Holding Juvenile Offenders

Accountable: Programming Needs

of Juvenile Probation Departments

by

Patricia McFall Torbet
Senior Research Associate
National Center for Juvenile Justice

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Holding Juvenile Offenders Accountable: Programming Needs of Juvenile Probation Departments

Offender accountability is an essential goal of the juvenile justice system. One component of accountability is an effective continuum of sanctions that juvenile court judges have at their disposal for ordering dispositions in delinquency cases. Another aspect requires offenders to face the consequences of their actions and take measures to rectify the harm they have inflicted. Research on how delinquency develops and what works to curb it demonstrates that still another aspect of accountability is required--that programs along that continuum must address the often entrenched problem behavior patterns presented by juvenile offenders (see generally, Kurlychek, Torbet and Bozynski, 1999).

What programs currently exist at the local level for holding juvenile offenders accountable? What programs do juvenile probation departments need? Which programs are very effective and which ones aren't? To answer these and other questions, the Office of Juvenile Justice and Delinquency Prevention funded the National Center for Juvenile Justice to conduct a survey of the approximately 2,000 juvenile probation departments nationwide. We received baseline information about current programming needs from nearly half of them (see Method box). We also gathered information about the preferred mechanisms for addressing their technical assistance needs. Together, this information will be useful to federal, state and local juvenile justice planners making decisions regarding the federal Juvenile Accountability Incentive Block Grant (JAIBG) program (see JAIBG box) as well as other accountability-promoting initiatives.

Method

In the fall of 1998, the National Center for Juvenile Justice distributed a 4-page questionnaire to every juvenile probation department in the country. Of the 1,980 questionnaires mailed, 930 were returned – a 47% response rate. Responses were received from every State. Results represent those probation departments that chose to respond to the questionnaire and cannot be generalized nationally. According to respondents, 57% of the questionnaires were returned by rural departments, 13% by suburban, and 15% by urban departments, with the remaining 15% declining to specify. This breakdown is consistent with the overall distribution of juvenile probation departments across the country – there are many more rural than urban or suburban counties in this country. However, keep in mind that the majority of the juvenile population resides in urban and suburban counties.

The questionnaire asked probation administrators several questions about programs designed to hold delinquents accountable in their jurisdiction – from teen courts to aftercare (see Appendix). We did not ask for information about state-administered juvenile correctional facilities because every state provides such programs. Instead we sought information about the local jurisdiction's program development needs. Probation administrators were considered a good source of such information because most departments make disposition recommendations in pre-sentencing reports for the judge's consideration and are acutely aware of what programs are available and needed in their jurisdiction.

Juvenile Accountability Incentive Block Grant (JAIBG)

Congress created the Juvenile Accountability Incentive Block Grant (JAIBG), with $250 million appropriations in both FY 1998 and FY 1999 ($232.25 million after deducting the 7% statutory set asides for research, evaluation, training, technical assistance, and administration by OJJDP). JAIBG authorizes grants to state and local governments so they can expand their juvenile justice system's capacity to hold juvenile offenders accountable. Absent a waiver, each state must distribute 75% of its allocation among units of local government in the state. In addition to other efforts, OJJDP is funding training and technical assistance projects to support practitioners in their system enhancement activities.

❑ What are the most commonly available programs for holding juvenile offenders accountable?

Probation supervision, drug testing, restitution, community service, family counseling, drug and alcohol education, out-patient mental health, house arrest, and alternative schools were available in 75% of responding jurisdictions (see Table 1). Urban and suburban departments reported a broader range of programs available to them than rural departments, including such programs as group homes, inpatient drug and alcohol programs, anger management, diversion, and aftercare programs. In addition, at least 75% of responding suburban administrators also listed crisis intervention and electronic monitoring programs as being available. Lastly, 75% of urban administrators cited the availability of intensive probation and inpatient mental health programs.

Table 1: Programs identified as available by at least 75% of respondents

Rural Respondents n=529		Suburban Respondents n=123		Urban Respondents n=139	
Program	*% of Depts. w/ program*	*Program*	*% of Depts. w/ program*	*Program*	*% of Depts. w/ program*
Prob. Supervision	94%	Prob. Supervision	95%	Prob. Supervision	94%
Drug Testing	92	Drug Testing	95	Restitution	93
Community Service	91	Outpatient MH	93	Community Service	91
Family Counseling	90	Restitution	93	Drug Testing	91
Restitution	89	D & A Education	93	Family Counseling	91
D & A Education	87	Family Counseling	91	Outpatient MH	90
Informal Prob.	84	Community Service	90	Altern. School	88
Outpatient MH	83	House Arrest	85	D & A Education	88
House Arrest	81	Altern. School	85	Group Home	84
Altern. School	81	Diversion	85	Diversion	81
Prob. Viol. Sanction	76	Intake Conferences	85	Anger Mgmt.	81
Intake Conferences	75	Group Home	83	House Arrest	78
		Anger Mgmt.	83	Aftercare	78
		Inpatient D & A	80	Intake Conferences	78
		Informal Probation	80	Inpatient D & A	77
		Crisis Intervention	78	Intensive Probation	76
		Electronic Monitor.	77	Inpatient MH	76
		Prob. Viol. Sanction	76	Prob. Viol. Sanction	76
		Aftercare	75		

❑ What programs do juvenile probation administrators say they need?

