it. The facilities are full now, a lot of beds have been removed and a lot of issues are at the front- end. It is not always a one to one ratio. Societies change, systems change, there are a lot of social impacts that bring families and kids to the system.

Ms. Shepard: This is the noble cause. One of the vision outcomes is there could be more funds for prevention vs detention. Detention helps some kids and is right for some kids, but we should also focus on prevention.

Commissioner Chief Anderson: It allows us to make a full argument once we collect these things. The prevention piece is the best investment in the long run. Detention is way expensive.

Commissioner Cervantes: From a Sociological standpoint, talking about poverty, housing, people do not have the same opportunities. I don't know if Juvenile Justice can go in and correct that. There are long standing issues in their lives sometimes that will not be fixed at the gate. It is a larger system to address. We do prevention, but prevention at that level requires you to look deeply into a community that is way in front of Juvenile Justice. It is ultra-expensive. We want to look at big ticket factors. The right kid, right place type model. Once you get that you will understand the diversity of kids and the needs they have. That is really the end goal, keeping them out of the Adult System.

Staff Member Katie Brubaker: Are we assuming for goal two that we already have those Evidence-based practices or programs? Where do we address the outcomes associated with expenses? Or is that an outcome in five years?

Commissioner Wooldridge: Well one of our goals was to increase Evidence-based practices and programs.

Ms. Shepard: Gives example, say something like, “The majority of our practices are Evidence-based.” We can soften it, strengthen it. Some argue we are there others argue we aren’t there.

Commissioner Cervantes: Ideally, the more opportunity of those programs we have, than the better. The more opportunities that kids have and exposure to those, I think is probably what we are all after. How you get that, I don’t know.

Commissioner Judge Voy: Asks about a number in the actual bill.

Commissioner Orduna-Hastings: 25% to 100% over five years. For state funding.

Commissioner Judge Voy: The question is, overall throughout the entire state of Juvenile Justice Systems is what things are not funded, do we want to start putting some numbers by that?

Ms. Shepard: It is hard to do that when you do not know what your base-line is.

Commissioner Cervantes: You can be vague and say, “The more opportunity that you have...”, I just don’t know how or where to put a number in that. I don’t know if it is a number you’re trying to get or an ideal (Speaking to Commissioner Judge Voy.)

Ms. Shepard: Gives example, let’s say that we have more Evidence-based practices and programs available, in whatever form. And more resources available what is the stake in the sand? At the county or state level. When does the inventory have to be done Katie [Brubaker]?

Staff Member Katie Brubaker: Before July 1

Commissioner Cervantes: What you want is more accessibility to Evidence-based programming.

Commissioner Chief Anderson: It says filling things with desire. They are out there, you would assume you know what they are. Do we have a role in exposing Evidence-based practices, that are best? Or suggesting.

Commissioner Cervantes: Accessibility is the issue.

Ms. Shepard: What if you were to say, “Put it on the service providers from the county and state.” Clarifies: That the more service providers, the more counties, the more the state providers, are defaulting to Evidence-based practices.

Commissioner Orduna-Hastings: Isn’t the word incentivizing? There is money if you do it. I am trying to be more strength based in the, “You must do this.” Maybe the word is incentivized. An increased use of the Evidence-based programs.

Commissioner Chief Anderson: Who says they are Evidence-based?

Commissioner Wooldridge: The Evidence-based resource center will put them on that Matrix.

Commissioner Chief Anderson: So, someone will make the call that this is good stuff?

Commissioner Orduna-Hastings: Yes, backed by measurements of people participating, cohort groups, empirical evidence, and research.

Commissioner Chief Anderson: So, it is measured by people participating in an approved Evidence-based program.

Ms. Shepard: There are two ways to do it. One is difficult, it is to do a whole bunch of research to prove the program we have is evidence based, it is complicated and expensive. The other is to replace the program in place now, with a proven to be, Evidence-based program.

Commissioner Cervantes: (Gives an example with Commissioner Chief Anderson.) Let me ask this, in law enforcement what is an Evidence-based practice in patrol procedures or tact?

Commissioner Chief Anderson: Hot Spot Policing. You put a lot of cops in a very small area and it reduces your overall crime rate dramatically is an example of an Evidence-based practice. I am just not fully familiar with the Juvenile Justice System. If we are making them do this, we should have a list of things that work. And say that we will not continue to fund things if they are not on the list.

