



*Comprehensive Plan
of the Jefferson
Parish Children &
Youth Planning
Board*

VISION 2015 AND BEYOND

**VISION 2015 AND BEYOND:
COMPREHENSIVE PLAN
OF THE
JEFFERSON PARISH
CHILDREN & YOUTH PLANNING BOARD**

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JEFFERSON PARISH CHILDREN & YOUTH PLANNING BOARD**

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VISION 2015 AND BEYOND: COMPREHENSIVE PLAN OF THE JEFFERSON PARISH CHILDREN AND YOUTH PLANNING BOARD

EXECUTIVE SUMMARY

In 2004, to further promote the intent of the Juvenile Justice Reform Act of 2003 and during the Regular Session of the Louisiana Legislature, the provisions of Act 555 were passed. The statute, known as the "Children and Youth Planning Boards Act", mandated local jurisdictions create children and youth planning boards (CYPB's) whose singular purpose is to assist in the assessment, alignment, coordination, prioritization, and measurement of all available services and programs that address the needs of children and youth.

The Children and Youth Planning Boards Act further authorized local CYPB's to assist in the development, implementation, and operation of services which encourage positive development, diversion of children and youth from the criminal justice and foster care systems, reduction in the commitments of youth to state institutions, and provision of community responses to the growing rate of juvenile delinquency. The coordination and implementation of services are mandated to include, but are not limited to, prevention, early intervention, diversion, and alternatives to home displacement, alternatives to incarceration and treatment services.

CYPB members are required to actively participate in the formulation of a comprehensive plan for the development, implementation, and operation of services for children and youth. In its formulation of the comprehensive plan, all local Children and Youth Planning Boards are required to perform the following:

- (1) Identify all resources available to meet the needs of children and youth;
- (2) Assess the needs of children and youth in the local community incorporating reliable data sources;
- (3) Develop and select the appropriate evidence-based strategies or programs to meet those needs and include measurable goals and objectives which should be evaluated annually to ensure its effectiveness;
- (4) Ensure effective delivery of prevention programs in the community through training, technical assistance, monitoring, and evaluation to ensure effective outcomes are achieved;
- (5) Collaborate with multiple youth-serving agencies and organizations;
- (6) Report the results of such assessment annually by October 1st to the Office of Juvenile Justice (OJJ) and the Louisiana Children's Cabinet. Performance indicators and benchmarks from the reports will be used for planning at both the state and community levels.

Pursuant to this mandate, the Jefferson Parish CYPB was established by Jefferson Parish Ordinance No. 22308 as adopted by the Jefferson Parish Council on August 25, 2004. The Jefferson Parish CYPB convened its first meeting in October, 2004. The Jefferson Parish CYPB established a governance structure that assured that these tasks

and activities could be completed on an annual basis. With oversight from an Executive Committee, the CYPB maintains the following committees:

- Interagency Coordination and Training
- Continuum of Care
- Evaluation and Monitoring
- Juvenile Justice Reform Committee
- Youth Advisory Council
- Balance in Juvenile Justice Committee
- Mental Health Task Force

The Jefferson Parish CYPB committees have made substantial gains in developing historical and current information and compiling data that have informed changes in policies, practices, resources, and resulted in commitments to the use of evidence-based programs and services. As part of a five year plan, the Jefferson Parish CYPB has built a foundation for the future and demonstrated its commitment to the foundational principles of Act 555.

This Jefferson Parish CYPB comprehensive plan is entitled *Vision 2015 and Beyond: Comprehensive Plan of the Jefferson Parish Children and Youth Planning Board*. This report contains background information that reflects Jefferson Parish's unique historical and physical information, census characteristics, educational demographics, assets and liabilities, economic indicators, current initiatives, and a comprehensive community profile. The report contains a comprehensive data picture of the children and youth populating the juvenile justice, child welfare, educational, mental health and status offender systems. All of these data and informational sections were of significant utility to the CYPB Executive Committee as final priority recommendations were formulated for the report.

This significant effort provided a list of service needs organized in eight key domains (i.e., juvenile justice, child welfare, family, community, education, at-risk behaviors, substance abuse, and peers). The Jefferson Parish CYPB Executive Committee prioritized these areas of need utilizing the data picture, resource assessment, and their considerable professional expertise.

On November 17, 2009, the Jefferson Parish CYPB Comprehensive Plan and its list of priority recommendations were submitted by the Executive Committee to the full membership of the Jefferson Parish CYPB for approval and endorsement. The many agencies, community groups and individual citizens involved in this endeavor will strive diligently to carry this plan to full fruition, starting with those most in need. This unique collaboration will succeed, guided by the common, unifying goal of improving the lives of all children and youth in the Parish of Jefferson.

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INTRODUCTION

During the 2003 Regular Session of the Louisiana Legislature, the provisions of Act 1225 were passed setting the foundation for substantial changes in implementing juvenile justice in Louisiana. The statute, called the Juvenile Justice Reform Act of 2003, was submitted upon recommendation of the Louisiana Juvenile Justice Commission and provided for comprehensive reform of the Louisiana juvenile justice system. As a result of its enactment, the declared policy of the State of Louisiana became, “to assist in the development and establishment of a community-based, school-based, and regionally-based system.” Among other critically important standards, the statute further condemned large correctional facilities recognizing the critical importance of community-based treatment for juvenile offenders.

In 2004, to further promote the intent of the Juvenile Justice Reform Act of 2003 and during the Regular Session of the Louisiana Legislature, the provisions of Act 555 were passed. The statute, known as the "Children and Youth Planning Boards Act", mandated that local jurisdictions create Children and Youth Planning Boards (CYPB's) whose singular purpose is to assist in the assessment, alignment, coordination, prioritization, and measurement of all available services and programs that address the needs of children and youth. The mandate includes children and youth at risk for, or identified with, social, emotional, or developmental problems, including, but not limited to educational failure, abuse, neglect, exposure to violence, juvenile or parental mental illness, juvenile or parental substance abuse, poverty, developmental disabilities and delinquency. The boards are intended to encourage collaborative efforts among local stakeholders for assessing the physical, social, behavioral and educational needs of children and youth and for assisting in the development of comprehensive plans to address such needs. The infrastructure for planning is intended to be data-driven in order to select appropriate evidence-based programs which will maximize available resources within each local jurisdiction.

The Children and Youth Planning Boards Act further authorized local CYPB's to assist in the development, implementation, and operation of services which encourage positive development, diversion of children and youth from the criminal justice and foster care systems, reduction in the commitments of youth to state institutions, and provision of community responses to the growing rate of juvenile delinquency. The coordination and implementation of services are mandated to include, but are not limited to, prevention, early intervention, diversion, alternatives to home displacement, alternatives to incarceration and treatment services. Through the establishment and implementation of such boards and their activities, Louisiana intended to foster and promote a continuum of community-based services and systems reflecting service integration at the state and community and/or local levels.

Pursuant to this mandate, the Jefferson Parish CYPB was established by Jefferson Parish Ordinance No. 22308 as adopted by the Jefferson Parish Council on August 25, 2004. The Jefferson Parish CYPB convened its first meeting in October, 2004. Statewide, Children and Youth Planning Boards receive oversight from the Louisiana Children's Cabinet, which is responsible for coordinating services for Louisiana's children and youth and for making recommendations regarding the Louisiana's Children's Budget.

In accordance with §1941.8 of Act 555, the required composition of each CYPB is a minimum of eleven, but not more than twenty-five members. The parish governing authority is required to make membership appointments for a period of two years. The CYPB is required to ensure that the board is representative of the community in terms of gender, age, ethnicity, and geography, as well as knowledge and expertise. The CYPB is directed to promulgate and implement rules concerning attendance of members at board meetings. The members may also elect their own officers. Those appointed shall include the following, if available and willing to serve, but need not be limited to:

- (1) Members of the education community that are representative of and knowledgeable about early childhood, elementary, secondary, and special education;
- (2) Members of the criminal justice community that are representative of and knowledgeable about law enforcement, prosecution, public defense, and the judiciary and, wherever possible, a member of the judiciary elected to the juvenile court bench should be included;
- (3) Members of the health care community that are representative of and knowledgeable about physical health, mental health, and early childhood substance abuse prevention and treatment services;
- (4) Members of the social services community that are representative of and knowledgeable about services for children in need of care, foster parenting, and child and family support programs;
- (5) Members of the faith-based communities;
- (6) Members of the business and labor communities;
- (7) Members of parenting and youth organizations.

The Jefferson Parish CYPB as currently constituted meets the requirements of §1941.8 of Act 555 (see Appendix A for CYPB membership composition).

By further mandate of Act 555, the CYPB members are required to actively participate in the formulation of a comprehensive plan for the development, implementation, and operation of services for children and youth and to make formal recommendations to the parish governing authority or joint parish governing authorities at least annually concerning the comprehensive plan and its implementation during the ensuing year. In its formulation of the comprehensive plan, which adheres to the mandates of Act 555, the CYPB is in the process of pursuing and implementing the following:

- (1) Identify all resources available to meet the needs of children and youth by comprehensively examining resources and services that target children and youth. These services may include, but are not limited to, prevention, early intervention, education, and treatment.
- (2) Assess the needs of children and youth in the local community, incorporating reliable data sources.
- (3) Develop and select the appropriate evidence-based strategies or programs to meet those needs identified by soliciting community input and developing a strategic plan to best address the needs of children and youth in the respective community. This strategic plan should have measurable goals and objectives and should be evaluated annually to ensure its effectiveness.

- (4) Collaborate with schools, law enforcement agencies, judicial system, health care providers, and others to ensure that goals and treatment needs are being met.
- (5) Ensure effective delivery of prevention programs in the community through training, technical assistance, monitoring, and evaluation to ensure effective outcomes are achieved.
- (6) Report the results of such assessment annually by October 1st to the Office of Juvenile Justice (OJJ) and the Louisiana Children's Cabinet. Performance indicators and benchmarks from the reports will be used for planning at both the state and community levels.

BACKGROUND

In 2000, the Juvenile Justice Interagency Task Force was created to address a rising tide of juvenile crime. The primary target was to build a juvenile justice system that focused on chronic, violent, and serious juvenile offenders. From this effort, agency representatives put aside their differences and agreed to support programming that addressed status offenders, first-time delinquent offenders, repeat offenders, and serious/chronic offenders.

Pursuant to recommendations of a consultant study of the Jefferson Parish criminal justice system in 1996, the Community Justice Agency (CJA) was established by Jefferson Parish Ordinance No. 21662. The CJA has direct administrative supervision over Adult Supervision and Corrections, Administration and Planning Services, and juvenile justice functions within Jefferson Parish government. The CJA serves as the District 7 Headquarters for the Louisiana Commission on Law Enforcement serving Jefferson and nine neighboring parishes in seeking, managing and monitoring federal and state grant monies used to operate a broad range of delinquency prevention and intervention programs.

With the passing of the Juvenile Justice Reform Act and the Children and Youth Planning Board Act, Jefferson Parish not only embraced statewide philosophical changes, but was on the leading edge of implementing these changes. Developed through years of careful attention to both the needs of youth involved in juvenile justice and the needs of the community as a whole, the Jefferson Parish CYPB maintains unity through the common goal of improving the lives of all youth in the parish.