We explored this question on two fronts:
1. what programs are not currently available but needed - a program development need, and
2. what programs are available but not meeting demand - an expanded capacity need.

1. What programs need to be developed?
Day/evening reporting centers, mentoring programs, halfway houses, employment/job training, drug courts, school-based probation, and victim awareness topped the list of programs juvenile probation administrators believe are needed to fill gaps in their intervention continuum. Some differences emerged among rural, suburban and urban departments in how often these and other programs were mentioned (see Table 2).

Halfway houses are the most frequently cited need among urban respondents.
Overall, when asked to designate any and all programs that are needed but not available in their jurisdictions, responding urban administrators chose halfway houses more often than any other program type. Typically these community-based, residential programs provide more structure than non-residential aftercare programs and help to reintegrate the youth into their family and community generally upon release from a state institution. Halfway houses were the fourth most frequently needed programs cited by suburban administrators, sixth among rural administrators.

Day/evening reporting centers are the most frequently cited need among suburban respondents.
Responding suburban administrators chose day/evening reporting centers more often than any other type of program that needs to be developed in their jurisdictions. These centers may be located in high-crime neighborhoods and typically provide purposeful activities and intensive supervision and counseling to serious or chronic offenders during after-school and evening hours. Day/evening centers were the second most frequently needed program in urban departments, third among rural respondents.

Mentoring programs are the most frequently cited need among rural respondents.
Rural administrators identified mentoring programs most often as the program type not currently available but needed in their jurisdictions. Mentoring programs link offenders with caring adults in a mentoring relationship. Mentoring was the second most frequently cited need in responding suburban jurisdictions without such programs, sixth among urban respondents.

Table 2: Program development needs identified by respondents

Rural Respondents n=529		Suburban Respondents n=123		Urban Respondents n=139	
Program	*% of Depts. identifying program as needed*	*Program*	*% of Depts. identifying program as needed*	*Program*	*% of Depts. identifying program as needed*
Mentoring	42%	Day/Evening Center	41%	Halfway House	37%
Empl./Job Training	41	Mentoring	40	Day/Evening Center	35
Day/Evening Center	40	Empl./Job Training	37	Victim Awareness	35
Life Skills	39	Halfway House	36	School-based Prob.	32
Victim Awareness	39	Drug Court	32	Drug Court	29
Halfway House	34	Victim Awareness	30	Mentoring	29
Mediation	33	Tutoring	28	Empl./Job Training	28
Law Related Ed.	32	School-based Prob.	28	Law Related Ed.	26
Drug Court	26	Mediation	26	Mediation	24
School-based Prob.	25	Life Skills	24	Life Skills	24

Consistent need for common programs where they aren't available
The above discussion presents information about the most commonly available programs (Table 1) and the most frequently identified program development needs (Table 2) of respondents in each geographic jurisdiction. Table 3 provides another way of looking at the program development question--where departments do not have commonly available programs, they consistently identified them as needed. For example, in the 19 rural departments where community service programs are unavailable, 95% of the respondents say they want them. Likewise, while most suburban and urban respondents say they have inpatient drug and alcohol programs (see Table 1), nearly all of those who don't have them want them. Those urban and suburban respondents without aftercare programs perceive a consistent need for them as well.

Table 3: Consistent program development needs

Rural Respondents n=529			Suburban Respondents n=123			Urban Respondents n=139		
	Program Is Not Available			*Program Is Not Available*			*Program Is Not Available*	
Program	*# of Depts.*	*% who say its needed*	*Program*	*# of Depts.*	*% who say its needed*	*Program*	*# of Depts.*	*% who say its needed*
Community Serv.	19	95%	Inpatient D & A	19	100%	Inpatient D & A	20	95%
Anger Mgmt	149	87	Group Home	15	100	Aftercare	20	90
Family Counseling	27	85	Aftercare	23	87	Crisis Interven.	27	89
D & A Educ.	38	84	Crisis Interven.	22	86	Anger Mgmt.	19	89
Restitution	24	83	Inpatient MH	25	84	Inpatient MH	22	86
Drug Testing	16	81	Community Serv.	6	83	Diversion	13	85
Altern. School	79	77	Altern. School	11	82	Altern. School	6	83
Inpatient D & A	157	75	Intensive Prob.	28	75	Intake Conferences	22	82
Outpatient MH	57	75				Group Home	13	77

2. What programs need to be expanded?

This question provides information about the need to expand the capacity of existing programs and was framed in the context of currently available programs not meeting the demand of the department's delinquent population. *Outpatient and inpatient mental health programs, inpatient drug and alcohol programs, employment/job training, family counseling, alternative school, and mentoring topped the list of programs for expansion* (see Table 4). As might be expected, responding urban administrators indicated more of a demand to expand existing programs than their suburban or rural counterparts, as evidenced by their somewhat larger proportion of need.

Outpatient mental health programs topped the list of programs in need of expansion.
Urban, suburban and rural respondents, alike, cited outpatient mental health programs more often than any other program as not meeting demand. While every state makes provision for some kind of community-level mental health services either through public or private entities, demand often exceeds capacity, particularly for delinquent offenders needing such services.