Commissioner Cervantes: That is what we are working on now.

Commissioner Orduna-Hastings: That is an enforcement piece that the JJOC has.

Commissioner Cervantes: (Gives example) If all your cars had to be four-wheel drive, and you did not have access to any of those cars we could not really enforce it on your agency. So, we are developing the programming, finding some availability and access to those programs and then introduce those to our system.

Commissioner Chief Anderson: Agrees, so there is marketing and buy in then?

Commissioner Wooldridge: Explains, it is really expensive to buy Evidence Based programs and be trained in them. Part of the problem is you have to use the train the trainer model, because people move around.

Commissioner Chief Anderson: So, is it unbeknownst to tell that it impacts every piece of the Juvenile Justice System in your county? Or is it segmented thing that just applies to the courts or Probation and Parole?

Commissioner Cervantes: You cannot mandate the counties budgets. The bill allows though, up to a population of 100,000, they can be excluded from some of those things. It is still an issue state wide, at a high level it is difficult to achieve.

Commissioner Judge Voy: We are the most densely urbanized state in the country. 96% of our population was in Las Vegas and Reno and Sparks.

Ms. Shepard: What if we were to say counties facilities and state service providers are incentivized to use more EBP's. And that more EBP's be made available. We aren't even saying that they are using more, but rather, that they have it easier to access them, is really all we are saying.

Commissioner Chief Anderson: They wouldn't even have to do research on them. It would just already be there.

Commissioner Cervantes: I think that culturally it is kind of odd to have a bunch of EBP and not be willing to use them, especially if they are available and there.

Ms. Shepard: That is all we are saying, is we are putting them there for you. You decide not to take the state funds or choose to use your general funds. We are making it more appealing and effective for you. (You as in counties). Sustainable funding will be one of the initiatives, it is funded through most of the fiscal year, right?

Commissioner Orduna-Hastings: At this time, it is not funded at all.

Ms. Shepard: (Switching topics) The third goal was around system collaboration. This was an observation of our systems not being very cross-collaborated. I cannot remember if we made the analysis assessment. Those agencies would be inclusive to DCFS. Meaning, outside of the JJS. Clarifies, well within and outside of the JJS. The system collaboration would include the initiatives of Caseload Pro, the Q/A Review, Performance Reporting, and Cross Agency Collaboration engaging with Child Welfare, Child Mental Health and Community providers. The big parts of this goal are really around centralizing the data and reporting the data. The final initiative here is around sharing that information across agencies. A continuum of care concept. In terms of outcomes, anyone have anything?

Commissioner Judge Voy: We should include NDOC, if we get them on board with Caseload Pro and build into that. They can see what we do in our Juvenile Systems in comparison to our Adult Corrections System. I would like to see a potential outcome in five years with the department of corrections with us. Both will use Caseload Pro, and also data collection will lead to recidivism studies will help as well. If a kid comes through our system and another, like Adult, we are going to have a lot of shared info among us. What a resource that would be for them when they are trying to help this kid.

Ms. Shepard: The Director was on the phone last meeting and he seemed very interested. They will be one of the entities that we will work with.

Commissioner Chief Anderson: Is there access about information for Juvenile's in our program that have aged out? Will Adult facilities have access to a Juvenile's previous arrests and records? After the person has aged out?

Commissioner Judge Voy: After they are 21? That is something we will have to explore.

Ms. Shepard: That might be a legislative question.

Commissioner Cervantes: What do they do with the PSI?

Commissioner Chief Anderson: I believe it ages out.

Commissioner Judge Voy: With the PSI they can get Juvenile Justice information until they are 23 years old. It does age out though, yes.

Mr. Munoz: We get subpoenaed all the time for records.

Commissioner Judge Voy: I get records all the time from PSI reports.

Commissioner Chief Anderson: That is different though, that is a subpoena and you have to make the case because you are taking this information for a reason.

Commissioner Cervantes: The statute allows for the Clerk of the Judge to get that information.

Commissioner Chief Anderson: It does go through a mechanism and it does not hard copies.



Commissioner Cervantes: They are notes recorded of a version that they are getting. You are right, it is not a Psych report.