Initially developed in large part by a previously commissioned juvenile justice master plan initiative in 2004, the Jefferson Parish CYPB established several distinct sub-committees targeting traditional barriers to the common welfare of children and youth. With oversight from the Executive Committee, the board consists of the following committees, which are presented in Appendix B:

- Interagency Coordination and Training Committee

The mission of the Jefferson Parish Children and Youth Planning Board is to collaboratively promote and administer effective prevention and treatment programs to children and youth in a timely and appropriate manner with dignity and respect for the welfare of all children and their families resulting in healthier children and youth for a strong, vibrant community.

- Continuum of Care Committee
- Evaluation and Monitoring Committee
- Juvenile Justice Reform Committee
- Youth Advisory Council
- Balance in Juvenile Justice Committee
- Mental Health Task Force

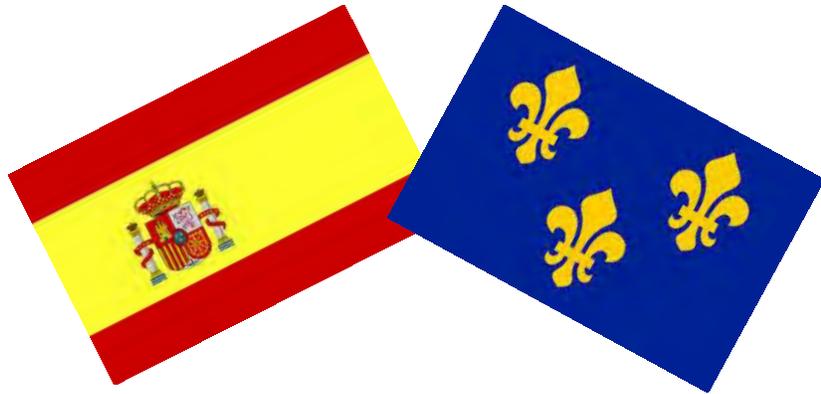
In October 2006, Louisiana was selected to participate in the John D. and Catherine T. MacArthur Foundation *Models for Change* initiative. The *Models for Change* initiative is an effort to create successful and replicable models of juvenile justice system reform through targeted investments in key states. With long-term funding and technical support, *Models for Change* seeks to accelerate progress toward a more rational, fair, effective, and developmentally appropriate juvenile justice system.

Louisiana is rethinking and restructuring its child and youth-serving departments from top to bottom, and has already managed a significant shift in emphasis from a primarily correctional orientation to one centered on the treatment and habilitation of youth. It has dramatically reduced its traditional reliance on secure incarceration of juveniles in state-run facilities by shifting resources to build community-based facilities and implement a Missouri model approach.

Models for Change-supported reform efforts in Louisiana have focused primarily on bringing about change in three areas: expanding alternatives to formal processing and incarceration, increasing access to evidence-based services, and reducing disproportionate minority contact within the juvenile justice system. In July 2009, Jefferson Parish was awarded a second phase of funding from the *Models for Change* initiative extended through 2012.

Juvenile Detention Alternatives Initiative (JDAI) reforms have focused on implementing an objective detention screening instrument and assessing conditions of confinement. This front-end initiative dovetails with *Models for Change* initiatives via use of data-driven strategies, implementation of objective screening and assessment practices, and reducing disproportionate minority contact.

In 2012, Jefferson Parish was selected as one of two high intensity sites for the Annie E. Casey Foundation's Deep End reform initiative. In this highly competitive process, Jefferson Parish stakeholders were selected from dozens of well-qualified jurisdictions across the nation to participate in the Deep End work. The Deep End work has undertaken improvements in dispositional data collection, status offender reform, and Juvenile Diversion enhancements.



PROFILE

Physical Description

Physical characteristics of Jefferson Parish were shaped largely by historical and geographical influences. As a result of colonization by both the French and Spanish in the 18th Century, Jefferson Parish was populated by land grants predominantly used for farming. Large portions of Orleans Parish, currently known as the Garden District and Carrollton, were initially part of Jefferson Parish. However, as the city of New Orleans grew, these areas were annexed by the city. Comprising 306 square miles of land and 337 square miles of water, the parish's current boundaries were established in 1874. The



northern boundary is Lake Pontchartrain and the southern boundary is the Gulf of Mexico. The eastern boundary is shared with both Orleans and Plaquemines parishes. This boundary extends from the Metairie Canal, eastward across the Mississippi River and, southward near the Holmes Avenue Canal and follows the Intercoastal Waterway to the Gulf of Mexico. The western boundary extends from Lake Pontchartrain southward along the Duncan Canal across the Mississippi River southward along the Waggaman Canal and through Lake Cataouatche, Lake Salvador and several smaller bodies of Louisiana marshland to the Gulf of Mexico. This boundary is shared with St. Charles and Lafourche parishes

(see map at left).

Geologically, the northern portion of the parish consists of alluvial farmland predominantly used as suburban residential neighborhoods. The southern part of the parish consists of marshlands that support the fishing, maritime, and tourism industries. Throughout the parish there are various interconnected waterways creating an enduring and essential maritime industry. By comparison to the infamous hot summer nights, the average annual temperature of 68.8 degrees seems mild. The average annual rainfall is 64 inches furthering the moist, humid climate and fertile soil. Most citizens reside in the northernmost part of the parish, which lies directly adjacent to Orleans Parish, creating a unique blend of urban and suburban cultural influences.

The parish’s largest community is Metairie, an unincorporated area that comprises almost all of East Jefferson. Smaller unincorporated areas include River Ridge and Jefferson. West Jefferson is the second largest community and consists of several unincorporated areas including Terrytown, Harvey, Marrero, Avondale, Waggaman, Bridge City, and parts of Westwego. Jefferson Parish is divided by the Mississippi River into the Westbank and Eastbank areas. East Jefferson cities include Kenner and Harahan, while Gretna, Westwego, Jean-Lafitte, and Grand Isle are in West Jefferson.



Census Characteristics

Culturally, Jefferson Parish residents share a dynamic cultural history of mixed ancestry. Surrounding pockets of Spanish Isleños, Cajun French, rural Blacks, and native Houma indigenous peoples combined to create a vibrant cultural gumbo in the parish. This cultural heritage has historically been complimented by New Orleans’ position as a major global port city that has been the point of entry for thousands of European and Latin American immigrants. Rooted in colonial French and Spanish culture, Catholicism is the predominant religion.

In 2013, Jefferson Parish remained the second-most populous parish in the state with 434,552 citizens. East Baton Rouge Parish has the greatest population with 445,227 citizens. Orleans Parish was third with 378,715 citizens¹. Demographics showed gender composition to be steady at 51% female and 49% male. Changes in racial makeup estimates are shown in Table 1.

	2008	2009	2010	2011	2012	2013	Change
Caucasian	66	64	63	67	67	66	-
African-American	27	27	26	27	27	27	-
Native American	0.3	0.6	0.5	0.6	0.7	0.6	↑0.3%
Asian	4.0	3.8	3.9	4.0	4.1	4.1	-
Native Hawaiian	0.1	0.0	0.0	0.0	0.1	0.1	-
Hispanic/Latino¹	9.0	9.9	12.4	12.7	13.1	13.4	↑4.4%

¹Note: Hispanic/Latino of any race.

¹ Source: American Community Survey [ACS], 2012

The racial and ethnic composition of Jefferson Parish show no substantial increases except for a 4.4% increase in Hispanic/Latino citizens since 2008. Other racial groups had nominal changes. Twenty-two percent of the population is below the age of 18 or approximately 95,601 youth, which indicates the magnitude of responsibility charged to the Children & Youth Planning Board.



Educating Our Youth

Education has been highlighted across the nation as a critical junction in the identification of at-risk youth. In previous years, the CYPB identified pre-school youth as a target for enhancing their readiness for learning. Data shows Jefferson Parish lags behind the state average of children attending Head Start, Early Head Start, or High Quality Child Care – 13% compared to the Louisiana state average of 18%².

The need for collaboration among Jefferson Parish CYPB stakeholders is highlighted by the number of youths enrolled in elementary and high schools. In the 2012-2013 school year, there were an estimated 74,006 students enrolled in kindergarten, elementary, middle and high schools. Jefferson Parish has an unusual distinction of having the highest percent of students in private schools, with 38% of students enrolled in non-public schools. With recently opened charter schools and advanced learning institutions, there is community-wide support for developing educational opportunities to respond to the needs of today's youth.

Public schools consist of disproportionate percentages of minority youth. Public schools consisted of nearly 72% minority youth, with 28% White, 42.3% Black, 21.4% Hispanic/Latino, and 5.3% Asian³

Continuing an upward trend of improvement, the Jefferson Parish School Board has improved its Letter Grade from a D in 2011 to a B in 2012. An independent report by GCR, Inc. showed the JPPS system improved in every metric of academic performance. (See Figure 1) Further, of the 81 schools in the district, 27 were designated as Top Gains Schools by the Louisiana Department of Education. These schools improved their School Performance Score by or beyond pre-established growth goals. Among the improvements made, Jefferson Parish continues to adopt Common Core State Standards to enhance academic achievement among students. Common Core Standards define the knowledge and skills students are expected to learn in each grade.

² Source: LSU/Tulane Early Childhood Policy and Data Center, Fall 2012

³ Source: Jefferson Parish School System website for 2013-2014; youth may fall into more than one category.

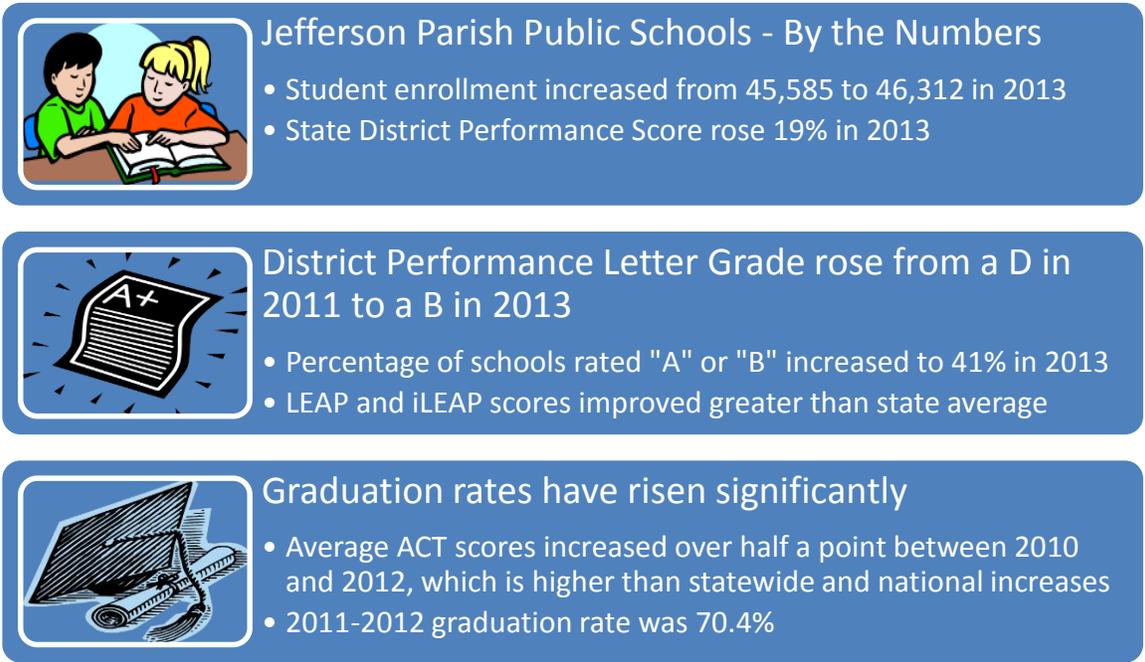
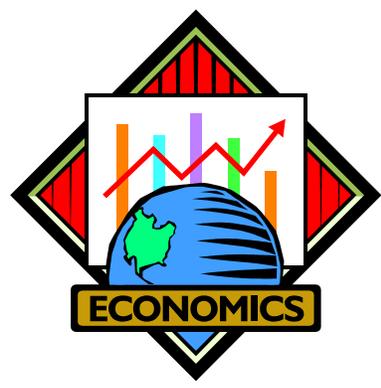


Figure 1: Jefferson Parish Public School Performance

These standards were adopted by Louisiana in 2010 and were collaboratively developed by national education experts. Additional Jefferson Parish school district performance indicators can be found at <http://jpschools.org/about-us/district-school-performance/>.