Inpatient drug and alcohol and inpatient mental health programs also high on the expansion list: Urban and suburban administrators indicated a need for more inpatient drug and alcohol as well as inpatient mental health programs, slightly more often than rural respondents. These programs were second and third on the list for both urban and suburban respondents, fourth and fifth for rural respondents.

More family counseling programs needed: respondents from jurisdictions of all sizes identified a need for more family counseling programs. They were second on the list of rural respondents and fourth on the list of both suburban and urban respondents.

4

Table 4: Program expansion needs identified by respondents

Rural Respondents n=529		Suburban Respondents n=123		Urban Respondents n=139	
Program	% of Depts. w/ program expansion needs	Program	% of Depts. w/ program expansion needs	Program	% of Depts. w/ program expansion needs
Outpatient MH	36%	Outpatient MH	44%	Outpatient MH	54%
Family Counseling	31	Inpatient D & A	41	Inpatient D & A	45
Alternative School	27	Inpatient MH	40	Inpatient MH	44
Inpatient D & A	27	Family Counseling	35	Family Counseling	42
Inpatient MH	26	Anger Mgmt.	34	Group Home	41
Group Home	24	Life Skills	32	Tutoring	40
Anger Mgmt.	23	Empl./Job Training	31	Mentoring	38
Tutoring	22	Alternative School	30	Alternative School	35
Mentoring	20	Crisis Intervention	29	Life Skills	33
Empl./Job Training	20	Mentoring	28	Empl./Job Training	32

❑ What programs do probation administrators say are most / least effective?

We explored this question on the basis of the respondent's perception of the effectiveness of a particular program type. Where a program was available, we asked respondents to indicate whether it was very effective, somewhat effective or not very effective. (We gave respondents the opportunity to indicate "don't know," however these responses are not included in the tables presented below.) Information is presented on:
1. programs that respondents rated as very effective, and
2. programs that respondents rated as not very effective.

1. What programs do juvenile probation administrators say are very effective?

When asked to identify which of their programs are very effective, probation administrators chose intake conferences and school-based probation programs. Administrators differed in their selection of other program types they perceive as being very effective depending on size of jurisdiction (see Table 5).

Drug court programs topped the list of very effective programs by urban respondents
Urban probation administrators rated drug court programs as very effective more often than other available program. Drug court programs did not make the lists of very effective programs among suburban and rural respondents, perhaps because they do not have them.

School-based probation programs topped the list of very effective programs by suburban respondents
Suburban probation administrators identified school-based probation programs as very effective more often than any other program available in their jurisdictions. Such programs were second on the list of very effective programs by both responding rural and urban administrators.

Intake conferences high on the list of very effective programs by rural respondents
Rural administrators identified intake conferences as very effective more often than any other available program. Such conferences were second and third on the lists of responding suburban and urban administrators, respectively. Intake is a critical information gathering and assessment phase for making decisions on how delinquency cases are handled.

Table 5: Programs identified as very effective by respondents

Rural Respondents n=529			Suburban Respondents n=123			Urban Respondents n=139		
	Program Is Available			Program Is Available			Program Is Available	
Program	# of Depts.	% very effective	Program	# of Depts.	% very effective	Program	# of Depts.	% very effective
Intake Conferences	349	75%	School-based Prob.	37	84%	Drug Court	19	95%
School-based Prob.	109	71	Intake Conferences	94	80	School-based Prob.	37	81
Drug Testing	459	65	Intensive Prob.	86	72	Intake Conferences	97	78
Prob. Supervision	465	61	Family Group Conferences	54	70	Intensive Prob.	104	74
Community Service	456	61	Community Service	106	67	Day/evening custody	40	73

2. What programs do probation administrators say are not very effective?

Outpatient and inpatient mental health programs and inpatient drug and alcohol programs topped the list of not very effective programs. Respondents differed in their selection of other program types they perceive as being not very effective depending on size of jurisdiction (see Table 6).

Inpatient drug and alcohol programs topped the list of not very effective programs by urban respondents
When asked to designate which programs they perceive to be not very effective, urban probation administrators chose inpatient drug and alcohol programs more often than any other program type. Such programs were third on the list of rural respondents.

Inpatient mental health programs high on the list of not very effective programs by suburban respondents
Suburban probation administrators rated inpatient mental health programs as not very effective more often than other available programs. Such programs were second among rural respondents and fourth among their urban counterparts.

Outpatient mental health programs topped the list of not very effective programs by rural respondents
Rural probation administrators rated outpatient mental health programs as not very effective more often than any other available program; second and fifth on the list for suburban and urban respondents, respectively.

Table 6: Programs identified as not very effective by respondents

Rural Respondents n=529			Suburban Respondents n=123			Urban Respondents n=139		
	Program Is Available			Program Is Available			Program Is Available	
Program	# of Depts.	% not effective	Program	# of Depts.	% not effective	Program	# of Depts.	% not effective
Outpatient MH	395	25%	Inpatient MH	82	20%	Inpatient D & A	100	16%
Inpatient MH	274	23	Outpatient MH	107	16	Halfway House	29	14
Inpatient D & A	300	19	Fines	77	16	Prob. Viol. Sanction	100	13
Altern. School	385	16	Fees	80	13	Inpatient MH	94	13
Aftercare	330	14	Altern. School	98	11	Outpatient MH	109	12
			Inpatient D & A	90	11			

❑ Technical assistance needs

Respondents were asked to indicate their preference for the types of technical assistance responses that would address their program development needs. They chose "best practices" monographs and workshops more often than help over the phone or on-site consultation.

