

Report to the Legislature

Juvenile Court Block Grant Report

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Rehabilitation Administration (RA)
Juvenile Rehabilitation (JR)

In Collaboration With

Washington Association of Juvenile Court Administrators (WAJCA)

Administrative Office of the Courts (AOC)
Washington State Center for Court Research (WSCCR)

1115 Washington St SE
Olympia, WA 98504



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Juvenile Court Block Grant Report

Executive Summary

The state and juvenile courts have a long standing partnership founded on the commitment to reduce the number of youth in the juvenile justice system, and the overall reliance on state institution programs. The partnership has included funding for the local juvenile court programs that are effective at reducing juvenile criminal behavior. This collaborative effort has moved through various iterations to include probation subsidies, grants for effective programs, disposition alternative programs for committable youth, and a statewide application of evidence-based programs. In 2009, the legislature required that all state dollars passed to local juvenile courts by the Rehabilitation Administration's (RA) Juvenile Rehabilitation (JR) be administered as a block grant. Priority of this particular block grant is to be given to evidence-based programs, and alternatives diverting youth from confinement in JR.

The Block Grant is a way of funding juvenile courts that allows for local flexibility to meet the needs of high risk youth, while also improving public safety and maximizing savings to the state and local communities. The Block Grant Funding Formula provides financial incentive to courts who deliver programs that have demonstrated effectiveness and divert committable youth from state institution beds.

The following are highlights of the Block Grant implementation:

- Continued implementation of a funding formula that provides fiscal incentive for juvenile courts that deliver Evidence-Based Programs (EBPs) and Disposition Alternatives;
- Increased partnership through the ongoing efforts of a joint oversight committee that is focused on using data to assess the implementation of the funding formula; and
- The addition of promising programs that have been approved through the established approval protocols.

These highlights indicate the state's investment in and partnership with the juvenile courts and their programs. The shift to "Block Grant" funding continues to reinforce positive outcomes, which suggest that probation and the use of disposition alternatives and EBPs continue to reduce juvenile offender risk to our communities. This contributes to a healthier and safer Washington State.

Introduction

In accordance with RCW13.06.020, the state appropriates approximately 40 million dollars to local county juvenile courts each two year budget cycle for offender management in the community to reduce reliance on state operated correctional institutions and assists the application of disposition (sentencing) programs. The Rehabilitation Administration's (RA) Juvenile Rehabilitation (JR) program is charged with the administration of these dollars to the 33 county juvenile court jurisdictions.

The 2009 Legislature required the Department of Social and Health Services, JR to administer a block grant rather than continue to provide categorical funding to juvenile courts for the purpose of serving youth adjudicated in the juvenile justice system. The block grant approach to funding was incorporated in the 2009 – 11 Washington State Biennial Budget based on successful pilot projects that used a similar model.

This Block Grant report includes the following:

- Descriptions of the programs funded within the Block Grant;
- Evidence-Based and Promising Programs outputs;
- Disposition Alternatives outputs;
- Quality Assurance Results; and
- Program cost information

Background

In Washington, a person under 18 years of age who commits a criminal offense is subject to the state's juvenile justice laws. These laws have changed significantly over the last 90 years and, since 1977, Washington has had a juvenile sentencing system that is unique among the 50 states. Unlike all other states, Washington has a form of "semi-determinate" sentencing for juvenile offenders. The standard range sentence a juvenile offender may receive is determined by a juvenile court judge after required review of various factors (RCW 13.40.150) before considering five sentencing options (RCW 13.40.0357) reflected in a statewide "grid" that includes age at offense, the severity of the juvenile's current offense and the juvenile's prior criminal history. While the Washington State Sentencing Guidelines Commission has the authority to consider and recommend changes to the juvenile sentencing system, it is the legislature that formally adopts the grid that Washington judges use as guidance to provide disposition to juvenile offenses. In all other states, local courts have discretion in how to sentence juveniles; Washington is unique in that the legislature limits local sentencing discretion.

The operation of the juvenile justice system involves both state and local governments. Under Washington's juvenile sentencing grid, the most serious

juvenile offenders are subject to being sentenced to incarceration in state institutions managed by JR. After serving a JR sentence, the most serious offenders are placed on parole—the state’s name for post commitment community supervision.

Washington’s sentencing grid places most generally less serious juvenile offenders under the jurisdiction of the county juvenile courts and may include community supervision of serious offenders. These juveniles may receive less than 30 days in detention and a sentence of probation – local government’s name for community supervision. In addition to detention and probation, many minor first time offenders are placed in juvenile court diversion programs, often with the assistance of a community accountability board. (13.40.070)

County juvenile courts perform other functions in addition to those relating to juvenile offenders. In particular, the courts implement state laws on child dependency, as well as at-risk, runaway, and truant youth.

State and Local Partnership

Washington State has recognized and accepted that the responsibility for offender youth resides in executive and judicial branches of government as reflected in the Consolidated Juvenile Services statute (13.06.030) with the Washington State Juvenile Courts in 1969. Payments of state funds to counties were provided for special juvenile court probation supervision programs in order to meet legislative intentions including reducing the necessity for commitment of juveniles to state juvenile correctional institutions and strengthen and improve supervision of juveniles placed on probation by the juvenile courts. This has been referred to as a Probation Subsidy (From Chapter 165 Laws of 1969).

The Legislature has continued to build on the state and local partnership throughout the years by adding additional programs and funding. The focus of the programs has continued to be reduced commitments to the state by providing resources to local counties for the provision of programs and services that reduce the further reliance on the juvenile justice system.

Quality Assurance Structure and Oversight

The Washington Association of Juvenile Court Administrators (WAJCA), in collaboration with the JR, has developed a unique quality assurance structure, unlike any other in the country. The WAJCA’s strong commitment to evidence-based and research based model fidelity resulted in the juvenile courts working with JR to allocate dollars to fund a comprehensive quality assurance system that addresses the unique needs of each of the programs.

The success of evidence-based programs is dependent upon a solid infrastructure. To that end, WAJCA developed and the state funded the state wide Case

Management and Assessment Process (CMAP) Coordinator position. In addition to the collaborative quality assurance structure, the juvenile courts and JR work together at both the local and statewide level. JR Headquarters provides fiscal and contract management oversight to these programs across the state. JR regional offices are also located across the state and work with individual courts regarding billing and program reporting information. The JR also provides program development, oversight and support to all the juvenile courts on an as needed basis from a centralized headquarters location.

In 2009, the state gradually reduced funding for these programs commensurate with decreasing state revenue. These reductions have impacted the number of state funded juvenile court programs that are being delivered. Additionally, the counties have also had to contend with reduction in local funding as well as from the state. In spite of these fiscal tensions, the juvenile courts have continued to prioritize the delivery of evidence-based programs and disposition alternatives.

Block Grant History – Development and Implementation

The 2009 Legislature authorized the oversight, development and implementation of the block grant process to be undertaken by a committee of four, in consultation with the Washington State Institute for Public Policy (WSIPP). The committee (later identified as the Block Grant Oversight Committee) was comprised of one representative each from JR, Administrative Office of the Courts (AOC), the Office of Financial Management (OFM), and WAJCA.

The Block Grant Oversight Committee was formed in June 2009. The Committee met regularly from its inception until the final recommendations were made to the Legislature for the 2010 Legislative Session. The full detail regarding the development and implementation is available in two reports, which are available from the JR or WAJCA. The first report was completed December of 2009, titled *Report to the Legislature, Juvenile Court Block Grants* as well as a follow up report from February 2010, titled *Juvenile Court Block Grants, Subsequent Recommendations*.

The 2010 Legislature adopted the recommendations from the joint Block Grant Oversight Committee and specified the funding formula and Oversight Committee representation in the budget proviso. The proviso also specified that the Evidence-Based Expansion Funding, as well as the funding for the Special Sex Offender Disposition Alternative, would continue with their existing funding mechanisms, outside of the Block Grant funding formula. Listed criteria are to be used when considering whether or not to include those funding sources in the Block Grant funding formula.

The WSIPP reported on the initial Block Grant implementation in their December 2010 report to the Legislature, *Washington State Juvenile Court Funding*:

Applying Research in a Public Policy Setting. To read the full report, please visit the Institute's website at www.wsipp.wa.gov.

Programs and Services

Case Management Assessment Process (CMAP)

Youth who receive services with state funding are placed on probation supervision or diversion and participate in a risk/needs assessment. Each youth's assessment identifies their targets for case management, a best practice model unique to the state of Washington and referred to as the Case Management Assessment Process (CMAP). This supervision model is the foundation that underpins youth participation in all treatment programming to include EBPs and disposition alternatives.

