

**MINUTES**  
**LANCASTER COUNTY BOARD OF COMMISSIONERS**  
**COUNTY-CITY BUILDING, 555 SOUTH 10<sup>TH</sup> STREET**  
**HUMAN RESOURCES CONFERENCE ROOM - 3<sup>RD</sup> FLOOR**  
**TUESDAY, JANUARY 20, 2015**  
**1:30 P.M.**

Commissioners Present: Roma Amundson, Chair  
Larry Hudkins, Vice Chair  
Bill Avery  
Deb Schorr  
Todd Wiltgen

Others Present: Kerry Eagan, Chief Administrative Officer  
Gwen Thorpe, Deputy Chief Administrative Officer  
Ann Taylor, County Clerk's Office

*Advance public notice of the Board of Commissioners Meeting was posted on the County-City Building bulletin board and the Lancaster County, Nebraska, web site and provided to the media on January 16, 2015.*

The location announcement of the Nebraska Open Meetings Act was given and the meeting was called to order at 1:37 p.m.

The purpose of the meeting was to interview candidates for the position of Human Services Administrator. A list of interview questions was distributed (Exhibit A):

- 1) Inadequate funding is a constant problem in meeting the human services needs of our community. For Lancaster County, this problem is further compounded by a sharp reduction of revenues the last several years. What would be your strategy to improve funding for human services?*
- 2) Given your priorities for how human services funding should be allocated, where would you make spending cuts if called upon by the County Board to reduce your budget? Conversely, if extra funding is made available for human services, what would be your highest priority for how the extra money should be spent?*
- 3) Grant writing is an important function performed by the Lancaster County Human Services office. Describe your experience with local, state and federal grants.*
- 4) Cooperation and collaboration with other governmental entities, local funders, non-profit organizations, and individuals is an effective way of leveraging scarce resources to solve a problem or reach a goal. Please give us an example of a time you brought together people from different sectors to focus on a common goal or project.*

- 5) *Describe your management style. Please give specific examples of how you have applied your management style in several different challenging situations.*
- 6) *In this position you will often be called upon to deal with angry, difficult, or demanding persons. Describe your approach in dealing with these types of personalities, and describe a specific situation where you have applied your approach and what was the outcome?*

There was consensus to add an additional question which became Question No. 6: *Do you know of any conflicts of interest with your current or past associations or activities, and if so, how would you deal with it?* **NOTE:** Question 6 was renumbered Question 7.

The Chair indicated she would like to ask the lead question as well as provide closing remarks. The remaining questions were divided as follows: Amundson - Question No. 7; Avery - Question Nos. 3 and 6; Hudkins - Question No. 2; Schorr - Question No. 4; and Wiltgen - Question No. 5.

Introductions were made and interviews commenced with the following applicants: Jared Gavin (1:30 p.m.); Sara Hoyle (2:30 p.m.); and 3) Katie McLeese Stephenson.

Each of the candidates gave a PowerPoint presentation addressing a pre-determined set of questions (Exhibit B) that had been previously provided to the candidates:

- 1) *Please give a brief introduction about yourself.*
- 2) *How have your educational and professional experiences prepared you for this position?*
- 3) *Describe your understanding of the role the position of Human Services Director plays in the Lincoln-Lancaster County human services community.*
- 4) *What will be your approach in fulfilling that role?*
- 5) *Describe your vision for the future of human services in Lincoln and Lancaster County?*

**NOTE:** See Exhibits C-E for the hard copies of the PowerPoint presentations.

In addition, Hoyle presented her resume (Exhibit F); a copy of the Lancaster County Juvenile Services Comprehensive Plan (Exhibit G); a summary of Human Services funding (Exhibit H); and letters of reference from Lancaster County Juvenile Court Judge Reggie Ryder; Alicia Henderson, Deputy Lancaster County Attorney; Jean Barton, Secretary, Department of Nebraska, Ladies Auxiliary to the Veterans of Foreign Wars (VFW); Killie Wiers, Social Services Worker, Division of Medicaid and Long-Term Care, Nebraska Department of Health and Human Services; and Pam Robinson, Student Services Supervisor, Lincoln Public Schools (LPS) (Exhibit I). McLeese Stephenson presented a letter of reference from James Blue, President and Chief Executive Officer (CEO), CEDARS Youth Services (Exhibit J).

The Chair informed the candidates that the Board intends to make a decision within a week.

Following the interviews, the Board discussed how to proceed. The Chair indicated the Board could make a decision today, if members feel they can, or the decision can be delayed until next week.

Brief discussion took place regarding salaries. It was noted that the salary for the previous Human Services Administrator was \$81,720. McLeese Stephenson earned an estimated \$105,000 in her last position as Chief Operating Officer at CEDARS and Gavin earns \$94,000 as a Fee for Service Delivery Specialist with the Nebraska Office of Probation Administration. Hoyle's salary is \$54,750 in her current position as Lancaster County Juvenile Justice Coordinator.

There was consensus to poll members regarding their choice. Each of the Board members indicated a preference for Sara Hoyle.

**MOTION:** Wiltgen moved and Hudkins seconded to direct Kerry Eagan, Chief Administrative Officer, to begin salary negotiations with Sara Hoyle for the position of Human Services Administrator. Schorr, Avery, Wiltgen, Hudkins and Amundson voted aye. Motion carried 5-0.

Staff was also asked to contact the other candidates and inform them of the decision. The Mayor and City Council Chair will also be notified of the decision, as the Human Services Administrator is a joint position. **NOTE:** The Mayor and the City Council were provided with the resumes of the top three candidates for the position.

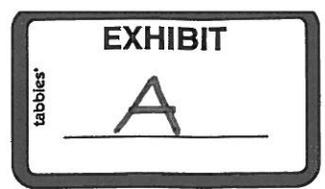
**MOTION:** Schorr moved and Hudkins seconded to adjourn the meeting at 4:45 p.m. Avery, Wiltgen, Hudkins, Schorr and Amundson voted aye. Motion carried 5-0.



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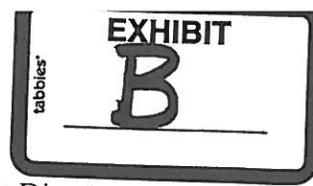
Dan Nolte  
Lancaster County Clerk





Human Services Director Interview Questions  
January 20, 2015

1. Inadequate funding is a constant problem in meeting the human services needs of our community. For Lancaster County, this problem is further compounded by a sharp reduction of revenues the last several years. What would be your strategy to improve funding for human services?
2. Given your priorities for how human services funding should be allocated, where would you make spending cuts if called upon by the County Board to reduce your budget? Conversely, if extra funding is made available for human services, what would be your highest priority for how the extra money should be spent?
3. Grant writing is an important function performed by the Lancaster County Human Services Office. Describe your experience with local, state and federal grants.
4. Cooperation and collaboration with other governmental entities, local funders, nonprofit organizations, and individuals is an effective way of leveraging scarce resources to solve a problem or reach a goal. Please give us an example of a time you brought together people from different sectors to focus on a common goal or project.
5. Describe your management style. Please give specific examples of how you have applied your management style in several different challenging situations.
6. In this position you will often be called upon to deal with angry, difficult, or demanding persons. Describe your approach in dealing with these types of personalities, and describe a specific situation where you have applied your approach and what was the outcome.



**DRAFT**

Human Services Director  
Interview Procedure

Dear \_\_\_\_\_ :

Congratulations on your selection as a finalist for the position of Lancaster County Human Services Director. Your interview with the Lancaster County Board of Commissioners is set for Tuesday, January 20, 2015 at \_\_\_\_ pm. The interview will be held in the County-City Building, 555 So. 10<sup>th</sup> Street, 3<sup>rd</sup> floor in Suite 302, Lincoln, NE.

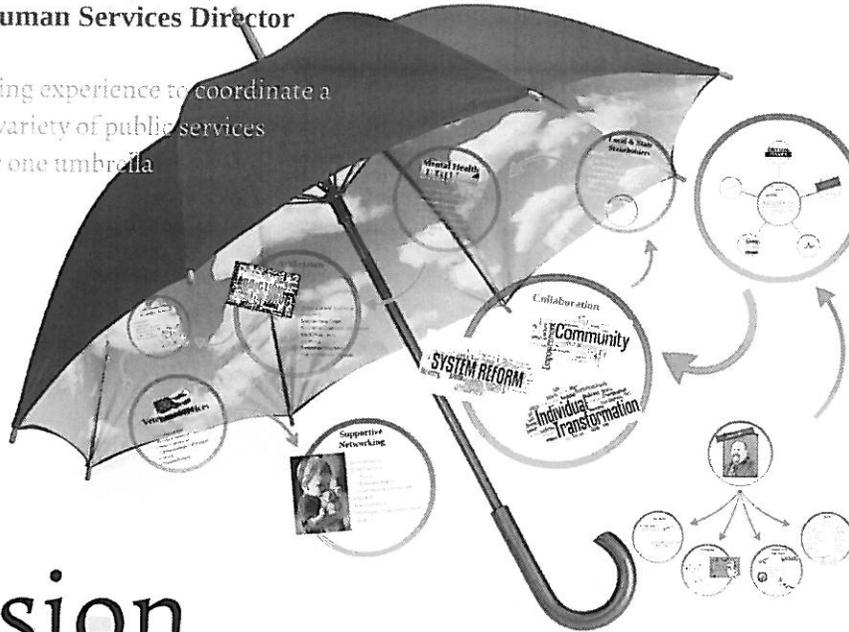
The interview will consist of two parts. First, each candidate will be asked to give a 10 to 15 minute presentation based on a predetermined set of questions. Following the presentation, the County Board will ask a series of brief questions.

In preparing your presentation please address the following questions:

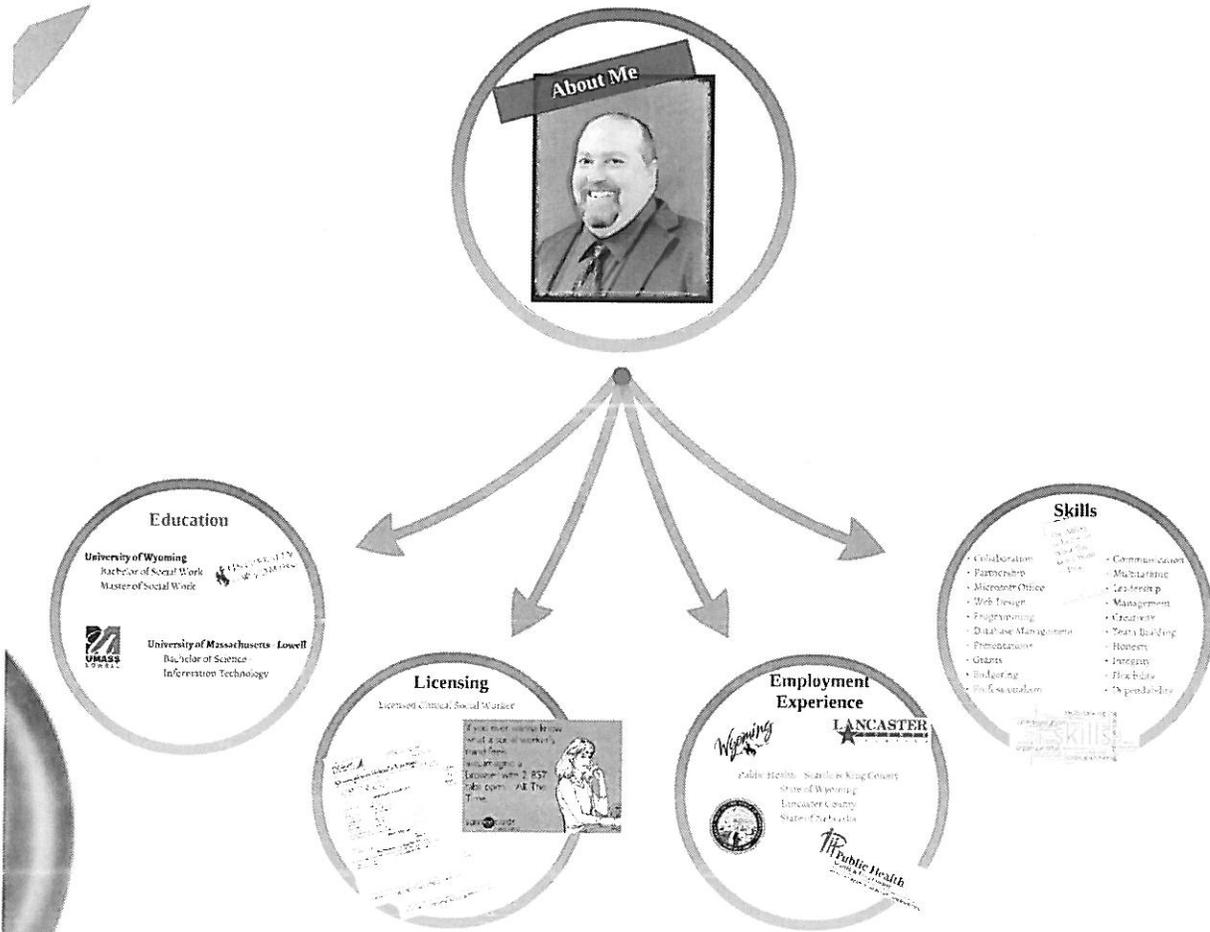
1. Please give a brief introduction about yourself.
2. How have your educational and professional experiences have prepared you for this position?
3. Describe your understanding of the role the position of Human Services Director plays in the Lincoln-Lancaster County human services community.
4. What will be your approach in fulfilling that role?
5. Describe your vision for the future of human services in Lincoln and Lancaster County?

