

Louisiana Children & Youth  
Planning Board Toolkit

Creating & Optimizing  
Children & Youth Planning Boards

by the Institute for Public Health & Justice



# Acknowledgements

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# Models for Change

Models for Change is an effort to create successful and replicable models of juvenile justice reform through targeted investments in key states, with core support from the John D. and Catherine T. MacArthur Foundation. Models for Change seeks to accelerate progress toward a more effective, fair, and developmentally sound juvenile justice system that holds young people accountable for their actions, provides for their rehabilitation, protects them from harm, increases their life chances, and manages the risk they pose to themselves and the public. The initiative is underway in Illinois, Pennsylvania, Washington, and Louisiana.

## Eight Principles of Models for Change: A Framework

### Fundamental fairness

All system participants—including youthful offenders, their victims, and their families—deserve bias-free treatment.

### Recognition of juvenile-adult differences

The system must take into account that juveniles are fundamentally and developmentally different from adults.

### Recognition of individual differences

Juvenile justice decision makers must acknowledge and respond to individual differences in terms of young people's development, culture, gender, needs, and strengths.

### Recognition of potential

Young offenders have strengths and are capable of positive growth. Giving up on them is costly for society. Investing in them makes sense.

### Safety

Communities and individuals deserve to be and to feel safe.

### Personal responsibility

Young people must be encouraged to accept responsibility for their actions and the consequences of those actions.

### Community responsibility

Communities have an obligation to safeguard the welfare of children and young people, to support them when in need, and to help them grow into adults.

### System responsibility

The juvenile justice system is a vital part of society's collective exercise of its responsibility toward young people. It must do its job effectively.

## Louisiana Models for Change

Models for Change-supported reform efforts in Louisiana focus primarily on bringing about change in three areas: expanding alternatives to formal processing and secure confinement; increasing access to evidence-based services; and reducing disproportionate minority contact with the juvenile justice system. In addition, the initiative provides support for statewide efforts to ensure that work carried out at the local level through Models for Change is aligned with the state's goals for juvenile justice reform. Louisiana was the third of four states chosen to participate in the Models for Change initiative, including Pennsylvania, Illinois and Washington.

# TABLE of CONTENTS

	PAGE
Introduction	5
Background	6
Children & Youth Planning Board Development: The Toolkit	9
Toolkit Item #1: Mission Statement Development	10
Toolkit Item #2: CYPB Retreat	11
Toolkit Item #3: Development of an Organizational / Management CYPB Structure	15
Toolkit Item #4: CYPB – By-Laws	18
Toolkit Item #5: Time Limited Agenda – Covering Issues & Action Items	21
Toolkit Item #6: Record/Documentation of Proceedings: CYPB Minutes	22
Toolkit Item #7: CYPB Comprehensive Master Plan Outline	25
Toolkit Item #8: CYPB Comprehensive Master Plan – Executive Summary	26
Toolkit Item #9: Web Site Development: Community Engagement, Information Dissemination & Updates	28
Toolkit Item #10: Mapping Process Methodology (Key Decision Points and Resources)	29
Toolkit Item #11: Board Development: Special Topics	31

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## **APPENDICES:** Board Structure Examples (Jefferson & Calcasieu)

<u>Appendix I:</u> The Children & Youth Planning Board Act (AKA Act 555) – Full Text	33
<u>Appendix II:</u> Risk & Protective Factor – Tutorial	35
<u>Appendix III:</u> Evidence-Based Programs & Practices – Tutorial	37
<u>Appendix IV:</u> Performance-based Contracting – Tutorial	39
<u>Appendix V:</u> Structured Diversion Discussion – Outline	41
<u>Appendix VI:</u> Louisiana Community Engagement Children Youth & Planning Board (CYPB)	42
<u>Appendix VII:</u> CYPB Annual Report Template	43

# INTRODUCTION

This Children & Youth Planning Board Toolkit publication is made possible through the generous and ongoing support of the John D. and Catherine T. MacArthur Foundation. Their support, guided by the leadership of Laurie Garduque, PhD., Director of Research for the Program on Human and Community Development, has been extraordinary. The MacArthur Foundation's commitment to the improvement and reform of juvenile justice systems nationwide through the Models for Change: Systems Reform in Juvenile Justice initiative, coupled with its support of a distinguished group of national grantees to assist in that endeavor, has enabled the momentum to improve the lives of children, youth, and families across the country through juvenile justice system reform.

The Children & Youth Planning Board Toolkit, inclusive of the following 11 toolkit items and appendix documents was developed from the work of parishes throughout the state that have formed functioning Children & Youth Planning Boards (CYPB's). The Toolkit is intended to augment guidance that was originally provided through Act 555 – Louisiana Children & Youth Services Planning Board Planning Guide (Phase I) document prepared for the Louisiana Children's Cabinet by the LSU School of Social Work, Office of Social Service Research & Development on behalf of the Children's Cabinet Research Council in October 2004 [retrievable at: [http://gov.louisiana.gov/ldbc/ACT%20555%20planning%20guide%20-%20final%20draft%20111204%20\(2\).pdf](http://gov.louisiana.gov/ldbc/ACT%20555%20planning%20guide%20-%20final%20draft%20111204%20(2).pdf)]. The Toolkit is intended to provide examples and additional tools and resources to further assist Louisiana parishes in the effective mobilization and organization for the implementation of Act 555 – the Children & Youth Planning Board Act.

The Louisiana Children's Cabinet and the Office of Juvenile Justice also have been partners in the development and plans for use of this publication through consultation, dissemination, and training presentations designed to advance the CYPB's development throughout all parishes in the state. A PowerPoint presentation to highlight the tools and information provided in the Toolkit also has been developed in coordination with the Children's Cabinet and is available upon request. Additional information regarding training and mentoring opportunities for the development of CYPB's in Louisiana parishes may be obtained by contacting:

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The state and local partnerships in Louisiana will be critical in the effective use, dissemination and implementation of the tools provided in this Toolkit toward the development of the Children & Youth Planning Boards as articulated and envisioned by Act 555 of the 2004 Louisiana legislature.

# BACKGROUND

During the 2003 Regular Session of the Louisiana Legislature, the provisions of Act 1225 were passed setting the foundation for substantial changes in implementing juvenile justice reform in Louisiana. The statute, known as the “Juvenile Justice Reform Act of 2003”, was submitted upon recommendation of the Louisiana Juvenile Justice Commission and it provided for comprehensive reform of the Louisiana juvenile justice system. As a result of its enactment, the declared policy of the State of Louisiana became, “to assist in the development and establishment of a community-based, school-based, and regionally-based [juvenile justice] system.” Among other critically important standards, the statute further condemned large correctional facilities, recognizing the critical importance of community-based treatment for juvenile offenders.

To further promote the intent of the Juvenile Justice Reform Act of 2003, the provisions of Act 555 were passed during the 2004 Regular Session of the Louisiana Legislature. The statute, known as the “Children and Youth Planning Boards Act”, mandated that local jurisdictions create CYPBs whose purpose is “to assist in the assessment, alignment, coordination, prioritization, and measurement of all available services and programs that address the needs of children and youth. This includes children and youth at risk for, or identified with, social, emotional, or developmental problems, including, but not limited to educational failure, abuse, neglect, exposure to violence, juvenile or parental mental illness, juvenile or parental substance abuse, poverty, developmental disabilities and delinquency. The boards are intended to encourage collaborative efforts among local stakeholders for assessing the physical, social, behavioral and educational needs of children and youth in their respective communities and for assisting in the development of comprehensive plans to address such needs. The infrastructure for planning is intended to be data-driven in order to select appropriate evidence-based programs which will maximize available resources.” (§1941.2, Act 555)

Act 555 further authorized local CYPB’s “to assist in the development, implementation, and operation of services which encourage positive development, diversion of children and youth from the criminal justice and foster care system, reduction in the commitments of youth to state institutions, and providing community response to the growing rate of juvenile delinquency. The coordination and implementation of services shall include, but are not limited to prevention, early intervention, diversion, alternatives to home displacement, alternatives to incarceration and treatment services. Through such boards, the state intends to foster and promote a continuum of community-based services and systems reflecting service integration at the state and community or local levels.” (§1941.2, Act 555)

In accordance with §1941.8 of Act 555, “each planning board shall consist of a minimum of eleven, but not more than twenty-five members. Special care should be given in the appointments to ensure that the board is representative of the community in terms of gender, age, ethnicity, and geography, as well as knowledge and expertise. Those appointed shall include the following, if available and willing to serve, but need not be limited to:

1. Members of the education community that is representative of and knowledgeable about early childhood, elementary, secondary, and special education.
2. Members of the criminal justice community that is representative of and knowledgeable about law enforcement, prosecution, public defense, and the judiciary. Wherever possible, a member of the judiciary elected to the juvenile court bench should be included.
3. Members of the health care community that is representative of and knowledgeable about physical health, mental health, and early childhood substance abuse prevention and treatment services.
4. Members of the social services community that is representative of and knowledgeable about child in need of care services, foster parenting, and child and family support programs.
5. Members of the faith-based communities.
6. Members of the business and labor communities.
7. Members of parenting and youth organizations.

The parish governing authority shall make membership appointments for a period of two years.”

By further mandate of Act 555, the CYPB members are required to actively participate in the formulation of a “comprehensive plan for the development, implementation, and operation of services for children and youth and make formal recommendations to the parish governing authority or joint parish governing authorities at least annually concerning the comprehensive plan and its implementation during the ensuing year. In its formulation of the comprehensive plan, the children and youth planning boards shall do all of the following, but shall not be limited to the following:

- (a) Identify all resources available to meet the needs of children and youth by comprehensively examining resources and services that target children and youth. These services may include, but are not limited to prevention, early intervention, education, and treatment.
- (b) Assess the needs of children and youth in the local community, incorporating reliable data sources.

- (c) Develop and select the appropriate evidence-based strategies or programs to meet those needs identified by soliciting community input and developing a strategic plan to best address the needs of children and youth in the respective community. This strategic plan should have measurable goals and objectives and should be evaluated annually to ensure its effectiveness.
- (d) Collaborate with schools, law enforcement agencies, judicial system, health care providers, and others to ensure that goals and treatment needs are being met.
- (e) Ensure effective delivery of prevention programs in the community through training, technical assistance, monitoring, and evaluation to ensure effective outcomes are achieved.
- (f) Report annually by October first to the office of youth services<sup>1</sup> and the Children’s Cabinet the results of such assessment. Performance indicators and benchmarks from the reports will be used for planning at both the state and community levels.

The boards shall promulgate and implement rules concerning attendance of members at board meetings. The members may also elect their own officers.” (§1941.8, Act 555)

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<sup>1</sup>Currently known as the Office of Juvenile Justice (OJJ)

# Louisiana Models for Change: Systems Reform in Juvenile Justice & ACT 555

Louisiana was selected as the 3rd state to participate in the MacArthur Foundation Models for Change: System Reform in Juvenile Justice Initiative (MfC) in 2006. The state was selected because of the progress it has made since the 1990's in improving its juvenile justice system and the commitment of its state and local leadership to building on this momentum. In emerging from recent challenges, the state has found a new sense of urgency and a willingness to innovate that has created the potential for significant and lasting reform. As a part of this initiative, the state – through work in selected parishes and with the Office of Juvenile Justice (OJJ) and the Children's Cabinet – received technical assistance from organizations supporting the MfC Initiative to promote the effective development of the Children & Youth Planning Boards. These organizations have included the Child Welfare League of America (CWLA), the National Juvenile Defender Center (NJDC), the National Center for Mental Health and Juvenile Justice (NCMHJJ), the Council of Juvenile Correction Administrators (CJCA), and the Center for Children's Law & Policy (CCLP). The broader goal of the initiative in this area is to expand and improve access to effective community-based alternatives to formal processing

and incarceration in the juvenile justice system. The methodology used to achieve this goal has involved:

- strengthening the capacity of local planning boards and working with them to assess and plan for local programming needs; develop and demonstrate good diversion policies, procedures, and practices; and expand the available continuum of care.
- creating strategies for the local planning boards to support ongoing reforms.
- creating best practice models for planning board decision-making.
- ensuring that local planning boards have capacity to lead and engage in policy making in collaboration with OJJ and CC.

From this work over the past two years, and including advances made in numerous other parishes throughout the state that have formed functioning CYPBs, the Children & Youth Planning Board Toolkit was developed.