CMAP History

In 1997, the WAJCA entered into a partnership with WSIPP to develop a new juvenile offender assessment. In collaboration with juvenile court professionals, WSIPP developed a comprehensive risk assessment, the Washington State Juvenile Court Assessment (WSJCA). In addition to meeting the legislative funding requirement, WAJCA envisioned an offender case management process that could accomplish the following, based on the "What Works" literature (Risk/Needs/Responsivity Principle) for reducing juvenile re-offending behaviors:

- Determine a youth's level of risk to re-offend as a means to target resources to those youth presenting as higher risk (Risk);
- Identify dynamic risk factors and/or specific deficits that are directly linked to the youth's criminal behavior (Criminogenic Need);
- Identify dynamic protective factors that can ward against further criminal behavior;
- Match youth to the appropriate intervention designed specifically to address the youth's criminogenic need (Responsivity); and
- Develop assessment and recidivism outcome measures to determine if targeted factors change as a result of the intervention.

Structured Assessment Approaches and Adherence to Risk/Need/Responsivity Principles

In 1998, the WAJCA created a Quality Assurance Committee responsible for developing an effective process for ensuring adherence to the Risk/Need/Responsivity Principles (RNR) and established quality assurance standards. In 2000, this committee proposed to the WAJCA the "Case Management Assessment Process" (CMAP) as the model for community supervision of juvenile offenders statewide. The WAJCA adopted and implemented the following four-step CMAP model.

Step 1: Mapping

- ✓ Assessment: The WSJCA pre-screen is a shortened version of the full assessment that quickly indicates a youth's level of re-offending risk as low, moderate or high. The pre or full screen assessment tool is administered by a trained probation counselor who has been certified to deliver the assessment. By using a validated actuarial assessment tool to determine a youth's level of risk for reoffending the court has the ability to target resources at higher risk youth.
- ✓ Case Analysis/Conceptualization: The second phase of Mapping requires the juvenile probation staff to analyze the results from the assessment to develop an intervention plan based on the youth's criminogenic needs. The conceptualization process is designed to determine a youth's attitudes, values and beliefs. From this analysis, we are able to identify the promising intermediate targets and best fit the intervention to the desired behavior change.

There is overwhelming evidence from research findings that offender intervention drop-out rates are higher than in the general population. The WAJCA recognized that in order to decrease risk of drop-out from evidence-based programs it would take greater involvement by staff than standard brokerage to these interventions. Therefore, the WAJCA made the investment of training staff in Motivational Interviewing (MI) to increase their ability to create an environment where motivation, cooperation, respect and modeling are most likely to occur with juvenile offenders. The research on outcomes for providers using MI strategies with clients for relationship building has proven to increase participation, application and program retention.

Step 2: Finding the Hook

The probation staff through feedback with the youth and family must collaborate and prioritize the criminogenic need of the offender, engage the youth in setting behavior change goals and create a change plan. This process requires the probation staff to build motivation for change. This is a complex process of integrating the assessment information into a comprehensive case plan designed to address the offender's risk, need and responsibility considerations, and to establish a means to accomplish the targeted change in behavior.

Step 3: Moving Forward

The treatment goal is to impact the youth's concrete behavior change targets that were established in "Finding the Hook". The youth's special responsibility considerations are focused on with strategies and/or approaches to address those issues. The linking of youth's risk profile with the appropriate

intervention follows the best practice model of using evidence-based programs (EBP) when available. The probation staff's ability to engage and motivate the offender to value attending, participating and completing the treatment is a crucial component to maximize the effects of an EBP or other treatment programs.

Step 4: Reviewing and Supporting

This phase is the integration of re-assessment with intervention outcomes. The re-assessment is measuring changes in the youth's risk profile. The probation staff will record the youth's improvements, deterioration or no change after attending treatment and/or at the end of community supervision in the assessment software. The probation staff gives support, guidance and reinforcement to the youth for generalizing and integrating the learned concepts into their daily behavior which replaces previous anti-social behaviors. The probation staff helps the youth and their parent(s) identify relapse prevention strategies designed to assist the offender in anticipating and coping with problem situations.

Disposition Alternatives

Youth who would otherwise be committed to JR may be eligible for a disposition alternative that allows them to remain in the community and receive local services and supervision through the juvenile court. Each of the following alternatives has specific eligibility criteria and is generally designed to serve youth with specific identifiable treatment needs and have been identified as amenable to treatment in a community setting.

Chemical Dependency Disposition Alternative (CDDA) - RCW 13.40.165

In 1997, the state legislature passed the Chemical Dependency Disposition Alternative (CDDA) intended to provide a local supervision and treatment option for youth that would otherwise be institutionalized with the state (CDDA Committable). The statute was later amended to include a provision for locally sanctioned youth (not eligible for commitment to the state) to receive this program in an effort to reach a larger number of youth with substance use issues. The local sanction option serves the vast majority of youth in this program.

Special Sex Offender Disposition Alternative (SSODA) - RCW 13.40.160

In 1990, the Special Sex Offender Disposition Alternative (SSODA) was passed, providing funding to local juvenile courts to maintain eligible youth that have sexually offended, utilizing local probation and treatment services.

Suspended Disposition Alternative (SDA) - RCW 13.40.0357

In 2005 the legislature passed the Suspended Disposition Alternative (SDA) intended to keep youth who would otherwise be institutionalized by the state under the supervision of the local juvenile courts. This program includes a provision and funding for evidence-based practice and supervision. This option is for committable youth who do not meet eligibility requirements for the other disposition alternatives.

Mental Health Disposition Alternative - RCW 13.40.167

In 2005 the legislature passed the Mental Health Disposition Alternative (MHDA) for committable youth who are subject to a standard range disposition commitment to JR of 15 to 65 weeks. This alternative targets youth who also have a mental health diagnosis and are assessed as being amenable to a community based EBP.

Disposition Alternative Starters

Starters in State Fiscal Year 2015

Disposition Alternative	Count (N)
Chemical Dependency Disposition Alternative (CDDA) Committable	77
Chemical Dependency Disposition Alternative (CDDA) Local Sanction	331
Mental Health Disposition Alternative (MHDA)	0
Special Sex Offender Disposition Alternative (SSODA)	102
Suspended Disposition Alternative (SDA)	30
Totals	540

TABLE 1

Table 1 represents the number of juvenile court youth who started each program during SFY 2015 – July 1, 2014 – June 30, 2015.

Program Starters in Fiscal Year 2015 by Gender

Gender	Number or Percent of Starters within Gender	Disposition Alternative					Totals
		CDDA Com	CDDA Local	MHDA	SSODA	SDA	
Female	Number of Starters	17	101	0	6	5	129
	Percent of Female Starters	22.1	30.5	0.0	5.9	16.7	23.9
Male	Number of Starters	60	230	0	96	25	411
	Percent of Male Starters	77.9	69.5	0.0	94.1	83.3	76.1
Totals	All Starters	77	331	0	102	30	540
	Total Percent	100.0	100.0	100.0	100.0	100.0	100.0

TABLE 2

Program Starters in Fiscal Year 2015 by Race

Race	Number or Percent of Starters by Program	Disposition Alternative					Totals
		CDDA Com	CDDA Local	MHDA	SSODA	SDA	
Other / Unknown	Number of Starters	1	9	0	3	0	13
	Percent of Starters Other/Unknown	1.3	2.7	0.0	2.9	0.0	2.4
White	Number of Starters	45	191	0	66	9	311
	Percent of Starters White	58.4	57.7	0.0	64.7	30.0	57.6
Black / African American	Number of Starters	17	50	0	9	11	87
	Percent of Starters Black/African American	22.1	15.1	0.0	8.8	36.7	16.1
Native American	Number of Starters	2	16	0	2	1	21
	Percent of Starters Native American	2.6	4.8	0.0	2.1	3.3	4.0
Asian	Number of Starters	0	9	0	3	0	12
	Percent of Starters Asian	0.0	2.7	0.0	2.9	0.0	2.2
Mixed	Number of Starters	5	12	0	5	2	24
	Percent of Starters Native Hawaiian / Pacific Islander	6.5	3.6	0.0	4.9	6.7	4.4
Hispanic	Number of Starters	7	44	0	14	7	72
	Percent of Starters Hispanic / Latino	9.1	13.4	0.0	13.7	23.3	13.3
Totals	Number of Starters	77	331	0	102	30	540
	Total Percent	100.0	100.0	100.0	100.0	100.0	100.0

TABLE 3

Table 4 and Figure 1 provide information on disposition alternative starters from SFY 2010 – 2014. Beginning in 2010, overall starters have remained relatively steady. Since 2010, CDDA starters had been in a gradual decline and then increased in 2013. The other alternatives have remained steady with increases to SSODA in 2012, and an increase in SDA in 2013. There were slight decreases in all categories in 2014.

