

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***  
***2023/24–2027/28***

***DPS&C Youth Services***  
***Office of Juvenile Justice***

Agency Number 08C-403

Office of Juvenile Justice  
Tel. 225.287.7900

Physical Address:  
7919 Independence Blvd., Baton Rouge, LA 70806

Mailing Address:  
P. O. Box 66458, Audubon Station, Baton Rouge, LA  
70896

Visit our website at [www.ojj.la.gov](http://www.ojj.la.gov)

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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

<b>H</b> onesty	To be honest; do everything with integrity.
<b>A</b> chievement	To be outcome-oriented in achieving results consistent with our mission.
<b>V</b> ersatility	To value, promote and support diversity and cultural competence.
<b>E</b> thical	To be ethical; to do the right thing, both legally and morally.
<b>F</b> ocused	To be focused on empowering people to succeed.
<b>A</b> ccountable	To be accountable for the effective and efficient management of resources.
<b>I</b> nformed	To be informed and guided in our decisions by appropriate and valid data.
<b>T</b> eam players	To be an effective and efficient team of professionals.
<b>H</b> armonious	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/Compliance
- Investigative Services
- Safety Services/Risk Management
- Grants
- Policy
- Data Warehouse

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 –  
Executive Management Advisor

- Intergovernmental Liaison
- Communications Office
- Ombudsman 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

### **Transformative Legislation of 2022 Regular Legislative Session:**

Two very significant bills were passed during the 2022 Regular Legislative Session and are scheduled to become effective August 1, 2022.

- Senate Bill 323 (Act 693) creates a tiered Juvenile Justice System in Louisiana. This model when implemented will utilize a comprehensive classifications system to appropriately place youth admitted into the Secure System at the appropriate location. This model is contrary to the current requirements of regionalization with regards to youth placement. While regionalization will be a factor in placement, it will not be the sole consideration. After placement the youth will be engaged in appropriate therapeutic programming. With positive engagement youth will earn the ability for a less restrictive environment, and ultimately recommended for community supervision.
- House Bill 746 (Act 496) limits the utilization of room confinements in Secure Juvenile Facilities. Current state law does not limit the number of hours a youth can be placed in their room for inappropriate behavior. This Act establishes regulations that limits the initial placement of a youth in room confinement to 8 hours, and can be extended to 24 hours for each incident. It also places guidelines for data gathering and reporting.

## **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 four 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. As previously mentioned, Act 500 has also imposed additional standards that OJJ is charged with implementing and tracking.

## 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.

## Strategic Links

**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.

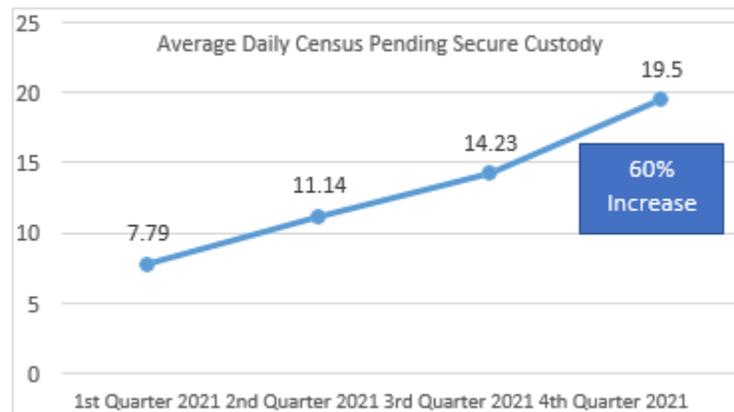
## Office of Juvenile Justice Statewide Goals and Strategies

