



Juvenile Delinquency Prevention Policy Board Manual

Acknowledgments

Thank you to the many helping hands that made this manual possible. Thank you to the Burlington County Prosecutor's Office for assembling this manual and for their constant support and partnership. Thank you to the plethora of knowledge and data tools from the Attorney General's Office and from the Walter Rand Institute. Finally, thank you to all of the members of the Juvenile Delinquency Prevention Policy Boards for the work you do to help youth in Burlington County.

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Introduction

Purpose

The purpose of the Juvenile Delinquency Prevention Policy Board is to prevent and reduce juvenile delinquency, as well as promote positive youth development. This is accomplished through a municipality level workgroup of stakeholders (Government Officials, Law Enforcement, Education, and Youth Serving Organizations) designing/enhancing and implementing Policies, Practice and Programs that positively impact youth in their community.

History of the Burlington County Planning Board

Preventing juvenile delinquency is a major component of any state and local public safety plan. In 2007, the state of New Jersey unveiled its Strategy for Safe Streets and Neighborhoods, establishing the Municipal Prevention Policy Board (MPPB) or Youth Prevention Policy Board (YPPB) as part of the comprehensive strategy to promote positive youth development and address the antecedents of juvenile crime and delinquency. In response to rising concerns about violent crime and its impact on the economic vitality of cities and towns, the MPPB has relied on a multipronged data driven and collective impact inspired approach to promote positive youth development and address issues of crime prevention, truancy and delinquency.

In 2009, the MPPB's included seven New Jersey cities of Asbury Park, Atlantic City, Burlington, Camden, Newark, Trenton and Vineland. Over the years the project grew to include additional locations and some Municipal Prevention Policy Boards became county level boards. Each of the boards are focused on helping their respective communities "connect the dots" through a collaborative of key stakeholders dedicated to expanding opportunities for the emotional and social development of young people. The Planning Boards are meant to add value to the many initiatives currently underway in each of the respective cities, and is not meant to undermine or undercut any existing efforts. The Planning Boards pursues the following 5 action items:

1. Coordinate State-level prevention efforts, beginning with awarding grants through a competitive bidding process.
2. Facilitate and encourage local-level planning and implementation of prevention strategies.
3. Provide jobs and training to at-risk youth.
4. Encourage the use of evidence-based primary prevention programs and use targeted outreach to maximize participation.
5. Evaluate and assess effectiveness of prevention programs.

In Burlington County the Youth Prevention Policy Board has chosen the name the Burlington County Juvenile Delinquency Prevention Policy Board or BCJDPPB. The BCJDPPB consists of three municipalities: Burlington City, Pemberton, and Willingboro, and is helped by their technical assistance, the Walter Rand Institute.

Now, as the Burlington County Juvenile Delinquency Prevention Policy moves forward, the board is making another transition, a County Wide Approach. This County Wide Approach will expand beyond Burlington City, Pemberton, and Willingboro, incorporating new municipalities. Additionally, this approach will sustain and further county-level collaboration efforts through the coordination of county-level entities, such as: the Youth Services Advisory Council, the Children's Interagency Coordinating Committee, and the Juvenile Delinquency Alternatives Initiative. At its core, the County Wide Approach brings four benefits:

1. Provides youth with a better quality of service.
2. Incorporates more municipalities.
3. Provides and creates initiatives on evidence-based data.
4. Increases chances for future funding.

Structuring Your Municipality Group

Overview

Before creating your own municipality group (if you choose to do so), there are a couple of key factors to think about. What is the purpose of your juvenile delinquency prevention policy board? Who needs to be at the table? What will the purpose of your meetings be? What are the role of the members of the board? These questions are essential to answer before embarking on this journey. To help you answer these questions, we have put together various tools that will guide you through this process. Below you will find descriptions of the tools you will encounter in this section:

- ❖ **Structure and Format:** This sheet presents key points to keep in mind when formatting and structuring the layout of a Juvenile Delinquency
- ❖ **Checklist List of Members and Partners in a Juvenile Delinquency Prevention Policy Board:** From education to law enforcement, this is a running list of various entities that can play a huge role in your board.
- ❖ **Role of General Members/Chairs and Co-Chairs:** These descriptions create a clear understanding of the expectations of members, chairs, and co-chairs. Establishing your municipality group to have a firm grasp of the purpose of each role will prevent confusion around this topic going forward.
- ❖ **New Member Form:** When the board is up and running, this form is an easy tool to use to keep track of and incorporate new members. The wealth of knowledge this new participant brings, as well as the potential collaborations and past events this new member provides is transparent and understood upon their entrance. Ultimately, the New Member Form allows any new member and the board to have a smooth transition.
- ❖ **Proposed Annual Timelines/Activities:** This timeline not only gives you a snapshot of the year ahead, but it is a way to hold your municipality group accountable and always positioned forward.
- ❖ **Sample Contact/Sign in Sheet, Meeting Notes, Meeting Agendas:** Use these tools to organize, track, and effectively run meetings. The contact list will allow you to maintain a running list of active participants, the meeting notes will allow your board to track tasks and archive the progress you make, and the meeting agendas will make the most of the time you convene with your board members.

As everything in this manual, these are suggestions. This toolkit has worked in guiding the success of the boards that have come before, but they do not have to be the tools you choose to use. Take these tools and use them for your needs, tailor-make them to help you create initiatives, and keep all of these thoughts in mind as you find a way to increase positive youth development.