Lancaster County / City of Lincoln  
Human Services Director

Utilizing experience to coordinate a wide variety of public services under one umbrella



vision



## About Me



## Education

### University of Wyoming

Bachelor of Social Work  
Master of Social Work

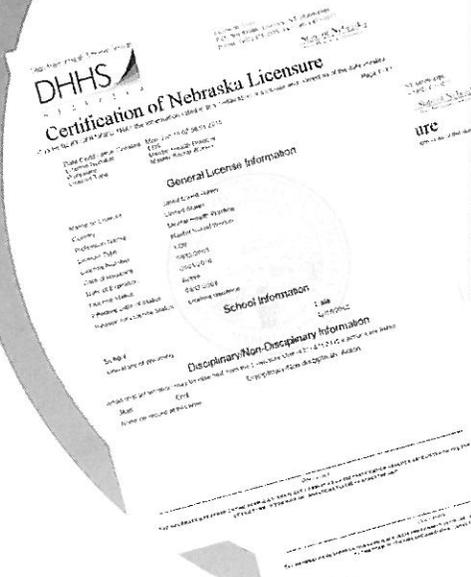


### University of Massachusetts - Lowell

Bachelor of Science -  
Information Technology

# Licensing

## Licensed Clinical Social Worker



If you ever wanna know what a social worker's mind feels like...imagine a browser with 2, 857 tabs open. All. The. Time.

someecards  
user card

# Employment Experience



Public Health - Seattle & King County  
 State of Wyoming  
 Lancaster County  
 State of Nebraska



- Grant
- Budg
- Profe

# Skills

LIFE SKILL

The Ability to Listen to What You Least Want to Hear

- Collaboration
- Partnership
- Microsoft Office
- Web Design
- Programming
- Database Management
- Presentations
- Grants
- Budgeting
- Professionalism
- Communication
- Multitasking
- Leadership
- Management
- Creativity
- Team Building
- Honesty
- Integrity
- Flexibility
- Dependability

**STER**  
N T Y  
A S K A



## CRITICAL ISSUES

Human Services Director

LANCASTER LINCOLN NEBRASKA

The Human Services Administration staff will work for users and users of the public service, facilitating and addressing ethical dilemmas, building processes and the environment for organizational success. Business level work in the human services system. The purpose shall be to guide this commission to respond to the human needs in a collaborative, cost-effective and expedient manner to the available resources and to ensure in providing the most effective public service.



# Human Services Director



The Human Services Administration shall serve as the eyes and ears of the public sector, facilitating and advising elected officials, funding sources, and the community at-large in the areas of human services and its delivery system. Its purpose shall be to guide this community to respond to human needs in a collaborative, cost efficient, and expedient manner with available resources; and to assist in generating new resources when necessary.

## CRITICAL ISSUES

### Human Services Director



The Human Services Administration shall serve as the eyes and ears of the public sector, facilitating and advising elected officials, funding sources, and the community at-large in the areas of human services and its delivery system. Its purpose shall be to guide this community to respond to human needs in a collaborative, cost efficient, and expedient manner with available resources; and to assist in generating new resources when necessary.

Financial Stability



Local Non-Profits

Juvenile Justice



Community  
EDUCATION



# CRITICAL ISSUES

describe scr  
result  
issue  
register  
donor  
organization  
op  
undation  
specific  
government  
establishment  
manager  
safeguards  
tax  
board  
exemption  
nonprofit  
domain  
employee  
nonprofit  
board  
overhaul  
variously

## NONPROFIT ORGANIZATION

Local Non-Profits



## Juvenile Justice





# Local & State Stakeholders

- DHHS
- State Probation
- Community Foundations
- Community Agencies
- National Reform Initiatives
- Housing
- Legislature

## Information Flow

- Youth Services Center
- Community Corrections
- City and County Elected Officials
- Public Defender & County Attorney
- Veterans Services / General Assistance
- Lots More!



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## Information Flow

- Youth Services Center
- Community Corrections
- City and County Elected Officials
- Public Defender & County Attorney
- Veterans Services / General Assistance
- Lots More!!!





## Developmental Disability Services

- Employment
- Family Support
- Coordination of Services
- Protective Services
- Support Services
- Contracted Partners



## Veterans Services

- Collaborate More
- Provide a Variety of Client Services
- General Assistance
- VA Partnerships and Support
- Grants
- Trauma Services



# Supportive Networking



- Juvenile Justice
- Adult Services
  - Aging
  - Criminal Justice
  - Community Corrections
- Region V
- Responsiveness
- Individual, Group, Community, Systems

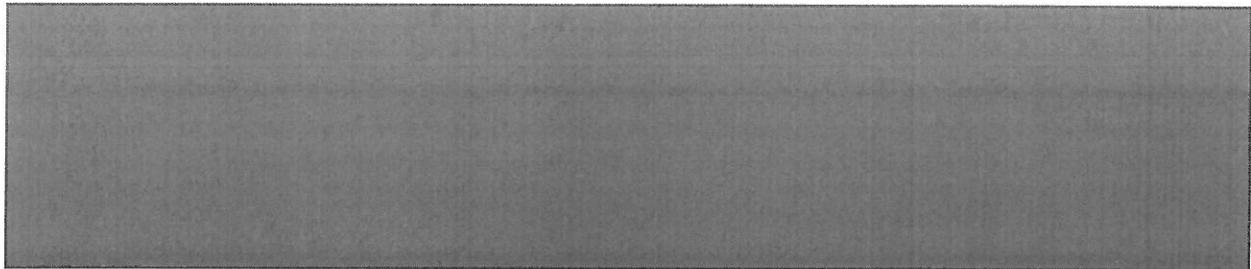
## Lancaster County / City of Lincoln Human Services Director

Utilizing experience to coordinate a wide variety of public services under one umbrella



vision

# ision



Responsive Informative Community Leadership & Excellence

Peace Response

Highly Collaborative  
Highly Visible  
Highly Visible

towards the future in Lincoln &

Looking of human services Lancaster County

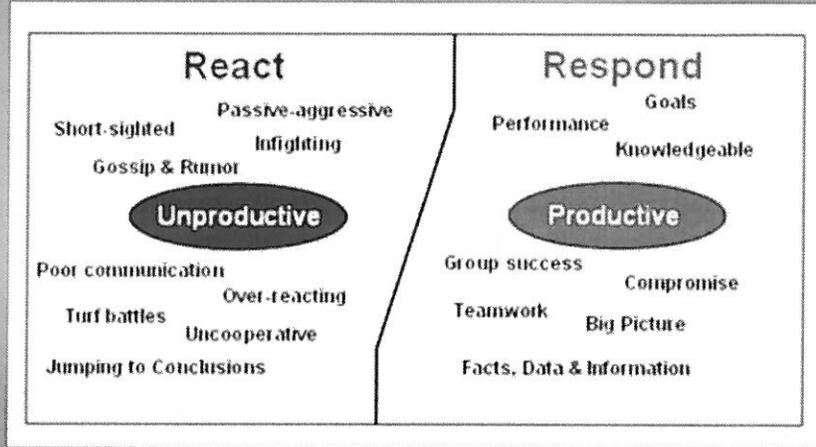
Collaborative

Technology

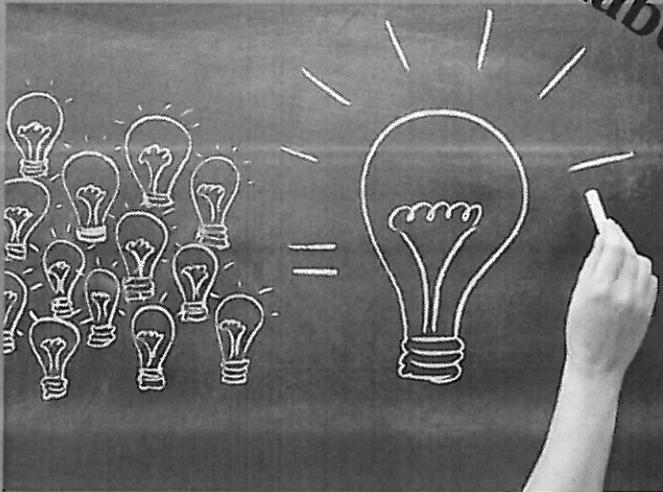
Home to the future

- transforming
- responding
- moving forward
- increasing opportunities

# Responsive



# Collaborative



## Informative



- Right Information
- Right Time
- Right Dose

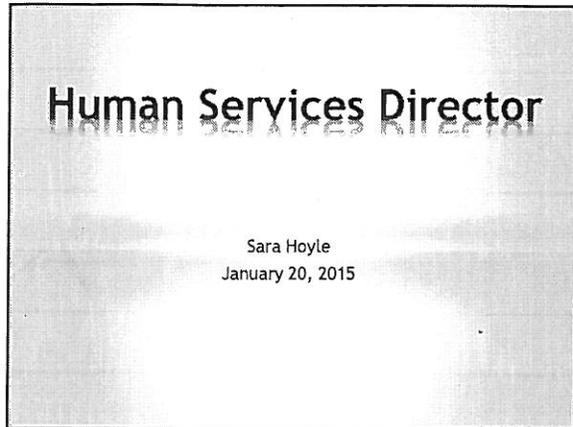
future

services

## Technology



- transforming
- improving
- moving forward
- increasing opportunities



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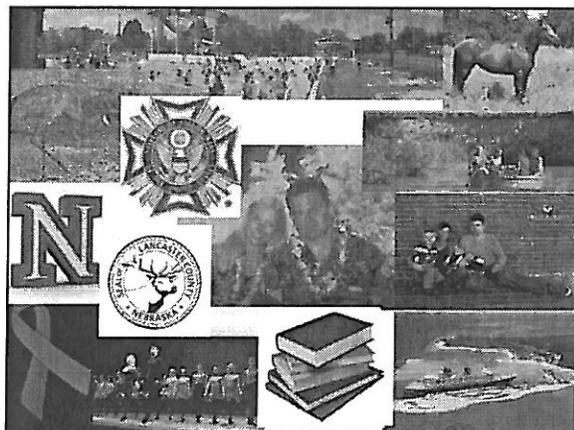
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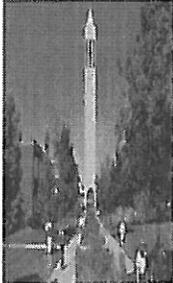
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### Education

- \*Master's Degree in Public Administration  
Thesis - 'Workplace Violence Policy Analysis'  
University of Nebraska - Omaha
- \*Bachelor's Degree in Science  
Criminal Justice and Psychology  
University of Nebraska - Kearney
- \*PhD Program Started  
University of Nebraska - Omaha



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### Trainings and Certifications

- \*Georgetown University - Reducing Racial and Ethnic Disparities in the Justice System Certification
- \*Washburn University - Victim Assistance Certification
- \*Office of Dispute Resolution - Trained Mediator
- \*Continuous Quality Improvement - Trainer and Facilitator
- \*National Grant Writing Training

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### Professional Work Experience

- \*Lead Strategic Community Planning Process
- \*Administer Policy Development
- \*System and Program Development/Reorganization
- \*Manage Volunteers and Staff
- \*Oversee and Coordinate Public Services
- \*Create and Oversee Budget
- \*Present at Several National Conferences
- \*Oversee Contracts
- \*Collect data and Evaluate Programs
- \*Facilitate and Coordinate Numerous Meetings
- \*Maintain Professional Relationships
- \*Grant Writing and Grant Review



