

## Strategic Plan Working Ideas – Attachment 5

Goal #1 Option	Goal #2 (Current)	Goal #3 (Current)	Goal #4 Option:	Goal #5 Option:	Goal #6: Option
Review/Revision of Statutes with goal of providing clarification as to the requirements of the statutes	Proven Programs	System Collaboration/Data Sharing	Stakeholder Education	System Gaps	Obtaining data from Courts and Jails
NRS 62H.170 - Effect of Sealing Records: Identification if/when sealed records should be included in data sharing and/or for research purposes.	Community Corrections Partnership Black Grant requires 100% evidence-based programing utilizing Nevada Center for Juvenile Justice Innovation EBP matrix. Quality Assurance Tool has been created but need the Vendor to 1) Review completed Tools, or 2) go on site, review the program, and complete the tool themselves.	Identification of specific measurements for recidivism	Ensure that all stakeholders within the juvenile justice system are educated on confidentiality, information sharing restrictions, and available and sharable data to increase knowledge, understanding and effective working relationships between stakeholders This includes courts and departments of juvenile services.	Status Offender Data - out of state runaways, lack runaway or adolescent shelters. Abuse/Neglect shelters not appropriate.	There is data that is better received from the courts: 1) Competency Hearings and Outcomes, 2) Petitions filed, 3) Certifications, 4) Direct Files, 5) Dispositions, 6) Convictions, 7) Number of youth with legal representation, and 3) Number of youth with family present. Partner with the Office of Analytics to identify a method of obtaining court data. (The Office does not currently have access to court data). This may require statutes.
NRS 62B.215/NRS 63.215 Conditions and Limitations of Room Confinement: Last updated more than 10 years ago; look at best practices and results of DOJ investigation	Continue conversation with the National Council of Juvenile and Family Court Judges (NCJFCJ) to determine juvenile services needs. NCJFCJ states there may be other funding options dependent upon needs. Juvenile Justice Chiefs to discuss in Nevada Association Juvenile Justice Administrators (NAJJA) to provide feedback to NCJFCJ	Annual quality assurance review; intent of AB 472 was to include probation offices and community providers.	Ensure that all prisons, jails, detention facilities, lockup, etc receive education in the JJDP. A.	Specialized Foster Care: What would a specialized foster care look like for JJ.	
Add Community Corrections Partnership Block Grant; 1) Disbursement calculation, 2) Data Requirements, and 3) Uses of funds	Staffing the resource center: someone to answer questions or provide guidance and/or technical assistance on programs.	Create a protocol or outline to ensure uniform data collection across state; eliminate the submission of unclear data - Possible use of updated Data Dictionary		Juvenile Sex Offender Treatment Programs	There is data that is necessary from adult jails. Direct file juveniles may be placed in adult jails pending trial and juveniles on probation are placed in adult jails. Partner with the Office of Analytics to identify a method of obtaining jail data. (The Office does not currently have access to jail data). This may require statutes.
Add Use of Force/Use of Restraints: 1) Reasons for the use of force/restraints, 2) Allowable restraint types, 3) Training requirements, 4) De-escalation techniques, and 5) Reporting requirements including the use of Corrective Room Restriction after a Use of Force.	Review and identify a different quality assurance assessment tool to meet the requirements of NRS 62B.620. The CPC is proprietary and requires funding to maintain a pool of trained assessors.			Juvenile Sex Offender Treatment Programs	
Add Death in Custody into NRS 62. NRS 432B does not apply. 1) Notification requirements, and 2) Reporting requirements.				Gather competency data to identify the scope of the problem and to identify the treatment to restore competency.	



