

The Office of
Juvenile Justice
protects the
public by
providing safe
and effective
individualized
services to
youth, who will
become
productive, law-
abiding citizens.



Strategic Plan 2017/18–2021/22

DPS&C Youth Services Office of Juvenile Justice

Agency Number 08C-403

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Mission and Vision

Mission

The Office of Juvenile Justice protects the public by providing safe and effective individualized services to youth, who will become productive, law-abiding citizens.

Vision

OJJ is a quality system of care which embraces partnerships with families, communities and stakeholders to assist youth in redirecting their lives toward responsible citizenship.

Guiding Principles

| | |
|---------------------|--|
| Honesty | To be honest; do everything with integrity. |
| Achievement | To be outcome-oriented in achieving results consistent with our mission. |
| Versatility | To value, promote and support diversity and cultural competence. |
| Ethical | To be ethical; to do the right thing, both legally and morally. |
| Focused | To be focused on empowering people to succeed. |
| Accountable | To be accountable for the effective and efficient management of resources. |
| Informed | To be informed and guided in our decisions by appropriate and valid data. |
| Team players | To be an effective and efficient team of professionals. |
| Harmonious | To be inclusive – involve all parties, both external and internal, who need to be part of the process. |

HAVE FAITH: Together we help change lives.

Agency Structure

Executive Office - Deputy Secretary

- Undersecretary
- Legal Services
- Health Services
- Operations

Continuous Quality Improvement Services (CQIS) – Chief of Operations

- Quality Assurance
- Investigative Services
- Safety Services/Risk Management
- Grants
- Policy

Operations – Assistant Secretary

Community-Based Services

- Probation and Parole Field Offices
- Interstate Compact on Juveniles
- Non-Secure Residential Programs
- Treatment Services

Secure Care Facilities and Treatment

- Education Services
- Health Services
- Food Services
- Treatment Services

Intergovernmental Relations, Communications and Training – Deputy Assistant Secretary

- Intergovernmental Liaison
- Communications Office
- Family Liaison Services
- Staff Development

Identifying Clients and Services

The Office of Juvenile Justice has identified the principal clients and users of each program and the specific service or benefit derived by such persons. These populations will benefit from or be significantly affected by each objective within the plan.

Administration: The primary clients are youth who benefit from the development and implementation of a statewide continuum of services. Specifically, youth involved in the court system that needs support and services in order to become productive law abiding citizens. Additional users of the OJJ system include our dedicated employees, who work with a challenging population who need support, oversight and guidance. Secondary clients are the general public who benefit from increased safety in their communities.

OJJ Regions: Youth and their families who have been deemed by a judge to need help in redirecting their lives toward responsible citizenship benefit from services and supports. Supports and services may include more structure in their daily lives, accountability, measures that ensure public safety, or addressing behavioral health needs. The secondary client is the public at large who benefits from OJJ staff working with youth in their community to increase safety and help produce contributing citizens.

Contract Services: OJJ clients are youth who receive services from expert professionals in the community that address the needs of the youth. Staff also benefit from trainings and support provided by contractors considered experts in their field. Workforce development benefits are derived by contracted providers of services and supports to OJJ youth and staff.

Stakeholder Input

OJJ continually participates in local and state system partner meetings around juvenile justice reform next steps. The goal of these interactions is to identify recommendations that are in common with all partners and facilitate connections across the juvenile justice system by engaging a diverse group of leaders. The discussion topics and recommendations included juvenile justice related issues affecting OJJ as well as issues not under the control of the state Office of Juvenile Justice. As you will see, the recommendations took a broader range to include juvenile justice issues that occur prior to a youth coming to OJJ, pre-disposition types of reform measures.

These interactions have repeatedly identified that the priority area was in the area of “services.” Further, this recommendation calls for better access to services, timeliness of services, and clear linkages to the right services for certain populations of at-risk youth and juvenile justice youth. In other words, one size does not fit all when it comes to screening, assessment, and effective intervention. The following are the areas of collective agreement from the consensus building meetings in the area of services.

- Improving access to services (clear linkage to the right services for youth in the juvenile justice system; a path to referral that is well known to all participants in the system)
- Greater availability of specialized services for distinct juvenile justice populations (participants were clear that they want the right services for the right youth; that is, services that work and are appropriate for the level of need for the youth and point in the juvenile justice system)
- Creation of services where gaps exist, such as crisis or respite care (clearly there are gaps where youth are not being served, and instead the juvenile justice system is the fall back; these include Informal FINS youth whose family is having a crisis, youth who cannot be at home, but there are no other options other than detention or long-term placement, when respite would be more appropriate)
- Ensuring youth with mental health needs are appropriately diverted to the mental health system (Louisiana has traditionally high rates of youth with mental illness in the juvenile justice system, sometimes as a way to access services, and also because there is no clear way for youth to get effective mental health services prior to their involvement with the juvenile justice system; there was a clear desire to correct this problem)
- Work with DCFS to identify “crossover youth” to decrease penetration into the juvenile justice system (concern was raised regarding the number of youth who end up in FINS and delinquency system who were formerly involved in the child abuse system, and a desire to address this issue of “cross-over” youth, so that the reasons are addressed and corrected)

Louisiana’s juvenile justice system partners heavily endorsed continuing the development of local and state level best practices in the juvenile justice system. In general, participants have seen that local areas of reform have produced good results. They have seen state OJJ reform efforts aimed at best practices succeed, such as the post adjudication best practice assessment process. The group desires to spread proven local reform to other areas of the state, as well as adopt new practices in areas where work has not yet begun, such as a true step down system for youth leaving secure care. Participants realize that it takes technical assistance and partnerships to create these models and hoped for long-term resources to help improve the state, as reform is a never ending quest.

The following areas of Juvenile Justice Best Practices were seen as high priorities by all participants as they related to the state Office of Juvenile Justice.

- Status Offenders System Reform (Informal FINS)
- Statewide study of local Juvenile Detention for overall “fit” in juvenile justice system
- Graduated Sanction Model for Probation and Aftercare (Parole) System
 - Develop and implement an aftercare system that is a gradual and well-planned “step down” process from secure care to structured therapeutic programs
 - Study for the purpose of a plan for development of an aftercare system with OJJ and key stakeholders

The Second Wave of Juvenile Justice Reform

During the 2016 Regular Legislative Session a group of legislation touted as the second wave of juvenile justice reform was passed. While the four Acts (described briefly below) represent the next steps forward in better serving youth and received widespread support across juvenile justice system partners, the OJJ will need to accommodate several new mandates in the coming years.

