

Evaluation of Douglas County Youth Impact!

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- Youths enmeshed in both the juvenile justice system (JJS) and the child welfare system (CWS) are higher-risk for a wide range of problems
 - Face “additional” struggles due to involvement in 2 separate systems
- The goal of the CYPM is to identify dually-involved youth, coordinate and inform decisions, and provide enhanced evidence-based services
- Evaluation of the Crossover Youth Practice Model (CYPM) in Douglas County, NE (Youth Impact!)
 - Four evaluation components:
 - Outcome evaluation
 - Process evaluation
 - Cost-benefit analysis
 - Systems analysis

- **Mixed Methodology Approach**
 - Quantitative
 - Comparison Group = crossover youth 1 year prior to CYPM implementation
 - CYPM group = crossover youth of “Youth Impact!” in Douglas County; had to reach 18 month follow-up period
 - 2 CYPM groups
 - Qualitative
 - Semi-structured interviews of 13 YI! team members (March/April 2015)
 - Estimates from quantitative data & team members were used for the cost-benefit analysis

- All groups (CYPM Full, CYPM Eligible, Comparison):
 - Primarily Male (>50%)
 - 14-15 yrs. Mean age
 - African American (>40%), Caucasian (>30%)
 - Physical Neglect (for CWS involvement) (>78%)
 - Primarily misdemeanors & status offenses at crossover ID
 - Some differences in background characteristics across groups, but the defining differences are.....

	CYPM (Full Treatment) Group (n=215)		CYPM (Eligible) Group (n=127)		Comparison Group (n=562)	
	N	Percent	N	Percent	N	Percent
Team Meeting	215	100.0	0	0.0	0	0.00
Team Decision						
Team Meeting	163	75.8	0	0.0	NA	NA
Appointment Not Scheduled	7	3.3	53	41.7	NA	NA
Staffing	43	20.0	1	0.8	NA	NA
Data Only	2	0.9	69	54.3	NA	NA
Else	0	0.0	3	3.2	NA	NA
Unified Case Plan Developed for Youth	96	98.9	0	0.0	NA	NA
Youth Present in at least One Decision Meeting	165	76.7	0	0.0	NA	NA
Interagency Planning Meeting	212	98.6	0	0.0	NA	NA
Multidisciplinary Team Meeting	207	96.3	0	0.0	NA	NA

- General patterns of results suggest that CYPM-Full Treatment group has best outcomes
 - Higher rates of case closure
 - Higher dismissals & diversion
 - Lower recidivism (esp. in short-term, 9 months)
 - Took longer to recidivate than other groups
 - Average charges were less serious/violent
 - Better living arrangements 9 months after identification
 - Engaged in more prosocial behaviors
- Limitations
 - Small sample (191 did not reach follow-up date)
 - Limits statistical power to find significant differences
 - Some data NA/unavailable for comparison group

Process-Related Outcomes:

- More diversion and/or case dismissals
- Better case follow-through/closure
- Fewer new petitions
- Enhanced service delivery
- Reduced system(s) costs/Increased efficiency

Recidivism Outcomes:

- Lower recidivism
- Longer time-to-recidivate
- Recidivating with less serious/violent behavior

