

#2021-004

The State of New Hampshire Circuit Court



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July 30, 2021

Justice Patrick E. Donovan
Chair, Advisory Committee on Rules

Lorrie Platt
Secretary, Advisory Committee on Rules
One Charles Doe Drive
Concord, NH 03301

RE: Proposed Revision to Circuit Court—Family Division Rule 3.6

Justice Donovan and Rules Sect'y Platt:

On behalf of New Hampshire's Juvenile Probation Transformation team, please find attached a proposed revision to Circuit Court—Family Division Rule 3.6, Conditions of Release, more familiarly known as our juvenile probation rules.

Brief summary:

This proposed revision of Family Division Rule 3.6 is part of a statewide, multidisciplinary effort to transform juvenile probation. The genesis of this transformation, along with New Hampshire's Capstone Project, is explained in more detail below for your reference. The proposed rule revision is the product of extensive collaboration with judges, prosecutors, defense attorneys, law enforcement, diversion coordinators, policy makers, the Office of the Child Advocate, and, most importantly, youth and DCYF's Juvenile Probation and Parole Officers who supervise them. This rule change is intended to consolidate and reduce the sheer number of rules of juvenile probation that currently apply to every youth on probation, so that New Hampshire can shift to a more individualized approach to probation supervision based on a youth's assessed strengths and needs. It is one component of a comprehensive plan that diverts youth whose needs can be better addressed through community services, and—for youth who enter the juvenile justice system and are placed on probation—aligns adolescent brain science and positive youth development to achieve better outcomes for the youth, their families and their communities.

Additional details:

While the desire to revise New Hampshire's juvenile probation rules has existed for decades, the impetus for this proposed revision arose in November 2019, when an 8-member team from New Hampshire was selected to participate in Georgetown University's Center for Juvenile Justice Reform (CJJR). New Hampshire was one of seven jurisdictions accepted into the Transforming Juvenile Probation Certificate Program, and the only state-wide team selected from across the country. The team includes myself, DCYF Director Joseph Ribsam, Esq., New Hampshire Child Advocate Moira O'Neill, Ph.D., Manchester Prosecutor Steven Ranfos, Esq., New Hampshire Public Defender Pamela Jones, Esq., DCYF Associate Bureau Chief-Field Services Amy McCormack, DCYF Administrator II Richard Sarette, and NH Juvenile Diversion Coordinator Nicole Rodler. The Annie E. Casey Foundation (AECF), as well as the Council of State Governments, co-sponsored the week-long program, and AECF has been providing technical assistance to the New Hampshire team in convening educational, discussion and work sessions to advance this transformation.

The goal of the certificate program was to guide teams in fundamentally transforming their system-wide approaches to probation. Each team developed a Capstone Project after evaluating its current probation and diversion processes, and identified opportunities to enhance those efforts on behalf of justice-involved youth. NH's Capstone Project has several components, one of which is revising the rules of probation. I have attached the full Capstone Project, should you wish to review its details.

Juvenile justice stakeholders were introduced to this transformation effort during a remote presentation to over 500 people on January 19, 2021. Attendees included youth and their families, judges, juvenile probation and parole officers, police officers, prosecutors, defense lawyers, diversion coordinators, legislators, and representatives from school districts, treatment providers, and other community organizations. In February and March 2021, the Transformation team hosted seven affinity groups (judges, policy/legislators, law enforcement/prosecution, defense lawyers, JPPOs, youth/family, and service providers/educators) to foster open discussion of the Capstone goals, to gather input, and to address concerns from each group regarding the proposed changes to practice.

We are anticipating achievement of a key Capstone goal: SB 94, passed by New Hampshire's House and Senate and awaiting Governor Sununu's signature, will provide for the completion of a strength-based needs/risk assessment for any youth prior to the filing of a delinquency petition, to help divert youth to more appropriate services if their needs indicate they could be better served without entering the juvenile justice system. Importantly, for those who do enter the juvenile justice system, the assessment will provide valuable information in developing a meaningful, individualized plan for youth who are adjudicated delinquent.