Act 501 raises the age of juvenile jurisdiction in Louisiana. Louisiana is one of only 9 states that charges 17 year olds as adults. The research shows that 17 year olds are developmentally different from adults and have a better chance at rehabilitation. SB 324 phases 17 year olds into the juvenile system between July 1, 2018 and July 1, 2020. The Institute for Public Health and Justice has put out a report on the impact of this change on all levels of the system. OJJ will be a part of special commission that will convene to confirm that the resources to serve these young people once they transition into the juvenile justice system.

Act 499 creates the Juvenile Justice Accountability and Cost Effectiveness Act of 2016. It calls for an extensive data set to be reported publicly by OJJ and detention centers. It also sets some guidelines for review hearings and creates a reinvestment fund that will offer grant opportunities for communities to serve juvenile justice involved young people in the community.

Act 617 creates the Safe and Fair Return Act of 2016. It sets forth revised laws on the way public defenders work with young people after they have been adjudicated into OJJ’s custody. It also sets up a framework for dedicating funding for post-dispositional representation.

Act 500 creates a specialized system for measuring youth progress in the alternative schools located at OJJ facilities. Young people in secure care facilities often come to OJJ alternative schools behind in their educational achievement, prior history of school discipline issues and in high need of a special ed services, that factor combined with the short length of stay in secure care (average length of stay = 10.8 months) makes measurement of academic success different from other schools.

External Factors

OJJ identified potential external factors which are beyond the control of the agency and which could significantly affect the achievement of its goals or objectives.

Family Participation in Youth's Treatment Plan

Support for and by family members of youth involved with OJJ is a core factor for improving outcomes. Youth are more successful when surrounded by involved, supportive family members. This is true throughout the continuum of care, from first time probation through secure care and reentry back into the community. Youth are more successful when the entire family is engaged in the plan of care. Lack of family involvement in treatment lessens a youth's likelihood of success. The level of involvement of the family or parent with the youth, while encouraged by OJJ staff, is a decision made by the individual family member. OJJ does not have authority to order a parent to participate or support the youth.

Funding

Personnel and services OJJ provides are dependent on funding available to the agency. The agency receives state general funds for operations and salaries, MFP dollars for school instruction, federal funding through IV-E and TANF dollars transferred by DCFS, and by indirectly leveraging Medicaid funding for mental health services. OJJ programming is also impacted by local prevention, early intervention and diversion services. Funding affects OJJ's ability to construct new facilities or to maintain current facilities, and influences the availability of services provided through community-based programs such as reentry, mentor, tracker, prevention and diversion programs. OJJ is dependent on government appropriations and outside sources for funding through grants from local, state and federal entities.

The Judicial Process

OJJ serves youth who have been adjudicated by a court and placed under our supervision or custody by a judge. This process is completely out of the agency's control. Issues such as the number of youth we serve, the type of youth and offenses, and court orders to serve noncriminal offending youth (status offenders) cannot be regulated by OJJ. A steep increase or decrease in our population numbers cannot be manipulated by OJJ. Other factors determined by the court that directly affect OJJ operations are the length of youth's sentence (disposition), the timeframe in which OJJ must take physical custody, or any decision requiring services be provided to status offenders.

Availability of Partner Resources

OJJ partners with local community programs and state agencies for a variety of services related to health, mental health, family programs and educational services. In an effort to avoid duplication of services, OJJ utilizes services provided by other programs focusing on specific needs. Because of these partnerships, OJJ is dependent on the availability of those resources. For example, OJJ collaborates with the Louisiana Department of Health (LDH) programs for mental health services by leveraging Medicaid dollars. When changes occur within LDH, this affects OJJ's ability to refer youth to needed services for rehabilitation. This may also occur on a local level with community-based partnerships and services provided by local nonprofit programs.

Detention Centers and Operations

Detention centers are locally run, short term secure centers that house mainly pre-disposition (before sentencing) youth. OJJ does not fund nor supervise these centers. However, the availability of a detention center's bed space directly affects OJJ operations. For example, if there are few beds available, youth may funnel into the OJJ system faster. If these facilities exist in a community, the center may contribute to the spectrum of graduated sanctions available for the community and allow youth an alternative sanction other than progressing deeper into the OJJ system.

Natural Disasters

Natural disasters and resulting evacuations are unpredictable and affect OJJ in many ways. The safety of our youth and staff, the security of our facilities, and OJJ's obligation to protect the public are the agency's priority during these situations. Natural disasters cause disruptions in operations, create staffing concerns, and interfere with OJJ's ability to deliver services to youth that reside in OJJ custody. Additionally, OJJ's ability to supervise youth that reside in the community may be compromised. After a disaster hits, OJJ may also need to address the trauma suffered by staff and youth by providing extra services or increasing or shifting manpower according to need.

State Legislation

OJJ strives to maintain open communication with the state legislative body and takes every opportunity to educate others on our mission and operations. However, issues and viewpoints sometimes differ. Legislation can create mandates that alter agency operations and initiatives. For example, a change in the legal definition of what constitutes a Family In Need of Services (FINS) youth can materially alter the number of youth OJJ supervises.

Federal Legislation

The federal government has the ability to impose rules and regulations that OJJ as an agency is required to comply. For example, the Prison Rape Elimination Act (PREA) is a federal law that supports the prevention, detection and response of sexual assault and sexual harassment within correctional systems. All correctional agencies must demonstrate and maintain compliance. Because of these requirements, OJJ must change multiple aspects of operations, increase training to security personnel, alter certain physical plant structures, provide for new areas of internal investigation, meet new staffing ratio requirements, and perform additional pre-employment screening. Mandated changes like this have monetary consequences and can shift agency focus in order to fulfill legal requirements.