We also asked respondents to indicate their technical assistance (TA) needs regarding other aspects of JAIBG. Administrators indicated whether they needed help in a particular area and, if so, what kind of assistance would meet their needs. The areas of need were derived from JAIBG's 12 purpose areas and included: forecasting bed space, determining workload or manpower needs, conducting system assessments, increasing efficiency of case-flow management, planning and development, implementing new program or other changes, developing policies and procedures, establishing partnerships, developing and validating screening assessments/instruments, evaluating programs or monitoring contracts, developing/enhancing their automation capability. Two-thirds (66%) of the survey respondents indicated that they needed technical assistance in at least one of these areas.

> **Areas of Need Identified by Administrators:**
> **Rural Respondents** were most likely to need TA in the areas of:
> implementing new programs (34%)
> developing and validating screening assessments/instruments (34%)
> developing policies and procedures (30%)
> developing/enhancing their automation capability (29%)
>
> **Suburban Respondents** were most likely to need TA in the areas of:
> developing/enhancing their automation capability (37%)
> increasing efficiency of their case-flow management (37%)
> developing and validating screening assessments/instruments (35%)
> evaluating programs or monitoring contracts (34%)
>
> **Urban Respondents** were most likely to need TA in the areas of:
> developing and validating screening assessments/instruments (41%)
> conducting system assessments (38%)
> developing/enhancing their automation capability (36%)
> evaluating programs or monitoring contracts (35%)

Administrators could choose any or all types of TA that would address their need in each area including help over the phone, "how to" or "best practices" monographs, on-site consultations, and training workshops.

> **Types of TA Respondents Chose:**
> **Telephone consultation:**
> Respondents indicated that TA in relation to forecasting bed space could be met most often through help over the phone.
>
> **On-site consultations:**
> Respondents most often chose on-site consultations to address their automation development or enhancement needs.
>
> **Monographs and workshops:**
> Respondents most often chose "best practices" monographs and workshops to address their needs in all other areas.

❑ Conclusion

The federal Juvenile Accountability Incentive Block Grant (JAIBG) program allocated $250 million in FY 98 and FY 99 to state and local governments to promote greater accountability in their juvenile justice systems. Juvenile courts, juvenile probation, prosecutors and law enforcement stand to reap the benefit of this substantial increase in federal funding for local programs. To help inform the Office's training and technical assistance activities regarding JAIBG, the National Center for Juvenile Justice surveyed juvenile probation administrators to identify what types of programs they have for holding juvenile offenders accountable, what programs they need, which ones

are working and which ones aren't. This was the first attempt of its kind to identify juvenile probation's programming needs. Several observations can be gleaned from the survey.

- *Probation administrators identified the need for programs beyond the range of basic services for holding juvenile offenders accountable.* Most departments have the basics: intake conferences, probation supervision, restitution, community service, drug testing, family counseling, out-patient mental health services, house arrest and drug and alcohol education (Table 1). However, administrators would add to that list of basic services such programs as halfway houses, day and evening reporting centers, victim awareness and mentoring programs, employment and job training, school-based probation, drug courts, life skills training, aftercare – the more specialized or targeted programs (Tables 2 and 3). And they would add more capacity to existing outpatient and inpatient mental health and inpatient drug and alcohol programs (Table 4).

- *Specialized probation programs/drug courts rated as very effective.* The programs most likely to be rated very effective included the more intensive programs such as intake conferences, school-based probation, intensive probation, day/evening reporting centers, community service, and drug courts (Table 5).

- *Behavioral health programs most frequently rated as not very effective.* Ironically, probation administrators indicated a desire for more outpatient and inpatient mental health programs as well as inpatient drug and alcohol programs even though they frequently rated them not very effective (Tables 4 and 6). Such results are not that surprising. These programs, typically administered not by the probation department but by private contractors or other county agencies, see the more troubled court-involved youth. Skepticism or lack of knowledge about the treatment program and confidentiality restrictions that prohibit the sharing of information about a youth's progress probably contribute to the negative perception. Historically, juvenile justice, mental health and substance abuse systems have not worked well together and have argued over who has responsibility for providing these services. Clearly more local, state and federal initiatives aimed at bringing diverse agencies together to meet the treatment needs of delinquent youth with mental health or substance abuse problems are essential.

- *Offender accountability means more than managing risk.* The range of essential services envisioned by respondents serves to further confirm the research: there is no single cause of delinquency and therefore no magic bullet to cure it. Rather a variety of sanctions, programs and interventions are required to hold juvenile offenders accountable and address their often-entrenched problem behaviors. Holding offenders accountable must entail more than risk management (e.g., locking them up). Interventions must result in the youth becoming more literate, job-ready, and capable of managing his behavior/anger. Such changes must be internalized within the youth so that the community is safe when he is no longer being managing by the system. Sanctions must also be imposed with the goal of repairing harm to individual victims and must proceed when possible from the community in which the juvenile offender lives (see Griffin, 1999a).