Mr. Munoz: And it is not consistent. For example, it should be the first question when you make contact with a Juvenile, is are you on probation or parole, and what is your PO's name. This does not always happen.

Commissioner Cervantes: If you term out of everything and then you go to get employed and someone is able to pull up all your records that is a problem.

Commissioner Chief Anderson: It can ruin lives.

Ms. Shepard: What are the outcomes of that process and collaboration? It is a two-part goal, part of it is about centralization and gathering of data. The other is cross agency collaboration.

Commissioner Duffy: My goal is I want to stop hearing people say, "This is your kid." One agency looks at the other agency and says, "This is your kid." Another agency looks at them and says, "Oh no, this is your kid." It is all of our kids. Each agency has their strengths and weaknesses.

Ms. Shepard: That can go both ways. One, how effective can you be, the agencies be, and the other is what about for the kid? For the child are we being effective?

Commissioner Duffy: I see it because I handle both foster care and delinquency. I will get a kid on delinquency that is having problems in a foster home and then call probation and they say no that is DCFS's kid. They may be on probation, but they are a C+ probationer so Probation really doesn't have to do anything, and say things like that is not our problem, it is DCFS's problem. We cannot do that, we have to all work together for success on the kid.

Ms. Shepard: That could actually slow down how effective and meaningfully we help kids.

Commissioners: Agree

Commissioner Orduna-Hastings: There is a Judge that said, "Families do not work in silos but the System does." The system is set up for us and not the families and how do we break that down to where we treat them as a family. So many of these kids are on multiple dockets. How do we make the system work for families and not work for us?

Commissioner Duffy: Agrees, the message that we send kids is unbelievable.

Mr. Munoz: It even comes down to organizations. For example, "That is a State kid that we are holding in our Detention Facility." Next thing, you have PO's or other staff members calling state facilities or state offices saying, "Hey when are you going to get your kid out of here?" We are following court orders too. We need to all get on the same page to work together for a kid. The bottom line is, if we don't help the counties now, we are going to get that kid later.

Commissioner Cervantes: There is natural conflict in Sub-systems, trying to minimize that is the goal. There is a general theme of client center of approach, it is not as efficient, but it is helpful.

Mr. Munoz: At the state level, what we started to do is, we have child welfare, we have JJ, and some cases will cross over, we will need assistance from another division. We started to have meetings where we will come together to assist our sister agencies, I guess the goal would be to do this among counties too.

Ms. Shepard: the outcome of this can be more robust if we want it to be, if we want to make a statement with how this will work.

Commissioner Wooldridge: Remember we had that initiative in there? I think we took it out, about collaborating with other state and county agencies.

Ms. Shepard: Clarifies that it is in there. It is an initiative. It is difficult but if we do it we have effectively implement the initiative of cross agency collaboration. We don't just have Caseload Pro, we are not saying, "Your kid." What is the outcome in five years?

Commissioner Wooldridge: That initiative, or that goal is in every Strategic Plan I have ever worked on.

Commissioners: Agree

Commissioner Cervantes: It is stake holder collaboration, data informed.

Commissioner Wooldridge: We never get there, I have been here 25 years and we have never gotten there. We come close, but we never get there.

Ms. Shepard: The bigger system is broken, it could be individual agencies putting in the work or doing a good job, but the bigger system is broken.

Commissioner Cervantes: In some respects, yes, in some aspects it works.

Commissioner Judge Voy: When do we have Foster Cares set up for Caseload Pro?

Commissioner Wooldridge: The problem with that is that it needs to be CWIZ compliant. We have all the requirements that CWIZ would have to do and meet.

Commissioner Judge Voy: For our systems to collaborate they have to be able to communicate.

Commissioner Duffy: At the Children's Commission meeting, we had a very long conversation about that. Caseload Pro and what steps to take to get it there.

Ms. Shepard: I think we captured it here, the system of care. Children are getting all the resources. They are not stuck in a system that is continuously recycling.

Commissioner Cervantes: We are just creating a system that will work efficiently.

Commissioner Judge Voy: We want court orders to transfer over to the field.

Mr. Munoz: With leadership in place, we can begin demonstrating to our line staff that this is a priority for us. Example is dual custody kids, parole has custody over kids too. But we assigned a specific officer to work with them so there is some consistency and reliability. We should take that same approach in all areas, that we are a team, equal responsibility with what is happening with youth. The youth and families are the ones that suffer.

