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## ADT Final Report: Alternatives to Detention, Douglas County

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Center for  
Applied  
Psychological  
Services



## **ATD Final Report**

*Alternatives to Detention, Douglas County*

January 31, 2018

Center for Applied Psychological Services  
A University of Nebraska Consulting Program  
Based at the University of Nebraska at Omaha

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## **About the Report**

The authors of this report are Madison Schoenbeck, Joseph Mroz, Dr. Joseph Allen, Dr. Roni Reiter-Palmon, and Dr. Ryan Spohn. This report includes a variety of new data sources, including interviews with service providers, a focus group with Douglas County intake officers, and a stakeholder survey distributed across Douglas County. Data for this report was collected between May 9, 2016 and November 15, 2017 unless otherwise specified.

Funding for this evaluation was generously provided by Douglas County, NE and The Sherwood Foundation, in contract with UNO's Nebraska Center for Justice Research.

## **About CAPS**

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## Executive Summary

The primary goal of this collaboration was to evaluate the alternative to detention (ATD) programs currently available in Douglas County, their effectiveness, and how the juvenile justice system functions to place youth in the most appropriate program. The current report briefly summarizes previous components to this evaluation, then focuses on the major findings and support from the stakeholder survey distributed across Douglas County in 2017. The content areas from the survey are organized into themes, including:

- Respondents' opinions on ATD definition and purpose
- The manner in which stakeholders think ATDs function
- Current service provider training procedures
- RAI adequacy and needs assessment
- Serving special population youth

Major findings in this report include:

- Many respondents thought people working in the Douglas County juvenile justice system share a common understanding of the definition of an ATD
- When asked to write the definition of an ATD, only 40% of respondents provided definitions that were consistent with the ATD working group definition
- Respondents who were *most* certain that everyone has a common understanding of ATDs were also *least* likely to provide the correct definition of an ATD
- Regarding ATD functionality, this survey provides evidence that service providers, probation staff, and county attorney staff have significantly different opinions on numerous topics related to ATDs
- Respondents indicated that Douglas County has a sufficient number of ATD providers

The report concludes with recommendations that our evaluation team believes are the most important issues to be addressed regarding ATD in Douglas County, as well as suggestions for addressing these issues. Recommendations include:

- Development of a specific training to create a common ground of understanding regarding the definition and purpose of ATDs in Douglas County
- Development and promotion of service provider trainings that create a common practice for Douglas County
- Implementation of a needs assessment during or immediately following intake that is feasible, consistent with policy, and informs service provision from the point of intake
- Focus on utilization and improvement of existing ATDs, rather than expanding capacity or increasing the number of service providers

## **What We Did**

The following sections briefly describe the major components completed by the CAPS/NCJR evaluation of the Alternative to Detention system in Douglas County.

### **Theory of Change**

This evaluation began with the Theory of Change event, which brought together stakeholders from across the juvenile justice system in Douglas County to discuss reform of the current ATD system. Members from probation, the Douglas County Youth Center, community service providers, and county attorneys addressed questions such as the purpose of alternatives to detention, what alternatives to detention (ATD) means, and the best use of ATDs in the county juvenile justice system. This event formed the basis of our evaluation, which subsequently included interviews and focus groups with stakeholders within the system.

### **2016 Year One Report**

The portion of the evaluation conducted in 2016 identified several areas that stakeholders thought could be improved. Findings from the interviews and focus groups informed the team of what direction the evaluation would take the following year. We identified gaps within the system, as well as areas where stakeholders pointed out deficiencies concerning special populations of youth, such as chronic runaways or youth with mental health issues.

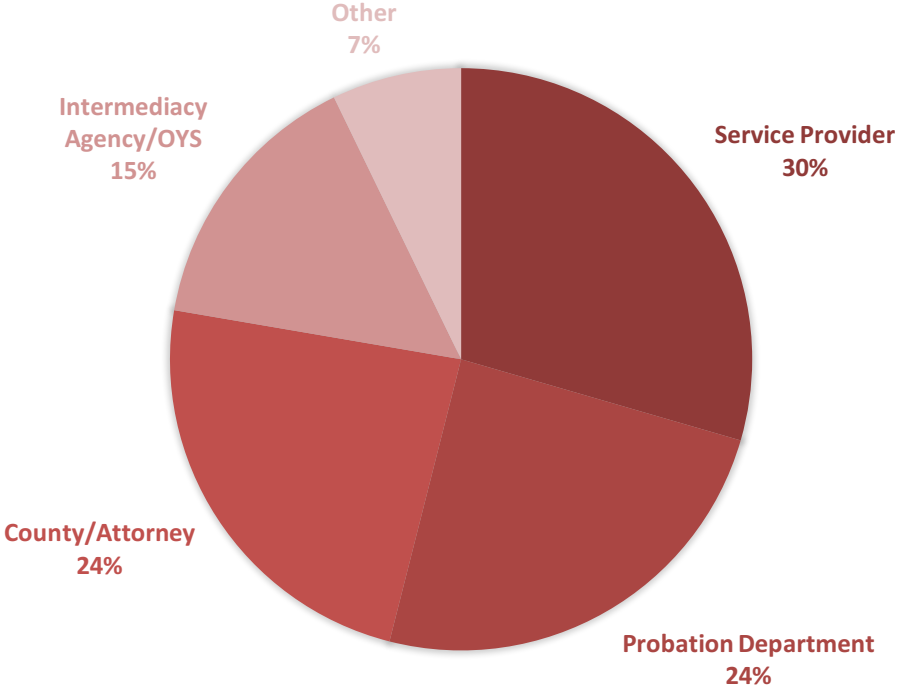
### **ATD Stakeholder Survey**

Building from the 2016 Year One Report, we distributed a survey to individuals involved with the Douglas County juvenile justice system. The survey included topics such as the definition of ATDs, service provider functionality and usage, opinions on the Risk Assessment Instrument, and special population youth.

To gather responses, we first sent an electronic version of the survey to individuals we had previously encountered during the first stage of the evaluation. Because this initial group of individuals was small, we also asked these initial contacts to share the survey with anyone they believed would add valuable insight. Respondents were required to be involved with the Douglas County juvenile justice system and ATDs to participate.

Approximately 139 individuals completed the survey with usable data. Respondents indicated their involvement as a stakeholder in Douglas County by selecting service provider, probation, county attorney staff, intermediacy agency/OYS, and other. As the majority of respondents came from service providers, probation, and county attorney staff, we chose to analyze the survey comparing responses from these groups. Using past reports, interviews, and findings, this final report includes the key findings derived from this survey, and our recommendations to the Sherwood Foundation.

# STAKEHOLDER SAMPLE





## What We Found

The findings from the survey are grouped into several themes for ease of understanding: ATD definition, ATD process and functionality, ATD service provider training, the Risk Assessment Instrument and needs assessment, and serving special population youth. The ATD definition theme includes a discussion of our findings related to how respondents defined ATDs. The ATD process and functionality theme focuses on how respondents felt about the functionality and purpose of ATDs. The service provider training theme focuses on training for individual service providers. Respondents also provided their opinions on the Risk Assessment Instrument and needs assessment in general, and findings related to these topics make up the next theme. Finally, special population youth reflects what respondents thought of how the ATD system serves youth with special circumstances.

### ATD Definition

The stakeholder survey, included in Appendix A, began with questions about the definition of ATDs, and whether the system in general has agreement on this definition. We had three reasons for included these questions. First, we wanted to gauge whether respondents could provide the correct definition of an ATD. Second, we sought to compare respondents' definitions to one another to determine what aspects of the definitions were shared and which were unique. Finally, we wished to examine the extent to which respondents thought individuals in the juvenile justice system have a common understanding of what ATDs are.

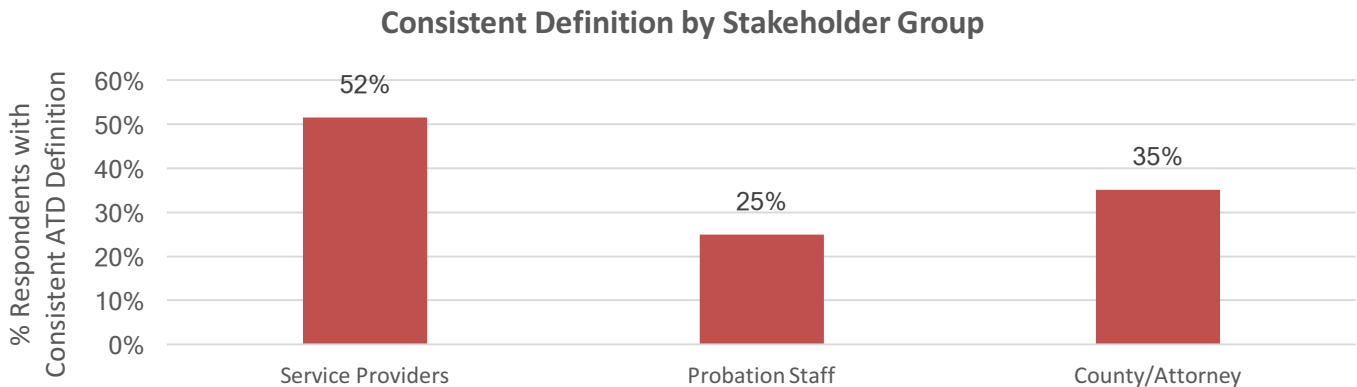
Respondents wrote their definition of an ATD, and we then evaluated these text-based responses using the following ATD definition developed by the ATD sub-committee:

*“An alternative to detention is a program or directive that increases supervision of a youth in the community in an effort to ensure the youth attends court and refrains from committing a new law violation. Detention alternative programs target those youth who would otherwise be detained. Detention alternatives are designed to serve youth for 30 days or less and should be operated on the principle of using the least restrictive alternative possible.”*