Historical Starters in State Fiscal Year 2010 – 2014

DA	2010	2011	2012	2013	2014	Total
CDDA	587	562	515	663	553	2,880
MHDA	0	0	2	2	0	4
SSODA	109	108	137	148	134	636
SDA	21	27	25	38	34	145
Total	717	697	679	851	721	3,665

TABLE 4

Starters for State Fiscal Year 2010 – 2014: Depicted

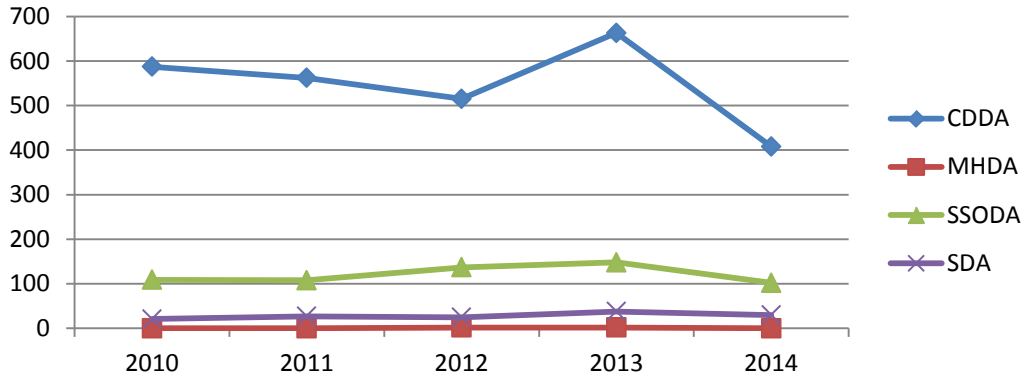


FIGURE 1

Expenditures for State Fiscal Year 2015

Programs	CDDA	MHDA	SSODA	SDA	Total
Costs	\$1,484,792	\$0	\$2,088,446	\$95,760	\$3,668,997

TABLE 5

Table 5 represents program expenditure information as reported by the juvenile courts to JR for SFY 2015 – July 1, 2014 – June 30, 2015.

Table 6 and Figure 2 provide information on disposition alternative expenditures from SFY 2010 – 2014. After 2010, spending overall has decreased. However, since 2011, overall spending has been relatively consistent.

Expenditures for State Fiscal Year 2009 – 2013

DA	2010	2011	2012	2013	2014	Total
CDDA	\$1,689,706	\$1,728,998	\$1,676,275	\$1,706,810	\$1,388,363	\$8,775,330
MHDA	\$1,560	\$231	\$140	\$4,000	\$0	\$6,491
SSODA	\$2,102,299	\$1,769,113	\$1,709,068	\$1,788,287	\$1,988,235	\$9,557,017
SDA	\$90,500	\$91,171	\$90,040	\$115,540	\$114,920	\$487,171
Total	\$3,884,065	\$3,589,513	\$3,475,523	\$3,614,637	\$3,491,518	\$18,055,256

TABLE 6

Expenditures for State Fiscal Year 2009 – 2013: Depicted

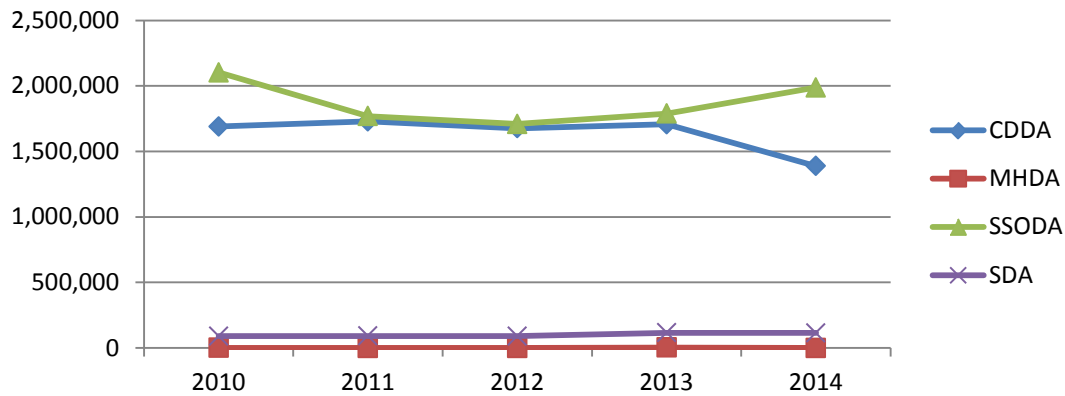


FIGURE 2

Evidence-Based Programs

The Community Juvenile Accountability Act (CJAA) was included in Chapter 338, Laws of 1997, as an incentive to local communities to implement interventions demonstrated by behavioral science research to cost-effectively reduce recidivism among juvenile offenders. The Act's primary purpose is to:

“Provide a continuum of community-based programs that emphasize a juvenile offender’s accountability for his or her actions while assisting him or her in the development of skills necessary to function effectively and positively in the community in a manner consistent with public safety.” (RCW 13.40.500)

Drawing on program evaluations and meta-analyses, WSIPP, in collaboration with WAJCA and JR, identified a range of effective approaches that could cost-effectively reduce juvenile offender recidivism. Four programs were chosen for implementation in Washington State with the last one being added during an expansion of funding in 2008 – Evidence-Based Expansion (EBE):

- Washington State Aggression Replacement Training (WSART)
- Coordination of Services (COS)
- Functional Family Therapy (FFT)
- Family Integrated Transitions (FIT)
- Multi-Systemic Therapy (MST)

At the direction of the Legislature, WSIPP completed a comprehensive evaluation of the original four (WSART, COS, FFT, and MST) CJAA programs. Analysis of program and control groups occurred at six, twelve, and eighteen months (preliminary information was released on WSART in June 2002 and on FFT in August 2002). In January 2004, WSIPP released their final report, *Outcome Evaluation of Washington State’s Research-Based Programs for Juvenile Offenders*. Their data reflected the CJAA program’s positive impact on felony recidivism. The report provided data on cost effectiveness as well as competent

versus non-competent delivery of each CJAA program. The report also recommended an improved form of quality control to ensure cost-beneficial reductions in recidivism. In response to this recommendation, the CJAA Advisory Committee developed an enhanced quality assurance process, explained in more detail in the WSART and FFT sections of this report. To read the full report, please visit the Institute's website at www.wsipp.wa.gov.

The WSIPP published *Quality Control Standard: Washington State Research-Based Juvenile Offender Programs*, which details recommendations for quality assurance plans for research-based interventions. The enhanced quality assurance plans for the CJAA programs comply with the standards in WSIPP's report. Additional data have been added to the quality assurance sections of this report to meet the 2003 recommendations.

In 2005, the Legislature directed WSIPP to report whether evidence-based and cost-beneficial policy options exist in lieu of building two new prisons by 2020 and possibly another prison by 2030. In October 2006, WSIPP published *Evidence-Based Public Policy Options to Reduce Future Prison Construction, Criminal Justice Costs, and Crime Rates*. The report stated that if Washington can successfully implement a moderate to aggressive portfolio of evidence-based options, then a significant level of prison construction can be avoided, saving state and local tax payers about two billion dollars, and slightly lowering net crime rates. CJAA evidence-based program implementation plays a key role in helping to meet these desired outcomes. This report was a key driver for the Legislature approving a significant increase in funding for EBPs delivered by the county juvenile courts. This new funding was implemented through a grant program during SFY 2008 and is known as Evidence-Based Expansion.

In 2009, the Legislature directed WSIPP to "conduct an analysis of the costs per participant of evidence-based programs by the juvenile courts." The WSIPP worked with the CJAA Advisory Committee, WAJCA, JR, and the Administrative Office of the Courts (AOC) to determine the requirements for delivering these programs. The WSIPP published their report in December 2009 which produced new average costs per participant that are more representative of delivering evidence-based programs in juvenile court settings today. To read the full report, please visit the Institute's website at www.wsipp.wa.gov.