# CHILDREN & YOUTH PLANNING BOARD DEVELOPMENT: THE TOOLKIT

It is well established that Louisiana parishes must address a number of important challenges in the mobilization, advocacy and initial development phase of CYPB efforts on behalf of their communities to ensure that a strong foundation exists to support their work. The process has to begin with strong leaders who possess, and can engender in others, the political will and commitment to sustain the planning processes, produce a sound action strategy, and achieve the outcomes articulated by Act 555. Leaders must decide how they will structure and manage the initiative and establish a clear mission and shared goals. It is also important to initiate evaluation at the beginning of the Board's operation so that both the process and the outcomes can be evaluated.

This toolkit consists of 11 tools for the development and operation of CYPBs. The tools contain examples, guides for work, and lists of potential and desirable outcomes - all of which are considered critical when initially forming local parish Children & Youth Planning Boards. The tools provide start-up activities, probative questions, and examples that will help to shape and define the CYPB as it begins its work to comply with the provisions of Act 555. They also help define the structure, governance, and operating procedures for Children and Youth

Planning Boards. The 11 tools are:

- Toolkit Item #1 : Mission Statement Development
- Toolkit Item #2: Children and Youth Planning Board Retreat
- Toolkit Item #3: Development of an Organizational/ Management CYPB Structure
- Toolkit Item #4: CYPB – By-Laws
- Toolkit Item #5: Time Limited Agenda – Covering Issues & Action Items
- Toolkit Item #6: Record/Documentation of Proceedings: CYPB Minutes
- Toolkit Item #7: CYPB Comprehensive Master Plan Outline
- Toolkit Item #8: CYPB Comprehensive Master Plan – Executive Summary
- Toolkit Item #9: Web Site Development: Community Engagement, Information Dissemination & Updates
- Toolkit Item #10: Mapping Process Methodology (Key Decision Points and Resources)
- Toolkit Item #11: Board Development: Special Topics

## Toolkit Item #1: Mission Statement Development

A critical foundation piece in the development of CYPBs is the creation of a mission statement. Its core purpose is to provide some overall guidance for the Board's work, but the process of its development is a key opportunity for members to express their aspirations and expectations of just what their participation should yield for the communities' children and youth. Following are the instructions used to help the Rapides CYPB develop its mission statement:

**INSTRUCTIONS: Please read the following information and answer the three questions below in preparation for our meeting. Please bring this completed form with you.**

Your Mission Statement Should:

- express your organization's purpose in a way that inspires support and ongoing commitment
- motivate those who are connected to the organization
- be articulated in a way that is convincing and easy to grasp
- use proactive verbs to describe what you do
- be free of jargon
- be short enough so that anyone connected to the organization can readily repeat it

At the very least, your organization's mission statement should answer three key questions:

1. **What are the opportunities or needs that we exist to address?** (the purpose of the organization)
2. **What are we doing to address these needs?** (the business of the organization)
3. **What principles or beliefs guide our work?** (the values of the organization)

## Toolkit Item #2: Children and Youth Planning Board Retreat

A useful tool for developing a CYPB in a local jurisdiction is to provide a forum for the development of Board relationships and Board objectives in a setting that is neutral and allows the Board members some respite from their day-to-day responsibilities. Such a retreat can help to establish the foundation for the Board's work and, if repeated on a periodic basis, provide some benchmarks and an opportunity for the Board to carefully evaluate its performance. An example of the retreat process was captured in the conduct of the Rapides Parish CYPB retreat in the Spring of 2008. Following is a description the Board's sought outcomes identified in preparation for the retreat and a description of the work accomplished by the Board during the retreat which provided a road map for the Board's work subsequent to the retreat.

### I. CYPB Retreat: Rapides Parish - Potential Board Ends/Outcomes

#### Child and Family Outcomes

- # of students graduating from high school will increase
- Parents/guardians are more involved with their children
- # of truant youth have decreased
- Children reach appropriate developmental milestones
- Families are healthier: medical, safety, etc.
- Children have developed social skills

#### System Outcomes

- Services are more available (more services, more counselors, transportation, etc.)
- Services/programs are mapped and understood (providers, families, community, networking)
- Families are connected to EBPs
- Crime has decreased
- There is positive development of youth

#### Community Engagement

- The community knows who we are & why we exist (branding, strong marketing, media contact)
- The mindset of the community – professionals, parents, etc – is improved (not just a “good enough” mentality)
- Elected officials make successful children a top priority

#### Children and Youth Planning Board

- CYPB is a creative team/think tank (dynamic, bold exciting)
- CYPB is stronger and sustainable
- All efforts are identified and engaged

#### Models for Change (MfC) Outcomes

- Decreased disproportionate minority contact
- Increased access and use of alternatives to formal processing
- Increased access and use of evidence-based practices

### II. Rapides Parish Children and Youth Planning Board Retreat – Summary Report

Cypress Bend Resort  
May 2-3, 2008

Present: David Britt, Angela Chustz, Kimberly Dural, Joseph Franklin, Christie Gallagher, Roberta Guinn, Karyn Hale, Rita Jackson, Christy Kelly, Judge Patricia Koch, Claudia Lawson, Sandy Lazarone, John Morris, Johnny Qualls, David Sikes, Sylvia Singleton, Clifton Spears, Larry Spottsville, Janet Wiig, Cottrell Wrenn

#### Proposed Retreat Outcomes:

- Board membership and infrastructure is clear.
- Board has identified key groups and constituencies with which it must collaborate or at least communicate in its work (agencies, other initiatives, policy bodies, etc.)
- Board understands its mission and ends/outcomes and how they relate to the work of each participating agency.
- Board has committed to developing a marketing concept for its work.
- Board has a work plan for the upcoming year.

**Target Population:**

- Act 555 – Children and youth at risk for, or identified with, social, emotional, or developmental problems, including, but not limited to educational failure, abuse, neglect, exposure to violence, juvenile or parental mental illness, juvenile or parental substance abuse, poverty, developmental disabilities and delinquency.
- Three or more of these conditions should be present on part of child or parent:
  - Truant,
  - Open family services,
  - Mental health diagnosis/substance use by child or parent,
  - FINS,
  - Delinquent
  - Academic concerns (truancy, suspensions, expulsion, academic failure)
  - Six and younger included in scope of this board

**Scope:**

- Act 555 – To assist in the development, implementation, and operation of services that encourage positive development, diversion of children and youth from the criminal justice and the foster care system, reduction in the commitments of youth to state institutions, and providing community response to the growing rate of juvenile delinquency.
- Not direct service intervention
- Coordination, assessment, planning of services and providers

**Focus areas:** (Diversion runs through all steps)

1. Prevention (general public)
  - School
  - Alternate school programs
  - Boys & Girls Clubs
  - YMCA
2. Early Intervention/Secondary Prevention (target population)
  - HIPPY
  - Boys & Girls Clubs
  - YMCA
  - After-school programs
3. Assessment/Identification
4. Intervention (formal processing)
  - OCS
  - OJJ
  - FINS
  - Agency referral
5. Rehabilitation

**Board's place is to:**

Facilitate purposeful discussions regarding:

1. problems facing youth
2. issues facing service providers
  - consortium of community advocates
  - knows what the needs of the community are
  - identifies the gaps in services
  - influence policy and practice to address youths' needs

**Additional Membership of Board?**

Youth member (graduate of programs)

Substance abuse

**Mission:**

Provide guidance and direction for the positive development of children in Rapides Parish.

**Outcomes:****Child and Family Outcomes**

1. # of students graduating from high school will increase
2. Parents/guardians are more involved with their children
3. # of truant youth decreases
4. Children reach their appropriate developmental milestones
5. Families are healthier: medical, safety, etc.
6. Children develop social skills
7. Fewer youth are removed from the home or placed in custody (30 rolling average now in OJJ; 220 children in CINC out-of-home care)
8. Parents are more involved in family-strengthening programs
9. More youth are involved in prevention and leadership programs
10. Fewer youth hospitalized for mental health reasons or placed in Renaissance because no mental health facility is available
11. More children and families participate in and receive sexual abuse services
12. Children are ready to start school (developmental milestones)
13. Increased number of children enrolled in preschool
14. All children have a permanent home
15. Fewer kids removed from their home schools
16. Fewer kids placed at Renaissance inappropriately

## Measurements

1. Ready to start school:
  - a. Head Start
  - b. Public pre-K
  - c. Private pre-K
  - d. Additional parent involvement
  - e. Quality child care initiative
    - Meets licensure
    - Include mental health in curriculum
    - Goes to 5 stars
  - f. Nurse Family Partnership
  - g. HIPPY
2. Increased # of kids enrolled in preschool
3. Fewer children are hospitalized for mental health reasons (20 children – OMH, FINS, OCS, and OCDD)
8. Establishment of a rewards system for FINS youth who return to school successfully
9. MDT protocol for victims of child sexual abuse ~ one that works
10. Multi-disciplinary teaming of high risk kids
11. Increased access to sexual abuse services, where perpetrator is out of home
12. More services are available for child sexual abuse victims and child sexual perpetrators
13. Information sharing opportunities increased for care coordination
14. Law enforcement would have knowledge of community programs
15. More programs available after school to address teens who are at risk of unlawful behavior
16. Decrease disproportionate minority contact with system (MfC)
17. Increased access and use of alternatives to formal processing (MfC)
18. Increased access and use of evidence-based practices (MfC)
19. Funding streams are agreed on importance of evidence-based practices; coordinate approaches
20. Ensure that Rapides Parish gets its share of any funding available for children and youth programs
21. Create a grid with information that should or should not be shared, and when
22. Reduce homelessness
23. Coordination and case management for children in group care and their families (emphasis on families)
24. Better service delivery

## Strategies for reducing mental health problems:

1. Get clear on present benchmark number, including Renaissance
2. Special committee of involved agencies develop a protocol for responding to a mental health emergency (Rita, Claudia to chair, Jodie, Sandy, Angela, Johnny, Dwayne, law enforcement, OCDD)
3. Set a benchmark or goal to achieve
4. Encourage development of alternatives to MH hospitalization – multi-agency group to strategize / influence policy. Include special residential for all kids in custody. Note the need for separation to recognize level of care needs and separation of MH children who need residential care.
5. Develop screening tools to help ID what door kids come in for services (broader than MH)
6. Quasi-judicial process to address MH cases and medications to support the families (MH Court)

## System Outcomes

1. Services are more available
2. Services/programs are mapped and understood
3. Families are connected to EBPs
4. Crime has decreased
5. There is positive development of youth
6. Guide to Human Services website, 2-1-1 ads on public access channel
7. Establishment of a “mental health court” ~ quasi-judicial ~ ISC monitoring medications

## Community Engagement Outcomes

1. The community knows who we are & why we exist (branding, strong marketing, media contact)
2. The mindset of the community – professionals, parents – is improved (not just a ‘good enough’ mentality)
3. Elected officials make successful children a top priority

## Outcomes for the Children & Youth Planning Board

1. CYPB is a creative team/think tank (dynamic, bold, exciting)
2. CYPB is stronger and sustainable
3. All efforts are identified and engaged

## Marketing Strategy

1. Alert parish policy bodies
  - Police jury
  - Board members' agencies
2. GIS plotting of 'hot spots' through Rapides Parish School Board ~ determine outreach strategies consistent with those areas
3. Networking of cities and municipalities
4. Core message: CYPB has made progress in relation to Act 555.
5. Identify funding streams interested in these outcomes; present a unified front

## Governance Issues

1. How often do we meet? For how long? (3 hours in each month of May, June, & July) When? (Wednesday mornings?) Where? (Emmanuel Baptist Church?)
2. Role of the Executive Committee? Relationship to the Board?
3. When do we want to have our unfinished work completed? (September 1? Report is due in October)
4. To whom do we report? (Police Jury, MacArthur Foundation) How often?

## Upcoming Meeting Dates (United Way @ 8:30 AM)

Wednesday, May 14, 2008

Wednesday, June 4, 2008

Wednesday, July 9, 2008

## Steps for May 14 Meeting

1. Claudia's report on Mental Health referral group
2. Notes from meeting to be distributed the week following the retreat
3. Members to begin thinking about and identifying constituencies (churches, memberships, other boards)
4. Each member to come to May 14 meeting with written list of constituencies
5. Information sharing matrix – Identify the people who need to be involved in this group. Janet Wiig will e-mail matrix.
6. Each member to look over the list of outcomes, along with the individual framework, including outcome, measure, strategy, monitoring/reporting. These need to be identified as a group.