### 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

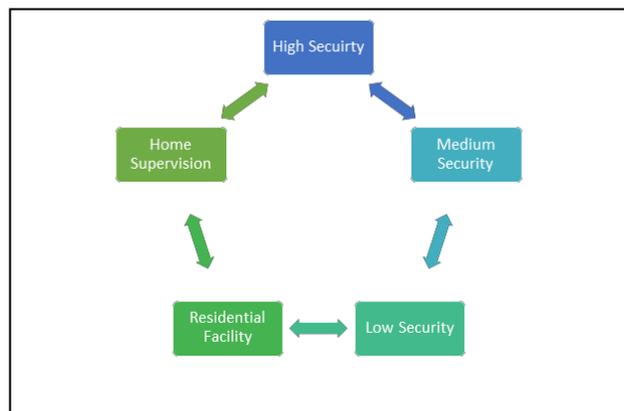
- The Office of Juvenile Justice has historically provided services to post adjudicated youth through field services, or utilizing either Non-Secure, or Secure Facilities. To reduce the penetration of youth deeper into the juvenile justice system, the Office of Juvenile Justice will place an emphasis on the youth at the initial contact with the system. Through local partnership, and Office of Juvenile Justice Staff, the agency will develop and improve diversion efforts, and assist in creating and funding alternatives to detention. These efforts will be grounded in the Annie E. Casey Foundation, Juvenile Detention Alternatives Initiative. A program that has statistically proven that early intervention, and diversion provide better outcomes for youth. The agency will utilize local, state, and federal dollars to fund these activities.
- Over the last four fiscal years the Agency has admitted either supervised or housed an average 2458.25 youth annually. With the closure of the Jetson Center for Youth in 2014, a key aspect of quality screening was lost, and not re-created at one of the existing facilities. Youth outcomes have been impacted as youth may have been placed in facilities based on available space, and relative distance from residence, rather than optimal location. In calendar year 2021, the Agency witnessed a 60% increase in the number of youth admitted into the Secure Facilities. Thus increasing the pressure to locate placement of youth and at sometimes placing youth at locations with limited diagnostic information.



- In accordance with Children’s Code Article 903, the Agency can be ordered to take physical custody of a youth within 14 days when ordered by a court. The lack of a quality Reception Center forces the Agency to make impactful decisions in a very short period of time. With the lack of a Reception Center, direct admissions into the facilities are facilitated daily. Legislative modification of Children’s Code Article 903 from 14 days to 60 days, would allow the Agency to have assessments conducted to more appropriately place the youth at facilities. This process may allow the agency to locate less restrictive environments for youth that truly do not require a secure setting.
- Construct and staff a Juvenile Reception and Diagnostic Center.
  - Provide diagnostic testing to all youth placed in the custody of the Office of Juvenile Justice to guide the

placement.

- Utilize classification strategies to place youth in environments that they can be successful
- Create a continuum of care/Tiered System to meet the youth's security needs.
  - Previously the Bond Commission approved 55 million dollars for the re-construction of both Swanson Youth Center (SCY), and Bridge City Youth Center (BCCY). In 2020, funding was released and currently SCY is under construction. The new facility at Swanson is designed to house 72 youth in individual rooms, creating a more secure and safe environment. The funding that was allotted for BCCY is currently designated as a level five priority. To implement a proper Tiered program the funding needs to be set at Priority 1, so that construction on the facility can occur. The current facility based on security needs, size, and age of the complex does not allow for effective management of youth, and their safety.
  - Utilizing the newly constructed Swanson Center for Youth (SCY), and the potential construction of a Juvenile Reception and Diagnostic Center (JRDC) and BCCY, youth would first be classified as to the level of supervision that is needed based on their criminogenic factors, aggressiveness towards other youth, and staff, and the treatment needs of the youth.
  - SCY would be designated, due to the design of the facility, as the facility to house the youth with the highest need for secure care. Inside of the facility wings would be utilized to separate youth based on their progression through their individual treatment programs and successes. This process will also afford the Office of Juvenile Justice to further separate youth by age to mitigate the risk of manipulation by other youth. Ultimately the youth would be authorized to transition into another facility when their individual classification has been changed and they have completed the requirements.
  - The other facilities would receive designations as either Medium, or Low Security facilities. Youth would have the ability to progress to lower security facilities as they have met their treatment goals, and processed through the LaMod programming. Conversely youth that fail to comply with their treatment plans, and/or create safety risks at their current facility can be transferred to more restrictive facilities.