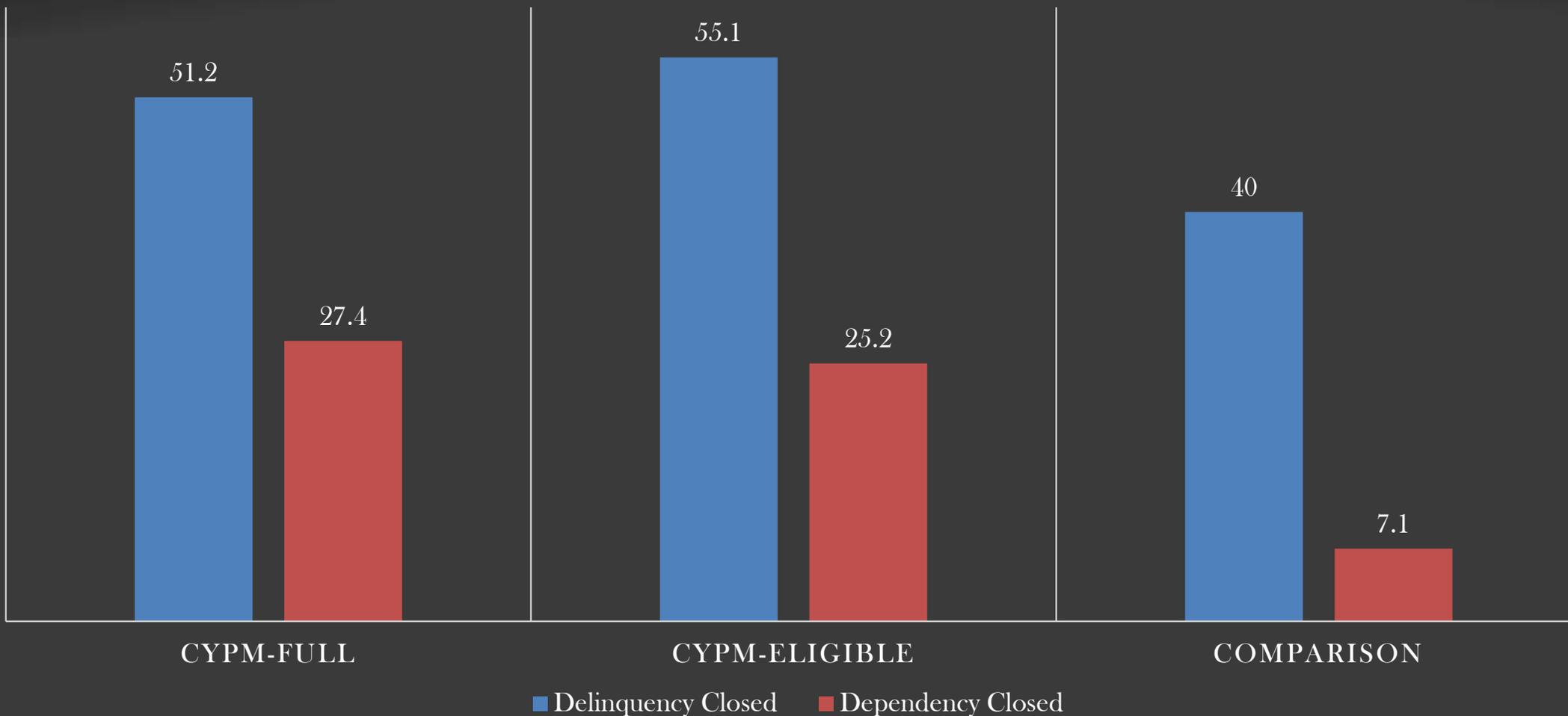
“Social” Outcomes:

- Better placement, less congregate care/group homes
- Improved prosocial behavior
- Improved academic performance
- Improved MH

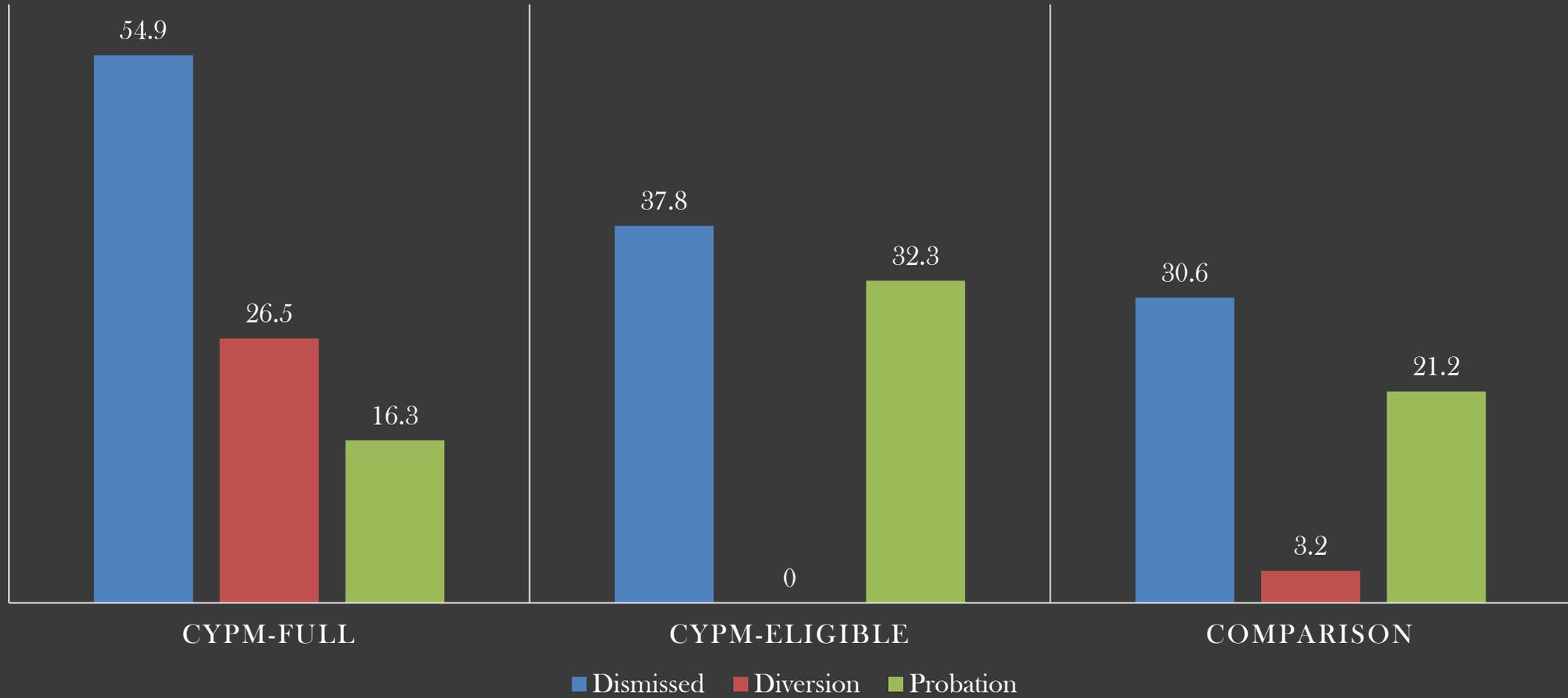
So How Did the Youth Impact! *Initiative* Do?