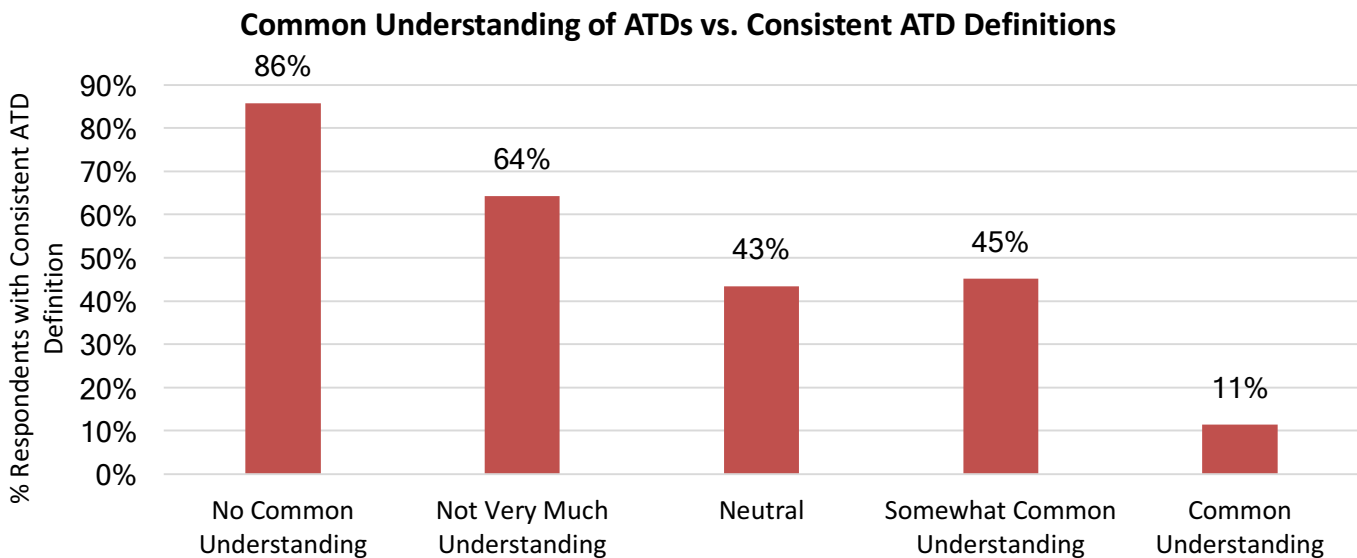
After an initial review of all responses, we developed four, mutually-exclusive categories that were used to classify each response: consistent, partially consistent, immigrant, and other. To be coded as consistent, the definition had to be similar to the ATD sub-committee definition. Partially consistent responses had to incorporate in some way the aspect of ATDs acting as a supervision for youth who would otherwise be detained. Answers that did not provide enough detail or did not seem to answer the question were coded as other. Lastly, a substantial number of respondents described ATDs as services meant for immigrant youth exclusively so “immigrant” was an additional category.

The survey showed that approximately 68% of the respondents agreed or strongly agreed that there is a common understanding of the purpose and definition of ATDs across the Douglas County juvenile justice system. However, not all system groups (probation, service provider, and county attorney staff) agreed to the same extent. Probation members generally agreed more strongly than service providers, meaning the respondents who work in probation thought there is a greater common understanding among all stakeholders on the definition and purpose of ATDs. Compared to the other groups, service providers felt there is less common understanding across the system.

Across all groups, approximately 40% of respondents provided a consistent ATD definition. We then examined how the percentage of respondents providing a consistent definition varied by group. As depicted in the chart below, 52% of service providers gave a consistent definition, compared to 35% of county attorney staff, and 25% of probation members.



Another interesting finding from this portion of the survey, shown in the chart below, was that, across all groups, respondents who were most certain that people in the juvenile justice system have common understanding of ATDs were also least likely to provide the consistent definition of an ATD. This finding highlights the gap between respondents’ perceptions of a common understanding of what ATDs are there to accomplish, and the lack of actual knowledge when asked to provide this answer.



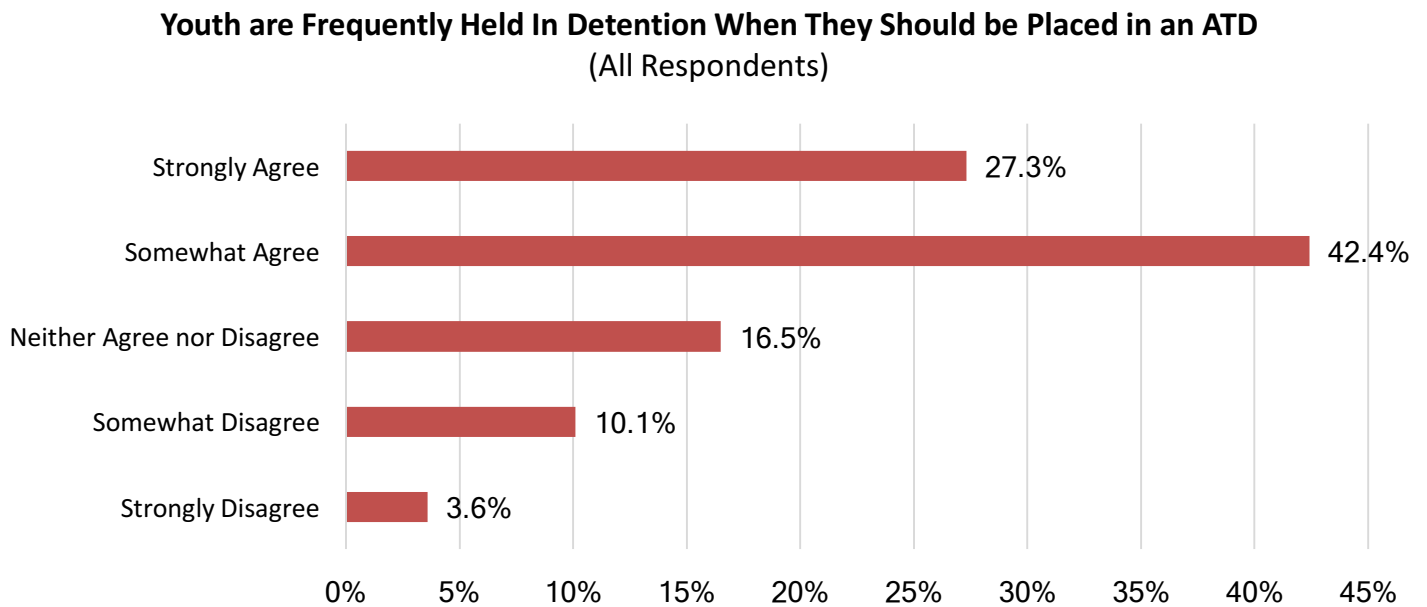
*Note.* The number of respondents who selected each option was: Common understanding ( $N = 28$ ), somewhat common understanding ( $N = 66$ ), neutral ( $N = 23$ ), not very much understanding ( $N = 14$ ), and no common understanding ( $N = 7$ ).

***“People who thought that stakeholders in the ATD system have a common understanding of what an ATD is were unlikely to provide a correct definition of an ATD.”***

## ATD Process and Functionality

This portion of the survey focused on questions to better understand how respondents thought the existing ATDs in Douglas County functioned. Overall, service providers, probation, and county attorney staff members disagreed on a variety of ATD aspects. Disagreements among groups was evident concerning youths being matched to the correct ATDs, overall system functionality, adequate number of service providers, and the time in which youth complete ATDs. Generally, respondents from Probation agreed more strongly than service providers and county attorney staff that ATDs in Douglas county function well, that youth are matched to the appropriate service, and that ATDs are completed in the time they were intended.

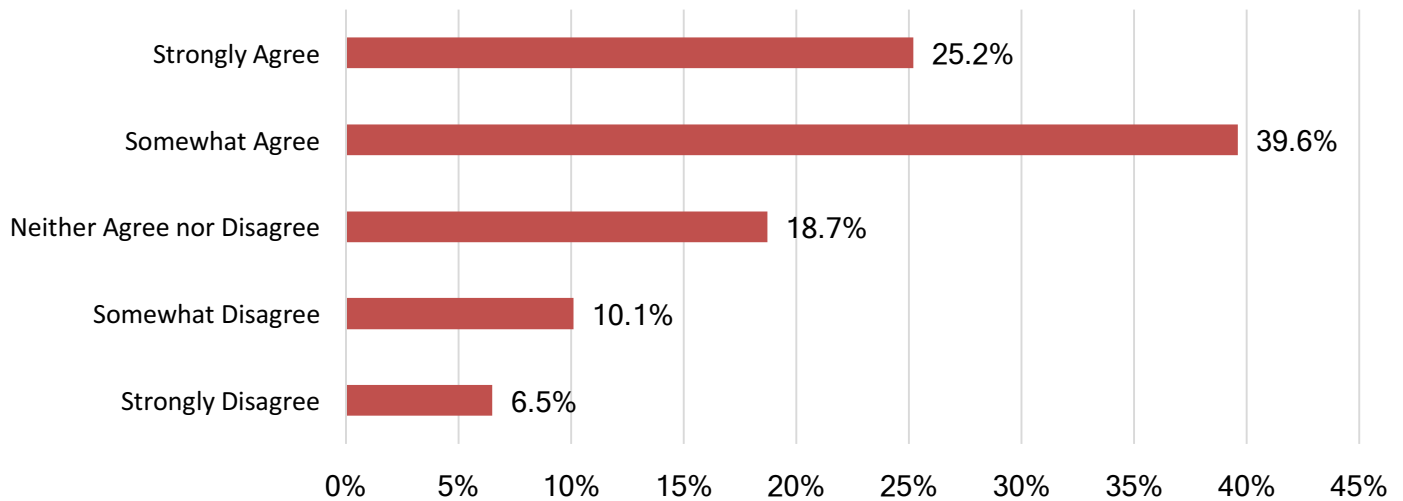
The issue for which we found the highest rate of consensus among the groups was that 69% of respondents thought youth are frequently held in detention (sum of “somewhat agree” and “strongly agree”) when they should have been placed into an ATD. This finding is illustrated in the chart below.



***“Nearly 70% of respondents thought that youth are frequently held in detention when they should be placed in an ATD.”***

Respondents from each group also tended to agree that Douglas County has enough ATD service providers. As depicted in the below chart, approximately 65% of respondents thought the number of service providers is adequate (sum of “somewhat agree” and “strongly agree”).

