

**REPORT TO THE LEGISLATURE**

**Juvenile Court Block Grant**

**RCW 13.40.540**

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Department of Social and Health Services  
Rehabilitation Administration (RA)  
Juvenile Rehabilitation (JR)

In Collaboration With

Washington Association of Juvenile Court Administrators (WAJCA)

Administrative Office of the Courts (AOC)  
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## Juvenile Court Block Grant Report

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### 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) and JR have developed a unique quality assurance structure, unlike any other in the country. This partnership has led to a strong commitment to evidence-based and research based model fidelity. Both WAJCA and 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](http://www.wsipp.wa.gov).

## **Programs and Services**

### **Case Management Assessment Process (CMAP)**

CMAP emerged in response to the Community Juvenile Accountability Act (CJAA) enacted by the Washington State Legislature in 1997. The legislative intent was to fund empirically validated programs to reduce recidivism. The WAJCA, comprised of 33 juvenile court jurisdictions, led this effort. In conjunction with the Washington State Institute for Public Policy (WSIPP), an innovative risk and needs assessment tool was developed: the Washington State Juvenile Court Assessment (WSJCA). Minor revisions have been made over the years. The current risk/needs assessment used at this time is the Positive Achievement Change Tool (PACT) which is based on the WSJCA.

In addition to meeting the legislative funding requirement, WAJCA envisioned an offender case management process that would best use the information gathered from the assessment. In 1998, WAJCA created the Quality Assurance Committee (QAC) responsible for developing an effective process for ensuring adherence to the Risk/Need/Responsivity Principle (RNR) based on the "What Works" literature and to establish quality assurance standards. In 2000, this committee proposed to WAJCA the "Case Management Assessment Process" (CMAP) as the model for community supervision. CMAP intends to accomplish the following:

- 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 that are directly linked to the youth's criminal behavior (Criminogenic Need);
- Identify dynamic protective factors that can help strengthen pro-social behavior;
- Match youth to the appropriate intervention designed specifically to address the youth's criminogenic need (Responsivity); and
- Develop outcome measures to determine if targeted factors change as a result of the intervention.

CMAP is a four-step model that is followed by all Juvenile Courts in Washington State:

1. **Mapping: "Discovery"** – administer the risk assessment, build rapport to elicit valid and reliable information, process case, and map results.
2. **Finding the Hook: "Motivation"** – identify incentives and disincentives for change by a Motivational Interviewing (MI) approach and agree on

targets, goals, and actions steps while assessing for readiness, importance and confidence.

3. **Moving Forward: “Intervention”** – provide youth with opportunities to build pro-social skills and to increase self-efficacy through evidence-based programming.
4. **Reviewing and Supporting: “Monitor Progress”** – increase incentives, remove obstacles, provide reinforcement, teach maintenance strategies, and reassess for change.

Every Juvenile Probation Counselor (JPC) must attend an initial 40-hour CMAP training and be certified every three years. On-going training and technical assistance is provided to each County. A number of quality assurance methods are in place to ensure model fidelity and proper implementation of CMAP:

- State Quality Assurance Committee (QAC)
- State CMAP Quality Assurance Policies
- State CMAP Coordinator
- Certified State Trainers
- Certified Quality Assurance Specialists (QAS) – each County is to have their own QAS
- Local Quality Assurance Plan – each County is required to have a written plan for the implementation of CMAP at the local level.
- Environmental Assessment – to assess the quality of CMAP implementation through regular site visits, where interviews and survey data are collected from juvenile court management, staff, and youth.

### **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 2016**

<b>Disposition Alternative</b>	<b>Count (N)</b>
Chemical Dependency Disposition Alternative (CDDA) Committable	82
Chemical Dependency Disposition Alternative (CDDA) Local Sanction	287
Mental Health Disposition Alternative (MHDA)	1
Special Sex Offender Disposition Alternative (SSODA)	103
Suspended Disposition Alternative (SDA)	30
<b>Totals</b>	<b>503</b>

TABLE 1

Table 1 represents the number of juvenile court youth who started each program during SFY 2016 – July 1, 2015 – June 30, 2016.

### Program Starters in Fiscal Year 2016 by Gender

Gender	Number & Percent of Starters within Gender	Disposition Alternative					Totals
		CDDA Com	CDDA Local	MHDA	SSODA	SDA	
Female	Number	15	78	0	2	4	99
	Percent	18.3	27.2	0.0	1.9	13.3	19.5
Male	Number	67	209	1	101	26	404
	Percent	81.7	72.8	100.0	98.1	86.7	80.5
Totals	Number	82	287	1	103	30	503
	Percent	100.0	100.0	100.0	100.0	100.0	100.0

TABLE 2

### Program Starters in Fiscal Year 2016 by Race

Race	Number & Percent of Starters by Program	Disposition Alternative					Totals
		CDDA Com	CDDA Local	MHDA	SSODA	SDA	
Other / Unknown	Number	2	5	0	1	0	8
	Percent	2.4	1.7	0.0	1.0	0.0	1.6
White	Number	42	175	1	58	7	283
	Percent	51.2	61.0	100.0	56.3	23.3	56.2
Black / African American	Number	18	32	0	11	15	76
	Percent	22.0	11.1	0.0	10.7	50.0	15.1
Native American	Number	4	14	0	3	1	22
	Percent	4.9	4.9	0.0	2.9	3.3	4.4
Asian	Number	3	12	0	5	0	20
	Percent	3.7	4.2	0.0	4.9	0.0	4.0
Mixed	Number	8	11	0	6	3	28
	Percent	9.8	3.8	0.0	5.8	10.0	5.6
Hispanic	Number	5	38	0	19	4	66
	Percent	6.1	13.2	0.0	18.4	13.3	13.1
Totals	Number	82	287	1	103	30	503
	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 2011 – 2015. Beginning in 2011, overall starters have gone up and down with 2013 being the high point. Since 2013, all programs have declined.