- 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

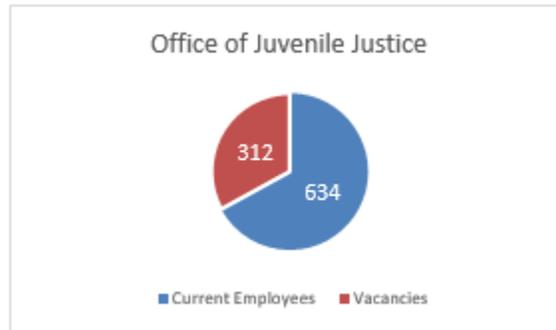
- Increase the utilization of behavior modification techniques to encourage positive behavior. Review current procedures to ensure that youth are rewarded for positive behavior during all aspects of their daily routine.
- Utilize youth councils at each residential facility
- Acknowledge and celebrate youth accomplishments
- Create specific daily responsibilities for the youth that will enhance their skill levels, and feeling of accomplishments.
- Engage youth and empower them to create positive programming for self-development.

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

- Collaborate with traditional, and non-traditional stakeholders to increase and improve extra- curricular opportunities for the youth.
  - Non-traditional stakeholders to include as follows: Fire Department, Work Force Development, Local Chamber of Commerce, Department of Insurance, Secretary of State's Office, local fraternities and sororities, and Local Arts Council.
- Increase parental involvement and participation in youth's treatment plans, and visitations while the youth are housed at the various centers.
- Develop and implement appropriate transition plans for all youth in out of home placements
- Increase Office of Juvenile Justice 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

- Currently the Agency is struggling to hire and retain Juvenile Justice Specialist, with 186 vacancies. The Office of Juvenile Justice has 934 allotted positions with 312 vacancies. The mission of the Office of Juvenile Justice cannot be met without the personnel to carry out the work.



- Empower and support all Supervisors, Managers, Directors, and Administrative team to actively recruit staff
- 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
- Create and staff a training division that will provide consistent training throughout the agency, and ensure that training is delivered more efficiently.
- 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 Office of Juvenile Justice 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 HSET diplomas and/or 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 Office of Juvenile Justice 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 community-based partners 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 the Office of Juvenile Justice, 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 Office of Juvenile Justice 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 Office of Juvenile Justice 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 Office of Juvenile Justice beliefs and philosophies

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

- Encourage Office of Juvenile Justice 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 Office of Juvenile Justice community placement options and implement graduated interventions
- Develop Office of Juvenile Justice 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

Office of Juvenile Justice 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

- Integrate data analysis into every system meeting to improve and modify the services that are provided to the youth that are served at a more expedited rate.
- 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 Office of Juvenile Justice 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, Objectives 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 one-year recidivism rate of less than 15%, the two-year rate of less than 26%, and the three-year rate of less than 35%, through 2028.

**OBJECTIVE A. 2:** To reduce the percentage of youth who require a custodial environment to meet their identified needs by 5% by 2028.

**OBJECTIVE A. 3:** To increase family participation by 5% by 2028.

## 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 community-based partners Initiative
- Increase collaboration with community stakeholders

**OBJECTIVE B. 1:** To retain 85% of all staff available for duty by 2028.

**OBJECTIVE B. 2:** To retain 85% of the Juvenile Justice Specialists for more than five years by 2028.

**OBJECTIVE B. 3:** To achieve a training development program which ensures 100% of all staff available for duty receive required annual training by 2028.

**OBJECTIVE B. 4:** To increase the number of referrals for youth and families receiving services through the continuum of care by 2028.

**OBJECTIVE B. 5:** To expand services to youth and their families through collaboration with the community-based partners through 2028.

**OBJECTIVE B. 6:** To maintain the Therapeutic Model (LaMod) in all occupied secure housing units by 2028.

**OBJECTIVE B. 7:** Increase educational or vocational training levels for youth at Swanson Center for Youth by 2028.

## Program C: Southern Service Area

OJJ Secure Facilities and Field Services in the Southern 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 community-based partners initiative
- Increase collaboration with community stakeholders

**OBJECTIVE C. 1:** To retain 85% of all staff available for duty by 2028.

**OBJECTIVE C. 2:** To retain 85% of the Juvenile Justice Specialists for more than five years by 2028.

**OBJECTIVE C. 3:** To achieve a training development program which ensures 100% of all staff available for duty receive required annual training by 2028.