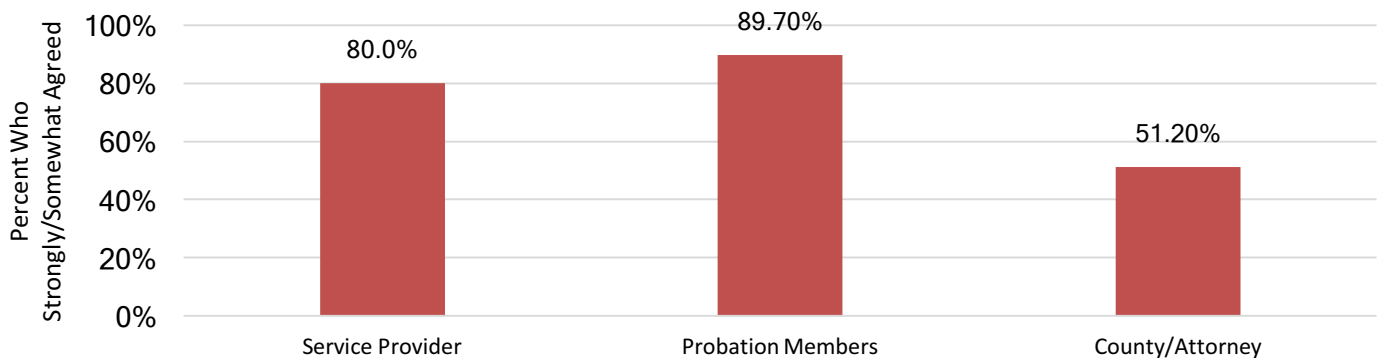
**Number of ATD Providers is Adequate (All Respondents)**



**“Approximately 65% of respondents thought the county has enough ATD providers.”**

An interesting aspect of these findings, shown below, is that service providers and probation agreed more strongly than county attorney staff that youth are frequently held in detention when they should be placed in an ATD.

**Youth Held in Detention Unnecessarily**

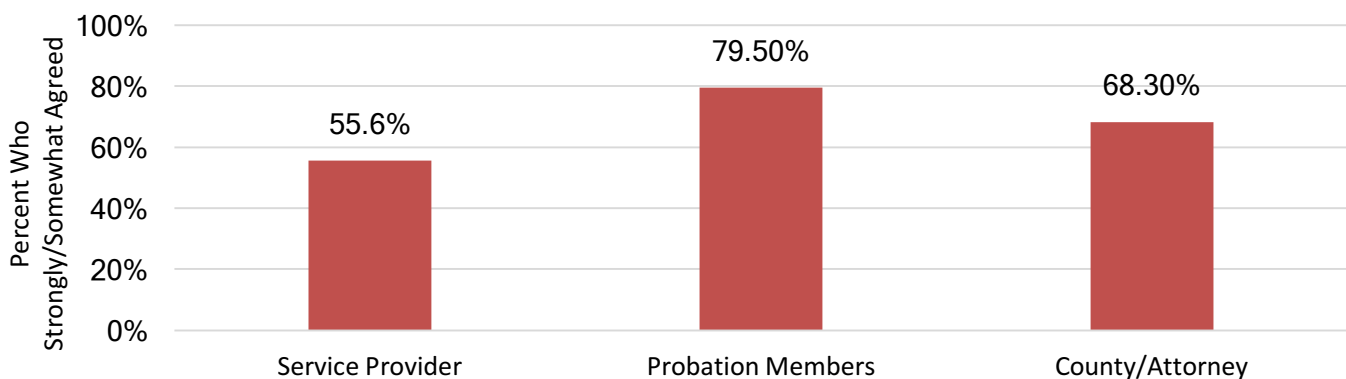


**“County attorney members, compared to probation and service providers, were less likely to think that youth are held in detention when they should be placed into an ATD.”**

## ATD Service Provider Training and Communication

This theme focuses on training that ATD service providers have for their staff, as well as communication among the Douglas County service providers. We asked respondents to indicate whether ATD service providers have adequate staff training. The key finding with respect to this item is that probation members thought that service providers have adequate training more than did the service providers themselves. This discrepancy is another indicator that organizations and individuals associated with ATDs in Douglas County function more as a collection of autonomous units rather than a synchronized and fully integrated system. More work could be focused on promoting awareness among stakeholder groups of how each group fits within the broader system, common practices among groups (e.g., training), and the unique challenges each group faces.

**Service Provider Training Is Adequate**



***“A reflection of Probation and country attorney members thought service providers have more adequate training than do the service providers themselves.”***

Next, our team sought information regarding communication among the service providers of Douglas County. Our survey asked respondents who identified as service provider members to give suggestions for how communication could be improved, which we categorized into five themes: common platform, environment for communication, interagency, no changes, and other. Only 6% of respondents to this item indicated that no change in communication was required, with the majority of respondents providing possible options to an increase in communication. The following quotations are a sample of different suggestions by respondents.

***“Ensuring information on youth is accurate and correct”***

***“Detailed information leads to better communication between everyone”***

***“Having a willingness to share information across agencies so everyone is on the same page”***

***“Through Interagency Communication and Collaboration”***

***“Effective family leadership and advocacy”***

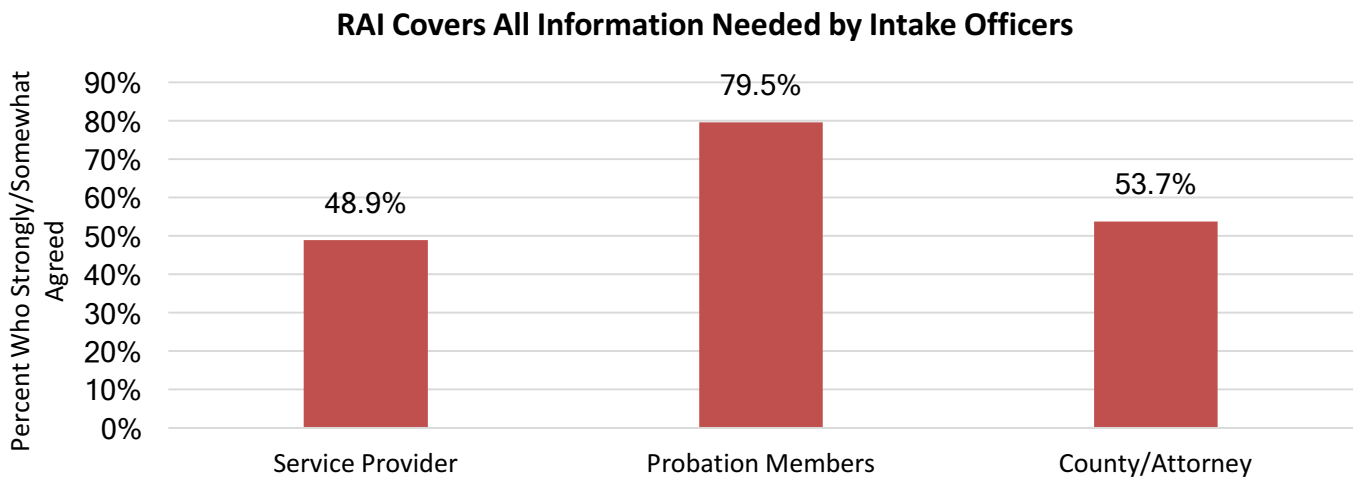
***“Be open to new ideas and partnerships - not just political partnerships”***

## Risk Assessment Instrument/Needs Assessment

In the first phase of the evaluation, we found that stakeholder groups (e.g., service providers, probation, and county attorney staff) tended to have differing perspectives about the correct usage of the Risk Assessment Instrument (RAI). In these initial interviews and focus groups, intake officers—part of probation—thought of the RAI as a guideline because of the issues it does not account for or address. However, individuals from other groups indicated that the recommendation produced by completing the RAI should be followed and not overridden.

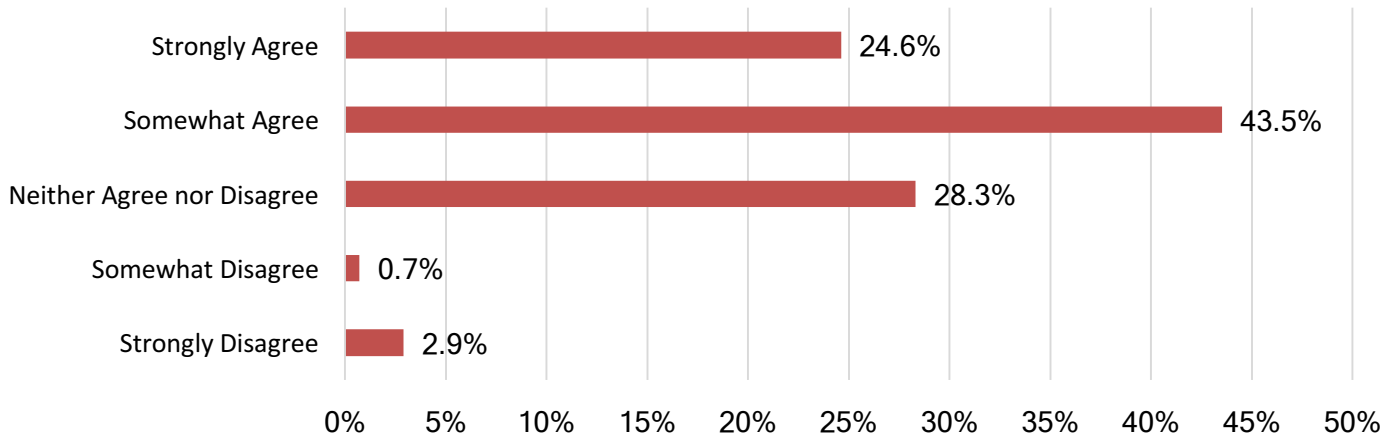
Because views of the RAI seemed to vary so widely in our initial evaluation, and due to the importance of the instrument, we used the stakeholder survey to gather more information on the topic. When all responses were considered together, over 50% of respondents thought the RAI covers all information that intake officers need when deciding youth placement. Yet, as we found with many other topics, stakeholder groups had differing thoughts.

Surprisingly, probation members, compared to service providers or county attorney members, agreed more strongly that the RAI captures all information intake officers need to make a youth placement decision. The differences between groups is shown in the following chart. This disagreement may be partially explained by our earlier findings—probation members view the RAI as a tool to *guide* placement decisions, rather than a tool to *produce* placement decisions. As such, perhaps the RAI captures enough information as a guide but not enough information if the goal is to yield a definitive decision on youth placement.



From our earlier interviews and focus groups, we learned that the issue of the correct usage of the RAI is often accompanied by a broader discussion of a youth needs assessment. Over 68% of respondents agreed (sum of “somewhat agree” and “agree”) that a needs assessment should be developed for youth to be administered during intake, as indicated below. Unlike many other topics captured by the survey, there were no differences between service providers, probation, or county attorney members on this item.