- *Rural/Urban differences shed light on program development plans.* Findings are presented by jurisdiction size, e.g., the self-reported characterization of the size of their jurisdiction as rural, suburban or urban. Because there are many more rural than urban or suburban counties in this country it would have been a disservice to the field to present just the aggregate numbers alone and out of context since they are dominated by rural departments. A geographic breakdown provides policymakers with additional information for making program development decisions. If you want to reach the most youth, target urban and suburban counties; if you want to reach the most departments, target the rural departments.

- *Training and technical assistance needs.* As juvenile probation departments continue to enhance and improve their operations and programs, they will need advice, guidance and technical assistance from their peers and from the research and academic communities. Administrators identified a need for "best practices" monographs and workshops particularly in the areas of implementing new programs and developing and validating screening assessments/instruments. Respondents indicated a preference for on-site consultation to address their automation development and enhancement needs. Several resources have already been developed to meet TA needs in these areas (see JAIBG Resources).

References:

Griffin, Patrick, "Developing and Administering Accountability-based Sanctions for Juveniles." **JAIBG Bulletin**, September 1999.

Griffin, Patrick, "Establishing a Continuum of Accountability-based Sanctions for Juveniles: Allegheny County's Experience." **NCJJ inFocus**, Summer 1999.

Kurlychek, Megan; Torbet, Patricia; and Bozynski, "Focus on Accountability: Best Practices for Juvenile Court and Probation." **JAIBG Bulletin**, September 1999.

Graphs depicting a variety of dimensions (e.g., meeting demand, needed, planned, effectiveness) on each of the programs listed in the survey are available for those interested in particular programs. The survey also asked questions about the availability and use of screening assessments/instruments and the availability of information sharing policies and procedures. We are compiling examples of assessments and instruments probation departments are currently using to facilitate decision making. In addition, we are preparing a separate report that highlights innovative information sharing strategies and describes the results of an Allegheny County Juvenile Court Services Department demonstration to establish an interagency memorandum of understanding for sharing information. For more information about any of these offerings, please contact the author at the National Center for Juvenile Justice at 412-227-6950.

JAIBG Resources

OJJDP's JAIBG Bulletin Series on each of the 12 purpose areas, available on-line from http://www.ojjdp.ncjrs.org or by calling the National Criminal Justice Reference Service at 800-851-3420.
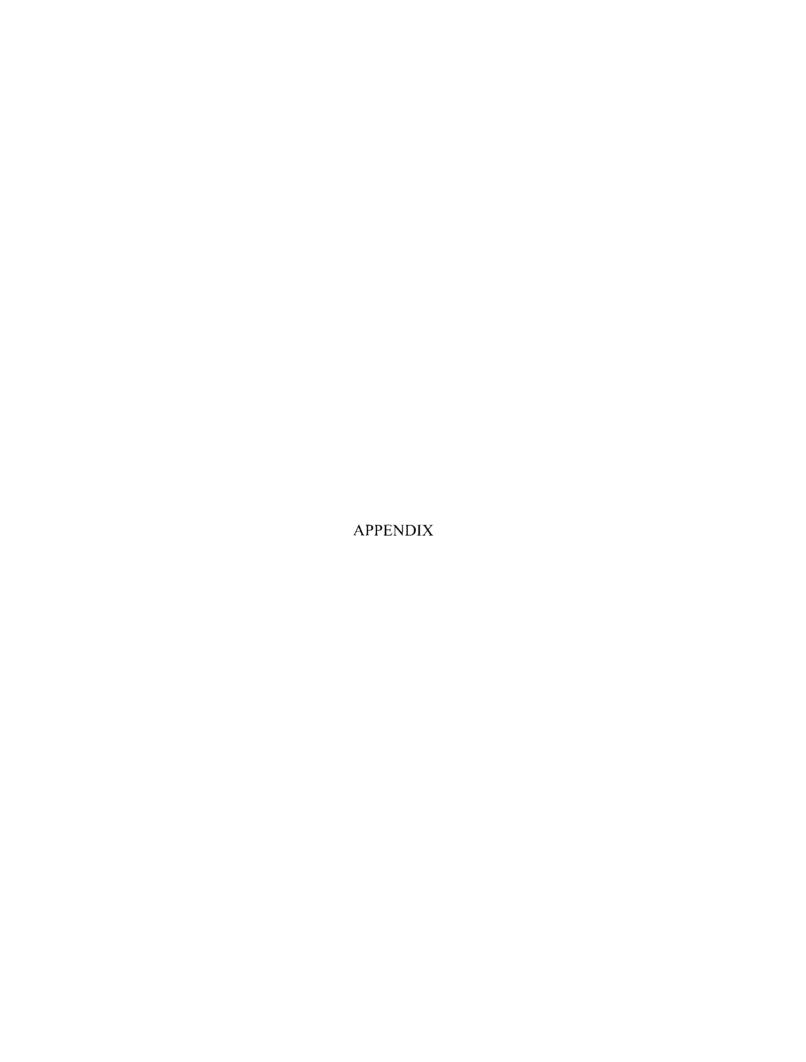
OJJDP's JAIBG National Training and Technical Assistance Alliance, operated by Developmental Services Group, Inc. (DSG), can provide resources or arrange linkages with technical assistance and training grantees and contractors. For more information, call 1-877-GO-JAIBG or visit http://dsgonline.com.

