



Approved as to Form and Legality

Date Adopted

Committee

August 15, 2018

Public Safety

RESOLUTION ADOPTING THE 2019 JUVENILE DETENTION ALTERNATIVES INITIATIVE INNOVATIONS FUNDING GRANT APPLICATION AND AUTHORIZATION REQUEST FOR PROPOSALS DETENTION ALTERNATIVES SERVICES

WHEREAS, The purpose of Juvenile Detention Alternatives Initiative Innovations (JDAI) Funding is to provide an additional resource and support to those JDAI sites that have demonstrated an active commitment to the implementation of JDAI Core Strategies; and

WHEREAS, the Salem County Youth Services Commission (YSC) has been designated by the Salem County Board of Chosen Freeholders to manage this grant and request proposals for providers to execute the Detention Alternatives Services on behalf of the Salem County Council on Juvenile Justice System Improvement (CJJSI); and

WHEREAS, the Juvenile Justice Commission (JJC) has allocated funds to the CJJSI pursuant to approval of the Request for Proposals as follows:

| | |
|---|--------------|
| Total Innovations Funding Requested | \$120,000.00 |
| County Administration (YSC) | \$ 6,000.00 |
| Balance for Innovations Projects | \$114,000.00 |
| Innovations Proposal #1 – Probation Enrichment and Transportation | \$42,512.00 |
| Innovations Proposal #2 – Court Notification Program | \$ 3,000.00 |
| Innovations Proposal #3 – BRIDGE Program | \$68,488.00 |

WHEREAS, the CJJSI has compiled and analyzed data on juveniles and the juvenile justice system and prepared proposals covering the year January 1, 2019 through December 31, 2019 which includes a Grant Application allocating the funds above; and

WHEREAS, the CJJSI held a vote on these Proposals and Grant Application on July 27, 2018 with YSC approval via email vote on July 27, 2018; and

WHEREAS, the Salem County Board of Chosen Freeholders wishes to adopt the Proposals and Grant Application.

NOW THEREFORE, BE IT RESOLVED by the Board of Chosen Freeholders of the County of Salem that the proposals and grant application be adopted.

R. Scott Griscom, Freeholder
Chair, Public Safety Committee

I hereby certify the foregoing to be a true resolution adopted by the Board of Chosen Freeholders of the County of Salem on August 15, 2018.

BRENDA P. BANKS
Clerk of the Board

RECORD OF VOTE

| FREEHOLDER | AYE | NAY | ABSTAIN | ABSENT | RESOLUTION MOVED | RESOLUTION SECONDED |
|-------------|-----|-----|---------|--------|---------------------|------------------------|
| L. Ware | ✓ | | | | | ✓ |
| C. Hassler | ✓ | | | | | |
| B. Laury | ✓ | | | | | |
| S. Griscorn | ✓ | | | | ✓ | |
| M. DeCastro | ✓ | | | | | |

✓ Indicates Vote

Department Initials _____

Tina M. DiNicola, Esq.
Assistant Trial Court Administrator

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July 27, 2018

Ms. Safiya Baker, Administrator
JCC State/Community Partnership
Juvenile Justice Commission
1001 Spruce Street, Suite 202, P.O. Box 107
Trenton, NJ 08625-0107

RE: 2019 Innovations Funding – Salem County

Dear Ms. Baker,

On behalf of the Salem County Council on Juvenile Justice System Improvement (CJJSI), please find enclosed three (3) Innovations Proposals and Budget. The Proposals include: 1) Probation Enrichment & Transportation Program, 2) Court Notification Program and 3) BRIDGE Program.

The Salem Council voted electronically to ratify these proposals for submission this day. The Council is enthusiastically looking forward to the work that lies ahead with juvenile justice improvement in Salem County.

It is anticipated that a Resolution from the Salem County Board of Chosen Freeholders will be forthcoming in the coming weeks. Upon receipt, we will submit the same to you under separate cover.

Thank you for the opportunity to pursue the 2019 Innovations Proposal for funding.

Sincerely,

Tina M. DiNicola, Esq.
Assistant Trial Court Administrator

cc: Hon. Benjamin Telsey, A.J.S.C.
Jason Corter, TCA
Stacy Pennington, Co-Chair
Jennifer LeBaron, Ph.D., Executive Director
Joanne Dietrich, Assistant Director Family Practice

CY 2019
New Jersey Juvenile Detention Alternatives Initiative
Innovations Funding

INNOVATION PROPOSAL

COUNTY: Salem

Project Type: (check one) New
 Renewal (attached most recent monitoring report)*
 Renewal with Modifications (attached most recent monitoring report)*

Original or Revision: (check one) Original Proposal
 Revised Proposal**

Revision Date:

** If "Renewal" or "Renewal with Modifications" is checked, please use a formatting change such as shading, highlighting, or underlining to draw attention to all information that represents a change from last year's proposal. Information intended for deletion should in fact be deleted (i.e., do not use strikethroughs or other formatting to indicate intended deletions).*

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General Instructions

Sites should follow this application strictly and avoid providing extra information that is not directly requested. Sites must use this proposal format, typing directly into this document. Any site seeking to use these funds for more than one innovative purpose must complete a separate Innovation Proposal for each of these proposed innovations. However, a maximum of three innovations proposals per site are allowed.