### A Needs Assessment Should be Used During Intake (All Respondents)



***“All groups agreed that a needs assessment should be developed for using during/immediately after intake.”***

Although our evaluation has identified the need for further assessments at intake, there is a substantial obstacle standing in the way of simply implementing a needs assessment. ATDs are intended to prevent recidivism between the time of arrest and the youth court appearance and to ensure that the youth appears in court. ATD service provision in Douglas County is limited to 30 days, which currently, the ATD working group agrees is too short of a period to address needs. Even if needs were assessed in this time period, the current ATD system would be unable to address any needs that were identified. Consequently, although our research with ATD stakeholders has identified the desire for a needs assessment at the point of intake, ATDs are not the actual avenue via which these needs could be addressed. Some agency would need to have formal jurisdiction over this process to address adequately, which is why other jurisdictions have formal designations such as “youth-in-conflict”, “children-in-need-of-care” or “children-in-need-of-supervision.”

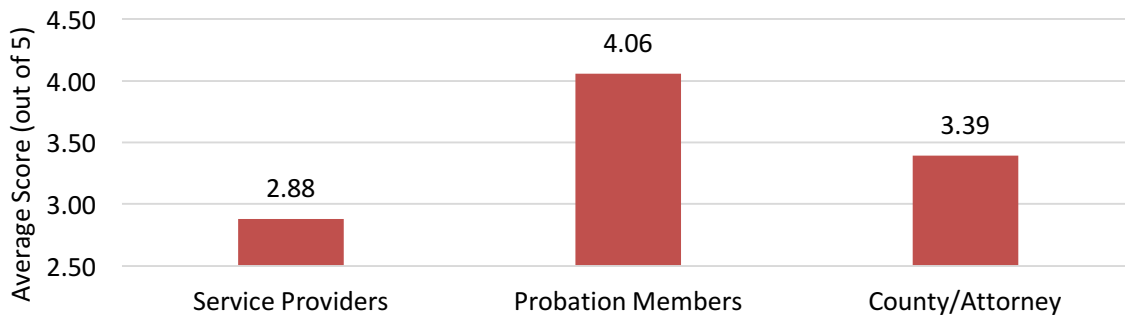
In summary, adding a needs assessment at intake would produce valuable information, but Douglas County could not currently act on this information because it has no mechanism to do so. New policy and funding would be needed to create a new formal jurisdiction to serve these youth.

## Special Population Youth

On the survey, we also asked respondents to consider how well the Douglas County juvenile justice system serves youth from varying populations. Overall, respondents were neutral in answering questions about youth with mental health issues, youth who suffer from substance abuse, youth of a different race, immigrant youth, and LGBT youth.

As identified previously in the evaluation, intake officers noted that chronic runaway youth and youth who have a warrant are not scored appropriately by the RAI. These youth frequently end-up in detention, and the view of the intake officers is that there many reasons why youth run away or have a warrant, and the score on the RAI may not reflect the circumstances of a youth’s history. Specifically regarding run away youth, more information needs to be obtained regarding the nature of the youths’ actions. There are a multitude of reasons for youth running away from placement, many of which could have nothing to do with the service provider. Pinpointing why youth runaway would provide valuable information to improving the current ATD service providers. Our survey indicated that with both runaway youth and warrant youth, probation felt more strongly than service providers and county attorney members that these youth are appropriately served by the juvenile justice system.

**Runaway Youth Are Appropriately Served**



**Youth With Warrants Are Appropriately Served**



***“Probation members thought that runaways and youth with warrants are served more appropriately by the system than did service providers or county attorney members.”***



## What's Next

### Recommendations

From the stakeholder survey and previous investigations conducted, we have developed a series of recommendations that address the primary issues we identified.

#### ***Establish Common Understanding of ATDs***

The survey indicated that respondents believe there is a common understanding of ATDs among people involved in the system, but when asked to provide actual definitions in their own terms, fewer than half of the respondents could provide a definition consistent with the official one. An accurate definition was one that aligned with the ATD definition developed by the ATD sub-committee.

We believe this information could be very beneficial for the ATD workgroups that currently exist and are working to better the ATD system in Douglas County. With the knowledge from this survey, trainings for service providers, probation, and any interested stakeholders can be developed with the help of Sherwood to pinpoint areas where there are common misunderstandings pertaining to the use and purpose of ATDs, creating a common ground across individuals who participate.

Trainings could be introduced to individual groups, or by creating a workshop to be held for all stakeholders with the sole focus of addressing this issue. A theory of change event could be held, bringing together all stakeholders to identify their misconceptions of ATDs, and what Douglas County views as the correct function and usage.

#### ***Promote Greater System Awareness***

Across many topics on the survey, we found that probation, service provider, and county attorney members frequently held different views on many aspects of the juvenile justice system and one another. We suspect that many differences we uncovered with the survey and interviews point to a disjointed system wherein each group operates as an autonomous unit with incomplete understanding of how other groups function or where each group fits in the wider system. This underdeveloped system awareness can hinder cooperation between groups, and may help explain why misunderstandings about the purpose and nature of ATDs persist.

The trainings discussed in the earlier recommendation focus on the mechanics of ATDs themselves. However, more work should be done to ensure that each stakeholder group understands how the system functions and what their role is within that system and with respect to other groups. For example, service providers should learn more about the role of probation, and how probation manages the intake and youth reporting process.

#### ***Create Common Practice for Service Provider Training***

From the service provider portion of the survey, our evaluation gained a better understanding of the missing knowledge about service provider training. The Sherwood Foundation can take this information and use their resources to bring in expert trainers who can give service providers a common procedure that ensures adequate services for all youth in Douglas County. Determining how ATD service providers are trained in other counties, how it varies from provider to provider, and whether ATD service providers collaborate in training would be helpful information for this process. One commonality that our evaluation

has seen from interviews with individual service providers is their deficits in communication with other providers. Although related to the recommendation of promoting greater system awareness, this recommendation focuses on service provider-to-service provider communication. Enhanced communication could help promote common knowledge about the system, and help service providers to share training tips and best practices.

### ***Implement Needs Assessment***

Each phase of our evaluation (focus groups and interviews in year one and now the survey) indicated that stakeholders across the juvenile justice system believe that a needs assessment is necessary somewhere near the point of youth intake. Nonetheless, there are several barriers that have thus far prevented such an assessment. First, intake officers may not be qualified to conduct a typical needs assessment. Second, it may not be practical to spend the time and resources to evaluate the needs of every youth who goes through the intake process. Our evaluation suggests a “trigger” for the intake officer to indicate the need for additional assessments at a later time, possibly once the youth is in placement.

The final barrier must be addressed at the policy level, as significant changes to Douglas County jurisdiction would need to occur in order to begin truly addressing these youth needs. A separate agency would have to be implemented that was in charge of this process, filtering out high needs youth to be served in a different fashion, and then addressing the youth who indicate a need.

### ***Number of Service Providers Appears Adequate***

Across the interviews, focus groups, and the stakeholder survey conducted in this evaluation, service providers, probation, and county attorney members seem to agree on one point: Douglas County has enough service providers and capacity. From the service provider portion of the survey, respondents agreed that there are an adequate number of service providers in Douglas County.

This information tells us that even if more services were added in Douglas County, such services may not be used as most groups already feel as if ATD capacity is adequate. We recommend that time is better spent determining how the system stakeholders can come together to better understand the intended purpose of ATDs, increase communication, and bridge the overall gap that exists between the different juvenile justice system areas.

### ***Impact of ATD Quality on Runaway Youth***

A question inherent to the phenomenon of runaway youth is *why* youth are running away from placement. The evaluation has been able to identify the problem of RAI scoring with runaway youth, but more information needs to be gathered regarding the causes for this issue. Our recommendation is to look further into ATD service providers, assessing their runaway cases and determining possible reasons for the youth running. Was running because of a personal issue, or a problem with the ATD? This issue is particularly salient for the issue of youth detention because running results in the issuing of a warrant that lands the youth in detention, even if their RAI score indicates low or medium-risk. Depending on the source, Sherwood can use their resources to help improve the quality of ATDs where necessary.

## Appendix A



### Juvenile Justice Alternatives to Detention Survey

#### Instructions

The ATD evaluation conducted by the Center for Applied Psychological Services and NCJR has developed this survey in follow up to the completed interviews and focus groups with stakeholders across Douglas County. These questions are designed to get a better idea of themes that arose from the evaluation thus far. There are no right or wrong answers. Please respond to the following questions openly and honestly, your responses will be anonymous.

1. Please identify what area of the Douglas County juvenile justice system you are a part of:
  - a. Service Provider
  - b. Probation Department
  - c. County/Attorney
  - d. Intermediacy agency/OYS
  - e. Other [specify]
2. What do you believe is an Alternative to Detention (ATD)? [open-ended]
  - a. What youth do alternatives to detention serve?
3. What is the main source of funding for your ATD service? Please check all that apply.
  - a. Community-based aid
  - b. Foundation
  - c. Probation
  - d. Private resources (insurance, Medicaid, etc.)
  - e. I do not know
  - f. Other: \_\_\_\_\_

Please indicate your agreement with the following statements concerning the juvenile justice system in Douglas County. (1 = *strongly disagree*; 5 = *strongly agree*; N/A)

4. People working in the juvenile justice system in Douglas County have a common understanding of what an alternative to detention is.
5. Douglas County uses ATDs for their intended purposes.
6. Overall, the array of current ATD providers in Douglas County functions well.
7. The ATD system adequately matches youth to the appropriate service.
8. Youth are frequently held in detention when they should be placed in an ATD.
9. Youth complete ATD programs in the time that they were intended.
10. Douglas County has an adequate number of ATD service providers.
11. From the point of intake, youth are placed into ATD services in a timely manner.

12. During the intake process, youth should be evaluated by their needs as well as risk level.
13. Chronic runaway youth are appropriately served by the juvenile justice system.
14. Youth who have a warrant are appropriately served by the juvenile justice system.
15. The juvenile justice system effectively manages youth who suffer from mental health issues.
16. The juvenile justice system effectively manages youth who suffer from substance abuse.
17. Adding more service providers would improve the ATD system.
18. The RAI adequately measure youth risk level.
19. The RAI covers all the information the intake officer needs in deciding youth placement.
20. There are better tools/assessments to accurately measure youth risk level.
21. A needs assessment should be developed for youth to be administered during intake.
22. ATD service providers have adequate training for their staff.
23. The ATD programs and staff in Douglas County have adequate cultural competency in dealing with youth of a different race.
24. The ATD programs and staff in Douglas County have adequate cultural competency in dealing with immigrant youth.
25. The ATD programs and staff in Douglas County have adequate cultural competency in dealing with LGBT youth.
26. ATD service providers have all necessary information regarding the youths' legal cases.

#### Open-Ended Items

27. How can communication be improved within the juvenile justice system?
28. In what ways could Douglas County better educate ATD programs and their staff about cultural competency? (race, immigrant, LGBT, etc.)