Currently, most youth adjudicated delinquent are placed on probation, and each must follow the twenty rules of conditional release enumerated in the current Rule 3.6,

or be subject to violations that could significantly lengthen their time in the juvenile justice system. The rules themselves do not identify or address the root causes of youths' delinquent conduct, and technical violations frequently push youth deeper into the juvenile justice system. Moreover, several rules are redundant, such as the rules that prohibit *specific* unlawful conduct even though an overarching rule prohibits *any* unlawful conduct. By revising Rule 3.6, we propose to eliminate redundant rules and require only such rules as are necessary for *all* youth, regardless of their needs. Paring down the standardized rules—from twenty to five—will shift the focus of probation from monitoring generic rules to coaching and mentoring youth toward achieving their individualized plan. Such plans should be trauma-informed, and incorporate developmentally, racially and ethnically sensitive interventions. To that end, youth and families will help identify components of the individualized plan, so that appropriate supports and services can be implemented to maximize success in changing detrimental behavior and promoting community safety.

If you have any questions, please feel free to reach out to me at sashley@courts.staten.nh.us or (603) 608-6717, or to any Transformation team member listed above.

Thank you for your time and consideration of this proposed rule change, and for scheduling any necessary hearing on the matter.

Sincerely,

A handwritten signature in black ink, appearing to be 'S. Ashley', with a long horizontal flourish extending to the right.

Hon. Susan W. Ashley
Deputy Administrative Judge
NH Circuit Court

3.6 Conditions of Release: In juvenile cases, the Court may place a juvenile on conditional release under the supervision of a Juvenile Probation and Parole Officer (JPPO). The terms and conditions of release, unless otherwise prescribed by the Court, shall be as follows:

- (1) I will remain arrest free and obey all laws.
- (2) I will follow all orders of the court.
- (3) I will submit to reasonable searches of my person, room, and personal property to maintain safety of my person, living environment and community.
- (4) I will not possess, transport, control, or receive any weapon, explosive device, or firearm.
- (5) I will follow my identified individual plan.

~~———— (a) You shall comply with all orders of the Court.~~

~~———— (b) You shall be of good behavior and remain arrest free, obey all laws and cooperate with your parent(s) or custodian at all times.~~

~~———— (c) You shall, if under 18 years of age or until you have graduated, attend school full-time and follow all school rules.~~

~~———— (d) You shall attend school full-time and follow all school rules. If lawfully allowed to attend school only part-time, you shall also be lawfully employed or actively engaged in an employment plan approved by your JPPO.~~

~~———— (e) You shall not consume or possess alcoholic beverages or controlled drugs or any substance or thing determined to be contraband by your JPPO.~~

~~———— (f) You shall submit to random drug testing as ordered by the Court.~~

~~———— (g) You shall attend, and meaningfully participate in, all treatment and counseling as ordered by the Court.~~

~~———— (h) You shall not possess, transport, control or receive any weapon, explosive device, or firearm.~~

~~———— (i) You shall report to your JPPO at such times and places as directed by your JPPO.~~

~~———(j) You shall immediately notify your JPPO of any arrest, summons, or questioning by a law enforcement officer.~~

~~———(k) You shall report any change of address, telephone number, school status, or employment to your JPPO within 24 hours.~~

~~———(l) You shall submit to reasonable searches as requested by your JPPO of your person, property, possessions, vehicle(s), school locker(s), bags, containers, or any other items under your custody, care, or control.~~

~~———(m) You shall submit to visits by your JPPO to your residence and to examinations and searches of your room in the enforcement of your conditions of release.~~

~~———(n) You shall regularly report your earnings to your JPPO and be in compliance with your specified budget as approved by your JPPO.~~

~~———(o) You shall not associate with any person or be at any place in violation of Court orders or the directives of your JPPO.~~

~~———(p) You shall not leave the State of New Hampshire for longer than 24 hours without advance written permission from your parent(s) or guardian or those having legal custody of you. You shall provide your JPPO with said written permission within 24 hours of receipt of said written permission.~~