When our communication is not there. This is huge for us to start over and really make it a priority. People here and on the phone have the authority to make that happen.

Ms. Shepard: Sometimes it helps to know where the gap is. We talked about outcomes in five-ish years. I would like to hear from you, where are the gaps? Once some of these new initiatives get done, we might need to look at where we will need more.

Commissioner Duffy: Let's talk about Clark County School district, that gap has been hugely strong in years of collaboration. The police department. The gaps that are still there and sometimes get better and then go backwards that is DCFS and the county Juvenile Justice System.

Ms. Shepard: To recap, we have work to do, but we are on our way.

Commissioner Orduna-Hastings: It is steps in the right direction even if they are not monumental.

Ms. Shepard: It is a never changing thing. Leadership changes, capacities and resources change, a lot. It is helpful when knowing the shift that is needed. When we get to year 3 and get to implementation mode we will be able to continue to see where we need to be and continue to work toward that.

Mr. Munoz: Just like this whole plan, there needs to be some sustainability. Some processes in place so that when we move on, for the next group of people here, this can still continue to work.

Ms. Shepard: Maybe that needs to be a plan a part of the initiative for the cross-agency collaboration. It has to be about processes and sustainability. How do we identify collaboration that is sustainable? Is what we need to find out. (Switches topics)

#### **Tailored Services**

This is around family engagement plans, and case plans. They will be set up to ultimately reduce recidivism. The family engagement is for all youth throughout the system.

Commissioner Judge Voy: We are going to develop a handbook for family engagement.

Commissioner Cervantes: Family engagement is a concept, that in working with families that they are involved with the case plan and decision-making processes.

Commissioner Wooldridge: To keep kids with their families and not in placement is huge, especially for cost savings.

Ms. Shepard: What does the case plan do? Those are about re-entry?

Commissioner Wooldridge: I go back and forth on if we need to keep that in as an initiative, because it is in the bill and it is pretty specific in the bill.

Commissioner Cervantes: I don't know if we want to duplicate too much of that right, if it is in there let's not.

Ms. Shepard: It better be in the plan if it is in the bill is my recommendation.

Commissioner Cervantes: It is referenced in the plan, right?

Commissioner Wooldridge: It must be referenced in the plan because it applies to the Risk and Needs Assessment.

Ms. Shepard: Is it a performance measure? If we don't have it in the plan as an initiative...

Commissioner Cervantes: Aren't they kind of conjoined? The Risk Assessment drives the Case Plan. So, they are kind of one in the same. The Risk and Needs Assessment really develops the Case Plan at that point in the system. It guides it, according to this model.

Commissioner Judge Voy: What it is going to do is give you all the risk factors so that you can concentrate on this element here, and you, as the operator will have to come up with what is going to match that.

Commissioner Cervantes: I may be over stating it but my understanding is that the Risk and Needs Assessment, if everything is true to us and there is an evidence based resource center on these things that go to Caseload Pro my risk and need, when I fill that out, all leads me to that juvenile need sand substance abuse intervention. It pulls out a menu of substance abuse intervention sites.

Ms. Shepard: It is good to understand the process. I think there is a difference between process and other difference is, we are basically saying that from the Risk and Needs Assessment we are going to produce a Case Plans. If it is in the bill but not the plan there is going to be someone that does not understand. It informs the Case Plans from what you are saying.

Commissioner Judge Voy: It is going to give you some of the basic stuff. The level of supervision, identified risks, that can be matched up with programming that we currently have that is tied with that risk, and Caseload Pro will help you guide some of that.

Commissioner Cervantes: The whole purpose of this is to standardize the process.

Commissioner Judge Voy: A kid comes in and you do the assessment before giving them charges and time for the charges. This is helping in identifying the issue and how to help fix it, rather than just locking a kid up. These assessments help you to really find the problem. That follows the kid through the process.

Commissioner Cervantes: Right, that is my point, that Risk and Needs drives the Case Plan.

Commissioner Judge Voy: Agrees, explains it still requires some fidelity.

Commissioner Wooldridge: What we originally talked about was like a handbook and guide for probation and parole officers and facility people on what is required in the law for the Case Plan. That is something DCFS can do.