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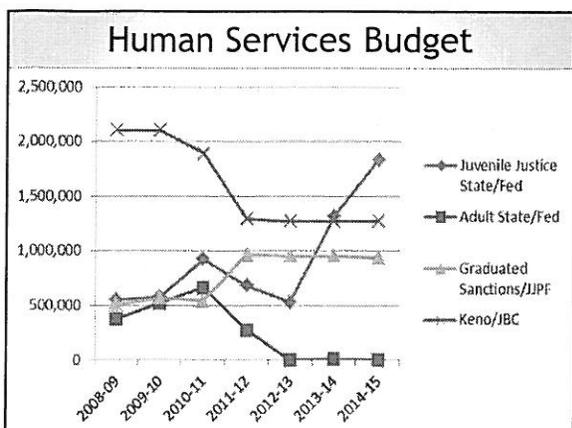
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### Team's Accomplishments

- \* Reentry
- \* Truancy Court
- \* Assessment Process
- \* Victim/Offender Mediation
- \* Victim Assistance
- \* Georgetown Certification

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### Professional Associations

- \* Region V Behavioral Health Advisory Committee  
Vice Chair
- \* Statewide Planning and Funding Committee
- \* Family Violence Coalition Board of Directors
- \* Lincoln/Lancaster Homeless Coalition
- \* Veterans of Foreign Wars Auxiliary  
Legislative Chairman and Youth Activities Director
- \* National Organization for Victim Assistance
- \* Nebraska Coalition for Victims of Crime  
Vice President
- \* Toastmasters  
President and Vice President
- \* Lincoln Jaycees  
Director of Management
- \* School Board
- \* Phi Delta Gamma (Graduate Honor Society)

"Service to others is the rent you pay for your room here on earth." - Muhammad Ali

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### Honors/Recognition



- \*Commissioners Award of Excellence
- \*Veterans of Foreign Wars Outstanding Chair
- \*Employee of the Year
- \*Teamwork Award
- \*Toastmaster Vice-President of Nebraska
- \*Jaycee of the Month

"There is no limit to the amount of good you can do if you don't care who gets the credit."  
- Ronald Reagan

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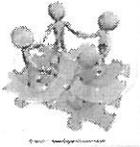
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### My Approach . . . . .

- \* integrity
- \* Honesty
- \* Forthcoming
- \* Fair
- \* Trustworthy
- \* Collaborate towards Collective Impact
- \* Partnerships, Partnerships, Partnerships . . . .



"The most important single ingredient in the formula of success is knowing how to get along with people."  
- Theodore Roosevelt

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### Timeline - February to April

- \*Analyze current workload and involvement in community initiatives
- \*Research statutes for mandated services & the impact of our population exceeding 300,000
- \*Research streams of funding and insure all sources of funding are accessed
- \*Compare direction of Human Services Office with the Lincoln/Lancaster Plan & Community Indicators
- \*Prepare and submit report to County Board on current state of office and recommendations of future activities and direction
- \*Evaluate current job responsibilities for effectiveness of office
- \*Work on fy15-16 budget
- \*Assist NATF with Lincoln Unite
- \*Support Juvenile Justice Office in 3 year plan development

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### Timeline - May to August

- \*Meet with Veteran's Service Officer, General Assistance Deputy Director, and their staff and work on collaborating, learning their daily operations, and form a common vision
- \*Submit work plan to Board on GA Transition
- \*Discuss priorities with funders groups as they relate to the Community Indicators Report and Vital Signs Report
- \*Encourage participation from additional community partners
- \*Site visits
- \*Federal grants
- \*Work on contracts to insure new ones are developed with performance and budget accountability and inline with new federal OMB requirements
- \*Work on developing data collection for secondary migrants

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### Timeline - Sept to December

- \*Collaborate with Veteran's Services Officer and Veterans Committee in determining how the Human Services Office can best support Lancaster veterans
- \*Submit work plan on this transition to the Board
- \*Insure polices and public information are updated to reflect any changes
- \*Engage the private sector in funding opportunities
- \*Educate staff in all departments of Human Services
- \*System Gap Analysis
- \*Update Board on transition

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## Vision

Guide Lancaster County and the City of Lincoln to respond to human needs in order to achieve the highest level of self-sufficiency, safety, and quality of life possible through a collaborative approach that is expedient and cost effective to Lancaster County citizens.

Vision without action is a daydream. Action without vision is a nightmare.  
- Japanese Proverb

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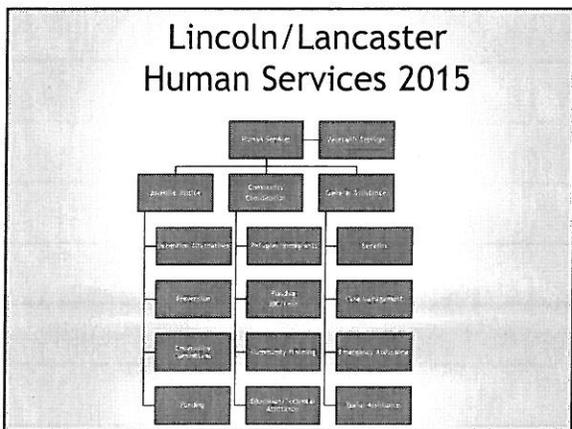
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# Thank You for this opportunity

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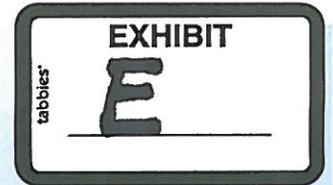
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\* *Presentation to the  
Human Service  
Administrator Hiring  
Team*

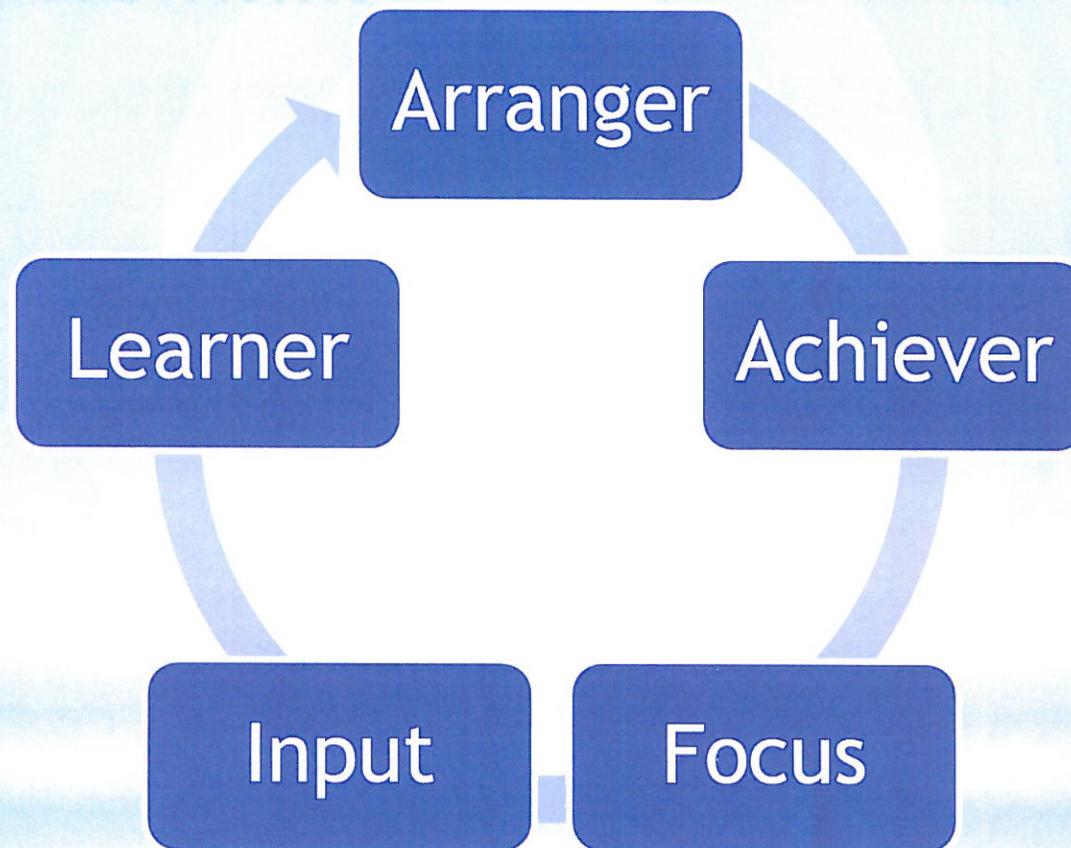
*Katie McLeese Stephenson, MSW*

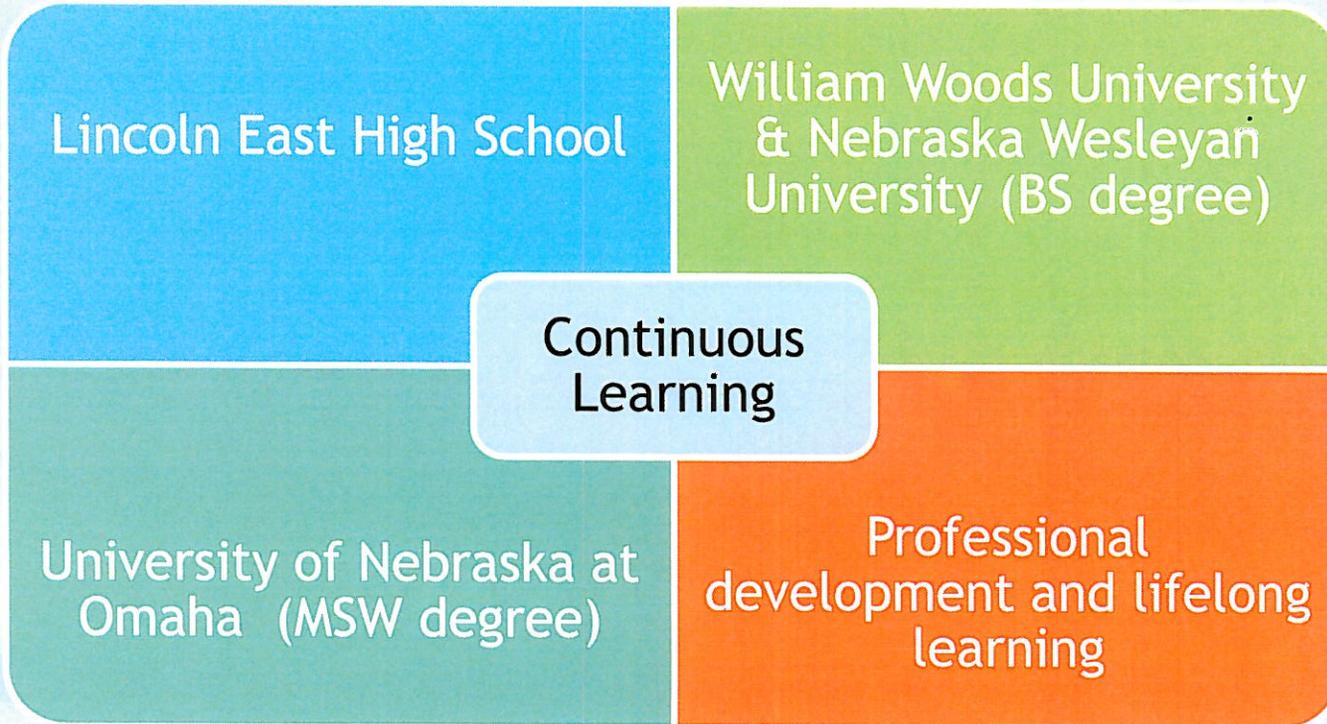
January 20, 2015

- 40+ year resident of Lincoln
- Social work has long been my passion
- Active professionally and in my volunteer work in helping others