### Historical Starters in State Fiscal Year 2011 – 2015

DA	2011	2012	2013	2014	2015	Total
CDDA	562	515	663	553	408	2,701
MHDA	0	2	2	0	0	4
SSODA	108	137	148	134	102	629
SDA	27	25	38	34	30	154
<b>Total</b>	<b>697</b>	<b>679</b>	<b>851</b>	<b>721</b>	<b>540</b>	<b>3,488</b>

TABLE 4

**Starters for State Fiscal Year 2011 – 2015: Depicted**

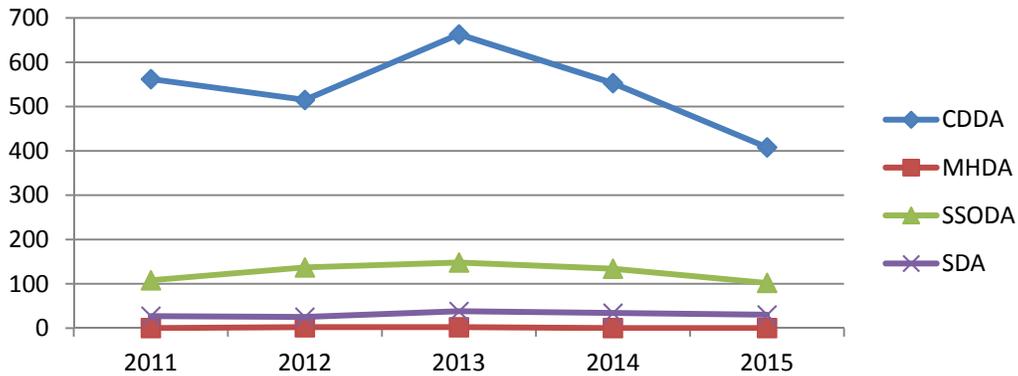


FIGURE 1

**Expenditures for State Fiscal Year 2016**

Programs	CDDA	MHDA	SSODA	SDA	Total
<b>Costs</b>	\$1,547,483	\$0	\$2,158,042	\$33,876	<b>\$3,739,401</b>

TABLE 5

Table 5 represents program expenditure information as reported by the juvenile courts to JR for SFY 2016 – July 1, 2015 – June 30, 2016.

Table 6 and Figure 2 provide information on disposition alternative expenditures from SFY 2011 – 2015. Since 2011, overall spending has been relatively consistent.

**Expenditures for State Fiscal Year 2011 – 2015**

DA	2011	2012	2013	2014	2015	Total
<b>CDDA</b>	\$1,728,998	\$1,676,275	\$1,706,810	\$1,388,363	\$1,484,792	\$7,985,238
<b>MHDA</b>	\$231	\$140	\$4,000	\$0	\$0	\$4,371
<b>SSODA</b>	\$1,769,113	\$1,709,068	\$1,788,287	\$1,988,235	\$2,088,446	\$9,343,149
<b>SDA</b>	\$91,171	\$90,040	\$115,540	\$114,920	\$95,760	\$507,431
<b>Total</b>	<b>\$3,589,513</b>	<b>\$3,475,523</b>	<b>\$3,614,637</b>	<b>\$3,491,518</b>	<b>\$3,668,998</b>	<b>\$17,840,189</b>

TABLE 6

## Expenditures for State Fiscal Year 2011 – 2015: Depicted

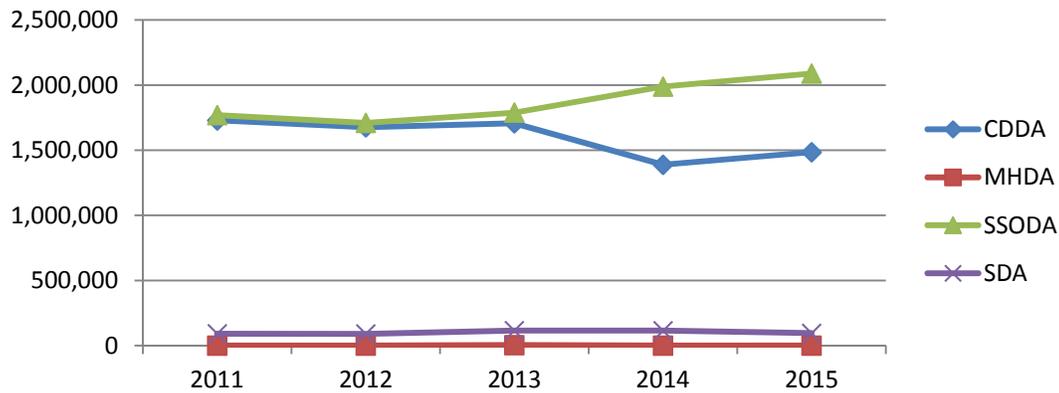


FIGURE 2

## 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); and
- 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](http://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](http://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 2016, the only promising program approved by the CJAA Advisory Committee is Girls Only Active Learning (GOAL). The GOAL program is a group based intervention for females and modeled after WSART. This program is intended for the most vulnerable girls in our state and it combines demonstrated effective approaches for recidivism reduction with the research on girl-specific development and needs.

Type of Program	Number of Courts
<b>Evidence-Based Programs</b>	
Washington State Aggression Replacement Training (WSART)	23
Coordination of Services (COS)	10
Employment Education Training (EET)	1
Functional Family Therapy (FFT)	26
Family Integrated Transitions (FIT)	1
Multi-Systemic Therapy (MST)	2
<b>Promising Programs</b>	
Girls Only Active Learning (GOAL)	5

TABLE 7

Table 7 represents the number of juvenile courts across the state that delivered specific evidence-based and promising programs in SFY 2016 – July 1, 2015 – June 30, 2016.

### 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

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.

WSIPP completed research on WSART in January 2004. This research examined WSART as provided in Washington to determine if it was cost effective and reduced repeat criminal behavior. The report indicated that when WSART

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](http://www.wsipp.wa.gov). These results add emphasis to recent efforts to provide greater quality control for the WSART program.

As of June 30, 2016, 1,609 court, JR, Tribal and contracted staff from 30 juvenile court jurisdictions, several Tribes and six JRA facilities have completed WSART training. Christopher Hayes, a contracted in-state WSART expert, and a statewide Quality Assurance (QA) group with representatives from each county 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 is making a difference in quality delivery of WSART across the state.

A primary component of this QA enhancement is addition of consultants who work each month with trainers from each program providing technical assistance and consultation related to model adherence. Three 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 nature to 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:

- **77** new staff were trained including 43 Tribal members or employees
- **83** "Main Trainers" delivered the intervention.
- **100** percent of the eligible practicing trainers received an annual review.
- Trainers achieved a statewide average rating of Competent (delivers the intervention well).
- Of the **83** trainers who were rated delivering the intervention **4.8% (4)** of the trainers were rated as Borderline Competent, **57.83%** percent (**48**) were rated Competent, and **37.34% (31)** were rated as Highly Competent. Fifteen trainers were not rated because they were in their initial phase of delivering the curriculum. The Borderline Competent trainers were placed on informal improvement plans which when successfully completed returns their rating to Competent.