**OBJECTIVE C. 4:** To increase the number of referrals for youth and families receiving services through the continuum of care by 2028.

**OBJECTIVE C. 5:** To expand services to youth and their families through collaboration with the community-based partners through 2028.

**OBJECTIVE C. 6:** To maintain the Therapeutic Model (LaMod) in all occupied housing units at Acadiana Center for Youth by 2028.

**OBJECTIVE C. 7:** To maintain the Therapeutic Model (LaMod) in all occupied housing units at Bridge City Center for Youth by 2028.

**OBJECTIVE C. 8:** Increase educational or vocational training levels for youth at Acadiana Center for Youth by 2028.

**OBJECTIVE C. 9:** Increase educational or vocational training levels for youth at Bridge City Center for Youth by 2028

## Program D: 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 E: 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 F. 1:** To allow youth to purchase items from the canteen based on appropriate behavior.

**OBJECTIVE F. 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

## 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 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.

## 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**

109 Industrial Drive  
Natchitoches, LA 71457  
Tel. 318.357.3152, Toll Free 888.768.8740

### **New Orleans/Jefferson Regional Office**

2150 Westbank Expressway, Suite 400  
Harvey, LA 70058  
Tel. 504.361.6890, 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:**

#### **Acadiana Center for Youth**

1536 Bordelon Rd  
P. O. Box 530  
Bunkie, LA 71322

#### **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: 07/1/2022

### Program Activity:

	INPUT	OUTPUT	OUTCOME	EFFICIENCY	QUALITY
<b>Objective A.1:</b> 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 2028.	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		
<b>Objective A.2:</b> To reduce the % of youth who require a custodial environment to meet their identified needs by 5% by 2028.	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)		
<b>Objective A.3:</b> To increase family participation by 5% by 2028.	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 community-based partners Initiative
- Increase collaboration with community stakeholders

Date: 07/1/2022

Program Activity:

	INPUT	OUTPUT	OUTCOME	EFFICIENCY	QUALITY
<p><b>Objective B.1:</b> To retain 85% of all staff available for duty by 2028.</p>	a) # of filled positions	a) # of filled positions with less than one year of service b) # of filled positions with more than one year of service c) # of filled positions with more than five years of service	a) % of staff with less than one year of service b) % of staff with more than one year of service c) % of staff with more than five years of service		
<p><b>Objective B.2:</b> To retain 85% of all Juvenile Justice Specialists for more than 5 years by 2028.</p>	a) # of filled JJS positions	a) # of filled JJS positions with less than one year of service b) # of filled JJS positions with more than one year of service c) # of filled JJS positions with more than five years of service	a) % of JJS staff with less than one year of service b) % of JJS staff with more than one year of service c) % of JJS staff with more than five years of service		
<p><b>Objective B.3:</b> To achieve a training development program which ensures 100% of all staff available for duty receive the required annual training by 2028.</p>	a) # of staff available for duty (excluding FMLA, WC, Military)	a) # of staff who completed the required training	% of staff available for duty completing the required training		
<p><b>Objective B.4:</b> To increase the # of referrals for youth and families receiving services through the continuum of care by 2028.</p>	a) # of youth/families referred to community-based partners b) # of youth/families referred to OJJ contracted programs	a) # of youth /families receiving services through community-based partners b) # of youth/families receiving services through OJJ contracted programs	a) % of youth/families receiving services through the continuum of care b) % of youth/families receiving services through OJJ contract programs		