**\* A little Bit About me**

\* My strengths: Gallup  
StrengthFinder





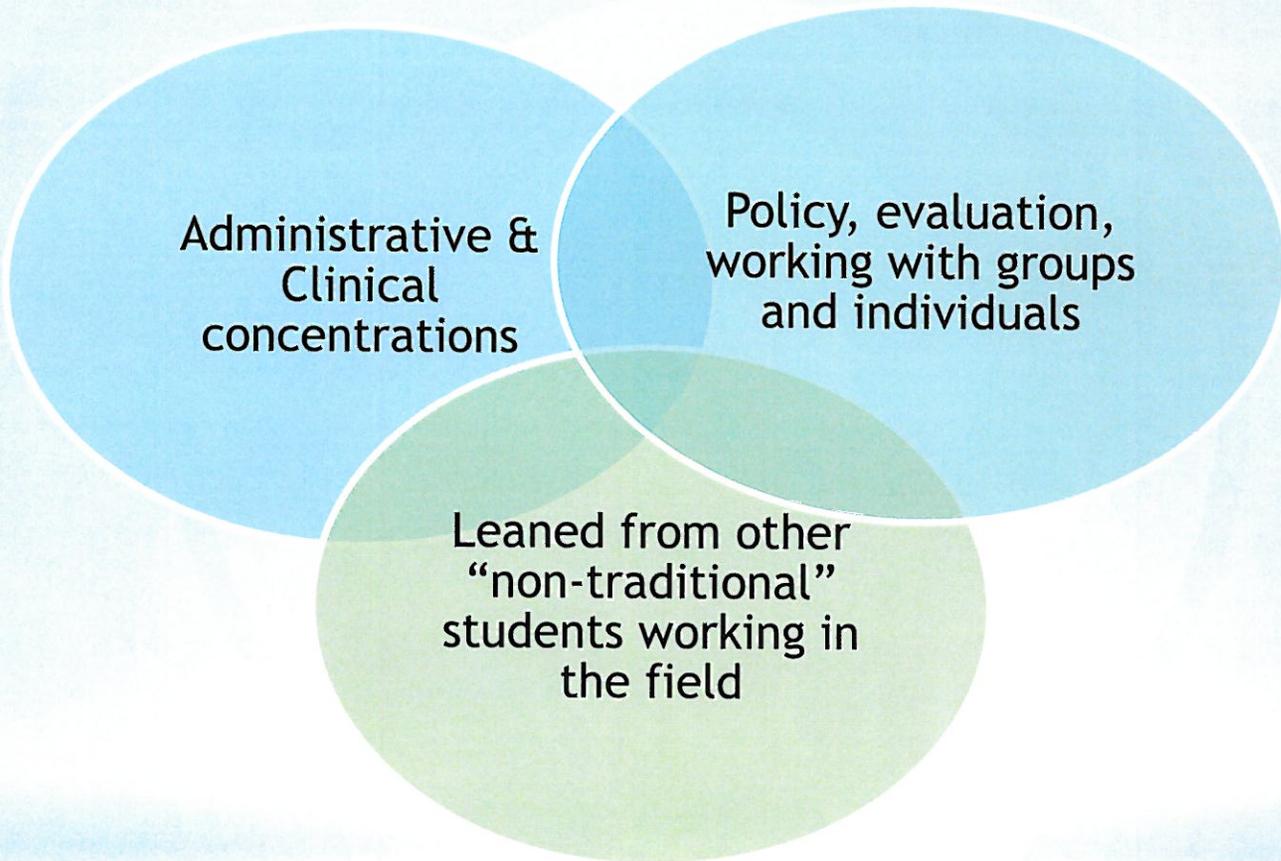
\* My education has prepared me



\*What I learned in  
high school



\* **What I learned in college**



Administrative &  
Clinical  
concentrations

Policy, evaluation,  
working with groups  
and individuals

Learned from other  
“non-traditional”  
students working in  
the field

\*What I learned in  
graduate school

- ✓ Administration & supervision
- ✓ Budget development & oversight
- ✓ Change management
- ✓ Conflict resolution
- ✓ Evidence based & promising practices

- ✓ Grants management
- ✓ Leadership development
- ✓ Meeting facilitation
- ✓ Program development, management & evaluation
- ✓ Strategic planning

\* **Additional educational opportunities**

- Direct care, supervision and administration with adolescents in the child welfare and juvenile justice system
  
- Designed and implemented a statewide family support program
  
- Worked extensively with communities throughout Nebraska to design and implement human services to meet the needs of children, youth and families

**\* Professional Experience  
Nebraska Department of Health &  
Human Services & Social Services  
1983-2002**

- ❑ Administered contracts (language, rates, performance indicators, outcomes and oversight) for child welfare & juvenile justice services with over 150 contractors for \$25m+ in services delivered coordinating with field staff and providers.
- ❑ Led the first federal Child and Family Service Review of the child welfare and juvenile justice services system

**\* Professional Experience**  
**Nebraska Department of Health &**  
**Human Services & Social Services**  
**1983-2002**

□ Responsible for all programs at CEDARS (early childhood, school age services, emergency shelter, foster care, group home, foster care, independent living, juvenile justice services, in-home services) serving up to 1,000 children, youth and families daily and 2,500-3,500 annually.

□ Program development, performance and quality improvement, strategic outcomes

\* **Professional experience**  
**CEDARS 2002-2014**

- ❑ Oversight of grant activities including conceptualization, relationships with funders, review of grant proposals and reports for local, state, federal and foundation grants.
- ❑ Key contact with city, county, state officials for ongoing business activities and contract negotiations.

 **Professional experience**  
**CEDARS 2002-2014**

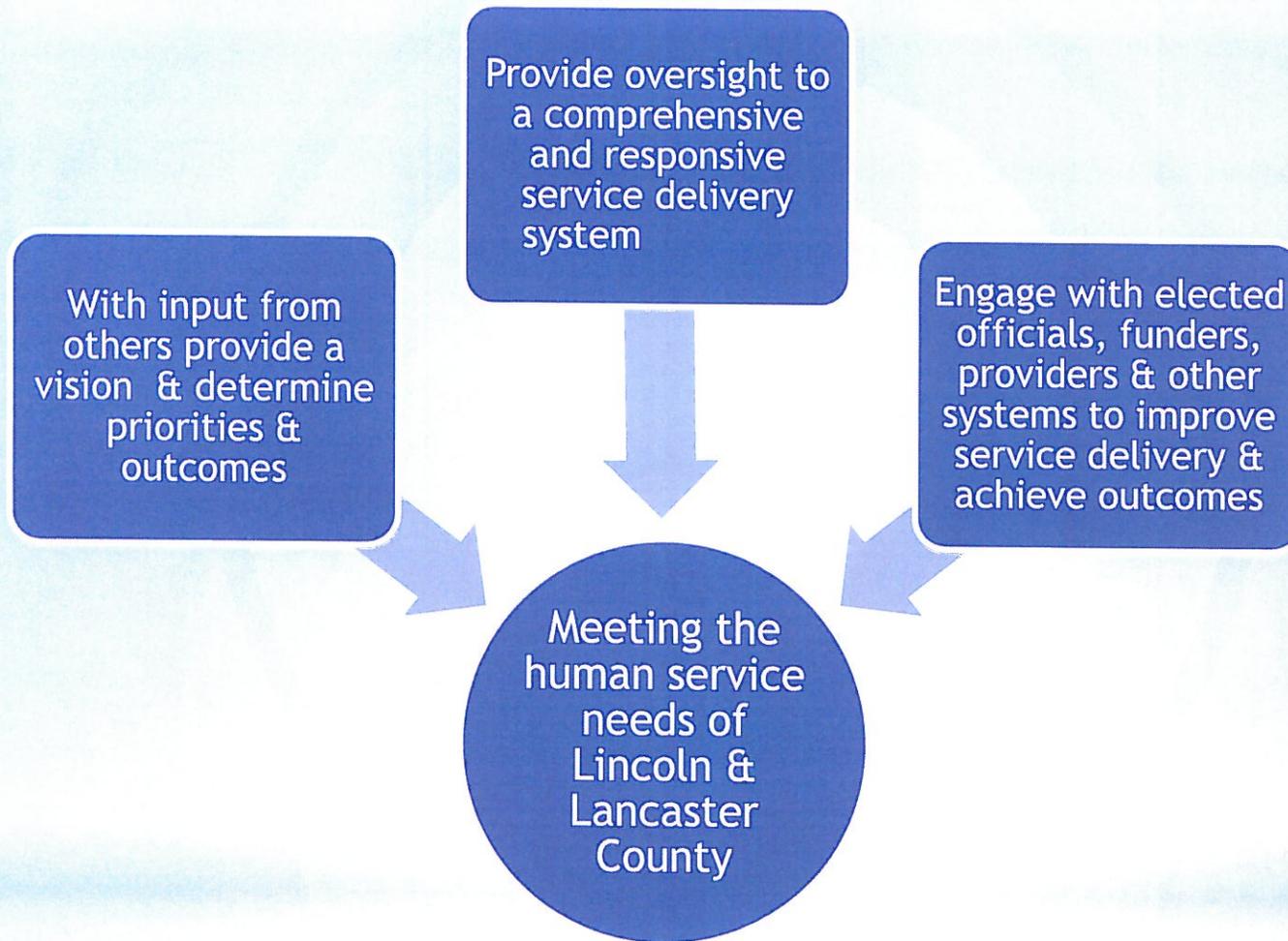
\* Elected President of the Directors of United Way agencies (DUWA) including 40 agencies and served a term on the United Way Board of Directors.

\* Elected President of the Lincoln Lancaster Human Services Federation representing the 125+ member agencies

\* **Professional experience**  
**CEDARS 2002-2014**

- \* Worked with several agencies and public entities on partnerships that provided collaborative services and programs
- \* Served on the Governor's Commission for the Protection of Children for 10 years
- \* Budget development & oversight (\$9-\$25m)

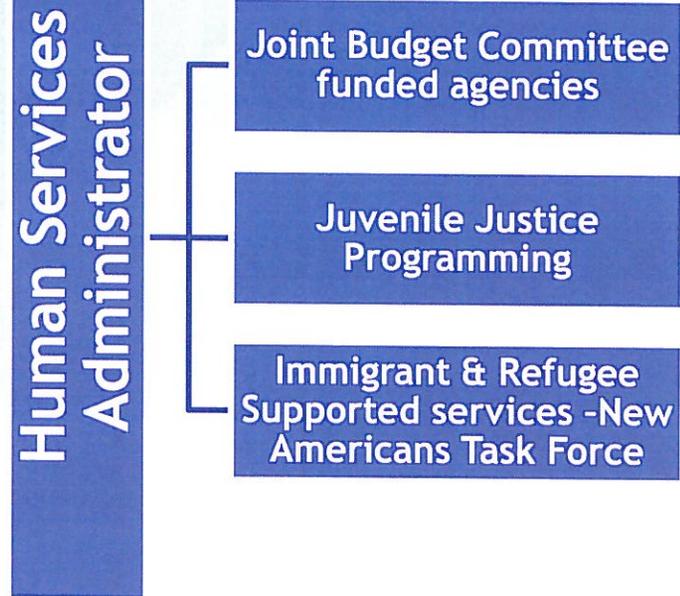
\* **Professional experience**  
**CEDARS 2002-2014**