Innovation Proposal Summary Information

Innovation Proposal # 3 of 3
Project Title for this Innovation Proposal Building Relationships Inspiring Dreams and Growing Employment Opportunities (BRIDGE)
Requested Amount for this Innovation Proposal \$ 68,488

Purpose

Provide a brief overview of the innovation for which the funds will be used.

The proposed funding will be utilized to create a dual-pronged education program for probation and diverted youth in an effort to motivate this target population to pursue either vocational training or post-secondary degree opportunities, when they may not otherwise qualify for or have the necessary support network for such opportunities through the normal course. The Salem County Innovations Subcommittee determined that there are real and tangible advantages to providing non-traditional educational opportunities to at-risk juveniles for the purpose of assisting them to either become gainfully employed after high school or to pursue higher education at a post-secondary school and become gainfully employed thereafter.

Certain youth, particularly those from low-income families, high school dropouts, and other at-risk populations (i.e., court-involved and youth on probation “special detention cases”) face barriers to completing school and entering the workforce. Studies have shown that as the level of education rises, the unemployment rate decreases and median weekly earnings increase for those that work.

This proposal aims to address these barriers for at-risk, youth in Salem County by creating non-traditional educational opportunities through either of two pathways: vocational training and/or higher education opportunities, coupled with supportive services (i.e., tutoring, counseling, mentoring, apprenticeships, etc.).

All referred youth will be guided through one (or both) of these pathways. As a result, every referred child will be provided meaningful educational and hands-on vocational experience that will foster positive relationships with successful individuals in their communities, help inspire their dreams by exposing them to the opportunities that they may not know exist, and provide them with the knowledge, skills, and abilities that will lead to meaningful and gainful employment.

Identification of Problem/Systems-Improvement Need

Briefly describe the problem/systems-improvement need the innovation will address within the context of the one or two JDAI core strategies most relevant to the proposed use of funds. Briefly describe how this problem affects detention utilization (Admissions, LOS, ADP, etc.).

✓ Problem/Need as it Relates to the Most Relevant Core Strategy(ies)

The core strategy most relevant to the proposed use of funds is “Special Detention Cases” which includes youth in custody as a result of probation violations. The core strategy requires these populations be re-examined and new practices implemented to minimize their presence in the secure facility.

✓ Impact of Problem/Need on Detention Utilization

Youth admitted to secure detention for a VOP (regardless of how admitted) begins with the process of filing a VOP. If the number of VOPs filed continues to increase each year then the number of youth who could potentially be admitted to detention for a VOP also increases each year, thereby, impacting detention admissions, average daily populations (ADP), and length of stay (LOS). In Salem, admissions to detention for VOPs have increased over 100% since 2015.

Specific Nature of Problem

Identify the primary factors contributing to the problem in this site. Briefly describe these factors, how the factors affect detention utilization, and the data used to assess each factor's presence in the site.

✓ Contributing Factor #1

Failure to understand the terms and conditions of probation contributes to increased admissions to detention for a violation of probation only (meaning, no new offense was committed).

✓ Description & Data Regarding Factor #1

Since the implementation of JDAI, admissions to detention for violations of probation (VOPs) have substantially increased through 2017.

The 2017 JDAI Annual Data Report indicates several findings with regards to VOPs: VOPs in Salem County increased over 100% through 2017 when compared to pre-JDAI data.

VOPs were the lead reason for detention in 13.5% of admissions in Salem County.

✓ Contributing Factor #2

Youth who violated the terms of their court diversion program were approximately 10% of that diverted population.

✓ Description & Data Regarding Factor #2

In 2017, 8 youth (9.6%) unsuccessfully completed the terms of a diversion.

✓ Contributing Factor #3

Youth who violated the terms of their deferred disposition and/or diversionary program, thus receiving a term of probation represent roughly one-third of the probation population.

✓ Description & Data Regarding Factor #3

In 2017, 32% of youth unsuccessfully completed deferred disposition/diversionary program. Of the 32%, 12 youth were placed on probation.

Proposed Solution To Identified Problem

(Action words for this section might include create, establish, serve, implement, etc.) Describe the solution to the identified problem and how the requested funds will be used to implement this solution. List the specific objectives this solution seeks to achieve, and where possible, describe these objectives in terms of the JDAI core strategies and the contributing factors described earlier. Describe the specific elements/components of the solution.