Structure and Format

Juvenile Delinquency Prevention Policy Boards and other cross-sector community collaborations aimed at reducing risk factors that contribute to crime, are most effective when they have the following attributes:

- ❖ Municipal Boards should consist of new fewer than 15 and no more than 25 members of the community.
- ❖ Represent a balance of public agencies, non-profit organizations serving youth, business, philanthropic, and faith based organizations.
- ❖ Represent multiple service sectors and types, including; housing, substance abuse, child welfare, education, law enforcement/prosecution, mental health, human service, volunteer/civic engagement, advocacy (legal), vocational/career development, recreation and positive youth development (mentoring, afterschool programming).
- ❖ Include a method of direct input from and engagement of youth and their families in the form of a youth council, or advisory group. A Board must ensure that is has input from one or more young people under the age of 21; and one family that has had contact with the juvenile justice system; and one family that has had contact with the child welfare system.
- ❖ Have membership that represents the racial, ethnic and cultural composition of the community and its youth population.
- ❖ Have a designated Chair/Leader or an Organization that is a “lead” agency responsible for ongoing support of the Board.
- ❖ Have members that are willing to commit to engage with the Board by signing a membership agreement or executive a letter of commitment annually.
- ❖ Involve key municipal, county and state leaders or an ability to access those leaders in order to effectuate policy change, access resources, and mobilize the community.
- ❖ Engage in a needs assessment of youth and families.
- ❖ Complete a data walk identifying youth crime trends, types of youth crime, and locations.
- ❖ Complete or utilize an existing youth resource directory or survey of youth services.

Checklist List of Members and Partners in a Juvenile Delinquency Prevention Policy Board:

Each Juvenile Delinquency Prevention Policy Board should be formed from a cross-section of community stakeholders. The following list includes members/organizations (and sectors) who might be invited in order to achieve maximum collaboration and impact:

- Mayor/City Administration
- County Freeholders/Exec.
- Law Enforcement:
 - Police Chief or Troop Commander
 - Juvenile Officer
 - School Resource Officer/School Safety Director
 - Juvenile Prosecutor
 - Office of the Attorney General
- Educational Stakeholders
 - Principal/VP of High School (lead disciplinarian)
 - Principal/VP of Middle School (lead disciplinarian)
 - Superintendent.
 - Dir. Of Special Services
 - Dir. Of Curriculum and Instruction
 - School Staff Overseeing Bullying Prevention/HIB
- Health and Human Services
 - County Dept. of Health
 - County Dept. of Human Services
 - Community Health Clinics
 - Local HIV/Risk Reduction Providers
- Housing and Homelessness Providers
 - County McKinney/Vento Coordinator (DCF)
 - School Based McKinney/Vento Coordinators
 - Representatives of the Homeless Continuum of Care
 - Providers of Transitional Housing
 - Community Feeding Programs and Food Banks/Pantries
 - Neighborhood Associations/Civic Associations (if any)
- Workforce Development Contractors
 - County Workforce Investment Board
 - Vocational Readiness Programs for Youth (Youth Build, Year Up etc.)
 - Opportunity Youth Network
- Domestic Violence Resources
 - Domestic Violence Prosecutor
 - Victim and Witness Support Programs
- Department of Children and Families
 - Children's System of Care Point of Entry/Perform Care
 - County Children's Interagency Council Coordinator
 - Providers of Behavioral Health for Youth
 - Providers of Family Counseling and Therapy
 - County Family Support Organizations
 - Family Success Center
 - DCF School Based Program Directors (if any in local district)
- Legal and Restorative Justice
 - Expungement Assistance Programs
 - Driver's License Restoration
 - Pro-Bono/Legal Services

- Eviction Prevention Programs
- Division of Mental Health and Substance Abuse Services
 - County Substance Abuse Program Coordinator
 - Municipal Alliance Coordinator
 - Youth Crisis Workers/Mobile Crisis
 - Local Inpatient and Outpatient Substance Abuse Treatment Providers
 - Local Mental and Behavioral Health Providers (youth focused)
 - Local Recovery Support Programs
 - Local Traumatic Loss Coalition Members
 - Mental Health First Aid Providers
- Recreation and Positive Youth Development Organizations
 - Mentoring Organizations
 - Out of School Time and Afterschool Providers
 - Municipal Recreation Coordinator
 - Police Athletic Leagues
 - Tutoring and Homework Help Organizations
- Faith Based Organizations
 - Chaplains/Pastors
 - Faith Based Organizations Providing Social Services to Youth
- Judiciary
 - County Probation
 - Juvenile Probation Officers
 - Family Court Intervention Unit Staff and Providers
- Juvenile Justice
 - Juvenile Justice Commission Representative
 - Representatives from JDAI contracted organizations
 - County Youth Services Commission Representative
 - Anti-Violence Initiatives (if any)
 - Juvenile Public Defenders (private defense and Office of the Public Defender)
 - Youth Courts
- Youth Leadership and Civic Engagement Programs
- Volunteer Organizations and Community Service Placements
- Philanthropic Partners (Community Foundations/Grant Makers)
- Business/Local Chamber of Commerce (scholarship programs, potential youth employers)
- Local Youth and Family Representation
 - Local Youth Group/Council (youth under age 21)
 - Family/Parent Advisory Group (families with former child welfare and juvenile justice involvement)

Role of General Members

Role and Responsibilities:

1. Cultivate relationships with other members and work collaboratively on tasks and goals.
2. Maintain the cohesive vision of the Board/Workgroup and collaborative with other members to move forward in attainment of goals.
3. Identify personal skills and knowledge areas to group chairs(s), so that experience can be leveraged by the group.
4. Provide information to the Board and/or work group(s) about existing youth programs, youth initiatives, opportunities for collaboration (programming or funding opportunities), and other community events.
5. Attend regular meetings of the Board and any assigned work group(s). Attend in person if possible.
6. Maintain regular contact with the Board Chair(s).
 - a. Notify Board Chair(s) of any change of contact information, organizational affiliation, or other limitations or changes in involvement.
7. Assist in the development of the groups goals annually, through review of data specific to the group's goals/subject matter.]
8. Assist Board and/or work group(s) towards completion of identified goals.
9. Join any work group(s) that are of interest or which need support.
 - a. Participate actively in the work group.
 - b. Volunteer to complete tasks as needed to further the work of the group.
 - c. Communicate with chair(s) and/or work group members about task completion/progress and or any barriers.
 - d. Complete assigned tasks and abide by deadlines for task completion.
10. Volunteer to serve as a Board Chair or Co-Chair or as a Work Group Chair or Co-Chair.
11. Ensure use of Theory of Change charts when setting goals and when formulating tasks in the full group or within work groups.