\* How I understand the role of the Human Services Administrator-*the what*



\* How I understand the role of the Human Services Administrator-*the How*



## Areas of responsibility of the Human Services Administrator

JBC funding

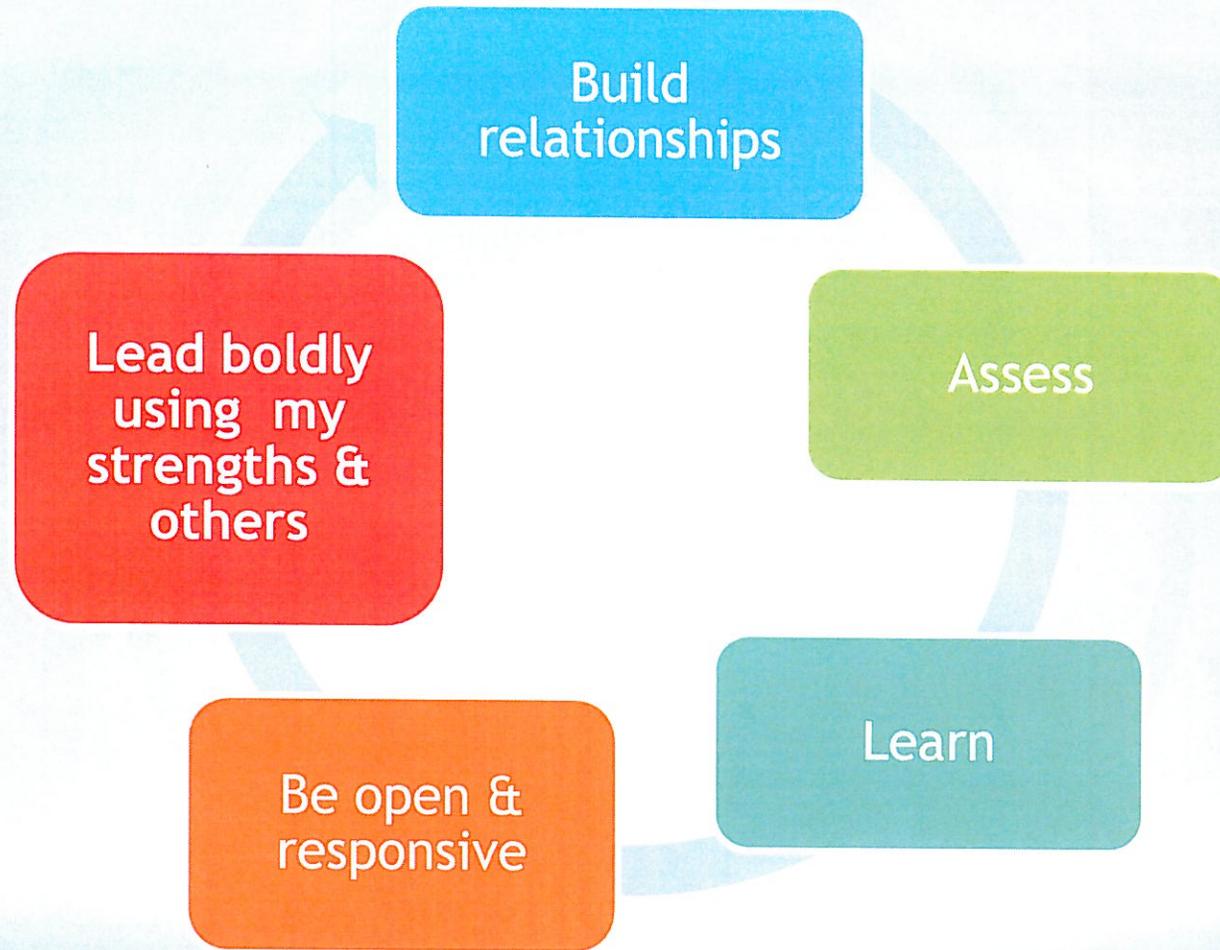
Juvenile Justice

Immigrant &  
Refugees

Veteran's  
Benefits

General  
Assistance

**Potential areas of responsibility  
of the Human Services  
Administrator**



**\* My approach in filling the role**

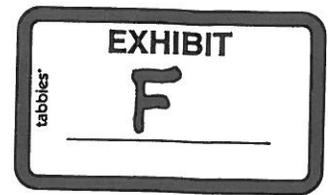


**\* Vision for the future of human services in Lincoln and Lancaster County**

- This position is central to the well being of our citizens and community
- My education & experience have prepared me well for this opportunity
- I believe my strengths are an excellent fit with the needs of this position
- Thank you for the opportunity to interview for this job

*Questions?*

\* **In conclusion**



**Sara J. Hoyle (Nelson)**  
2315 SW 17<sup>th</sup> St.  
Lincoln, NE 68522  
Home Phone: (402) 261-3345  
Cell Phone: (402) 617-2792  
E-mail: [sara.hoyle@yahoo.com](mailto:sara.hoyle@yahoo.com)

## **CAREER EXPERIENCE**

- **Juvenile Justice Coordinator, Lancaster County**  
(2008 – Present)
  - Manage and write grants for Lancaster County
  - Oversee Detention Alternatives
  - Review grants for the Nebraska Crime Commission & Lancaster County Joint Budget Committee
  - Coordinate and facilitate monthly meetings with community agency directors, law enforcement, and court personnel concerning disproportionate minority contact, substance abuse, truancy and status offenders, and reentry
  - Oversee contracts for community service providers
  - Directly supervise the Lancaster County Assessment Specialist and Pre-Adjudication Services Coordinator
  - Administer over \$2.5 million in county, state, and federal funds annually
  - Maintain quality assurance for juvenile programs in Lancaster County
  - Coordinate juvenile community services among 25 non-profit and private agencies
  - Organize, facilitate, and write the Lancaster County Comprehensive Juvenile Strategic Plan
  
- **Juvenile Drug Court Coordinator, State Probation**  
(2006 – 2008)
  - Manage daily functions of the Juvenile Drug Court
  - Grant writing
  - Develop and manage the budget for the Juvenile Drug Court
  - Maintain statistics for the court
  - Supervise officers and youth
  
- **Caseworker, Health and Human Services**  
(2005 – 2006)
  - Assist families in applying for and receiving assistance
  - Investigate allegations of abuse and neglect
  - Prepare court reports and testimony

- **Victim Services Coordinator, Nebraska Department of Correctional Services (1999 - 2005)**
  - Develop and implement of Victim Services Program Department wide (total of 10 facilities)
  - Write and instruct victim awareness training for officers
  - Develop and maintain partnerships with community service providers
  - Maintain accurate statistics of services provided
  - Promote public awareness of program through presentations, brochures, website, and handbooks
  - Develop and manage the budget for the Victim Services Program
  - Grant writing
  - Oversee toll free 24 hour/7 days weekly crisis line
  - Provide crisis intervention, criminal justice advocacy and referrals
  - Coordinate case management with Departmental Victim Assistance Representatives
  - Present at criminal justice related conferences
  - Oversee budget for Nebraska Department of Correctional Services Victim Services Program
  - Write, instruct, and oversee instruction of victim sensitivity classes for offenders
  - Coordination of network of Emergency Staff Service Coordinators for the Nebraska Department of Correctional Services
  - Develop and coordinate of victim/offender dialogue programming
  - Oversee department wide volunteer program
  - Review federal grants for the Nebraska Crime Commission

## **EDUCATION**

- Master of Public Administration, University of Nebraska, Omaha, Capstone Project: Workplace Violence (1999)
- Bachelor of Science - Criminal Justice & Psychology, University of Nebraska, Kearney (1997)

## **PROFESSIONAL ASSOCIATIONS**

- Good Shepherd School Board (2014 to Present)
- Family Violence Coalition Board of Directors (2013)
- Statewide Planning & Funding Committee, Nebraska Crime Commission (2010 to Present)
- Region V Behavioral Health Advisory Committee (2010 to Present)
  - Positions Held:
    - Vice President (2012-Present)
- Lincoln/Lancaster Homeless Coalition (2008 – Present)
- Phi Delta Gamma, Graduate Honor Society (1999-Present)
  - Positions Held:
    - Member of the Educational Grant Committee (1999-2005)
    - Secretary (2000-2001)

- Veterans of Foreign Wars Auxiliary (1994-Present)
  - Positions Held:
    - Legislative Chairman
    - Youth Activities Director
    - Banner/Flag Bearer
    - Assistant Cancer Chairman
- National Organization for Victim Assistance (1999-2005)
  - Positions Held:
    - Member of committee of 6 members to develop national standards on victim services in corrections (meetings in Washington DC quarterly)
- Nebraska Coalition for Victims of Crime, Board of Directors (1999-2005)
  - Positions Held:
    - Vice President (2002 – 2005)
    - Secretary (2000-2002)
- Nebraska Domestic Violence/Sexual Assault Coalition Board of Directors (2003-2005)
- Nebraska Department of Correctional Services Victims Advisory Council, (1999-2005)
  - Positions Held:
    - Co-Chair (1999-2005)
- Toastmasters (1999-2004)
  - Positions Held:
    - Vice President of Public Relations (2002-2004)
    - President (2001-2002)
    - Vice President of Education (2000-2001)
- American Society for Public Administration (1999-2003)
  - Criminal Justice Association
- Lincoln Jaycees (1999-2002)
  - Positions Held:
    - Director of Management (2001-2002)

#### **NATIONAL AND STATE CONFERENCE PRESENTATIONS**

- National Victim Services in Corrections Training
  - Presentations
    - Engaging Officers in Delivery of Victim Services (San Antonio, 2002)
    - Overview of Victim Services Program (Washington DC, 2001)
- Correctional Peace Officers' Foundation Conference
  - Presentations
    - Providing Support to Officers in Crisis (Reno, 2001)
- Community Justice in the Millennium - Nebraska Department of Correctional Services
  - Presentations
    - Overview of Victim Services Program (Kearney, NE, 2000)
- Nebraska Correctional Association
  - Presentations
    - Providing Victim Services in Corrections (Omaha, NE, 1999)

## **AWARDS/HONORS**

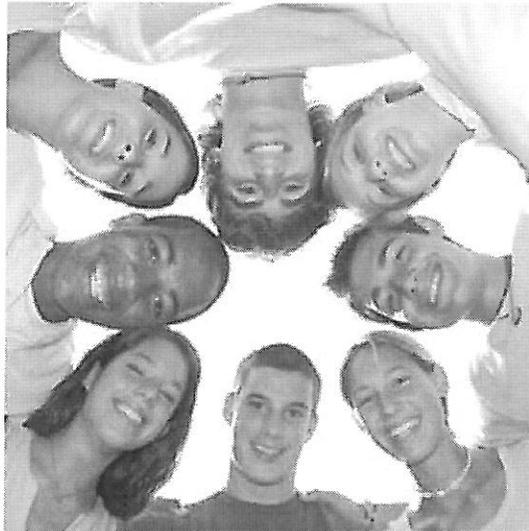
- Commissioners Excellence Award (2011)
- Veterans of Foreign Wars Outstanding Youth Participation - National Recognition (2007 & 2008)
- Nebraska Department of Correctional Services Employee of the Year (2002)
- Who's Who in America (2001)
- Jaycee of the Month (2001)
- Toastmaster Vice-President of Education for Nebraska (2000)
- Nebraska Department of Correctional Services Teamwork Award (1999)

## **VOLUNTEER EXPERIENCE**

- Mentor, Big Brothers/Big Sisters (1995–Present)
- Volunteer at Veterans Home and Medical Center in Grand Island (1990 to Present)
- Mentor to Refugee (2010-2012)
- Mediator, Office of Dispute Resolution (1999-2005)
- Nebraska Statewide Critical Incident Stress Management Team (1999-2005)
- Victim Advocate, Rape Spouse Abuse Crisis Center (1999-2005)
- Victim Advocate, Crisis Center (1995-1999)
- Victim Advocate, Haven House of Domestic Violence (1994-1995)

# Lancaster County Juvenile Services Comprehensive Plan

July 1, 2012 – June 30, 2015



## Lancaster County Board of Commissioners

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Copy of this plan can be found at <http://lancaster.ne.gov/hserv/juvenile/compplan.htm>

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## Executive Summary

Lancaster County has been planning for juvenile justice since 1998. We continue to do planning because the nature of juvenile offending and the philosophies used to address it are constantly changing. We have implemented a graduated sanctions program, collected and analyzed volumes of data, and built a state of the art detention facility. Yet a disproportionate number of minority youth continue to be in the system; truancy petitions and runaway incidences continue to increase; and the issues of substance abuse, mental health and poverty continue to permeate families of the youth we serve.

In 2008, Lancaster County developed a three year plan with five key priorities: increase collaboration between agencies by implementing a more coordinated system; increase and strengthen treatment opportunities and accessibility to resources for youth; reduce the over-representation of minorities in the juvenile justice system at every level of the system; decrease truancy and runaway incidences through a collaborative effort with the schools, service providers, and law enforcement; and evaluate the effectiveness of the juvenile justice system and its existing programs using Evidence Based Practices. We discovered that oftentimes, constraints and issues made successful completion of objectives addressing these priorities challenging. However, due to the dedicated collaborative efforts of many and commitment from our funding partners, we made significant contributions towards those identified priorities.

In 2012, Lancaster County's Juvenile Justice Review Committee convened a subcommittee to update the Comprehensive Juvenile Service plan. Each of the identified priorities is listed below.

**Priority One:** Increase school engagement.

**Priority Two:** Effectively utilize and expand a continuum of graduated sanctions/detention alternatives for youth.

**Priority Three:** Reduce the overrepresentation of minority youth in the juvenile justice system.

**Priority Four:** Identify appropriate behavioral health and substance abuse services for youth in Lancaster County

**Priority Five:** Improve system operation and coordination.

The underlining mission of Lancaster County's Juvenile Justice System is:  
*"To provide individualized supervision, care, and treatment in a manner consistent with public safety to those youth under age 18 at the time of referral who violate the law. Further, the Juvenile Justice System shall recognize and encourage prevention efforts through the support of program and services designed to meet the needs of those youth who are identified as being at-risk or violating the law and those whose behavior is such that they endanger themselves or others".*

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### Community Team

In 1980, Lancaster County formed a Justice Council to discuss juvenile justice issues which included top department head representation from all departments within the adult and juvenile criminal justice systems. Key committees included: Juvenile Justice Review Committee (JJRC); Alcohol Advisory Committee; Alternatives to Incarceration; and Domestic Violence Coalition.

In 2000, a proposal was made to establish the Criminal Justice System as a separate department, but debate brought up questions regarding the appropriateness of juvenile and adult system issues being together. As a result, the Justice Council was dissolved. The focus of juvenile justice issues remained under the Human Services Administration.

Over the next several years, those at the table addressing justice issues were expanded to include Lincoln Public Schools, mental health and substance abuse agencies, youth organizations, juvenile justice professionals, cultural centers, UNL, and elected officials. This group of advocates is known as the JJRC-Juvenile Justice Review Committee

Today active teams guide and oversee the efforts of the identified priorities. They include: the Truancy Team, Substance Abuse Action Coalition, Disproportionate Minority Contact (DMC) Committee, Steering Committee and Graduated Sanctions Committee. Each of these teams meet at least monthly for one hour and has developed goals and objectives. The JJRC and these sub-committees will guide the

community over the next 3 years (2012-2015) as we strive to meet our goals/objectives. These committees are facilitated by the Juvenile Justice Coordinator for Lancaster County.