✓ Proposed Solution

To implement the BRIDGE program: **B**uilding **R**elationships Inspiring **D**reams and **G**rowing **E**mployment opportunities, which will create a dual-pronged education program for probation and diverted youth in an effort to motivate this target population to pursue either vocational training or post-secondary degree opportunities, when they may not otherwise qualify for or have the necessary support network for such opportunities through the normal course.

Second, to provide the necessary support systems to ensure successful participation and completion of the program, to include but not limited to counseling, tutoring, mentoring, apprenticeships, life skills, and other supportive services.

Third, to provide a pathway to this at-risk population to avail themselves of the benefits of the existing services and programs in the community that they may not otherwise qualify for.

✓ Objective #1

To provide at-risk youth on probation in Salem County the opportunity to participate in vocational and educational programs, that they would not otherwise qualify for in the normal course.

✓ Objective #2

To provide the participants in the program additional supportive services to ensure maximum opportunity for success, through mentoring, tutoring, counseling, and apprenticeships.

✓ Objective #3

To allow the court-involved youth to participate in this program in an effort to increase the percentage of successful completion of diversionary programs in Salem County.

✓ Specific Elements/Components

PROGRAM FACILITATORS: Role & Purpose: To facilitate "mini" employment readiness sessions to youth effectively in an educational based setting, thus avoiding:

1. the filing of a violation of probation that would result in admission to juvenile detention or,
2. the formal calendaring of a diversion program which would inevitably lead to the youth receiving a term of probation

The BRIDGE program will connect youth to positive adult role models who will provide guidance and assistance in meeting the conditions set forth by Probation and Family Court.

It is hoped that through the relationship-building between the facilitators and the youth, the youth will seek the support in addressing concerns that they may have with their peer group or family situation. It is critical that the facilitators understand their limitations in handling certain situations and seek the assistance of probation and family court when necessary.

Information on referral resources for crisis intervention is to be included in the training provided to the facilitators. The facilitators, when appropriate, will engage parents and other family members in program activities and share information on the services and resources that exists within the program & community.

The facilitators' role with youth in a diversionary program would be similar to youth on probation with the thought that they will assist the youth with successfully completing the terms of their diversion program, understanding that the time-frame a youth must remain in the BRIDGE program as a diversion option, MUST NOT exceed the "normal" diversionary timeframes.

Most importantly, a youth's participation is strictly voluntary and failure to participate with the BRIDGE program will NOT result in violation of the diversion or result in the filing of a VOP.

PROGRAM COORDINATOR: Role & Purpose: To manage all aspects of the BRIDGE program including but not limited to: Scheduling career exploration tours, establishing the career modules (i.e. culinary, welding, resume building, life skills etc.), document admission and departure information, order supplies, arrange transportation, and provide program outcomes to the Salem County Council on Juvenile Justice System Improvement

BRIDGE ORIENTATION: This will include an orientation agenda with an accompanying brochure to explain the BRIDGE program, and various pathways to either (a) employment/career exploration or (b) community college. A folder and notebook will be provided to hold these items and other

program documents in addition to the youth's documentation for court appearances, conditions of probation, program services, evaluations, etc.

EMPLOYMENT/CAREER EXPLORATION: This will include an overview of the career path classes and schedule available in addition to assistance with life skills, career planning, resume writing and interview skills. Youth in the employment/career exploration path will be connected with employers via job fairs, and referrals

COLLEGE BOUND PATH: The college bound path allow youth interested in attending college, the opportunity to work with facilitators/mentors who will provide, guidance, support and assistance with college preparatory course work, placement testing, and college admissions applications

Tracking Implementation of the Solution/Process Measures

Describe the various measures that will be used to track the implementation of the solution and how this information will be collected/maintained. (These are the "process" or "output" measures, and should reflect the steps taken to actually implement the project and its components. As general examples, process measures include things like: number of youth served, number/type of service hours provided, number/type of incentives awarded, mentors/employers recruited, beds/units acquired, reports produced, etc.)

✓ Process/Output/Implementation Measures

- Number of youth served.
- Number of youth to successfully complete the program.
- Number of youth enrolled in college or degree program.
- Number of youth employed and/or enrolled in a vocational certification program.
- Number of youth enrolled in the program who successfully complete the term of deferred disposition, diversionary program or probation.

✓ Methods for Maintaining/Collecting Data Regarding Process/Output/Implementation Measures

- Number of youth referred to the BRIDGE program.
- Analysis of Family Division quality control reports.
- Number of certifications awarded and/or college enrollments.
- Number of youth gainfully employed after participation in the program.