Role of Municipal Chair and Co-Chair

Role and Responsibilities

12. Preside over municipal Board meetings. Co-Chair to preside in Chair's absence.
13. Create the agenda for each Board meeting.
14. Convene all Board meetings (secure space and notify members of meeting).
15. Assist in the development of the Board's annual goals, through review of data specific to the municipality.
16. Steer and motivate Board members toward completion of identified goals.
17. Learn and leverage the expertise of Municipal Planning Board members.
18. Help manage and motivate Board members in completion of assigned tasks and related deadlines.
 - a. Populate and circulate task management lists to members on a regular basis; ask members to update status columns appropriately.
 - b. Maintain regular contact with work group members regarding their assigned tasks and provide support where necessary.
19. Identify and recruit appropriate Board members to help implement and achieve the over goals of the Municipal Planning Board.
 - a. Onboard and orient new work Board member. Secure membership commitment and review Member "Roles and Responsibilities."
20. Encourage Board members to become involved in the process by:
 - a. Regularly attending Board meetings in person.
 - b. Completing tasks that they have committed themselves to completing.
 - c. Participating actively a municipal work group.
 - d. Communicating with the Board Chair regarding engagement and changes in organizational affiliation.
 - e. Cultivating relationships and partnerships with one another; working collaboratively on tasks and goals.
21. Ensure use of Theory of Change charts when setting Board goals and when formulating tasks.

Attendance at Meetings

1. Municipal Planning Board Chairs and Co-Chairs will be required to attend and actively participate in the following meetings:
 - a. Monthly Municipal Planning Board meetings
 - b. County-wide Board meetings (if any take place)
 - c. Attend select municipal work group meetings and ad-hoc committee meetings (as needed).
 - d. Attend select county work group meetings (as needed).

Guiding Principles

1. Promote collaboration between law enforcement, schools, youth serving organizations, faith-based organizations, various levels of government, and youth themselves.
2. Use rigorous data collection, mapping and analysis to guide decision making.
3. Focus on policy and practice, before programming.
4. Engage in program development and/or program coordination when needed.
5. Ensure implemented strategies/efforts directly impact the prevention/reduction of juvenile delinquency or increase positive youth development.
6. Promote practices that curb any school to prison pipeline.

7. Integrate data driven prevention strategies and evidence based best practices into existing organizations and service providers (and their programming).
8. Add value to effective positive youth development and prevention initiatives currently underway.
9. Connect various stakeholders to assist the formation of new partnerships and maximize the impact of this effort.
10. Educate partners about root causes of delinquent and work collectively to address root causes of delinquency.

New Member Form

Contact Information:

Name:	Title:
Organization:	Alternate Organizational Contact:
Work Phone:	Email Address:

Type of Organization: What category best describes your organization? (check all that apply)

- | | | |
|--|--|--|
| <input type="checkbox"/> Education (Administration) | <input type="checkbox"/> Community Health Care | <input type="checkbox"/> Chamber of Commerce |
| <input type="checkbox"/> Education (Private) | <input type="checkbox"/> Provider | <input type="checkbox"/> Local Business/For Profit |
| <input type="checkbox"/> Education (Public) | <input type="checkbox"/> Judiciary | <input type="checkbox"/> State Government |
| <input type="checkbox"/> Municipal Government | <input type="checkbox"/> Social Service Organization | <input type="checkbox"/> Police |
| <input type="checkbox"/> Health Care (Hospital/Clinic) | <input type="checkbox"/> Faith Based Organization | <input type="checkbox"/> Political Activism/Organizing |
| <input type="checkbox"/> Legal Services | <input type="checkbox"/> Fraternal/Social Affinity | <input type="checkbox"/> Public Relations/Marketing |
| <input type="checkbox"/> County Government | <input type="checkbox"/> Organization | <input type="checkbox"/> Other |
| | <input type="checkbox"/> Law Enforcement | |

Area of Expertise:

Tell us what knowledge, skills and/or expertise you would bring to the Coalition:

Programs: Tell us the types of programs your organization offers to the community. Check all that apply.