On October 24, 2011 Dr. Hank Robinson and Monica Miles from the Juvenile Justice Institute presented information to the JJRC concerning the new requirements for the Juvenile Services Comprehensive Plan. They outlined what should be included in the plan and the importance and process of developing a plan. JJRC members were asked to participate in a sub-committee to work on the Lancaster County Juvenile Services Comprehensive Plan. The individuals listed on the previous page volunteered to be part of this process.

This sub-committee met on three different occasions. The first work session was February 28 during which the Juvenile Justice Coordinator and Julie Rogers presented data from the Community Capacity Inventory, Nebraska Risk and Protective Factor Student Survey, and Juvenile Justice System Point Analysis. On March 19 and March 23, this committee met again to identify priorities and develop strategies for these priorities.

In addition to this subcommittee, input was also given from each of the teams of the JJRC – Truancy Team, Juvenile Substance Abuse Action Coalition, DMC Committee, Steering Committee, and Graduated Sanctions Team. Once the plan was put into written format, it was sent to all JJRC members, Lancaster County Commissioners, and Lancaster County Juvenile Court Judges for review.

### Juvenile Justice System Analysis Tool

The County Attorney, City Attorney, Public Defender, Lincoln Police Department, Juvenile Probation and Juvenile Court Judges sent key representatives to six different meetings focused on completing the Juvenile Justice System Point Analysis Tool. Once the tool was completed, it was presented to the larger JJRC group.

Below is a summary of what was found in each category and possible solutions to consider for each category:

#### Arrest

Crime Commission data reflects this system point has an RRI of 2.33. As part of the DMC Committee, LPD looked at referrals from schools and found that the arrest rate for minority youth is the same as white youth when police are called to the school with an identified suspect. More research is needed in this area.

Unique to our community is Lincoln Police Department responds to ALL calls for services. A majority of these calls are reactive in nature. The possibility of screening out lower tiered calls was discussed and will be examined further.

Lastly, when police are called on juveniles, youth under 16 receive a referral. Youth 16 and over receive a citation with an arraignment date for adult court. Data on offenses will be examined to determine if certain offenses always end up in adult court. Policy will also be explored for 16 and 17 year olds being cited into adult court.

#### Secure Detention

Crime Commission data reflects this system point has an RRI of 2.08. Lancaster County data shows 57% of

calls for intakes are for minority youth. The justice stakeholders thought detention should be an area the DMC Committee should focus on. A chart to break down factors on how youth are entering at this system point was presented to the DMC Committee and this committee will be instrumental in analyzing the data and developing policies and programs to influence it.

In Lancaster County, Juvenile Probation Officers are not able to put a monitor on a youth or put them in a program before they see the judge if being brought in for an intake. Since there is a statute governing this, the committee will examine statutes more. Additionally, the use of shelter beds will further be explored, especially for status offenders.



#### Charging Juveniles

Justice stakeholders agreed the Early Assessment Process of screening all diversion eligible youth using the Nebraska Youth Screen is working. County Attorney filings have decreased and youth who need help are getting their cases expedited through the system.

The City Attorney is using a tiered diversion approach. This helps in getting the appropriate level of service to youth. This approach will be examined for use by the County Attorney as well.

There are no statutes or case law to determine the process if youth is found incompetent. Lancaster County has a

training scheduled with Dr. Grisso to explain when youth competency should be examined and what an accurate competency evaluation should include. Additionally, alternative filings will be explored with youth where mental health and parental involvement are issues; instead of bringing the youth into the system as a law violator.

### Juvenile Court

Comprehensive Child and Adolescent Assessment's (CCAA) are often ordered in juvenile court to access Medicaid. State statute also requires them to access services through the Office of Juvenile Services (OJS). However these evaluations take over 30 days to complete and funding for services is not available until the assessment is complete. Additionally, once a youth is committed to OJS, the court has limited authority over the youth.

Since legislation was passed in 2011, juvenile justice stakeholders have experienced difficulty in being able to retrieve information on a youth's previous law contacts. This has also put burden on the prosecutor's office due to the sealing of juvenile criminal records requirement. Even families are having difficulty in understanding when records are sealed.



Unfortunately, most of the items discussed at the juvenile court system point involve statute change or changes

that are outside of Lancaster County's control. The Lancaster Steering Committee includes members from the Office of Juvenile Services, so some of the concerns raised with evaluations may be able to be worked out through this committee.



### Graduated Sanctions

Lancaster County does have Day, Evening, and Weekend Reporting Centers. As well as a youth employment service and alternative school. The County pays for 2 home detention officers. Electronic monitors are available for in home supervision. However the reporting centers are often full. It was recommended an assessment be implemented to ensure the right youth are served in the right place at the right time.

### Truancy/Ungovernable Youth

The number of truancy filings has doubled in the past three years. These youth are also put in staff secure for running away from home or not attending school. Youth are also occasionally being placed in staff secure at the parents request or refusal of the parents to get them.

The committee suggested looking into a pre-filing truancy diversion program for all schools. The idea of developing more services in the home (MST, FFT, respite, etc.) was also discussed.

### Community Capacity Inventory

The Juvenile Justice Institute disseminated the Community Capacity Inventory and collected data on the responses beginning in 2009. Julie Rogers presented this information to our JJRC again on February 28, 2012.

In summary, 101 different programs responded to the survey. Programs served the following populations:

5 serve only males

7 serve only females

89 serve both male and female

96 were not race specific

2 serve only African Americans

2 serve only Native Americans

1 serves the Hispanic population

Below summarizes information from the Community Capacity Inventory:

The highest assets cultivated through community organizations were:

- ✓ Adult Role Models - Parent(s) and other adults model positive, responsible behavior (76 programs)
- ✓ Responsibility – Young person accepts and takes personal responsibility (72 programs)
- ✓ Achievement Motivation – Young person is motivated to do well in school (65 programs)
- ✓ Safety – Young person feels safe at home, school, and in the neighborhood (65 programs)

The assets lacking programs addressing them were:

- ✓ Religious Community – Young person spends one or more hours per week in activities in a religious institution (13 programs)
- ✓ Time at Home – Young person is out with friends “with nothing special to

do” two or fewer nights per week (13 programs)

- ✓ Neighborhood Boundaries – Neighbors take responsibility for monitoring young people’s behavior (17 programs)
- ✓ Caring Neighborhood – Young person experiences caring neighbors (23 programs)

The highest risk-need factors being addressed are:

- ✓ Negative Peer Interactions (69 programs)
- ✓ Physically Aggressive (61 programs)
- ✓ Disruptive Behavior at School (60 programs)
- ✓ Could Make Better Use of Time (60 programs)

The fewest risk-need factors being addressed are:

- ✓ Not Seeking Employment (17 programs)
- ✓ Callous (26 programs)
- ✓ Unemployed (27 programs)



One area of concern with this inventory is the number of programs responding that they cultivate and/or work on a large number of assets and/or risk need factors. After the results of the survey, Dr. Hank Robinson, Dr. Anne Hobbs, and Julie Rogers met with agencies and explained that a program should focus on no more than five of these areas. The idea of having programs excel in certain areas and allow other programs to refer out for areas they aren’t addressing was focused on.

## **Nebraska Risk and Protective Factor Student Survey**

The Nebraska Risk and Protective Factor Student Survey was also used in developing the plan. This survey was last completed in 2010 by 6<sup>th</sup>, 8<sup>th</sup>, 10<sup>th</sup>, and 12<sup>th</sup> graders in Lancaster County. 21% of students participated in the survey with the highest grade completing the survey being 8<sup>th</sup> grade. The report is divided into 4 sections: (1) Substance use; (2) Delinquent behavior and bullying; (3) Gambling; and (4) Risk and protective factors. In addition to this information, data from the 2010 Lancaster County by the Numbers - Substance Abuse Action Coalition report were used.



Lancaster County youth are using alcohol, tobacco and marijuana at a greater rate than any other substances. The number of admissions to detox for youth 17 and under increased by 350% from 2005 to 2009. However, emergency room visits for alcohol poisoning decreased 11% for youth 17 and under. Almost 20% of youth reported riding in a vehicle with an alcohol impaired driver. There was a 37% increase in the number of liquor law violations for Lancaster County youth from 2004 to 2008. Youth reported they obtained alcohol at a party, from a friend, and from home without parental permission. The place where youth most used alcohol were at a friend

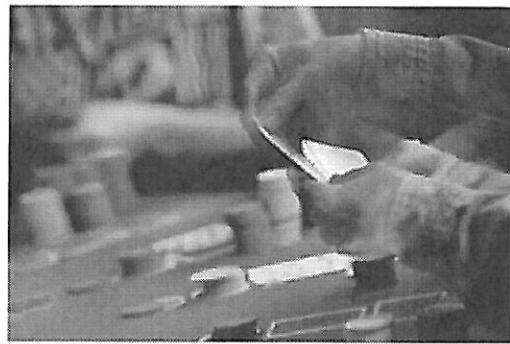
or family member's home, at their home without parental permission, in a car, or in a park or street. Youth indicated they were primarily drinking beer and hard liquor. Data from Lincoln Public Schools indicate 176 youth were suspended and 48 were expelled for substance use during the 2009/2010 school year.

A majority of reporting youth said they obtained cigarettes by getting them from a friend or family member.



Roughly 30% of youth reported being bullied in the past 12 months. A majority of bullying occurred in the schools.

About 25% of reporting youth said they had thought about gambling in the last year, while about 20% had actually gambled. Youth primarily gambled at sporting events and card games.



**Community Description**

Lancaster County is made up of 22 cities, towns and villages in Southeast Nebraska, and comprises the state’s second largest metropolitan area, with 285,407 residents (91% urban, 9% rural). Since the 2006 census, the County population has increased by 14%. Youth 18 and under account for 23% of the total population. There were 111,933 households in Lancaster County. The average household size was 2.37 people. (Community Services Initiatives’ Annual Report).

**Economics**

The median income for a household in the County in 2010 was \$50,849. 13.8% of the population was below the poverty line. In January 2011, the cost of living index in Lancaster County was 82.6 compared to the US average of 100. 74% of the population work in the private industry. 20% of the population work for government and 6% are self-employed. ([http://www.city-data.com/county/Lancaster\\_County-NE.html](http://www.city-data.com/county/Lancaster_County-NE.html))

**Transportation Routes**

Lancaster County has several transportation routes that run through the County. These include Highway 77 North and South, Highway 2, ‘O’ Street and Interstate 80 East and West. Interstate 80 is one of the two most heavily traveled transcontinental highways in the United States. The Interstate is linked to about three-quarters of the estimated \$2.8 billion that travelers spent last year in Nebraska. On an average non-summer day, more than 15,000 vehicles drive on Interstate 80. In the summer, the daily average surges to more than 20,000. (Nebraska

Department of Roads). Interstate 80 is also one of the most commonly used transportations routes to transport illegal drugs (Nebraska State Patrol).



The City of Lincoln also has a bus system with 18 different bus routes. These routes incorporate most of the city. The buses run from 6 a.m. to 7 p.m. Monday through Saturday. The city offers low income, month long bus passes for people in need.

**Population**

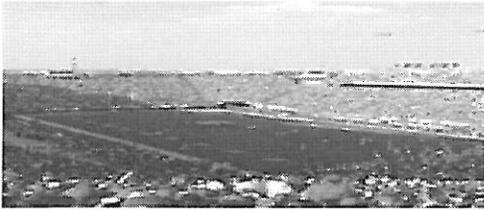
Lancaster County is a vibrant and growing community with young people comprising more than 20% of the total population. The following chart is an outline of the demographics of the youth population:

<b>Data Points</b>	<b>Total Population</b>	<b>Juvenile Population (10-17)</b>
Total Population	285,407	26,823
Male	143,048	13,736
Female	142,359	13,087
White	258,794	23,313
Black/African American	12,714	1,951
Asian	10,908	1,150
Native American	2,991	409
Hispanic	16,685	2,210
Non Hispanic	268,722	24,613

\*\*2010 OJJDP Website

### Schools

In Lincoln there are 38 public elementary schools, 11 middle schools, and 6 high schools. There are 4 alternatives schools for students who have difficulty learning in a regular setting. There are approximately 25 private schools. Four school districts are located outside of the Lincoln metropolitan area (Lincoln Public Schools).