Commissioner Chief Anderson: Is it in compliance with the tool that might be missing?

Commissioner Wooldridge: It is in compliance with the tool and the law.

Commissioner Chief Anderson: You could use the tool all day long but if you think you are better than the tool then you won't even try and use it for the kid. We need to make sure people are in compliance with the tool. They will need to measure the outcomes.

Commissioner Cervantes: What we don't have is a table menu of all of those services, because there are systems that just grab the services and plug them in. I am fine with just developing a Case Plan.

Ms. Shepard: I think the point is that if you think about it, in terms of a timeline that the Risk and Needs Assessment is done prior to disposition, but the point is that the Case Plan is followed and modified flowing disposition.

Commissioner Cervantes: Are you saying it does not have to be in there?

Ms. Shepard: It is, and let's keep it here.

Commissioner Judge Voy: The results will be done, and they can act as checks and balances in the court room. Stating what the YLS shows is needed.

Commissioner Chief Anderson: Does the kid and assessment change post court? And there will be things done to the child that is out of the supervision and review of the court?

Commissioner Cervantes: Yes

Ms. Shepard: Really what this is about is following the Risk and Needs Assessment once they are in the system.

Commissioner Chief Anderson: Who is responsible that they are actually doing that?

Commissioner Cervantes: The probation officers and the supervisors.

Commissioner Wooldridge: The counties have to report it from the bill, the counties and the state, parole institutions will have to report it to the state. They report to us, legislation, and the Governor. They have three different reports that are due.

Commissioner Chief Anderson: Adherence to the plan is one of those measures they have to report?

Commissioner Cervantes: Yes

Ms. Shepard: If they have a Case Plan, needs to be reported first.

Commissioner Judge Voy: Checks and balances are going to be on Supervisors, managers, directors and Judges to make sure it is in the Case Plan.

Commissioner Cervantes: The intent is that the Case Plan has to be a Case Plan, there must be a written document.

Commissioner Chief Anderson: If there is no oversight, stuff does not get done.

Mr. Munoz: With this Case Plan, it is all based on these factors, and these domains, it hits every aspect of the child's life. That case plan is developed and reviewed, and the child and family have a team meeting every so often, so that we can review it and there are updates on it that are required so everyone knows what progress has been made or what the kid has been doing. Supervisors check the Case Plans, there is Judicial oversight. Judicial reviews are to be sure Case Plans are being followed.

Commissioner Wooldridge: One of the downfalls is that the Q/A part is only for State facilities and county camps, we did not add the Q/A to agencies.

Commissioner Cervantes: It is a big deal; a Case Plan is a signed documented agreement. The Director Chief is responsible for every Case Plan under their watch. This is also a great way to hold PO's accountable. There is no grey area.

Ms. Shepard: One of the questions I would ask, is if there is any sort of measure or compliance around the cases needed. Are case plans for children already being measured? Commissioners answer no, Shepard continues, there has to be a Case Plan on every child in the system correct? I know it is not in the bill but as responsible, respectable people in the system, should we be in the plan saying ...

Commissioner Wooldridge: The problem is that, there will not be enough staff to go in and Q/A it. Can we have counties be responsible for that? Because we cannot even do our own Q/A's.

Commissioner Cervantes: It is difficult to do policies that you cannot enforce, we should probably leave that off the table. It does not look like any time in the near future we will be able to do quality assurance enforcement so why would we put that in there?

Commissioner Wooldridge: It is not a lot of money to get trained in the Q/A tool for the counties. What is difficult is monitoring that the counties are doing the Q/A tool and the corrective action plan that goes with it. It is time consuming.

Ms. Shepard: My first step is asking if we have a means, or should we have some process or an initiative to develop a process, like the planning the plan part. On how we are going to monitor that every kid has a Case Plan?

Commissioner Duffy: Should my committee put a performance measure in, that every child has a Case Plan?

Commissioner Judge Voy: It is mandated by statute that every kid is going to have a Case Plan and every kid that enters into the system must have a Case Plan.

Commissioner Wooldridge: We can make a report out of Caseload Pro if there are missing Case Plans.

Commissioner Duffy: Is that a performance measure? Or something we recognize in the Strategic Plan for the JJOC Oversight Commission.

Commissioner Orduna-Hastings: Right, a performance measure.