Impact of Proposed Solution & Outcome Measures

Briefly state the anticipated impact of the proposed solution in terms of the contributing factors described earlier and their effect on the detention system (action words include reduce, increase, etc.). Describe the various measures that will be used to evaluate these anticipated outcomes. Then, briefly describe the potential unintended consequences of the solution, and the measures/methods that will be used to monitor the occurrence of these unintended outcomes. Finally, describe how the data needed to report all of these outcome measures will be maintained/collected.

✓ Expected Impact

- The number of youth admitted to secure detention for a VOP will decrease.
- The number of VOPs filed will decrease.
- The number of youth successfully completing probation will increase.
- The number of youth successfully completing a diversion program will increase

✓ Outcome Measures to Gauge Expected Impact

- The number of youth referred to the BRIDGE program and outcome

- Track the types of violations of probation for youth to ensure a VOP was not issued as a result of non-compliance with the BRIDGE program
- Review diversion cases to ensure that youth were not placed on the “formal” calendar as a result of non-compliance with the BRIDGE program

- ✓ Potential Unintended Consequences
 - Judge may want to court order the youth to the BRIDGE program.
 - Youth may be violated for not participating in the BRIDGE program.
 - Potential for widening the net exists

- ✓ Outcome Measures to Monitor Unintended Consequences
 - Number of Judicial referrals to the BRIDGE program
 - Number of VOPs for non-compliance with the BRIDGE program

- ✓ Maintaining/Collecting Data Needed to Report on All of the Above Outcomes

The Salem County Juvenile Probation will implement and maintain a VOP database to track data on VOPs filed. This information will be shared and discussed within the Salem County Council on Juvenile Justice System Improvement

The Salem County Family Division will liaise with the Juvenile Probation unit to track the successful completions of deferred dispositions and diversionary programs.

CY 2019
New Jersey Juvenile Detention Alternatives Initiative
Innovations Funding

Salem County

BUDGET SUMMARY & NARRATIVE

Original or Original Budget
Revision: Revised Budget*
(check one) Revision Date:

***If the budget originally submitted is revised as a result of the review process or as a result of a future amendment/modification request made by the county, please use a formatting change such as shading, highlighting, or underlining to draw attention to all information that represents a change from the original budget or most recent revision. Information intended for deletion should in fact be deleted (i.e., do not use strikethroughs or other formatting to indicate intended deletions).*

Budget Summary

| TOTAL INNOVATIONS FUNDING REQUESTED | | \$ | \$120,000 |
|-------------------------------------|---|-----------------|-----------|
| COUNTY ADMINISTRATION | | \$ | \$6,000 |
| BALANCE FOR INNOVATIONS PROJECTS | | \$ | \$114,000 |
| Innovation Proposal # | Innovation Project Title | Funds Requested | |
| 1 | PROBATION ENRICHMENT & TRANSPORTATION PROGRAM | \$ | \$42,512 |
| 2 | COURT NOTIFICATION PROGRAM | \$ | \$3,000 |
| 3 | BRIDGE Program | \$ | \$68,488 |
| INNOVATIONS PROJECT SUBTOTAL | | \$ | 114,000 |

* Up to 5% of the total award to the county may be used for administration costs. Any funds allocated for administrative costs shall be used to directly support the Youth Services Commission in administering the Innovations grant program.

* Up to 5% of the total of any sub-award from the county to a contracted provider can be used for/allocated to the provider's administrative costs.

Budget Narrative

Administration Costs Budget Narrative:

\$6,000 will be allocated to the county for the administrative costs and oversight of the Probation Enrichment and Transportation Program, Court Notification & BRIDGE programs. administrative funds will be used to supplement salaries for management of the grant.

The role of the Youth Services Commission Administrator will be to manage and monitor all fiscal and programmatic reporting responsibilities for the JDAI Innovations funds which will include initiation and follow through with the competitive contracting process for the Probation Enrichment and Transportation Program, Court Notification & BRIDGE programs, review of provider agency's monthly fiscal reports and statements, review JAMS quarterly reports and provide technical assistance regarding reporting responsibilities the JDAI Programs. The Administrator will also be responsible for monitoring the program services, maintaining statistical data related to Innovations grant funds, submission of fiscal and narrative reports to the JJC and cooperate with and report to the Salem County Council for Juvenile Justice System Improvement on issues pertaining to the Innovations grant funds.

Total Administrative Costs - \$6,000

Proposal # : 1 Project Title: PROBATION ENRICHMENT & TRANSPOTATION PROGRAM

Budget Narrative

A competitive contracting process will seek a provider to coordinate the following service components for a Probation Enrichment & Transportation with Life Skills Program. Based on committee discussions and cost estimates enumerated in this budget, estimates for program components are included. Services will include, but are not limited to:

(1) Salaries: \$17,987

Costs include a salary for a part time Program Coordinator (\$17,987) to coordinate transportation for the youth and their families, purchase food and other materials for orientations, enrichment trips and life skills classes, and to procure admissions / tickets for trips and enrichment activities.