# JUVENILE JUSTICE OVERSIGHT COMMISSION FY2019-23 STRATEGIC PLAN

## STATUS UPDATE

## GOAL 1 FIVE-YEAR ROADMAP

INITIATIVES / ACTIONS	Year 0 (FY2017-18)	Year 1 (FY2018-19)	Year 2 (FY2019-20)	Year 3 (FY2020-21)	YEARS 4-5 (FY2021-23)	RESPONSIBLE PARTY
<b>INITIATIVE 1.1 RISK ASSESSMENT TOOL: Determine when the risk and needs assessment tool is used.</b>						
RISK ASSESSMENT TOOL: Add the risk assessment tools in Caseload Pro	Completed	Policy Rollout	Implementation Counties Executing	Completed	NA	State with NYSAP <sup>1</sup>
Risk assessment tool funding	DCFS pays 100% of risk assessment tool cost	DCFS pays 50% of risk assessment tool cost / Counties pay 50%	Counties pay 100% of risk assessment tool cost	Completed	NA	State Counties
<b>INITIATIVE 1.2 REPORTING POLICY: Develop policy for reporting requirements from use of tool.</b>	Planning Policy	Rollout Implementation Counties Executing (partial)	Implementation Counties Executing (remaining) Quality Assurance	Completed	NA	State with NYSAP
<b>INITIATIVE 1.3 CASE PLANNING POLICY: Develop policy for decision-making for case planning for courts regarding the scoring of the tool.</b>	Planning Policy	Rollout Implementation Counties Executing (partial)	Implementation Counties Executing (remaining) Quality Assurance	Completed	NA	State with NYSAP

Update:

- 1) Selected and implemented the Youth Level of Service/Case Management Inventory statewide.
- 2) Imbedded the YLS/CMI into Enterprise Supervision
- 3) Created YLS/CMI policy with NYSAP
- 4) Initiated contracts for ongoing use of the YLS/CMI
- 5) Selected and enhanced a statewide case plan template.
- 6) Imbedded the case plan template into Tyler Supervision

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<sup>1</sup> National Youth Screening and Assessment Partners

## GOAL 2 FIVE-YEAR ROADMAP

ACTIONS	Year 0 (FY2017-18)	Year 1 (FY2018-19)	Year 2 (FY2019-20)	Year 3 (FY2020-21)	YEARS 4-5 (FY2021-23)	RESPONSIBLE PARTY
<b>INITIATIVE 2.1 EBP RESOURCE CENTER: Ensure the sustainability of the evidence-based practices resource “center.”</b>						
RESOURCE CENTER CREATION: Establish the EBP Resource Center.	Planning Policy	Rollout Implementation Counties Executing (use of EBPRC)	Completed	NA		JJOC
FUNDING: Secure sustainable funding of EBP Resource Center. Only funds, \$51,750 per year from federal grant funds.*		Planning	Completed, but preliminarily.	NA		Funding
EBP SUBCOMMITTEE: Establish EBP Evaluation subcommittee of JJOC (if sustainable funding for EBPRC is not funded)		Planning	Completed, but preliminarily.	NA		Strategic Planning Committee
<b>INITIATIVE 2.2 EBP CRITERIA: Establish criteria and process for identifying and evaluating evidence-based programs / practices.</b>						
EBP DEFINITIONS: Develop EBP Definitions Matrix and process for evaluating practices	Planning Policy	Rollout	Completed	NA		JJOC
EBP EVALUATION: Define the process for evaluating EBPs		Planning Policy	Completed	NA		JJOC
COUNTIES EBP ASSESSMENT: Assess current practices to determine number of practices or programs that are evidence-based.		Rollout	No authority to ensure this was completed by counties	NA		Counties
STATES EBP ASSESSMENT: Assess current practices to determine number of practices or programs that are evidence-based.		Rollout	Not Completed**	NA		State

Update:

- 1) Selected a vendor to establish a platform for evidence-based programs and services.
- 2) Launched a website for Nevada.
- 3) JJOC developed and approved an Evidence Based Definition Matrix.
- 4) JJOC selected and implemented a validated quality assurance tool to assess compliance and adherence to evidence-based programs and services.