Economic Indicators

According to the Jefferson Economic Development Commission (JEDCO), the economic base for the parish is provided by several diverse industrial sectors:

- Oil and gas industry
- Healthcare and social assistance
- Professional/technical services
- Transportation and warehousing
- Chemical manufacturing
- Motion picture and digital interactive media
- Computer systems designs and information technology
- Food manufacturing



In 2013, the following top five employers in Jefferson Parish employed over 30,700 employees:

- Ochsner Health System 13,000 employees
- Jefferson Parish School Board 6,631 employees
- Stewart Enterprises 5,000 employees
- Acme Truck Line, Inc. 3,250 employees
- Jefferson Parish Government 2,882 employees



Stewart Enterprises, Inc.
caring for people • making a difference

According to the Jefferson Parish Economic Development Commission report entitled, “Taking Flight in 2013”, several major business projects are in the works as a result of Jefferson Parish’s incentive programs and support of small businesses. Several examples of new corporate operations include Starr Textile Services, Dyno Nobel, and Smoothie King. Further, several motion picture and digital interactive technology companies anchor the region’s growing movie industry in the Parish. Giving a glimpse of Jefferson Parish’s rich culture to the nation, the Tournament Players Club golf course and NOLA Motorsports complex (pictured below) provide world-class recreational venues. Additional economic development data can be found in the Jefferson Parish Economic and Demographic Profile (January, 2013)⁴.



⁴ Located at: http://www.jedco.org/wp-content/uploads/2012/03/Economic_Profile.pdf.

Liabilities and Assets

Liabilities in the Parish include the economy and early childhood education. In the past several years, the economic forecast has been flat. The reduction in employees at the Huntington Ingalls shipyard has been met with increased employment opportunities elsewhere. As a result, the 11% projected unemployment has not materialized. The Jefferson Parish unemployment rate for 2013 was 5.9%, below the state average of 6.1%.

Weaknesses related to early education were identified as a lack of high quality early educational opportunities that prepare preschoolers to meet the educational challenges of common core curricula in kindergarten. The total percent of “at-risk” youth in the public school system is 77%, with 77% of students receiving free or reduced lunch⁵. The lack of



technical and vocational educational programs in public schools was also identified as a major weakness facing the Jefferson Parish workforce⁶.

In spite of these and other liabilities, Jefferson Parish citizens remain optimistic about recent developments in burgeoning industries, state and parish government, and educational improvements. Jefferson Parish has positioned itself as a contender for the film industry by opening the Louisiana Film Studios in the Elmwood Industrial District in 2008. Louisiana tax incentives have induced \$3 billion in revenues since 2002. The Jefferson Economic Development Commission has been highly instrumental in the development of the Churchill Technology & Business Park, located in Avondale on the Westbank. This 500-acre master-planned site is suited to attract businesses from high end offices to light manufacturing.



The Louisiana Behavioral Health Partnership and the Coordinated Systems of Care (CSoC) expanded from its initial implementation phase in Jefferson Parish to include Orleans, St. Bernard, and Plaquemine parishes. Expansion to adjacent parishes increased the number of youth and families accessing CSOC services.

Jefferson Parish continues to build an infrastructure that supports businesses with completion of the expansion of the Huey P. Long Bridge and the opening of the 9-1-1 Call Center. Since Hurricane Katrina, 8,384 new businesses have started in the parish. In October 2010, Jefferson Parish elected a new Parish President, Mr. John Young, Jr., whose leadership targeted consolidating operations while maintaining service levels, building transparency of parish government, and restoring public confidence. Parish

⁵ Source: Louisiana Department of Education District Multi-Stats February 2014

⁶ Source: Comprehensive Economic Development Strategy Committee, 2010

President Young’s support of the CYPB and juvenile justice reform efforts have led to national recognition of the work accomplished under the CYPB umbrella.

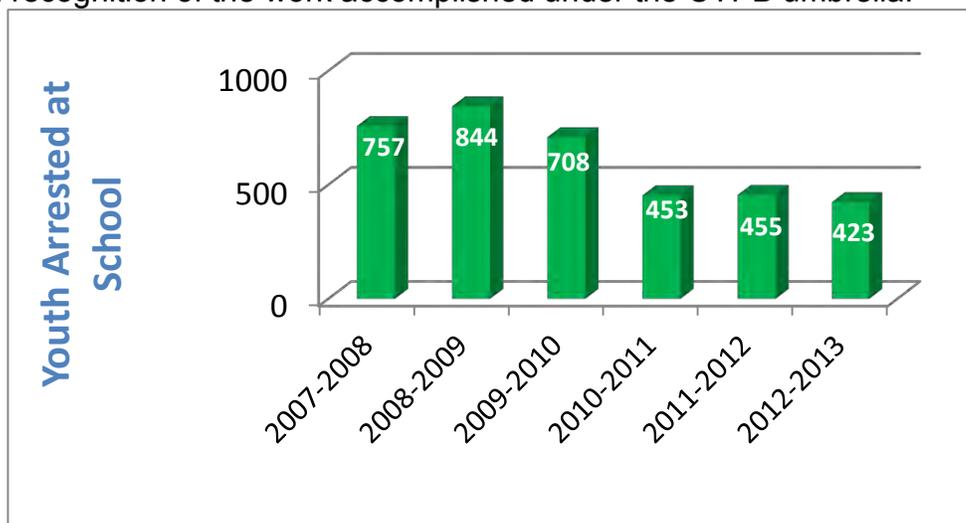


Figure 2: School Arrests 2007-2013

As previously noted, Dr. James Meza, was appointed as Acting School Superintendent for the Jefferson Parish Public School System and served in this capacity for three years. In 2014, Dr. Meza announced his retirement. Joining efforts to improve public school effectiveness the school system has been represented on the CYPB. Over a five year period, the number of school-based arrests declined 50%, meaning more youth were in schools learning and fewer were at home or in detention (see Figure 2). The reduction in school arrests began in 2009 when the CYPB sponsored Crisis Intervention Training for Youth, a Models for Change work product, with School Resource Officers. The collaboration between several schools, such as Shirley Johnson Gretna Park Elementary, has resulted in tremendous improvements to student attendance, academics, and behavior.

The Jefferson Parish CYPB has strengthened its ability to coordinate provision of services and initiatives for child and youth service agencies throughout the parish. Jefferson Parish has built upon its momentum by outreaching to community leaders who demonstrate enthusiasm and ability to impact the lives of children and youth by serving on the CYPB.

In 2012, the CYPB concluded its formal involvement with the Annie E. Casey Foundation’s Juvenile Detention Alternatives Initiative (JDAI) and the John D. and Catherine T. MacArthur Foundation’s *Models for Change* (MfC) initiative. However, the advancements made during these highly engaged initiatives remain as fully implemented and sustainable practices. In addition, Jefferson Parish was selected by the Annie E. Casey Foundation to participate in the “Deep End” initiative. In 2013, the Deep End initiative began a system assessment and development of a work plan to focus on dispositional decision-making. In 2014, the Deep End initiative focused on status offender reform, probation improvements, and improved pre-trial diversion practices.

The balance between liabilities and assets in the parish is beginning to edge toward a culture that supports healthy living for children, youth, and families. From a transparent government to supportive educational institutions to improved services,

Jefferson Parish’s leaders are committed to improvement through tangible results. Following is a few of the major initiatives occurring in the parish.

Initiatives

Major initiatives continue in Jefferson Parish regarding improvements to the lives of children and youth. While many Louisiana parishes have faced significant challenges in the development and maintenance of their CYPB’s, Jefferson Parish recognizes that the biggest investment required for effective CYPB development is time. The all-volunteer board comprising the Jefferson Parish CYPB recognizes the need to support the ideals of the Children and Youth Planning Boards Act and is actively engaged in coordinating, prioritizing, and collaborating around issues impacting youth and families. The Jefferson Parish CYPB has been recognized as one of the most organized and accomplished CYPB’s in Louisiana. Several members of the board have been sought by other jurisdictions to provide technical assistance on CYPB development. In addition, CYPB members have provided outreach efforts in the form of conference presentations, and publications to extend assistance across the state and nation. Two featured conferences were the 34th Louisiana’s Governor’s Conference and the 39th Annual



Training Institute of the American Probation and Parole Association.

The Jefferson Parish CYPB engages every facet of children and youth service agencies. One glance at the organizational chart for the CYPB will

show active participation by a majority of stakeholders. This involvement is critical to our successes. Each board member recognizes the need for data-driven decision-making and effective programming for youth. There is a shared acknowledgement that outcomes will guide programming decisions and policy development.

Two major initiatives focusing on juvenile justice are the John D. and Catherine T. MacArthur Foundation’s Models for Change (MfC) and the Annie E. Casey Foundation’s Juvenile Detention Alternatives Initiative (JDAI). *Models for Change* (MfC) seeks to develop and support wide change that can serve as a model for the state of Louisiana as well as other states. This effort has led to Jefferson Parish as a routine reliance on evidence-based practices,

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34th Louisiana Governor's Conference
JUVENILE JUSTICE
 May 14-16 in Baton Rouge



the nation through publications, conference presentations, and networking with other professionals.

Under the Annie E. Casey Foundation's Juvenile Detention Alternatives Initiative (JDAI), the CYPB has validated a Detention Assessment Instrument (DAI), performed two detention self-assessments, and developed a continuum of alternatives to detention for both arrested youth entering the system and for violations of probation. The JDAI effort continued in 2013 through the adoption of the state licensing standards for detention facilities, through validation of the Detention Assessment Instrument, and enhanced data collection.



The Annie E. Casey Foundation

Another initiative emanating from efforts of the CYPB is the continuation of outcome-based services. The Department of Juvenile Services (DJS) joined ranks with the Jefferson Parish Human Services Authority and Jefferson Parish Public School System in providing evidence-based services. In 2007, DJS initiated outcome-based contracting for the provision of services to adjudicated youth and their families. In 2009, solicitation for contracts requested only evidence-based practices to target needs identified by screenings and assessments. Contracts were written to provide these services in culturally-competent, community-based venues thereby increasing the potential for positive outcomes. A key aspect of this service acquisition is the implementation of a portfolio of valid and reliable screening and assessment tools across the juvenile justice process. In 2013, over 93% of youth were referred to an evidence-based practice as demonstrated by providers' certification and weekly progress notes.