## **Functional Family Therapy (FFT) Program**

FFT, a family-based service, is conducted for an average of 16 weeks. The program emphasizes engaging and motivating families in order to achieve specific, obtainable changes related to repeat criminal behavior.

WSIPP completed research on FFT in January 2004. This research examined FFT as provided in Washington 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](http://www.wsipp.wa.gov). These results add further emphasis to the recent efforts to provide greater quality control to the FFT program.

Twenty-seven 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, JRA 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. JRA 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 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 Functional Family Therapy Quality Assurance and Improvement Plan.

The following results were attained for SFY year 2016:

- **38** FFT therapists delivered the intervention in the Juvenile Courts.
- **12** 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 FY16 was **3.75** (exceeding the goal of 3)
- The statewide average dissemination adherence rating for FY15 was **5.0** (meeting the goal of 5)

- 7 therapists received a corrective action plan (Improvement Plan) during FY16.

### **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 2016 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 workshop that requires a parent or connected adult to attend with their youth. Youth who participate in COS are assessed as low risk on the PACT. The workshop consists of approximately five to eight interactive sessions presented by community partners. The sessions expect to provide both kinesthetic and 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, goal setting and communication. At the same time participants learn about resources available in the community and how to access them. The program expects to assist in healthy lifestyle development while connecting families to community resources that may help improve the youth's behavior so further offending behavior does not occur.

Seventeen counties expressed their interest in creating a COS program during the 2016 calendar year. Out of the 17 counties, 14 counties were active and provided COS programming across the state. During this last fiscal year, the QA Specialist attended and observed six counties' COS workshops for program monitoring/coaching and also visited each of the six courts for an environmental assessment. 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 counties considering COS. Ongoing consultation is provided throughout the year with COS counties.

The following findings occurred in FY 2016:

- Of the fourteen counties providing COS, six counties contract with a provider and eight counties use probation staff to implement the program;
- All counties are adhering to the 12 hour format, as directed by the Quality Assurance Plan, in varying degrees of delivery (see below);
- Counties vary in format of workshop delivery. Four counties offer the program over 2 days, 6 hours each day. Five counties offer the program over 3 days, 4 hours each day. One county offers the program over 4 days, 3 hours each day;
- In September of 2015, WSIPP released the Outcome Evaluation and Benefit-Cost analysis for COS. This had favorable finding to include an increase of cost-benefit ratio of 1 to 21 (every dollar spent represents \$21 in savings). It also found that the program reduces recidivism by about 3.5 percentage points<sup>1</sup>.
- Monthly tracking sheets have been created for all courts offering COS to assist in data recovery with the goal of partnering with WSART's current database.

For the next fiscal year the focus will continue towards improvement of data tracking for COS starters and completers, program manual revision, assisting and training all new courts in their implementation of COS, providing a state wide

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<sup>1</sup> For additional information on the WSIPP outcome evaluation on COS please see, [http://www.wsipp.wa.gov/ReportFile/1617/Wsipp\\_Washingtons-Coordination-of-Services-Program-for-Juvenile-Offenders-Outcome-Evaluation-and-Benefit-Cost-Analysis\\_Report.pdf](http://www.wsipp.wa.gov/ReportFile/1617/Wsipp_Washingtons-Coordination-of-Services-Program-for-Juvenile-Offenders-Outcome-Evaluation-and-Benefit-Cost-Analysis_Report.pdf)

COS conference, determining best practice for observation of COS programming and continued communication and training.

### **Education Employment Training (EET) Program**

The EET program is a workforce development program for high risk juvenile offenders. 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.

### **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 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<sup>2</sup>.
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).

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<sup>2</sup> For additional information on the PACT assessment tool, see [http://www.assessments.com/catalog/PACT\\_Full\\_Assessment.htm](http://www.assessments.com/catalog/PACT_Full_Assessment.htm)

Between July 1, 2015 and June 30, 2016, there were 7,516 eligibilities for EBPs across the state. Although there were 7,516 eligibilities in fiscal year 2016, these were only assigned to 4,362 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.

#### Total Number of Eligibilities in Fiscal Year 2016

Program	Frequency	Percent of All Eligibilities
<b>WSART</b>	2,890	38.5%
<b>COS</b>	1,627	21.6%
<b>EET</b>	358	4.8%
<b>FFT</b>	2,150	28.6%
<b>FIT</b>	150	2.0%
<b>MST</b>	341	4.5%
<b>All Eligibilities</b>	<b>7,516</b>	<b>100.00%</b>

TABLE 8

#### Program Eligibility in Fiscal Year 2016 by Gender

Gender	Number & Percent of Eligibilities within Gender	Evidence-Based Program						Totals
		WSART	COS	EET	FFT	FIT	MST	
<b>Female</b>	Number	779	575	92	614	48	85	2,193
	Percent	<b>27</b>	<b>35.3</b>	<b>25.7</b>	<b>28.6</b>	<b>32.0</b>	<b>24.9</b>	<b>29.2</b>
<b>Male</b>	Number	2,111	1,052	266	1,536	102	256	5,323
	Percent	<b>73.0</b>	<b>64.7</b>	<b>74.3</b>	<b>71.4</b>	<b>68</b>	<b>75.1</b>	<b>70.8</b>
<b>Totals</b>	Number	2,890	1,627	358	2,150	150	341	7,516
	Percent	<b>100.0</b>	<b>100.0</b>	<b>100.0</b>	<b>100.0</b>	<b>100.0</b>	<b>100.0</b>	<b>100.0</b>

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 2016 fiscal year, 70.8% of all eligibilities were assigned to males, and 29.2% of eligibilities were assigned to females.