- | | |
|---|--|
| <input type="checkbox"/> Mental Health Services | <input type="checkbox"/> Afterschool Programming |
| <input type="checkbox"/> Juvenile Diversion (JDAI) | <input type="checkbox"/> STEM Educational Programming |
| <input type="checkbox"/> Mentoring | <input type="checkbox"/> Positive Youth Development |
| <input type="checkbox"/> Tutoring and Homework Help | <input type="checkbox"/> Values and Character Education |
| <input type="checkbox"/> Community Service Placements | <input type="checkbox"/> STD/STI/Pregnancy/Sexuality Education |
| <input type="checkbox"/> Substance Abuse Treatment (Inpatient) | <input type="checkbox"/> HIV/Hepatitis Testing and Risk Reduction |
| <input type="checkbox"/> Community Recovery Supports | <input type="checkbox"/> Civic Engagement/Responsible Citizen Training |
| <input type="checkbox"/> Substance Abuse Treatment (Outpatient) | <input type="checkbox"/> Individual Counseling |
| <input type="checkbox"/> Athletic and Recreation Activities | <input type="checkbox"/> Family Counseling (FFT, MST, etc.) |
| <input type="checkbox"/> Vocational Training | <input type="checkbox"/> Community Outreach/Awareness |
| <input type="checkbox"/> Job Placement | <input type="checkbox"/> Other: _____ |
| <input type="checkbox"/> Career Readiness | |

Geographic Region Served:

Youth Population Served:

Clarify eligibility of qualifications your organization may require in order to provide a youth with services:

--

Is your organization a member of another special interest partnership or county collaborative? Please check all that apply.

- | | | |
|--|--|---|
| <input type="checkbox"/> Youth Services Commission | <input type="checkbox"/> Human Services Advisory Council | <input type="checkbox"/> Homelessness “Continuum of Care” |
| <input type="checkbox"/> JDAI/Juvenile Justice Improvement Committee | <input type="checkbox"/> Children’s Interagency Coordinating Council (CIACC) | <input type="checkbox"/> Traumatic Loss Coalition |
| <input type="checkbox"/> Substance Abuse Provider Group | <input type="checkbox"/> Children’s System of Care (CSOC) | <input type="checkbox"/> Other: _____ |

Referral Information:

<u>Referral Source:</u>	<u>Title:</u>
<u>Organization:</u>	<u>City:</u>
<u>Phone:</u>	<u>Email Address:</u>

Membership Responsibility: Thank you for your interest in becoming a member of your local Youth Prevention Policy Board. In order for the Board to be successful in its goal of reducing juvenile delinquency, we need the full support of members. We ask that you attend all scheduled municipality meetings and the meetings of subcommittees to which you are assigned. We also want you to understand that members may receive data that is confidential and may not be redistributed outside of the group or used for any purpose other than the group’s intended purpose. You may not divulge information and data you receive through the Board to those who are not members of the Board, unless it is published and publicly available.

Members representing organizations are expected to appoint an alternate contact at their organization who can attend meetings if the member is not available. Please indicate information for your organizational alternate below:

Organizational Alternate Contact Information:

<u>Alternate Name:</u>	<u>Title:</u>
<u>Organization:</u>	<u>City:</u>
<u>Phone:</u>	<u>Email Address:</u>

Agreement and Signature:

By signing this form you agree to abide by the confidentiality policy outlined above and to engage in meetings and subcommittee meetings, to complete work tasks assigned to you, and to appoint and request that your organizational alternate attend any meeting that you are unable to attend.

<u>Name (Printed):</u>	
<u>Signature:</u>	
<u>Date:</u>	

Proposed Annual Timeline and Activities

Month 1 -

- Develop and vet list of potential members
- Invite potential members, secure member commitments (MOU, Letter of Commitment, Member Agreement)
- Set date for initial Municipal Board meeting (Month 3)
- Secure space for initial meeting (Month 3).
- Notify recruited new members of date, time and location of first meeting (Month 3).
- Begin identifying data needed for initial "Datawalk."
-

Month 2 –

- Complete initial "Datawalk"
- Prepare "Datawalk" for presentation at initial meeting.
- Review contents of Toolkit.

Month 3 -

- Hold initial "kick-off" Municipal Board meeting (meeting with ALL interested stakeholders).
- Ask members to consider serving as Board Chair(s) and/or Lead Agency
- Recruit Board Chair(s) and/or Lead Agency. Review "Roles and Responsibilities" of Municipal Chair(s).
- Review Powerpoint "Overview of Juvenile Delinquency Policy Boards."
- Review initial "Datawalk" results at Kick-off meeting.
- Begin to discuss the structure of the Board, develop a tentative meeting schedule, identify local/mayoral priorities, and attempt to preliminarily identify possible work groups/topics.
- As Board Chair(s) to use contents of Toolkit, as needed, including; membership forms, theory of change worksheets/tables for goal setting, and task management tables.
- Deliverable:** Identify the target youth population to be impacted by Board's work.

Month 4 -

- Expand upon attendees at "Kick-off" meeting, invite other needed stakeholders.
- Invite new Members. secure Member Commitments (MOU, Letter of Commitment, Member Agreement)
- Secure commitment from Board Chair(s) and/or Lead Agency. Have newly appointed leadership begin facilitating and following "Chair Job Description" and duties.
- Begin to hold scheduled monthly meeting, as per the tentative meeting schedule.
- Finalize the structure of Board and ask members to join a work group.
- Schedule workgroup meetings.
- Identify if initial "datawalk" had any deficits, work to complete "Datawalk."

- Deliverable:** Identify the Board’s mission/purpose based on member and Mayoral priorities, as well, as the datawalk.

Month 5-

- Use contents of Toolkit, as needed, including; members forms, theory of change worksheets/tables, and task management tables.
- Develop tentative workgroup meeting schedules.
- Begin to hold scheduled workgroup meetings, and identify work group chairs from within each work group.
- Ask workgroup chairs to begin to execute duties in the “Workgroup Chair Job Description.”
- Ask workgroup chairs to use contents of Toolkit, as needed, including; membership forms, theory of change worksheets/tables for goal setting, and task management tables.
- Deliverable:** Identify a goal and related objectives in each of these areas which could be achieved in one or more of these areas: Law Enforcement/Community Policing, Primary Crime Prevention, Secondary Crime Prevention (recidivism and reentry), Interventions to enhance protective factors or decrease risk factors. Assign these goals/objectives to a related work group, if any, for implementation.