In 2013, probation data showed reduced numbers of youth entering probation, which decreased treatment referrals. Recognizing the need for additional services for informal status offenders, these services were extended to this group of youth who traditionally rely on unmonitored community-based services. The goal of extending therapeutic services to status offenders is to prevent their migration into the formal juvenile justice system, thereby allowing expedited services to meet the immediate needs of youth and families.

A Probation Officer's Role

"A kid was on probation for Illegal Possession of a Handgun. The minor had serious substance abuse issues. It was revealed by the minor he smoked marijuana as a coping mechanism to help deal with the death of a relative who was killed by someone the minor knew. The friend began to make threats against the probationer's life, which made him feel scared. The minor had a history of being an A/B student in school; however, his grades were affected by the recent tragedy and his decision to smoke marijuana on a weekly basis.

After being placed on probation, the minor began to establish a relationship with me and a bond was established. The minor felt confident in expressing his feelings with me and took advantage of the help given to him. The probationer successfully completed grief therapy and went through substance abuse treatment. After completing services, he had a new outlook on life. Within 10 months of being placed on probation, the minor discontinued his use of marijuana and learned more constructive ways of dealing with his grief. He graduated from high school and received an acceptance letter from a major university. As a result of the probationer's significant progress, he received an early termination from the court."

- Juvenile Probation Officer

Focusing specifically on youth with mental illnesses, Louisiana has initiated the Louisiana Behavioral Health Partnership. This retooling of behavioral health services in Louisiana focuses on four core populations:

- Medicaid eligible children that need coordinated care,
- Adults with severe mental illness and/or addictive disorders,
- Non-Medicaid children and adults with severe mental illness and/or addictive disorders, and
- Children with extensive behavioral health needs who are at risk of being removed from their homes.

Services are managed by a State Management Organization, Magellan Health Services of Louisiana. The previously mentioned Coordinated System of Care is one component of the Louisiana Behavioral Health Partnership. These initiatives have emanated from amendments to the Louisiana Medicaid plan that will expand services for all Medicaid-



eligible youth. In addition, negotiations are underway between state officials and locally-funded probation departments to leverage existing service expenditures with potential Medicaid funding to enhance service capacity for youth and families.

Although the state contract for managed care with Magellan is scheduled to end in February, 2015, Magellan continues to improve services to the community. Currently, agencies across Louisiana are receiving training to implement a 0-6 year old program to focus on the emotional and behavioral health of this underserved segment of our youth. Also, Magellan is implementing an ACT Outcomes scorecard, which will be used to link performance to payments for community providers.

Children and Youth in the System

For the purpose of identifying children and youth who are at-risk, we define them as having come into contact with some aspect of the child and family service system. This system consists of a network of agencies and services that children, youth, and families engage for the purpose of addressing at-risk behaviors, conditions, or circumstances. Child welfare, mental health, special education, foster care, and juvenile justice are all components of the Jefferson Parish service system. Several components, such as child welfare, some aspects of juvenile justice, and foster care are state-based services, and others are parish-based, such as juvenile justice, mental health, and special education.



An early indicator of unstable family environments is youth referred to the juvenile court system for abuse and neglect, known as Children in Need of Care (CINC) cases. Since 2009, the number of referrals to the juvenile court for these cases has increased 46%. The number of referrals for children five and under increased 38% from 2009 to 2013. Despite the increased number of CINC referrals, juvenile court data shows a 63% reduction in the number of parents whose rights were terminated from 2009 to 2013.



Figure 3: 2013 Status Offense Referrals

As youth progress into adolescence, a variety of factors associated with risk permeate their lives resulting in referral to the juvenile justice system through informal or formal referrals. Status offense referrals are also known as Families in Need of Services (FINS). From July 2013 to June 2014, the Jefferson Parish Informal FINS program received 527 referrals. Figure 3 shows status offense referrals to the formal system. Adjudicated status offenses supervised by the Department of Juvenile Services Probation Department comprise 37% of all probation cases (as of July, 2014).

Youth who are supervised by Juvenile Court typically become involved by either a “formal” (petitioned) status offense or a delinquent offense that is generated from an arrest. **Since 2005, there has been a 35% decrease in juvenile (delinquent) arrests in Jefferson Parish⁷.** Charges forwarded to the District Attorney’s Office are screened to decide the most appropriate disposition of the offense.

With enhanced caseload capabilities, the Jefferson Parish District Attorney’s Juvenile Diversion program was responsible for diverting 715 cases from formal processing in 2013 (see Figure 4), with half of these completing the program successfully. The only program of its kind in the state, the Juvenile Diversion program has six Master’s level counselors on staff and an expanding group of restorative justice practitioners.

⁷ Arrests include status, misdemeanor, felony, and attachment bookings. Source: Jefferson Parish Sheriff’s Office Juvenile Intake Center statistics

We've made a great start – diversion referrals overall are much higher than previous years, as are the number of successful completions

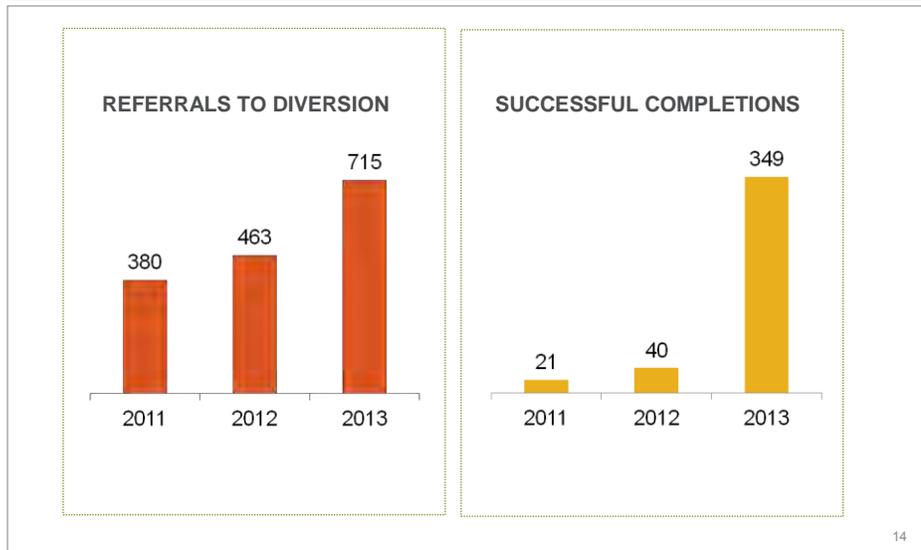


Figure 4: Enhancing Juvenile Diversion Capacity

The Juvenile Diversion Program has enjoyed several achievements in 2014. Baptist Community Ministries awarded the program a grant designed to introduce and build a Restorative Justice program. The Juvenile Diversion program has also worked diligently to implement best practices in the areas of screening, assessment and service provision for the increased number of youth and family referred to the program. Programming has become individualized for each youth and family and focused on meaningful change rather than amount of time spent in diversion or completing ineffective tasks. Use of several Diversion tracks as well as new education groups has been used to include: Active Parenting, Teen Talk, theft-specific Group, Teen Sex and the Law, and others. Juvenile Diversion has also involved Walmart representatives in reducing shoplifting in our community.

The Diversion team has also partnered with many community based groups and coalitions to achieve a more community-centered approach in order to achieve community safety and offender accountability. The Juvenile Diversion Program continues to address the issues of substance abuse with a full time Masters level counselor assigned to these cases.

The Jefferson Parish Juvenile Diversion Program seeks to establish itself as a model program and has shared recent successes at the national Juvenile Detention Alternatives Initiative (JDAI) Inter-Site conference held in Philadelphia in June of 2014. In the upcoming year, Juvenile Diversion plans to continue with the current initiatives as well as developing the capacity to accept a variety of cases that, in the past, have been sent for prosecution. Increased use of data driven decision making and tracking of the success of the youth, will assist the Juvenile Diversion's dedication to offering youth and families the best practices promoting them to achieve and thrive.

Since 2011, Juvenile Diversion increased its capacity for new referrals by 88%, resulting in 35% fewer cases supervised by the Probation Department.

The total number of cases supervised in 2013 by the Jefferson Parish Department of Juvenile Services' Probation Division was 733 – the lowest since before 1990. In looking at youth adjudicated for new delinquent offenses while on probation, rates were generally low at 11%. Recidivism was defined as any arrest for a delinquent offense within the 12 months following completion of probation.

The Children & Youth Planning Board is focused on the needs of all children and youth and not solely focus on juvenile justice-involved youth. Across the system of child and youth serving agencies in Jefferson Parish, improvements have been made as we strive to create an environment where children and families can thrive.

Setting the Stage for Change

Several goals of Act 555 focus on improving the system of care as a whole. Jefferson Parish has leveraged its involvement with the *Models for Change* (MfC) initiative, the *Juvenile Detention Alternatives Initiative* (JDAI), and the Deep End initiative to continue the process of system-wide change. As progress on these initiatives continues, significant improvements also continue to be made in every system engaging children and youth.

COMMITTEE STRUCTURE AND ACCOMPLISHMENTS

The Children & Youth Planning Board is comprised of seven core committees, which are governed by an Executive Committee that is comprised of each of the committee chairs, the CYPB Chairman and community representatives (see Appendix B).

In 2010, the Jefferson Parish CYPB was recognized as a model collaborative for Louisiana. Several presentations by CYPB members were requested across Louisiana and at several national conferences. Jefferson Parish was honored to be highlighted in Louisiana's first Children & Youth Planning Board Summit. In order to continue its mission to serve as a model entity for other jurisdictions, the CYPB, with the assistance of the Juvenile Court, implemented a website. The website contains meeting minutes, publications created by the CYPB, a resource directory, board organization and information, and reform efforts. The website is located at: <http://cypb.jpjc.org/>.

In their current form, the Jefferson Parish CYPB committees have made substantial gains in setting the stage for implementing long-term changes in the child and youth service system. As part of a five-year plan, the CYPB is building a foundation for



future changes in policies, practices, resources, and programs, and demonstrating its commitment to making lasting changes consistent with the foundational principles of Act 555. With this in mind, in 2009 the CYPB adopted a set of bylaws to formalize the governing structures and procedures for operating the board (see Appendix C). Committee accomplishments are discussed in greater detail below.

Interagency Coordination and Training Committee

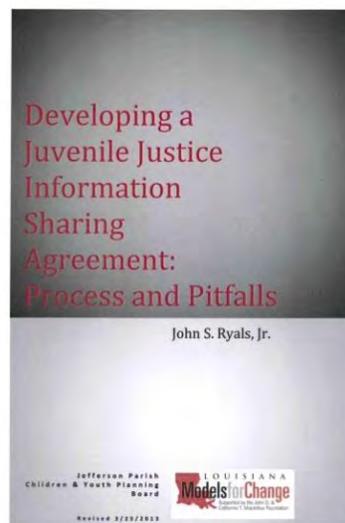
Vision: To develop community partnerships to expand the working knowledge of available services for children and youth in Jefferson Parish and to cooperate as one multi-agency entity in developing a community-based network of assurances for juvenile justice.

Goals:

- (1) Survey staff to determine training needs.
- (2) Educate agency staff on initiatives.
- (3) Coordinate trainings to implement initiatives (engage outside speakers).
- (4) Monitor efforts to ensure that no duplication in services exists.
- (5) Review financial opportunities regularly and notify appropriate parties.
- (6) Identify relationships in the system/service matrix.
- (7) Develop formal interagency agreements.
- (8) Increase service awareness between and among agency partners.