Aging and Inefficient Resources

OJJ relies heavily on tangible resources such as buildings and vehicles. Often, these resources are dated, inefficient and not ideal for implementation of agency goals and objectives. However, due to circumstances beyond the agency's control, such as statewide exclusions or regulations, cost prohibitions, or the amount of time it takes to replace antiquated property, the agency must operate within given resources. For example, OJJ currently operates secure care facilities that are old and constructed for an outdated correctional model of interventions that are not conducive to implementation of the current therapeutic model.

Schools and the State Education System

OJJ operates three certified alternative schools approved by the Louisiana Department of Education. Administrative and educational personnel hold valid Louisiana Teaching Certificates and all are certified in their areas of instruction. In addition, OJJ receives MFP funding for secure facility youth in an amount per student determined by a formula set by the Department of Education and BESE. OJJ staff also work closely with school systems in the community to help provide support to youth enrolled in school that are on probation. OJJ also assists youth with reentry into an educational setting which is an important part of reintegration into communities. Because of these partnerships, the agency is dependent on rules and regulations set by the Department of Education. OJJ also faces barriers and challenges when seeking post secondary educational opportunities for youth in their custody.

Community Perception

OJJ works diligently to inform the community of our mission and contribute to a positive image of the agency and the youth we serve. OJJ staff maintains a presence at community events and our youth volunteer in communities as part of restorative justice programming. However, due to the nature of working with the at-risk youth population, the general public has misconceptions of our youth and our mission. Negative media attention or poor community perception of our initiatives can create political pressure to alter the priorities of the agency.

Continuing Development of Evidence-Based Research

OJJ continuously seeks to improve programs and services to youth through relevant research, training, and program evaluation. The agency has made a commitment to utilize treatment interventions that have the proven ability to help youth acknowledge accountability, learn pro-social attitudes and behaviors, and avoid risky thinking and impulsive actions with the goal of reducing recidivism. Research indicates the most efficient and effective way to accomplish this is through the implementation of evidence-based programming and/or interventions. OJJ is constantly monitoring and researching different and more effective programming as well as national and local trends in juvenile justice. As research changes best practices, OJJ adjusts accordingly.

How OJJ will Avoid Duplication of Effort

The Office of Juvenile Justice is undergoing major efforts to confront duplication of effort within the agency, specifically duplication of resources within regions and duplication and inefficient provision of supports and services to youth.

OJJ as an agency underwent a systemic reorganization and transition into a regionalized model of leadership in late 2012. Under the new agency model, the State is divided into three regions each with a Regional Director stationed in close proximity to facilities and field offices. The three Regional Directors supervise both secure care facilities and regional Probation and Parole Field Offices in their respective region. Historically, these two programs operated independently of each other, including separate chain of commands.

The new organization of the agency allows for direct oversight in the field by an executive level supervisor on a daily basis. Silos will no longer exist between like programs because one person will manage both facility based and community based services. This allows for more cohesion of services and staff, a stronger continuum of services for youth, creates greater efficiencies, more accountability and promotes leadership development.

Because programs are not separated and have oversight by a single individual, OJJ has streamlined resources, leading to greater resource awareness within regions. Regions, through singular supervision and increased communication, will be able to more efficiently use and monitor resources for areas truly lacking and in need and areas operating with sufficient resources (funds, personnel, services, equipment, etc). Under this model, facilities and area regional offices are in a position to share resources and have closer coordination of services for youth as they enter and exit the different levels of care OJJ provides.

In addition to reducing duplication through consistent oversight of all operational programs, OJJ created a Harvard University award winning program aimed at more efficient and consistent management of services to youth.

The Service Coordination model was developed and implemented to provide single case management that allows consistent, comprehensive, individualized management and oversight of all cases. Youth entering the OJJ system are assigned a probation/parole officer (PPO) who handles the case from entry until exit from the system. The officer becomes familiar with the needs of the youth and family and assures that needed services are in place. The PPO is the central point of contact, bridging the gap between OJJ service units, creating an integrated effort among field staff, facilities, providers, family and youth. As a coordinator of services, they take an active role in each phase of the youth's classification, placement, and programming, while keeping public safety a priority and ensuring seamless case management. The PPO acts as the constant in the youth's service plan throughout the continuum of care monitoring supports and ensuring efficient delivery and no duplication.

Strategic Links

Vision 2020: Louisiana’s Vision 2020 is a plan for economic renewal and diversification that is designed around a vision of Louisiana as a vibrant, balanced economy, a fully engaged, well educated workforce and quality of life that places it among the top ten states in the nation in which to live, work, visit and do business.

Goals:

- To be a Learning Enterprise in which all Louisiana businesses, institutions, and citizens are actively engaged in the pursuit of knowledge, and where that knowledge is deployed to improve the competitiveness of businesses, the efficiency of governmental institutions, and the quality of life of citizens.
- To have an economy driven by a diverse and thriving set of technology-intensive industries that actively utilize Louisiana’s colleges and universities as a source of well-educated graduates as employees, a source of expertise for problem-solving, and a source of technology for commercialization.
- To have a standard of living among the top ten states in America and safe, healthy communities where rich natural and cultural assets continue to make Louisiana a unique place to live, work, visit, and do business.

Children’s Cabinet: The Children’s Cabinet is a state agency created within the Office of the Governor, designed to facilitate and require coordination of policy, planning, and budgeting affecting programs and services for children and families.

Goals:

- To achieve measurable improvements in the outcomes of all children in Louisiana
- To effectively and efficiently utilize monetary, human and organizational resources.
- To offer guidance and support to local communities and governing bodies through the Children and Youth Planning Boards.

Office of Juvenile Justice Statewide Goals and Strategies

Statewide Initiative One: Safety First

Safety First means that Youth Services values the safety of the youth placed in our care and the staff that provide services to them. This includes having a workforce focused on the rehabilitative needs of our youth. We believe that safety is the foundation and prerequisite for treatment. We promote a safe environment for our youth, families, staff and communities.