~~———(q) You shall also obtain a Travel Permit when required by the Interstate Compact on Juveniles and Association of Juvenile Compact Administrators (AJCA) Rules regarding out-of-state travel.~~

~~———(r) You shall agree to return to the State of New Hampshire from any State in the United States or any other place voluntarily and without formality as directed by the Court or your JPPO.~~

~~———(s) You shall comply with designated curfew/home restriction provisions.~~

~~———(t) The Court may impose all or part of the conditions as well as other terms and conditions.~~

State of New Hampshire Transforming Juvenile Probation Certification Program: Capstone Proposal

Background: Reform of the New Hampshire Juvenile Probation System is happening in the context of whole-system youth welfare transformation. Juvenile Justice will reap valuable benefits from this endeavor with greater overall impact on engagement and outcomes for youth. The systemic changes occurring parallel to this project include but are not limited to:

- Statewide Mobile Response for children/youth
- Strengths-based needs assessment and service match coordinated by independent care management entities
- High fidelity wrap-around alternative to residential treatment
- Increase in evidence-based community treatment modalities state-wide

I. Vision for an Ideal Probation/Diversion System

Vision for an ideal probation/diversion system: New Hampshire's enhanced community-based services implemented under youth welfare reform and driven by the Federal Family First Prevention Services Act will increase prevention for youth engaging in delinquent acts. When youth do engage in delinquent behavior resulting in law enforcement contact, the youth and family will be referred for a risk/strength/needs assessment. The CANS assessment has been identified by DCYF and Children's Behavioral Health as the global assessment tool utilized for both community based services and residential treatment to measure outcomes. The CANS risk module will need to be validated for the State of New Hampshire to ensure validity for identifying risk. Additional training on the tool will be required to account for biases as it relates to racial disparity, so results of the assessment are not skewed towards disproportionate minority involvement. Assessments will assist in informing appropriate interventions for the youth and family. The assessments will be conducted at a mutually agreed upon location that ensures a safe space for confidentiality. The assessor will collaborate with the youth and family to identify an appropriate location to meet within their community, flexibility is key. For youth assessed as low/moderate risk of reoffending, interventions will match identified individual needs of the youth with emphasis on diversion and community-based services whenever appropriate and safe. This plan intentionally does not identify how many attempts a youth can participate in diversion allowing for individualization in care for the youth in New Hampshire. The risk level, needs of the youth, offense, and other information gathered will guide the recommendations for participation in community-based solutions. For those youth requiring the intervention of the Court and for whom probation is deemed appropriate, individualized rules of probation will match needs with services for best outcomes and minimized recidivism.

The overarching capstone goal of this project is to maximize diversion and transform Juvenile Probation to a purposeful intervention targeting youth who pose significant risk for serious re-offending through individualized, positive, pro-social approaches with racial, ethnic, socio-economic and geographical equity.

II. Description of Level Goals

To achieve the New Hampshire Probation Reform Capstone, there are a series of step-by-step short, intermediate and long term goals.

A. Long Term Goal: Build a community of support for probation reform

- 1. Short Term Goal:** Develop a community engagement strategy to build consensus around expanding diversion and changing rules of probation
 - a. **Specific:** Coordinate a focus group strategy for guided dialogue among community stakeholders, including focus group guide to facilitate discussions on youth development, adverse experiences, assessment of need and risk, diversion opportunities, rules of probation reform – all in comparison to current conditions.
 - b. **Measurable:** Conducted focus group meetings in geographic representative districts with the distinct stakeholders; to include but not limited to youth, families, law enforcement, court personnel, attorneys, DCYF staff, etc findings will produce data to inform further actions for engagement
 - c. **Assignable:** Reform team with support from Working Group will convene focus groups and report on findings
 - d. **Realistic/Relevant:** Focus group feedback will inform level of buy-in and identify obstacles to be addressed
 - e. **Time-bound:** Implement engagement plan by November 2020; Engagement focus groups will be completed by April 2021
- 2. Intermediate Goal:** Establish/expand permanent youth and family groups/organizations to advocate for ongoing reform and refinement of diversion and probation
 - a. **Specific:** Recruit and encourage long-term mechanism for youth and family commitment to juvenile justice reform
 - b. **Measurable:** Advocacy groups convene and establish themselves as permanent voices contributing to juvenile justice reform and operations