In 2010, an Information-Sharing Memorandum of Understanding was constructed to serve as a state-wide and national model for cross-agency information-sharing agreements. The resulting document was hailed by national experts as the best in the nation. In 2012, the MOU was extended by vote of the CYPB for another year and renewed by all signatories in 2013.

A companion's guide was created as a result of the process used to develop the MOU to provide other jurisdictions with lessons learned and practical application of the steps outlined in the Models for Change Information-Sharing Toolkit. The companion's guide, entitled *Developing a Juvenile Justice Information-Sharing Agreement: Process and Pitfalls* (pictured at left), was highlighted at the Georgetown University Center for Juvenile Justice Reform's Information-Sharing Certificate Program in



Benefits of an Information Sharing MOU

"A youth was court ordered to receive a pre-dispositional investigation, which included a review of the youth's mental health history. Upon interviewing the parent and youth, the investigating officer learned the youth was engaged in mental health care through the local mental health agency. The investigating officer completed a consent form that had previously been approved as part of the Information Sharing work by the Children & Youth Planning Board. However, upon forwarding the consent form to the mental health agency, the form was rejected because the records custodian of the agency said a witness needed to also sign the form. The investigating officer spoke to me about the reason why the request was denied. I, in turn, referred to the Release of Information Report, that details specific Federal requirements of consent forms. This report was written through the CYPB. Information contained in the report revealed that a witness signature for consent forms is not required by Federal statute. This information was given to the records custodian and the records were released." - Treatment Coordinator

Continuum of Care Committee

Vision: The vision of the Continuum of Care Sub-Committee is to build connections between the needs of youth and productive services by creating mechanisms to identify unmet needs and recommending investments in programs that fill those needs. The Continuum of Care Sub-Committee strives to be all-inclusive in its composition and influence upon at-risk youth to ensure children in Jefferson Parish have services available to improve the quality of their lives.

Goals:

- (1) To build collaborative relationships between and among child and youth serving agencies to enhance the quality of care by reducing redundancy and strengthening programmatic capacities.
- (2) To inform the community of the services provided by JP-CYPB member agencies and community based organization.
- (3) To inform the community of the JP-CYPB reform work.

The Continuum of Care Committee targets children who are disconnected from the educational system beginning at a very early age due to their lack of basic reading skills. The committee has continued its involvement with Shirley Johnson Gretna Park

Jefferson Parish
Children & Youth Planning Board
Community Resource Booklet



Authored By: Continuum of Care Committee

Elementary School to increase literacy of early elementary students. The school identifies students that were lagging in their reading skills. The committee developed a program to furnish reading tutors for identified students. Tutors started in January 2011 and met with first graders for 30 minutes weekly through the end of the 2011 school year. In August 2011, reading test data from the school showed that reading speed doubled on average for the students receiving tutoring through this program. In addition, standardized tests showed improvement in reading

comprehension, attendance improved, and disciplinary actions decreased among the tutored students. Using these initial results as a basis for long-term improvements, the program hopes to build long-term positive outcomes keeping those young people from engaging in at-risk behaviors.

The committee continues to update and distribute the Jefferson Parish Community Resource Booklet for Families with Children in both hard copy and on the CYPB web-site <http://cypb.jpjc.org/>. The Directory of Community Services is provided on the CYPB web-site and is updated on an annual basis as services change. This booklet now includes information covering infants to adolescents and crisis intervention for abused and neglected children.

For 2014, the Continuum of Care Committee has had the following goals:

1. Continue the tutoring program at Gretna Park Elementary School for grades 1st through 4th.
2. Assess the medication needs and understanding of the families and children serviced in the juvenile justice system
3. Explore how to improve service coordination and assess dually-involved youth engaged with the Louisiana Department of Children and Family Services and the juvenile justice system.

The Committee continues its involvement with Shirley Johnson Gretna Park Elementary School. In previous years, volunteers were coordinated by the Continuum of Care Committee to provide educational support to early elementary students. The CYPB resources were also leveraged to enable the school to receive a donated playground.



More recently, member agencies of the CYPB collected 151

cold weather items for at-risk students at the school. The collaboration between the CYPB and school has shown significant improvements in academic achievement and community support.

In assessing the medication needs and clients' understanding, a questionnaire was developed and is currently being implemented. The questionnaire is being distributed through Jefferson Parish Department of Juvenile Services' Pre-Dispositional Investigation unit and also through the Jefferson Parish District Attorney's Juvenile Diversion program to explore how much families and children know about prescribed medications. With this information, we hope to find ways to educate those in the juvenile justice system so that they may better understand the medication they take.



As for the dually-involved youth, we started this work by having in-services conducted by members of the Continuum of Care Committee and the Louisiana Department of Child and Family Services (DCFS) to improve collaboration for dually-involved youth. These in-services allowed for exchanging of information and networking.

As we head into 2015, the committee has the following goals:

1. Continue the tutoring program at Gretna Park Elementary School
2. Expand the tutoring program to an East Jefferson elementary school
3. Continue to assess the medication needs of the families and children services within the juvenile justice system.
4. Begin the work to see how to better service those children dually involved with DCFS and juvenile justice system in Jefferson Parish.
5. Update the Community Resource Booklet that was developed by the committee.

Evaluation and Monitoring Committee

Vision: It is the vision of the Evaluation and Monitoring Committee to ensure quality and consistency of services and programs for the youth of Jefferson Parish. Through vigilance and objective measures, this committee endeavors to provide children and youth service agencies with information on effectiveness of programs and services. This committee also will educate the community about evidence-based practices.

Goals:

- (1) To assist the Evidence-Based Practices Committee in educating service providers about evidence-based practices.
- (2) To implement policies and practices that provide objective measurements for system-wide services and programs.
- (3) To provide consultation to programs and agencies regarding implementation of evidence-based practices.

The CYPB determined that program evaluation and outcome tracking are necessary components of ensuring consistently effective programs and services. Through the efforts of this committee, performance indicators were established that make program evaluation part of the provision of contract services for the Department of Juvenile Services.



In 2014, the Outcome Monitoring Sheet (OMS), formerly known as the Green Sheet, was revised to facilitate data collection. The OMS has been a primary tool for collecting and analyzing key information regarding youth outcomes. This document was a central component for the development of a case management system for the Department of Juvenile Services. The web-based system, at the time of this writing, is under development by a team of Department leadership, computer programmers, with consultation from line staff, contractors, and national juvenile justice professionals. Once completed, the system will be capable of tracking youth, collecting data, and reporting benchmarks.

Through the leadership and outreach of the CYPB, outcome-based contracting and data-driven decision-making are becoming commonly used terminology. Data has been used to obtain outcome data on treatment programs, risk levels, and probation assignments. As we continue to expand our vocabulary, the procedures we used to

determine effectiveness expanded as well. This process of developing a model CYPB has been documented and will be replicated in other jurisdictions with the help of the Robert F. Kennedy Children’s Action Corps as part of Jefferson Parish becoming a model site for juvenile justice reform.

Juvenile Justice Reform Committee

Vision: Ensure that the eight core strategies of JDAI are addressed in Jefferson Parish, expand on JDAI with the Deep End Initiative by reducing out-of-home placements for youth, and sustain the efforts of the Models for Change Initiative.

Goals:

- (1) Develop and implement objective screening tools and assessments.
- (2) Enhance Alternatives to Detention.
- (3) Reduce racial and ethnic disparities.
- (4) Practice data-driven decision making at all system levels.
- (5) Provide evidence-based services and treatment to all youth.

In 2012 and into 2013, the CYPB’s involvement with the Models for Change and Juvenile Detention Alternatives Initiative has declined. However, the juvenile justice reform work continues as Jefferson Parish positions itself as a national model in the areas of evidence-based practice implementation, alternatives to formal processing, probation reform, developing alternatives to detention, and maintaining a detention assessment instrument. The CYPB continues to sustain previous reforms while engaging in the Annie E. Casey Foundation’s Deep End Initiative.

The evidence-based practices (EBP) work continues to implement evidence-based and/or promising approaches, and implementing valid and standardized screening and assessment tools. **In 2014, there has been increased activity around expanding the use of standard and reliable screening and assessment tools to additional juvenile justice entry points.** Trainings were held for the staffs of the Juvenile Diversion program and informal status offender program on use of the Structured Assessment of Violence Risk in Youth and Massachusetts Youth Screening Instrument. The goal of these trainings was to expand use of objective and

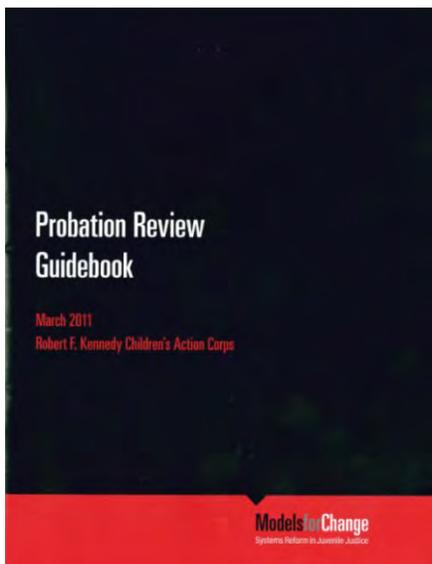
Treatment Expenditures



Data Source: Jefferson Parish Department of Juvenile Services

reliable assessment tools to aid in proper identification of needs and risks of youth entering the program.

In addition, the committee has been responsible for increasing the access and use of evidence-based practices through a broad campaign involving any available child and youth service provider. Through workshop attendance, meeting attendance, group discussions, and any other form of gathering, the Juvenile Justice Reform Committee has continued to educate stakeholders from juvenile justice, child welfare, community-based providers, and other disciplines on the value of implementing evidence-based practices. From a more tangible perspective, the EBP work has been the springboard for the implementation of a complete portfolio of evidence-based programs. Reflecting on utilization data, contract services included sexual perpetration therapy, the Positive Parenting Program (Triple-P), and more Trauma-Focused Cognitive Behavioral Therapy. Each program/practice in this portfolio was created as a direct result of needs identified through screening and assessments and data collection.



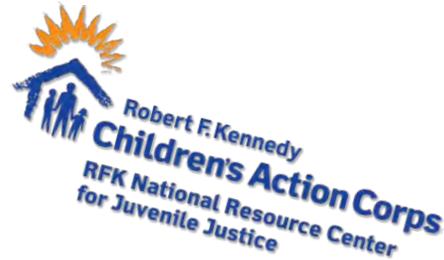
Alternatives to Formal Processing (AFP) work involves exploring and implementing appropriate alternatives to formal judicial processing. Under the Deep End initiative, a status offender diversion program is under development to reduce the number of status offenders processed formally through the court. The ultimate goal is to improve service provision and reduce juvenile justice involvement for youth and families.

The District Attorney's Juvenile Diversion program is a primary alternative to formal processing that has undergone tremendous development in 2013-2014. Among the improvements made to Juvenile Diversion are the addition of a full time substance abuse counselor, expanded use of restorative justice interventions, and improved data-collection tools. Results of this ATD have been astonishing and include a 54% increase in referrals to the program and a seven-fold increase in the number of successful completions from the program.