## Toolkit Item #3: Development of an Organizational/Management CYPB Structure

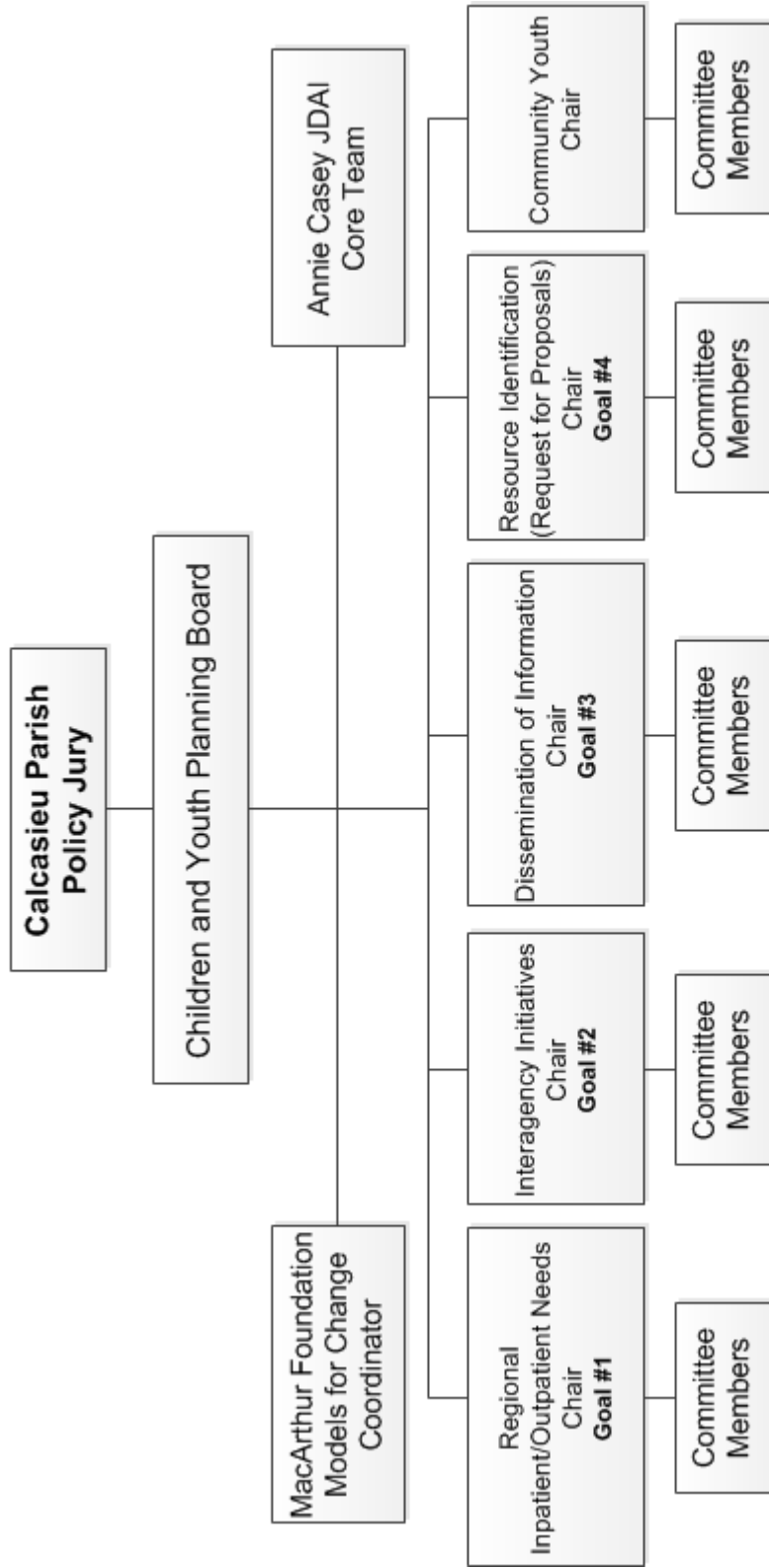
The structure of the CYPB should provide for leadership and maximize opportunities for participation, as mandated by §1941.8, Act 555 which describes the membership and its duties. Parishes should first consider the previously identified key leaders and any existing coordinating bodies as potential managers for this effort. Then, they should formalize the leadership group charged with making the major decisions as the work progresses, action strategies are formulated, and recommendations are implemented.

The importance of designating committees or teams to carry out the functions of the CYPB's cannot be overemphasized. It is a critical aspect of the organizational/management structure.

To get the work done, the CYPB will likely need a number of different groups composed of and using the energy of the constituent groups, key leaders, and the staff of the multiple youth serving entities comprising the CYPB. Appendix VI: Louisiana Community Engagement (CYPB) provides additional strategies for engaging the community. The work to be done in the initiative is multifaceted and, in many cases, complex. It requires the concentrated efforts of individuals focused on and responsible for specific tasks for it to be successful. One approach may be to designate teams that are assigned to different activities or interests associated with the initiative. This approach has been adopted with great success in Jefferson and Calcasieu Parishes (please see Figures Section, p. ? and ?).

# Children and Youth Planning Board — Organizational Chart

## Calcasieu Parish



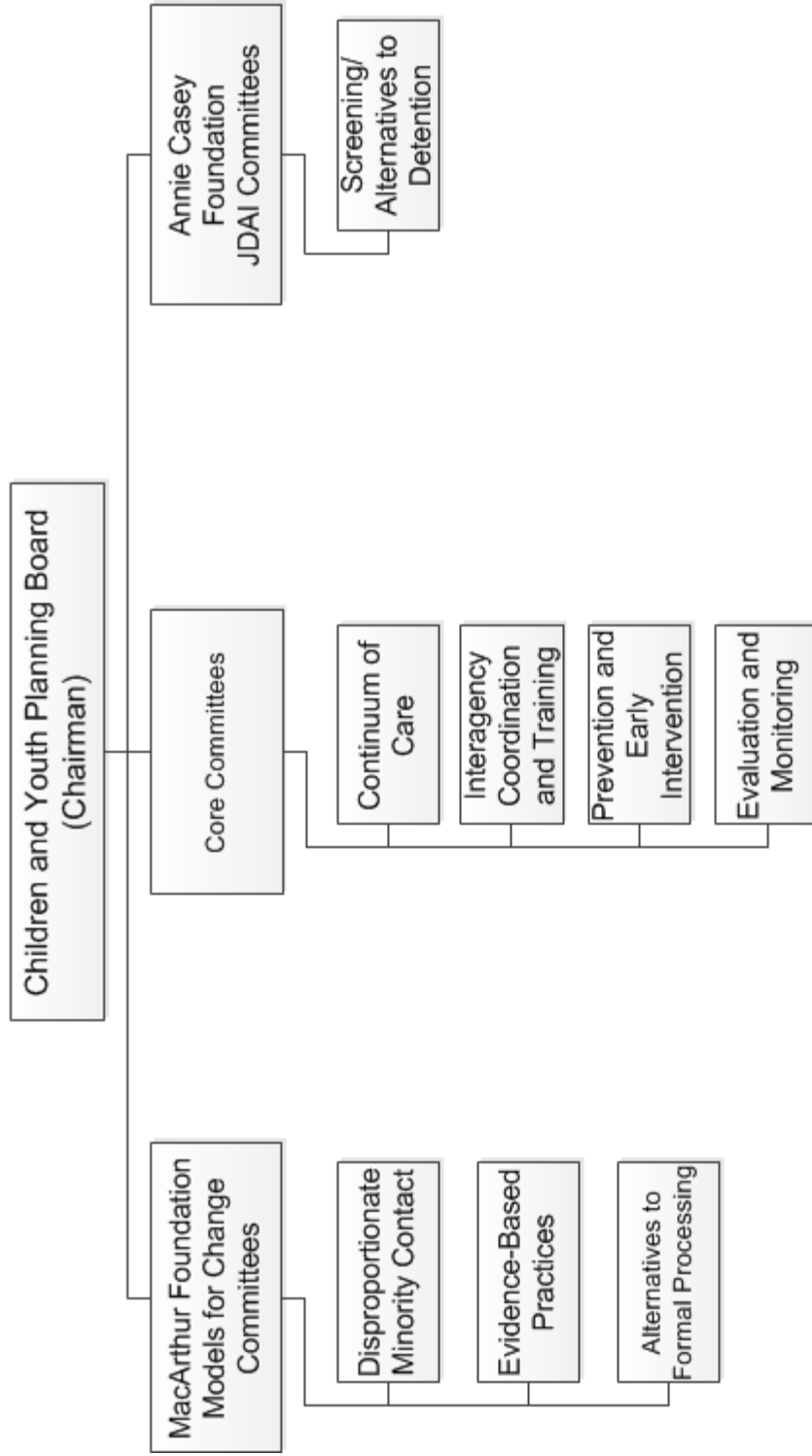
The goals which will guide the work of the Planning Board in 2007 include the following:

1. To promote the establishment of a regional inpatient/outpatient treatment facilities for juveniles for mental health, substance abuse, and sex offender issues.
2. To take interagency collaboration to the next level.
3. To disseminate information on juvenile justice system to parents and youth.
4. To expand the role of the Resource Identification Committee to include review of funding proposals to avoid duplication of services and fill gaps.



# Children and Youth Planning Board — Organizational Chart

## Jefferson Parish



Revised 4/21/08

## Toolkit Item #4: CYPB – By-Laws

It is recommended that the CYPB have formalized governance that is supported in the form of executive orders, resolutions, charter agreements, memoranda of understanding (MOU) or memoranda of agreement (MOA). These documents may contain the following:

- descriptions of the problem,
- goals for the initiative,
- descriptions of the management and organizational structure

Such documents facilitate the work by assuring shared understanding of goals and purposes among the CYPB members and the public, helping to guide the effective operation of the Board, and establishing decision making authority.

One such example was created by Calcasieu Parish and is attached below.

**BYLAWS  
of  
CALCASIEU PARISH  
CHILDREN AND YOUTH SERVICES PLANNING BOARD  
(Adopted 5.1.08)  
ARTICLE I**

**Mission**

It is the mission of the Calcasieu Parish Children and Youth Services Planning Board to participate in the formulation and preparation of a comprehensive plan for services and programs for children and youth in Calcasieu Parish, as follows:

To assist in the development, implementation and operation of services which:

- Encourage positive development,
- Divert children and youth from the criminal justice and foster care system,
- Reduce the number of commitments of youth to state institutions, and
- Provide a community response to the growing rate of delinquency.

**ARTICLE II**

**Membership**

**Section 1. Membership.** In accordance with LSA-R.S. 46:1941.1 et seq., and with resolutions passed by the Calcasieu Parish

Police Jury, the board shall be comprised of a minimum of 11 members and a maximum of 25. Members shall serve for 2 years and include, the following, if available and willing to serve, representation from the following agencies and organizations:

Behavioral Health  
Health  
Social Services  
Law Enforcement  
Prosecutors  
Public Defenders  
Judges and/or court staff  
Education  
Faith Community  
Business Community  
Early Childhood Programs  
Parent Organizations  
Youth Advocate and Youth Serving Organizations  
Lay Citizens  
Youth  
Police Jurors

Appointments made to the planning board should be representative of the community in terms of gender, ethnicity, and geography.

**Section 2. Duties.** The duties of this Board are to assist in the assessment, alignment, coordination, prioritization, and measurement of all available services and programs that address the needs of children and youth. The board is to encourage collaborative efforts among the stakeholders for assessing the needs of children and youth and for assisting in the development of a comprehensive plan to address those needs.

**Section 3. Nomination and Appointment of Board Members.** Board members may be recommended by the existing board; the Calcasieu Parish Police Jury is the appointive authority for the Board.

**Section 4. Resignation.** Any Board member may resign at any time by delivering a written resignation to the Chair of the Board. The Chair shall forward the resignation to the Calcasieu Parish Police Jury along with a nomination for replacement.

**Section 5. Meetings.** The Board shall meet at a place and time designated by the Chair of the Board. Special meetings may be called at the request of the Chair or three (3) Board members.

## ARTICLE III

### Structure

**Section 1. Lead Agency.** The Calcasieu Parish Police Jury, as governing authority for the Parish, has established the Office of Juvenile Justice Services as the Lead Agency.