**Program Eligibility in Fiscal Year 2016 by Race**

Race	Number & Percent of Eligibilities by Program	Evidence-Based Program						Totals
		WSART	COS	EET	FFT	FIT	MST	
Other / Unknown	Number	17	17	6	13	3	6	62
	Percent	<b>0.6</b>	<b>1.0</b>	<b>1.7</b>	<b>0.6</b>	<b>2.0</b>	<b>1.8</b>	<b>0.8</b>
White	Number	1,726	1,041	99	1,280	42	110	4,298
	Percent	<b>59.7</b>	<b>64.0</b>	<b>27.7</b>	<b>59.5</b>	<b>28.0</b>	<b>32.3</b>	<b>57.2</b>
Black / African American	Number	480	227	167	354	66	109	1,403
	Percent	<b>16.6</b>	<b>14.0</b>	<b>46.6</b>	<b>16.5</b>	<b>44.0</b>	<b>32.0</b>	<b>18.7</b>
American Indian / Alaskan Native	Number	130	48	16	106	11	23	334
	Percent	<b>4.5</b>	<b>3.0</b>	<b>4.5</b>	<b>4.9</b>	<b>7.3</b>	<b>6.7</b>	<b>4.4</b>
Asian	Number	23	55	3	14	2	1	98
	Percent	<b>0.8</b>	<b>3.4</b>	<b>0.8</b>	<b>0.7</b>	<b>1.3</b>	<b>0.3</b>	<b>1.3</b>
Native Hawaiian Pacific Islander	Number	56	39	15	45	5	8	168
	Percent	<b>1.9</b>	<b>2.4</b>	<b>4.2</b>	<b>2.1</b>	<b>3.3</b>	<b>2.3</b>	<b>2.2</b>
Hispanic / Latino	Number	457	200	52	338	21	84	1,152
	Percent	<b>15.8</b>	<b>12.3</b>	<b>14.5</b>	<b>15.7</b>	<b>14.0</b>	<b>24.6</b>	<b>15.3</b>
Missing/ Unknown	Number	1	0	0	0	0	0	1
	Percent	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
Totals	Number	2,890	1,627	358	2,150	150	341	7,516
	Percent	<b>100.0</b>	<b>100.0</b>	<b>100.0</b>	<b>100.0</b>	<b>100.0</b>	<b>100.0</b>	<b>100.0</b>

TABLE 10

Table 10 displays eligibility by race. During the assessment process, a youth may self-select the “other/unknown” racial category. In the 2016 fiscal year, a majority of eligibilities were assigned to youth who identify as White (57.2% of eligibilities), followed by Black/African American (18.7% of eligibilities) and Hispanic/Latino (15.3% of eligibilities).

**Program Eligibility in Fiscal Year 2016 by Risk Level**

Risk Level	Number & Percent of Risk Level by Program	Evidence-Based Program						Totals
		WSART	COS	EET	FFT	FIT	MST	
Low	Number	7*	1,560	0	5*	0	0	1,572
	Percent	<b>0.2</b>	<b>95.9</b>	<b>0.0</b>	<b>0.2</b>	<b>0</b>	<b>0</b>	<b>20.9</b>
Moderate	Number	1,094	57	119	733	19	1	2,023
	Percent	<b>37.9</b>	<b>3.5</b>	<b>33.2</b>	<b>34.1</b>	<b>12.7</b>	<b>0.3</b>	<b>26.9</b>
High	Number	1,789	10	239	1,421	131	340	3,921
	Percent	<b>61.9</b>	<b>0.6</b>	<b>66.8</b>	<b>65.7</b>	<b>87.3</b>	<b>99.7</b>	<b>52.2</b>
Totals	Number	2,890	1,627	358	2,150	150	341	7,516
	Percent	<b>100.0</b>	<b>100.0</b>	<b>100.0</b>	<b>100.0</b>	<b>100.0</b>	<b>100.0</b>	<b>100.0</b>

TABLE 11

Table 11 displays eligibility by risk level. An 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 Starts

#### Program Starts in Fiscal Year 2016

Evidence-Based Program	Count (N)
<b>WSART</b>	1,000
<b>COS</b>	590
<b>EET</b>	93
<b>FFT</b>	569
<b>FIT</b>	30
<b>MST</b>	54
<b>Totals</b>	<b>2,336</b>

TABLE 12

Table 12 represents the number of program starts during SFY 2016 – July 1, 2015 – June 30, 2016. Although there were 2,336 starters in fiscal year 2016, these were only assigned to 2,036 individual youth.

#### Program Starts in Fiscal Year 2016 by Gender

Gender	Number & Percent of Starts within Gender	Evidence-Based Program						Totals
		WSART	COS	EET	FFT	FIT	MST	
<b>Female</b>	Number	219	215	26	177	4	15	656
	Percent	<b>21.9</b>	<b>36.4</b>	<b>28.0</b>	<b>31.1</b>	<b>13.3</b>	<b>27.8</b>	<b>28.1</b>
<b>Male</b>	Number	781	375	67	392	26	39	1,680
	Percent	<b>78.1</b>	<b>63.6</b>	<b>72.0</b>	<b>68.9</b>	<b>86.7</b>	<b>72.2</b>	<b>71.9</b>
<b>Totals</b>	Number	1,000	590	93	569	30	54	2,336
	Percent	<b>100.0</b>	<b>100.0</b>	<b>100.0</b>	<b>100.0</b>	<b>100.0</b>	<b>100.0</b>	<b>100.0</b>

TABLE 13

### Program Starts in Fiscal Year 2016 by Race

Race	Number & Percent of Starts by Program	Evidence-Based Program						Totals
		WSART	COS	EET	FFT	FIT	MST	
Other / Unknown	Number	4	6	3	0	0	0	13
	Percent	<b>0.4</b>	<b>1.0</b>	<b>3.2</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0.6</b>
White	Number	585	406	31	391	7	22	1,442
	Percent	<b>58.5</b>	<b>68.8</b>	<b>33.3</b>	<b>68.7</b>	<b>23.3</b>	<b>40.7</b>	<b>61.7</b>
Black / African American	Number	170	77	40	60	17	10	374
	Percent	<b>17</b>	<b>13.1</b>	<b>43.0</b>	<b>10.5</b>	<b>56.7</b>	<b>18.5</b>	<b>16.0</b>
American Indian / Alaskan Native	Number	37	14	4	22	2	0	79
	Percent	<b>3.7</b>	<b>2.4</b>	<b>4.3</b>	<b>3.9</b>	<b>6.7</b>	<b>0</b>	<b>3.4</b>
Asian	Number	10	19	0	3	1	0	33
	Percent	<b>1</b>	<b>3.2</b>	<b>0</b>	<b>0.5</b>	<b>3.3</b>	<b>0</b>	<b>1.4</b>
Native Hawaiian Pacific Islander	Number	23	18	5	9	1	2	58
	Percent	<b>2.3</b>	<b>3.1</b>	<b>5.4</b>	<b>1.6</b>	<b>3.3</b>	<b>3.7</b>	<b>2.5</b>
Hispanic / Latino	Number	170	50	10	84	2	20	336
	Percent	<b>17</b>	<b>8.5</b>	<b>10.8</b>	<b>14.8</b>	<b>6.7</b>	<b>37</b>	<b>14.4</b>
Missing / Unknown	Number	<b>1</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1</b>
	Percent	<b>0.1</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0.01</b>
Totals	Number	1,000	590	93	569	30	54	2,336
	Percent	<b>100.0</b>	<b>100.0</b>	<b>100.0</b>	<b>100.0</b>	<b>100.0</b>	<b>100.0</b>	<b>100.0</b>