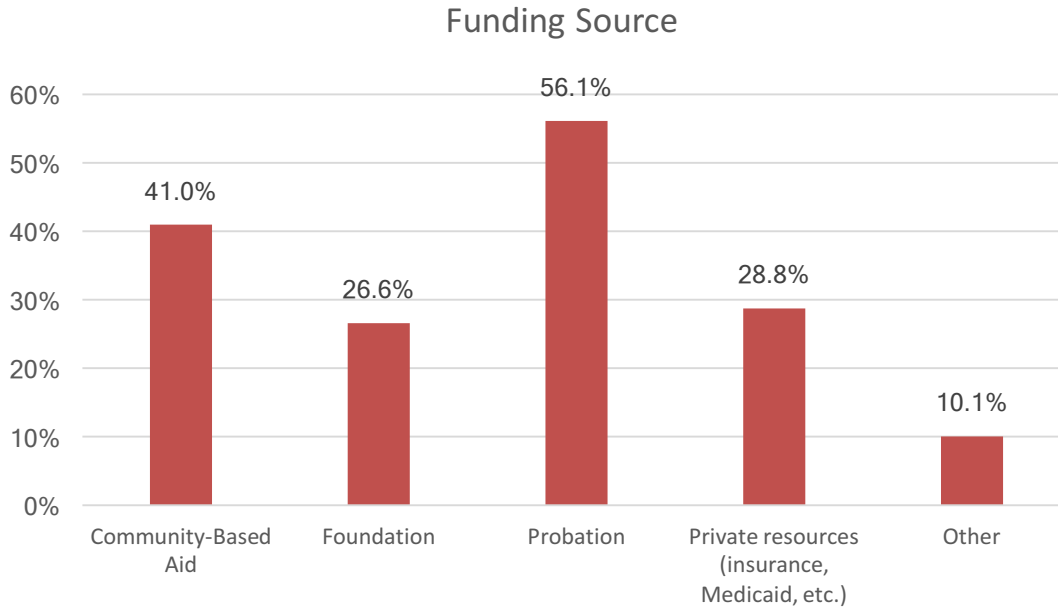
[For service providers only]

29. Please briefly describe how you access training for your ATD-affiliated staff.
30. Please describe any involvement in the court proceedings that youth attend?

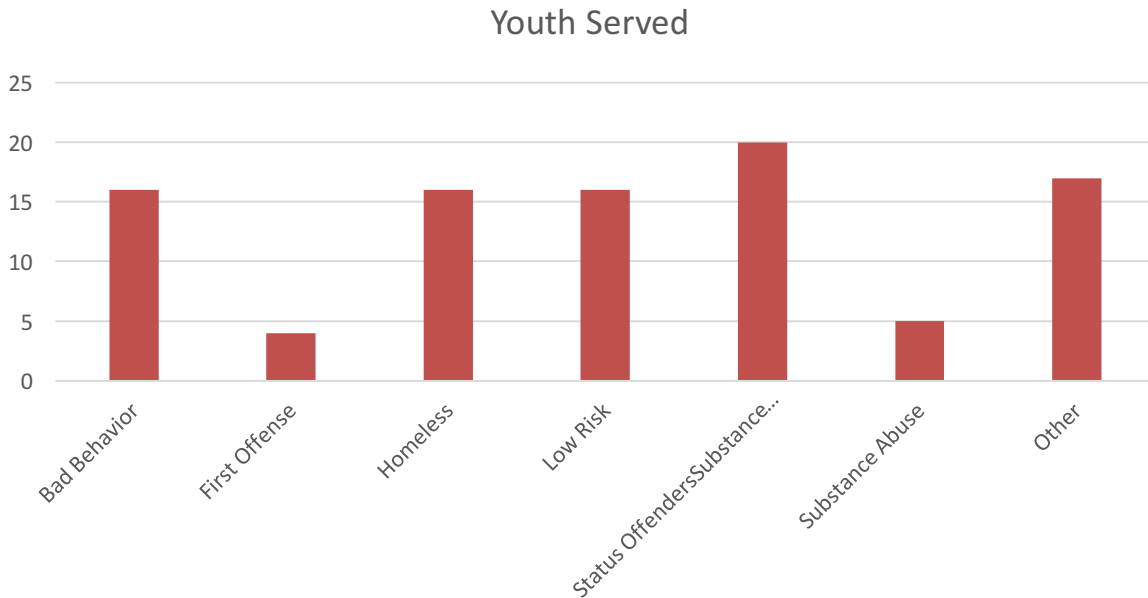
## Appendix B

### General

“What is the main source of funding for your ATD service?”

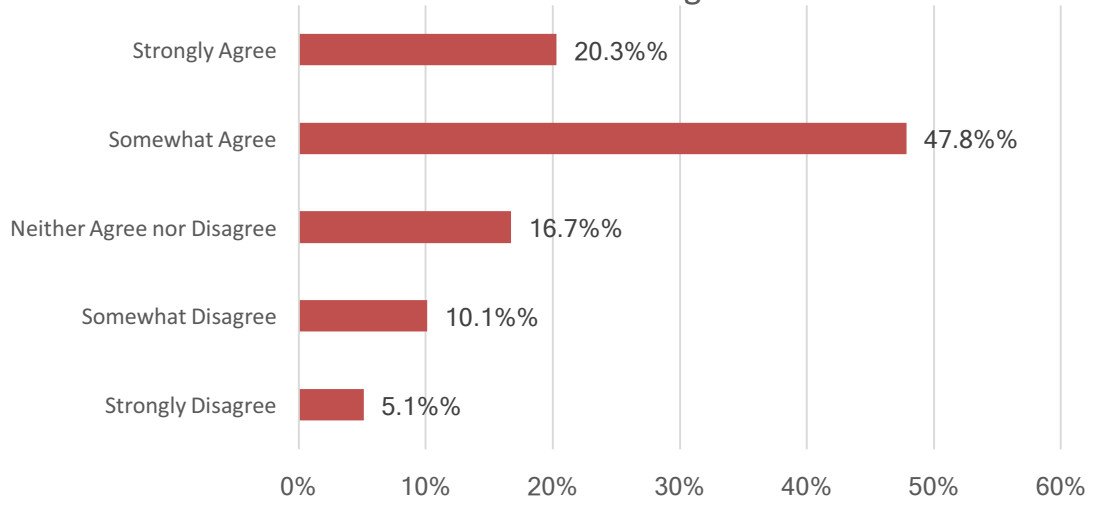


Open-Ended: “What youth do alternatives to detention serve?”



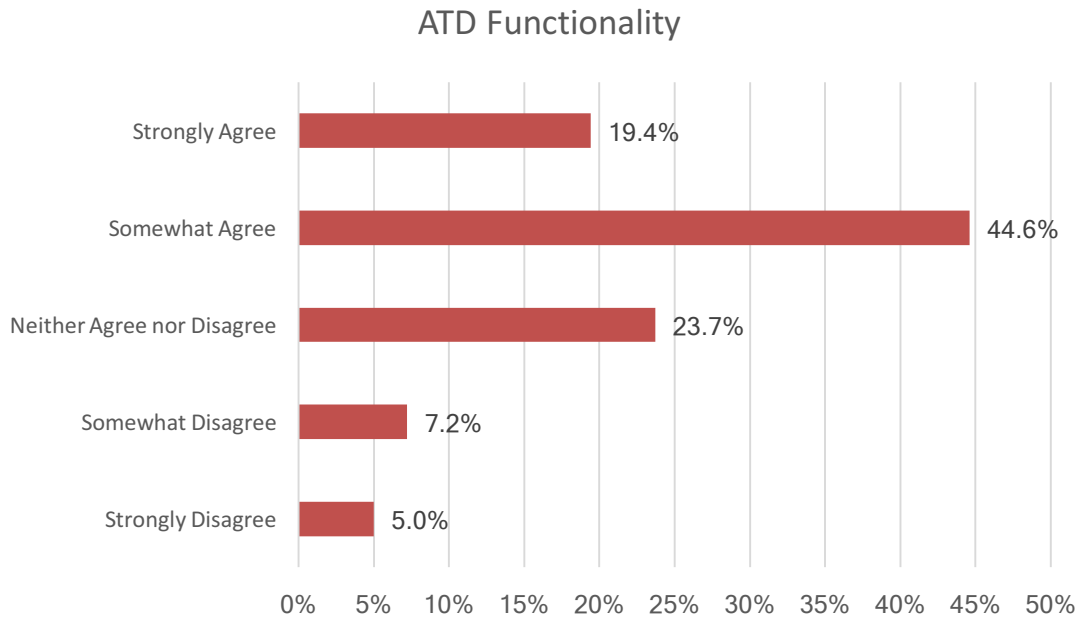
“People working in the juvenile justice system in Douglas County have a common understanding of what an alternative to detention is.”