Commissioner Judge Voy: That is correct, it is an oversight measure. And you can run a report on Caseload Pro and we are all on it.

Commissioner Duffy: Is it going to be where Child Welfare agencies are required by the Feds. Are we going to work on policies that require a timeline?

Commissioner Wooldridge: The bill addresses the timeline too.

Ms. Shepard: Clarifies, What we are going to do is expect that for the Case Plan initiative there will actually be a policy or process on how to measure...

Commissioner Wooldridge: In part of their reporting, maybe it can be when the trans-analysis report that is due, the counties will report to the state their percentage of missing case plans.

Commissioner Duffy: Is there a sub-committee around Case Planning?

Ms. Shepard: Yes, it is part of the action items. So, you are saying it would be a trend that the JJOC would report on? I believe we do have the performance measure tied to family engagement. Performance measures from group homes includes increase in family engagement. We are measuring the impact. The statute does say every kid needs to have a Case Plan. What is nice, is that the YLS will make this happen already. Making it part of the trend, we will report on the percentage of youth that have a Case Plan. The question would be, should we recommend that the commission do a draft state policy on corrective action? What do you do if you're a county and have 50% compliance does the oversight commission need to do something, we need a policy, it is a question that we already know.

Commissioner Judge Voy: If you don't put a penalty in a "You shall do..." then it becomes advisory, it is not compliant.

Commissioner Cervantes: You do not policy yourself out of being able to do anything.

Ms. Shepard: Are we saying that we do need the commission to have a policy on corrective action or a response when the county is not?

Commissioner Duffy: Right, I agree with that. I would like to see some strength in our Statute around holding parents accountable to engage in those Case Plans. We need it stream lined. We need our PO's to practice their initial interviewing to motivate parents to want to parent and not let the county and state to parent their children, there has to be some accountability when they are unable to do it.

Ms. Shepard: Asks for clarification. If a parent does not engage what happens?

Commissioner Judge Voy: There has to be a specific written order detailing exactly what they are supposed to do, you give them the order, and if they fail to comply you will file an initial cause. The problem is that the process to hold a parent in content is so cumbersome. Commissioner Duffy is saying we need something more directly in the Statute to help with this issue and the process.

Commissioner Wooldridge: When we do the trends, part of the data to be collected is Minority Disproportionality, Economic Disproportionality to see if parents are too stressed out, working too many jobs and plainly, cannot get out there.

Commissioner Duffy: But wouldn't the PO identify that? And put services in place for that family?

Ms. Shepard: That is where the Risk and Needs Assessment comes in.

Mr. Munoz: The Risk and Needs Assessment is done with the child. Yes, it takes into considerations from the family in certain circumstances, but it focuses primarily with the youth.

Ms. Shepard: One of the performance measures you require as the county for parole or probation is to put in to Caseload Pro, is the race, their education, economic background, family poverty level, composition of household. Commissioner Munoz: Considering composition of household, research shows that family engagement is key and building stronger ties and bonds is helpful in developing coping skills, parenting skills, and all those are important. Commissioner Duffy is saying that by the time they get to us, they are burned out or nearly burned out.

Commissioner Duffy: What we do now, is hold the kid accountable for not getting counseling, and gets a Probation violation. Well how is a kid supposed to go to counseling if he isn't even able to legally drive himself.

Commissioner Cervantes: Family engagement is a concept, a strategy, not something you can really legislate. It is complex.

Ms. Shepard: In terms of this next section is all about reporting. The intention I show do we measure performance and implement. Things to consider, who is responsible for what, in terms of performing. Considering a plan, so we have performance measures to report against, but we also have a plan we have to report progress on. Then the process and what the data sources are for all of this. It is pretty clear that Caseload Pro, or 62H is the data source for the performance measures. But for the planned performance is what we need to figure out.

What is mandated by the bill, for reporting to DCFS and Caseload Pro is December 31. That is a month before the deadline for Statute, in time for the January 31 deadline.

Commissioner Wooldridge: There are three different reports due to the Governor and legislature. Two of them come from DCFS and one from the JJOC.

Ms. Shepard: Clarifies, so the counties and referral need to report to DCFS in time for the January 31 report to the Governor and Legislature.

Commissioner Wooldridge: Then there is one that the JJOC reports on the progress of the strategic plan, and one more.