<p><b>Objective B.5:</b> To expand services to youth and their families through collaboration with community-based partners through 2028.</p>	<p>a) # of current providers of services to youth/families through community-based partners. b) # of new service providers through community-based partners. c) # of additional service providers outside of community-based partners.</p>	<p>a) # of youth/families currently receiving services through community-based partners. b) # of youth families receiving new services through community-based partners. c) # of youth/families receiving services outside of community-based partners.</p>	<p>a) % of youth/families receiving services through community-based partners b) % of new service providers through community-based partners c) % of youth/families receiving services outside of community-based partners</p>		
<p><b>Objective B.6:</b> To maintain the Therapeutic Model (LaMod) in all occupied secure care housing units by 2028.</p>	<p>a) # of filled positions b) # of occupied dorms</p>	<p>a) # of staff trained in LaMod (meet initial and ongoing training requirements) b) # of occupied dorms participating in LaMod</p>	<p>a) % of staff trained in LaMod b) % of occupied dorms actively participating in LaMod at SCY</p>		
<p><b>Objective B.7:</b> Increase educational or vocational training levels for youth at Swanson Center for Youth by 2028.</p>	<p>a) # of youth who took the TABE pre-test and post-test b) # of who took the HiSet exam. c) # of youth enrolled in a vocational program d) # of youth eligible to participate in post-secondary educational programs</p>	<p>a) # of youth who achieved academic growth as measured by TABE scores b) # of youth who received the HiSet Certificate. c) # of youth enrolled in a vocational program who achieve academic growth d) Number of youth participating in post-secondary academic programs</p>	<p>a) % of youth who achieve academic growth as measured by TABE (Test for Adult Basic Education) scores. b) % of youth receiving the HiSet certificate c) % of youth enrolled in a vocational program who achieve academic skill growth. d) % of eligible youth participating in post-secondary educational programs.</p>		

**PERFORMANCE INDICATOR MATRIX**

**Program C –Southern 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 community-based partners Initiative
- Increase collaboration with community stakeholders

Date: 07/1/2022

Program Activity:

	INPUT	OUTPUT	OUTCOME	EFFICIENCY	QUALITY
<p><b>Objective C.1:</b> To retain 85% of all staff available for duty by 2028.</p>	<p>a) # of filled positions</p>	<p>a) # of filled positions with less than one year of service b) # of filled positions with more than one year of service c) # of filled positions with more than five years of service</p>	<p>a) % of staff with less than one year of service b) % of staff with more than one year of service c) % of staff with more than five years of service</p>		
<p><b>Objective C.2:</b> To retain 85% of all Juvenile Justice Specialists for more than 5 years by 2028.</p>	<p>a) # of filled JJS positions</p>	<p>a) # of filled JJS positions with less than one year of service b) # of filled JJS positions with more than one year of service c) # of filled JJS positions with more than five years of service</p>	<p>a) % of JJS staff with less than one year of service b) % of JJS staff with more than one year of service c) % of JJS staff with more than five years of service</p>		
<p><b>Objective C.3:</b> To achieve a training development program which ensures 100% of all staff available for duty receive the required annual training by 2028.</p>	<p>a) # of staff available for duty (excluding FMLA, WC, Military)</p>	<p>a) # of staff who completed the required training</p>	<p>a) % of staff available for duty completing the required training</p>		
<p><b>Objective C.4:</b> To increase the # of referrals for youth and families receiving services through the continuum of care by 2028.</p>	<p>a) # of youth/families referred to community-based partners b) # of youth/families referred to OJJ contracted programs</p>	<p>a) # of youth /families receiving services through community-based partners 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>		