CASE-PROCESSING OUTCOMES

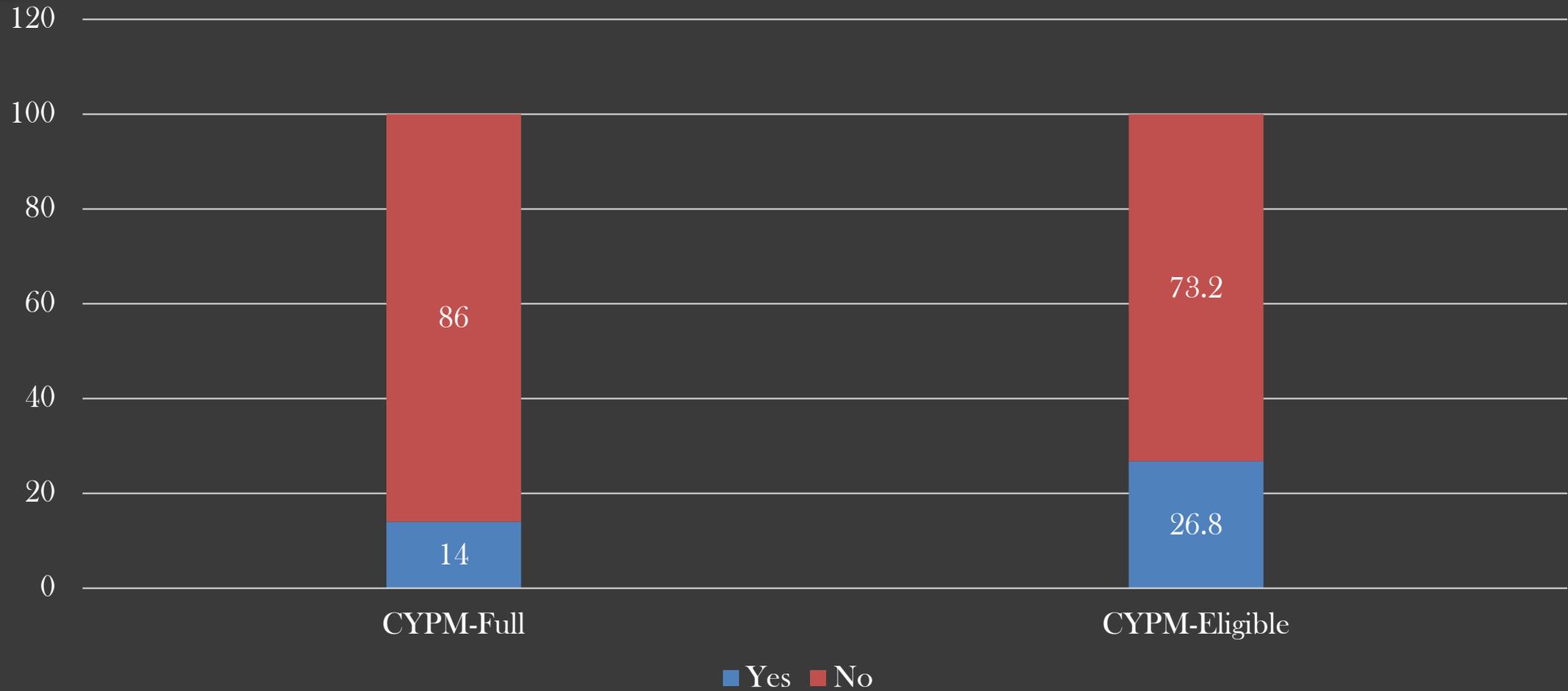
CASE CLOSURE (IN PERCENTAGES)