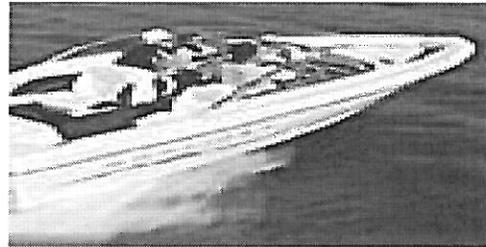


There are four main colleges in Lincoln. The largest is the University of Nebraska at Lincoln. Attendance for this college alone was 24,593 in 2011. There is one trade school. There are five colleges and universities with satellite locations in Lincoln. With these colleges, Lancaster County residents have the opportunity to attend college in their home area. These colleges also have a positive financial impact on the community as well as an endless number of student volunteers for agencies to utilize.

However, with the colleges there comes a considerable amount of underage drinking, parties, and crimes associated with them. There are over 100 liquor licenses within a one-mile radius of the UNL campus. Nebraska ranks in the top 20 percent of states in underage and binge drinking.

### Attractions

Lincoln is the Capitol of Nebraska. Lincoln is also home to Memorial Stadium, where Nebraska football games are played. Approximately 85,000 per game attend these football games on a regular basis. Lincoln is also home to several museums and a zoo. The Lied Center is a venue for national tours of Broadway productions, concert music, and guest lectures. Lincoln has 2 shopping malls and several plazas. All of these attractions are a positive financial resource for Lancaster County; however, they also bring an increase in alcohol consumption, drug usage and overall crime.



Lancaster County has 5 different lakes for boating and/or camping. It is also home to Star City Shores and a number of city pools. These provide for pro-social activities for youth and their families to enjoy.

Lancaster County has an excellent reputation and history of working collaboratively, and services for youth are clearly a priority. Over the past twenty years, all of the major governmental and child-serving agencies have joined forces to focus on juvenile issues. The Juvenile Justice Review Committee and its' task forces are excellent examples of such collaboration.

## **Identified Priority Areas**

1. *Increase school engagement.*
2. *Effectively utilize and expand a continuum of graduated sanctions/detention alternatives for youth.*
3. *Reduce the over-representation of minority youth in the juvenile justice system.*
4. *Identify appropriate behavioral health and substance abuse services for youth in Lancaster County.*
5. *Improve system operation and coordination.*

**Priority One: *Increase school engagement.***

Decreasing truancy is a priority from the current years plan. The tasks of the Truancy Team are to identify intervention and prevention strategies to address the problems surrounding at-risk youth and provide a means of intervening with these youth prior to them becoming involved with the juvenile justice system. The team reviews policies on how to better address at-risk youth, gather and analyze data, review the current system, identify gaps in the system, review information on access and availability of services and explore ways to provide education regarding existing resources.



During the current plan year, the committee specifically accomplished the following:

- ☞ Truancy Diversion Program has been developed and implemented at Park Middle School.
- ☞ Culler Middle School is instructing WhyTry in after school groups for this population.
- ☞ Options are being discussed and explored to develop a Truancy Diversion Program with the County Attorney's Office and the Office of Juvenile Services.
- ☞ An early assessment process was developed and funded through Region V (LINCS). The SMART

Teams in the schools now have an avenue to refer youth in need of additional services to this program.

☞ Dr. Shawn Marsh conducted two training sessions for attorneys and judges on the effects of detention on youth.

☞ LPS received a \$4.5 million grant to help raise graduation rates at three of its high schools. The money for the five-year grant will be used for programs at Northeast, North Star and Lincoln High. The programs will focus on prevention, intervention and getting students who have dropped out to return and finish their diplomas

☞ A part-time attorney was hired during the current comp plan to assist in reviewing truancy referrals, which have doubled during the last couple of years.

The planning committee decided to focus its attention on identifying the causes of truancy and use cluster based planning to design and implement interventions. Additionally, the committee realized the kids struggling in school are often times the same youth who end up in the juvenile justice system. As a result, information and resources should be shared at an early stage to prevent these youth from entering the system.

Another focus of the Truancy Team and DMC Team is to work with LPS to determine a consistent policy and desired outcome for contacting LPD when youth misbehave on school grounds.

Strategies/Objectives	Action Steps	Responsible Party	Time Line	Resources Needed	Expected Results
Decrease truancy through a combined effort with the schools, families, law enforcement, and service providers	Collaborate effort to identify causes of truancy.	Truancy Team	December 31, 2012	Assessments, staff, process identification, analyze data	Better understanding of needs of truant youth and families.  Identify EBP interventions to address these needs
	Implement identified EBP and/or individualized interventions	Truancy Team	April 1, 2013	System coordination, funding, collaboration	Improved attendance, performance, and school attachment  Truancy Diversion Programs  Decreased truancy filings and less truancy adjudications
	Partner and build on existing services to increase student engagement	Lancaster Truancy Team	On-going	Inventory of existing services through the school, community resources, State, etc.	Consistent delivery of services
	MOU between Schools and Juvenile Justice providers to share data	School Administrators & County Attorney	December 31, 2014	Database	Shared data between LPS and Juvenile Justice with system involved youth

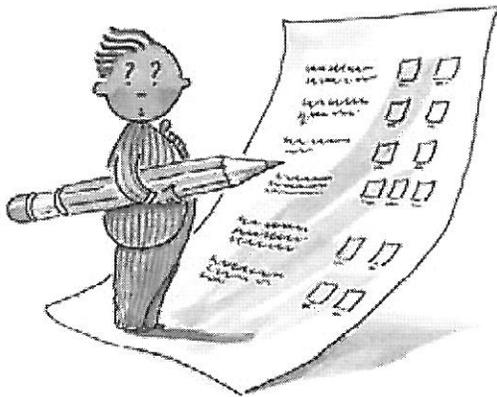


**Priority Two:** *Effectively utilize and expand a continuum of graduated sanctions/detention alternatives for youth.*

This is a new priority for Lancaster County. Lancaster County is fortunate to have Day, Evening, and Weekend Reporting Centers. There is also an employment service for youth as well as an alternative for school. The County also funds two home detention officers as well as electronic monitors.

However, there have been questions on if these resources are being used effectively. Several stakeholders from the Lancaster County Juvenile Justice System attended numerous trainings offered through JDAI and learned several different methods to ensure the right youth are served in the right place at the right time. The planning committee wanted to focus on assessing the current graduated sanctions structure to ensure we are doing this.

Lancaster County representatives are also working with State Probation in revising the detention screen. Having a detention screen that is objective based on sound research and community risk/needs will also assist in serving the right youth in the right place at the right time.



Another issue raised through the Truancy Team, Juvenile Justice System Analysis, and the planning committee is the need for a graduated structure and alternative placement for status offenders. These youth have ended up in staff secure for non-law violating behavior. These youth also tend to stay in staff secure longer due to no requirements of detention hearings for these youth or trying to find placements for them. Most members of these teams felt that these youth may be better served if they received services in a less restrictive placement.



Lastly, 35 youth ended up in detention last year due to using drugs while being supervised by probation. A majority of the time these youth remain in detention until their drug test yields a negative result. There is also a question on if the quant level of the drug should be tested to determine if the drug is getting out of the youth's system. Either way, there is not a local lab that tests for all substances or quant levels, so youth remain in detention until the results of the drug test arrive. The idea of testing the quant levels and working with an agency to start a local drug testing lab will be explored.

**Priority Two: Effectively utilize and expand a continuum of graduated sanctions/detention alternatives for youth.**

Strategies/Objectives	Action Steps	Responsible Party	Time Line	Resources Needed	Expected Results
Identify level of supervision provided for pre-adjudicated & adjudicated youth during the intake process	Revise current objective detention screening instrument	Statewide Probation & Stakeholders	December 31, 2012	Probation, OJS, County Attorney, Public Defender, Judges, Law Enforcement, Community Service Providers	Ensure community safety & court attendance  Serve the right youth in the right place at the right time  Reduce Recidivism  Reduces racial disparity
	Collaborate with state probation to implement detention screening instrument	State Probation & Justice Stakeholders	On-going	Data and discussion	Stakeholder buy-in  Common Vision of detention use
	Review current sanctions policies	JJRC & Graduated Sanctions Committee	December 31, 2012	Policies and procedures	Serve the right youth in the right place at the right time
Determine level of alternatives needed in the community for law violators and status offenders	Analyze data from current objective screening instrument	Probation	December 31, 2012	None	Identify Supervision/Service Gaps
	Explore expanding existing services and/or implement new services (i.e. pre court house arrest and shelter)	JJRC, Steering Committee, & Service Providers	On-Going	Funding	Serve the right youth in the right place at the right time

Explore local drug testing options	Conduct research and costs analysis	Stakeholders	July 1, 2013	Costs per test, info from other communities, funding	Faster results Less time in detention Test for more substances Money stays in the community
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**Priority Three: *Reduce the overrepresentation of minority youth in the juvenile justice system.***

Reducing the disproportionate minority contact in the juvenile justice system is a priority from the current year's plan. Lancaster County is fortunate to have an active Disproportionate Minority Contact Committee that meets regularly, reviews juvenile justice data, and takes direct action to meet this priority. This committee was able to accomplish the following during 2009-2012:

- ☞ Lancaster County DMC Committee and the NAACP hosted a community forum with LPD concerning DMC at the point of arrest.
- ☞ 28 juvenile justice documents were translated into Arabic, Russian, Spanish, and Vietnamese.
- ☞ The Golden Warriors program at El Centro was started after the DMC Committee found a large number of Hispanic youth were not successful in diversion. While primarily working with diversion and probation, LPS and other cities have taken an interest in this program.
- ☞ The DMC Committee as well as the judiciary were concerned with the number of Sudanese youth entering the justice system. The DMC Committee developed the Sudanese Advocate Program to work with Sudanese families in the system and also to provide afterschool and weekend activities for Sudanese youth in need of supervision.
- ☞ The DMC Committee worked with LPD to determine that a majority of youth referrals were originating in the

schools. LPD and the DMC Chair met with the Director of LPS security to address LPS calling LPD for minor offenses in the school. In addition, the POWER Program was started in the high schools as a way to divert youth committing low level law violations from receiving a law enforcement referral. This program involves uniformed police officers facilitating the WhyTry Program in the school.

- ☞ A seminar was held on Implicit Bias. Over 50 people attended this training.
- ☞ The DMC Committee has developed a tracking sheet to determine factors associated with how youth are entering detention.

However, with all of these efforts, there continues to be a disproportionate number of minority youth in the juvenile justice system. In 2010, 33% of all arrests were minority youth, while they account for only 17% of the population. Even more significant, 49% of all cases which resulted in confinement involved minority youth. While we know there is DMC in our system, justice stakeholders do not agree with all of the numbers reported below and efforts are being made to work on a common definition and source of accurate data in future years.

Lancaster County will continue to focus efforts on reducing the number of minority youth in the juvenile justice system. Strategies include follow-up trainings on Implicit Bias, follow-up with the system point data in the statewide DMC evaluation, and a DMC subcommittee will be formed to represent DMC on every County committee.