### ATD Understanding

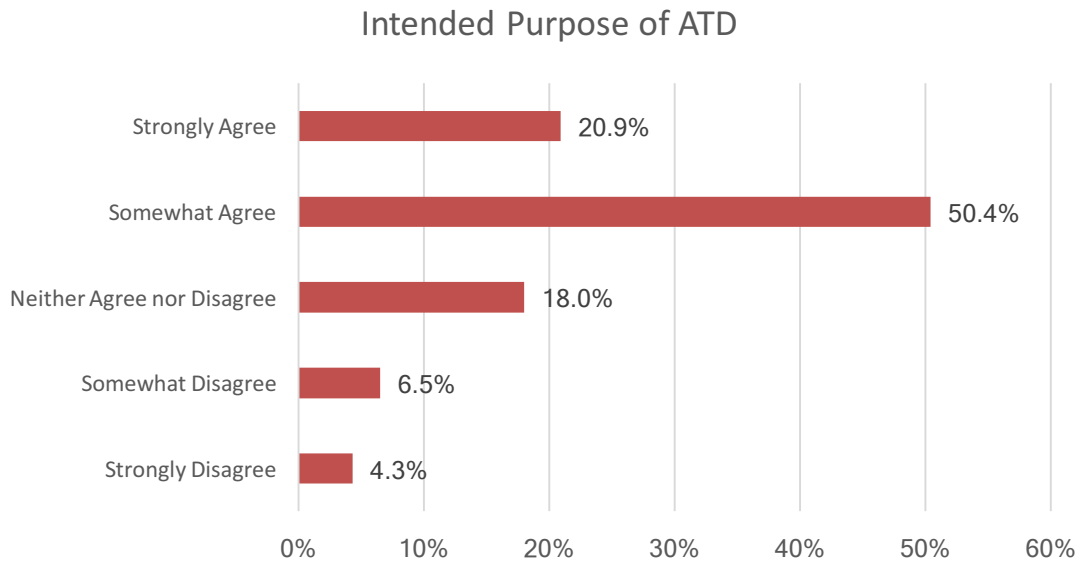


## Process/ATDs

**“Overall, the array of current ATD providers in Douglas County functions well.”**

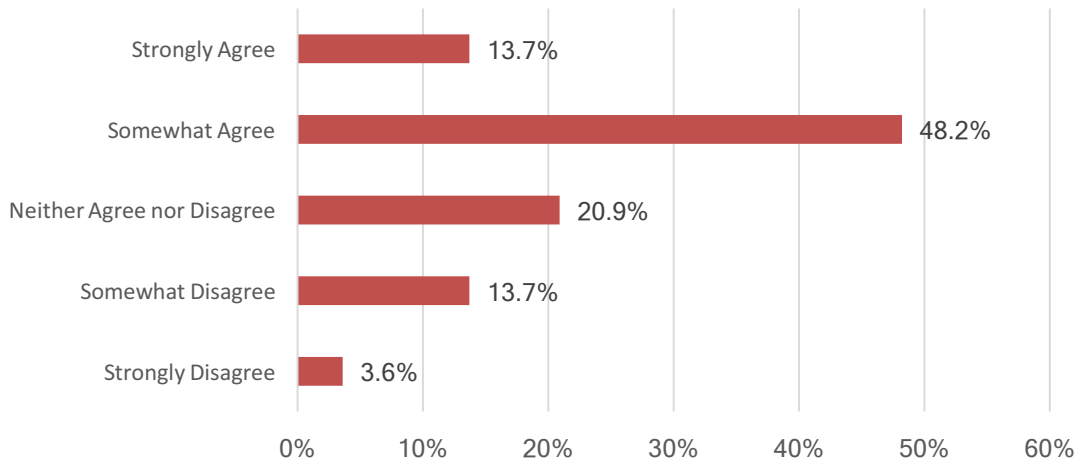


**“Douglas County uses ATDs for their intended purposes.”**



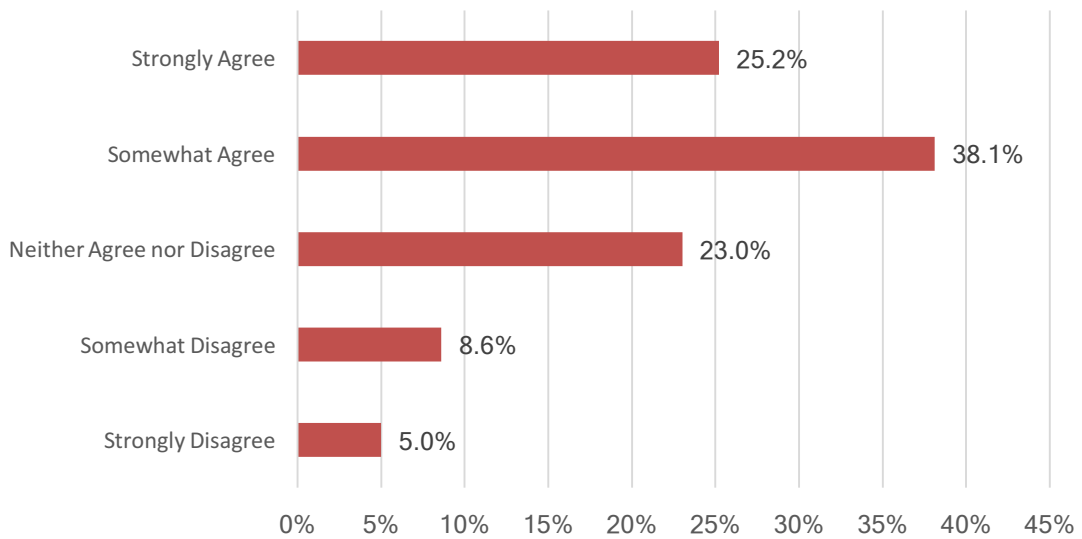
**“Youth complete ATD programs in the time that they were intended.”**

Programs Completed in Intended Time



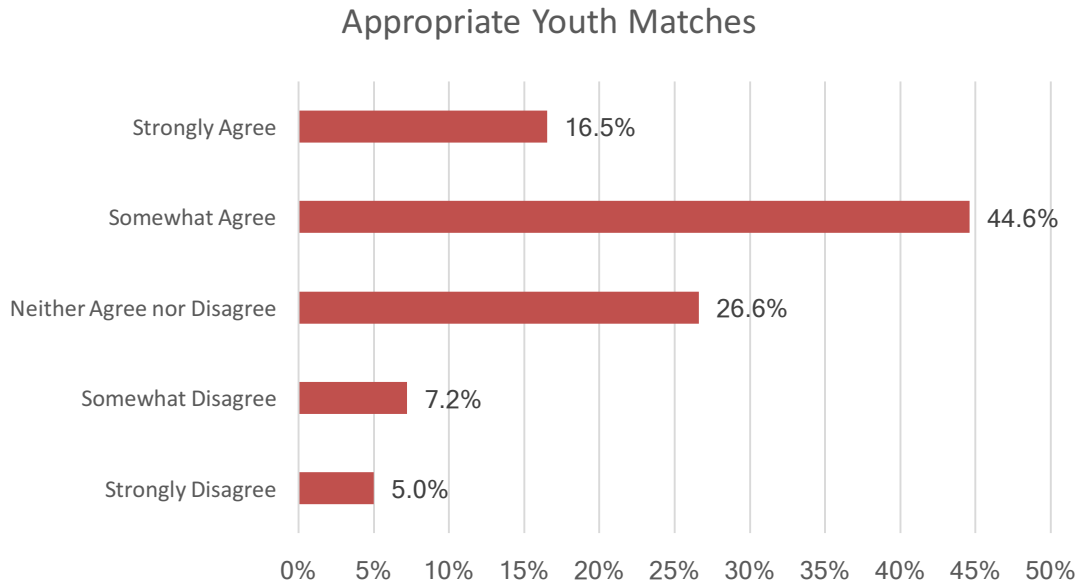
**“From the point of intake, youth are placed into ATD services in a timely manner.”**

Youth Placed in a Timely Manner

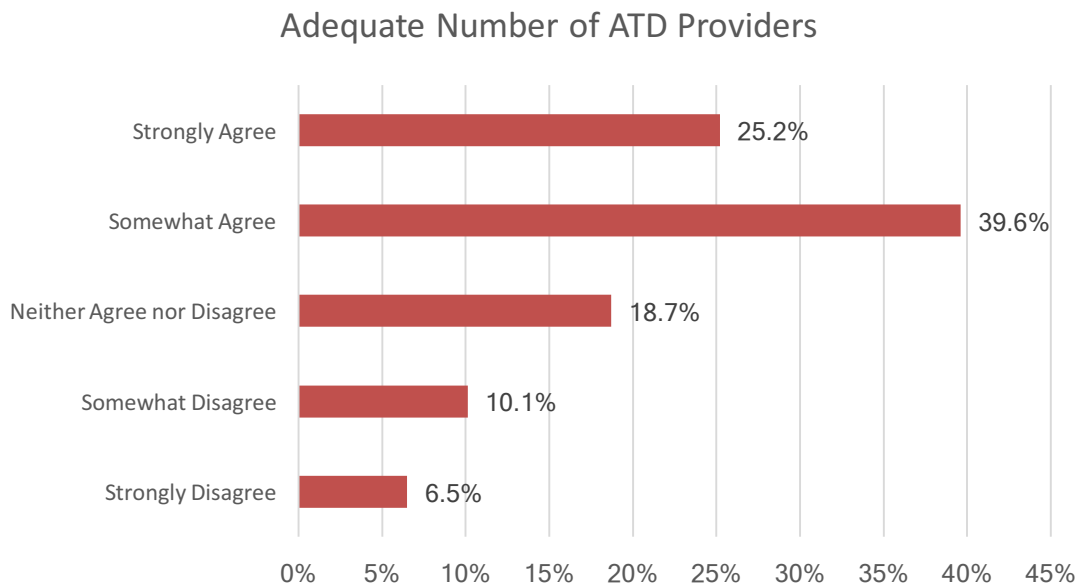




**“The ATD system adequately matches youth to the appropriate service.”**

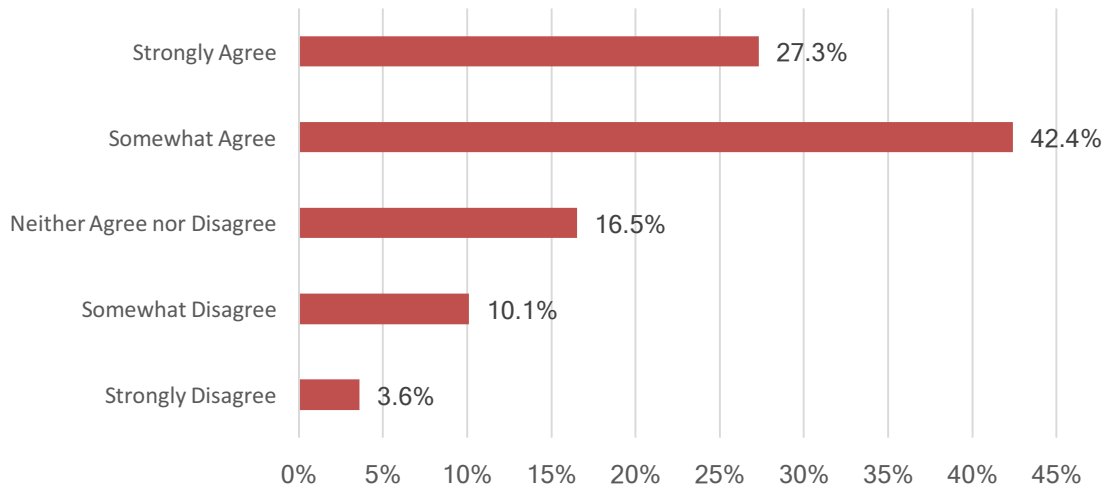


**“Douglas County has an adequate number of ATD service providers.”**



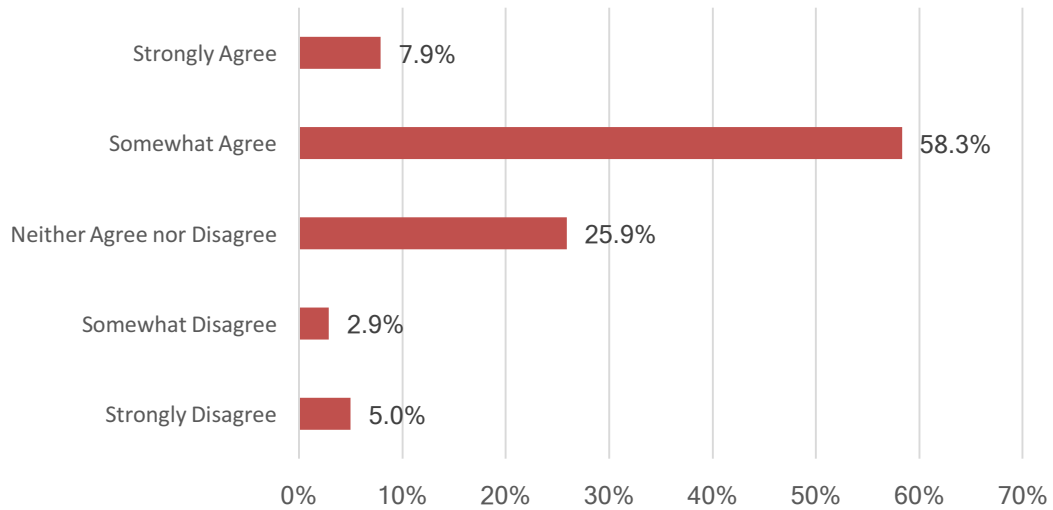
**“Youth are frequently held in detention when they should be placed in an ATD.”**