ARREST DISPOSITION (IN PERCENTAGES)



NEW SUSTAINED PETITIONS (IN PERCENTAGES)



System-Level Success

- **Better Decisions**
 - More case info from various sources
 - “Whole” picture of youth and family
- **Improved interagency relationships/collaboration**
 - Reduced information silos
 - Cross-agency training
- **Reduced cost/increased efficiency**
 - Less duplication of services

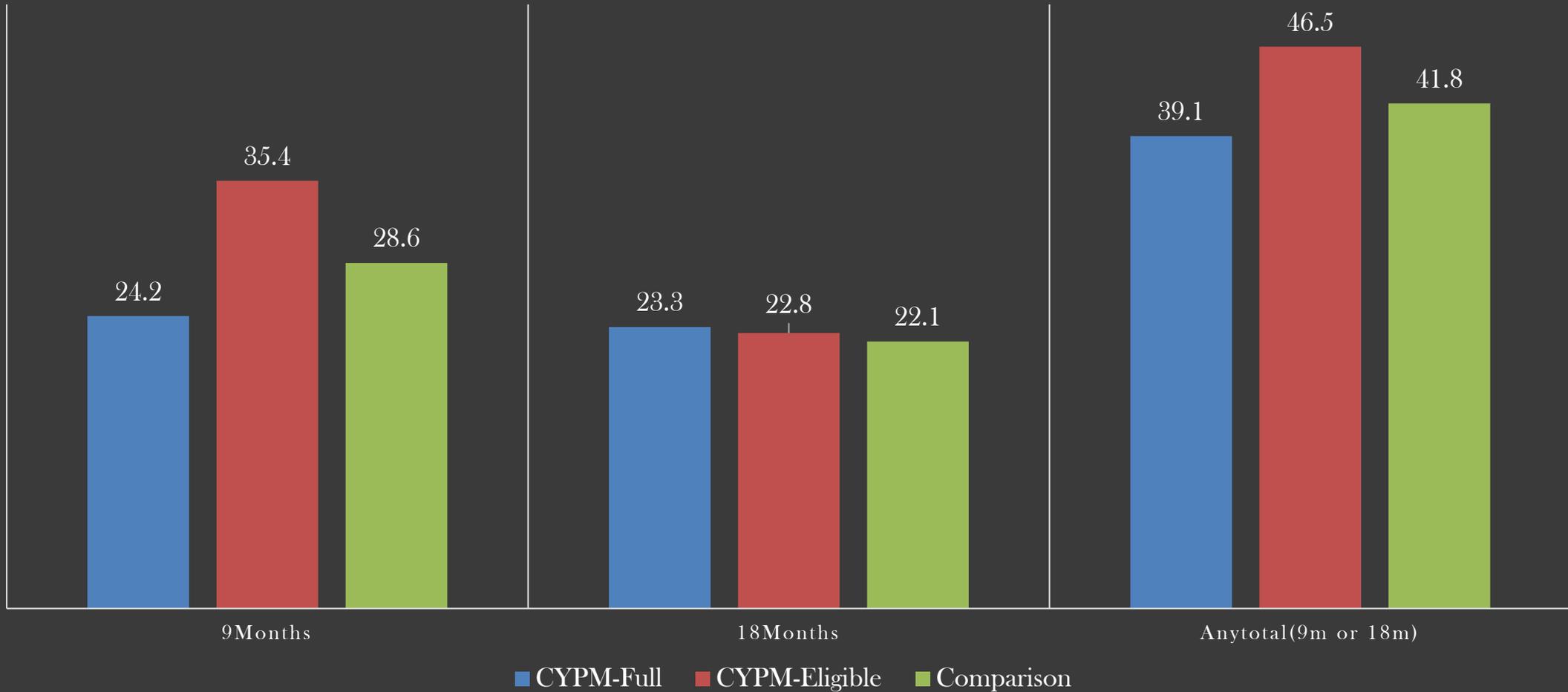
Person-Level Success

- **Positive relationships/trust**
 - More knowledge of other systems
 - Higher satisfaction with approach to crossover youth
- **Better responses to Crossover youth**
 - Higher diversion, dismissal, or enhanced services
 - Better knowledge of effects of trauma, services available

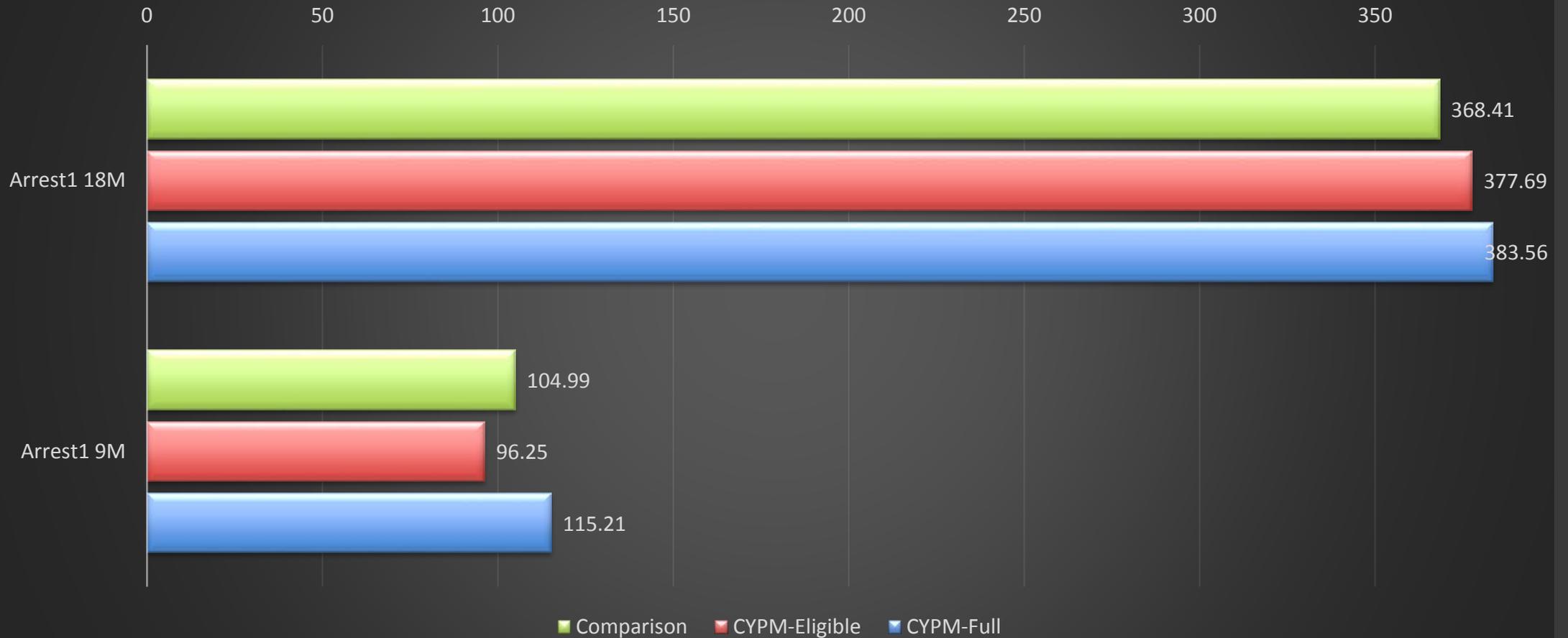
So How Did the Youth Impact! *Youth Do?*