Promising Programs

The WSIPP identified "promising practices" as programs that show promising results, but require further evaluation to determine whether they can be considered evidence-based. Guidelines to determine promising programs have recently been developed by the CJAA Advisory Committee. An important element of these guidelines is program evaluation. When a promising program is evaluated and produces evidence that it reduces recidivism, and has a cost benefit to tax payers, the program can be reclassified as an evidence-based or research-based program

and, thus eligible to be considered as a CJAA program. Programs can only be considered “promising” by the CJAA Advisory Committee.

As of the end of SFY 2015, the only promising program approved by the CJAA Advisory Committee is Educational Employment Training (EET). The EET program is a workforce development program for high risk juvenile offenders within King County. The program is comprised of a continuum of educational supports, employment development, and community-based developmental activities that are focused to impact specific dynamic risk and protective factors. Employment training services include assessment, job readiness/job retention skills training, vocational counseling, linkage to appropriate community-based workforce development programming, job shadowing, career exploration , and meaningful paid work experience.

Type of Program	Number of Courts
Evidence-Based Programs	
Washington State Aggression Replacement Training (WSART)	23
Coordination of Services (COS)	7
Functional Family Therapy (FFT)	28
Family Integrated Transitions (FIT)	1
Multi-Systemic Therapy (MST)	2
Promising Programs	
Educational Employment Training (EET)	1

TABLE 7

Table 7 represents the number of juvenile courts across the state that delivered specific evidence-based and promising programs in SFY 2015 – July 1, 2014 – June 30, 2015.

Quality Assurance to Maintain Rigorous Program Standards

CJAA was the first ongoing effort in the nation to replicate effective interventions on a statewide basis. To ensure program integrity, to meet evaluation standards, and to continuously identify and resolve program issues, WSART, FFT, MST, FIT, and COS have mandatory quality assurance measures. The following information outlines the program standards for the five evidenced-based programs.

Washington State Aggression Replacement Training (WSART) Program

Washington State Aggression Replacement Training (WSART) is a cognitive-behavioral intervention delivered three times per week over ten weeks to groups of six to twelve juveniles. To effectively implement WSART in Washington State, motivators were developed to encourage at-risk youth to attend all sessions. While there was research on the effectiveness of WSART, there was no blueprint for statewide implementation. In Washington State, WSART has now been implemented statewide and researched.

The WSIPP completed research on WSART in January 2004. This research examined WSART's implementation in Washington State to determine if it was cost effective and reduced repeat criminal behavior. The report indicated that when WSWSART was delivered with competence and fidelity, recidivism was reduced by 24 percent. The full report can be found at their website: www.wsipp.wa.gov. These results add emphasis to provide greater quality control for the WSART program.

As of June 30, 2015, 1,532 court, JRA, Tribal and contracted staff from 30 juvenile court jurisdictions, several Tribes and six JR facilities have completed WSART training. The WSART Quality Assurance Specialist works with a group of Quality Assurance (QA) consultants to advise on the curriculum, training, and implementation of WSART. The WSART QA process was redefined in March 2003, and again in 2006, to enhance the level of review and feedback available to local trainers across the state. This process for additional QA feedback was in effect for the current reporting period and continues to improve the quality of delivery of WSART across the state.

A primary component of QA are the consultants who work each month with trainers from each program providing technical assistance and consultation related to model adherence. Five site consultants confer by phone with teams of trainers who deliver the intervention across multiple court jurisdictions in relatively close geographic locations. Additionally, the consultants review videos of active trainers delivering the intervention. Each active trainer is required to be video recorded annually, delivering each of the three program components. As with FFT quality assurance, this enhancement is primarily motivated by WSIPP's findings that program fidelity and model adherence are critical to the achievement of outcomes. These findings were further supported in the final outcome evaluation.

Under this plan, a full-time statewide Quality Assurance Specialist oversees the program. The WSART program attained the following significant results for the SFY 2015:

- **90** new staff were trained including 43 Tribal members or employees
- **74** "Main Trainers" delivered the intervention.
- **89** percent of the eligible practicing trainers received an annual review.
- Trainers achieved a statewide average rating of Competent (delivers the intervention well).
- Of the **74** trainers who were rated delivering the intervention, **1.4%** (1) were rated as Not Competent, **9.5%** (7) of the trainers were rated as Borderline Competent, **75.1%** percent (56) were rated Competent, and **20.3%** (15) were rated as Highly Competent. Seventeen trainers were not rated because they were in their initial phase of delivering the curriculum. The Borderline Competent trainers were placed on improvement plans which when

successfully completed returns their rating to competent. The Not Competent Trainer was placed on a Formal Improvement plan. If they successfully complete the plan and become Competent they will return to training WSART. If they do not successfully complete the plan they will be excluded from training WSART.

- **7** Trainers are currently on Informal Improvement plans. **One** Trainer is on a Formal improvement plan.

Functional Family Therapy (FFT) Program

Functional Family Therapy (FFT), a family-based service, is conducted for an average of 12 weeks. The program emphasizes engaging and motivating families in order to achieve specific, obtainable changes related to repeat criminal behavior.

The WSIPP completed research on FFT in January 2004. This research examined FFT's implementation in Washington State to determine if it cost effectively reduced repeat criminal behavior. The report indicated that when FFT was provided with fidelity, a 38 percent reduction in recidivism was accomplished. The full report can be found at their website: www.wsipp.wa.gov. These results add further emphasis to the recent efforts to provide greater quality control to the FFT program.

Twenty-eight juvenile courts across Washington State provide FFT as a CJAA program. The sites are demographically diverse and are located in cities, remote/rural areas, and regions centered on medium-sized communities. FFT therapists are either juvenile court service employees or contracted service providers. In twelve of the juvenile courts, a single FFT therapist provides the service.

With the ongoing needs of a large scale multi-site implementation, JR provides statewide oversight of training and program fidelity for FFT. FFT therapists receive on-going clinical consultation, mutual support and accountability from trained FFT consultants in Washington State. The JR and WAJCA have worked collaboratively to develop the funding and oversight for these quality assurance functions.

FFT therapists receive on-going training on the practical application of this complicated intervention. Through weekly clinical consultations and training sessions, Washington State FFT clinical consultants and contracted FFT experts assess Washington State therapists for clinical adherence and fidelity to the FFT model. Assessments provide the therapists with ongoing feedback that will ultimately improve services as outlined in the Washington State FFT Quality Assurance and Improvement Plan.

The following results were attained for SFY year 2015:

- **36** FFT therapists delivered the intervention in the Juvenile Courts.
- **6** new therapists were trained.
- All practicing therapists received an annual review including global therapist rating feedback every 90-120 days.
- The statewide average fidelity rating for FY15 was **3.93** (exceeding the goal of 3)
- The statewide average dissemination adherence rating for FY15 was **5.0** (meeting the goal of 5)
- **4** therapists received a corrective action plan (Improvement Plan) during FY15.

Multi-Systemic Therapy (MST) Program

Multi-Systemic Therapy (MST) is a family intervention, conducted for an average of four months. MST targets specific youth and environmental factors that contribute to anti-social behavior. MST is typically provided in the home. Therapists, who have very small caseloads (4-6), are available 24 hours a day, seven days a week. State dollars are currently funding sites in King and Yakima Counties.

Close oversight of MST implementation is being conducted by the University of Washington, as authorized by MST Services of South Carolina. Initial and ongoing training, site visits, and clinical consultation are provided. Ongoing training, consultation, and oversight from MST services continue through Block Grant funds to maintain the Washington State program as a certified MST site.

MST teams are organized around a doctoral level practitioner who has on-site clinical oversight of a group of Masters level therapists. Therapists receive weekly clinical consultation from the University of Washington and MST Services.

Family Integrated Transitions (FIT) Program

The Family Integrated Transitions (FIT) program was delivered only in the King County Juvenile Court during the 2015 fiscal year. FIT integrates the strengths of several existing empirically-supported interventions—Multi-Systemic Therapy, Motivational Enhancement Therapy, Relapse Prevention, and Dialectical Behavior Therapy. The program is designed for juvenile offenders with the co-occurring disorders of mental illness and chemical dependency. Youth receive intensive family and community-based treatment targeted at the multiple determinants of serious antisocial behavior.

FIT teams are organized around a doctoral level practitioner who has on-site clinical oversight of a group of Masters level therapists. Therapists receive weekly clinical consultation from the University of Washington. Juvenile

Rehabilitation currently contracts with the University of Washington to provide the quality assurance component for this program.