(2) Transportation: \$7,000

Transportation services will be provided to youth/families for transport to / from any probation and / or court related appointments, probation and / or court ordered programs, and Enrichment Trip pick up / drop off sites.

(3) Enrichment Trips (4 Trips): \$6,300

Costs include bus transportation, admission costs, meals and other materials as needed for 10 – 15 youth and families attending enrichment trips.

- Admissions / Tickets: \$1,800

- Transportation: \$2,000

- Food: \$1,500

- Materials: \$1,000

(4) Family Recognition Dinner: \$800

Family recognition dinner for all youth on probation with families, probation staff and PET staff.

(5) Incentives: \$3,000

Costs includes \$5 - \$100 incentive various restaurant/store gift cards and community based healthy/educational incentives such as driver education classes, gym memberships, music lessons, art classes, lifeguard certifications... etc.

Enrichment Program Sub-Total: \$37,087

(6) Orientations (6 Orientations): \$2,425

Six Probation Orientation sessions, conducted by Probation Officers at Probation, will be provided in 2019. A healthy meal will be provided for probationers and their parents/guardians at each session.

Estimated cost for POP meals = \$1,800

Provide other materials for distribution at Orientation sessions, such as a date book/journal for probationers to keep track of their appointments and other important dates along with probation contact information; and other incidental supplies that may be needed by probationers and their families/guardians to help ensure successful completion of probation requirements.

Estimated cost for POP Materials = \$625

(7) Probation Officer Overtime Stipends: \$5,000

Overtime stipend for Probation Officers spending additional hours exceeding normal working hours for chaperoning and supervising enrichment activities will be provided. A 2 to 5 ratio for Probation Officer to youth has been established as best practices for the program. The average overtime rate of all Vicinage Probation Officer Series titled employees is \$57.00.

Program Total: \$42,512

Will provider/service be sought through an open competitive process (Yes/No)? If No, please explain process below^.

Probation Enrichment and Transportation Program: **Yes**

Probation Officer Overtime Stipend and Probation Orientation Program: **No**. The Salem County Youth Services Commission will enter into an Agreement with the State of New Jersey Judiciary, Salem / Gloucester / Salem Vicinage for Probation Officer Stipends and Probation Orientation Program

Proposal # : 2 Project Title: COURT NOTIFICATION PROGRAM

Budget Narrative

The proposed funding will be utilized to coordinate the following service components for a Court Notification Program to provide text, email and voice alerts to youth and their families on probation reminding them of probation reporting events, evaluation appointment reminders and enrichment trip/probation orientation reminders

Initial Program startup costs is \$3,000, which includes a base number of alerts that the program has yet to exceed.

Program Total: \$3,000

Will provider/service be sought through an open competitive process (Yes/No)? If No, please explain process below^.

No, Salem County Youth Services Commission will enter into an Agreement or Notice of Intent with the State of New Jersey Judiciary, Cumberland/Gloucester/Salem Vicinage in the amount of \$3,000

Proposal #: 3 Project Title: BRIDGE Program

Budget Narrative

(1) **Salaries: \$58,000**

Costs include salaries for part/time instructors and a part time coordinator responsible for coordinating with probation and family court to ensure youth are enrolled in the BRIDGE program, schedule and monitor completion of modules, purchase materials needed for various program modules, report on outcomes to probation, family court & YSC.

(1) **Program Materials: \$10,488**

Costs include the purchase of materials needed for the various modules: i.e brochures, notebooks, culinary supplies, office supplies and safety equipment

Program Total: \$68,488

Will provider/service be sought through an open competitive process (Yes/No)? If No, please explain process below^.

No, Salem County Youth Services Commission will enter into an Agreement or Notice of Intent with Salem County Vocational Technical School in the amount of \$68,488

^ If this is a renewal proposal and an open competitive process was not followed, the explanation should include information regarding outcomes achieved and monitoring results to date, and any other supporting data, that collectively justify continued funding of the current provider.

CY 2019
New Jersey Juvenile Detention Alternatives Initiative
Innovations Funding

INNOVATION PROPOSAL

COUNTY: Salem

Project Type: (check one) New
 Renewal*
 Renewal with Modifications*

Original or Revision: (check one) Original Proposal
 Revised Proposal**

Revision Date:

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Innovation Proposal Summary Information

Innovation Proposal # 1 of 3

Project Title for this Innovation Proposal Probation Enrichment & Transportation Program (PET)

Requested Amount for this Innovation Proposal \$ 42,512.00

Purpose

Provide a brief overview of the innovation for which the funds will be used.