TABLE 14

### Program Starts in Fiscal Year 2016 by Risk Level

Risk Level	Number & Percent of Risk Level by Program	Evidence-Based Program						Totals
		WSART	COS	EET	FFT	FIT	MST	
Unknown	Number	7	2	0	3	0	0	12
	Percent	<b>0.7</b>	<b>0.3</b>	<b>0</b>	<b>0.5</b>	<b>0</b>	<b>0</b>	<b>0.5</b>
Low	Number	1	582	0	1	0	0	584
	Percent	<b>0.1</b>	<b>98.6</b>	<b>0</b>	<b>0.2</b>	<b>0</b>	<b>0</b>	<b>26</b>
Moderate	Number	411	5	39	237	3	0	695
	Percent	<b>41.1</b>	<b>0.8</b>	<b>41.9</b>	<b>41.7</b>	<b>10</b>	<b>0</b>	<b>29.8</b>
High	Number	581	1	54	328	27	54	1,045
	Percent	<b>58.1</b>	<b>0.2</b>	<b>58.1</b>	<b>57.6</b>	<b>90</b>	<b>100</b>	<b>44.7</b>
Totals	Number	1,000	590	93	569	30	54	2,336
	Percent	<b>100.0</b>	<b>100.0</b>	<b>100.0</b>	<b>100.0</b>	<b>100.0</b>	<b>100.0</b>	<b>100.0</b>

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 98.6% 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 Program Starts – 2016 Map, p. 36).

Table 16 and Figure 3 provide a historical perspective on the number of evidence-based program starts across SFY 2011 to SFY2015. Victim Offender Mediation ceased being offered as an EBP in 2011.

**Historical Starts for State Fiscal Year 2011 – 2015**

EBP	2011	2012	2013	2014	2015	Total
<b>WSART</b>	1,620	1,592	1,493	1,302	1,071	7,078
<b>COS</b>	588	520	627	509	595	2,839
<b>FFT</b>	642	609	616	612	583	3,062
<b>FIT</b>	28	21	20	30	23	122
<b>MST</b>	56	59	68	44	49	276
<b>VOM</b>	411	-	-	-	-	411
<b>Total</b>	<b>3,345</b>	<b>2,801</b>	<b>2,824</b>	<b>2,497</b>	<b>2,321</b>	<b>13,788</b>

TABLE 16

**Historical Starts for State Fiscal Year 2011 – 2015: Depicted**

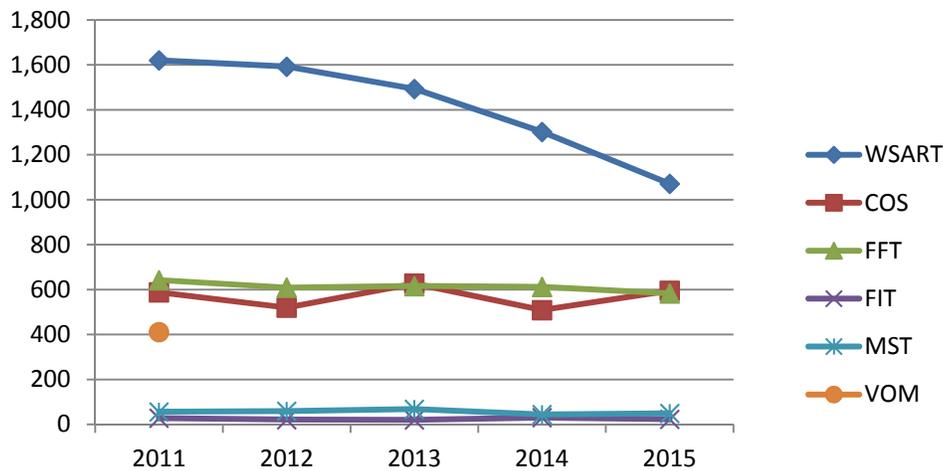


FIGURE 3

**Evidence-Based Program Successful Completes**

**Successful Completes in Fiscal Year 2016**

Program	Frequency	Percent of All Successful Completes	Completion Percentage
<b>WSART</b>	678	38.7%	67.8%
<b>COS</b>	555	31.7%	94%
<b>EET</b>	46	2.6%	49.5%
<b>FFT</b>	410	23.4%	72%
<b>FIT</b>	22	1.3%	73.3%
<b>MST</b>	39	2.2%	72.2%
<b>All Successful Completes</b>	<b>1,750</b>	<b>100.0%</b>	<b>74.9%</b>

TABLE 17

Table 17 displays successful completes by program. Between July 1, 2015 and June 30, 2016, the data identified 1,704 successful program completes across the state. There were 1,750 successful program completes, and 1,578 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 2016 by Gender

Gender	Number & Percent of Starters within Gender	Evidence-Based Program						Totals
		WSART	COS	EET	FFT	FIT	MST	
Missing/ Unknown	Number	19	3	6	126	6	12	172
	Percent	2.8	0.5	13.0	30.7	27.3	30.8	9.8
Female	Number	157	205	9	89	2	4	466
	Percent	23.2	36.9	19.6	21.7	9.1	10.3	26.6
Male	Number	502	347	31	195	14	23	1,112
	Percent	74.0	62.5	67.4	47.6	63.6	59.0	63.5
Totals	Number	678	555	46	410	22	39	1,750
	Percent	100.0	100.0	100.0	100.0	100.0	100.0	100.0

TABLE 18

### Successful Completes in Fiscal Year 2016 by Race

Race	Number & Percent of Completes by Program	Evidence-Based Program						Totals
		WSART	COS	EET	FFT	FIT	MST	
Other / Unknown	Number	23	8	6	126	6	12	181
	Percent	3.4	1.4	13.0	30.7	27.3	30.8	10.3
White	Number	423	385	13	203	1	9	1,034
	Percent	62.4	69.4	28.3	49.5	4.5	23.1	59.1
Black / African American	Number	82	68	19	27	13	5	214
	Percent	12.1	12.3	41.3	6.6	59.1	12.8	12.2
American Indian / Alaskan Native	Number	22	11	1	6	0	0	40
	Percent	3.2	2.0	2.2	1.5	0	0	2.3
Asian	Number	5	17	0	5	0	0	27
	Percent	0.7	3.1	0	1.2	0	0	1.5
Native Hawaiian Pacific Islander	Number	15	18	3	4	1	2	43
	Percent	2.2	3.2	6.5	1.0	4.5	5.1	2.5
Hispanic / Latino	Number	108	48	4	39	1	11	211
	Percent	15.9	8.6	8.7	9.5	4.5	28.2	12.1
Totals	Number	678	555	46	410	22	39	1,750
	Percent	100.0	100.0	100.0	100.0	100.0	100.0	100.0