NCJJ's inFocus Series highlights promising approaches to responding to juvenile crime, available on-line from http://www.ncjj.org or by calling 412-227-6950. Current issues include *Juvenile Probation in Schools, Establishing a Continuum of Accountability-Based Sanctions for Juveniles: Allegheny County's Experience.* and *Establishing Balanced and Restorative Justice in Your Juvenile Court: The Judge's Role.*

NCJJ's inSummary Series provides information on topics relevant to the JAIBG program available on-line from http://www.ncjj.org or by calling 412-227-6950. Summaries are available on juvenile and family drug courts, family group conferencing, crime victims' rights and crime victim assistance, juvenile aftercare services, violence in schools, and mentally ill youth in the juvenile justice system.

Acknowledgments

APPENDIX

OJJDP

Juvenile Accountability

Incentive Block Grant

Probation Administrators

Survey

October, 1998

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National Center for Juvenile Justice

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Hunter Hurst
Director

710 Fifth Avenue ● Pittsburgh, PA ● 15219-3000
412-227-6950 ● FAX: 412-227-6955

October 23, 1998

Dear Probation Administrator:

The National Center for Juvenile Justice (NCJJ) is surveying juvenile probation departments regarding the federal Juvenile Accountability Incentive Block Grant (JAIBG) program. Congress created the JAIBG to promote offender as well as system accountability (see NCJJ *inBrief*). The purpose of this survey is to seek your input regarding your program development and other technical assistance needs.

We hope to:

- identify existing capacity and future plans for providing a continuum of interventions to hold juvenile offenders accountable;
- document your technical assistance needs around implementing JAIBG;
- solicit descriptions of innovative approaches and participation in NCJJ's Peer-to-Peer Network; and
- develop and disseminate technical assistance resources to the field.

This survey is being sent to every juvenile probation department in the country. It has been designed for quick response – we have asked questions that should be easily answered without additional research on your part. It should take about 20-30 minutes to complete. Please return within 2 weeks.

Thank you in advance for completing the survey. Please find out more about NCJJ on our web page: http://www.ncjj.org or call us for a current publication list.

Sincerely,

Patricia McFall Torbet
Director, Technical Assistance to the Juvenile Court Project

	Update your name and address below.	

Intervention Continuum

We would like to know what programs are available for delinquents in your jurisdiction. For each program please tell us:
- whether the program is available; or
- if it isn't available, is it needed and/or planned; and
- if it is available, whether it meets demand (e.g., whether there is enough capacity to meet demand) and how effective it is.

			If Not Available:			If Program is Available:				
	Is It Available?		**Is Program...**			**Does It Meet Demand?**		**How effective is it?** (circle one)		
PROGRAMS	**Yes** ✓	**No** ✓	**Needed** (circle one)	**Planned** (circle one)		**Yes** ✓	**No** ✓	**Not Very**	**Some-What**	**Very**	**Don't Know**
Teen Courts/Peer Juries	☐	☐	Yes No	Yes No		☐	☐	1	2	3	4
Citizen Hearing Panels	☐	☐	Yes No	Yes No		☐	☐	1	2	3	4
Intake Conferences	☐	☐	Yes No	Yes No		☐	☐	1	2	3	4
Family Group Conferencing	☐	☐	Yes No	Yes No		☐	☐	1	2	3	4
Drug Court or other specialized court/docket	☐	☐	Yes No	Yes No		☐	☐	1	2	3	4
Diversion Program	☐	☐	Yes No	Yes No		☐	☐	1	2	3	4
Mediation (dispute resolution/victim-offender mediation)	☐	☐	Yes No	Yes No		☐	☐	1	2	3	4
Restitution (monetary)	☐	☐	Yes No	Yes No		☐	☐	1	2	3	4
Fines	☐	☐	Yes No	Yes No		☐	☐	1	2	3	4
Fees	☐	☐	Yes No	Yes No		☐	☐	1	2	3	4
Community Service	☐	☐	Yes No	Yes No		☐	☐	1	2	3	4
Informal Probation Supervision	☐	☐	Yes No	Yes No		☐	☐	1	2	3	4
School-Based Probation	☐	☐	Yes No	Yes No		☐	☐	1	2	3	4
Probation Supervision	☐	☐	Yes No	Yes No		☐	☐	1	2	3	4
Intensive Probation Supervision	☐	☐	Yes No	Yes No		☐	☐	1	2	3	4
House Arrest	☐	☐	Yes No	Yes No		☐	☐	1	2	3	4
Day/Evening Custody/Treatment	☐	☐	Yes No	Yes No		☐	☐	1	2	3	4
Alternative School	☐	☐	Yes No	Yes No		☐	☐	1	2	3	4
Probation Violation Sanction (stay in detention/secure unit)	☐	☐	Yes No	Yes No		☐	☐	1	2	3	4
Outpatient Mental Health Treatment	☐	☐	Yes No	Yes No		☐	☐	1	2	3	4
Group Home/Residential Treatment Facility	☐	☐	Yes No	Yes No		☐	☐	1	2	3	4
Boot Camp/Experiential/Wilderness	☐	☐	Yes No	Yes No		☐	☐	1	2	3	4
Inpatient Drug & Alcohol Treatment	☐	☐	Yes No	Yes No		☐	☐	1	2	3	4
Inpatient Mental Health Treatment	☐	☐	Yes No	Yes No		☐	☐	1	2	3	4
Aftercare Supervision	☐	☐	Yes No	Yes No		☐	☐	1	2	3	4
Halfway house	☐	☐	Yes No	Yes No		☐	☐	1	2	3	4
Other:	☐	☐	Yes No	Yes No		☐	☐	1	2	3	4
Other:	☐	☐	Yes No	Yes No		☐	☐	1	2	3	4