Strategy 1 – Promote safety of youth by providing appropriate service and treatment opportunities in the least restrictive environment

- Identify services and support based on a youth's individual needs as determined by the SAVRY
- Preserve the integrity of the Structured Assessment of Violence Risk in Youth (SAVRY) through training and consistent application
- Increase focus on early releases and step down opportunities of youth in custody
- Support mentor opportunities for youth through community partners
- Ensure fidelity to the service coordination model which bridges the gap between home, community, school and the continuum of care
- Consistent monitoring of programs to ensure compliance with Youth Services beliefs and philosophies

Strategy 2 – Regionalize services to youth that embrace a therapeutic environment

- Complete the continuum of care by building smaller, regionalized secure care facilities that keep youth closer to home and engaged with their families and communities
- Make necessary renovations or replacements of facilities not conducive to a therapeutic environment
- Monitor supervision policies that ensure continual healthy interaction and boundaries between staff and youth

Strategy 3 – Identify and appropriately address youth problem behaviors and encourage positive behaviors

- Full conversion of facilities from corrections model to a therapeutic model and ensure fidelity
- Utilize youth councils at each residential facility
- Maintain sound behavioral management systems that are based on a youth's individual needs
- Acknowledge and celebrate youth accomplishments

Strategy 4 – Increase the number of youth who successfully maintain in or reenter their home and communities

- Develop and implement appropriate transition plans for all youth in out of home placements
- Increase Youth Services staff contacts with youth following release from OJJ services
- Provide educational and various vocational opportunities for youth to obtain skills that promote successful reintegration into the community
- Connect youth to services addressing ongoing treatment needs for use upon release from OJJ services
- Develop quality assurance rubric for re-entry planning that includes treatment, education, location, family involvement, and job placement

- Utilize partnerships to create restorative justice activities for OJJ youth
- Inform families of linkages to service needs of the family in aftercare plans
- Maintain an overall recidivism rate at or below the national standard(s).

Strategy 5 – Secure a quality workforce with a continuing focus on staff development

- Partner with post-secondary institutions and professional organizations to increase recruitment i.e. career days, job fairs, presentations at targeted programs
- Increase number of employees with professional degrees, certificates and/or related work experience
- Provide incentive for staff who obtain additional job specific training
- Offer a variety of strategies for training and staff development, i.e. Virtual, interactive, etc.
- Offer consistent, evidence based training statewide thereby broadening capacity
- Promote staff work related accomplishments

Statewide Initiative Two: Quality Seamless Continuum of Care

Establishing a quality seamless continuum of care means developing partnerships between families, employees, natural supports, and community providers in a statewide continuum of services which address the spectrum of needs of youth and their families.

Strategy 1 – Increase the range of regionalized quality treatment and service opportunities

- Ensure fidelity to the service coordination model which bridges the gap between home, community, school and the continuum of care
- Provide support to providers to incorporate Youth Services models and philosophies
- Collaborate with other agencies to increase opportunities and expand the provider network for youth with mental health and substance abuse needs
- Improve access for youth for behavioral health services throughout the continuum of care

Strategy 2 – Increase academic and vocational educational opportunities for youth

- Increase number of students receiving HISET diplomas and Carnegie units toward high school graduation
- Increase number of student enrollments and completions in vocational training
- Improve academic gains and improve scores on standardized tests
- Increase Youth Services capacity for educational advocacy in communities
- Celebrate educational achievements of OJJ youth
- Assist youth in enrollment and participation in post secondary opportunities
- Include educational goals and plans in treatment and transition plans

Strategy 3 – Support status offender reform and educate on best practices

- Recognition of the distinction between status offenses and delinquent treatment
- Assist with informal FINS linkages to services like CSoc and the Healthy Louisiana Initiative
- Focus on obtaining shorter length of stays for formal FINS youth in out of home care

Statewide Initiative Three: Partnerships with Families and Communities

At Youth Services, we encourage and support productive family participation in rehabilitation for youth placed in our care. Partnering with the community affords our youth the opportunity to belong and contribute, to form close relationships, make meaningful choices, develop transferable skills, and mentor others.

Strategy 1 – Provide opportunities throughout the continuum that focus on family involvements

- Facilitate respectful communication between staff and parents through increased contacts and sharing of information
- Increase number of furlough opportunities and home passes for youth to enhance reintegration with families
- Increase family participation in staffings
- Utilize technology to keep youth and their families connected
- Encourage contact by families with Youth Service Family Liaison
- Engage family advocates to address problems
- Provide information for additional resources that may be helpful services for siblings and other family members
- Recognize and respect different values, beliefs and lifestyles and be responsive to cultural diversity

Strategy 2 – Increase information sharing between stakeholders and Youth Services to improve partnerships

- Collect and disseminate demographic performance measurement data
- Provide information on treatment models and strategies to families and stakeholders through the OJJ website
- Participate in conferences and forums to share information at local, state and national levels
- Increase youth and Youth Services staff participation in community activities
- Identify and establish partnerships with faith based communities, businesses, local services agencies, schools and universities
- Promote consistent monitoring of community based programs at the regional level to ensure compliance with Youth Services beliefs and philosophies

Strategy 3 – Utilize prevention, intervention and aftercare resources for youth in communities

- Encourage Youth Services staff to network within their service areas to identify resources for our youth
- Partner with and refer to programs that provide services to promote and build individual and family strengths
- Enhance Youth Services community placement options and implement graduated interventions
- Develop Youth Services capacity in custody/placement recommendations to the court
- Support District Attorneys, judges and others to promote the full use of the continuum of care
- Use SAVRY findings to determine appropriate levels of services
- Establish minimum standards and expectations for providers

Statewide Initiative Four: Data Driven Outcomes

Youth Services values evidence-based practices that promote measurable outcomes and quality services. We are committed to accurately reporting information that “tells the story” about the children we serve. We support advances in information technology to improve data resources and information sharing internally and externally.