Coordination of Services (COS) Program

The Coordination of Services (COS) program is a 12-hour seminar attended by the youth and parent or other connected adult. Youth who participate are assessed as low risk on the juvenile court risk assessment tool known as the Positive Achievement Change Tool (PACT). The seminar consists of five to eight interactive sessions presented by community organizations. The presentations provide interactive instruction in a parent child bonding atmosphere, while helping to educate participants about topics such as conflict resolution, asset building, adolescent development, decision making and communication. At the same time participants learn about resources available in the community and how to access them. The program expects to teach healthy life skills while connecting families to community resources that may help improve the youth's behavior so further offending behavior does not occur.

In September of 2010, JR contracted with a COS Quality Assurance (QA) Specialist to further advance the implementation of the QA process for COS. The QA Specialist worked with COS providers, juvenile court staff, and the QA team (FFT and WSART Quality Assurance Specialists) to develop a statewide program manual as well as adherence measurement tools.

During the 2015 fiscal year, seven counties provided COS across the state, and the QA Specialist attended and observed six counties' COS seminar for program monitoring/coaching.. The QA specialist also facilitated quarterly conference calls to learn more about each program, provide an opportunity for sharing across counties, and relay programmatic information and updates. Technical assistance/coaching was provided to additional counties considering offering COS, when requested by an existing COS program, or as deemed necessary by the QA Specialist. Ongoing consultation and program support is provided throughout the year with COS counties.

The following findings occurred in FY 2015:

- Of the seven counties providing COS, three counties contract with a provider and four counties use probation staff to implement the program.
- Counties vary in format of seminar delivery. Four counties offer the program over 2 days, 6 hours each day. Three counties offer the program over 3 days, 4 hours each day. One county offers the program over 4 days, 3 hours each day. One county also offers an alternative program which is 8 hours on a Saturday and 4 hours on a Wednesday evening.
- All counties are adhering to the 12 hour format, as directed by the Quality Assurance Plan, in varying seminar delivery as indicated above. For the next fiscal year the focus will be to improve the tracking of COS starters and

completers, program manual revision, and continued communication and training.

Evidence-Based Program Participation Tracking

Evidence-Based Program (EBP) numbers reported throughout this document come from juvenile court reporting to JR and directly from the Washington State Juvenile Court Risk Assessment as they were entered on-line by juvenile probation staff through the Assessments.com (ADC) system. The juvenile court risk assessment data was extracted by the Washington State Center for Court Research and as part of ongoing quality assurance, reviewed and revised at the court level in preparation for this report. All results are presented at the state level.

Evidence-Based Program Eligibility

Eligibility for an evidence-based program is determined by two factors:

1. Risk level as determined by the Positive Achievement Change Tool (PACT) assessment. The PACT is a 126-item, multiple choice assessment instrument which produces risk level scores measuring a juvenile's risk of re-offending¹.
2. The program is offered in the county where the youth receives services.

A youth may meet the risk-level eligibility criteria for an EBP, but because the EBP is not offered where they are supervised by juvenile probation, they are not counted as eligible (i.e. eligibility indicates both eligibility as determined through the assessment tool, and the availability of the EBP in the county where the youth is served). Youth who are low-risk are generally considered eligible for only one EBP – Coordination of Services (COS). Youth who are determined moderate or high risk may be determined eligible for one or more of the following programs: Washington State Aggression Replacement Training (WSART), Functional Family Therapy (FFT), Family Integrated Transitions (FIT), and Multi-Systemic Therapy (MST).

Between July 1, 2014 and June 30, 2015, there were 8,026 eligibilities for EBPs across the state. Although there were 8,026 eligibilities in fiscal year 2015, these were only assigned to 4,711 individual youth. The separation in number of eligibilities to number of youth occurs because some youth are determined eligible for more than one EBP. Additionally, a youth may become eligible for the same program on more than one occasion if they served more than one probation term within the fiscal year. The small numbers for FIT and MST are due to the fact that the programs are offered in a very limited number of counties and these programs are targeted at a narrowly defined group of juvenile offenders with multi-faceted needs.

¹ For additional information on the PACT assessment tool, see http://www.assessments.com/catalog/PACT_Full_Assessment.htm

Total Number of Eligibilities in Fiscal Year 2015

Program	Frequency	Percent of All Eligibilities
WSART	3,408	42.5%
COS	1,553	19.3%
FFT	2,531	31.5%
FIT	168	2.1%
MST	366	4.6%
All Eligibilities	8,026	100.0%

TABLE 8

Program Eligibility in Fiscal Year 2015 by Gender

Gender	Frequency or Percent of Eligibilities within Gender	Evidence-Based Program					Totals
		WSART	COS	FFT	FIT	MST	
Female	Number of Eligibilities	921	538	739	56	92	2,346
	Percent of Eligibilities	27.0	34.6	29.2	33.3	25.1	29.2
Male	Number of Eligibilities	2,487	1,015	1,792	112	274	5,680
	Percent of Eligibilities	73.0	65.4	70.8	66.7	74.9	70.8
Totals	All Eligibilities	3,408	1,553	2,531	168	366	8,026
	Total Percent	100.0	100.0	100.0	100.0	100.0	100.0

TABLE 9

Table 9 demonstrates the rate at which females and males become eligible for each evidence-based program. For all EBPs offered in the State of Washington, males experience more program eligibilities than their female peers. Across the state in the 2015 fiscal year, 70.8% of all eligibilities were assigned to males, and 29.2% of eligibilities were assigned to females. For each of the five evidence-based programs offered, males account for at least 65.0% of all eligibilities.

Program Eligibility in Fiscal Year 2015 by Race

Race	Number or Percent of Eligibilities by Program	Evidence-Based Program					Totals
		WSART	COS	FFT	FIT	MST	
Other / Unknown	Number of Eligibilities	29	11	19	6	5	70
	Percent of Eligibilities	0.9	0.7	0.8	3.6	1.4	0.9
White	Number of Eligibilities	2,020	993	1,514	52	124	4,703
	Percent of Eligibilities	59.3	63.9	59.8	31.0	33.9	58.6
Black / African American	Number of Eligibilities	520	233	410	71	120	1,354
	Percent of Eligibilities	15.3	15.0	16.2	42.3	32.8	16.9
American Indian / Alaskan Native	Number of Eligibilities	147	60	113	12	24	356
	Percent of Eligibilities	4.3	3.9	4.5	7.1	6.6	4.4
Asian	Number of Eligibilities	49	41	29	2	8	129
	Percent of Eligibilities	1.4	2.6	1.1	1.2	2.2	1.6
Native Hawaiian Pacific Islander	Number of Eligibilities	50	40	36	2	8	136
	Percent of Eligibilities	1.5	2.6	1.4	1.2	2.2	1.7
Hispanic / Latino	Number of Eligibilities	593	175	410	23	77	1,278
	Percent of Eligibilities	17.4	11.3	16.2	13.7	21.0	15.9
Totals	Number of Eligibilities	3,408	1,553	2,531	168	366	8,026
	Total Percent	100.0	100.0	100.0	100.0	100.0	100.0

TABLE 10

Table 10 displays eligibility by race. During the assessment process, a youth may self-select the “other/unknown” racial category. In the 2015 fiscal year, a majority of eligibilities were assigned to youth who identify as White (58.6% of eligibilities), followed by Black/African American (16.9% of eligibilities) and Hispanic/Latino (15.9% of eligibilities).

Program Eligibility in Fiscal Year 2015 by Risk Level

Risk Level	Number or Percent of Risk Level by Program	Evidence-Based Program					Totals
		WSART	COS	FFT	FIT	MST	
Unknown*	Number of Eligibilities	20	23	17	1	1	62
	Percent of Unknown Risk Level Eligibilities	0.6	1.5	0.7	0.6	0.3	0.8
Low	Number of Eligibilities	6**	1,451	6**	0	0	1,463
	Percent of Low Risk Level Eligibilities	0.2	93.4	0.2	0.0	0.0	18.2
Moderate	Number of Eligibilities	1,367	70	892	34	6	2,369
	Percent of Moderate Risk Level Eligibilities	40.1	4.5	35.2	20.2	1.6	29.5
High	Number of Eligibilities	2,015	9	1,616	133	359	4,132
	Percent of High Risk Level Eligibilities	59.1	0.6	63.8	79.2	98.1	51.5
Totals	Number of Eligibilities	3,408	1,553	2,531	168	366	8,026
	Total Percent of All Eligibilities	100.0	100.0	100.0	100.0	100.0	100.0

TABLE 11

Table 11 displays eligibility by risk level. The presence of program eligibilities without an associated risk level (Unknown*) exhibits an area of data quality that continues to be addressed. Of the 8,026 eligibilities in SFY2015, only 62 eligibilities were recorded without an associated risk level. A second area for continued data quality improvement is that low-risk youth can only be determined eligible to participate in the COS program, yet this table reflects 12 low-risk youth (***) who were determined eligible for WSART and FFT.