**Section 2. Chair.** The Director of the Calcasieu Parish Police Jury's Office of Juvenile Justice Services will be designated as "Chair".

### **Section 3. Duties of Lead Agency.**

Chair. The Chair is responsible for coordinating the activities of the board, communicating with the Louisiana Children's Cabinet, taking responsibility for reporting on the local planning board activities and be prepared to serve as the fiscal agent of the board as needed.

## ARTICLE IV

### Committees

**Section 1. Appointments.** The Chair may appoint such committees as she/he deems necessary, subject to the approval of the Board. Whenever the Board is not in session, the committees appointed by the Chair may act subject to ratification at the next meeting of the Board, as which time the appointments made by the Chair may be either approved or disapproved. The Chair of the Planning Board shall appoint a Chair for each committee.

**Section 2. Chairman.** The Chair of each committee shall make a report to the Board at scheduled board meetings.

**Section 3. Size of Committees.** Committees shall consist of no less than three (3) nor more than seven (7) persons. At the discretion of the Board, individuals other than Board members may serve on committees.

**Section 4. Coalitions.** Committees may also form coalitions to meet their mission. Coalition membership shall vary in size depending on the mission and goals of the coalitions or the stipulations to meet funding requirements.

**Subsection 4.1. Coalition Requirements.** Coalitions shall follow the requirements of the funding source, including adopting vision and mission statements, rules of order, voting rules, and meeting times and places. Coalitions must meet all statutorily defined mandates, including public notice of meetings, keeping thorough minutes of meetings, and a list of all coalition members attendance.

## ARTICLE V

### Fiscal Matters

**Section 1. Fiscal Year.** The fiscal year shall begin on the first day of January and end on the last day of December of each year.

**Section 2. Funds.** All funds received for the operation of the Board shall be administered through the Calcasieu Parish Police Jury in accordance with the directives of the Board.

## ARTICLE VI

### Board Procedures

**Section 1. Notice of Meetings.** Notice of meetings of the Board shall be provided in accordance with state open meetings laws. Special meetings of the Board may be called by or at the request of the Chair, or any three (3) Board members. The person(s) authorized to call special meetings of the Board may fix any place as the place for the holding of such special meeting. Notice of any special meeting of the Board shall be given at least five (5) days previously thereto by written notice delivered personally or sent by mail or email to each Board member at his/her address as shown by records of the Board.

Attendance of a Board member at any meeting shall constitute a waiver of notice of such meeting.

**Section 2. Quorum.** At all meetings of the Board, the majority of the Board constitutes a quorum.

**Section 3. Attendance.** Three (3) unexcused absences or five (5) total absences from Board meetings in any calendar year may subject a Board member to removal by the Police Jury. Special circumstances will be reviewed upon appeal by the Board member. Attendance will be reviewed quarterly.

**Section 4. Removal Procedure.** Any Board member may be considered for removal by the Police Jury by the affirmative recommendation, at any regular or special meeting called for that purpose, of two-thirds of all the Board members, on the grounds of nonfeasance, malfeasance, or misfeasance, for conduct detrimental to the interest of the Board. Any such Board member proposed to be removed shall be entitled to at least five days notice in writing by mail of the meeting at which such removal is to be voted upon and shall be entitled to appear before and be heard at such meeting.

**Section 5. Proxy.** Board members may have his/her vote cast during their absence by proxy, when the absent Board member has notified the Chair prior to the meeting as to the identity of the proxy. The proxy must be a Board member in good standing, or an employee from the same agency. If an absence is anticipated, board members may submit their vote in writing or via email.

## **ARTICLE VII**

### **Rules of Order**

The rules contained in the current edition of Roberts' Rules of Order Newly Revised shall govern the Board in all cases to which they are applicable and in which they are not inconsistent with these Bylaws or any other special rules of order the Board may adopt.

## **ARTICLE VIII**

### **Amendment to Bylaws**

These Bylaws may be modified, amended or repealed, and new Bylaws may be adopted by the Police Jury upon a recommendation by a two-thirds (2/3) vote of the members of the Board present at any regular or special meeting of the Board, if at least thirty (30) days written notice has been given of the intention to modify, amend, repeal or adopt new Bylaws.

## Toolkit #5: Time Limited Agenda – Covering Issues & Action Items

It is important to be cognizant and respectful of the multiple responsibilities for membership of the CYPB while still addressing and prioritizing the issues and action items of importance to the parish and the CYPB. Calcasieu Parish has developed an excellent example of detailing standard and special issues confronting the work of the CYPB during its regular meetings. This is to assure that the CYPB attends to actionable items that move reform and improve outcomes.

### **CALCASIEU PARISH – CYPB AGENDA** **Thursday, May 1, 2008: 12:00 Noon @ Magnolia Building**

#### **I. WELCOME & ROLL CALL**

- a) Welcome – Dane R. Bolin, Director  
Office of Juvenile Justice Services  
Joel Bolton, Coordinator  
Models for Change
- b) Roll Call
- c) Approval of minutes

#### **II. UPDATE ON JUVENILE JUSTICE REFORM INITIATIVES**

- a) Annie E. Casey Foundation – JDAI  
Dane Bolin
- b) MacArthur Foundation – Models for Change  
Joel Bolton

#### **III. REPORT ON PLANNING PROCESS**

- a) Letters of support – Discussion of Procedures  
Joel Bolton
- b) Community Youth Committee - Surveys  
F. Rickman
- c) Web-site Update  
Jeff Vander

#### **IV. OLD BUSINESS**

- a) Update on proposals and funding opportunities  
Ann Vick
- b) Approval: By-Laws for CYPB  
Joel Bolton
- c) Governors Initiative to Build a Healthy Louisiana  
C. Landry
- d) Planning Board Retreat – Options  
Joel Bolton
- e) Assessment Service Center Update  
Dane Bolin

#### **V. NEW BUSINESS**

- a) New Initiatives – DHH  
Kim Mouton

#### **VI. PUBLIC COMMENTS**

#### **VII. ANNOUNCEMENTS**

- a) CYPB Conference – June 25 & 26 Baton Rouge  
Joel Bolton

## Toolkit Item # 6: Record/Documentation of Proceedings: CYPB Minutes

Each CYPB is required to conduct open meetings and establish a record of the proceedings during the meeting. The obvious benefits include a review of issues discussed and acted upon in the absence of some CYPB and community members; accountability for positions taken that contributed to decisions; and documentation of tasks, duties and responsibilities in the interim between meetings. What follows is a detailed documentation of a CYPB meeting that was convened in Jefferson Parish. While the details of the discussions documented in these CYPB minutes may not be of critical importance, the range of issues and reports covered during the meeting may help to inform agenda development and degree of detail for future CYPB development and work.

### JEFFERSON PARISH CHILDREN & YOUTH PLANNING BOARD MINUTES

Jefferson Parish Coroner's Office  
Tuesday, March 25, 2008, 1:30 p.m.

#### I. Roll Call

Roy L. Juncker, Jr., DJS  
Christopher Trosclair, DJS  
Erik Stilling, DJS  
John Ryals, Jr., DJS  
Matthew Villio, DJS  
Tim Tyler, JPJC  
Judge Andrea Janzen, JPJC  
Walter Gorman, JPSO  
Rosemary Mumm, JPDA  
Jennifer Kopke, JPHSA  
Charlotte Frilot, OCS  
Dalton Simmons, TASC  
Angela Henry, JPHSA  
Nikki Johnson, DJS  
Jerry Leighton, DJS  
Brenda Williams  
Gail Joiner  
Judge Nancy Konrad, JPJC

#### II. Approval of Minutes from the February 26, 2008 Meeting

A motion to dispense with the reading of the minutes and to accept as written was made by Judge Andrea Janzen and a second by Christopher Trosclair, hearing no objections the motion passed.

#### III. Reporting Out by Master Plan Sub-Committees

- **Prevention & Early Intervention (Carol Mancuso/Cheryl Shelvin)**

This report will be deferred until the next meeting

- **Inter-Agency Coordination and Training (Dawn Palermo/Barron Burmaster)**

Tim Tyler reported for Dawn Palermo that all the training of Act 555 and Master Plan with John Tuell is scheduled. Tim also reported that Tim Pittman is working on the technology agreements. Roy Juncker stated that he would be sending out the letter to invite the Planning Board Members and elected officials to the training on April 17, 2008 at 2:00 pm at the Coroner's Office.

John Ryals stated that the last meeting of the Information Sharing Workgroup was March 20, 2008 at 10:00 at the Sheriff's Office. John stated that the committee reviewed the various laws that affect sharing information from various agencies that are participating in the Children & Youth Planning Board. The workgroup identified a number of gaps in the laws where the information is either not confidential or not discussed as confidential or is limited in being released. The group continues to identify the areas that could use some improvement. The workgroup continues with the effort and the need for the information sharing agreement. There are a number of attorneys that are involved to alleviate any problems by not having attorneys involved in the very beginning. Roy Juncker asked if John had a date when the document would be ready. John said it is too early to give a date maybe by the summer. The next meeting is April 30, 2008 at 10:00 at JPSO (4<sup>th</sup> floor).

- **Continuum of Care (John Ryals)**

John Ryals stated that the committee met on March 14, 2008 and he and Cheryl Shelvin are working on a letter to Head Start about implementing the Building Blocks Program. The committee is also working on bringing documents together from health care providers to make a resource directory for new parents. The committee is going to spend some time with some parents from the community. The next meeting is April 1, 2008 10:00 AM in the Multi-Purpose Room (DJS).

- **Evaluation and Monitoring (John Ryals)**  
John stated that the committee has not had a formal meeting but he met with Dr. Gifford and they are working on the evaluation piece and gathering data. This committee is going to be responsible for program fidelity and evaluation and monitoring for the entire Children & Youth Planning Board.

#### IV. Reporting Out by Targeted Areas of Improvement Sub-Committees Under the MacArthur Models for Change Initiative

- **Alternatives to Formal Case Processing (Rosemary Mumm/Barron Burmaster)**  
Rosemary Mumm distributed to the committee a packet of information containing arrests; the number of arrests on the east bank and west bank; the race of the arrests from east bank schools; the race of the arrests from the west bank schools; the number of male or female arrests on the east bank; the number of male or female arrests on the west bank; the number of violent felonies, non-violent felonies, violent misdemeanors, non-violent misdemeanors and disturbing the peace from the east bank schools; and the number of violent felonies, non-violent felonies, violent misdemeanors, non-violent misdemeanors and disturbing the peace from the west bank schools; Rosemary gave a short explanation on each of the pie charts that was distributed. There was a lengthy discussion on how the arrests are handled at schools in Jefferson Parish. Roy Juncker stated that this data is going to be updated monthly. The next meeting is April 29, 2008 1:30 in the DJS Multi-Purpose Room.
- **Improving Access to Effective Evidence-Based Programs and Services (John Ryals)**  
John Ryals stated that there was a conference call with Gina Vincent and Stephen Phillipi on February 27 and the topic of the call was screening and assessments instruments. John gave a little background information on the conference call and a meeting in Baton Rouge. The instrument voted for use throughout the state is the SAVRY. OYD is going to pay for the training of the use of this instrument. John attended the Blueprints Conference and shared information on evidence-based programs that has gone through rigorous experimental evaluations and have proven to reduce crime: Functional Family Therapy 15.9% reduction in crime; Multisystemic Therapy 10.5% reduction in crime; Aggression Replacement Training 7.3% reduction in crime; Restorative Justice 8.7% reduction in crime; Pre-School 14.2% reduction in crime; and Nurse Family Partnership 36.3% reduction in crime.

Angela Henry gave some background information on Nurse Family Partnership and stated that they are getting four new nurses for the program. Angela stated that she would invite the manager to give a presentation of the program at the next meeting.

- **Disproportionate Minority Contact (Christopher Trosclair)**  
Christopher Trosclair reported that the last meeting was on March 14, 2008 following the Alternatives to Formal Processing Meeting. Matthew Villio reported that they are collecting data, reviewing data, and using data to implement the pre-trial supervision program. Matthew reported that Rapides representatives toured Rivarde, JPSO booking and intake process, and discussed data collection. Christopher stated that the tour of the Multnomah facility would give the committee some ideas for alternatives to detention.

Christopher gave an update on the Action Network grants. Christopher introduced Jerry Leighton, the Volunteer Services Coordinator, and gave a brief overview of his job.