RECIDIVISM & SOCIAL OUTCOMES

9/18 MONTHS RECIDIVISM



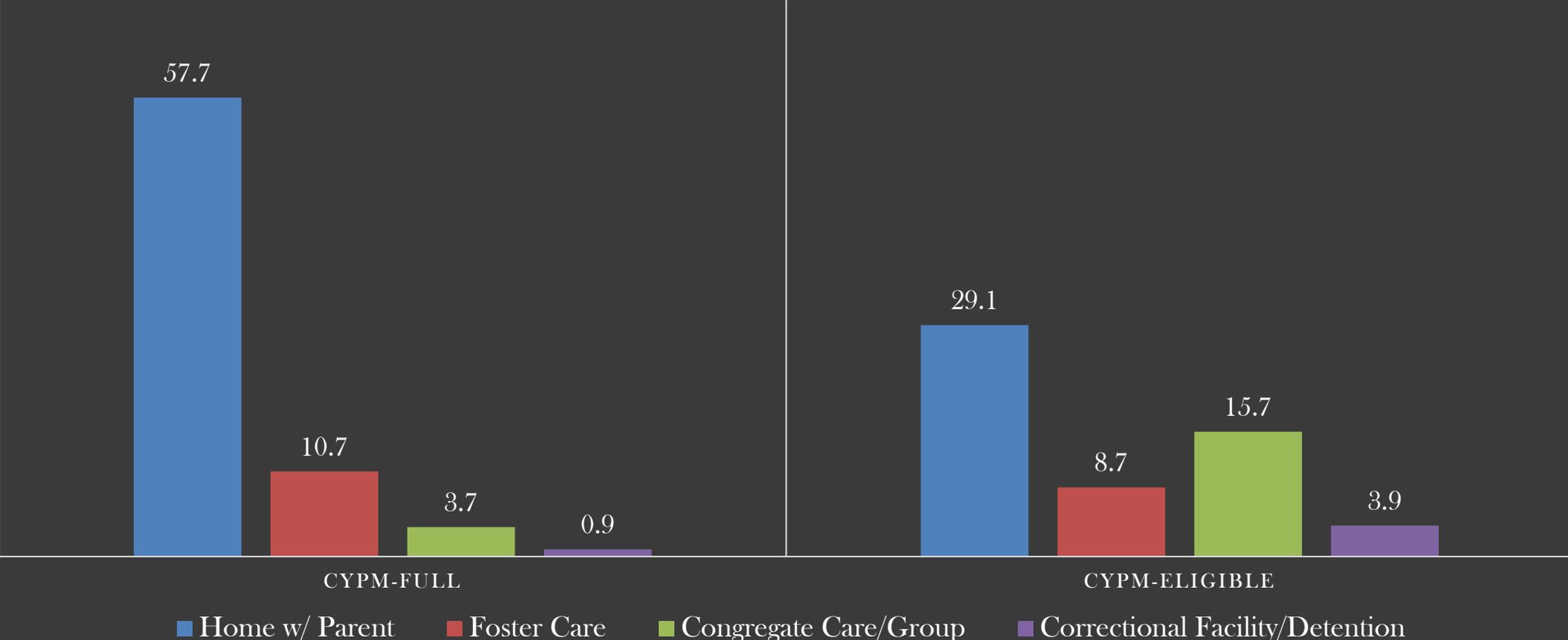
AVERAGE LENGTH OF TIME TO 1ST ARREST (IN DAYS)