Youth in Detention instead of ATD



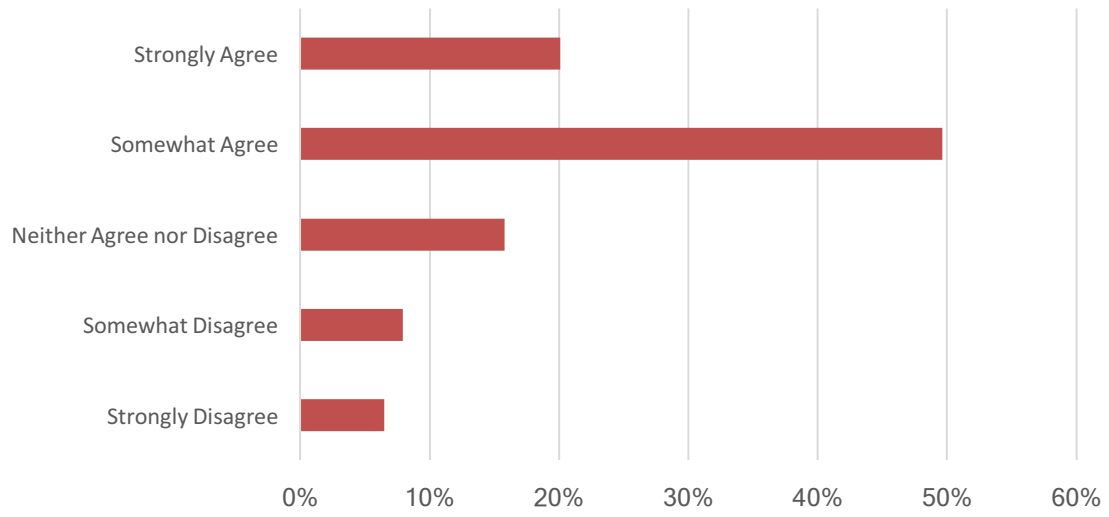
**“ATD service providers have adequate training for their staff.”**

Service Provider Training



**“ATD service providers have all necessary information regarding the youths’ legal cases.”**

Service Provider's Knowledge of Legal Case



## Service Provider

**“Please briefly describe how you access training for your ATD-affiliated staff.”**

**Example responses:**

*“Identify areas where you excel, and where you have opportunities for growth. they’ll benefit from **collaborative and concrete training**, and then be invited to assess your skills and knowledge.”*

*“I mainly go through **OJJDP webinars, conferences** or I will invite particular trainers in to train.”*

*“Our agency has a mandatory **2-week classroom training** for all new hires/staff.”*

*“The majority of our training is accessed and completed **online using webinars** and/or the qualtrics system.”*

*“They obtain training through our agency and through ongoing CEUs **required by licensure**.”*

**“Please describe any involvement in the court proceedings that youth attend”**

**Example responses:**

*“My program provides letters and updates to the court, and regular communication with court parties, but no actual involvement in the court proceeding.”*

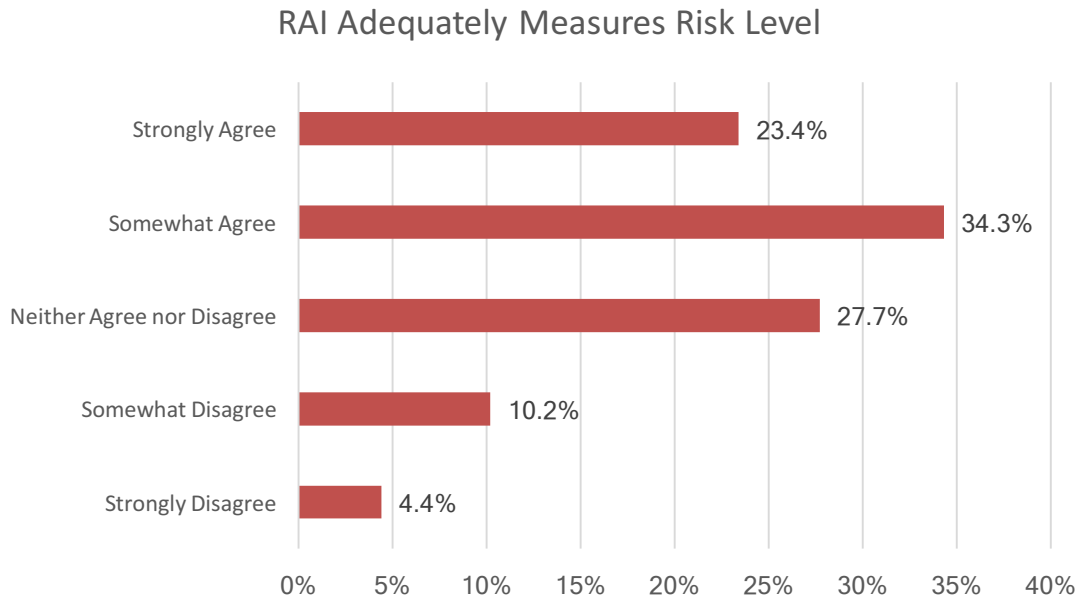
*“Our staff attend all court proceedings. It is required.”*

*“Writing court reports, speaking with legal parties on recommendations, behaviors, concerns, family engagement, etc. Transporting all youth to court”*

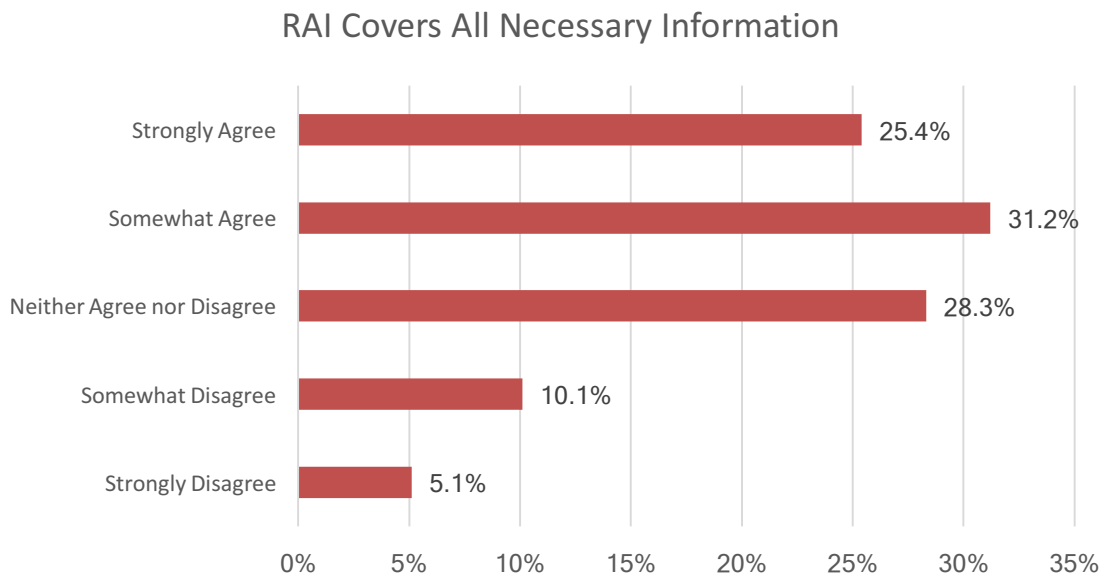
*“We advocate for the least restrictive environment in court based on assessments and observations to recommend appropriate services.”*

## RAI/Risk Level/Needs

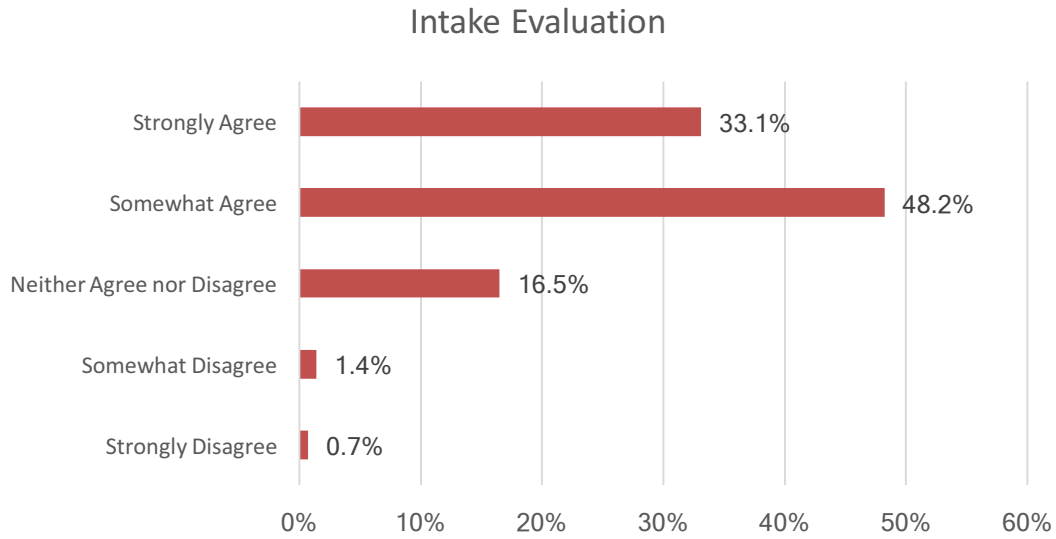
**“The RAI adequately measure youth risk level.”**