#### V. Reporting Out by JDAI Sub-Committee under the Annie E. Casey Foundation

- **Detention Assessment Instrument (DAI) Update**  
Erik Stilling explained reliability assessment (how consistently does the DAI measure with multiple users) and known-group validity, (how accurately does it measure). Erik stated that he should have the report in the next few weeks. Roy stated that the goals for the JDAI effort for this year are to develop two alternatives to detention in addition to the pre-trial supervision program.
- **JDAI Site Visit at Multnomah County, Oregon (May 8 & 9, 2008)**  
Roy Juncker reported that there are 10 – 12 openings for the visit. Col. Judy Long and Lt. Hilda Monticeno have confirmed they are attending. Judge Janzen asked what we are going to learn from this trip. Roy reported that they reduced their beds from 100 to 29 and their population was comparable to Jefferson. Roy stated that they have some of the best alternatives to incarceration and they have been using them for quite a while. Roy stated that the money we are putting into incarceration be redirected to alternative programs such as the evening reporting center if deemed a needed alternative.

## **VI. Other Business**

- **OYD Grant Updates**

Roy Juncker reported that they attended the quarterly training in New Orleans on March 18. They discussed racial disparity, the DAI, and an onsite review of conditions of confinement in Rivarde. Roy reported that nineteen members of Juvenile Services staff attended the Governor's Conference. Roy stated that he had time to meet with Deb DePrato and discuss some issues. One matter that Roy discussed with Deb DePrato is an intense review of the Department of Juvenile Services Probation and that MacArthur may pay the cost to bring in a national consultant for it. Roy may possibly have an update at the next meeting.

## **VII. Next Meeting Date:**

The next meeting date will be Tuesday, May 6, 2008 1:30 p.m. at the Jefferson Parish Coroner's Office.



# Toolkit Item #7: CYPB Comprehensive Master Plan Outline

Attached below is an example of an outline that was prepared by Jefferson Parish in preparation for the compilation of the required comprehensive master plan. An Executive Committee serving the CYPB convened to identify the critical elements thought to be necessary to achieve the goal prescribed by Act 555. Some of the elements in this outline are prescribed while others are viewed as necessary to support the development of the findings, recommendations and conclusions drawn by the master plan. It may be the view of individual parishes that not all the elements contained in this example are necessary to include in all master plans.

## JEFFERSON PARISH – CHILDREN & YOUTH PLANNING BOARD COMPREHENSIVE PLAN

### Outline

- I. Introduction**
  - a. Act 555 / §1941.1 Title
  - b. Act 555 / §1941.2(A) & (B) – Purpose (excerpts)
  - c. Act 555 / §1941.5 – Participation & Preparation of Comprehensive Plan
  - d. Act 555 / §1941.8 – Members & Duties
- II. Background**
  - a. Jefferson Parish Community Justice Agency
  - b. JJ Master Plan Ad Hoc Committee
  - c. Creation of CYPB
  - d. Mission
  - e. MacArthur Foundation MfC (general)
  - f. Organizational Structure & Governance
    1. CYPB – role / responsibilities
    2. Executive Committee – role / responsibilities
    3. Subcommittees - role / responsibilities
  - g. Acknowledgement of Collaborative Partners
- III. Profile**
  - a. Physical Description
  - b. Census Characteristics
  - c. Economic
  - d. Assets & Liabilities
  - e. Initiatives
  - f. Juvenile Crime Statistical Profile
- IV. Juvenile Justice System & Court Profile**
  - a. History
  - b. Organizational Structure
  - c. Map of Court Process
- V. Subcommittee Study & Analysis – Incorporation of Findings**
  - a. Needs Assessment (based on data)
    1. results of UNO mapping survey
    2. information systems & data collection
    3. gaps in data & information
    4. information management and exchange
  - b. Resource Assessment
    1. results of LSUHSC survey
    2. gaps in prevention programs and services
    3. gaps in continuum of services
  - c. Evidenced Based Strategies or Programs
    1. results of screening & assessment analysis
    2. gaps in provision of evidenced based and promising programs and services
    3. report on outcome based contracting
  - d. Progress Report on MfC TAI
  - e. Training
  - f. Financial Oversight
- VI. Recommendations**
  - a. Analysis & Findings
  - b. Prioritized Recommendations & Strategies
    1. programs & services
    2. funding levels
    3. OYD resources and technical assistance
    4. legislation, protocols, policies
    5. collaborative partnerships
  - c. Implementation timelines & benchmarks
    1. measurable goals & objectives
- VII. Sustainability Plan & Strategy**

## Toolkit Item #8: CYPB Comprehensive Master Plan – Executive Summary

Subsequent to rigorous organizational development, planning, study and analysis, and multi-system collaboration within the spirit and letter of Act 555, the Jefferson Parish Executive Committee of the CYPB authored their first comprehensive plan. The plan contained significant detail and background information to support the prioritized recommendations and action strategies. Therefore, for ease of public consumption the Executive Committee drafted an Executive Summary. This brief capture of the significant recommendations ensures that the CYPB members and the community-at-large can satisfactorily digest the major components of action sought by the Executive Committee on behalf of the Jefferson Parish community. What follows is an excellent example of an Executive Summary that accompanies the comprehensive Act 555 plan.

### VISION 2008 & BEYOND: JEFFERSON PARISH CHILDREN & YOUTH PLANNING BOARD COMPREHENSIVE PLAN

#### EXECUTIVE SUMMARY

In 2004, to further promote the intent of the Juvenile Justice Reform Act of 2003 and during the Regular Session of the Louisiana Legislature, the provisions of Act 555 were passed. The statute, known as the “Children and Youth Planning Boards Act”, mandated local jurisdictions create children and youth planning boards (CYPBs) whose purpose is to assist in the assessment, alignment, coordination, prioritization, and measurement of all available services and programs that address the needs of children and youth.

The Children and Youth Planning Boards Act further authorized local CYPBs to assist in the development, implementation, and operation of services which encourage positive development, diversion of children and youth from the criminal justice and foster care systems, reduction in the commitments of youth to state institutions, and provision of community responses to the growing rate of juvenile delinquency. The coordination and implementation of services are mandated to include, but are not limited to, prevention, early intervention, diversion, and alternatives to home displacement, alternatives to incarceration and treatment services.

By further mandate of Act 555, the CYPB members were required to actively participate in the formulation of a comprehensive plan for the development, implementation, and operation of services for children and youth. In its formulation of the comprehensive plan, the local CYPB shall do all of the following:

- (1) Identify all resources available to meet the needs of children and youth;
- (2) Assess the needs of children and youth in the local community, incorporating reliable data sources;
- (3) Develop and select the appropriate evidence-based strategies or programs to meet those needs and include measurable goals and objectives which should be evaluated annually to ensure its effectiveness;
- (4) Ensure effective delivery of prevention programs in the community through training, technical assistance, monitoring, and evaluation to ensure effective outcomes are achieved;
- (5) Collaborate with multiple youth-serving agencies and organizations;
- (6) Report the results of such assessment annually by October first to the Office of Youth Development (OYD) and the Louisiana Children’s Cabinet. Performance indicators and benchmarks from the reports will be used for planning at both the state and community levels.

Pursuant to this mandate, the Jefferson Parish CYPB was established by Jefferson Parish Ordinance No. 22308 as adopted by the Jefferson Parish Council on August 25, 2004. The Jefferson Parish CYPB convened its first meeting in October, 2004. The Jefferson Parish CYPB established a governance structure that assured that these tasks activities could be completed on an annual basis. With oversight from an Executive Committee, the CYPB formed the following committees and subcommittees:

- Interagency Coordination & Training
- Prevention & Early Intervention
- Continuum of Care
- Evaluation & Monitoring
- *Models for Change* Subcommittees
  - Evidence-Based Practices
  - Alternatives to Formal Processing
  - Disproportionate Minority Contact
- Juvenile Detention Alternatives Initiative: Screening & Alternatives to Detention

The Jefferson Parish CYPB committees have made substantial gains in developing historical and current information and compiling data that will inform changes in policies, practices, resources, and result in commitments to the use of evidence-based programs and services. As part of a five year plan, the Jefferson Parish CYPB has built a foundation for the future and demonstrated its commitment to the foundational principles of Act 555.

This Jefferson Parish CYPB comprehensive plan is entitled *Vision 2008 & Beyond: Jefferson Parish Children & Youth Planning Board Comprehensive Plan*. This report contains numerous background sections that reflect Jefferson Parish's unique historical and physical information, census characteristics, educational demographics, assets and liabilities, economic indicators, current initiatives, and a comprehensive community profile. The report contains a detailed depiction of the history and key decision points within the juvenile justice system as well as a comprehensive data picture of the children and youth populating the juvenile justice, child welfare, educational, mental health and status-offender systems. Additionally, the Jefferson Parish CYPB conducted a rigorous resource and needs assessment that yielded a detailed understanding of the current gaps in services and programs facing our youth and families and youth-serving organizations and providers. The work also provided a snapshot of currently utilized screening and assessment tools and the use of evidence-based programs and services. All of these data and informational sections were of significant utility to the CYPB Executive Committee as final priority recommendations were formulated for the report.

This significant effort provided a list of service needs organized in eight key domains (i.e., juvenile justice, child welfare, family, community, education, at-risk behaviors, substance abuse, and peers). The Jefferson Parish CYPB Executive Committee prioritized these areas of need utilizing the data picture, resource assessment, and their considerable professional expertise. The following list identifies the priorities of the Executive Committee:

- a) Community - The CYPB will pursue alternative programs for teens that are unemployed, have dropped out of formal education and are not enrolled in an education setting and will also identify and implement other, more broadly focused community-strengthening programs.
- b) Education - The group elected to focus on nursery/ pre-kindergarten care for the 38% of Louisiana's children between three and five years of age in Jefferson Parish who are in need of nursery care.
- c) Family - The committee deemed as salient the enhancement of services that improve the health and economic status of non-traditional families including, but not limited to, preventative health and planned pregnancy. Data showed roughly 50% of families involved with the juvenile justice system consisting of single mothers.
- d) Peers - Emphasis will be placed on providing services that teach social skills to children and youth at all ages to decrease aggressive conflicts and reduce crime resulting from conflicts.
- e) Individual - Attention will be devoted to offering services that provide mental illness diagnosis and mental health treatment for adolescents to decrease the proportion of underserved juveniles in need of mental health treatment. Also, offender-prevention services will be offered targeting 12-14 year-olds to increase the average age of first offense thereby reducing future recidivism risk.

On October 2, 2007, the Jefferson Parish CYPB Comprehensive Plan and its list of priority recommendations were submitted by the Executive Committee to the full membership of the Jefferson Parish CYPB for approval and endorsement.

The many agencies, community groups and individual citizens involved in this endeavor will strive diligently to carry this plan to full fruition, starting with those most in need. This unique collaboration will succeed, guided by the common, unifying goal of improving the lives of all children and youth in the Parish of Jefferson.