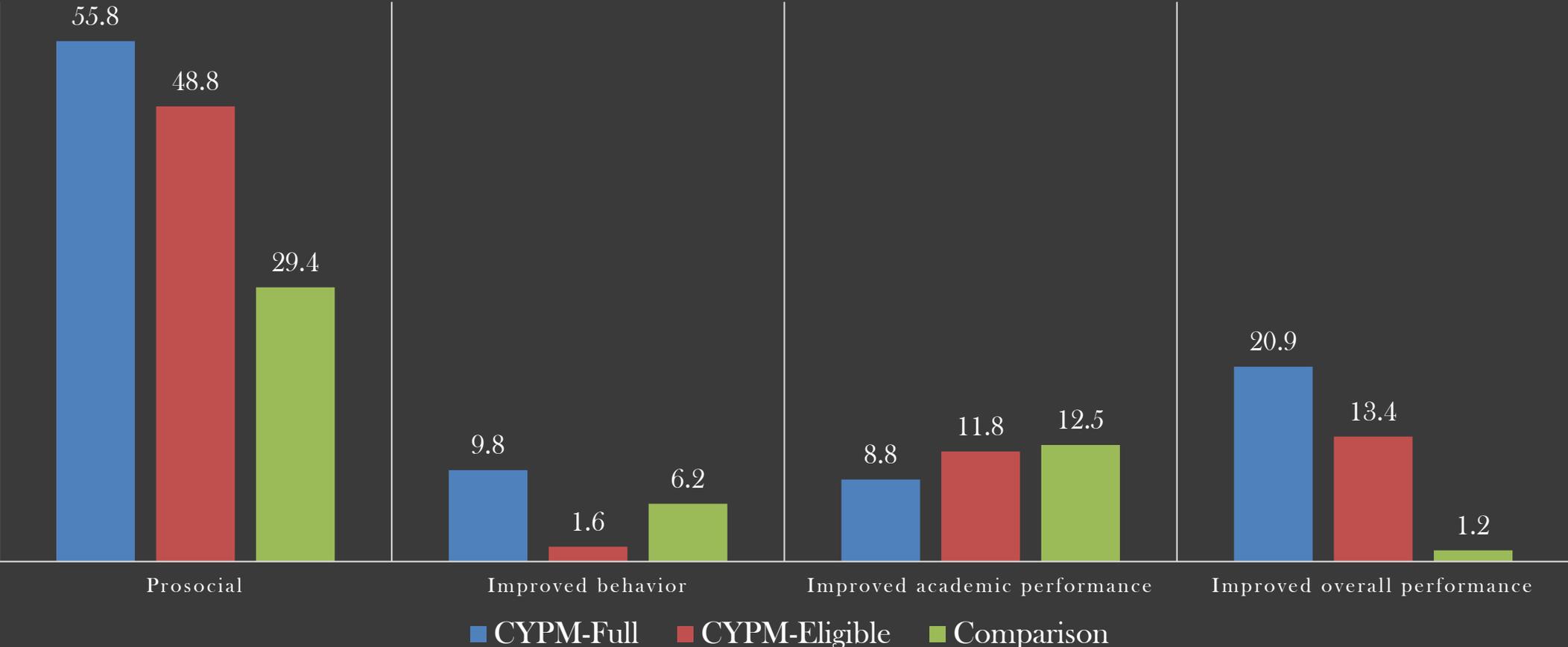
AVERAGE ARREST CHARGE

	CYPM-Full	CYPM-Eligible	Comparison
At 9 months	Theft	Assault	Disorderly Conduct
At 18 months	Theft	Assault	Theft

PLACEMENT AT 9 MONTHS POST-IDENTIFICATION (IN PERCENTAGES)



BEHAVIORAL OUTCOMES (IN PERCENTAGES)



So What?

SYSTEM-IMPACT AND COST-BENEFITS ANALYSIS

- Determine the impact of Youth Impact! on the broader Douglas County Juvenile Justice System
 - On 10/10/16, an online survey was sent to 16 YI! professionals
 - Twelve responses were received, for a response rate of 75%
 - Individuals were asked to respond to 3 questions

1. Describe what you see as the most significant change that would not exist if YI! had not been implemented.

Theme	# of professionals mentioning
Improved cooperation, communication, and/or collaboration	6
Better case coordination	2
Providing a voice to youth/parents/caregivers	2
Reduction in filings of youth	2
Allows for enhanced child welfare services for youth with minor delinquent charges	1
Paradigm shift to a holistic, multidisciplinary, strength-based lens	1
System mapping	1

2. Please identify the one most positive impact of YI! on the juvenile justice system.

Theme	# of professionals mentioning
Fewer filings; more diversion; less probation	4
Better service provision and support for youth	2
True team approach and collaboration	2
Providing a voice to youth/parents/caregivers	2
Youth outcomes improved	1
Public/private funding collaboration	1

3. Please identify the one most negative impact of YI! on the juvenile justice system.

Theme	# of professionals mentioning
Nothing	3
Required time and cost	3
Erosion of public trust/naysayers	2
Absence of youth buy-in	1
Disruption in youth placements	1
Association with philosophy of being “soft” on delinquency	1
Persisting communication deficits	1

- Conclusions of System Impact Analysis:
 - Most positive impacts:
 - Increased collaboration, cooperation, communication within JJS and across JJS-CWS
 - Reduction in youth filings
 - Issues still needing to be addressed:
 - Costs and personnel time that are not always offset by additional resources
 - Perceptions by others that YI! is temporary or too soft/doesn't hold youth accountable

- Implementation costs = \$59,752 (in 2016 dollar amounts)
 - Staffing/technical support; Data system enhancement
- Total annual cost of administering = \$212,264
 - Salary/benefits for: County attorney, JAC, Probation, DHHS, BT, Court costs, NFSN, PH, NCFE
- Total annual benefits = \$385,425
 - Savings of 4 FT probation officers (\$237,925); \$1,475 court costs per diverted youth (x100 = \$147,500)
- Annual Net Benefit = \$173,161