The Department of Juvenile Services Management Team, with the assistance of John Tuell and Janet Wiig from the Robert F. Kennedy Children's Action Corps, formulated a work plan that detailed a timeline, responsibilities, and work products to turn the recommendations into activities. Noteworthy achievements include a new pre-dispositional investigation unit, development of a Graduated Response Grid, improved management practices, clarification of probation officer and supervisor roles and performance measures, nationally recognized training on best practices has been given to probation line staff, and a program to externally monitor status offenders has been drafted as a result of the probation review implementation phase. This



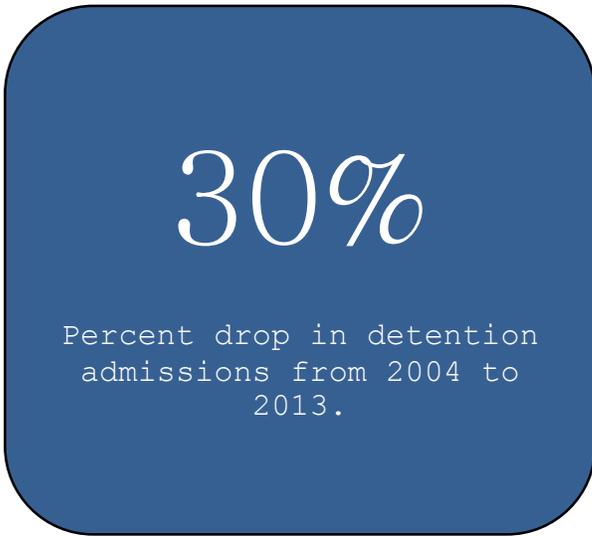
work has been recognized as a first in the nation and has been highlighted at the 2013 Models for Change Annual Working Conference, the 39th Annual American Probation and Parole Training Institute, and the Robert F. Kennedy Probation System Review Practice Network.



ModelsforChange

The Juvenile Justice Reform Committee focused on alternatives to detention (ATDs). This initiative evaluates and monitors ATDs that youth are placed on in lieu of detention. Through monitoring data regarding the use of ATDs, the committee is able to make recommendations regarding effectiveness of these ATDs in reducing the number of youth admitted to detention. **In 2013, 650 youth were placed on ATDs, which saved over 12,000 detention bed days.**

Lastly, a pivotal aspect of detention reform has been the development of the Detention Assessment Instrument (DAI). The DAI has been pilot tested, validated internally and externally, and was officially implemented in September 2008 as the primary decision-making tool that screens juveniles for detention admission, outright release, or release to a detention alternative. In 2014, a second validation study of the DAI was performed to enhance the instrument's validity. Recommendations were approved by members of the CYPB and are scheduled to be implemented in early 2015.



In 2013, the Jefferson Parish L. Robert Rivarde Detention Center obtained its first ever license from the state by passing the toughest state detention standards in the country. **To continue improving conditions of confinement, the Department of Juvenile Services is performing a \$2.8 million facility upgrade for the 40-year-old facility.**

Youth Advisory Council

Vision: The vision of the Youth Advisory Council is to provide every youth with a powerful voice in the decisions made on their behalf by those systems entrusted with their care, education, and development.

Goals:

- (1) To understand youth perceptions of the systems impacting them.
- (2) To provide open and candid information to the CYPB membership.
- (3) To provide insight and suggestions to contribute to improving the lives of children and families in Jefferson Parish.

The Youth Advisory Council was established in July 2010. It was created to understand youth perception of the current juvenile justice system in Jefferson Parish. The youth advisory council is a group of young people who were nominated by members of the Children & Youth Planning Board. Members of the Youth Council meet to discuss what they feel is right and wrong with the Jefferson Parish juvenile justice system. The Youth Council engages in open and candid conversations that offer the Jefferson Parish Children & Youth Planning Board insight, advice, and suggestions to contribute to the Planning Board's reform of the juvenile justice system. Due to changing leadership, this committee has waned in 2014; however, there is renewed focus on improving family and youth involvement in all aspects of the child and youth serving system.

Balance in Juvenile Justice Committee

Vision: The vision of the Balance in Juvenile Justice Committee is to provide oversight and supervision to youth who have demonstrated a propensity for delinquent behavior and to protect the community through aggressive law enforcement intervention.

Goals:

- (1) To identify youth who are serious habitual offenders.
- (2) To enhance community safety.
- (3) To ensure appropriate balance in serious juvenile offender dispositions.
- (4) To support the juvenile court and probation department in responding to serious habitual offenders.

The Balance in Juvenile Justice Committee is responsible for enhancing community safety by monitoring serious juvenile offenders. As of September 30, 2014, the number of youth identified as high risk continued to decline from 92 in 2013 to 87 in 2014. Research by the Jefferson Parish Sheriff's Office and District Attorney's Office has linked these youth to a large portion of delinquent activity in the parish. Eleven of these youth have been identified as potential candidates for a program targeting the top juvenile offenders, called the Red File Program. Criteria for placement in this extremely high risk group include severity of arrest charges, prior adjudications, school history, and completion of previous services provided.

The Red File Program is managed by ranking members of the Jefferson Parish Sheriff's Office, who collect, analyze, and report information to Juvenile Court and the Probation Department on youth meeting the Red File threshold. The outcome of this committee is to enhance information flow and prosecution of the small number of juvenile offenders committing serious delinquent acts, thereby enhancing community safety and law enforcement responsiveness.

Mental Health Task Force

Vision: The vision of the Mental Health Task Force is to comprehensively assess and reduce the problems associated with accessing mental health care and support for individuals in behavioral health crisis.

Goals:

- (1) To identify gaps in service delivery for youth in mental health crisis, due to suicidal or violent behavior or grave disability.
- (2) Developing a count of the number of suicides and hospitalizations in local emergency rooms and psychiatric facilities due to mental health emergencies.
- (3) Develop a continuum of care and streamline protocols for youth in school or in juvenile justice settings who demonstrate suicidal behaviors.



Arising from the demands of Legislative Act 447, a committee dedicated to assessment of youth crisis needs formed. The committee, consisting of members of the community, the Jefferson Parish Sheriff's Office, Jefferson Parish Public Schools, the Jefferson Parish Human Services Authority, the Department of Juvenile Services local emergency room representatives, and the Jefferson Parish Mobile Crisis Team, convened to form the Mental Health Task Force of the CYPB. The task force focuses on system response to behavioral health crises of children and youth. Goals of the committee are to minimize unnecessary mental health referrals, minimize student exclusions from school, and to improve the process for assessment of risk and referrals for services. In 2013, the task force efforts primarily concentrated on students with threatening behavior and the group generated suggestions to assist in the risk of harm assessment process. The Task Force has also collaborated with the Jefferson Parish Suicide Prevention Task Force in order to improve public awareness of suicide prevention, bullying prevention, and mental health emergencies and to facilitate greater access to services for *youth in crisis*.

PROGRAMS AND SERVICES ASSESSMENT

Data from surveys was detailed in a matrix to easily identify the number of programs providing specific services for a specific age, gender, race, and legal status. A comparison of data-driven needs to the number of programs providing specific services provided a strong first-step in identifying gaps in services and programs. One caveat to identifying gaps in services is that the mere presence of several programs that address a specific need does not equate to adequate programming to address that need. Further

information is needed on programs' impacts on identified needs and this is where the work of the Evaluation and Monitoring and Models for Change Reform committees dovetails with the resource assessment. Over the past three years, there has been increased focus on developing programs and services that target specific community needs. These programs and services are increasingly utilizing promising practices and, whenever feasible, evidence-based practices.

Gaps in Programs and Services

Consistent with the intent of Act 555 to encompass programs and services for *all* youth, the CYPB believes strongly in maintaining focus on both prevention and intervention. As a logical step to identifying gaps in services, the Continuum of Care Committee focused on determining need. There is a connection between determining the needs of children and youth and determining the gaps in services. Gaps cannot be determined without knowing what children's needs are. Information collected by comparing aggregate data



with available programs and services highlights areas where programs and services are needed. Results showed additional programs and services are lacking in the areas of family supports and services, education, positive youth activities, and youth employment opportunities.

Data showed a lack of programs aimed at building family strengths from birth to adolescence. Strong families are the foundations on which children learn social skills, aggression management, respect for others, family planning, appropriate relationships, commitment to education and gainful employment, values clarification, among other qualities. Another gap in the continuum is the absence of information that shows the impact of current programs on needs. Aggregate data showed deeply-rooted needs for children and adolescents.

Across Louisiana, there has been promising movement toward increasing services for children and youth. The Louisiana Behavioral Health Partnership has increased local efforts to expand the system of care for Medicaid-eligible youth and adults using effective programs and services. The Governor's Juvenile Justice and Delinquency Prevention Advisory Board has focused on funding prevention programs that target at-risk behaviors. Combined with local efforts of organized CYPB's across the state, the number and availability of programs and services for children and youth are on the rise.

SUMMARY OF PRIORITY RECOMMENDATIONS

In summary, the Jefferson Parish CYPB has not only embraced the philosophy and intent of Act 555, but it has also established itself at the forefront of reform in the way children and youth are served. Through the efforts of a committee structure designed to

tackle multiple policy and procedural challenges, the CYPB has demonstrated multi-agency collaboration, collaborative funding, linkages with external resources and an across-the-board commitment to lasting changes for the improvement of the lives of children and youth. This commitment to real and lasting change began with changing our institution - a very tangible, visible, and necessary initial outcome. We recognize the critical impact services have on improving our future, and that we cannot and must not fail. The result of failing to raise healthy children and youth is the unraveling of the fabric of our unique culture.

Every accomplishment to date has been consistent with the foundations of Act 555. Each committee and every endeavor has guided us closer to understanding our system and making our processes stronger. To recap, our accomplishments include: strengthening the multi-agency collaborative with self-monitoring and self-correcting processes aimed at several initial targeted areas of improvement that can later be targeted at other issues; re-validation of a juvenile Detention Assessment Instrument; maintenance of a web-based directory of services; utilization of a Memorandum of Understanding for sharing of information between child and youth-serving agencies; use of disproportionate minority contact data collection to identify and target school-related offenses; development of a Coordinated System of Care for improving mental health services to youth and families; improvements in alternatives to formal processing in the juvenile justice system; continuing to increase use of evidence-based services that address criminogenic needs consistent with the risk-needs-responsivity principle; and continuing improvements to the probation department to ensure utilization of effective probation practices.

From these initial steps and short-term accomplishments, along with the subsequent self-examination and self-correction of our processes, the CYPB identified both immediate and long-term priorities. Through a deliberative decision-making process, the CYPB maintained its list of the seven most immediate priorities:

- (1) Building an infrastructure to support interagency collaboration and information sharing;
- (2) Continued identification of gaps in evidence-based programs and services;
- (3) Building mechanisms to identify and reduce disproportionate minority contact;
- (4) Sustaining use of the Detention Assessment Instrument;
- (5) Implementing a process to sustain funding of evidence-based practices;
- (6) Utilize data to develop understanding of policies affecting alternatives to formal processing; and,
- (7) Utilize blended and coordinated funding for needed projects and services.

2014 ACCOMPLISHMENTS

The CYPB structure fosters an environment of collaboration among committees. Shared visions and goals provide a basis for sustained and focused work. Below are several committee accomplishments in 2014 as they relate to priorities identified by the CYPB.