## Toolkit Item #9: Web Site Development: Community Engagement, Information Dissemination & Updates

It is important to utilize current methods for communication to ensure ongoing opportunities for community involvement and engagement, effective dissemination of information regarding the activities of the CYPB, and periodic updates. This allows for dynamic input from community stakeholders in executing the goals and objectives of the CYPB. Today, that means a commitment to utilizing the “information highway” or internet/web technology. One Louisiana parish (Calcasieu) has developed a framework for development of such a mechanism which highlights the key features that can be included in this endeavor. A summary of this framework and listing of the key features follows:

### Calcasieu Parish: Children & Youth Planning Board Web Page

#### Summary

The website will include approximately 25-30 pages of information related to the board and activities in the community. The designer will develop the initial pages and host the site. The board will then have the ability and responsibility to maintain the site using the vendor provided content editor. The site will provide a dynamic image and information about the board that will remain dynamic and interactive over time. A few of the notable features include: an agency directory, board information, feedback pages, ability to host surveys, a teen orientated page and a FAQ Section. Below you will find the basic site layout as discussed:

#### Site Features / Pages:

- Index Page – Main introduction and welcome statement.
  - Agency Spotlight Page- Where agencies will have the chance to give a brief list of services. ( i.e. OCS does... XYZ..)
- Board Information
  - Board members – Board member listing
  - By-Laws – Copy that has been adopted.
  - Board Meeting Minutes / Agenda
    1. PDFs of board meetings and agendas. (History Posting)
- News / Events – Page to list events on a calendar
- Link Page
  - Agency Links
  - Service Directory- Searchable directory
- Feedback / Contact
  - E-mail form- Feedback to Chairman
  - Survey – Ability for the board to present surveys to the public.
- FAQs- General information on the planning board.
  - Letters of Support
  - History
  - Board Membership and terms.
  - (Any additional topics as they arise)
- Teen Page
  - Service Directory
  - Volunteer Directory
  - Local Events / Calendar
  - News

## Toolkit Item #10: Mapping Process Methodology (Key Decision Points & Resources)

By conducting a mapping process, key decision points can be identified in combination with the positions responsible for making decisions regarding case management, dispositional recommendations, and access to resources. To further illuminate the case-flow process and its implications for integration, it also would be useful to track a cohort of children and families through these key decision points. This affords an understanding with even greater clarity the characteristics of the youth and families and the multiple systems in which they may require services and resources. This mapping methodology provides valuable data to parishes/communities, enabling an identification of strengths and formulation of strategies to reduce gaps, deficiencies, and barriers in existing prevention and intervention policies, procedures, and practices. With the leadership of the University of New Orleans Research Professor, Paul J. Frick, this process was utilized in Jefferson Parish to support their critical analysis of resources and gaps for services to parish children, youth and families. The following summary identifies the purpose, content, methodology, and five key decision points resulting from the process utilized in the Jefferson Parish effort in support of the CYPB.

### Jefferson Parish Juvenile Justice Mapping Process: Final Report Louisiana MacArthur Models for Change Program

Supported by a grant provided by the John T. and Catherine D. MacArthur Foundation to the University of New Orleans, a comprehensive mapping of the key decision points in the juvenile justice system of Jefferson Parish, Louisiana was undertaken by the Department of Psychology of the University of New Orleans directed by Paul J. Frick (Research Professor) and assisted by Tiffany P. Simpson, Melinda F. Cannon, and Caroline J. Sunshine (Graduate Students). The mapping process was conducted in collaboration with the Data Group of the MacArthur Louisiana Models for Change Program in Juvenile Justice (La-MfC) consisting of the University of New Orleans (Paul Frick, Tiffany Simpson, Melinda Cannon, Caroline Sunshine); Louisiana State University Health Sciences Center (Debra DePrato, Stephen Phillip); National Center for Juvenile Justice Research (Gregg Halemba, Gene Siegel); the Vera Institute (Sara Mogulescu, Jennifer Fratello, Yumari Martinez); all members of the National Resource Bank (NRB) of MacArthur Foundation assigned to support activities funded by the La-MfC; and John Ryals (Evaluation and Treatment Supervisor, Department of Juvenile Services, Jefferson Parish) representing the Jefferson Parish Children & Youth Planning Board.

The **purpose** of the mapping process was:

- to provide information needed by the Lead Entity of the La-MfC, the NRB, and the Jefferson Parish Youth Planning Board, to support activities funded by the La-MfC initiative,
- to provide the Jefferson Parish Youth Planning Board with a clear description of the operation of its juvenile justice system to facilitate its functioning in a form that can be continually updated, and
- to develop and test a method for mapping the functioning of a local juvenile justice system that can be replicated in other jurisdictions.

The **content** of the mapping process was designed to clearly document:

- the most common and important decisions that are made for youth who come in contact with the juvenile justice system,
- how these decisions are made at various points in the juvenile justice system, and
- what data are obtained, stored, and shared related to these decisions.

The **methods** for the mapping process were designed to be conducted in multiple phases to allow feedback from the La MfC Data Group, the NRB, the Lead Entity, and representatives of Jefferson Parish Youth Planning Board at several phases of the process and to have initial data available in a timely manner. The phases include:

- an initial time-efficient e-mail survey of key decision points in the parish,
- dissemination of a summary of the initial survey results,
- more extensive follow-up interviews to collect more in-depth information,
- dissemination of a summary of the combined interview and survey results, and
- determination of additional needed data collection.

On April 23, 2007, the survey was sent to seven agencies representing five key decision points in the Jefferson Parish Juvenile Justice system. These included:

- Jefferson Parish Sheriff's Office,
- Jefferson Parish District Attorney's Office,
- Jefferson Parish Juvenile Courts (3),
- Jefferson Parish FINS Program, and
- Rivarde Detention Center.

These surveys were returned by June 1, 2007. On June 26, 2007, an initial summary of the results was provided to the NRB, John Ryals, and Mr. Roy Juncker, Chair of the Jefferson Parish Youth Planning Board and MfC Site Lead for Jefferson Parish. Following feedback from the NRB and local site, interviews were scheduled and conducted with each of the seven agencies participating in the mapping process from July 10, 2007 through August 15, 2007. A final report summarizes the information obtained from both the surveys and interviews and was subsequently key to the analytical process used by the Executive Committee of the CYPB to determine priority recommendations offered for the CYPB endorsement.

## Toolkit Item # 11: Board Development: Special Topics

As work developed in several Louisiana parishes, it became apparent that the CYPB members could benefit from training in special topic areas that directly impact the development of the key components of Act 555. It is a fallacy to assume that the members, despite their rich experience in a variety of youth and family-serving disciplines, have a foundation of knowledge in all of the aspects that make up Act 555. Several specific topic areas emerged during the course of the past 24 months that warrant special consideration. A number of these topic areas were developed within a training curriculum that was presented to all CYPB participating constituencies in Jefferson Parish. Additionally, the subject of diversion (including in the prevention and early intervention arena) which is so prevalent in the language of Act 555 required a special focus with Rapides Parish to help structure the discussion and action steps. As presented in the appendix documents, a brief tutorial is provided to guide

the understanding of how the CYPB can learn more about the following important topics as they formulate the components of the comprehensive plan and develop priority recommendations that effectively serve the parish constituents:

- II. Risk & Protective Factor Tutorial
- III. Evidence-based Tutorial
- IV. Performance-based Measurement & Contracting Tutorial

Additionally, Appendix V provides a structured diversion discussion tool that can assist CYPB members to effectively determine what outcomes are sought and what necessary diversion services are available and necessary to successfully achieve the desired child and family outcomes. It is recommended that these brief tutorial tools be supported by additional training and technical assistance and be included in the training provided to CYPB members.

# APPENDICES



# Appendix I: The Children & Youth Planning Board Act (AKA Act 555) — Full Text

## Regular Session, 2004 – HOUSE BILL NO. 1363

BY REPRESENTATIVES WINSTON, MARTINY, BURNS, R. CARTER, DOERGE, DURAND, GLOVER, GRAY, E. GUILLORY, M. GUILLORY, HUNTER, KATZ, LABRUZZO, MARCHAND, MCDONALD, MONTGOMERY, STRAIN, WADDELL, WALKER, SCHNEIDER, THOMPSON, ALEXANDER, ANSARDI, BADON, BALDONE, BAUDOIN, BAYLOR, BEARD, BROOME, BRUCE, CAZAYOUX, CROWE, CURTIS, DARTEZ, DORSEY, FANNIN, GALLOT, GEYMAN, HONEY, HOPKINS, HUTTER, JEFFERSON, JOHNS, KENNEY, LAFLEUR, LAMBERT, LANCASTER, MORRISH, MURRAY, PIERRE, T. POWELL, RICHMOND, RITCHIE, SCALISE, GARY SMITH, JACK SMITH, JANE SMITH, TRAHAN, AND TUCKER AND SENATORS MOUNT, CRAVINS, JONES, AND LENTINI

To amend and reenact R.S. 46:1941.1, 1941.2, 1941.5, and 1941.8 and to repeal R.S. 46:1941.3(1), 1941.4, 1941.6, 1941.7, 1941.9 through 1941.13, relative to youth services; to provide for the creation of children and youth planning boards; to provide for the purpose of such boards; to provide with respect to membership; to repeal provisions of law providing for parish youth services programs; to repeal provisions providing for parish youth services subsidy program; and to provide for related matters. Be it enacted by the Legislature of Louisiana:

Section 1. R.S. 46:1941.1, 1941.2, 1941.5, and 1941.8 are hereby amended and reenacted to read as follows:

## PART III. CHILDREN AND YOUTH PLANNING BOARDS

### §1941.1. Short Title

The provisions of this Part shall be known as the “Children and Youth Planning Boards Act”.

### §1941.2. Purpose

A. The purpose of the children and youth planning boards is to assist in the assessment, alignment, coordination, prioritization, and measurement of all available services and programs that address the needs of children and youth. This includes children and youth at risk for, or identified with, social, emotional, or developmental problems, including, but not limited to educational failure, abuse, neglect, exposure to violence, juvenile or parental mental illness, juvenile or parental substance abuse, poverty, developmental disabilities and delinquency. The boards are intended to encourage collaborative efforts among local stakeholders for assessing

the physical, social, behavioral, and educational needs of children and youth in their respective communities and for assisting in the development of comprehensive plans to address such needs. The infrastructure for planning is intended to be data-driven in order to select appropriate evidence-based programs which will maximize available resources.

- B. The legislature authorizes the establishment of children and youth planning boards to assist in the development, implementation, and operation of services which encourage positive development, diversion of children and youth from the criminal justice and the foster care system, reduction in the commitments of youth to state institutions, and providing community response to the growing rate of juvenile delinquency. The coordination and implementation of services shall include, but are not limited to prevention, early intervention, diversion, alternatives to home displacement, alternatives to incarceration, and treatment services. Through such boards, the state intends to foster and promote a continuum of community-based services and systems reflecting service integration at the state and community or local levels.
- C. The role of the Children’s Cabinet shall be to facilitate the creation of children and youth planning boards by offering guidance and technical assistance to local communities and governing authorities including, but not limited to resource identification, needs assessments, monitoring and performance evaluation, strategic planning and other forms of assistance and support.

### §1941.5. Participation

- A. There shall be a children and youth planning board created and established in each judicial district by enactment of appropriate resolutions by the governing authority of each parish in that district. The board shall provide for the preparation of a comprehensive plan for the development, implementation, and operation of services for children and youth.
- B. Nothing herein shall mandate a parish governing authority to fund the operational expenses of the board.

- C. Nothing herein shall prevent a single parish or group of parishes from establishing an advisory board which would report to a youth services planning board.

**§1941.8. Children and youth services advisory boards; members; duties**

- A. Each planning board shall consist of a minimum of eleven, but not more than twenty-five members. Special care should be given in the appointments to ensure that the board is representative of the community in terms of gender, age, ethnicity, and geography, as well as knowledge and expertise. Those appointed shall include the following, if available and willing to serve, but need not be limited to:

- 1) Members of the education community that is representative of and knowledgeable about early childhood, elementary, secondary, and special education.
- 2) Members of the criminal justice community that is representative of and knowledgeable about law enforcement, prosecution, public defense, and the judiciary. Wherever possible, a member of the judiciary elected to the juvenile court bench should be included.
- 3) Members of the health care community that is representative of and knowledgeable about physical health, mental health, and early childhood substance abuse prevention and treatment services.
- 4) Members of the social services community that is representative of and knowledgeable about child in need of care services, foster parenting, and child and family support programs.
- 5) Members of the faith-based communities.
- 6) Members of the business and labor communities.
- 7) Members of parenting and youth organizations.

- B. The parish governing authority shall make the appointments for a period of two years. In the case of a judicial district which encompasses more than one parish, cooperating parish governing authorities may formulate a plan of representation and may add representatives to the board from each participating parish.

- C. 1) The children and youth planning boards shall actively participate in the formulation of a comprehensive plan for the development, implementation, and operation of services for children and youth and make formal recommendations to the parish governing authority or joint parish governing authorities at least annually concerning the comprehensive plan and its implementation during the ensuing year.

- 2) In its formulation of the comprehensive plan, the children and youth planning boards shall do all of the following, but shall not be limited to the following:

- a) Identify all resources available to meet the needs of children and youth by comprehensively examining resources and services that target children and youth. These services may include, but are not limited to prevention, early intervention, education, and treatment.
- b) Assess the needs of children and youth in the local community, incorporating reliable data sources.
- c) Develop and select the appropriate evidence-based strategies or programs to meet those needs identified by soliciting community input and developing a strategic plan to best address the needs of children and youth in the respective community. This strategic plan should have measurable goals and objectives and should be evaluated annually to ensure its effectiveness.
- d) Collaborate with schools, law enforcement, judicial system, health care providers, and others to ensure goals and treatment needs are being met.
- e) Ensure effective delivery of prevention programs in the community through training, technical assistance, monitoring, and evaluation to ensure effective outcomes are achieved.
- f) Report annually by October first to the office of youth services and the Children's Cabinet the results of such assessments. Performance indicators and benchmarks from the reports will be used for planning at both the state and community levels.