The Salem County Innovations subcommittee determined that there are advantages to providing appropriate support to encourage probationers to successfully complete their Court ordered conditions of probation, including reducing the number of violations of probations (VOPs) filed and in turn decrease the number of youth admitted to detention for VOPs. The subcommittee believes this can be achieved by:

1. Providing youth with transportation to probation appointments, evaluations, enrichment activities & trips.
2. Rewarding positive behavior through healthy/educational activities and Enrichment trips for youth and families. Involving families in healthy activities will strengthen the family unit and in turn hopefully lead to success for youth on probation.
3. Providing youth and families with an overview of the expectations of probation, along with informational flyers/pamphlets, cultural and educational opportunities for youth and families

The Program will consist of multiple components consisting of enrichment trips, transportation and a probation orientation.

Enrichment trips will aid as an incentive for youth who remain compliant with the terms and conditions of their probation.

Transportation will be made available, as needed for both pre-disposition and post disposition youth for the following:

- Post-Disposition (Probation) Youth: To probation reporting and court ordered evaluations and services for youth and families under probation supervision or with juvenile matters.

Probation Orientations will provide youth and families with an overview of probation services, enrichment trips, transportation services and how the family can aid in keeping youth compliant with their terms of probation.

Identification of Problem/Systems-Improvement Need

Briefly describe the problem/systems-improvement need the innovation will address within the context of the one or two JDAI core strategies most relevant to the proposed use of funds. Briefly describe how this problem affects detention utilization (Admissions, LOS, ADP, etc.).

✓ Problem/Need as it Relates to the Most Relevant Core Strategy(ies)

The core strategy most relevant to the proposed use of funds is "Special Detention Cases" which includes youth in custody as a result of probation violations. The core strategy requires these populations be re-examined and new practices implemented to minimize their presence in the secure facility.

✓ Impact of Problem/Need on Detention Utilization

Youth admitted to secure detention for a VOP (regardless of how admitted) begins with the process of filing a VOP. If the number of VOPs filed continues to increase each year then the number of youth who could potentially be admitted to detention for a VOP also increases each year, thereby, impacting detention admissions, average daily populations (ADP), and length of stay (LOS). In Salem, admissions to detention for VOPs have increased over 100% since 2015.

Specific Nature of Problem

Identify the primary factors contributing to the problem in this site. Briefly describe these factors, how the factors affect detention utilization, and the data used to assess each factor's presence in the site.

✓ Contributing Factor #1

Failure to understand the terms and conditions of probation contributes to increased admissions to detention for a violation of probation only (meaning, no new offense was committed).

✓ Description & Data Regarding Factor #1

Since the implementation of JDAI, admissions to detention for violations of probation (VOPs) have substantially increased through 2017.

The 2017 JDAI Annual Data Report indicates several findings with regards to VOPs: VOPs in Salem County increased over 100% through 2017 when compared to pre-JDAI data.

VOPs were the lead reason for detention in 13.5% of admissions in Salem County.

✓ Contributing Factor #2

In Salem County, there is currently a dearth of incentives and transportation options available for youth who remain compliant with the terms and conditions of their probation. As such, this may be a contributing reason as to why youth who violate the terms and conditions of their probation represent almost 15% of youth admitted to detention in 2017

✓ Description & Data Regarding Factor #2

The number of youth admitted to detention in Salem County for VOPs has increased from 2015 through 2017. In 2015, 0% of youth in Salem County were admitted to secure detention for a VOP. That percentage more than doubled by the end of 2017 by +13.5 percentage points with 13.5% of admissions to secure detention in Salem County comprised of youth admitted to detention for a VOP.

✓ Contributing Factor #3

Youth who violated the terms of their deferred disposition, thus receiving a term of probation represent roughly one-third of the probation population.

✓ Description & Data Regarding Factor #3

In 2017, 32% of youth unsuccessfully completed deferred disposition. Of the 32%, 12 youth were placed on probation.

Proposed Solution to Identified Problem

(Action words for this section might include create, establish, serve, implement, etc.) Describe the solution to the identified problem and how the requested funds will be used to implement this solution. List the specific objectives this solution seeks to achieve, and where possible, describe these objectives in terms of the JDAI core strategies and the contributing factors described earlier. Describe the specific elements/components of the solution.

Proposed Solution

Continue to implement a multi-component enrichment program that will first, provide a starting point for youth on probation with an overview of rules, regulations and expectations. Second, youth who abide by the conditions of probation and remain compliant, will be eligible to participate in enrichment trips. Positive reinforcement aids in controlling misbehavior in youth, ensuring that they will continue to make

appropriate choices resulting in decreasing VOPs and increasing successful completions of probation. Finally, provide appropriate transportation opportunities for post disposition youth and their families.