Evidence-Based Program Starters

Program Starts in Fiscal Year 2015

Evidence-Based Program	Count (N)
WSART	1,071
COS	595
FFT	583
FIT	23
MST	49
Totals	2,321

TABLE 12

Table 12 represents the number of program starts during SFY 2015 – July 1, 2014 – June 30, 2015. Although there were 2,321 starters in fiscal year 2015, these were only assigned to 2,049 individual youth.

Program Starts in Fiscal Year 2015 by Gender

Gender	Number or Percent of Starts within Gender	Evidence-Based Program					Totals
		WSART	COS	FFT	FIT	MST	
Female	Number of Starts	278	226	178	7	6	695
	Percent of Starts	26.0	38.0	30.5	30.4	12.2	29.9
Male	Number of Starts	793	369	405	16	43	1,626
	Percent of Starts	74.0	62.0	69.5	69.6	87.8	70.1
Totals	All Starts	1,071	595	583	23	49	2,321
	Total Percent	100.0	100.0	100.0	100.0	100.0	100.0

TABLE 13

Program Starts in Fiscal Year 2015 by Race

Race	Number or Percent of Starts by Program	Evidence-Based Program					Totals
		WSART	COS	FFT	FIT	MST	
Other / Unknown	Number of Starts	10	5	2	0	0	17
	Percent of Starts	0.9	0.8	0.3	0.0	0.0	0.7
White	Number of Starts	677	411	408	2	18	1,516
	Percent of Starts	63.2	69.1	70.0	8.7	36.7	65.3
Black / African American	Number of Starts	145	82	66	19	17	329
	Percent of Starts	13.5	13.8	11.3	82.6	34.7	14.2
American Indian / Alaskan Native	Number of Starts	40	20	11	2	1	74
	Percent of Starts	3.7	3.4	1.9	8.7	2.0	3.2
Asian	Number of Starts	14	17	5	0	0	36
	Percent of Starts	1.3	2.9	0.9	0.0	0.0	1.6
Native Hawaiian Pacific Islander	Number of Starts	15	13	5	0	1	34
	Percent of Starts	1.4	2.2	0.9	0.0	2.0	1.5
Hispanic / Latino	Number of Starts	170	47	86	0	12	315
	Percent of Starts	15.9	7.9	14.8	0.0	24.5	13.6
Totals	Number of Starts	1,071	595	583	23	49	2,321
	Total Percent	100.0	100.0	100.0	100.0	100.0	100.0

TABLE 14

Program Starts in Fiscal Year 2015 by Risk Level

Risk Level	Number or Percent of Risk Level by Program	Evidence-Based Program					Totals
		WSART	COS	FFT	FIT	MST	
Unknown	Number of Starts	10	22	3	0	0	35
	Percent of Unknown Risk Level Starts	0.9	3.7	0.5	0.0	0.0	1.5
Low	Number of Starts	0	568	2	0	0	570
	Percent of Low Risk Level Starts	0.0	95.5	0.3	0.0	0.0	24.6
Moderate	Number of Starts	468	4	239	2	0	713
	Percent of Moderate Risk Level Starts	43.7	0.7	41.0	8.7	0.0	30.7
High	Number of Starts	593	1	339	21	49	1,003
	Percent of High Risk Level Starts	55.4	0.2	58.1	91.3	100.0	43.2
Totals	Number of Starts	1,071	595	583	23	49	2,321
	Total Percent	100.0	100.0	100.0	100.0	100.0	100.0

TABLE 15

Table 15 demonstrates trends in evidence-based program starts based upon assessed risk level. COS is a program that is designed for low-risk offenders, and therefore it is not surprising that 95.5% of COS starts have an associated low risk level. A majority of moderate and high-risk youth start WSART and/or FFT. The smaller number of starts for FIT and MST reflect the limited availability of these programs in Washington (see Attachment A, Washington State County Juvenile Courts, Evidence-Based Programs – 2015 Map, p. 36).

Table 16 and Figure 3 provide a historical perspective on the number of evidence-based program starts across SFY 2010 to SFY2014. Victim Offender Mediation ceased being offered as an EBP in 2011.

Historical Starts for State Fiscal Year 2010 – 2014

EBP	2010	2011	2012	2013	2014	Total
WSART	1,832	1,620	1,592	1,493	1,302	7,839
COS	469	588	520	627	509	2,713
FFT	744	642	609	616	612	3,223
FIT	24	28	21	20	30	123
MST	62	56	59	68	44	289
VOM	423	411	-	-	-	834
Total	3,554	3,345	2,801	2,824	2,497	15,021

TABLE 16

Historical Starts for State Fiscal Year 2010 – 2014: Depicted

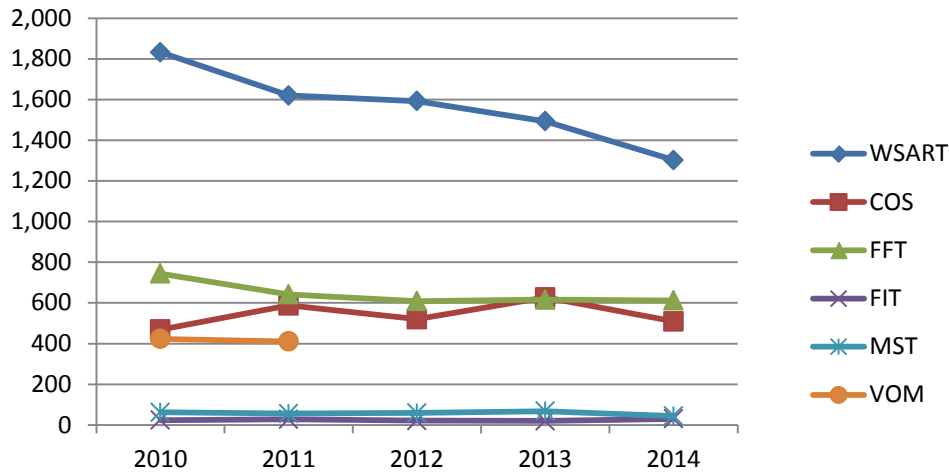


FIGURE 3

Evidence-Based Program Successful Completes

Successful Completes in Fiscal Year 2015

Program	Frequency	Percent of All Successful Completes
WSART	753	42.1%
COS	555	31.0%
FFT	422	23.5%
FIT	19	1.1%
MST	41	2.3%
All Successful Completes	1,790	100.0%

TABLE 17

Table 17 displays successful completes by program. Between July 1, 2014 and June 30, 2015, the data identified 1,790 successful program completes across the state. There were 1,790 successful program completes, and 1,632 youth who successfully completed. The separation in number of completes compared to the number of youth who successfully completed a program is due to some youth completing more than one evidence-based program within the fiscal year.

Successful Completes in Fiscal Year 2015 by Gender

Gender	Number or Percent of Starters within Gender	Evidence-Based Program					Totals
		WSART	COS	FFT	FIT	MST	
Female	Number of Completes	196	205	142	6	5	554
	Percent of Completes	26.0	36.9	33.6	31.6	12.2	30.9
Male	Number of Completes	557	350	280	13	36	1,236
	Percent of Completes	74.0	63.1	66.4	68.4	87.8	69.1
Totals	All Completes	753	555	422	19	41	1,790
	Total Percent	100.0	100.0	100.0	100.0	100.0	100.0

TABLE 18

Successful Completes in Fiscal Year 2015 by Race

Race	Number or Percent of Completes by Program	Evidence-Based Program					Totals
		WSART	COS	FFT	FIT	MST	
Other / Unknown	Number of Completes	5	5	0	0	0	10
	Percent of Completes	0.7	0.9	0.0	0.0	0.0	0.6
White	Number of Completes	497	389	303	3	21	1,213
	Percent of Completes	66.0	70.1	71.8	15.8	51.2	67.8
Black / African American	Number of Completes	85	76	33	13	10	217
	Percent of Completes	11.3	13.7	7.8	68.4	24.4	12.1
American Indian / Alaskan Native	Number of Completes	30	19	12	2	0	63
	Percent of Completes	4.0	3.4	2.8	10.5	0.0	3.5
Asian	Number of Completes	6	17	2	0	0	25
	Percent of Completes	0.8	3.1	0.5	0.0	0.0	1.4
Native Hawaiian Pacific Islander	Number of Completes	10	10	4	1	0	25
	Percent of Completes	1.3	1.8	0.9	5.3	0.0	1.4
Hispanic / Latino	Number of Completes	120	39	68	0	10	237
	Percent of Completes	15.9	7.0	16.1	0.0	24.4	13.2
Totals	Number of Completes	753	555	422	19	41	1,790
	Total Percent	100.0	100.0	100.0	100.0	100.0	100.0