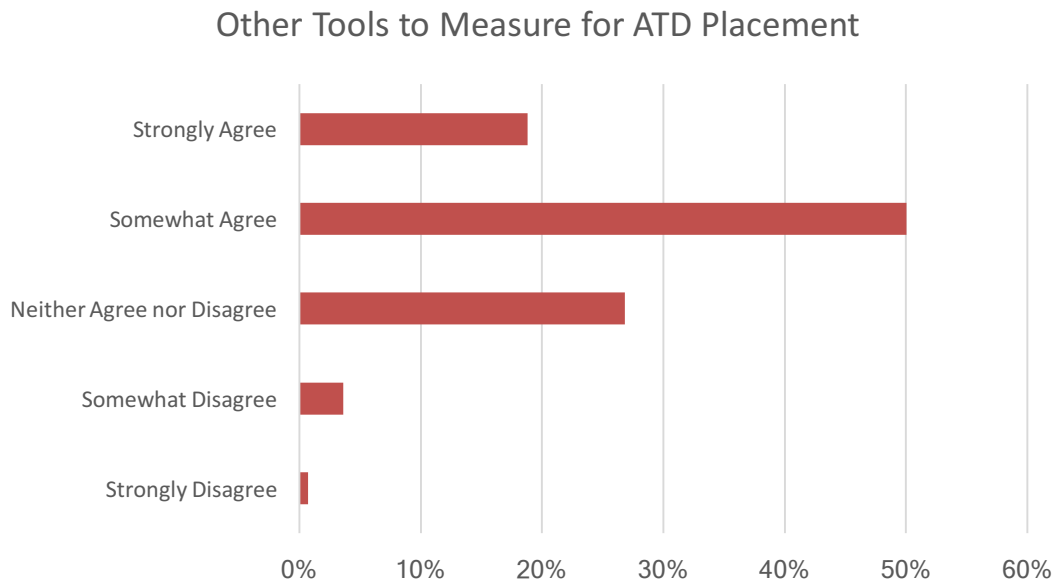
**“The RAI covers all the information the intake officer needs in deciding youth placement.”**



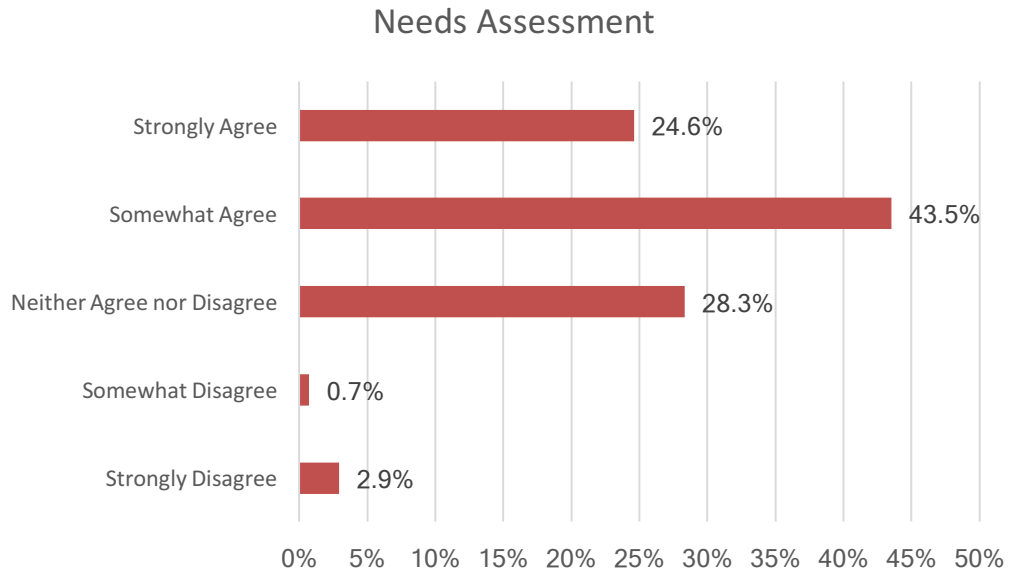
**“During the intake process, youth should be evaluated by their needs as well as risk level.”**



**“There are better tools/assessments to accurately measure youth risk level.”**

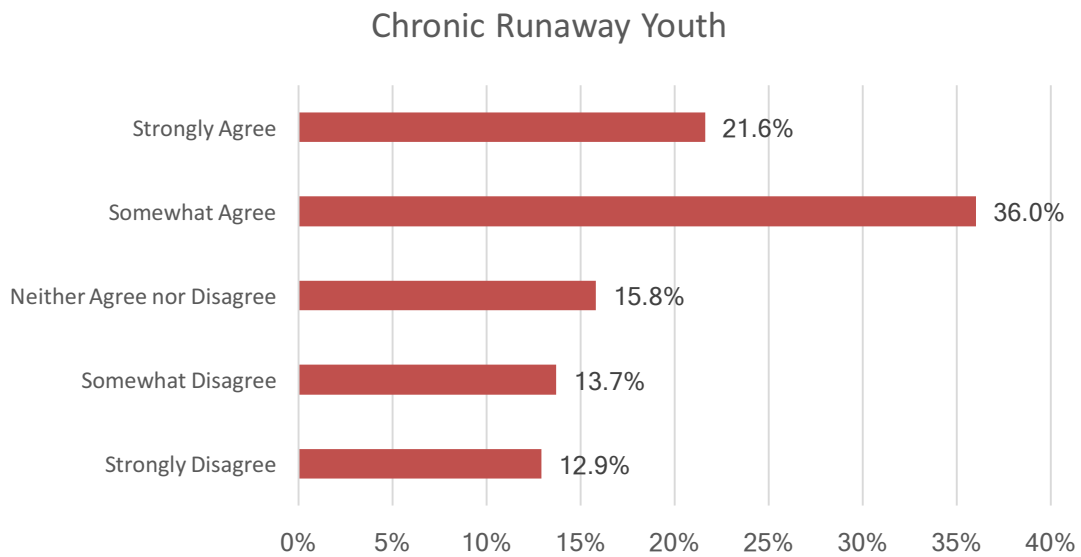


**“A needs assessment should be developed for youth to be administered during intake.”**

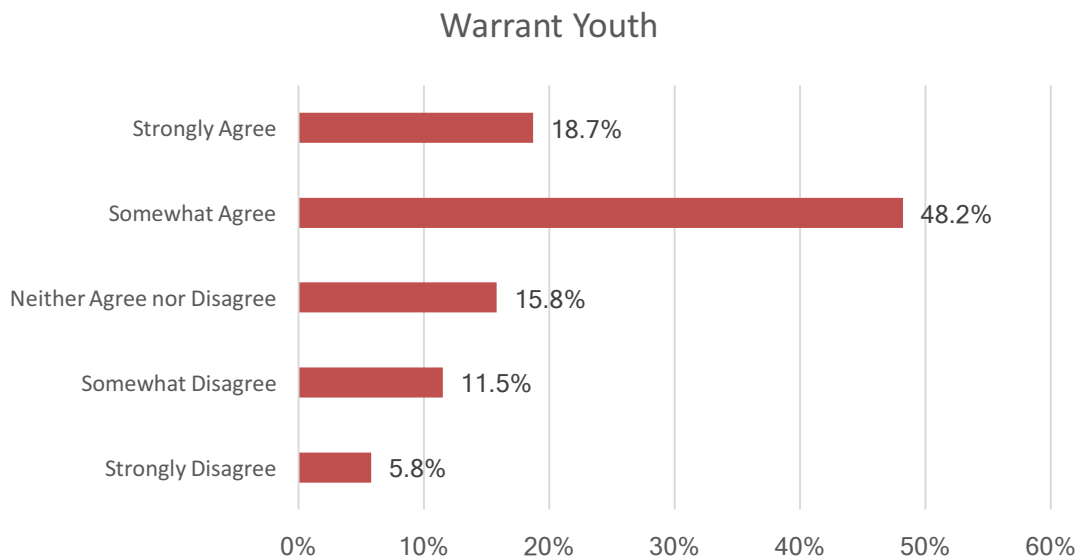


## Special Population Youth/Cultural Competency

**“Chronic runaway youth are appropriately served by the juvenile justice system.”**

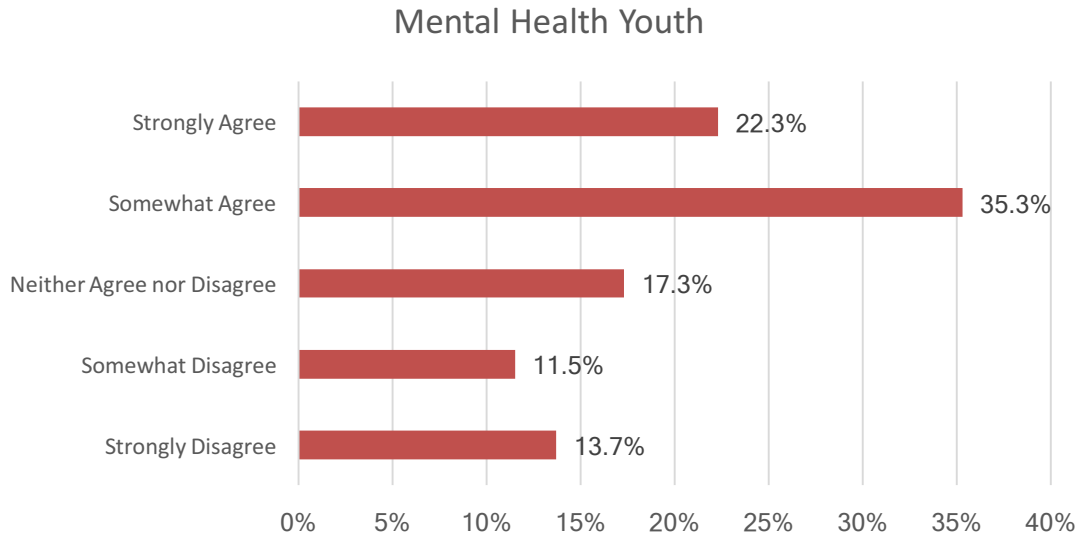


**“Youth who have a warrant are appropriately served by the juvenile justice system.”**





**“The juvenile justice system effectively manages youth who suffer from mental health issues.”**



**“The juvenile justice system effectively manages youth who suffer from substance abuse.”**