Strategy 1 – Develop and implement uniform outcome measures for each program/services type that enhances data collection and evaluation

- Continued integration of evidenced based principals, benchmarks and objectives in our contracting process and therapeutic model.
- Utilize standardized compliance monitoring and evaluation tools to obtain uniform data from service providers
- Provide technical assistance and training to programs and service providers in collecting, reporting and maintaining appropriate data

Strategy 2 – Ensure analysis of all uniformed outcome measures

- Analyze trends and data by region and use the information to assess appropriate service delivery
- Ensure program standards, benchmarks and objectives are being met
- Use the data collection process to identify efficiencies
- Deploy data analytics to provide quality control and improvement of the data collected in support of quality assurance standards and outcome measures

Strategy 3 – Utilize data to determine, anticipate, and respond to the needs of our youth, staff, stakeholders and community partners

- Use analysis to modify operational plans and future strategic plans
- Compare recommendations from Youth Services SAVRY findings to actual placements
- Continue implementation of evidence based treatment programs for youth and families
- Correlate national and other state’s statistics to Youth Service data to shape service delivery
- Utilize information sharing agreements to gather more data about youth OJJ serves prior to, during and after OJJ care

Program Goals, Objective and Performance Indicators

Program A: Administration

The agency's primary clients are youth who benefit from the development and implementation of a statewide continuum of services. More specifically, youth involved in the court system who need support and services in order to become productive law-abiding citizens. Additional users of the OJJ system include our dedicated employees who work with a challenging population who need support, oversight and guidance. Secondary clients are the general public who benefit from increased safety in their communities.

GOALS:

- To partner with stakeholders to reduce recidivism among juvenile offenders.
- To target all available resources to provide services to at-risk and delinquent youth.
- To ensure high quality services through effective administration and management of a system of behavioral interventions, and a quality continuum of care. This includes responsible management of secure facilities, proper selection and monitoring of juvenile delinquency prevention and diversion projects and residential and nonresidential community programs, effective administration of juvenile probation and parole services, and comprehensive staff development.
- To partner with local, state and national juvenile service programs who utilize recognized performance/evidence-based standards.
- To enhance family participation in rehabilitative services to youth in our care.
- To implement effective strategies to address recruitment and retention of staff.

OBJECTIVE A. 1: To maintain or reduce the annual overall 1 year recidivism rate of less than 15%, the 2 year rate of less than 26%, and the 3 year rate of less than 35%, through 2022.

OBJECTIVE A. 2: To reduce the percentage of youth who require a custodial environment to meet their identified needs by 5% by 2022.

OBJECTIVE A. 3: To establish a benchmark and increase family participation by 2022.

Program B: Northern Service Area

OJJ Secure Facilities and Field Services in the Northern Service Area provide services and support to youth and their families who need help redirecting their lives toward responsible citizenship. Support and services may include imposing more structure in the youth's daily lives or providing a framework of accountability. Other initiatives may also be implemented that enhance public safety or address behavioral health needs. The secondary client is the public at large who benefits from OJJ staff working with youth in their community to increase safety and help produce contributing citizens.

GOALS:

- To recruit, develop and retain a workforce focused on treatment and rehabilitative needs of our youth.
- To improve data resources and information sharing.
- To connect youth and families to appropriate continuum of care providers, including the Healthy Louisiana Initiative
- Increase collaboration with community stakeholders

OBJECTIVE B. 1: To retain 85% of all staff available for duty by 2022.

OBJECTIVE B. 2: To retain 85% of the Juvenile Justice Specialists for more than 5 years by 2022.

OBJECTIVE B. 3: To achieve a training development program which ensures 100% of all staff available for duty receive required annual training by 2022.

OBJECTIVE B. 4: To increase the number of referrals for youth and families receiving services through the continuum of care by 2022.

OBJECTIVE B. 5: To expand services to youth and their families through collaboration with the Healthy Louisiana Initiative through 2022.

Program C: Central/Southwestern Service Area

OJJ Secure Facilities and Field Services in the Central/Southwestern Service Area provide services and support to youth and their families who need help redirecting their lives toward responsible citizenship. Support and services may include imposing more structure in the youth's daily lives or providing a framework of accountability. Other initiatives may also be implemented that enhance public safety or address behavioral health needs. The secondary client is the public at large who benefits from OJJ staff working with youth in their community to increase safety and help produce contributing citizens.

GOALS:

- To recruit, develop and retain a workforce focused on treatment and rehabilitative needs of our youth.
- To improve data resources and information sharing.

- To connect youth and families to appropriate continuum of care providers, including the Healthy Louisiana initiative
- Increase collaboration with community stakeholders

OBJECTIVE C. 1: To retain 85% of all staff available for duty by 2022.

OBJECTIVE C. 2: To achieve a training development program which ensures 100% of all staff available for duty receive required annual training by 2022.

OBJECTIVE C. 3: To increase the number of referrals for youth and families receiving services through the continuum of care by 2022.

OBJECTIVE C. 4: To expand services to youth and their families through collaboration with the Healthy Louisiana initiative through 2022.

Program D: Southeastern Service Area

OJJ Secure Facilities and Field Services in the Southeastern Service Area provide services and support to youth and their families who need help redirecting their lives toward responsible citizenship. Support and services may include imposing more structure in the youth's daily lives or providing a framework of accountability. Other initiatives may also be implemented that enhance public safety or address behavioral health needs. The secondary client is the public at large who benefits from OJJ staff working with youth in their community to increase safety and help produce contributing citizens.

GOALS:

- To recruit, develop and retain a workforce focused on treatment and rehabilitative needs of our youth.
- To improve data resources and information sharing.
- To connect youth and families to appropriate continuum of care providers, including the Healthy Louisiana initiative
- Increase collaboration with community stakeholders

OBJECTIVE D. 1: To retain 85% of all staff available for duty by 2022.

OBJECTIVE D. 2: To retain 85% of the Juvenile Justice Specialists for more than 5 years by 2022.

OBJECTIVE D. 3: To achieve a training development program which ensures 100% of all staff available for duty receive required annual training by 2022.

OBJECTIVE D. 4: To increase the number of referrals for youth and families receiving services through the continuum of care by 2022.

OBJECTIVE D. 5: To expand services to youth and their families through collaboration with the Healthy Louisiana initiative through 2022.

Program E: Contract Services

OJJ clients are youth who receive services from expert professionals that address the needs of the youth. Staff that provide services to youth also benefit from training and support provided by contractors considered experts in their field.

GOAL:

- Support a system of behavioral interventions and a quality continuum of care which serves the needs of youth.

OBJECTIVE E. 1: Ensure OJJ contract service providers are utilizing evidence-based and promising practice curriculum in meeting the needs of the youth.

OBJECTIVE E. 2: Provide quality medical and behavior health care to youth housed in secure facilities.