- ✓ Objective #1: Enhance the current Salem County Guidelines for Compliance Incentives, Interventions & Sanctions by providing incentives to youth who remain compliant with the terms and conditions of their probation, in the form of healthy/educational trips and activities.
- ✓ Objective #2: To provide transportation options for youth and families under probation supervision or with juvenile matters, for probation reporting, court ordered evaluations & services and enrichment activities.
- ✓ Objective # 3: Implement a bi-monthly Probation Orientation program led by a Salem County Juvenile Probation Officer(s) for youth and their families to assist youth and families with the transition onto probation, if adjudicated and disposed to probation, helping them to obtain an understanding of the rules and conditions of probation and expectations of the youth and family to ensure compliance and success.
- ✓ Objective #4
Allow deferred disposition youth to participate in probation, trips/incentives as well as receive transportation services in an effort to decrease the percentage of unsuccessful completions of deferred disposition
- ✓ Specific Elements/Components

ENRICHMENT ACTIVITIES/STEP REINFORCEMENTS: Healthy/educational activity incentives will include participation in team building activities such as a Ropes course, trips to educational sites such as museums, and partaking in positive organized sporting events. Step reinforcements throughout the probation term will be provided to youth and families, including items such as meal gift cards and movie theater tickets. Youth will also be provided an opportunity to earn a voucher to participate in a community-based, healthy/educational activity after at least 90 days of Probation compliance. The 90 days starts when the youth and his/her Probation Officer have a conversation about earning the healthy/educational incentive. The conversation should be noted in the youth's journal and progress tracked by youth and Probation Officer during routine probation reporting and on enrichment trips. Healthy/educational incentives include opportunities to participate in positive activities through the distribution of vouchers for art classes, CPR Certification classes, Lifeguard Certification classes, Drivers' License School, or other opportunities selected by the youth. Youth will also be encouraged to keep notes in their journals about their experiences in enrichment activities or family outings and report on them to their Probation Officers.

Youth who are already under Probation Supervision and youth newly under Probation Supervision will be eligible for Enrichment activities. All components of the program are voluntary and lack of participation will not result in sanctions or a Violation of Probation.

TRANSPORTATION: Transportation will be made available for youth and families. Transportation will be provided to youth and families under probation supervision, for probation reporting and court ordered evaluations and/or services. In addition, bus passes will be made available to pre-disposition youth on a detention alternative in need of transportation services for detention alternative reporting.

PROBATION ORIENTATION: This will include an orientation agenda with an accompanying brochure, PowerPoint and/or video to explain the probation process, and enrichment activities/step reinforcements. A TV/DVD player and /TV Cart will be utilized for presentation purposes.

A folder and notebook will be provided to hold any documents pertaining to the individual youth's court appearances, conditions of probation, program services, evaluations, etc. Youth and families who have successfully completed a term of probation will be asked to participate in the orientation to help new families navigate the process. Engaging youth and families in this process will foster an environment where youth and families can feel comfortable to ask questions and/or express concerns about the expectations of being on probation Note: Deferred Disposition youth will NOT be allowed to participate in the probation orientations.

Tracking Implementation of the Solution/Process Measures

Describe the various measures that will be used to track the implementation of the solution and how this information will be collected/maintained. (These are the "process" or "output" measures, and should reflect the steps taken to actually implement the project and its components. As general examples, process measures include things like: number of youth served, number/type of service hours provided, number/type of incentives awarded, mentors/employers recruited, beds/units acquired, reports produced, etc.)

✓ Process/Output/Implementation Measures

- **ENRICHMENT TRIPS:** All youth under the supervision of Salem County Probation will be eligible to participate in Enrichment Trips. Eligibility for and participation in enrichment trips will be determined based on the attached criteria. Probation Officers will be responsible for identifying when criteria have been met and requesting/recommending permission for a youth/family to be eligible for step reinforcements and/or participate in enrichment activities.

- **TRANSPORTATION:** Probation Staff will identify youth and families in need of transportation. The following data will be tracked:
 - The total number of times transportation is used and to where.
 - Total number of youth and families served.
 - Total number of times transportation is provided, broken out by type of transportation and destination.
 - Total number of times transportation was requested and the transportation was not used by the family without notifying the appropriate agency

- **PROBATION ORIENTATION:** Approximately 5-10 youth a month are newly admitted to Salem County Probation. Probation orientation will be held every two months with the expected participation of anywhere between 5-20 youth/families participating. To gauge the number of youth and families in attendance at orientation, probation will maintain an attendance log of youth and families participating in the orientations.

✓ Methods for Maintaining/Collecting Data Regarding Process/Output/Implementation Measures

The Salem County YSC Administrator and Staff will be responsible for oversight of Innovations funds, monitoring of program services, and initiating the competitive bidding process for a Probation Enrichment Coach & Transportation program.

Develop a mechanism for tracking participation in enrichment activities.

The Provider and Probation will be required to document and report the level of service (number of youth served) on a monthly basis with the attendance records/sign in sheets. Identification of the actual types of service and the format (orientation, enrichment activity, incentive award, or transportation)

The provider will be registered in the JAMS system and will complete intakes, completions and quarterly reports in a timely manner.