TABLE 19

Successful Completes in Fiscal Year 2015 by Risk Level

Risk Level	Number or Percent of Risk Level by Program	Evidence-Based Program					Totals
		WSART	COS	FFT	FIT	MST	
Unknown	Number of Completes	4	21	5	1	0	31
	Percent of Unknown Risk Level Completes	50.0	3.8	1.2	5.3	0.0	1.7
Low	Number of Completes	0	529	1	0	0	530
	Percent of Low Risk Level Completes	0.0	95.3	0.2	0.0	0.0	29.6
Moderate	Number of Completes	366	4	192	3	0	565
	Percent of Moderate Risk Level Completes	48.6	0.7	45.5	15.8	0.0	31.6
High	Number of Completes	383	1	224	15	41	664
	Percent of High Risk Level Completes	50.9	0.2	53.1	78.9	100.0	37.1
Totals	Number of Completes	753	555	422	19	41	1,790
	Total Percent	100.0	100.0	100.0	100.0	100.0	100.0

TABLE 20

Table 21 and Figure 4 outline the historical successful completion rates by evidence-based program. Low risk program participants (COS) successfully

complete at a very high rate, with a 5-year average at over 95%. Whereas moderate and high risk program participants successfully complete their program, on average, between 69.2% (MST) and 74.3% (FIT) of the time. The overall successful completion rate for all EBPs, between SFY 2010-2014, is 74.3%.

Historical Successful Completes for State Fiscal Years 2010 – 2014

EBP		2010	2011	2012	2013	2014	Total
WSART	Completes	1,119	1,065	1,047	935	818	4,984
	Successful Completion %	74.9	68.4	70.4	70.6	68.1	70.5
COS	Completes	226	202	238	385	489	1,540
	Successful Completion %	97.4	98.1	91.2	93.7	95.3	95.1
FFT	Completes	564	519	520	461	486	2,550
	Successful Completion %	77.0	70.7	71.9	71.3	71.9	72.6
FIT	Completes	17	13	20	26	26	102
	Successful Completion %	77.3	56.5	69.0	89.7	78.8	74.3
MST	Completes	44	50	50	36	29	209
	Successful Completion %	66.7	68.5	68.5	73.5	69.0	69.2
Total	Completes	1,970	1,849	1,875	1,843	1,848	9,385
	Completion %	77.4	71.3	72.9	74.9	74.9	74.3

TABLE 21

Historical Successful Completes for State Fiscal Years 2010 – 2014: Depicted

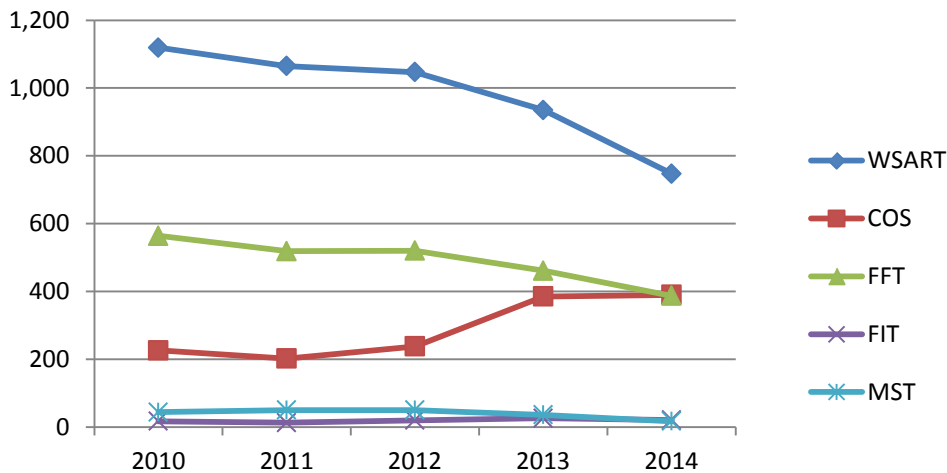


FIGURE 4

Eligible for an Evidence-Based Program but Did Not Start

There are many reasons why a youth is determined eligible for an EBP but does not start the program. Using PACT assessment data for youth who were determined eligible in fiscal year 2015, the most common reason for youth not starting an EBP were:

1. Referred to Other Program
2. Never Participated
3. Already Involved in Family Counseling
4. Family Refuses to Participate
5. Awaiting or Involved in In-Patient Drug Treatment
6. Committed to JR

Overall, the majority of instances where a youth did not start a program were due to logistic or scheduling issues, such as being referred to a different program. A smaller proportion of youth either refused to participate or never attended the EBP. These findings would indicate a two-tiered approach to increasing EBP utilization. First, addressing the logistical barriers preventing youth from participating in evidence-based programs is necessary. Secondly, identifying means to motivate youth and families to participate in EBPs could decrease refusals and increase the number of program starts.

Started an Evidence-Based Program but Did Not Complete

Among youth who started an evidence-based program in fiscal year 2015, but did not successfully complete the program, a majority did not complete due to the following reasons:

1. Lack of Participation
2. Whereabouts Unknown
3. Youth/Family Involved in Other Services
4. Refused to Participate in the Service
5. Moved out of the County/State
6. Terminated for Behavior Problems

Similar to reasons that youth do not start an EBP, the primary reasons that youth do not successfully complete a program relate to two primary categories, logistical (such as involved in other services, or the youth no longer residing in the county), and lack of buy-in or engagement with the program.

Evidence-Based Program Expenditures

Expenditures by Category for Fiscal Year 2015

Programs	CJAA Expenditures	EBE Expenditures	Total Expenditures	Cost Per Participant
WSART	\$797,490	\$1,054,299	\$1,851,789	\$1,729
COS	\$176,226	\$139,685	\$315,911	\$531
FFT	\$406,595	\$1,242,532	\$1,649,127	\$2,829
FIT	\$0	\$304,890	\$304,890	\$13,256
MST	\$170,923	\$204,588	\$375,511	\$7,663
Totals	\$1,551,234	\$2,945,994	\$4,497,228	\$1,938

TABLE 22

Table 22 represents program expenditure information as reported by the juvenile courts to JR by program by category – CJAA and Evidence-Based Expansion (EBE) for SFY 2015 – July 1, 2014 – June 30, 2015. The cost per participant is calculated by dividing the total expenditures in SFY 2015 by the total number of starters in SFY 2015.

Table 23 and Figure 5 provide information on evidence-based program expenditures from SFY 2010 – 2014. In years 2010 and 2011 expenditures were steady. Since 2012 expenditures have been up and down each year with the high mark being 2013.

Expenditures for State Fiscal Year 2010 – 2014

EBP	2010	2011	2012	2013	2014	Total
WSART	\$2,138,668	\$2,333,564	\$2,069,966	\$1,865,556	\$1,858,956	\$10,266,710
COS	\$304,866	\$290,631	\$307,471	\$375,268	\$385,391	\$1,663,627
FFT	\$1,902,678	\$1,742,227	\$1,681,892	\$1,903,519	\$1,654,131	\$8,884,447
FIT	\$273,471	\$284,227	\$284,528	\$282,200	\$304,559	\$1,428,985
MST	\$314,788	\$340,035	\$348,373	\$378,072	\$373,874	\$1,755,142
Total	\$4,934,471	\$4,990,684	\$4,692,230	\$4,804,615	\$4,576,911	\$23,998,911