\* Funding is currently inadequate for the EBP Resource Center and sustainability has not yet been established.

\*\* Pending EBP Quality Assurance Tool to assess programs and practices – in process.

<b>INITIATIVE 2.3 EBP INVENTORY: Complete and maintain an inventory of existing evidence-based practices in Nevada.</b>						
INVENTORY: Conduct an inventory of current practices and programs currently underway / in use by state, county and service providers	Planning Implementation Counties Executing	Policy	Completed	NA		
EBP DATABASE: Develop and maintain a database that reflects ongoing changes to state, county and service provider EBP practices and programs.		Rollout Implementation Counties Executing	Completed, but preliminarily.	NA		Funding
AB 472: DCFS and each department of juvenile services shall use the following percentages of money receive from the State as described in subsection 1 to develop, promote and coordinate evidence-based programs and practices			Completed	50%	75% (FY21-22) 100% thereafter	State
<b>INITIATIVE 2.4 EBP PRACTICES: Strengthen or replace evidence-based practices to improve outcomes.</b>						
PROVIDERS POLICY: Conduct an audit and evidence-based practice improvement / replacement program, including corrective action.		Planning Policy	No authority	Quality Assurance		State & Counties
COUNTY POLICY: Conduct an audit and evidence based- practice improvement / replacement program, including corrective action.		Planning Policy	No authority	Quality Assurance		State & Counties
<b>INITIATIVE 2.5 COUNTY ENGAGEMENT: Inform and engage Counties of the intent and desired outcomes and resources outlined in AB 472.</b>						
COLLATERAL: Develop support and information collateral for Counties and service providers.		Policy	No authority; not feasible	NA		State
ROADSHOW: Conduct a County “roadshow” to inform County and service provider stakeholders of the intent of AB 472, value of EBPs, JJOC and AB 472’s timing expectations / requirements, and support and resources available.		Rollout Implementation Counties Executing to Providers (partial)	Completed	NA		State
ONGOING COMMUNICATION: Establish outbound, regular communications for updates and reminders to counties and service providers.		Policy Implementation	No authority; not feasible	NA		State

Update:

- 1) Created implementation guides for stakeholders.
- 2) Conducted a roadshow in 2018.
- 3) JJOC selected and implemented a validated quality assurance tool to assess compliance and adherence to evidence-based programs and services.
- 4) The State does not have the authority to oversee counties and/or providers.
- 5) The State does not know all of the service providers used by county jurisdictions.

### GOAL 3 FIVE-YEAR ROADMAP

ACTIONS	Year 0 (FY2017-18)	Year 1 (FY2018-19)	Year 2 (FY2019-20)	Year 3 (FY2020-21)	YEARS 4-5 (FY2021-23)	RESPONSIBLE PARTY
<b>INITIATIVE 3.1 CASELOAD PRO:</b> Complete the implementation of Caseload Pro Phases I & II across all Counties.						
PH II PLAN: Develop Phase 2 Plan with Caseload Pro.		Planning Policy Rollout Counties Executing	Not Completed, no plan or funding for Phase 2	NA		State
DATA SHARING: Develop data sharing agreements between State and Counties. Completed by may be enhanced with the Office of Analytics now involved in juvenile justice data gathering.		Planning Policy Rollout Implementation Counties Executing	Completed	NA		State Counties
<b>INITIATIVE 3.2 QA REVIEW:</b> Conduct annual quality assurance reviews.						
QA TOOL: Conduct training and certification to the QA tool.	Planning	Policy Rollout	Completed	NA		State
FACILITY TRAINING: Train facility management and staff regarding performance measures in the tool.		Planning Rollout	Completed	NA		State
PbS: Determine / cross-walk PbS with QA tool for facilities.	Planning	Planning Rollout	Completed	NA		State
DETENTION CENTERS & COUNTIES: Expand the use of the tool to detention centers and Counties.		Planning	No authority; not feasible	Quality Assurance		State
COMMUNITY PROVIDERS: Expand the use of the tool to community providers		Planning	No authority; not feasible	Quality Assurance		State & Counties
<b>INITIATIVE 3.3 PERFORMANCE REPORTING:</b> Counties provide annual Performance Reporting based on approved performance measures.						
PROCEDURE: Develop procedure for reporting by Counties.	Policy	Implementation Counties & State Executing (partial)	No authority	NA		State & JJOC
PERFORMANCE MEASURES: Determine performance measures with definitions.	Planning Policy	Rollout Implementation	Completed	NA		JJOC & State
REPORTS: Develop reports within Caseload Pro.	Planning	Policy	Ongoing	NA		State