Data will be collected by the contracted provider agency which will be provided to the YSC Administrator, and will be shared with the Salem County Detention Alternatives/Probation Subcommittee & CJJSI.

Transportation:

- Probation Staff will identify youth and families in need of transportation. The following data will be tracked:
 - The total number of times transportation is used and to where.
 - Total number of youth and families served.
 - Total number of times transportation is provided, broken out by type of transportation and destination.
 - Total number of times transportation was requested and was not used by the family without notifying the appropriate agency.

Probation Orientation: Probation staff will maintain an attendance sheet that will track the number of youth and families that attended orientation.

Impact of Proposed Solution & Outcome Measures

Briefly state the anticipated impact of the proposed solution in terms of the contributing factors described earlier and their effect on the detention system (action words include reduce, increase, etc.). Describe the various measures that will be used to evaluate these anticipated outcomes. Then, briefly describe the potential unintended consequences of the solution, and the measures/methods that will be used to monitor the occurrence of these unintended outcomes. Finally, describe how the data needed to report all of these outcome measures will be maintained/collected.

✓ Expected Impact

- The number of youth admitted to secure detention for a VOP will decrease.
- The number of VOPs filed will decrease.
- The number of youth successfully completing probation will increase.

✓ Outcome Measures to Gauge Expected Impact

- The number of enrichment activities organized and the number of youth and family participants.
- The number of healthy/educational activities/incentives and the number of youth participants.
- The number of youth/families who utilize the available transportation option.
- Number of incentives given out.
- Number of youth that received incentives.
- The number of youth eligible to participate in the bi-monthly Probation Orientation and the number of actual participants.

✓ Potential Unintended Consequences

- Judge may want to court order the youth to the enrichment program.
- Youth may be violated for not participating in the enrichment program.

- ✓ Outcome Measures to Monitor Unintended Consequences
Number of Judicial referrals to the enrichment program
Number of VOPs for non-compliance with the enrichment program

- ✓ Maintaining/Collecting Data Needed to Report on All of the Above Outcomes
The Salem County Juvenile Probation will implement and maintain a VOP database to track data on VOPs filed. This information will be shared and discussed within the detention alternatives/probation subcommittee.

ENRICHMENT/EDUCATIONAL/HEALTHY ACTIVITIES & INCENTIVES: Salem County Juvenile Probation will maintain an excel spreadsheet for tracking participants in Enrichment Activities. The spreadsheet includes information on the following:

- Name of youth
- Criterion met
- Date achieved
- Type of activity/incentive received (enrichment trip, healthy/educational incentive, gift card etc...).

TRANSPORTATION

The selected agency will be responsible for gathering and maintaining the following information, which will be reported monthly to probation and quarterly to the YSC Administrator:

- Name of youth/family
- Date transportation needed
- Destination
- One-way or roundtrip
- Mode of transportation
- Did youth/family attend appointment/court appearance
- Cost of the trip

All outcomes will be shared and discussed with the Salem County Council on Juvenile Justice Systems Improvement.

PROBATION ENRICHMENT CRITERIA

Salem County Probation uses the following incentives grid:

| Compliance | Incentives |
|---|---|
| <ul style="list-style-type: none"> • Negative Drug Test • Improved School Attendance • Improved School Behavior • Improved payment of fines/restitution/fees • Improved performance of community service • Improved compliance with curfew • Improved compliance with treatment • Improved compliance with reporting • Improved compliance with parents' rules • Early completion of condition • Other improved behavior | <ul style="list-style-type: none"> • Verbal feedback/encouragement • Written feedback to juvenile/parent • Ongoing review/feedback to juvenile of Case Plan Objectives and goal attainment • Removal of a sanction (i.e., curfew, reporting requirements) • Participation in Positive Interventions Committee activities • Selection for peer advisory committee • Selection for peer mentoring activity • Early Termination with written notification to juvenile/parent |

In addition to the above grid, the following criteria will have to be met in order for a youth to be eligible to participate in the Enrichment Trip program components:

- Upon successful completion of Probation Intake, youth will be eligible for participation in the next scheduled enrichment activity.
- Youth remaining compliant for 30-day increments will be eligible for a step reinforcement for his or her family such as restaurant gift certificates and/or movie theater tickets.
- Youth must remain compliant at least 30 days prior to the scheduled enrichment activity in order to participate.
- As an enhanced incentive, youth remaining compliant for 90 days will be eligible to receive a voucher to participate in a community-based enrichment trip/activity. The 90-day period begins when the youth and probation officer conference about the activity.

PROBATION ORIENTATION

Salem County Juvenile Probation will maintain an excel spreadsheet for tracking participants in Probation Orientation which will identify the following information

- Number of youth invited to orientation
- Number of youth attended
 - Number of youth that attended with parent/guardian