- c. Assignable: Reform Team with assistance of Working Group will form a small committee to recruit and engage youth and family partners for ongoing advocacy
- d. Realistic/Relevant: Immediate and ongoing education and advocacy that includes youth and families will build support for, and inform youth- and family sensitive reform, positioning youth and families for optimal outcomes.
- e. Time-bound: June 2020 and ongoing

3. Strategies

- a. Collect available base-line data and identify additional data needs (technical violations, race/ethnicity, conditional release ordered, current provider options, diversion referrals, CHINS/Delinquency petitions filed, recidivism, successful diversion completion, etc...) to inform focus group discussions on opportunities for reform
- b. Statewide Diversion Programs will collect all the same data elements to allow for comprehensive analyzed data to be collected and shared as it relates to race, ethnicity, and level of need as it relates to substance misuse and mental health.
- c. The Diversion Network will reach out to non-accredited programs to engage them in becoming accredited programs.
- d. Engage/include broad representation of stakeholders: youth, parents, juvenile probation and parole officers (JPPO), law enforcement, defense attorneys, providers, courts, schools, legislators, etc. in discussion regarding youth development, brain science, adverse childhood experiences, outcomes of model diversion programs, potential effects of probation reform
- e. Identify needs for legislative action and legislative champions through focus group consensus
- f. Support youth and family advocates throughout focus group process and network with resources in other states, existing groups and potential partners in New Hampshire
- g. Summarize and synthesize all data obtained through focus groups
- h. Present focus group results at the Diversion Summit in May 2021

B. Long Term Goal: Build a robust database designed to assess current needs, service capacity, and youth outcomes in juvenile justice services.

1. Short & Intermediate Goals: Identify data resources, gaps and potential for analysis and reporting

- a. Specific – Inventory all available data currently collected to describe juvenile justice population/demographics, offenses, needs, disparities, outcomes, recidivism; identify all gaps in data for tracking equity, effectiveness, efficiencies and outcomes for youth in Juvenile Justice Services
- b. Measurable – Descriptive report of all data and data needs
- c. Assignable – DCYF is currently reviewing/ Data analysts
- d. Realistic/Relevant – Baseline data will inform outcomes analysis and identify gaps in data and assist in creating a comprehensive data system.
- e. Time-bound – November 2020 and ongoing

2. Strategies

- a. Take guidance for data collection from Probation Reform Certificate Program
- b. Identify specific data elements that are to be collected statewide.
- c. Submit list of data elements to core member data teams to see what is currently collected
- d. Identify gaps in the data elements based on data teams' responses
- e. Create interim measures to collect missing data elements
- f. Strategize ways to enhance data collection for long-term collection for identified elements from law enforcement, court, public defenders, etc.
- g. Collaborate with SACWIS transformation to incorporate data collection and reporting needs in new data management system
- h. Develop reporting mechanisms to inform system progress, needs, and success. System: Decrease in numbers of youth moving through the traditional court process. Decrease in the number of months youth remain on probation. Youth: increased number connected with community based services.

C. Long Term Goal: Develop a system-wide strengths-based needs/risk assessment process for youth encountering law enforcement prior to petitions being filed with the Court.