Substance Abuse. The CYPB provides a venue for sharing resources and recognition of available services and activities in the community. Jefferson Parish Human

Services Authority (JPHSA) funds evidence-based prevention programming in the Jefferson Parish School System. In the 2012-2013 school year, 3,031 students received the classroom-based prevention program, “Lifeskills Training”. Six hundred and twenty-five of these students also received a youth gambling prevention program, “Kids Don’t Gamble, Wanna Bet”. JPHSA provides assessments for each student and offers available treatment. Additionally, each year JPHSA hosts an annual forum for the community to bring forward concerns related to substance abuse and identify gaps in treatment needs of the parish. Substance abuse treatment ranges from psycho-educational group therapy to residential substance abuse treatment. In 2014, the Juvenile Drug Court has expanded its eligibility to include a wider scope of front-end youth. Along with services provided through the Louisiana Behavioral Health Partnership, the continuum of substance abuse services continues to improve.

Child Welfare: Enhanced collaboration between the CYPB and the Department of Child and Family Services (DCFS) demonstrate a concentrated effort to identify cross-over youth. DCFS has collaborated with JPHSA to provide the LA-SAFE program, which provides case management services for women with addictive disorders who are involved with DCFS and retain custody of at least one “at-risk” child. The goal of the program is to assist women with recovery and allow them to retain care of their children.

Education: The Jefferson Parish Public School System has made marked improvements in reducing the number of arrests by 50% from 2008 to 2013 by focusing on literacy and school commitment. This reduction in overall arrests demonstrates a commitment by the school system to keep youth in school. Dr. James Meza’s reorganization plan provides enhanced focus on student achievement and success.

Mental Health: The Jefferson Parish Human Services Authority delivers a continuum of best- and evidence-based behavioral health programs for youth and families. JPHSA provided behavioral health services to 2,442 youth and families from July 2012 to June 2013. Of this number, 115 youth received Functional Family Therapy and 55 youth received Multi-Systemic Therapy. Other therapies included family therapy, substance abuse groups, Dialectical Behavior Therapy, and Community Psychiatric Support and Treatment.

Juvenile Justice: Through the work of several committees under the CYPB umbrella, use of evidence-based programs has increased from 12% to 93%. In addition, the juvenile justice system continues to build its portfolio of both evidence-based programs and standardized screening and assessment instruments. Since 2008, trainings have been conducted on Aggression Replacement Training, Cognitive-Behavioral Therapy, Motivational Interviewing, and family systems therapy for community-based providers. Probation officers have been trained in the use of Motivational Interviewing through a probation officer led training initiative.

There have been several accomplishments in the area of disproportionate minority contact as well. Updates to numerous existing juvenile justice forms, the court case management system, detention center database, and other data collection tools has enabled the collection of racial and ethnicity data of juveniles in accordance with federal

guidelines. This allows for accurate data collection from various decision points in determining the extent of DMC in the juvenile justice system.

The Juvenile Justice Reform Committee has worked diligently to enhance the capacity for pre-adjudication diversion opportunities for both delinquent and status offenses. Through data collection, blended funding, and collaborative interactions, previous barriers have been eliminated to create more opportunities for youth to avoid formal processing. Further, the Probation Department, under the leadership of Probation Manager Joan Ruiz, continues to implement, refine, and sustain effective probation practices. As a result of the focus on constant improvement, probation cases have been the lowest ever recorded. There has been a 53% reduction of probation cases since 2005.

Lastly, through a highly competitive selection process, Jefferson Parish was selected by the Annie E. Casey Foundation from over a dozen sites nationwide to serve as one of two sites for its “Deep End” initiative. This selection was based on Jefferson Parish’s history of success with reform activities and the potential to demonstrate success for this initiative. In 2014, the Deep End initiative has enhanced dispositional data collection, made improvements to the Juvenile Diversion program, and has developed a prototype for a status offender diversion program.

SUMMARY

Jefferson Parish child and youth service agencies have demonstrated a commitment to the governance structure of the CYPB, and its Executive Committee, core committees and sub-committees to implement reform consistent with Act 555. Across multiple initiatives, we have demonstrated commitment to exploring, collecting and updating data, have developed survey instruments and mechanisms to assess resources, and have collaborated with multiple agencies from multiple disciplines to collect and analyze processes and information. We have also established immediate and long-term priorities through a deliberative assessment process. Ongoing work of the CYPB will focus on a collaborative effort regarding various facets of children and youth services ranging from child welfare to juvenile justice. As a direct result of its progressive activities and enthusiastic leadership, Jefferson Parish was selected to serve as a platform for building a model site for both juvenile detention reform and juvenile justice reform. Jefferson Parish was also selected with four other Act 1225 regions to participate in Phase I of the Coordinated System of Care. Combined with existing efforts by the CYPB, Jefferson Parish has become a leader in reforming the children and youth service system.

While we have much work yet to be accomplished, CYPB activities have coincided with improvements in many indicators of well-being in Jefferson Parish. Examples include the public school system’s GEE scores and statewide ranking have improved. Juvenile arrests have decreased an estimated 36% since 2005. The number of referrals for status offenses has decreased dramatically. Unemployment is lower than national unemployment. Finally, there were fewer residential commitments of youth from Jefferson Parish. Each of these is encouraging and strengthens our resolve to have tangible impacts of our activities.

These activities serve as the primary accomplishments on which we developed this comprehensive plan and are consistent with the philosophy and intent of Act 555. As we look forward to 2015, we anticipate these endeavors will continue to yield unprecedented and vast amounts of information about potential areas of improvement and will guide us into further system-wide enhancements. This valuable information will serve as the cornerstone of further development as we look toward the bright future ahead.

It is necessary to highlight the many substantial contributions made by each agency comprising and participating in the Jefferson Parish Children & Youth Planning Board. Through their efforts, they have demonstrated dedication to improving the lives of children, youth, and families. Their efforts are recognized as having significant impact on the quality of life in Jefferson Parish. From frontline staff to administrators, these agencies have contributed many hours of work toward the advancement of the child and youth service system. They are greatly appreciated for their efforts.

Special thanks for the writing of this document are extended to the Executive Committee of the Children & Youth Planning Board for their knowledgeable contributions. Sincere appreciation also goes to Christi LaCombe for her editorial skills and to Matthew Villio for his exceptional data collection abilities.

Appendix A



APPENDIX A

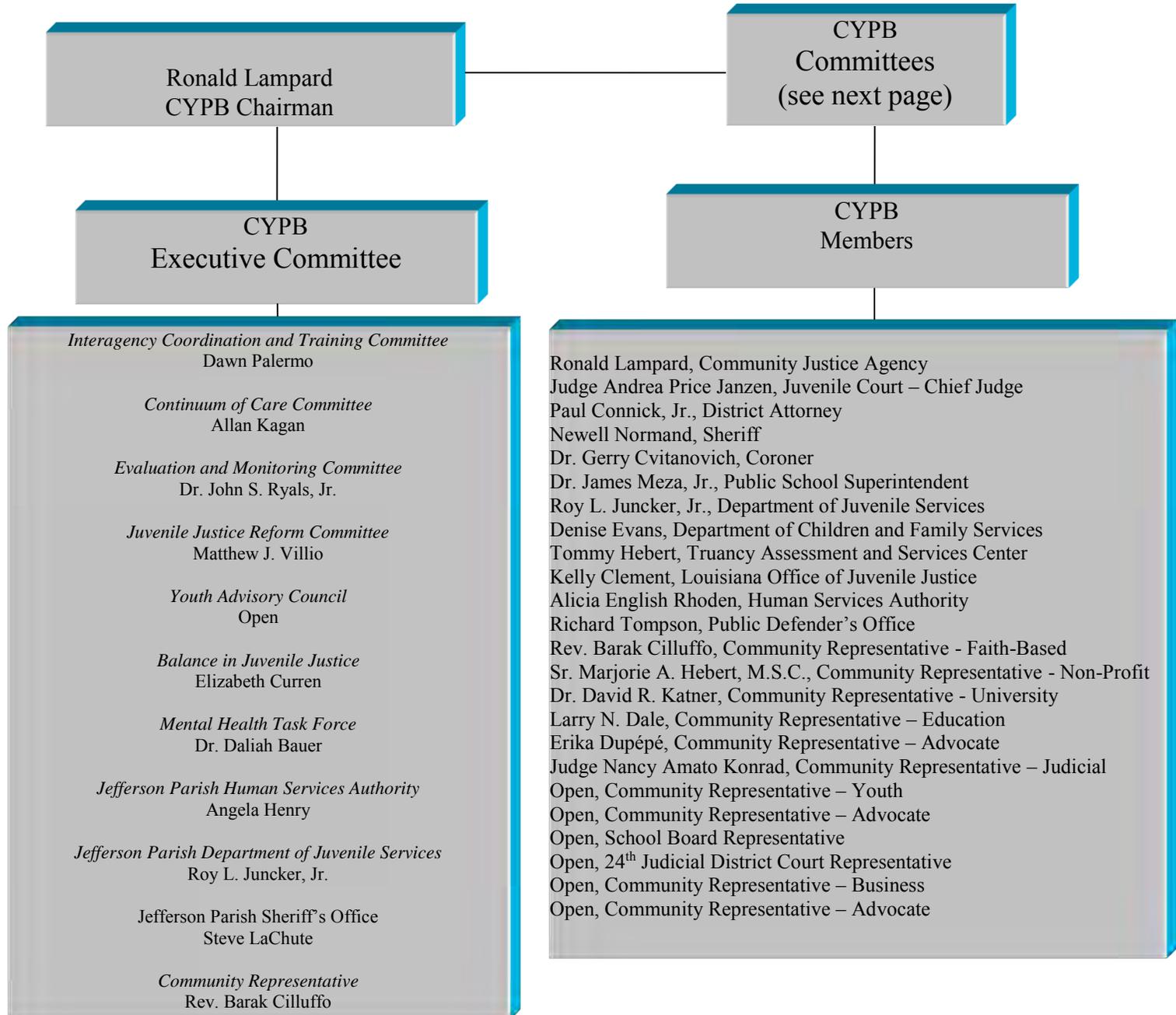
CYPB MEMBERSHIP COMPOSITION

The Jefferson Parish Children and Youth Planning Board shall consist of not less than eleven and not more than twenty-five members and shall include the following:

- 1) CJA Director, who shall be the chairman of the Board;
- 2) Sheriff, or his designee;
- 3) Chief Judge of Juvenile Court, or her designee;
- 4) District Attorney, or his designee;
- 5) Coroner, or his designee;
- 6) Superintendent of the Jefferson Parish Public School System, or his designee;
- 7) Jefferson Parish Human Services Authority Director;
- 8) Department of Juvenile Services Director;
- 9) District Public Defender, or his designee;
- 10) Regional Director of the Department of Children and Family Services;
- 11) Regional Director of the Office of Juvenile Justice;
- 12) Truancy Assessment and Services Center Coordinator;
- 13) A representative of a local non-profit organization providing services to children and youth, nominated by the Jefferson Parish Juvenile Court and approved by resolution of the Council;
- 14) A representative of the faith-based community, nominated by the Jefferson Parish Juvenile Court and approved by resolution of the Council;
- 15) A representative of a local university, nominated by the Jefferson Parish Juvenile Court and approved by resolution of the Council;
- 16) Such other members as may be broadly representative of the community nominated by the Jefferson Parish Juvenile Court and approved by resolution of the Council.