Month 6 -

- Continue to hold scheduled Board and workgroup meetings.
- Convene an Executive Leadership or Steering Committee, ad hoc or as needed, to ensure that workgroup chairs communicate with Board chairs and vice versa.
- Deliverable:** Each workgroup should develop a plan for the implementation of Goals/Objectives using the Toolkit.

Month 7 -

- Hold monthly full Board meeting.
- Hold monthly work group meetings.
- Convene Executive Leadership/Steering Committee as needed.
- Deliverable:** Each work group should begin implementing tasks aimed at achieving the groups identified Goals/Objectives. This is an ongoing activity over a period of months.

Month 8 –

- Hold monthly full Board meeting.
- Hold monthly work group meetings.
- Convene Executive Leadership/Steering Committee as needed.
- Deliverable:** Each work group should continue to implement tasks aimed at achieving the groups identified Goals/Objectives. This is an ongoing activity over a period of months.

Month 9 –

- Hold monthly full Board meeting.
- Hold monthly work group meetings.
- Convene Executive Leadership/Steering Committee as needed.
- Deliverable:** Each work group should continue to implement tasks aimed at achieving the groups identified Goals/Objectives. This is an ongoing activity over a period of months.

Month 10 -

- Hold monthly full Board meeting.
- Hold monthly work group meetings.
- Convene Executive Leadership/Steering Committee as needed.
- Deliverable:** Each work group should continue to implement tasks aimed at achieving the groups identified Goals/Objectives. This is an ongoing activity over a period of months.

Month 11 -

- Hold monthly full Board meeting.
- Hold monthly work group meetings.
- Convene Executive Leadership/Steering Committee as needed.
- Identify lapsed members and attempt to reengage them in the Board.
- Identify potential new members to restaff/reinvigorate Board.
- Deliverable:** Each work group should continue to implement tasks aimed at achieving the groups identified Goals/Objectives. This is an ongoing activity over a period of months.
- Deliverable:** Evaluate tasks implemented during the year to identify measurable impact on goals/objectives.

Month 12 -

- Hold monthly full Board meeting.
- Hold monthly work group meetings.
- Convene Executive Leadership/Steering Committee as needed. Debrief with leadership and workgroup chairs about successes and struggles during the first year of planning.
- Begin to prepare updated “Datawalk.” Identify new data interests/needs based on feedback from Executive Leadership/Steering Committee.
- Deliverable:** Each work group should continue to implement tasks aimed at achieving the groups identified Goals/Objectives. This is an ongoing activity over a period of months.
- Deliverable:** Review prior year’s goals and objectives. Modify goals and objectives based on changes in data and outcomes related to prior year’s progress.

Month 13 –

- Hold Annual Retreat. Review successes and struggles of the first year of planning.
- Present new “Datawalk” to all members. Datawalk should reflect changes in annual goals and objectives and should inform future work and future measurable outcomes.
- **Deliverable:** Identify new goal(s) and related objectives in each of these areas which could be achieved in one or more of these areas: Law Enforcement/Community Policing, Primary Crime Prevention, Secondary Crime Prevention (recidivism and reentry), Interventions to enhance protective factors or decrease risk factors. Assign these goals/objectives to a related work group, if any, for implementation.

Sample Meeting Agenda

**Burlington County Juvenile Delinquency
Prevention Policy Board
Pemberton Township**

Strategy Session

September 18, 2017

10:00am-1:00pm

Country Lakes Clubhouse

The mission of the Burlington County Juvenile Delinquency Prevention Policy Board is to reduce and prevent juvenile delinquency, while also promoting positive youth development.

Agenda

1. Welcome and Introductions
2. Purpose and Goals of Meeting
3. Year In Review: Success & Challenges
4. Role Clarification
5. Tool for Initiative/Strategy Development
6. Data Dive: Pick Top 3 Concerns
7. Recap:
 - a. Major Takeaways
 - b. Blast Off for October

Next Municipality Workgroup

Meeting

October 20, 2017

10:00am- 11:30am

Nesbit Center

Sample Meeting Notes

**BURLINGTON COUNTY JUVENILE DELINQUENCY PREVENTION
POLICY & PLANNING BOARD,
BURLINGTON COUNTY KICKOFF MEETING
FEBRUARY 25, 2016
THE ENTERPRISE CENTER, 300 COLLEGE CIRCLE,
MOUNT LAUREL, NJ, 08054
SUMMARY REPORT
AUTHORED BY: BRIAN SLUSARZ**

I. WELCOME

□ Paul Drayton, President, Rowan College at Burlington County, opened up the meeting by discussing the importance of juvenile delinquency prevention and how education can play a key role in this effort. He explained that Rowan College at Burlington County is excited to be a partner in this prevention effort and Anna Payanzo, Vice President of Workforce Development and Lifelong Learning, Rowan College at Burlington County, will be the connect between the efforts and the Board. A huge part in this effort is providing youth affordable opportunities to pursue higher education.

□ Kate Gibbs, Freeholder, Burlington County, explained that the county is focused on groundbreaking initiatives. She thanked Rowan College at Burlington County for hosting this important meeting. She also thanked Burlington City, Pemberton Township, and Willingboro for their attendance and efforts trying to prevent juvenile delinquency.