		Rollout Implementation				
REPORTS ACCESS: Determine process for State to gain access to reports		Planning Policy Rollout Implementation	Not completed without Phase II of Caseload Pro	NA		State
POLICY: Determine Policy for JJOS to review and report to Governor and Legislature on required outcome measures by January 31 (County & Parole) and July 1 (DCFS)  AB 472: Reporting Schedule:						
<u>County &amp; Parole</u> By January 31, 2019 By January 31, 2020 By January 31, 2021 By January 31, 2022 By January 31, 2023	<u>DCFS</u> By July 1, 2019 By July 1, 2020 By July 1, 2021 By July 1, 2022 By July 1, 2023	Planning	Policy Rollout Implementation Counties Executing (Manually) Quality Assurance  This element appears to have been codified in in both NRS 62B.640 and NRS 62H.225. Both NRS's put the onus on DCFS to provide reports but does not require Counties or the JJOC to review. Further, the due date for the report in NRS 62B.640 is July 1, annually, and the due date for the report in NRS 62H.225 is January 1. However, there are no due dates for counties to provide data to DCFS for them to complete the reports by the identified due dates.  Completed annually.	NA		
<b>INITIATIVE 3.4 CROSS AGENCY COLLABORATION: Engage children's services providers, including child welfare, children's mental health, community providers, schools, Division of Public and Behavioral Health, and Nevada Medicaid.</b>						
CONTACTS: Determine point of contact for various children services agencies.		Planning	No authority; not feasible	Rollout Implementation	Quality Assurance	State & Counties
STAKEHOLDER PROFILES: Determine strengths and needs for each stakeholder agency.		Planning	No authority; not feasible	Rollout Implementation	Quality Assurance	State & Counties
MOUS: Develop MOUs for collaboration and cooperation with each agency.		Planning	No authority; not feasible	Rollout Implementation	Quality Assurance	State

Update:

1. No plan or funding for Phase II of Caseload Pro, now Enterprise Supervision, which would include bridges for data sharing and process for the State to gain access to reports.
2. Selected a quality assurance tool, the CPC, and began QA reviews of state facilities and youth camps. No authority or resources to expand to county detention centers or providers.
3. No authority to develop a reporting policy for counties.
4. The creation of reports in Caseload Pro, now Enterprise Supervision, is costly and has been costly. DCFS has worked on this throughout the life of the Plan and continues to work on this. Note: A report will only work statewide if all entities enter data and define data the same way. Any deviations render a report useless.
5. Elements of AB 472 were not codified into NRS in the same manner, example is NRS 62B.640 which reads *“On or before July 1, 2019, and on or before July 1 of every year thereafter, the Division of Child and Family Services shall submit to the Governor, to the Commission and to the Director of the Legislative Counsel Bureau for transmittal to the next regular session of the Legislature, a report detailing the Division’s compliance with the evidence-based standards developed by the Commission pursuant to NRS 62B.615 and an analysis of the data collected based on the performance measures adopted by the Division pursuant to NRS 62H.200”*. (Added to NRS by 2017, 4383) There is no mention of review by counties by January 1, or by the JJOC.  
Further, DCFS has been unable to create regulations pursuant to NRS 62H.200 as NAC 62H was outdated and last codified in 1998, and required a complete re-write before DCFS began working on performance measures. NAC 62H re-write was approved on November 10, 2022. As of April 1, 2024, the approved re-write has not been codified into NAC. The re-write contained some areas that needed correction, and performance measures pursuant to NRS 62H needed to be identified. It was the intent of DCFS to immediately re-open the NAC after approval as evidenced by the November 10, 2022, Hearing Transcription. *“I believe the best plan is to pass what we have today and if we could receive from one of the counties of formal request to reopen. Via letter or inquiry, we can turn around and reopen, and not hold up the other language that we’ve really worked so hard”*, stated DCFS Administrator Cindy Pitlock.
6. Cross agency collaboration is not feasible with the number of agency’s involved, and many are not under the juvenile justice system.