Annual Benefits and Costs of the Youth Impact! of Douglas County Program

	County Attorney	Juvenile Assessment Center	Probation	DHHS	Boys Town	Court Costs	NFSN	Project Harmony	NCFF	TOTAL
COSTS										
Salaries/ Benefits	\$20,982	\$80,133 ¹	\$39,000 ²	\$31,733 ³	\$21,582 ⁴	0	\$10,850 ⁵	\$1,496 ⁶	\$2,480	\$208,166
Supplies/ Services	0	\$1,000	0	0	\$300.00 ⁷	0	0	0	0	\$1,300
Other Costs	0	\$2,200 ⁸	0	0	\$598.00 ⁹	0	0	0	0	\$2,798
BENEFITS										
Salaries/ Benefits	0	0	\$237,925 ¹⁰	0	0	0	0	0	0	\$237,925
Supplies/ Services	0	0	0	0	0	0	0	0	0	0
Other Costs	0	0	0	0	0	\$147,500 ¹¹	0	0	0	\$147,500
Total Benefit	0	0	\$237,925	0	0	\$147,500	0	0	0	\$385,425
Total Cost	\$20,892	\$83,333	\$39,000	\$31,733	\$22,480	0	\$10,850	\$1,496	\$2,480	\$212,264
NET BENEFIT	(\$20,892)	(\$83,333)	\$198,925	(\$31,733)	(\$22,480)	\$147,500	(\$10,850)	(\$1,496)	(\$2,480)	\$173,161

- Conclusions of Cost-Benefit Analysis:
 - YI! diverts approx. 100 youth/year
 - YI! paid for itself in the first year of implementation
 - Primary costs saved in probation and court costs
 - Very conservative estimate, doesn't include:
 - Victim costs
 - Crime career costs (prison, lower wages/taxes, etc.)
 - Intangible costs (fear, security costs, law enforcement, etc.)
- Saving a 14-yr old from “life of crime” saves approximately \$2.9-\$5.9 million dollars (Cohen & Piquero, 2009)

What's Next?

OVERCOMING BARRIERS AND MOVING FORWARD: RECOMMENDATIONS

- Youth Impact! Team Members Identified Challenges to Successfully Running a CYPM Model in Douglas County:
 - Different Philosophies across Systems
 - JJS = youth is offender, need for accountability and rehabilitation
 - CWS = youth is victim in need of protection and services
 - Realities of the system
 - Institutional histories; turnover/burnout; workday hours/family friendliness
 - Sustainability/leadership
 - YI! is not institutionalized beyond MOUs
 - No formal leadership/management team...no boss
 - Resources/time
 - Need for dedicated “crossover” staff positions

- **YI! is Effective on multiple levels**
 - System-level: better decisions, cost-effective
 - Case-level: more efficient case processing, case closure, diversion/dismissal
 - Team-level: improved relationships, decisions, satisfaction
 - Youth-level: more diversion, lower recidivism, better situations post-identification as a crossover youth
- **YI! is Cost-Effective**
 - Net benefit per year = \$173,161 due to savings in probation & court costs
- **YI! Represents “best practice” for system integration/collaboration**
 - Multi-systems response is needed to collaborate and share information to improve case processing, management, and service delivery

- Continue to support YI! in Douglas County
 - Adopt and scale up throughout NE
- Give YI! support and formal organization:
 - Formal management/leadership team
 - Provide the initiative with adequate resources and a budget to function properly
 - Dedicated staff positions (case processing, case management/planning, data analysis)
 - Attach YI! to an existing entity/agency that's integral to YI!
 - Establish inter-agency institutionalized policies that foster collaboration & info sharing

- Support “succession planning” activities
 - Create/maintain policy manuals
 - Multiple people in leadership positions for turnover
 - Provide adequate resources to make crossover positions long-term careers
- Consider treating crossover positions as specialty positions
 - Complexity of cases & dual involvement necessitate deep understanding of trauma, abuse, family dysfunction, & delinquency
 - Need adequate training and resources to reduce turnover
- Call for JJS & CWS administrators to break barriers of system-collaboration
 - Break information silos – share sensitive information more easily
 - Create ways to foster across-system collaborations – institutionalize these policies

Thank you!

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