□ Raymond Milavsky, First Assistant Prosecutor, Burlington County Prosecutor's Office, was impressed by the partnership of this Prevention Board. He stressed the importance of the goals and how critical it is to keep youth from entering the Criminal Justice System. Burlington County does not want juveniles involved in the Criminal Justice System when they reach adulthood. He wanted to know if Groups like this have had success in the past so he did some research and shared some statistics from the United States Department of Justice. In 1980 six out of one hundred thousand juveniles were arrested for murder. In 2014 only two out of one hundred thousand juveniles were arrested for murder. In 1980 seven hundred out of one hundred thousand juveniles were arrested for burglary. In 2014 only two hundred out of one hundred thousand Juveniles were arrested for burglary. He indicated that trends have demonstrated that juvenile crime is decreasing across the nation. He thanked the Attendees for this effort and he feels this Group can do great things.

- Honorable John Call, Family Division Judge, Superior Court of New Jersey-Burlington Vicinage, oversees all the dockets that relate to juvenile delinquency in the County. He explained that there may be sectors that have commonly not communicated and have worked in silos, but have similar goals. The Prevention Policy Board will provide an opportunity to effectively collaborate and develop common synergies. The mission is that every youth in Burlington County reaches adulthood with a bright future. All the Attendees in this room have an opportunity to help youth reach a promising future, but this will require collaboration. Prevention is the key word of this Group; we need to work with the youth and the family before he or she gets put in the Criminal Justice System. He used the expression, it takes a village to raise a child, and he explained that this Group is now the village for thousands of youth in Burlington County.

II. MESSAGE FROM THE NJ OFFICE OF THE ATTORNEY GENERAL

Data Collection

Overview

Developing a common vision and agenda is one of the more challenging and time-consuming tasks faced by a community collaborative. Utilizing a data driven process addresses this concern. Data driven initiatives use a broad range of statistical data points on juvenile crime, educational attainment, unemployment rates, and family well-being to develop a clear roadmap that has quantifiable goals, and stretches beyond the anecdotal information or individual interests of one particular partnering agency. Data-driven initiatives, if utilized, can be an essential component in creating productive change in your community.

Data Needed/Potential Sources of Data

CDC Risk Factor	Indicators of Risk	Resources
Homelessness	<ul style="list-style-type: none"> ❖ Homeless Count (children and young adults) ❖ Number of 18-24 year olds who are runaway and homeless youth at drop in centers and shelters Eviction Rates ❖ Foreclosure Rates ❖ Landlord tenant suits filed in special civil part 	<ul style="list-style-type: none"> ❖ New Jersey's 2017 Point-In-Time Count of the Homeless ❖ NJ Special Civil Part 2016 Report
Separation of a Child from a Caregiver or Parent	<ul style="list-style-type: none"> ❖ Number of incarcerated adults in NJ with children (current) ❖ Number of emergency removals by DCF ❖ # of FN Dockets in Family Part (abuse neglect) ❖ Number of children in foster care ❖ Number of FG termination of parental rights matters filed in Family Part ❖ Number of children enrolled in school on an affidavit residing with someone other than their biological parent ❖ Number of grandparents reported to have custody of grandchildren ❖ Number of single parent homes 	<ul style="list-style-type: none"> ❖ NJ Department of Corrections: Offender Characteristics Report ❖ Child Welfare Data tool ❖ Child Welfare Data Map ❖ Supervised Visitation Program Annual Reports ❖ Child Protection and Permanency Reports ❖ Kids Count Overall Data

<p>Exposure to Familial Tension/Conflict in Family and Divorce</p>	<ul style="list-style-type: none"> ❖ Number of children in household with divorce ❖ Number of annual divorces ❖ Domestic violence-as indicated by police response or charge ❖ Number of FC matters open and before Family Part during the year 	<ul style="list-style-type: none"> ❖ Domestic Violence Reports ❖ CDS.Gov
<p>Exposure to Family Violence</p>	<ul style="list-style-type: none"> ❖ Domestic violence- as indicated by police response or charge ❖ Number of juveniles running away from home (under 18) ❖ Number of 18-24 year olds who are runaway and homeless youth at drop in centers and shelters (Covenant House) 	<ul style="list-style-type: none"> ❖ Domestic Violence Reports ❖ New Jersey's 2017 Point-In-Time Count of the Homeless
<p>Involvement with Drugs and Alcohol</p>	<ul style="list-style-type: none"> ❖ Inpatient and outpatient treatment admissions (under 18 and 18-24) 	<ul style="list-style-type: none"> ❖ CIAAC Report ❖ Household Survey

<p>Unaddressed Drug and Alcohol Disorder</p>	<ul style="list-style-type: none"> ❖ Drug overdoses for those under 18 and those 18-24 ❖ CDS charges for those under 18 and those 18-24 	<ul style="list-style-type: none"> ❖ Overdose Data ❖ Uniform Crime Reports
<p>Youth Victimization/History of Violent Victimization</p>	<ul style="list-style-type: none"> ❖ Number of charges for endangering welfare of a child 	<ul style="list-style-type: none"> ❖ Commissioner’s Monthly Reports ❖ Kids Count Overall Data ❖ Kids Count Reports
<p>Trauma and Youth Exposure to Violence in General</p>	<ul style="list-style-type: none"> ❖ Prevalence of these charges in local community: weapons possession, attempted assault, simple assault, aggravated assault (weapon), attempted homicide, homicide/murder, rape ❖ Number of reported shots fired in community/ number of confirmed shots fired 	<ul style="list-style-type: none"> ❖ Uniform Crime Reports ❖ Juvenile Justice Commission Data ❖ Kids Count Overall Data ❖ Kids Count Reports