TABLE 19

### Successful Completes in Fiscal Year 2016 by Risk Level

Risk Level	Number & Percent of Risk Level by Program	Evidence-Based Program						Totals
		WSART	COS	EET	FFT	FIT	MST	
Unknown	Number	4	2	0	2	0	0	8
	Percent	<b>0.6</b>	<b>0.4</b>	<b>0</b>	<b>0.5</b>	<b>0</b>	<b>0</b>	<b>0.5</b>
Low	Number	0	548	0	1	0	0	549
	Percent	<b>0</b>	<b>98.7</b>	<b>0</b>	<b>0.2</b>	<b>0</b>	<b>0</b>	<b>31.4</b>
Moderate	Number	331	4	22	186	1	0	544
	Percent	<b>48.8</b>	<b>0.7</b>	<b>47.8</b>	<b>45.4</b>	<b>4.5</b>	<b>0</b>	<b>31.1</b>
High	Number	343	1	24	221	21	39	649
	Percent	<b>50.6</b>	<b>0.2</b>	<b>52.2</b>	<b>53.9</b>	<b>95.5</b>	<b>100</b>	<b>37.1</b>
Totals	Number	678	555	46	410	22	39	1,750
	Percent	<b>100.0</b>	<b>100.0</b>	<b>100.0</b>	<b>100.0</b>	<b>100.0</b>	<b>100.0</b>	<b>100.0</b>

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 94%. Whereas moderate and high risk program participants successfully complete their program, on average, between 69.9% (WSART) and 75.3% (FIT) of the time. The overall successful completion rate for all EBPs, between SFY 2011-2015, is 74.2%.

### Historical Successful Completes for State Fiscal Years 2011 – 2015

EBP		2011	2012	2013	2014	2015	Total
WSART	Completes	1,065	1,047	935	818	753	4,618
	Successful Completion %	<b>68.4</b>	<b>70.4</b>	<b>70.6</b>	<b>68.1</b>	<b>70.3</b>	<b>69.9</b>
COS	Completes	202	238	385	489	555	1,869
	Successful Completion %	<b>98.1</b>	<b>91.2</b>	<b>93.7</b>	<b>95.3</b>	<b>93.3</b>	<b>94.3</b>
FFT	Completes	519	520	461	486	422	2,408
	Successful Completion %	<b>70.7</b>	<b>71.9</b>	<b>71.3</b>	<b>71.9</b>	<b>72.4</b>	<b>71.6</b>
FIT	Completes	13	20	26	26	19	104
	Successful Completion %	<b>56.5</b>	<b>69.0</b>	<b>89.7</b>	<b>78.8</b>	<b>82.6</b>	<b>75.3</b>
MST	Completes	50	50	36	29	41	206
	Successful Completion %	<b>68.5</b>	<b>68.5</b>	<b>73.5</b>	<b>69.0</b>	<b>83.7</b>	<b>72.6</b>
Total	Completes	1,849	1,875	1,843	1,848	1,790	9,205
	Completion %	<b>71.3</b>	<b>72.9</b>	<b>74.9</b>	<b>74.9</b>	<b>77.1</b>	<b>74.2</b>

TABLE 21

### Historical Successful Completes for State Fiscal Years 2011 – 2015: Depicted

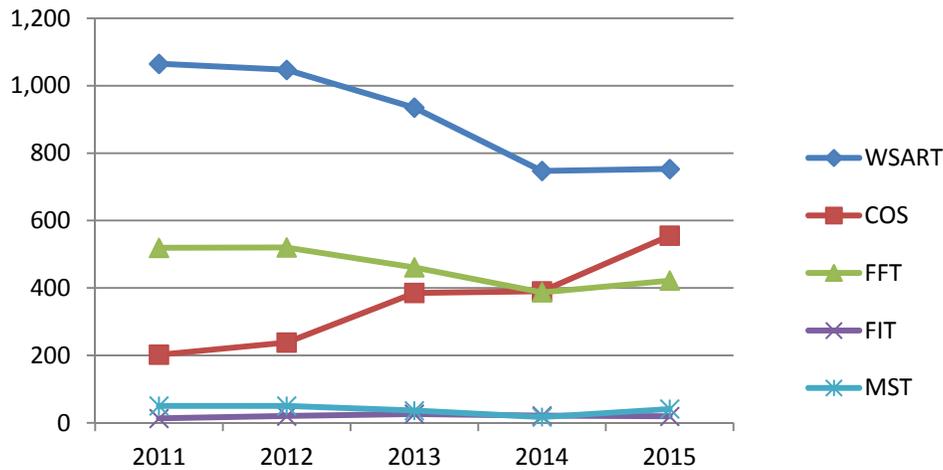


FIGURE 4

### 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 2016, the most common reason for youth not starting an EBP were:

1. Waiting for/involved in other intervention Never Participated
2. Youth willing, but not able Family Refuses to Participate
3. Referred to other program
4. Youth/family refused
5. Involved with other EBP

Reasons for not starting an EBP	N	%
Waiting for/involved in other intervention	347	15%
Youth willing, but not able	335	15%
Referred to other program	313	14%
Youth/family refused	237	10%
Involved with other EBP	202	9%
Incarcerated	140	6%
Already Completed EBP	119	5%
Never participated	107	5%
Already involved in Family Counseling	71	3%
Committed to JRA	70	3%
Not Enough Time on Probation	69	3%
Whereabouts unknown	68	3%
Family refuses to participate	50	2%
Program is unavailable in county	47	2%
Youth moved or is moving out of state	28	1%
Program is geographically inaccessible	27	1%

<b>Reasons for not starting an EBP (cont.)</b>	<b>N</b>	<b>%</b>
Awaiting or involved in In patient Drug Treatment	26	1%
Youth refuses to participate	20	1%
Youth is on warrant status	13	1%
Developmental disability	4	0%
Deceased	3	0%
Mental Illness	1	0%
Program is full	1	0%
<b>Total</b>	<b>2,298</b>	<b>100%</b>

TABLE 22

Table 22 shows the majority of instances where a youth did not start a program were due to a youth waiting for or were involved in another intervention, or were willing, but not able to participate. 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 2016, but did not successfully complete the program, a majority did not complete due to the following reasons:

1. Dropped out
2. Whereabouts Unknown
3. Doesn't meet completion requirements
4. Lack of Participation
5. Removed from program
6. Moved