Program F: Local Housing of Juvenile Offenders

To provide a safe, secure and therapeutic environment for juveniles who have been adjudicated delinquent and are awaiting transfer to the Youth Services. Due to space limitations in state operated youth facilities, Youth Services continues its partnership with local governing authorities by utilizing parish and local detention for housing juvenile offenders and supporting the delivery of services during the youth's placement.

GOAL:

- To partner with parish and local detention facilities for housing juvenile offenders committed to the state's custody and waiting transfer to Youth Services' physical custody.

OBJECTIVE F. 1: To protect the public by utilizing temporary housing for juveniles who have been committed to state custody and are awaiting transfer to the Office of Juvenile Justice or transition following the youth's release from care.

Program G: Auxiliary

To collect fees which are used toward youth recreational materials, outings and activities that promotes positive youth engagement, interaction and structure.

GOAL(S):

- To organize activities and continued positive experiences that allow youth opportunities to successfully and safely reintegrate back into the community.

OBJECTIVE G. 1: To allow youth to purchase items from the canteen based on appropriate behavior. Canteen sales are used to replenish the inventory.

OBJECTIVE G. 2: To allow for collections from the telephone commissions for the Youth Welfare Fund; which has fees and self-generated revenue from all OJJ secure care facilities.

Contact Information for OJJ Regional Offices and Facilities

Alexandria Regional Office

1510 Lee St.
Alexandria, LA 71301
Tel. 318.487.5252, Toll Free 888.372.9013

Baton Rouge Regional Office

660 N. Foster Dr., Ste. C-200
Baton Rouge, LA 70806
Tel. 225.922.1300, Toll Free 888.372.0995

Hammond Regional Office

42381 Deluxe Plaza
Hammond, LA 70403
Tel. 985.543.4096, Toll Free 888.768.8741

Lafayette Regional Office

130 Chappuis St.
Lafayette, LA 70501
Tel. 337.262.5662, Toll Free 888.372.9010

Lake Charles Regional Office

807 West Bayou Pines, Suite B
Lake Charles, LA 70601
Tel. 337.491.2833, Toll free 888.372.9011

Monroe Regional Office

1907 Washington St.
Monroe, LA 71201
Tel. 318.362.5262, Toll Free 888.372.9014

Natchitoches Regional Office

116 South Drive, Suite 101
Natchitoches, LA 71457
Tel. 318.357.3152, Toll Free 888.768.8740

New Orleans/Jefferson Regional Office

New Orleans, LA 70130
Tel. 504.568.4535, Toll Free 888.372.9006

Shreveport Regional Office

1525 Fairfield Ave., Suite 627
Shreveport, LA 71101
Tel. 318.676.7020, Toll Free 888.372.9012

Tallulah Regional Office

508 East Bayou Drive
P. O. Box 1309
Tallulah, LA 71284
Tel. 318.574.3552, Toll Free 888.768.8738

Thibodaux Regional Office

1077 Highway 3185
Thibodaux, LA 70301
Tel. 985.447.0902, Toll Free 888.372.9009

Facilities

Bridge City Center for Youth

3225 River Road
Bridge City, LA 70094,
Tel. 504.436.4253

Swanson Center for Youth

4701 South Grand St.
Monroe, LA 71202
Tel. 318.362.5000

Swanson Center for Youth at Columbia

P.O. Box 69, Grayson, La. 71435
132 Hwy 850,
Columbia, La. 71418
Tel. 318.649.4310

PERFORMANCE INDICATOR MATRIX

Program Goal: **A – Administration**

- To partner with stakeholders to reduce recidivism among juvenile offenders
- To target all available resources to provide services to at-risk and delinquent youth
- To ensure high quality services through effective administration and management of a system of behavioral interventions, and a quality continuum of care. This includes responsible management of secure facilities, proper selection and monitoring of juvenile delinquency prevention and diversion projects and residential and nonresidential community programs, effective administration of juvenile probation and parole services, and comprehensive staff development.
- To partner with local, state and national juvenile service programs who utilize recognized performance/evidence-based standards.
- To enhance family participation in rehabilitative services to youth in our care.
- To implement effective strategies to address recruitment and retention of staff.

Date: 07/1/2016

Program Activity:

| | INPUT | OUTPUT | OUTCOME | EFFICIENCY | QUALITY |
|---|---|--|---|------------|---------|
| Objective A.1: To maintain or reduce the annual overall 1 year recidivism rate of less than 15%; the 2 year rate of less than 26%; and the 3 year rate of less than 35% through 2022. | a) # of youth discharged in cohort year 1 b) # of youth discharged in cohort year 2 c) # of youth discharged in cohort year 3 | a) # of youth returning from cohort year 1 b) # of youth returning from cohort year 2 c) # of youth returning from cohort year 3 | a) overall recidivism rate from cohort year 1 b) overall recidivism rate from cohort year 2 c) overall recidivism rate from cohort year 3 | | |
| Objective A.2: To reduce the % of youth who require a custodial environment to meet their identified needs by 5% by 2022. | a) # of youth served | a) # of youth requiring custodial placement (use same cohort years as Objective A.1 above) | a) % of youth requiring custodial placement (use same cohort years as Objective A.1 above) | | |
| Objective A.3: To establish a benchmark and increase family participation by 2022 | a) # of administrative reviews conducted for the quarter | a) # of administrative reviews indicating parent/guardian participation | a) % of administrative reviews that indicate parent/guardian participation | | |

PERFORMANCE INDICATOR MATRIX

Program B – Northern Service Area - Goals:

- To recruit, develop and retain a workforce focused on treatment and rehabilitative needs of our youth.
- To improve data resources and information sharing.
- To connect youth and families to appropriate continuum of care providers, including the Healthy Louisiana Initiative
- Increase collaboration with community stakeholders