Ms. Shepard: The way we put it, the counties and parole report to DCFS by Dec 31. The state has to show some data compliance to the JJOC on June 1. And on July 1 is when the DCFS reports that to the Legislature and the Governor. Do we not need a phase when the JJOC reports to DCFS? Who reports the trends?

Commissioner Wooldridge: DCFS

Ms. Shepard: Then there is reporting the status of the Strategic Plan, are we making progress on that. That is the JJOC. So, the counties need to report to the JJOC for July-May. We will want to show a full fiscal year, so we may want to ask legislature that. That date is all over the bill. The date issue will affect all of this. Trends are for 5-6 months maybe, the following may be a full year, the cycle is messed up. At the same time, we would submit recommendations for changes. We can revise the plan as many times as we would like.

(Switches topics)

The JJOC is responsible for adapting the strategy and communicating forms to the Governor and Legislature. Who specifically? Is it the Commissioners? Co-chairs?

Commissioner Wooldridge: The way I envisioned it is what we would probably do is prepare from the data we have and DCFS Staff would prepare a report to present to the Commission.

Ms. Shepard: Who from the Commission presents it to the Governor?

Commissioner Wooldridge: Probably the Co-Chairs

Commissioner Orduna-Hastings: That is what we did last time right? We co-signed a letter to be submitted to the Governor.

Ms. Shepard: DCFS is responsible for compiling county performance measures and reporting on the overall data trends and department lead strategic initiatives. Who from DCFS?

Commissioner Wooldridge: (Speaking to Commissioner Munoz) What we need for your internal implementation team is a policy. I think this needs to be a policy from the JJOC for when the counties report to DCFS.



Mr. Munoz: That is different.

Commissioner Wooldridge: Well Katie (Brubaker) can work on that too. We need a policy based off of this, I think it needs to come from the JJOC of when and what times we need to report to DCFS based off the bill.

Ms. Shepard: It is in the bill and the plan, what needs to be reported.

Commissioner Wooldridge: What the counties are not clear on now, is even what they should be reporting to DCFS now. In 62H or how to report it.

Mr. Munoz: I thought the Data Committee was going to outline and help create what those data points are, so we can compare easier.

Commissioner Wooldridge: But it is also deadlines for reporting which is in the bill. It must be DCFS's responsibility to communicate that to NAJJA or the county people that this is due. I do think there needs to be some sort of policy even if it is not a JJOC policy, but a DCFS policy on what and how the counties report.

Commissioner Duffy: Is that not required already within the plan?

Commissioner Wooldridge: Yes

Commissioner Duffy: That DCFS writes the policy and JJOC has the oversight of it.

Commissioners: Agree

Ms. Shepard: I am sure that there is an initiative for writing a policy on how and what to report. What the counties and probation report. Is there an ultimate accountability Director? System Director or what is the title of that person from DCFS?

Commissioner Wooldridge: The Deputy Administrator over Juvenile Justice, is the title of that person.

Ms. Shepard: This is a role; the county and Parole are responsible for reporting on performance measures and the Strategic Plan initiatives at the counties. The heads of Parole at each county. For plan structure, for who is reporting on progress against the plan do the county heads of Probation also report on that? Who is going to report on the plan at the county level and DCFS level?

Commissioner Cervantes: At the county level it would be Director of Chiefs of Probation.

Ms. Shepard: Are we still on the Strategic Plan talking about the Deputy Administrator of Juvenile Justice being the person who also reports on DCFS compliance?

Mr. Munoz: Yes

Ms. Shepard: For the JJOC is it still the Co-chairs? Or do we delegate to committees?

Commissioner Orduna-Hastings: Co-chairs.

Ms. Shepard: Can we move to approve the draft plan with the said changes and guidance for submittal to the Co-chairs for next week.

Commissioner Judge Voy: Yes, I make that motion.

Commissioner Wooldridge: Submittal to the Co-chairs and the Full JJOC in June.

Ms. Shepard: You are right, to the Co-chairs and the Full JJOC in June.

Commissioner Cervantes: Can I get a motion for the amended motion.

Commissioner Judge Voy: I motion that.

Dr. Hibbler: Seconds the motion.

Public Comment: None

Adjourned: Commissioner Cervantes adjourned at 4:16pm