<b>Reasons for not completing an EBP</b>	<b>N</b>	<b>%</b>
Dropped out	94	25.7
Whereabouts unknown	49	13.4
Doesn't meet completion requirements	44	12
Lack of Participation	41	11.2
Removed from program	35	9.6
Moved	24	6.6
Scheduling Conflict	17	4.6
Incarcerated	15	4.1
Refused to participate in the service	11	3
Youth/family involved in other services	9	2.5
Moved out of the county/state	8	2.2
Youth/family dropped out	5	1.4
Local detention	4	1.1

<b>Reasons for not completing an EBP (cont.)</b>	<b>N</b>	<b>%</b>
Transportation	4	1.1
Committed to JRA	2	0.5
Deceased	2	0.5
Terminated for behavior problems	2	0.5
<b>Total</b>	<b>366</b>	<b>100</b>

TABLE 23

Table 23 shows reasons similar to youth that 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 2016**

<b>Programs</b>	<b>CJAA Expenditures</b>	<b>EBE Expenditures</b>	<b>Total Expenditures</b>	<b>Cost Per Participant</b>
<b>WSART</b>	\$724,585	\$1,108,963	\$1,833,548	\$1,834
<b>COS</b>	\$192,617	\$157,522	\$350,139	\$593
<b>EET</b>	\$459,141	-	\$459,141	\$4,937
<b>FFT</b>	\$518,391	\$1,198,185	\$1,716,576	\$3,017
<b>FIT</b>	-	\$361,318	\$361,318	\$12,044
<b>MST</b>	\$160,669	\$138,276	\$298,945	\$5,536
<b>Totals</b>	<b>\$2,055,403</b>	<b>\$2,964,265</b>	<b>\$5,019,667</b>	<b>\$2,149</b>

TABLE 24

Table 24 represents program expenditure information as reported by the juvenile courts to JR by program by category – CJAA and Evidence-Based Expansion (EBE) for SFY 2016 – July 1, 2015 – June 30, 2016. The cost per participant is calculated by dividing the total expenditures in SFY 2016 by the total number of starters in SFY 2016.

Table 25 and Figure 5 provide information on evidence-based program expenditures from SFY 2011 – 2015. In years 2011 – 2013 expenditures were up and down. Since 2013, expenditures have decreased each year through 2015.

#### **Expenditures for State Fiscal Year 2011 – 2015**

<b>EBP</b>	<b>2011</b>	<b>2012</b>	<b>2013</b>	<b>2014</b>	<b>2015</b>	<b>Total</b>
<b>WSART</b>	\$2,333,564	\$2,069,966	\$1,865,556	\$1,858,956	\$1,851,789	\$9,979,831
<b>COS</b>	\$290,631	\$307,471	\$375,268	\$385,391	\$315,911	\$1,674,672
<b>FFT</b>	\$1,742,227	\$1,681,892	\$1,903,519	\$1,654,131	\$1,649,127	\$8,630,896
<b>FIT</b>	\$284,227	\$284,528	\$282,200	\$304,559	\$304,890	\$1,460,404
<b>MST</b>	\$340,035	\$348,373	\$378,072	\$373,874	\$375,511	\$1,815,865
<b>Total</b>	<b>\$4,990,684</b>	<b>\$4,692,230</b>	<b>\$4,804,615</b>	<b>\$4,576,911</b>	<b>\$4,497,228</b>	<b>\$23,561,668</b>

TABLE 25

**Expenditures for State Fiscal Year 2011 – 2015: Depicted**

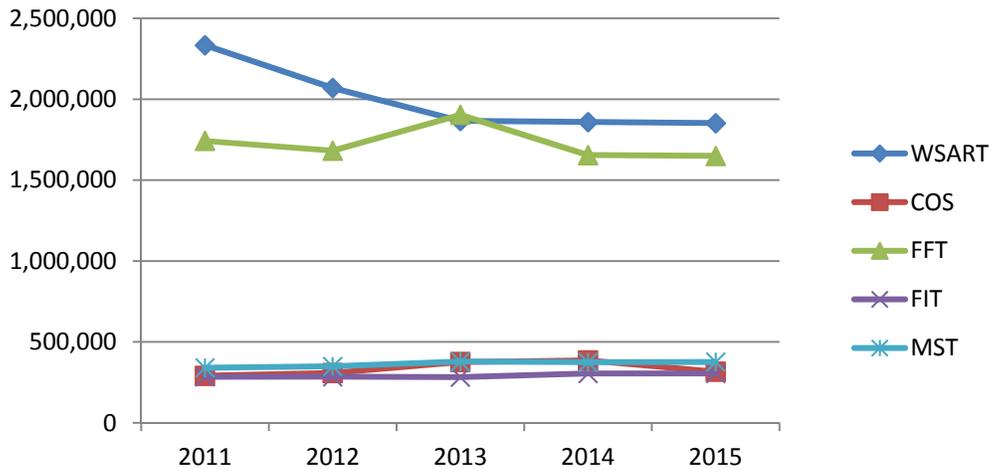


FIGURE 5

**Promising Programs Starts**

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 Girls Only Active Learning (GOAL) program.

**Program Starts in State Fiscal Year 2016**

Promising Program	Count (N)
Girls Only Active Learning (GOAL)	55
<b>Total</b>	<b>55</b>

TABLE 26

Table 26 represents the number of promising program youth that started a program during SFY 2016 – July 1, 2015 – June 30, 2016.

**Promising Program Expenditures**

**Expenditures by Category for Fiscal Year 2016**

Promising Program	Expenditures	Cost per Participant
Girls Only Active Learning (GOAL)	\$56,215	\$1,022
<b>Total</b>	<b>\$56,215</b>	<b>\$1,022</b>

TABLE 27

Table 27 represents program expenditure information as reported by the juvenile courts to JR for SFY 2016 – July 1, 2015 – June 30, 2016. The cost per participant is calculated by dividing the total expenditures in SFY 2016 by the total number of starts in SFY 2016.

## **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, 2015, through June 30, 2016, sixteen tribes and two 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.

## **Racial and Ethnic Disparities in Access to Evidence-Based Programs**

In the spring of 2015, JR and the juvenile courts, in accordance with RCW 13.06.050, partnered to focus their efforts on reducing racial and ethnic disparities (RED). This RCW is regarding conditions for counties to receive state funds and includes a requirement to annually review and analyze racial disproportionality information.