Date: 07/1/2016

Program Activity:

| | INPUT | OUTPUT | OUTCOME | EFFICIENCY | QUALITY |
|---|--|---|--|------------|---------|
| <p>Objective B.1: To retain 85% of all staff available for duty by 2022</p> | <p>a) Number of filled positions</p> | <p>a) Number of filled positions with less than one year of service b) Number of filled positions with more than one year of service c) Number of filled positions with more than five years of service</p> | <p>a) Percentage of staff with less than one year of service b) Percentage of staff with more than one year of service c) Percentage of staff with more than five years of service</p> | | |
| <p>Objective B.2: To retain 85% of all Juvenile Justice Specialists for more than 5 years by 2022</p> | <p>a) Number of filled JJS positions</p> | <p>a) Number of filled JJS positions with less than one year of service b) Number of filled JJS positions with more than one year of service c) Number of filled JJS positions with more than five years of service</p> | <p>a) Percentage of JJS staff with less than one year of service b) Percentage of JJS staff with more than one year of service c) Percentage of JJS staff with more than five years of service</p> | | |
| <p>Objective B.3: To achieve a training development program which ensures 100% of all staff available for duty receives the required annual training by 2022</p> | <p>a) # of staff available for duty (excluding FMLA, WC, Military)</p> | <p>a) # of staff who completed the required training</p> | <p>% of staff available for duty completing the required training</p> | | |

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|---|---|--|---|--|--|
| <p>Objective B.4: To increase the # of referrals for youth and families receiving services through the continuum of care by 2022</p> | <p>a) # of youth/families referred to Healthy Louisiana b) # of youth/families referred to OJJ contracted programs</p> | <p>a) # of youth /families receiving services through Healthy Louisiana b) # of youth/families receiving services through OJJ contracted programs</p> | <p>a) % of youth/families receiving services through the continuum of care b) % of youth/families receiving services through OJJ contract programs</p> | | |
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| <p>Objective B.5: To expand services to youth and their families through collaboration with Healthy Louisiana through 2022</p> | <p>a) # of current providers of services to youth/families through Healthy Louisiana. b) # of new service providers through Healthy Louisiana. c) # of additional service providers outside of Healthy Louisiana.</p> | <p>a) # of youth/families currently receiving services through Healthy Louisiana. b) # of youth families receiving new services through Healthy Louisiana. c) # of youth/families receiving services outside of Healthy Louisiana.</p> | <p>a) % of youth/families receiving services through Healthy Louisiana b) % of new service providers through Healthy Louisiana c) % of youth/families receiving services outside of Healthy Louisiana</p> | | |

PERFORMANCE INDICATOR MATRIX

Program C – Central / Southwestern Service Area - Goals:

- To recruit, develop and retain a workforce focused on treatment and rehabilitative needs of our youth.
- To improve data resources and information sharing.
- To connect youth and families to appropriate continuum of care providers, including the Healthy Louisiana Initiative
- Increase collaboration with community stakeholders

Date: 07/1/2016

Program Activity:

| | INPUT | OUTPUT | OUTCOME | EFFICIENCY | QUALITY |
|---|--|---|--|------------|---------|
| <p>Objective C.1: To retain 85% of all staff available for duty by 2022</p> | <p>b) Number of filled positions</p> | <p>d) Number of filled positions with less than one year of service e) Number of filled positions with more than one year of service f) Number of filled positions with more than five years of service</p> | <p>d) Percentage of staff with less than one year of service e) Percentage of staff with more than one year of service f) Percentage of staff with more than five years of service</p> | | |
| <p>Objective C.2: To retain 85% of all Juvenile Justice Specialists for more than 5 years by 2022</p> | <p>b) Number of filled JJS positions</p> | <p>d) Number of filled JJS positions with less than one year of service e) Number of filled JJS positions with more than one year of service f) Number of filled JJS positions with more than five years of service</p> | <p>d) Percentage of JJS staff with less than one year of service e) Percentage of JJS staff with more than one year of service f) Percentage of JJS staff with more than five years of service</p> | | |
| <p>Objective C.3: To achieve a training development program which ensures 100% of all staff available for duty receives the required annual training by 2022</p> | <p>b) # of staff available for duty (excluding FMLA, WC, Military)</p> | <p>b) # of staff who completed the required training</p> | <p>% of staff available for duty completing the required training</p> | | |

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|---|---|--|---|--|--|
| <p>Objective C.4: To increase the # of referrals for youth and families receiving services through the continuum of care by 2022</p> | <p>c) # of youth/families referred to Healthy Louisiana d) # of youth/families referred to OJJ contracted programs</p> | <p>c) # of youth /families receiving services through Healthy Louisiana d) # of youth/families receiving services through OJJ contracted programs</p> | <p>c) % of youth/families receiving services through the continuum of care d) % of youth/families receiving services through OJJ contract programs</p> | | |
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| <p>Objective C.5: To expand services to youth and their families through collaboration with Healthy Louisiana through 2022</p> | <p>a) # of current providers of services to youth/families through Healthy Louisiana. b) # of new service providers through Healthy Louisiana. c) # of additional service providers outside of Healthy Louisiana.</p> | <p>a) # of youth/families currently receiving services through Healthy Louisiana. b) # of youth families receiving new services through Healthy Louisiana. c) # of youth/families receiving services outside of Healthy Louisiana.</p> | <p>a) % of youth/families receiving services through Healthy Louisiana b) % of new service providers through Healthy Louisiana c) % of youth/families receiving services outside of Healthy Louisiana</p> | | |

PERFORMANCE INDICATOR MATRIX

Program D – Southeastern Service Area - Goals:

- To recruit, develop and retain a workforce focused on treatment and rehabilitative needs of our youth.
- To improve data resources and information sharing.
- To connect youth and families to appropriate continuum of care providers, including the Healthy Louisiana Initiative
- Increase collaboration with community stakeholders

Date: 07/1/2016

Program Activity:

| | INPUT | OUTPUT | OUTCOME | EFFICIENCY | QUALITY |
|---|---|--|---|------------|---------|
| Objective D.1: To retain 85% of all staff available for duty by 2022 | c) Number of filled positions | g) Number of filled positions with less than one year of service h) Number of filled positions with more than one year of service i) Number of filled positions with more than five years of service | g) Percentage of staff with less than one year of service h) Percentage of staff with more than one year of service i) Percentage of staff with more than five years of service | | |
| Objective D.2: To retain 85% of all Juvenile Justice Specialists for more than 5 years by 2022 | c) Number of filled JJS positions | g) Number of filled JJS positions with less than one year of service h) Number of filled JJS positions with more than one year of service i) Number of filled JJS positions with more than five years of service | g) Percentage of JJS staff with less than one year of service h) Percentage of JJS staff with more than one year of service i) Percentage of JJS staff with more than five years of service | | |
| Objective D.3: To achieve a training development program which ensures 100% of all staff available for duty receives the required annual training by 2022 | c) # of staff available for duty (excluding FMLA, WC, Military) | c) # of staff who completed the required training | % of staff available for duty completing the required training | | |