Appendix B





**CYPB
Committees**

Interagency Coordination and Training	Mental Health Task Force	Youth Advisory Council	Continuum Of Care	Evaluation and Monitoring	Balance in Juvenile Justice	Juvenile Justice Reform Committee
<p>Dawn Palermo, <i>Chair</i>, Damon Anderson JPJC; Dr. James Meza JPPSS; Angela Henry, Dr. Daliah Bauer, JPHSA; Nikki Johnson, DJS; Denise Larson, PDB; Kelly Clement, OJJ; Lt. Joseph Ortego, JPSO; Barak Cilluffo, Believer's Life; Dalton Simmons, TASC;</p>	<p>Dr. Daliah Bauer, <i>Chair</i>, Angela Henry, JPHSA; Dr. John Ryals, DJS;</p>	<p>Open <i>Chair</i>, Youth Members from community, Dr. Daliah Bauer, JPHSA; Dr. John Ryals, DJS;</p>	<p>Allan Kagan <i>Chair</i>, Dr. John Ryals, Ianisha Chairs, Tamika Smith, Danielle Phillips, Tammy Eursin, Lashaunda Thomas, Shernell Shephard, Donya Snowton, Roberta Brown, Monique Willis DJS; Vivie Satorsky, JPDA; Tim Tyler, Jonathan Winfrey, JPJC;</p>	<p>Dr. John Ryals, <i>Chair</i>, DJS; Dawn Palermo, Judge Andrea Janzen, Judge Nancy Konrad, JPJC; Angela Henry, JPHSA</p>	<p>Elizabeth Curren, <i>Chair</i>, JPDA; Judge Andrea Janzen; JPJC; Matthew Villio, DJS; Kelly Clement, OJJ; Dr. Daliah Bauer, JPHSA; Capt. Mike Alwert, Lt. Joseph Ortego, JPSO</p>	<p>Matthew Villio, <i>Chair</i>, Christopher Trosclair, Dr. John Ryals, Joan Ruiz, Christopher Bruno, Chantrell Cook, Tion McGhee, Roberta Brown, Monique Willis, David Vicari, Linda Bostick, DJS; Kelly Clement, OJJ; Dalton Simmons, TASC; Judge Nancy Konrad, Judge Andrea Janzen, Dawn Palermo, Kirk Bradley, Paulette Tipton, Tim Tyler, JPJC; Capt. Mike Alwert, Lt. Joseph Ortego, JPSO; Dr. Daliah Bauer, JPHSA; Amanda Calogero JPDA; Barak Cilluffo, Believer's Life; Denise Larson, PDO;</p>

Appendix C



**BYLAWS
OF THE
JEFFERSON PARISH
CHILDREN AND YOUTH PLANNING BOARD
Adopted: July 21, 2009**

ARTICLE I

Mission

It is the mission of Jefferson Parish Children and Youth Planning Board (JP-CYPB) to collaboratively promote and administer effective prevention and treatment programs to children and youth in a timely and appropriate manner with dignity and respect for the welfare of all children and their families resulting in healthier children and youth for a strong, vibrant community.

ARTICLE II

Membership

Section 1. Membership.

In accordance with LA-R.S. 46:1941.1 et seq., and with Ordinance No. 22308 passed by the Jefferson Parish Council, the JP-CYPB shall consist of not less than eleven and not more than twenty-five members and shall include the following:

1. CJA Director, who shall be the JP-CYPB chairman;
2. Sheriff, or designee;
3. Chief Judge of Juvenile Court, or designee;
4. District Attorney, or designee;
5. Coroner, or designee;
6. Superintendent of the Jefferson Parish Public School System, or designee;
7. Jefferson Parish Human Services Authority Executive Director;
8. Department of Juvenile Services Director;
9. District Defender, Public Defender Office or designee; formerly know as Chairman of the Jefferson Parish Indigent Defender Board;
10. Regional Director of the Office of Community Services;
11. Regional Director of the Office of Juvenile Justice, formerly know as Office of Youth Development;
12. Truancy Assessment and Services Center Coordinator;
13. A representative of a local non-profit organization providing services to children and youth;
14. A representative of the faith-based community;
15. A representative of a local university;
16. Such other members as may be broadly representative of the community;

Section 2. Duties.

The duties of the JP-CYPB are to assist in the assessment, alignment, coordination, prioritization, and measurement of all available services and programs that address the

needs of children and youth. The JP-CYPB is to encourage collaborative efforts among the stakeholders for assessing the needs of children and youth for assisting in the development of a comprehensive plan to address those needs.

Section 3. Nomination and Appointment of JP-CYPB Members.

Elected and Public Officials shall serve on the JP-CYPB for the duration of their elected term or the duration of their appointment by an elected official or board.

(i.e., Above Members 1-12)

All other community representatives shall serve for 2 years.

(i.e., Above Members 13-16)

Community representatives appointed to the JP-CYPB should be representative of the community in terms of gender, ethnicity, and geography.

Community representatives shall be nominated by the Jefferson Parish Juvenile Court and approved by resolution of the Jefferson Parish Council.

Section 4. Resignation.

Any designee of a JP-CYPB member may resign at any time by delivering a written resignation to the Chair of the JP-CYPB. The Chair shall forward the resignation to the JP-CYPB member represented by said designee with a request for a new designee.

Any community representative member on the JP-CYPB may resign at any time by delivering a written resignation to the Chair of the JP-CYPB. The Chair shall forward the resignation to the Jefferson Parish Council along with a nomination for replacement as outlined in Section 3.

Section 5. Meetings.

The JP-CYPB shall meet at a place and time designated by the Chair of the JP-CYPB. Special meetings may be called at the request of the Chair or three (3) JP-CYPB members.

ARTICLE III

Structure

Section 1. Lead Agency.

The Jefferson Parish Council, as governing authority for the Parish, by Ordinance #22308, has established the Community Justice Agency as the Lead Agency.

Section 2. Chair.

The Director of the Jefferson Community Justice Agency will be designated as “Chair”, or designee.

Section 3. Duties of Lead Agency Chair.

The Chair, or designee, is responsible for coordinating the activities of the JP-CYPB, communicating with the Louisiana Children’s Cabinet and reporting on all JP-CYPB activities as needed.

Section 4. Executive Board

To assist with coordinating the activities of the JP-CYPB an Executive Board will consist of the following members: CJA Director, DJS Director, 1 Juvenile Court Representative, 1 JPSO Representative, 2 JPHSA Representatives, 1 Community Representative and all JP-CYPB committee chairs.

ARTICLE IV

Committees

Section 1. Appointments.

The JP-CYPB Chair may appoint such committees as she/he deems necessary, subject to the approval of the JP-CYPB. Whenever the JP-CYPB is not in session, the committees appointed by the Chair may act subject to ratification at the next meeting of the JP-CYPB, at which time the appointments made by the Chair may be either approved or disapproved. The Chair of the JP-CYPB shall appoint a Chair for each committee.

Section 2. Chairman.

The Chair of each committee shall make a report to the JP-CYPB at scheduled board meetings.

Section 3. Size of Committees.

Committees shall consist of no less than three (3) nor more than ten (10) persons. At the discretion of the JP-CYPB, individuals other than JP-CYPB members may serve on committees.

Section 4. Coalitions.

Committees may also form coalitions to meet their mission. Coalition memberships shall vary in size depending on the mission and goals of the coalitions or the stipulations to meet funding requirements.

Section 4.1 Coalition Requirements.

Coalitions shall follow the requirements of the funding source, including adopting vision and mission statements, rules of order, voting rules, and meeting times and places. Coalitions must meet all statutorily defined mandates, including public notice of meetings, keeping thorough minutes of meetings and a list of all coalition members' attendance.

ARTICLE V

Fiscal Matters

Section 1. Fiscal Year.

The fiscal year shall begin on the first day of January and end of the last day of December each year.

Section 2. Funds.

The Jefferson Parish Council will serve as the fiscal agent of the JP-CYPB. All funds received for the operation of the JP-CYPB shall be administered through the Jefferson Parish Council in accordance with the directives of the JP-CYPB.

ARTICLE VI

Board Procedures

Section 1. Notice of Meetings.

Notice of meetings of the JP-CYPB shall be provided in accordance with state open meetings laws. Special meetings of the JP-CYPB may be called by or at the requests of the Chair, or any three (3) JP-CYPB members. The person(s) authorized to call special meetings of the JP-CYPB may fix any place as the place for the holding of such special meeting. Notice of any special meeting of the JP-CYPB shall be given at least five (5) days previously thereto by written notice delivered personally or sent by mail or e-mail to each JP-CYPB member at his/her address as shown by records of the JP-CYPB.

Attendance of a JP-CYPB member at any meeting shall constitute a waiver of notice of such meeting.

Section 2. Quorum.

All meetings of the JP-CYPB, the majority of the JP-CYPB constitutes a quorum.

Section 3. Attendance.

Three (3) unexcused absences or five (5) total absences from JP-CYPB meetings in any calendar year may subject a JP-CYPB member to removal by the Jefferson Parish Council. Special circumstances will be reviewed upon appeal by the JP-CYPB member. Attendance will be reviewed quarterly.

Section 4. Removal Procedure.

Any JP-CYPB representative member may be considered for removal by the Jefferson Parish Council by the affirmative recommendation, at any regular or special meeting called for that purpose, of two-thirds of all the JP-CYPB members, on the grounds of nonfeasance, malfeasance, or misfeasance, for conduct detrimental to the interest of the JP-CYPB. Any such JP-CYPB member proposed to be removed shall be entitled to at least five days notice in writing by mail of the meeting at which such removal is to be voted upon and shall be entitled to appear before and be heard at such meeting.

Section 5. Proxy.

JP-CYPB members may have his/her vote cast during their absence by their designee (where permitted by ordinance), or by proxy, when the absent JP-CYPB member has notified the Chair prior to the meeting as to the identity of the proxy. The proxy must be a JP-CYPB member in good standing, or an employee from the same agency. If an absence is anticipated, JP-CYPB members may also submit their vote in writing or via e-mail.

ARTICLE VII

Rules of Order

The rules contained in the current edition of Roberts' Rules of Order Newly Revised shall govern the JP-CYPB in all cases to which they are applicable and in which they are not

inconsistent with these Bylaws or any other special rules of order the JP-CYPB may adopt.

ARTICLE VII

Amendment to Bylaws

These Bylaws may be modified, amended or repealed, and new Bylaws may be adopted by the JP-CYPB upon a two-thirds (2/3) vote of the members of the JP-CYPB present at any regular or special meeting of the JP-CYPB, if at least thirty (30) days written notice has been given of the intention to modify, amend, repeal or adopt new Bylaws.

In accordance with the provision of Article VII, Amendments to Bylaws, the following amendment to be added at the end of **Article VI, Board Procedures, Section 4, Removal Procedure**, was proposed on **March 16, 2010** and adopted at the JP-CYPB Meeting of **April 20, 2010**:

A JP-CYPB MEMBER OR THEIR REPRESENTATIVE WHO MISSES THREE (3) CONSECUTIVE MEETINGS OF THE BOARD MAY BE REMOVED FROM THE BOARD WITH A TWO-THIRDS (2/3) VOTE OF ITS MEMBERS.