### *Background*

In order to develop short-term actionable and measurable outcomes to reduce RED in the juvenile justice system, JR and the juvenile courts chose to take a narrow focus on the issue by concentrating on access to evidence-based programs (EBP) in the juvenile courts. Because evidence- and research-based programs have been shown to address criminogenic risks of youth and to reduce subsequent offending, equitable access to these programs is imperative both in terms of equity in access to services and as a means to reduce disparities in subsequent contact with the juvenile justice system.

Using court level data extracted from the PACT and provided by the Washington State Center for Court Research (WSCCR), each juvenile court administrator received the count and proportion of youth in 2013 from their jurisdiction who were eligible for each of the EBPs as well as the proportion who started the EBP and the proportion who completed it. This information was disaggregated by race and ethnicity using the race codes provided by WSCCR. Court administrators were asked to 1) identify barriers in addressing these disparities, 2) identify innovative approaches they have taken to address RED, and 3) to propose two strategies that they will implement that will have measurable improvements in RED in access to EBPs in the next two years.

### *State Level Data*

Five EBPs were highlighted in this work; ART, FFT, MST, FIT, and COS. ART is the only program that showed no statistically significant difference in start and completion rates between White youth and youth of color. Youth of color are significantly less likely to start FFT, though once started Latino youth are more likely to complete. Black and Latino youth were less likely to start COS, though they completed at a similar rate. FIT and MST both have higher start rates for youth of color (Black youth in FIT and Latino youth in MST) but have too small numbers to draw any conclusions about completion.

### *Leading Barriers*

Respondents provided many barriers to equity in access to EBPs and details about the unique situations in their communities. Many of the barriers identified were universal barriers to all youth served by the courts, though some were specific to racial or ethnic subpopulations. These barriers included:

- Transportation / Geography
- Time Commitment and Timing of Group Interventions
- Timing within Probation Sentence
- Low numbers of Eligible Youth
- Family Engagement
- Staff Engagement
- Language / Translation
- Unconscious Bias

Annual updates will be provided by the juvenile courts. These updates will focus on their work to remove their identified barriers and innovative approaches taken to address RED.

### **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 18 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.

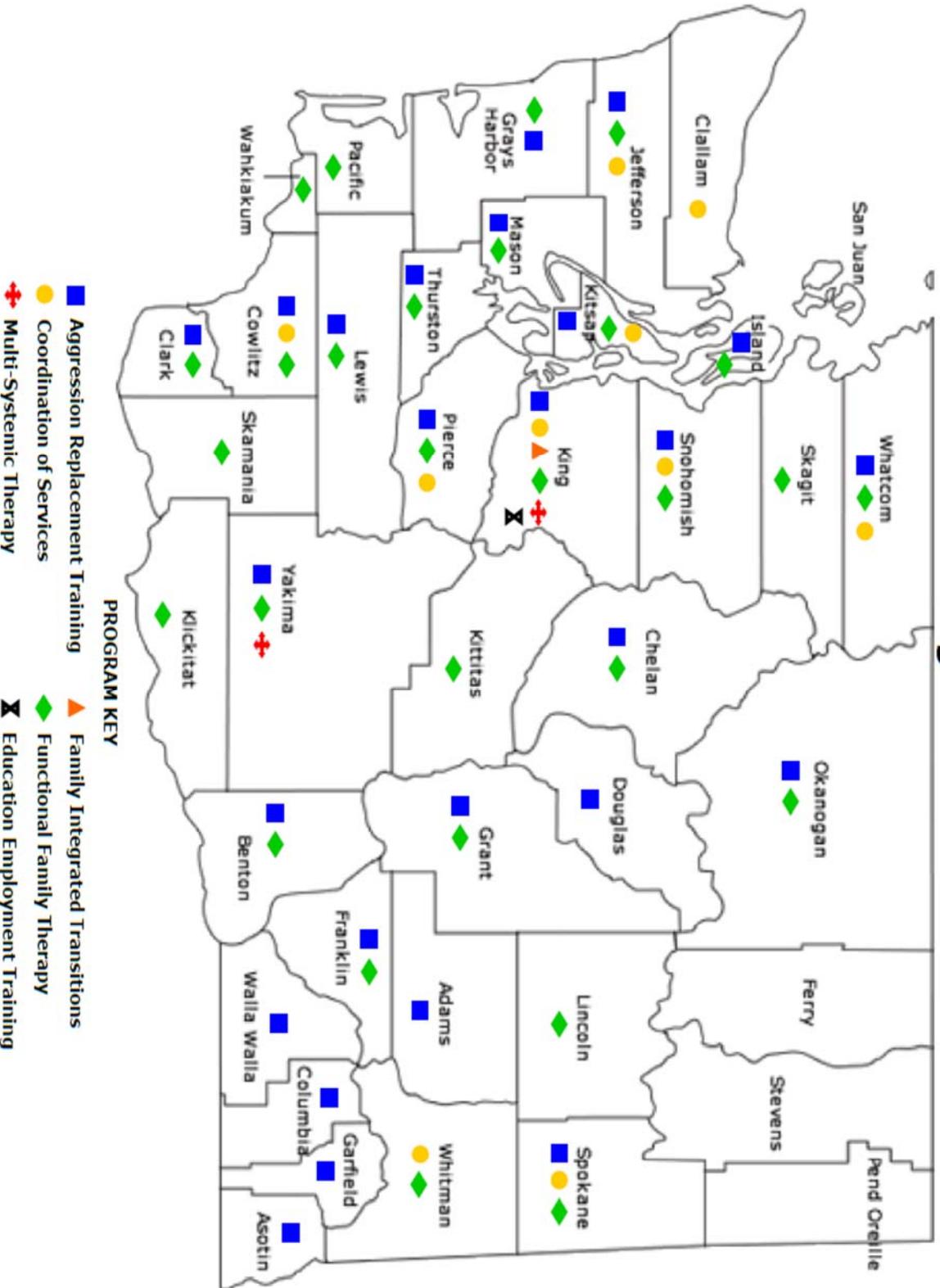
The continued success and expansion of this evidence focused juvenile justice system depends on the ongoing support of those who govern directional and budgetary decisions. It is time for Washington State to expand beyond implementation, maintenance and quality assurance monitoring of our programs. The 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.

## Washington State County Juvenile Courts Evidence Based Program Starts — 2016



**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.
- **EET:** Education Employment Training. This program is a workforce development program for high risk juvenile offenders. 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.
- **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.
- **GOAL:** Girls Only Active Learning. A group based intervention for females and modeled after WSART. This program is intended for the most vulnerable girls in our state and it combines demonstrated effective approaches for recidivism reduction with the research on girl-specific development and needs.

- **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.