<p>No Income/Inability to Earn Adequate Income</p>	<ul style="list-style-type: none"> ❖ Various Economic Well-Being Indicators ❖ Various Employment and Income Indicators ❖ Various Public Assistance Indicators ❖ Various Housing Indicators 	<ul style="list-style-type: none"> ❖ Kids Count Overall Data ❖ Kids Count Reports ❖ Overall Community Health
<p>Familial Poverty</p>	<ul style="list-style-type: none"> ❖ Various Economic Well-Being Indicators ❖ Various Employment and Income Indicators ❖ Various Public Assistance Indicators ❖ Various Housing Indicators 	<ul style="list-style-type: none"> ❖ Kids Count Overall Data ❖ Kids Count Reports ❖ Overall Community Health
<p>Concentrated Poverty</p>	<ul style="list-style-type: none"> ❖ Various Economic Well-Being Indicators ❖ Various Employment and Income Indicators ❖ Various Public Assistance Indicators ❖ Various Housing Indicators 	<ul style="list-style-type: none"> ❖ Kids Count Overall Data ❖ Kids Count Reports ❖ Overall Community Health

<p style="text-align: center;">Juvenile Education/School Data</p>	<ul style="list-style-type: none"> ❖ HSPA Language Arts/Math Proficiency ❖ Enrollment Statistics ❖ Attendance Rates ❖ Graduation Rates ❖ Dropout Rates ❖ Percentage of students taking SAT/ACT ❖ Suspension Rates ❖ Limited English Proficiency (LEP) ❖ Special Education (SpED) ❖ HIB Data Per 100 Students Enrolled ❖ VVW&SA ❖ Eligible children receiving free/reduced lunch ❖ Students enrolled in preschool 	<ul style="list-style-type: none"> ❖ Enrollment District Reported Data ❖ Dropout Data ❖ Graduation Rates ❖ Harassment, Intimidation, & Bullying (HIB) ❖ VVW&SA Data ❖ School Performance Report ❖ NJ Special Education Data ❖ NJ School Health Profiles ❖ NJ Student Health Survey ❖ Kids Count Overall Data ❖ Kids Count Reports ❖ Anti-Bullying Task Force
<p style="text-align: center;">Juvenile Arrests</p>	<ul style="list-style-type: none"> ❖ Total number of arrests in municipality ❖ Arrests by Month ❖ Gender of juvenile arrestees ❖ Race/Ethnicity of juvenile arrestees ❖ Average age of arrestees ❖ Locations of juvenile arrests ❖ Stationhouse Adjustments ❖ Juvenile probationers Gender ❖ Juvenile probationers Race/Ethnicity ❖ Juvenile probation most repeated supports 	<ul style="list-style-type: none"> ❖ Uniform Crime Reports ❖ Juvenile Justice Commission Data ❖ Juveniles in Corrections: State Comparison

	❖ Juvenile probationers who are in foster care	
Youth Unemployment	❖ Youth unemployment in municipality	<ul style="list-style-type: none"> ❖ NJ Data Profile ❖ Kids Count Overall Data ❖ Kids Count Reports ❖ Overall NJ Labor Force Data
Adult Crime	❖ Various Crime-Related Data Points	❖ NJ State Police “UCR Annual Report”

Creating Initiatives

Overview

After collecting and analyzing data, you can now start to strategize the data driven initiatives to undertake for your municipality. Maybe you noticed that your domestic violence numbers were high or maybe you saw that your municipality's high school graduation rates were low. Whatever the data may have indicated, the tools in this section will help you best tackle and counteract the difficulties your municipality faces. Not only do we provide you with an Initiatives Toolkit, but we also provide you with examples of past initiatives that have worked for the previous juvenile planning boards.

The Initiatives Toolkit includes:

- ❖ **Questions to Consider/Answer Before Embarking on New Initiative/Strategy/Event:** The following questions have been developed to process and analyze ideas the Board may examine as it attempts to decide upon its work and priorities. This analytical framework, if applied, will increase the likelihood that the Board will engage in work that will create systemic change, as described in the "Theory of Change" flowchart.
- ❖ **Questions to Answer When Developing the Theory of Change for a New Initiative/Strategy/Event:** After deciding on an area of focus or an idea for a potential initiative, this tool asks all of the necessary questions to help develop a well thought out initiative. When used hand-in-hand with the preceding tool, it allows the board to see the larger picture of the initiative, to develop tracking indicators for the initiative, and to establish a timeframe for the initiative.
- ❖ **Action Plan Table:** This table moves away from the bigger picture perspective and focuses in on the day-to-day work. The Action Plan Table lays out the logistical planning of the various tasks that need to be accomplished for the success of the initiative, the overall goal of the initiative, the resources needed for the tasks, and anticipated barriers to the initiative.
- ❖ **Sample of Task List:** This sample task list establishes good guidelines for tracking the tasks being undertaken. Just by answering the questions and filling out the boxes, the Board will always know the steps being taken, the timeline of the task, and all other updates and comments surrounding the task.

Finally, there is a list of past initiatives created by the board. This list provides a brief background of the initiative, the reasoning for undertaking the initiative, and a description of the initiative.