TABLE 23

Expenditures for State Fiscal Year 2009 – 2013: Depicted

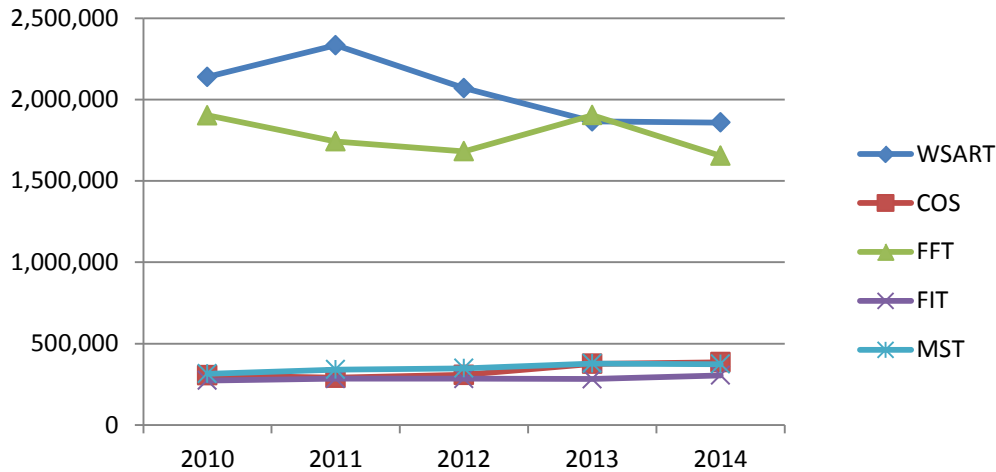


FIGURE 5

Promising Programs Starters

Promising Programs are those programs that have applied to the CJAA Advisory Committee, completed the Promising Program Guidelines, and received approval for “Promising Program” status by the CJAA Advisory Committee. The only current approved Promising Program is the Education, Employment and Training (EET) Program which is delivered in King County only.

Program Starts in State Fiscal Year 2015

Promising Program	Count (N)
Education Employment and Training (EET)	100
Total	100

TABLE 24

Table 24 represents the number of King County Juvenile Court youth that started the program during SFY 2015 – July 1, 2014 – June 30, 2015.

Promising Program Expenditures

Expenditures by Category for Fiscal Year 2015

Promising Program	Expenditures	Cost per Participant
Education Employment and Training (EET)	\$481,328	\$4,813
Total	\$481,328	\$4,813

TABLE 25

Table 25 represents program expenditure information as reported by King County Juvenile Court to JR for SFY 2015 – July 1, 2014 – June 30, 2015. The cost per participant is calculated by dividing the total expenditures in SFY 2015 by the total number of starters in SFY 2015.

Tribal Evidence-Based Programs

In September 1999, JR initiated discussions with the Department of Social and Health Services' Indian Policy Advisory Committee to implement elements of effective juvenile justice programs for court-involved tribal youth through CJAA grant opportunities.

Since then, JR has provided CJAA grant opportunities to federally recognized tribes and Recognized American Indian Organizations to implement programs with research-based components. Twenty-nine tribes and four Recognized American Indian Organizations are eligible for funds. For July 1, 2014, through June 30, 2015, sixteen tribes and one Recognized American Indian Organization applied for and received \$9,233 each to implement a researched-based intervention with court-involved tribal youth. It was reported that approximately 200 Native American youth involved with tribal or county juvenile court programs are served in these projects.

Data Review, Analysis, and Research

As the work continues to increase the availability of evidence-based and research based programs, it is essential that funding for program expansion include funds necessary to conduct research on those programs that fall into the category of promising or research based. Strong data analysis regarding youth within the juvenile justice system will improve the system's ability to select programs that work.

A broader array of well-designed and effective programs is necessary in order to respond to the needs of those youth that are not being reached by the current menu of programs. The juvenile justice system is not yet in a position to fully respond with programs designed to meet the needs of youth based on cultural differences or on differences in the complexity of youth needs.

At a minimum, future steps to expand the menu of evidence-based programs must include costs for:

- the direct service to youth and their families;
- program quality assurance and monitoring model fidelity; and
- evaluation of the impacts of those programs that have not yet demonstrated, through rigorous research, evidence of their effectiveness.

Costs for these items will vary by program. Choosing which programs to prioritize for implementation will require additional data analysis about the risks and needs of youth in the juvenile justice system. Special consideration should be made for youth that appear to have needs that are not met by the current available programs.

Juvenile Rehabilitation and the juvenile courts understand the importance of having dedicated resources for data review, analysis and research. As a result they have partnered together by pooling their resources to fund a .5 FTE with AOC to oversee the juvenile court probation reporting of evidence-based programming. For the juvenile courts, the funding for this position had to come from direct service dollars. Data informed decision making is critical in the forward movement of evidence or research based programming and having this resource back in place has been crucial for the juvenile courts. This resource, however, is only funded through SFY 2017, and is again at risk of going away if additional funding isn't made available to support it.

Research Needs and Conclusions

For nearly 15 years the Washington State Legislature has been committed to the ongoing prioritization of evidence-based programming for the juvenile justice system. More recently, pursuant to House Bill 2536, this effort has been enlarged to include a similar emphasis for different systems of care including children in the mental health and child welfare systems. Because of the legislature's support to date, and the work of juvenile justice agencies, Washington State is perceived as a national leader in the areas of providing evidence-based programs in juvenile justice and for the quality assurance structure created to ensure the programs are implemented and maintained to create positive results for the youth served.

The continued success and expansion of this evidence focused juvenile justice system depends on the ongoing support of those who govern directional and budgetary decisions. It is time for Washington State to expand beyond implementation, maintenance and quality assurance monitoring of our programs. The next phase of our commitment includes the ability to evaluate in detail our current menu of evidence-based programs and make data driven decisions regarding possible new programs that could meet the needs of those children with whom we have yet to succeed. Without a commitment to research support for evidence-based programs in juvenile justice the current system of care will become outdated, unresponsive to important new information, and ultimately less successful. To continue to use funding identified for direct service of programs to support this necessary piece of the overall picture translates into fewer and fewer youth getting into programs and defeating the purpose of this evidence-based journey.

Currently, the funds allocated for juvenile justice evidenced based programs are fully dedicated to program delivery and its quality assurance structure. A strong research foundation is needed that will help lawmakers determine if Washington State is maximizing its tax dollars to reduce crime. State professionals in both juvenile courts and JR identify this as an important priority.

While the current need for responsive research in juvenile justice is critical, it is only a part of a long-term strategy that can serve not only legislators and juvenile

justice professionals but also other systems of care in earlier phases of providing evidence-based programs to their consumers. All systems should be able to take advantage of truths learned by the implementation of EBPs in the juvenile justice system: these programs cannot thrive on their own; trained and competent professionals create positive outcomes with youth and families, sustained support for quality assurance is critical, and an ongoing commitment to research is essential.

List of Acronyms and Terms

- **AOC:** Administrative Office of the Courts
- **CJAA:** Community Juvenile Accountability Act. State-funded program that supports evidence-based treatment for youth on probation in the juvenile courts.
- **COS:** Coordination of Services. An evidence-based program that provides an educational program to low-risk juvenile offenders and their parents.
- **DMC:** Disproportionate Minority Contact
- **DSHS:** Department of Social and Health Services
- **EBE:** Evidence-Based Expansion
- **EBP:** Evidence-Based Program. A program that has been rigorously evaluated and has shown effectiveness at addressing particular outcomes such as reduced crime, child abuse and neglect, or substance abuse. These programs often have a cost benefit to taxpayers.
- **FFT:** Functional Family Therapy. A family therapy program that lasts an average of four months. This program has been shown to reduce felony recidivism and focuses on helping families improve youth behavior and reducing family conflict.
- **FIT:** Family Integration Transitions program. A version of Multi-Systemic Therapy that is an evidence-based family intervention model for youth with co-occurring disorders.
- **JR:** Juvenile Rehabilitation. The program area within the Juvenile Justice and Rehabilitation Administration responsible for rehabilitation of court-committed juvenile offenders.
- **ISD:** Information Services Division
- **MST:** Multi-Systemic Therapy. An evidence-based family treatment model that reduces juvenile offender recidivism.
- **SFY:** State Fiscal Year
- **PACT:** Positive Achievement Change Tool (PACT) assessment. The PACT is a 126-item, multiple choice assessment instrument which produces risk level scores measuring a juvenile's risk of re-offending.

- **RA:** Rehabilitation Administration. The Department of Social and Health Services administration responsible for the Juvenile Rehabilitation program court-committed juvenile offender rehabilitation.
- **RED:** Racial and Ethnic Disparities
- **WAJCA:** Washington Association of Juvenile Court Administrators.
- **WSART:** Washington State Aggression Replacement Training. A Cognitive Behavior Therapy program using skill building that has been rigorously evaluated and reduces recidivism with juvenile offenders.
- **WSCCR:** The Washington State Center for Court Research is the research arm of the Administrative Office of the Courts. It was established in 2004 by order of the Washington State Supreme Court.
- **WSIPP:** Washington State Institute for Public Policy.