<p><b>Objective C.5:</b> To expand services to youth and their families through collaboration with community-based partners through 2028.</p>	<p>a) # of current providers of services to youth/families through community-based partners. b) # of new service providers through community-based partners. c) # of additional service providers outside of community-based partners.</p>	<p>a) # of youth/families currently receiving services through community-based partners. b) # of youth families receiving new services through community-based partners. c) # of youth/families receiving services outside of community-based partners.</p>	<p>a) % of youth/families receiving services through community-based partners b) % of new service providers through community-based partners c) % of youth/families receiving services outside of community-based partners</p>		
<p><b>Objective C.6:</b> To maintain the Therapeutic Model (LaMod) in all occupied housing units at Acadiana Center for Youth by 2028.</p>	<p>a) # of filled positions b) #of occupied dorms</p>	<p>a) # of staff trained in the OJJ LaMod (meet initial and ongoing training requirements) b) # of occupied dorms participating in LaMod.</p>	<p>a) % of staff trained in LaMod b) % of dorms actively participating in LaMod at Acadiana Center for Youth</p>		
<p><b>Objective C.7:</b> To maintain the Therapeutic Model (LaMod) in all occupied housing units at Bridge City Center for Youth by 2028.</p>	<p>c) # of filled positions d) #of occupied dorms</p>	<p>c) # of staff trained in the OJJ LaMod (meet initial and ongoing training requirements) d) # of occupied dorms participating in LaMod.</p>	<p>c) % of staff trained in LaMod d) % of dorms actively participating in LaMod at Bridge City Center for Youth</p>		
<p><b>Objective C.8:</b> Increase educational or vocational training levels for youth at Acadiana Center for Youth by 2028.</p>	<p>a) # of youth who took the TABE pre-test and post-test b) # of who took the HiSet exam c) # of youth enrolled in a vocational program d) # of youth eligible to participate in post-secondary educational programs</p>	<p>a) # of youth who achieved academic growth as measured by TABE scores b) # of youth who received the HiSet Certificate c) # of youth enrolled in a vocational program who achieve academic growth d) Number of youth participating in post-secondary academic programs</p>	<p>a) % of youth who achieve academic growth as measured by TABE (Test for Adult Basic Education) scores. b) % of youth receiving HiSet. c) % of youth in secure custody enrolled in a vocational program who achieve academic skill growth. d) % of eligible youth participating in post-secondary educational programs.</p>		

<p><b>Objective C.9:</b> Increase educational or vocational training levels for youth at Bridge City Center for Youth by 2028.</p>	<ul style="list-style-type: none"> <li>e) # of youth who took the TABE pre-test and post-test</li> <li>f) # of who took the HiSet exam</li> <li>g) # of youth enrolled in a vocational program</li> <li>h) # of youth eligible to participate in post-secondary educational programs</li> </ul>	<ul style="list-style-type: none"> <li>e) # of youth who achieved academic growth as measured by TABE scores</li> <li>f) # of youth who received the HiSet Certificate</li> <li>g) # of youth enrolled in a vocational program who achieve academic growth</li> <li>h) Number of youth participating in post-secondary academic programs</li> </ul>	<ul style="list-style-type: none"> <li>e) % of youth who achieve academic growth as measured by TABE (Test for Adult Basic Education) scores.</li> <li>f) % of youth receiving HiSet.</li> <li>g) % of youth in secure custody enrolled in a vocational program who achieve academic skill growth.</li> <li>h) % of eligible youth participating in post-secondary educational programs.</li> </ul>		
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**PERFORMANCE INDICATOR MATRIX**

**Program Goal: D – Contract Services**

Date: 07/1/2022

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

**PERFORMANCE INDICATOR MATRIX**

**Program Goals: E - Auxiliary**

Date: 07/1/2022

- 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><b>Objective F.1:</b> To allow youth to purchase items from the canteen based on appropriate behavior.</p>			<p>a) # of youth purchases made at SCY b) # of youth purchases made at ACY c) # of youth purchases made at BCCY</p>		
<p><b>Objective F.2</b> 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 b) # of telephone commissions at ACY c) # of telephone commissions at BCCY</p>		

**PERFORMANCE INDICATOR MATRIX**

**Program Goals: F – Local Housing of Juvenile Offenders**

Date: 07/1/2022

- 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><b>Objective G.1:</b> 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 b) # of youth pending placement in shelter c) # of total youth days pending placement – detention d) # of total youth days pending placement - shelter</p>	<p>a) # of youth pending secure custody placement in detention b) # of youth pending non-secure placement in detention c) # of youth days pending placement – secure detention d) # of youth days pending placement – non-secure detention e) # of youth days pending placement - shelter</p>	<p>a) % of youth pending secure/non-secure placement – detention b) average # of total youth days pending placement - shelter</p>		