- 1. Short Term Goal:** Identify appropriate strengths-based needs and risk assessment instrument(s); determine who will assess youth and necessary training
 - a. Specific: Confirm consensus to adopt the Child and Adolescent Needs and Strengths (CANS) in alignment with Department of Health and Human Services adoption for the expansion of the system of care and determine validation of CANS risk assessment component.
 - b. Measurable: Instrument(s) are identified and assessor identified
 - c. Assignable: Reform Team in consensus with DHHS development team
 - d. Realistic/Relevant: Assessment of youth's needs and risk will be essential to ensuring most effective diversion and probation outcomes
 - e. Time-bound – December 2020
- 2. Intermediate Goal:** Identify all training and educational needs for administering assessments and develop a training strategy, including a process for interpreting assessment data, to ensure appropriate referrals to services
 - a. Specific: Match necessary knowledge/skills to conduct assessments with chosen instrument(s), who is available in current workforce with knowledge/skills and ability
 - b. Measurable: Curriculum of learning established
 - c. Assignable: DHHS in alignment with parallel roll-out of System of Care
 - d. Realistic/Relevant: Careful planning of training and application assures effective use of assessment instruments
 - e. Time-bound: July 2020 and ongoing
- 3. Strategies**
 - a. Issue RFP to bring on independent assessors to implement the assessment of all youth entering residential treatment in accordance with Family First.
 - b. Identify champions in the law enforcement community to help build consensus that all youth should be screened/assessed prior to being exposed to the juvenile court system.
 - c. Reform team will monitor for DHHS team confirming the NH CANS version is validated
 - d. DHHS team will research the Risk module for the CANS to determine whether it can be validated for New Hampshire

- e. Ensure sensitivity to culture, ethnicity, race, gender, regional and other differences through on-going training for staff.
- f. Identify access point for assessment: Identify the entity and workforce capacity. Consideration given to repurposing some of the current professional Juvenile Justice workforce to screen/assess identified youth, given downward trends in JJ Caseloads.
- g. DCYF to review workforce-workload and capacity for training, implementing, conducting strengths-based needs/risk assessments
- h. DHHS team will assess capacity for providing training, resource needs, and develop a training plan for implementation in the field
- i. Training will align with guidance for the validated instrument(s)
- j. Identify which youth will be assessed (preliminarily assess/screen out some low-risk, low-need youth.
- k. Consistent training for all assessment staff to ensure uniformity of all referrals to both community services and/or court intervention across the state.
- l. Identify quality assurance needs for collecting, managing, and monitoring data and addressing gaps
- m. All action steps are fluid and will be adjusted as needed to promote positive outcomes.

D. Long Term Goal: Expand and standardize equitable, statewide diversion opportunities by January 2022

1. **Short Term Goal:** Review and inventory diversion programs, process, procedure, accessibility and compare with Identified successful systems in other jurisdictions
 - a. Specific: Mapping of all diversion programs and community resources with summary of gaps, differences and opportunities for standardized, equitable programs across the State of New Hampshire
 - b. Measurable: Mapping and summary are complete
 - c. Assignable: Reform Team lead by team representative from diversion
 - d. Realistic/Relevant: Inventory will inform gaps in services, needs, and cost. Relevant for building alternatives to probation
 - e. Time-bound: March 2020
2. **Intermediate Goal:** Resource needs associated with expansion and standardization of diversion assessed and quantified

- a. Specific: Assess existing programs based on national standards and determine resource needs to assure statewide, consistently accessible, equitable diversion opportunities for all youth in need of diversion
- b. Measurable: Develop plan for diversion in, or accessible to, all NH jurisdictions
- c. Assignable: Reform Team, NH Juvenile Court Diversion Network, youth and family advocates, with assistance from Working Group
- d. Realistic/Relevant: Probation reform is dependent upon robust diversion options. Equitable services will depend upon equitable distribution of resources to support them.
- e. Time-bound: On-going

3. Strategies

- a. Identify national standards that are effective, trauma-informed, culturally sensitive, and equitable for all regardless of race, ethnicity, or socio-economic status or geographical location
- b. Conduct evaluation of NHJCD programs to ensure consistency with evidence based national standards.
- c. Identify and collect data points indicative of diversion need and success
- d. Review gaps by jurisdiction and populations served
- e. Identify stakeholders and champions in jurisdictions, especially those in need of services or service expansion
- f. Quantify cost of establishing new services or partnerships and other resources necessary for system expansion
- g. Identify and engage legislative champions for pursuing allocation of resources and any policy change required
- h. Engage youth and parent advocacy groups, as well as other partners to support legislative actions
- i. Leverage the current reforms taking place in New Hampshire in regards to community interventions to include: mobile response, expanded system of care model, and expansion of evidence based treatment.