Initiatives Toolkit

Questions to Consider/Answer Before Embarking on New Initiative/Strategy/Event

1. Is the proposed initiative/strategy/event likely to impact juvenile delinquency/crime/or a risk factor contributing to juvenile crime? *(Priority and focus should be given to initiatives/strategies/events that are likely to impact juvenile delinquency/crime/or a risk factor contributing to juvenile crime.)*
2. Is the proposed initiative/strategy/event a policy, practice, or program? *(Priority and focus should be given to initiatives/strategies/events that relate to policy and practice, not programs.)*
3. If the proposed initiative/strategy/event is implemented, will any change happen in the short-term? Long-term?
4. Is anyone/organization already working on something similar? *(Consider the work of people/organizations that are a part of the Board and also consider what is known about the work of people/organizations who are not a part of the Board).*
5. Is there will to make a change?
 - a. Is there political will?
 - b. Is there community will?
 - c. Is there organizational will?
6. Are the correct stakeholders “around the table” to effectuate change? If not, who should be invited to engage in the initiative/strategy/event to effect the desired change? Should anyone be invited to join the Board? Can the Board involve other stakeholders on a short term or long term basis in order to best execute the initiative/strategy/event?
7. Aside from necessary stakeholders, what other resources are required to execute and sustain the initiative/strategy/event?
 - a. Resources needed?
8. Does the Board have the resources/capacity to take on the initiative/strategy/event? If other resources are needed, what would it take to build the Board’s capacity to take on the initiative/strategy/event?
 - a. How could the resources be acquired?
9. Does the initiative/strategy/event align with the mission, work, or passion of a member/organization? Is there a member/organization appropriately poised to lead the initiative/strategy/event?
10. What can other members/organizations commit to/do to assist in executing or sustaining the initiative/strategy/event?

11. Are there any barriers or challenges that will have to be overcome to implement the initiative/strategy/event? Are there any “cons” to executing the initiative/strategy/event?
 - a. If so, how can they be overcome?

Questions to Answer When Developing the Theory of Change for a New Initiative/Strategy/Event

Indicators of Success

- ❖ When thinking about the success of this Initiative/Strategy/Event, describe what it looks like.
- ❖ How would we know if the Initiative/Strategy/Event is a success?
- ❖ What are we willing to be measured on? (Ex. Change in Juvenile Arrests; Change in Suspension Rate; Change in Number of Youth Securing Employment)

Target Population

- ❖ Who is this Initiative/Strategy/Event aimed at helping? (Try to be as specific as possible)

Current Status

- ❖ What is currently being implemented to address the need (Ex. Juvenile Delinquency/Crime; Suspensions; Youth Unemployment) now? (List all current efforts)
- ❖ Also, list current data (if available)
- ❖ Where are you on the planning and implementation of your proposed Initiative/ Strategy/ Event?

Target Measure for Improvement

- ❖ What is a reasonable target/goal to go for?

Timeframe

- ❖ When do we think we can hit this target?

Action Plan Table

Goal	
Action Steps/Tasks Needed To Achieve Goal: <i>What activities will be done to achieve Goal 1?</i>	
Task Assignment/Person Responsible: <i>Who will do each task/activity?</i>	
Who will do each task/activity?: <i>Deadline (day/month)</i>	
Resources Needed/Available For Task: <i>Describe resources available/needed (financial, etc).</i>	
Anticipated Barriers: <i>Describe strategy for overcoming barriers.</i>	
Status Of Task: <i>Progress? Outcome?</i>	

Sample of Task List

Action Steps	Responsibilities	Timeline/ Deadline	UPDATES	Comments
<i>What Will Be Done?</i>	<i>Who Will Do It?</i>	<i>By When (Day/Month)</i>	Date Contacted/Who Contact/Result	

Past Initiatives Created by the Board

- ❖ **After School Program:** Burlington City implemented an after-school program for youth ages 10-17. In addition to recreation activities, there was an educational component added to the program. Tutoring and homework assistance were provided to youth who required additional academic support. The after-school program began on June 13, 2017, with ten youth and nine volunteers. The program was active through the summer months and will be extending into the 2017-2018 school year.

- ❖ **Trauma Informed Training in Schools:** In October 2016, 35 district administrators including central office directors, principals, assistant principals and supervisors participated in Trauma Informed Care training in Pemberton. Additionally, 50 school counselors, child study teams and speech therapists and 100 kindergarten and special education teachers were trained. In 2017, 70 preschool aids participated in the training. Pemberton's ultimate goal is to provide Trauma Informed training to all staff in the district, starting with the middle school.

- ❖ **Focusing on Suspension Rates:** The Willingboro Municipality Group determined that decreasing suspensions at Willingboro High School would yield positive results for youth. The suspension rate for the 2015-2016 school year was 42.6%. Members formed a sub-committee to review additional data, research best practices and make recommendations to the school board for reducing student suspensions.

- ❖ **Power Hour Lunch:** Burlington City High School created the Power Hour Lunch Initiative in a response to the increased conflict between youth. The Initiative's goal is to bring diverse workshops for youth to participate in, during their lunch hour, for the 2016-2017 school year. The workshops were facilitated by local youth serving organizations with a vested interest in youth development and were offered to all students through various recruiting efforts; back to school night; guidance counselors and teacher referral. Fifty- one youth participated and completed pre and post surveys to measure the impact of the workshops. An analysis of the surveys determined that most youth found the workshops to be beneficial.

Additional Resources

Additional Resources

- ❖ [Advancing Community Policing Through Community Governance: A Framework Document](#)
- ❖ [An Evidence-Assessment of the Recommendations of the President’s Task Force on 21st Century Policing —Implementation and Research Priorities](#)
- ❖ [Building a Beloved Community: Strengthening the Field of Black Male Achievement](#)
- ❖ [Burlington County Youth Services Resource Guide](#)
- ❖ [Council of Juvenile Correctional Administrators Toolkit: Positive Youth Development](#)
- ❖ [Creating Meaningful Police and Youth of Color Relationships - NJJN Policy Platform - October 2017](#)
- ❖ [Literature Review a Product of the Model Programs Guide: Diversion from Formal Juvenile Court Processing](#)
- ❖ [Positive Youth Justice Framing Justice Interventions Using the Concepts of Positive Youth Development](#)
- ❖ [The Public Health Approach to Violence Prevention](#)
- ❖ [The State of New Jersey Executive Summary: A Strategy for Safe Streets and Neighborhoods](#)