- D. All proceedings of the children and youth planning boards and any committee or subgroup thereof, shall be subject to the provisions of R.S. 42:4.1 and 42:10, and all votes taken of members shall be recorded and shall become matters of public record.

- E. The boards shall promulgate and implement rules concerning attendance of members at board meetings. The members may also elect their own officers.

Section 2. R.S. 46:1941.3(1), 1941.4, 1941.6, 1941.7, 1941.9 through 1941.13 are hereby repealed in their entirety.

# Appendix II: Risk and Protective Factor – Tutorial

## Risk Factors

Research has identified 20 risk factors that can reliably predict increased likelihood of involvement in these five problem behaviors.

- Alcohol
- Delinquency
- Dropping out of school
- Teen pregnancy
- Violence

These risks factors (in the domains listed below) are based on a review of over 30 years of research across a variety of disciplines and are subject to rigorous research criteria. Risk factors must have been shown, in multiple longitudinal studies, to be reliable indicators of increased risk for involvement in one or more of the five adolescent problem behaviors.

### Community

	Substance Abuse	Delinquency	Teenage Pregnancy	School Dropout	Violence
Availability of Drugs	✓				✓
Availability of Firearms		✓			✓
Community Laws and Norms favorable toward Drug Use, Firearms and Crime	✓	✓			✓
Media Portrayals of Violence					✓
Transitions and Mobility	✓	✓		✓	✓
Low Neighborhood Attachment and Community Organization	✓	✓			✓
Extreme Economic Deprivation	✓	✓	✓	✓	✓

✓ = Indicates research-based relationship exists between risk factor and problem behavior

### Family

	Substance Abuse	Delinquency	Teenage Pregnancy	School Dropout	Violence
Family History of Problem Behavior	✓	✓	✓	✓	✓
Family Management Problems	✓	✓	✓	✓	✓
Family Conflict	✓	✓	✓	✓	✓
Favorable Parental Attitudes and Involvement in the Problem Behavior	✓	✓			✓

## School

	Substance Abuse	Delinquency	Teenage Pregnancy	School Dropout	Violence
Early and Persistent Antisocial Behavior	✓	✓	✓	✓	✓
Academic Failure Beginning in Elementary School	✓	✓	✓	✓	✓
Lack of Commitment to School	✓	✓	✓	✓	✓

## Individual/Peer

	Substance Abuse	Delinquency	Teenage Pregnancy	School Dropout	Violence
Rebelliousness	✓	✓		✓	
Friends who Engage in the Problem Behavior	✓	✓	✓	✓	✓
Favorable Attitudes Toward the Problem Behavior	✓	✓	✓	✓	
Early Initiation of the Problem Behavior	✓	✓	✓	✓	✓
Constitutional Factors	✓	✓			✓

## Common Elements of Effective Programming (Risk & Protective Factor Approach)

Armed with knowledge of the factors that promote healthy development and prevent problem behaviors, researchers have developed a number of prevention programs aimed at reducing and preventing delinquency and youth violence. These programs are based on well-defined logic models that take into account a specific developmental pathway leading to a problem behavior, and intervene in that pathway to prevent poor outcomes.

### Protective Factors

Protective factors are qualities or conditions that moderate or insulate or buffer youth against the effects of risk exposure and enable them to better navigate life's challenges without succumbing to delinquency or violence—or other problem behaviors.

To develop healthy, positive behaviors, young people must be immersed in environments that communicate healthy beliefs and clear standards for behavior at home, at school and in the community.

Protective factors include:

- Close bonds with positive adults
- Close bonds with pro-social peers
- A resilient temperament
- Strong families
- Good decision-making
- Problem-solving skills

# Appendix III: Evidence-Based Programs & Practices – Tutorial

## Evidence-based Practices & Programs

“This is a new way of thinking, a new way or training, a new way of planning. . . You wind up with a new way of thinking about what your business is, and an opening up to the possibility of a different way of going about accomplishing it.”

Hans Schlange  
Vice-President, The Children’s Village  
Westchester County, New York

## Evidence-based Practices

What are Evidence-based Practices?

Interventions that show consistent scientific evidence of being related to preferred client outcomes.

## The Evidence-based Continuum

Evidence-based  
Randomized controlled studies

Evidence-supported  
Sound experimental studies

Evidence-informed  
Derived from evidence-based or supported and being studied

Promising  
Building support through research

## Resources on Evidence-based Practices

National Child Traumatic Stress Network  
<http://www.nctsnet.org>

The documents linked from this page describe some of the clinical treatment and trauma-informed service approaches implemented by National Child Traumatic Stress Network grant sites to reduce the impact of exposure to traumatic events on children and adolescents.

- Provides descriptions of interventions
- Describes evidentiary standards met
- Describes intervention implementation
- Individual TA available
- Provides information on fidelity measurement
- Provides guidance on staffing

Center for the Study and Prevention of Violence  
University of Colorado at Boulder  
<http://www.colorado.edu/cspv/blueprints>

The Blueprints Initiative sets a gold standard for implementing exemplary, research-based violence and drug programs with fidelity to the models. Helps to bridge the gap between knowledge (research) & practice and inform the users of the barriers that must be overcome in order to achieve maximum success.

- Provides descriptions of interventions
- Describes evidentiary standards met
- Describes intervention implementation
- Provides guidance on staffing

Center for Evidence-Based Practice: Young Children with Challenging Behavior  
<http://challengingbehavior.fmhi.usf.edu>

The Center for Evidence-Based Practice: Young Children with Challenging Behavior is funded by the U.S. Department of Education, Office of Special Education Programs to raise the awareness and implementation of positive, evidence-based practices and to build an enhanced and more accessible database to support those practices.

- Provides descriptions of interventions
- Transparent reviews
- Describes resources, necessary for implementation
- Provides guidance on staffing
- References related to Evidence-Based Practices

Social Programs That Work, Coalition for Evidence-Based Policy, Council for Excellence in Government  
<http://www.evidencebasedprograms.org>

The Coalition for Evidence-Based Policy addresses implementation of social programs with little regard to rigorous evidence, costing billions of dollars yet failing to address critical needs of our society in areas such as education, crime and substance abuse, and poverty reduction. This site summarizes findings that have particularly important policy implications.

- Provides descriptions of interventions
- Transparent reviews
- Describes evidentiary standards met
- Describes intervention implementation
- Provides guidance on staffing

## Successful implementation of an Evidence-Based Social Program

- Step 1: Select an appropriate evidence-based intervention (program or service with proven efficacy)
- Step 2: Identify resources that can help with successful implementation (staffing, training, TA)
- Step 3: Identify appropriate implementation sites (target population, target neighborhood, etc.)
- Step 4: Identify key features of the intervention that must be closely adhered to and monitored (strategies, activities, etc.); and
- Step 5: Implement a system to ensure close adherence to these key features (process and outcome evaluation).

\*Geran-Smith, D. (2006). How to Successfully Implement Evidence-based Social Programs: A Brief Overview for Policymakers and Program Providers. Coalition for Evidence-based Policy working paper.

# Appendix IV: Performance-Based Contracting — Tutorial

## Performance-Based Contracting

Definition: Performance-based contracting means “a contract for services primarily structured around the results to be achieved as opposed to the manner by which the work is to be performed.

## Key Elements of Performance-Based Contracting

The achievement of successful client outcomes is the business of the members of the Child Welfare League of America and providers of services in the child welfare and juvenile justice systems and depends on a careful identification of:

1. What outcomes are sought
2. An examination of the risk and protective factors that impact positive outcomes
3. Formulation of strategies & activities that impact risks and service needs & connect to desired outcomes
4. The development of a measurement and evaluation system to document achievement

## Key Elements of Performance-Based Contracting (Outcomes)

Long Term:

- Reduction in Recidivism
- Reduction in Youth Violence
- Reduction in Substance Abuse
- Reduction in Out-of-Home Placements
- Academic Success
- Improved Family Functioning
- Improved Rates of Permanent Placement

## Key Elements of Performance-Based Contracting (Outcomes)

Intermediate:

- Elimination or reduction in frequency of drug usage
- Graduation from high school (or other specifically identified educational benchmarks, e.g. school attendance, academic performance)
- Employment/employment training
- Improved parenting skills/Pro-social community/ Neighborhood attachment
- Improved interpersonal and social skills

## Key Elements of Performance-Based Contracting (Outcomes)

Intermediate:

- Improved methods to manage anger
- Reduction in teen pregnancy
- Decreased involvement with delinquent peers
- Increased involvement with pro-social peers
- Reduced incidence and severity of delinquency and criminal activity

## Major ASFA Indicators

Safety 1: Children protected from abuse and neglect

Safety 2: Children maintained in own homes

Permanency 1: Children have permanency and stability in living situations

Permanency 2: Preserve continuity or family relationships

Well-being 1: Families have enhanced capacity to provide for needs of children

Well-being 2: Children receive services to meet educational needs

Well-being 3: Children receive adequate services to meet physical and mental health needs

## 10 Key Items Likely To Impact Practice

Driven by Overarching Key Outcome Permanence:

1. Incidence of maltreatment of children by out-of-home care providers
2. Stability of foster care placement
3. Time to reunification
4. Time to adoption
5. Proximity of foster care placement
6. Placement with siblings
7. Preserving connections
8. Relationship of child in care with parents
9. Children receive services to meet physical and mental health needs

### **Key Elements of Performance-Based Contracting Outputs**

Definition: a measurement of the frequency of activities conducted by the service or program; while important to determine level of effort, these measures should be secondary and/or ancillary to performance measures in this contracting approach

- # of family counseling sessions attended (by youth and/or family)
- # of probation meetings attended by youth
- # of individual counseling sessions (mental health, substance use, etc.)
- # of visits by family or caregiver person to facility
- # of visits to school for sessions with youth and/or counselor
- # of contacts with youth and/or family

### **Key Organizational Issues For Consideration of Performance-Based Contracts**

- Business Model
- Staffing Qualifications
- Training
- Budget
- Current Capacity to Implement:
  - Workforce resources
  - Data collection
  - Evaluation

### **Key Components of a Proposal Process**

- Public Notice
- Pre-Bidders Conference/Meeting
- Budget Guidelines
- Timelines for Submission

### **Key Components of a Proposal**

A comparative scoring process will measure the following criteria:

- Need for the project and clarity of the project description and goals (20 points);
- Quality of proposed service/program. Services/Programs will be evaluated based on the activities, outputs and outcomes identified and their relationship to [insert RFP goal]. Proposals for implementation of research based programs with proven and promising positive outcomes will be given priority (40 points)
- Service/Program's ability to measure outcomes. Services/Programs will be evaluated on the strength of their ability to measure the desired outputs and outcomes (20 points)
- Budget: Clarity and appropriateness of budget items and their connection to the proposed activities (20 points)



# Appendix V: Structured Diversion Discussion — Outline

## Structured Diversion Discussion\*

1. What are the points of diversion that would be desirable in this community? Who are the key actors?
2. What goals are we trying to achieve by diverting youth?
3. What criteria should be used for eligibility? Will the court approve guidelines for referral?
4. What kind of diversion activity do we want in this community?
  - Alternative Dispute Resolution (ADR)
    - Participatory (e.g. victim-offender mediation, circle sentencing, family group conferencing)
    - Adjudicatory (e.g. teen courts, peer juries, citizen hearing panels, youth aid panels)
  - Community-based non ADR
    - Mentoring programs
    - Work programs
    - Educational programs
    - Skill development programs
    - Counseling programs
    - Programs that work with families
5. What do we know about evidence-based practices and diversion?
6. What will be the character of diversion agreements? (e.g. measurable objectives, informed consent, definite and limited duration, clear standards for participation and completion, standards for re-filing or adjudication on the original charge for non-compliance)
7. What characteristics of the diversion process will assure fairness to all parties? (including legitimacy by statute, court rule or policy; clearly articulated structure; referral protocols; voluntary participation; training; agreements; monitoring; incentives; sanctions)
8. What kind of oversight and follow-up will characterize the diversion activity in this community? (e.g., written referrals, tracking, written policies regarding monitoring and non-compliance, clear goals and measurable objectives)

## Typical features of Diversion Agreements that are Positive or Active\*

- Community service
- Restitution
- Letters of apology
- Victim awareness/effects of crime classes
- Essay/art projects relating to effects of or harm caused by offending
- Offense-specific support groups or classes (e.g., drug/alcohol, conflict resolution)
- Law-related education
- Participation in pro-social community activities (e.g., 4-H, Boys & Girls Clubs, scouting, school groups) with opportunities to practice learned skills.
- Mentoring or tutoring programs

\*based on NCJJ Desktop Guide to Good Juvenile Probation Practice

\*taken from NCJJ Desktop Guide to Good Juvenile Probation Practice

# APPENDIX VI: Louisiana Community Engagement Children Youth and Planning Board (CYPB)

The purpose of the CYPB is to participate in the formulation of a plan for services and programs for children and youth as follows:

- Assist in the development, implementation, and operation of services which encourage positive development
- Divert children and youth from the criminal justice and the foster care systems
- Reduce commitments of youth to state institutions
- Provide community responses to the growing rate of juvenile delinquency

These services shall include, but are not limited to prevention, early intervention, diversion, alternatives to home displacement, alternatives to incarceration, and treatment services.