E. Long Term Goal: Revise rules of probation to reflect individualized, racial, ethnic, trauma-informed responsiveness by January 2022

1. Short Term Goal: Court will initiate changing the Court Rules on Juvenile Probation

- a. Specific: Court will convene a workgroup to develop new Court Rule on Juvenile Probation

- b. Measurable: Workgroup will produce new rule to submit to Supreme Court
 - c. Assignable: Reform Team Court member (Assistant Administrative Judge)
 - d. Realistic/Relevant: New rules will be grounded in findings of focus groups and guidance of national standards on juvenile probation; New rules will transform, be more developmentally appropriate and restorative.
 - e. Time-bound: October 2020-October 2021
2. **Intermediate Goal:** System will be prepared for implementation of new Court Rules on Juvenile Probation
- a. Specific: All training and necessary resources for implementation of new Court Rules will be identified
 - b. Measurable: Plan of implementation will be developed with associated quantified needs.
 - c. Assignable: Assistant Administrative Judge, Court workgroup, Reform team
 - d. Realistic/Relevant: Success of the reform depends upon careful planning and allocation of adequate resources.
 - e. Time-bound: August 2021-January 2022

3. **Strategies**

- a. Identify and convene Court work group for rules change; include a former youth and family member and a JPPO
- b. Engage community and stakeholders in review of conditions of release and options for making them individualized.
- c. Establish needs/risk criteria for probation eligibility, do all youth that are petitioned to court require probation services?
- d. Research other jurisdictions regarding their current rules of probation to garner ideas for the evolution of New Hampshire's rules.
- e. Determine staff engagement strategy and necessary training, in regards to the development of individualized rules of probation.
- f. Determine inter-professional engagement/training needs: LE, Schools, Courts, JJ, regarding what individualized probation rules would look like.
- g. Incorporate and reflect feedback/findings/data from focus group
- h. Design new rules of probation that are individualized and reflect the latest science and practice standards of juvenile probation
- i. Refer to identified strengths-based needs and risk assessment in development to ensure incorporation of matching/relevant interventions.
- j. Seek feedback from community as new rules develop (member checking) through a few key feedback focus groups by stakeholder category: JPPO, Prosecutors, Public Defenders, Youth and Family advocates)

- k. Submit recommendation to the Administrative Judge to garner approval for the rule change.
- l. New rule submitted and moved through Supreme Court approval process
- m. System-wide educational and training initiative informing new changes instituted
- n. New Court Rules of Juvenile Probation implemented
- o. Data collection and reporting strategies in place to assess reform success and outcomes

F. Long Term Goal: Successful legislative initiative to assure all necessary resources and statutory adjustments are implemented to support juvenile justice system reform

1. **Short Terms & Intermediate Goals:** Legislative champions will be identified and engage to develop necessary legislative action and budget allocations to support system change
 - a. Specific – Identify statutory implications of changes to diversion, assessment, and probation diversion. (Workforce, training, authority to assess, program resources)
 - b. Measurable – Champions identified; List and strategy for legislative support of all necessary changes
 - c. Assignable – Reform Team and Legislative champions with Working Group, and youth and family advocates
 - d. Realistic/Relevant – In order for reform, legislative mandates will support actions and allocate resources
 - e. Time-bound – Legislative strategy completed by November 2020; Legislative advocacy active through June 2021
2. **Strategies**
 - a. Assess all potential legislative needs, including financial implications
 - b. Identify champions and engage
 - c. Develop step-based plan for legislative action as the information in terms of changes in court rules (timeline) and diversion, and funding and training
 - d. Mobilize alliances to advocate for legislative action
 - e. Provide education and counsel to legislators