## GOAL 4 FIVE-YEAR ROADMAP

ACTIONS	Year 0 (FY2017-18)	Year 1 (FY2018-19)	Year 2 (FY2019-20)	Year 3 (FY2020-21)	YEARS 4-5 (FY2021-23)	RESPONSIBLE PARTY
<b>INITIATIVE 4.1 FAMILY ENGAGEMENT PLAN / POLICY / PROCEDURE: The DCFS and each department of juvenile services shall develop and implement a family engagement plan.</b>						
FAMILY ENGAGEMENT SUBCOMMITTEE: Identify Family Engagement subcommittee.		Planning		Vendor completed this partially, funding	NA	JJOC
FAMILY ENGAGEMENT EBPS: Review & identify evidence-based standards for Family Engagement.		Planning		Vendor completed this partially, funding	NA	Subcommittee
FAMILY ENGAGEMENT POLICY: Develop Policy for Family Engagement.		Policy	Rollout	Completed at State Level; No authority to ensure this was completed by counties	NA	Subcommittee & State
FAMILY ENGAGEMENT HANDBOOK: Develop a handbook for State and Counties on Family Engagement.			Implementation Counties Executing	Completed at State Level; No authority to ensure this was completed by counties	NA	Subcommittee & State
<b>INITIATIVE 4.2 CASE PLANS / RE-ENTRY PLANS: The department of juvenile services shall develop a written individualized case plan for each child placed under the supervision of the juvenile court, under the informal supervision of a probation officer, or committed to a regional facility.</b>						
CASE PLAN SUBCOMMITTEE: Identify the Case Planning subcommittee.			Planning	Completed with NYSAP	NA	JJOC
CASE PLAN REQUIREMENTS: Review AB 472 requirements for case planning.			Planning	Completed with NYSAP	NA	Subcommittee
CASE PLAN EBPS: Review National standards and evidence-based case planning standards.			Planning	Completed with NYSAP	NA	Subcommittee
CASE PLAN TOOLS: Ensure case planning tools are in Caseload Pro		Implementation	Quality Assurance	Completed Case Plan in Enterprise Supervision has functionality	NA	State

			issues that require correction. This has not yet started.			
CASE PLAN REPORTS: Ensure case planning is tied to reports on the YLS and MAYSI-2.	Implementation	Quality Assurance	Completed Case Plan in Enterprise Supervision has functionality	NA		State
CASE PLAN HANDBOOK: Develop a Case Planning Handbook.	Policy Rollout Implementation Counties Executing		Not Completed – This could be something for the Vendor.	NA	Subcommittee & State	

Update:

- 1) EBP Vendor reviewed current programs and practices.
- 2) EBP Vendor created a website with a list of common EBPs for juveniles. Not all inclusive at this point.
- 3) DCFS created a Case Plan Policy.
- 4) Selected and enhanced a statewide case plan template.
- 5) Imbedded the case plan template into Enterprise Supervision.
- 6) Have not completed a Case Plan Handbook – could be something for the EBP Vendor with appropriate funding.