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Page 1 of 4

> **Intervention Continuum, continued**
> We would like to know what programs are available for delinquents in your jurisdiction. For each program please tell us:
> - whether the program is available; or
> - if it isn't available, is it needed and/or planned; and
> - if it is available, whether it meets demand (e.g., whether there is enough capacity to meet demand) and how effective it is.

	Is It Available?		If Not Available: Is Program...			If Program is Available: Does It Meet Demand?		If Program is Available: How effective is it? (circle one)			
PROGRAM COMPONENTS (may be part of other programs)	Yes ✓	No ✓	Needed (circle one)		Planned (circle one)	Yes ✓	No ✓	Not Very	Some-What	Very	Don't Know
Drug Testing	☐	☐	Yes	No	Yes	No	☐	☐	1	2	3	4
Drug/Alcohol Education	☐	☐	Yes	No	Yes	No	☐	☐	1	2	3	4
Electronic Monitoring	☐	☐	Yes	No	Yes	No	☐	☐	1	2	3	4
Employment/Job Skills Training	☐	☐	Yes	No	Yes	No	☐	☐	1	2	3	4
Life/Social Skills Training	☐	☐	Yes	No	Yes	No	☐	☐	1	2	3	4
Victim Awareness	☐	☐	Yes	No	Yes	No	☐	☐	1	2	3	4
Mentoring	☐	☐	Yes	No	Yes	No	☐	☐	1	2	3	4
Law-Related Education	☐	☐	Yes	No	Yes	No	☐	☐	1	2	3	4
Anger Management	☐	☐	Yes	No	Yes	No	☐	☐	1	2	3	4
Family Counseling	☐	☐	Yes	No	Yes	No	☐	☐	1	2	3	4
Tutoring	☐	☐	Yes	No	Yes	No	☐	☐	1	2	3	4
Remedial Education	☐	☐	Yes	No	Yes	No	☐	☐	1	2	3	4
Crisis Intervention	☐	☐	Yes	No	Yes	No	☐	☐	1	2	3	4
Other:	☐	☐	Yes	No	Yes	No	☐	☐	1	2	3	4
Other:	☐	☐	Yes	No	Yes	No	☐	☐	1	2	3	4

	Is It Available?		If Not Available: Is Program...			If Program is Available: Does It Meet Demand?		If Program is Available: How effective is it? (circle one)			
PROGRAMMING FOR SPECIAL POPULATIONS	Yes ✓	No ✓	Needed (circle one)		Planned (circle one)	Yes ✓	No ✓	Not Very	Some-What	Very	Don't Know
First-time Offenders	☐	☐	Yes	No	Yes	No	☐	☐	1	2	3	4
Sex Offenders	☐	☐	Yes	No	Yes	No	☐	☐	1	2	3	4
Gang Members	☐	☐	Yes	No	Yes	No	☐	☐	1	2	3	4
Auto-Theft	☐	☐	Yes	No	Yes	No	☐	☐	1	2	3	4
Shoplifters	☐	☐	Yes	No	Yes	No	☐	☐	1	2	3	4
Arsonists	☐	☐	Yes	No	Yes	No	☐	☐	1	2	3	4
Drug Sellers/Traffickers	☐	☐	Yes	No	Yes	No	☐	☐	1	2	3	4
Other:	☐	☐	Yes	No	Yes	No	☐	☐	1	2	3	4
Other:	☐	☐	Yes	No	Yes	No	☐	☐	1	2	3	4

Screening and Assessment

We would like to know what screening and assessment instruments your jurisdiction uses to facilitate decision-making. For each item please tell us:
- whether the instrument/assessment is available; or
- if it isn't available, is it needed and/or planned; and
- if it is available, which decisions does it support?