## **How do you get the community involved based on the purpose?**

1. Find groups within the community, whose vision is similar to the Boards that will allow you to present information about the Board at one of their regular meetings. Examples include:
  - a. Faith Communities
  - b. Social Clubs or Interest Groups
  - c. Businesses
  - d. Residential Communities
  - e. Sororities and Fraternities
2. Create a one page brochure requesting community participation on the Board explaining its purpose and the need for their participation and involvement. Distribute the brochure throughout the community in grocery stores, small businesses, etc.
3. Conduct meetings on weekends or after “Normal ” work hours
4. Provide food and transportation if necessary
5. Provide child care services for single parents
6. Seek free advertising via a Billboard or community paper about the Board
7. Seek public service announcements on popular radio stations to talk about the Board

## **How do you maintain community involvement?**

1. Ensure that community participants are received with open arms
2. Encourage their participation by asking them questions about what is needed and important to them
3. Validate their participation by giving them a prominent role, i.e. chairmanship of a group

Louisiana Models for Change (MfC) Juvenile Justice Initiative – Center for Children’s Law and Policy (CCLP) Publication - 2010

# APPENDIX VII: CYPB Annual Report Template

BOBBY JINDAL  
GOVERNOR



TIFFANY SIMPSON  
EXECUTIVE DIRECTOR  
CHILDREN'S CABINET

STATE OF LOUISIANA  
OFFICE OF THE GOVERNOR

August 30, 2010

Dear Stakeholders,

Revised Statute §46:1941.8, requires that each Children and Youth Planning Board (CYPB) completes an annual report by October first to the Office of Juvenile Justice and the Children's Cabinet. Attached is the annual report template. Please note that the format of the report has been changed. This new format will help the Children's Cabinet gain a better understanding of the status and needs of each planning board and allows the Children's Cabinet to more efficiently meet its statutory charge.

The new format includes seven sections focusing on the board's structure, local information sharing, community needs, program and service availability, and areas of technical assistance that are available through the Children's Cabinet. The final section, planning board overview, should only be completed by boards which were formed or re-activated after 2008, by boards who have not submitted an annual report since 2008, or by boards who have recently experienced a significant population shift.

Please submit all reports via email to Tiffany Simpson at [Tiffany.Simpson@la.gov](mailto:Tiffany.Simpson@la.gov) and to the Office of Juvenile Justice, Dr. Girard Melancon, Assistant Secretary, at [Girard.Melancon@la.gov](mailto:Girard.Melancon@la.gov). Performance indicators and benchmarks from your reports will be used for planning at both the state and community levels. The amount of work dedicated to these reports is remarkable, and I look forward to sharing your activities across the state.

I look forward to helping build, rebuild, and strengthen your community Children and Youth Planning Boards and thank you for your commitment to Louisiana's children and youth.

Sincerely,

Tiffany Simpson, PhD.  
Executive Director, Children's Cabinet

# LOUISIANA CHILDREN & YOUTH PLANNING BOARD ANNUAL REPORT

Judicial District:

Parish(es):

Questions about your board and this report should be directed to:

Name

Phone Number

Email

---

## Section 1: Board Structure

### Board Leadership

Position	Name	Organization	Title
President			
Vice President			
Secretary			

Name and organization of remaining board members

Please list any agencies not currently involved but attempts have been made to engage

Please list any committees and include a description of the committee and whether the committee is standing or temporary

Are board meetings open to the public?  YES  NO

Are board meeting advertised?  YES  NO

If so how?

# LOUISIANA CHILDREN & YOUTH PLANNING BOARD ANNUAL REPORT

## Section 2: Local Programs and Services

### Prevention Programs

Please list any prevention programs available in your community, including each programs population of service

### Intervention Programs

*Evidence Based Practices (EBPs) are programs and services that have been demonstrated by research to improve behavior (Ex: Multisystemic Therapy and Functional Family Therapy)*

Are Evidence Based Practices being used in your community?     YES                       NO

Please select Evidence Based Practices available in your community

- Big Brothers Big Sisters of America
- Functional Family Therapy (FFT)
- Multisystemic Therapy (MST)
- Life Skills Training
- Nurse-Family Partnership
- Promoting Alternative Thinking Strategies (PATHS)
- The Incredible Years (IYS)
- Project Towards No Drug Abuse (Project TND)
- Other

*Please list any additional EBPs available in your community and include if research has shown that each program is effective in helping children*

# LOUISIANA CHILDREN & YOUTH PLANNING BOARD ANNUAL REPORT

Please list the 5 most frequently used programs in your community and select how/why each program is used

1.	_____	<input type="checkbox"/> Prevention	<input type="checkbox"/> Intervention	<input type="checkbox"/> EBP	<input type="checkbox"/> Cost Effective
2.	_____	<input type="checkbox"/> Prevention	<input type="checkbox"/> Intervention	<input type="checkbox"/> EBP	<input type="checkbox"/> Cost Effective
3.	_____	<input type="checkbox"/> Prevention	<input type="checkbox"/> Intervention	<input type="checkbox"/> EBP	<input type="checkbox"/> Cost Effective
4.	_____	<input type="checkbox"/> Prevention	<input type="checkbox"/> Intervention	<input type="checkbox"/> EBP	<input type="checkbox"/> Cost Effective
5.	_____	<input type="checkbox"/> Prevention	<input type="checkbox"/> Intervention	<input type="checkbox"/> EBP	<input type="checkbox"/> Cost Effective

---

### Section 3: Community Assessment

*Identifying the needs of children and youth at risk for, or identified with social, emotional, or developmental problems, what services are available within the community for these youth, and determining where gaps exist*

Has the board ever completed a community assessment?       YES       NO

Please describe the process used to complete the community assessment

When was the most recent assessment completed?

# LOUISIANA CHILDREN & YOUTH PLANNING BOARD ANNUAL REPORT

## Section 4: Comprehensive Plan

*A strategic plan outlining how to best address the needs of children and youth in the community as determined by the community assessment, including measurable goals and objectives which are evaluated annually to ensure effectiveness*

Has the board completed a comprehensive plan?  YES  NO  
If so please provide a copy

When was the most recent comprehensive plan completed?

Was the plan shared with the board's establishing authority (e.g. city council, parish council, etc.)?  YES  NO

---

## Section 5: Information Sharing

*Sharing personally identifiable client data across agencies in accordance with federal, state, or local statutes for the purpose of creating a coordinated case plan or to facilitate decisions*

In your community, do child serving agencies share information about the children whom they serve?  YES  NO

Please describe which agencies share information, what information is shared, and how information is shared (i.e. verbally, electronic records, etc.)

Are information sharing agreements in place?

- YES, all agencies sharing information have information sharing agreements in place
- YES, some agencies sharing information have information sharing agreements in place
- Information sharing takes place informally

# LOUISIANA CHILDREN & YOUTH PLANNING BOARD ANNUAL REPORT

## Section 6: Technical Assistance

Please select areas in which the Children’s Cabinet can provide assistance

- Membership Outreach
- Technical Assistance Creating By-Laws
- Technical Assistance Conducting a Community Assessment
- Technical Assistance Creating Information Sharing Agreements or Memorandums of Understanding
- Evidence Based Practice Training
- Technical Assistance Creating a Comprehensive Plan
- Funding Resources
- Other

*Please list:*

---

## Section 7: Planning Board Overview

Please complete this section only if your **board has not had continuous and active membership since 2008, the board has not submitted a report since 2008, or if your community has recently experienced a significant population shift**

Parish 1

Parish Name

Rural

Urban

Total Population

Racial Makeup    White  
Asian

Black  
American Indian or Alaskan Native

Hispanic

Population    0 - 19

20 - 24

25 - 44

45 - 64

65+



# LOUISIANA CHILDREN & YOUTH PLANNING BOARD ANNUAL REPORT

Major Cities

Median Income

Unemployment Rate

Universities

Major Employers

Major Churches

Non-Profits or Civic Organizations

## Parish 2

Parish Name

Rural

Urban

Total Population

Racial Makeup  
White  
Asian

Black  
American Indian or Alaskan Native

Hispanic

Population 0 - 19

20 - 24

25 - 44

45 - 64

65+

Major Cities

Median Income

Unemployment Rate

Universities

Major Employers

Major Churches

Non-Profits or Civic Organizations

# LOUISIANA CHILDREN & YOUTH PLANNING BOARD ANNUAL REPORT

Parish 3

Parish Name

Rural

Urban

Total Population

Racial Makeup

White  
Asian

Black

American Indian or Alaskan Native

Hispanic

Population

0 - 19

20 - 24

25 - 44

45 - 64

65+

Major Cities

Median Income

Unemployment Rate

Universities

Major Employers

Major Churches

Non-Profits or Civic Organizations

# LOUISIANA CHILDREN & YOUTH PLANNING BOARD ANNUAL REPORT

## Inception of Board

Date of Board Formation

Does the board have a copy of the board's establishing ordinance?

YES

NO

*If so please provide a copy*

Frequency of board meetings

Please state the board's mission statement

Please state the board's vision

Please describe the process by which the mission and vision statements were created?

Has your board created by-laws?

YES

NO

*If so please provide a copy*

# Acknowledgements

Louisiana was selected as the 3<sup>rd</sup> state to participate in the MacArthur Foundation Models for Change: System Reform in Juvenile Justice Initiative (MfC) in 2006. The state was selected because of the progress it has made since the 1990's in improving its juvenile justice system and the commitment of its state and local leadership to building on this momentum. In emerging from recent challenges, the state has found a new sense of urgency and a willingness to innovate that has created the potential for significant and lasting reform. As a part of this initiative, the state – through work in selected parishes and with the Office of Juvenile Justice (OJJ) and the Children's Cabinet – received technical assistance from organizations supporting the MfC Initiative to promote the effective development of the Children & Youth Planning Boards. These organizations have included the Child Welfare League of America (CWLA), the National Juvenile Defender Center (NJDC), the National Center for Mental Health and Juvenile Justice (NCMHJJ), the Council of Juvenile Correction Administrators (CJCA), and the Center for Children's Law & Policy (CCLP). The broader goal of the initiative in this area is to expand and improve access to effective community-based alternatives to formal processing and incarceration in the juvenile justice system. The methodology used to achieve this goal has involved:

- strengthening the capacity of local planning boards and working with them to assess and plan for local programming needs; develop and demonstrate good diversion policies, procedures, and practices; and expand the available continuum of care.
- creating strategies for the local planning boards to support ongoing reforms.
- creating best practice models for planning board decision-making.
- ensuring that local planning boards have capacity to lead and engage in policy making in collaboration with OJJ and CC.

From this work over the past two years, and including advances made in numerous other parishes throughout the state that have formed functioning CYPBs, the Children & Youth Planning Board Toolkit was developed.



The Institute for Public Health and Justice (IPHJ) is the Lead Entity for the John D. and Catherine T. MacArthur Foundation's Louisiana Models for Change Initiative. IPHJ is a research, education and outreach institute within the LSU Health Sciences Center in New Orleans. Its mission includes disseminating and sustaining the successful outcomes of the Initiative.

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