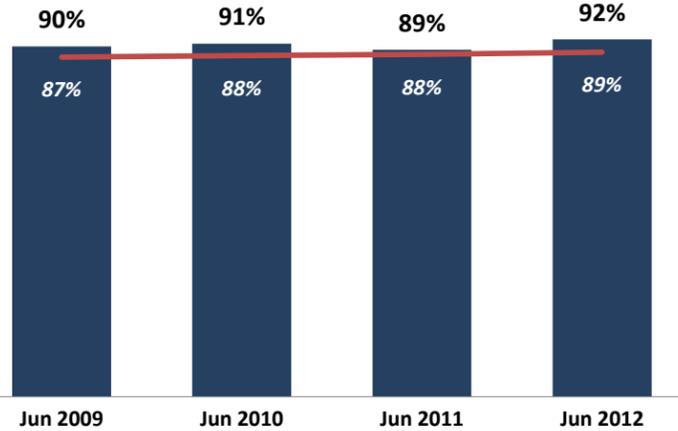


Clarify the Problem

JJ&RA/Juvenile Rehabilitation has a Results WA measure and Strategic plan objective to decrease the percentage of youth who return to JR in 12 months. Successful youth reentry is based on a strong continuum of care, effective treatment services, efficient case management practices, comprehensive education, vocation and employment programs, active involvement by family and natural supports, community-based connections and a strong youth voice. We know that engaging youth in prosocial and meaningful activities that impact their long-range success is crucial for them to remain crime-free. We know that 14% of youth leaving JR graduate from high school and 9.6% of youth 18 and older with JR history are employed. Addressing these areas are key to improving how we prepare youth for a crime-free future.

Breakdown the Problem

10-year rolling average (Red line)



The problem is best defined as the 8% of youth who are recommitted to JR in the 12 months after release.

Target Setting

JJRA is committed to reducing the percentage of youth who are released from juvenile rehabilitation who do not return in 12 months from 92% to 95% by 2015. Currently, the data is favorable with this measure at 92% of youth who are released from juvenile rehabilitation not returning in 12 months. Ideally, the target is to reach 100% of youth who do not return. However, what JJRA has capacity to achieve (given multiple factors) may not be equal to ideal. A realistic target is to increase the number of youth who do not return to 93% in 2014 and to continue to increase this by 1-2% every year seeking 100%.

Identify Root Cause

Main Root Cause: Difficulties with youth transitioning from JJRA institutions into public schools.

This root cause was selected based on high causal relationship identified in the root cause analysis and the ability to create a actionable steps within JJRA span of influence. It was selected from over 30 different factors were identified as a possible root cause, based on the strength of the relationships to other causes. Lack of guidance, mentor/role model, family support and supervision (12), No parole (10), Lack of resources (social services) (15), Unemployment (10), Poverty (20), and Open juvenile records (15) were in the top tier. Drug use, (14) negative living situations (10), and mental and developmental disabilities ranked high too.

Identify Countermeasures

Root Cause	Proposed Countermeasure	Feasibility	Cost	Risk	Impact
Challenges with School Engagement	Review JR school notification process, form, and staff involvement level	<90 days	Low	Low	High
Lack of Post-release Employment	Develop a system to provide vocational training and job skills	>90 days	Medium	Medium	High
Lack of Comprehensive Reentry Plan	Develop and implement a comprehensive plan for youth reentry	>90 days	Medium	Low	High
Incomplete Access to Recidivism Data	Develop interagency data sharing agreements to better understand the reoffending timelines	>90 days	Low	Low	High
Lack of Parole Services for All Youth	Advocate to restore funding to pre-2008 level	>90 days	Low	Low	High

Action Plan

ID#	Problem to be solved	Action Item	Lead	Team	Due Date	Status
1	Challenges with School Engagement	Develop and require standard process for effective communication between JR staff and schools during 45 day – 3 before release	Dan Schaub, Jennifer Zipoy	Sergio Castaneda, Jennifer Redman	9/30/14	In progress
1A		Review educational advocate position for consistent statewide role in expanded process	Kathleen Harvey	Jennifer Zipoy,	9/30/14	In progress
1B		Hold workgroup to change current school notification form	Jennifer Zipoy	Policy Committee	9/30/14	Scheduled
2	Lack of Post-release Employment	Implement OJJDP Grant providing vocational training to cohorts of eligible youth	Kathleen Harvey	Cristi Devers	Grant Complete 9/30/14	In progress (Cohort 1 graduated)
2A		Develop and implement an MOU with DVR to provide VR services to identified youth;	Jennifer Zipoy	VSM Workgroup	6/30/14	In progress
2B		Identify and screen all youth in residence for VR Eligibility	Bonnie Glenn, David Griffith	Institution Diagnostic/ Transition Staff	8/31/14	In progress
3	Lack of Comprehensive Reentry Plan	Draft a document for youth that covers the Reentry domains; Implement in ACT and provide to youth at release	Kathleen Harvey	Monte Bainbridge, Cristi Devers	7/15/14 12/31/14	First step in progress
4	Incomplete Access to Recidivism Data	Implement the signed data-sharing agreement with OSPI to access	Erik Lindeblom,	ACT Team	8/31/14	In progress

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		comprehensive education data	Kathleen Harvey			
4A		Build on the current data project with Caseload Forecast Council to expand access to recidivism data	Erik Lindeblom	Jennifer Zipoy, Ed Vukich	12/31/14	Start after Completion of current work
5	Lack of Parole Services for All Youth	Prepare a decision package and advocacy plan for 2015 Session	John Clayton Bonnie Glenn	Rebecca Kelly, Trent Phillips, Ken Moses	9/1/14	In progress