POST IMPLEMENTATION GOALS

G. Long Term Goal: Youth outcomes data demonstrates improved system

- a. Specific: Increase in the number of youth referred to Diversion or community based interventions. Decrease in the number of low/moderate risk youth that require traditional juvenile probation.
- b. Measurable: Number of youth in diversion and probation compared to previous 5-year trend; Number completed assessments and corresponding access to services
- c. Assignable: DCYF data center, NH Juvenile Court Diversion Network
- d. Realistic/Relevant: Lower rates of court-involved youth indicates effectiveness of system; identification of need and access to service indicates needs met, diverted from jj system
- e. Time-bound: January 2023

H. Long Term Goal: Evaluate and adjust probation and diversion programs for best outcomes

- a. Specific: Analysis of system use data.....
- b. Measurable: What measures of success will we use?
- c. Assignable: DCYF data center, NH Juvenile Court Diversion Network
- d. Realistic/Relevant: Quality assurance, quality improvement is an ongoing responsibility to assure effectiveness, efficacy of services
- e. Time-bound: Ongoing

III. Agency and Organization Partners

New Hampshire benefits from a well-established network of stakeholder agencies and organizations with interest and roles in juvenile justice. The Division for Children, Youth and Families (DCYF) is an integrated agency with Juvenile Justice and Child Protection responsibilities. DCYF collaborates with law enforcement in both fields, as do the Courts, public defenders, providers, and advocates. In 2018 the Office of the Youth Advocate convened the Youth Advocate's Working Group on Juvenile Justice to assess the system and make recommendations for reform. Over 40 individuals participate in Working Group activities and will support the work plan of probation reform project.

Within DCYF the Juvenile Probation and Parole Officers (JPPO) work most closely with youth and families and will be the point of contact to implement probation rule changes. They represent the greatest need for engagement to promote understanding of youth development, the latest developments in probation, and buy-in. Law enforcement may also require targeted education in youth development, brain science and healthy probation strategies. The shift from

a corrections approach to a developmental competency approach will challenge long-standing cultures. Youth and families will be key stakeholders to engage and organize, building on current programs and expanding participation for more visibility and self-advocacy.

IV. Work plan – See GANT CHART

V. Barriers to Implementation

- A. Community/Stakeholder support
 - 1. Law enforcement push back/safety – not being able to petition someone to court. Strategy is to educate and identify contingency plans. Use JDAI screener as a tool
 - 2. JPPO pushback/safety and culture of corrections versus mentoring/coaching model
 - 3. Families with poor access to services rely upon juvenile justice to access care for youth; current array of community based interventions limited.
- B. Not all Diversion programs throughout the state are accredited. Not all jurisdictions understand how to access accredited Diversion programs.
- C. Consistency of diversion programs and new resources for probation will rely upon a legislative solution, resource allocation to municipalities, and political will.
- D. Timing for increased financial investments in youth services is not good given recent investments – may affect political will
- E. Workforce limitation may limit capacity to launch diversion programs across the State of New Hampshire
- F. Cumbersome state human resources system slow to process new job descriptions, fill positions as needed
- G. Perceptions of whether services exist perceptions of – solutions: education, engagement, legislative solution for funding allocated to municipalities. Goes back to data – Diversion – identify
- H. Service array – being addressed with SB 14
- I. Lack of information about racial ethnic disproportionate representation, therefore difficult to identify effective remedies
- J. Culturally competent services/ language barriers: southern urban communities responding to increasingly diverse populations with limited resources such as translators

VI. Measures of Success

- A. Data to collect to gauge success
 - 1. Reduction of youth on probation
 - 2. Reduction of incarcerated youth
 - 3. Reduction of youth court ordered into residential treatment
 - 4. Reduction of youth placed in institutional settings

5. Number of assessments conducted and corresponding access to service
6. Exit surveys from diversion, treatment, probation
7. Victim satisfaction surveys (restorative justice programs)
8. Focus group follow up

B. Measure system performance

1. Fidelity of instrument use
2. Develop supervision (instrument on staff performance)

VII. Logic model