SCREENING AND ASSESSMENT	Is It Available? Yes ✓	No ✓	If Not Available, Is it: Needed (circle one)	Planned (circle one)	If Available, which decisions does it support? Diversion/ Referral ✓	Detention ✓	Petition ✓	Disposition ✓	Security or Supervision Level ✓
Formal Detention Criteria	☐	☐	Yes No	Yes No	☐	☐	☐	☐	☐
Detention Screening instrument	☐	☐	Yes No	Yes No	☐	☐	☐	☐	☐
Risk Assessment instrument	☐	☐	Yes No	Yes No	☐	☐	☐	☐	☐
Needs Assessment Instrument	☐	☐	Yes No	Yes No	☐	☐	☐	☐	☐
Drug or Alcohol Screening instrument	☐	☐	Yes No	Yes No	☐	☐	☐	☐	☐
Educational Assessment	☐	☐	Yes No	Yes No	☐	☐	☐	☐	☐
Sentencing/Offense Severity Matrix	☐	☐	Yes No	Yes No	☐	☐	☐	☐	☐
Mental Health Screening Instrument	☐	☐	Yes No	Yes No	☐	☐	☐	☐	☐
Health Assessment	☐	☐	Yes No	Yes No	☐	☐	☐	☐	☐
Family Assessment	☐	☐	Yes No	Yes No	☐	☐	☐	☐	☐
Job Skills/Vocational Assessment	☐	☐	Yes No	Yes No	☐	☐	☐	☐	☐
Clinical/psychological assessment	☐	☐	Yes No	Yes No	☐	☐	☐	☐	☐
Other:	☐	☐	Yes No	Yes No	☐	☐	☐	☐	☐
Other:	☐	☐	Yes No	Yes No	☐	☐	☐	☐	☐

Interagency Information Sharing

JAIBG will fund interagency information sharing efforts aimed at early identification, control, supervision and treatment of chronic serious juvenile offenders. We want to know whether your court or department has policies or procedures that support information sharing. Tell us:
- whether they are available; or
- if they aren't available, are they needed and/or planned; and
- if they are available, do they meet demand and how effective are they.

INTERAGENCY INFORMATION SHARING	Is It Available? Yes ✓	No ✓	If Not Available: Is it... Needed (circle one)	Planned (circle one)	If Available: Does It Meet Demand? Yes ✓	No ✓	How effective is it? (circle one) Not Very	Some-What	Very	Don't Know
Policies, MOUs (Memorandum of Understanding)	☐	☐	Yes No	Yes No	☐	☐	1	2	3	4
Procedures	☐	☐	Yes No	Yes No	☐	☐	1	2	3	4
Automated system that supports information sharing between key agencies?	☐	☐	Yes No	Yes No	☐	☐	1	2	3	4
Multi-agency case staffing	☐	☐	Yes No	Yes No	☐	☐	1	2	3	4
Regular interagency meetings	☐	☐	Yes No	Yes No	☐	☐	1	2	3	4
Cross-training opportunities	☐	☐	Yes No	Yes No	☐	☐	1	2	3	4
Other:	☐	☐	Yes No	Yes No	☐	☐	1	2	3	4
Other:	☐	☐	Yes No	Yes No	☐	☐	1	2	3	4

	Schools ✓	Police ✓	Prosecutor/District Attorney ✓	Mental Health Agency ✓	Residential Programs ✓
What agencies do you routinely share information with?	☐	☐	☐	☐	☐

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Page 3 of 4

Technical Assistance (TA) Needs

Very simply, TA is problem solving. We want to know what technical assistance needs you have around implementing JAIBG and what types of help will best meet those needs. For each area, please tell us:

- whether you need help in a particular area, and
- if so, what kind of assistance would meet your need.

This section also solicits your participation as a peer TA provider.

The Peer-to-Peer Network Needs You!

Let us know if you are interested in being part of NCJJ's Peer-to-Peer Network. Peer-to-Peer TA gives administrators direct access – over the phone or in person – to fellow practitioners so they can understand how a similar issue or problem was addressed in another jurisdiction. If you have experience in any of the identified areas of concentration and would be willing to join the Peer-to-Peer Network to provide assistance to your colleagues please check the TA Provider box below.

Area of Concentration	Need help in this area? Yes ✓	What type of technical assistance would meet this need?				Can be a Peer TA Provider? Yes ✓
		TA by phone	"How to" or "Best Practices" Monograph	Site Visits or Consultations	Training Workshop	
		✓ All that Apply				
Forecasting bed space	☐	☐	☐	☐	☐	☐
Determining workload or manpower needs	☐	☐	☐	☐	☐	☐
Conducting system assessment	☐	☐	☐	☐	☐	☐
Increasing efficiency of case-flow management	☐	☐	☐	☐	☐	☐
Planning and development	☐	☐	☐	☐	☐	☐
Implementing new program or other changes	☐	☐	☐	☐	☐	☐
Developing policies and procedures	☐	☐	☐	☐	☐	☐
Establishing partnerships	☐	☐	☐	☐	☐	☐
Developing and validating screening or assessment instruments	☐	☐	☐	☐	☐	☐
Program evaluation or contract monitoring	☐	☐	☐	☐	☐	☐
Developing/enhancing automation capability	☐	☐	☐	☐	☐	☐
Other:	☐	☐	☐	☐	☐	☐
Other:	☐	☐	☐	☐	☐	☐

Jurisdiction Profile

Your responses covered which area? (check one)	City ☐	County ☐	District ☐
How would you characterize the size of your jurisdiction? (check one)	Rural ☐	Urban ☐	Suburban ☐

How many personnel (FTE) are there in your juvenile court/probation department? If you don't know the exact number, enter your best estimate in the boxes below.

Judges:	Masters/Referees:	Line Staff with active caseload:	Probation Administrators/Supervisors:
#_____	#_____	#_____	#_____

☐ Send me a copy of The JAIBG Survey Report.   ☐ Add my name and address to your mailing list.

Thank you.

Please send us descriptions of your innovative programs or policies