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| Objective D.4: To increase the # of referrals for youth and families receiving services through the continuum of care by 2022 | <ul style="list-style-type: none"> e) # of youth/families referred to Healthy Louisiana f) # of youth/families referred to OJJ contracted programs | <ul style="list-style-type: none"> e) # of youth /families receiving services through Healthy Louisiana f) # of youth/families receiving services through OJJ contracted programs | <ul style="list-style-type: none"> e) % of youth/families receiving services through the continuum of care f) % of youth/families receiving services through OJJ contract programs | | |
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| Objective D.5: To expand services to youth and their families through collaboration with Healthy Louisiana through 2022 | <ul style="list-style-type: none"> a) # of current providers of services to youth/families through Healthy Louisiana. b) # of new service providers through Healthy Louisiana. c) # of additional service providers outside of Healthy Louisiana. | <ul style="list-style-type: none"> a) # of youth/families currently receiving services through Healthy Louisiana. b) # of youth families receiving new services through Healthy Louisiana. c) # of youth/families receiving services outside of Healthy Louisiana. | <ul style="list-style-type: none"> a) % of youth/families receiving services through Healthy Louisiana b) % of new service providers through Healthy Louisiana c) % of youth/families receiving services outside of Healthy Louisiana | | |

PERFORMANCE INDICATOR MATRIX

Program Goal: E – Contract Services

Date: 07/1/2016

- Support a system of behavioral interventions and a quality continuum of care which serves the needs of youth.

Program Activity:

| | INPUT | OUTPUT | OUTCOME | EFFICIENCY | QUALITY |
|--|---|--|---|------------|---------|
| <p>Objective E.1: Ensure OJJ contract service providers are utilizing evidence- based and promising practice curriculum in meeting the needs of the youth</p> | <p>g) # of contract providers h) # of residential contract providers</p> | <p>g) # of contract providers utilizing EBP h) # of residential contract providers scoring effective on the CPC</p> | <p>% of service providers using EBP</p> | | |
| <p>Objective E.2: Provide quality medical and behavioral health care to youth housed in secure facilities.</p> | <p>a) Total # of direct admits for the quarter b) Total # of intrafacility transfers received</p> | <p>a) # of medical screenings performed b) # of mental health screenings performed c) # of medical assessments performed d) # of mental health assessments performed</p> | <p>a) % of youth receiving medical screening upon intake b) % of youth receiving mental health screenings upon intake c) # of youth receiving medical assessment upon intake d) # of youth receiving medical assessment upon intake</p> | | |

PERFORMANCE INDICATOR MATRIX

Program Goals: F – Auxillary - Local Housing of Juvenile Offenders

Date: 07/1/2016

- To partner with parish and local detention facilities for housing juvenile offenders committed to the state’s custody and waiting transfer to Youth Service physical custody

Program Activity:

| | INPUT | OUTPUT | OUTCOME | EFFICIENCY | QUALITY |
|---|---|---|--|------------|---------|
| <p>Objective F.1: To protect the public by utilizing temporary housing for juveniles who have been committed to state custody and are awaiting transfer to the Office of Juvenile Justice or transition following the youth’s release from care.</p> | <p>a) # of youth pending placement in detention</p> <p>b) # of youth pending placement in shelter</p> <p>c) # of total youth days pending placement – detention</p> <p>d) # of total youth days pending placement - shelter</p> | <p>a-1) # of youth pending secure custody placement in detention</p> <p>a-2) # of youth pending non-secure placement in detention</p> <p>c) # of youth days pending placement – secure detention</p> <p>d) # of youth days pending placement – non-secure detention</p> <p>e) # of youth days pending placement - shelter</p> | <p>a) % of youth pending secure/non-secure placement – detention</p> <p>b) average # of total youth days pending placement - shelter</p> | | |

PERFORMANCE INDICATOR MATRIX

Program Goals: G – Local Housing of Juvenile Offenders

Date: 07/1/2016

- To partner with parish and local detention facilities for housing juvenile offenders committed to the state’s custody and waiting transfer to Youth Service physical custody

Program Activity:

| | INPUT | OUTPUT | OUTCOME | EFFICIENCY | QUALITY |
|---|---|---|--|------------|---------|
| <p>Objective G.1: To protect the public by utilizing temporary housing for juveniles who have been committed to state custody and are awaiting transfer to the Office of Juvenile Justice or transition following the youth’s release from care.</p> | <p>a) # of youth pending placement in detention</p> <p>b) # of youth pending placement in shelter</p> <p>c) # of total youth days pending placement – detention</p> <p>d) # of total youth days pending placement - shelter</p> | <p>a-1) # of youth pending secure custody placement in detention</p> <p>a-2) # of youth pending non-secure placement in detention</p> <p>c) # of youth days pending placement – secure detention</p> <p>d) # of youth days pending placement – non-secure detention</p> <p>e) # of youth days pending placement - shelter</p> | <p>a) % of youth pending secure/non-secure placement – detention</p> <p>b) average # of total youth days pending placement - shelter</p> | | |

PERFORMANCE INDICATOR MATRIX

Program Goals: H-Auxiliary

Date: 07/1/2016

- To organize activities and continued positive experiences that allow youth opportunities to successfully and safely reintegrate back into the community

Program Activity:

| | INPUT | OUTPUT | OUTCOME | EFFICIENCY | QUALITY |
|---|-------|--------|--|------------|---------|
| <p>Objective H.1: To allow youth to purchase items from the canteen based on appropriate behavior. Canteen sales are used to replenish inventory</p> | | | <p>a) # of youth purchases made at SCY</p> <p>b) # of youth purchases made at JCY</p> <p>c) # of youth purchases made at BCCY</p> | | |
| <p>Objective H.2 To allow for collections from the telephone commissions for the youth welfare fund; which has fees and self-generated revenue from OJJ secure care facilities</p> | | | <p>a) # of telephone commissions at SCY</p> <p>b) # of telephone commissions at JCY</p> <p>c) # of telephone commissions at BCCY</p> | | |