Reporting Period **Jan / 2010**  
through **Dec / 2010**

System Points:	Total Youth	White	Black or African-American	Hispanic or Latino	Asian	Native Hawaiian or other Pacific Islanders	American Indian or Alaska Native	Other/ Two or More Races	All Minorities	Percentage of Minority
1. Population at risk (age <b>10</b> through <b>17</b> )	28,480	23,510	1,746	1,827	1,130	0	267	0	4,970	17%
2. Juvenile Arrests	3,332	2,233	759	258	2	0	80	0	1,099	33%
3. Refer to Juvenile Court	422	287	74	41	10	0	10	0	135	32%
4. Cases Diverted	723	495	121	56	17	0	23	11	228	32%
5. Cases Involving Secure Detention	423	214	121	50	10	0	21	7	209	49%
6. Cases Petitioned (Charge Filed)	422	287	74	41	10	0	10	0	135	32%
7. Cases Resulting in Delinquent Findings	332	75	42	12	9	0	5	189	257	77%
8. Cases resulting in Probation Placement	365	216	78	33	9	0	8	21	149	41%
9. Cases Resulting in Confinement in Secure Juvenile Correctional Facilities	142	61	39	22	2	2	10	6	81	57%
10. Cases Transferred to Adult Court	67	51	8	5	1	0	2	0	16	24%

**\*Data provided by Statewide DMC Coordinator**

**Priority Three: Reduce the overrepresentation of minority youth in the juvenile justice system.**

Strategies/Objectives	Action Steps	Responsible Party	Time Line	Resources Needed	Expected Results
Provide training on Implicit Bias	Confirm following trainings with Dr. Marsh to present this information	Juvenile Justice Coordinator	July 1, 2014	Funding	Community and justice members have a better understanding of implicit bias
	Work with Nebraska Bar for CLE's and Region V for CEU's.	Juvenile Justice Coordinator	July 1, 2014	Funding	Large number of individuals learn from training
Evaluate each system point to determine DMC	Discuss DMC Report with DMC Committee to identify specific area and prioritize	DMC Committee	October 31, 2012	DMC Report by Anne Technical Assistance	DMC Committee will have clear focus and vision
	Review current detention screening instrument & risk assessment data to see if DMC is high in certain areas	DMC Committee & Juvenile Justice Stakeholders	March 31, 2013	Data from screening instrument & risk assessment	Service gaps identified and needed services are determined
	Determine services/strategies to impact DMC	DMC Committee, JJRC, & Juvenile Justice Stakeholder	On-going	Collaboration Funding	Reduction of DMC
Pilot subcommittee will be formed to serve on all County planning and implementation	Educate DMC Subcommittee on the juvenile justice system	Juvenile Justice Stakeholders	On-Going	None	DMC rep educates committee on specific cultures  DMC is part of every discussion and planning effort

teams					Competency of specific cultures
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**Priority Four:** *Identify appropriate behavioral health and substance abuse services for youth in Lancaster County*

This is a new priority for the current year's plan. Three major events have occurred during the course of the last 3 years:

1. Changes in child welfare;
2. Safe Haven; and
3. End in prevention substance abuse grants.

During the current planning year, the Office of Juvenile Services tried privatization of services and case management for state wards. Along with additional expenses, it also caused confusion and a lack of trust among service providers, justice stakeholders, and the entire child welfare system. At the end of the current plan, the child welfare system has resumed all prior responsibilities and the pieces are in the process of getting put back together.

The first year of the current plan was spent addressing what we learned from Safe Haven. This law allowed parents to drop off a youth of any age at a hospital. Because there were no age restrictions, Nebraska was seeing many teenagers whose parents were discouraged with attempting to get services for their child. This demonstrated to everyone the difficulties of navigating the youth behavioral health system. Since that time, Lancaster County has worked with Region V to develop the LINCS and Professional Partner Program to assist parents in need of services without accessing court services.

Finally, many of the prevention grants that have funded various programs in the community will end in 2012. This is critical to the juvenile justice system as

demonstrated in the high number of reported youth using alcohol and committing alcohol related offenses.

We also continue to struggle with youth who are in need of the service once provided by the Lincoln and Hasting Regional Centers. It seems the Youth Services Center has now become a holding facility for behavioral health youth. In addition, if a youth is found to be incompetent, they tend to get lost in the system as there is no statute/policy governing what to do with them.

There simply isn't funding for families whose income is above the Medicaid cutoff, but who don't have insurance or have very restricted insurance. Currently, for a family to access treatment faster, they are often adjudicated on a 3b case, ordered to complete an evaluation or committed to the Office of Juvenile Services.

Lancaster County is fortunate to have a Substance Abuse Action Coalition that meets monthly to focus on substance abuse issues and ensure information sharing occurs between youth treatment providers and juvenile justice system stakeholders. Additionally, Lancaster County juvenile justice system has a strong collaboration with both Region V and the Office of Juvenile Services to address issues in behavioral health of our youth. The planning committee suggested working through these resources and exploring the adult services to determine what could be implemented for juveniles as well as ways other communities are helping youth with needed services to assist with substance abuse and behavioral health.

**Priority Four: Identify appropriate behavioral health and substance abuse services for youth in Lancaster County**

Strategies/Objectives	Action Steps	Responsible Party	Time Line	Resources Needed	Expected Results
Explore use of current emergency substance abuse and behavioral health services for juveniles	Assess current system for adult detox and behavioral health emergency services	SAAC Committee & Region V	December 31, 2012	Polices/Procedures	Better understanding of services available
	Determine juvenile need of this service level in the community	SAAC Committee, Juvenile Probation, Region V, Cedars, YSC, HHS	June 30, 2013	Data	Understanding of services available and service gap
	Research other communities and national data	Cedars, SAAC Committee, Adult service providers, Region V, HHS	June 30, 2013	Data	Options identified
	Identify services and develop plan to serve this population to include prevention and intervention programming	Adult and Juvenile Team, HHS, Health Dept	June 30, 2015	Collaboration/ Reallocation of services  Funding	Serve the right youth in the right place at the right time.  More efficient use of funds and services
	Develop statute and/or polices to determine	County/City Attorney, Public	June 30, 2015	Collaboration	Seamless service delivery

	procedures if youth is found incompetent or unfit for confinement	Defender, HHS, Voc Rehab, LPD/LSO, Region V			Serve the right youth in the right place at the right time.
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**Priority Five: *Improve system operation and coordination.***

During the current plan, Lancaster County developed a Steering Committee. This committee is comprised of the City/County Juvenile Attorney, Juvenile Probation, Director of the Youth Services Center, Lincoln Police and Lancaster County Sherriff's Department, and an Administrator from the Office of Juvenile Services. The Juvenile Justice Coordinator serves as the facilitator for this committee. This committee meets regularly and has been able to tackle many issues involving system operations and coordination just by meeting and discussing potential problem areas. The main issues this committee and the planning committee saw are:

1. Expedited Court Processing;
2. Reentry Process;
3. Sharing Needed Information; and
4. Homeless/Transition Age Youth



The process of 16 and 17 year olds being cited into adult court and transferred up to district court and then filed on in juvenile court is lengthy, taking up to 3 months. This concern is elevated when a youth is waiting in detention during this time. The juvenile process alone of receiving a referral from law enforcement continuing through disposition often takes 2 months. Improved system operation and coordination will assist with this.

Lancaster County received a reentry grant last year to develop a plan for youth leaving the YRTC's and returning to Lancaster County. During the process of evaluating the current reentry plan, it was discovered that very little is actually being done with these youth, in fact, these youth often go for a month before services are in place. Since these are high risk youth, the need for planning and services is evident.

Recent legislation to ensure juvenile criminal history is kept confidential has made it difficult for key justice stakeholders to access this information. Lancaster County representatives will continue to meet with Senators and explore how other counties are addressing the new legislation.

Lastly, youth who are transitioning out of the juvenile justice system often find themselves with limited resources, including a place to live. Collaboration among agencies will continue to assist in insuring these youth have needed resources in place prior to reaching the age of majority.

Lancaster County has several committees working towards the common agenda of improved system operation and coordination for youth in our care. Working together, we can make a positive impact in the lives of these youth.



Strategies/Objectives	Action Steps	Responsible Party	Time Line	Resources Needed	Expected Results
Expedite the process of youth in the juvenile justice system	Evaluation to determine if certain charges are consistently ending up in juvenile court	County/City Attorney	March 31, 2013	Data & Staff	Better understanding of offenses that are always handled in juvenile court
	Policy changing 16 & 17 year olds consistently being referred to adult court for certain offenses based on the evaluation	Law Enforcement & County/City Attorney	June 30, 2015	None	Less time spent transferring court case from adult to juvenile court  Swift accountability for court involved older youth
	Explore possibility of using adult sanctions in juvenile court	County/City Attorney, Public Defender, Juvenile Court	June 30, 2014	Staff time & avenue to sanction	Youth would be held accountable closer to the date of the offense  Less youth would opt out of juvenile court for adult court
	Reduce the reductions of continuances for youth in detention	Probation, Judiciary, County/City Attorney, GALs, Public Defender	June 30, 2015	Placements for youth, Court time, Data, Money spent	Decreased delay in treatment  Fiscal responsibility (court time, detention)
	Evaluate processing time from the point of arrest to the time it takes to begin the disposition of the case & implement	County/City Attorney, Law Enforcement, Juvenile Court, & Evaluator	June 30, 2013	Funding for staff and or database for information sharing	Understanding of where resources need to be used to expedite process.  Youth will be held accountable

	resources to shorten this amount of time				for their actions as close to the date of offense as possible
Reentry	Complete plan for youth exiting facilities and returning to Lancaster County	Reentry Committee	December 31, 2012	None	An agreed upon plan will exist to provide services and supervision for these youth.
	Services for youth exiting facilities and returning to Lancaster County will be developed and implemented	Reentry Committee	December 31, 2013	Funding	Youth leaving facilities will have a successful transition with services upon returning home.
	Reentry process will be evaluated	JJI -UNO	December 31, 2014	Funding	The reentry plan will be effective in lowering recidivism among these youth.
Ensure necessary juvenile justice officials are getting the information they need to make decisions on juveniles	Discuss process in Lancaster County of sharing information	Steering Committee	June 30, 2013	None	Clear understanding of what information can and cannot be shared and why
	Explore possibility of having restrictions lifted so prosecuting attorneys and judges could see records that were sealed	County Attorney, Judiciary, Crime Commission, State Patrol	June 30, 2014	None	Juvenile Justice Officials will have the right information to place the right youth in the right place at the right time
	Explore collaboration with OJS, Juvenile Probation, Judiciary, County/City Attorney to share information	Judiciary, OJS, County/City Attorney	June 30, 2015	None	Serve the right youth in the right place at the right time.  Key justice stakeholders will be kept updated on the progression

					of youth through the system.
Develop a plan and resources with community providers for homeless and transition age youth	Collaborate with existing service providers to build capacity	Region V, Homeless Coalition, Cedars, LPS, HHS, HUB, Center Pointe, WICS, Mission	June 30, 2014	Funding, data	Build capacity of existing services and identify need for new services
	Develop accurate data collection method to identify youth not in stable living environment	Region V, Homeless Coalition, Cedars, LPS, HHS, HUB, Center Pointe, WICS, Mission, UNL	June 30, 2013	Data	Accurate number for youth More youth community engagement

# Appendixes

## JUVENILE JUSTICE SYSTEM POINT ANALYSIS TOOL

<b>SYSTEM POINT:      ARREST/CITATION</b>	
PARTY RESPONSIBLE: Law Enforcement STATUTE REFERENCE: NRS 43-247 (1), (2), (4)	
Decision: Whether an information report should be filed, or what offense, if any, under which juvenile should be cited or arrested	
<b>Formal/Informal Factors</b> <ul style="list-style-type: none"> <li>• Sufficient factual basis to believe offense was committed</li> <li>• Underlying support for a particular offense</li> <li>• Officers Inclination/patience</li> <li>• People choose to call LPD</li> <li>• Majority of calls are reactive</li> <li>• Perceived socioeconomic status of family and parent’s ability to seek help</li> </ul>	<b>Unique to our Community</b> <ul style="list-style-type: none"> <li>• Policy states youth has to be at least 7 to arrest</li> <li>• Problem oriented policing</li> <li>• LPD responds to ALL calls</li> </ul>
<b>Data</b> <ul style="list-style-type: none"> <li>• DMC data has arrest RRI at 2.33</li> <li>• Data on school referrals demonstrate when police are called to the schools they arrest minority youth at the same rate they arrest white youth</li> </ul>	<b>Specific Problems</b> <ul style="list-style-type: none"> <li>• Policy states when victim is okay to not arrest, cite, or refer on misdemeanors – it is okay. Otherwise an arrest, citation, or referral must be made. Decisions are made based on victims desires</li> </ul>
<b>SOLUTIONS</b> <b>Existing Resources</b> <ul style="list-style-type: none"> <li>• SRO’s in the high schools</li> <li>• POWER program in high schools</li> </ul>	<b>Developed Resource</b> <ul style="list-style-type: none"> <li>• Evaluation to determine if youth from a lower socioeconomic group are arrested at a higher rate</li> <li>• Evaluation on if SRO’s leaving the middle schools impacted referrals from LPD</li> </ul>
<b>Policy/Procedure Program</b> <ul style="list-style-type: none"> <li>• Screen out lower tiered calls</li> <li>• Collaborate with LPS to determine: how the decision is made to refer on to LPD and to handle internally at LPS; Consistency among LPS on when LPD is</li> </ul>	<b>Training</b> <ul style="list-style-type: none"> <li>• SRO’s specifically trained on adolescent brain development</li> </ul>

<p>called</p> <ul style="list-style-type: none"> <li>• City/County Attorney do not file if a certain category of offenses are handled internally at LPS</li> </ul>	
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Decision: Whether to cite or arrest juvenile for juvenile or adult offense	
<p><b>Formal/Informal Factors</b></p> <ul style="list-style-type: none"> <li>• Seriousness of offense</li> <li>• Type of offense</li> </ul>	<p><b>Unique to our Community</b></p> <ul style="list-style-type: none"> <li>• Policy states anyone under 16 gets a referral. Anyone 16 and over get a ticket with an arraignment date for adult court</li> </ul>
<p><b>Data</b></p> <ul style="list-style-type: none"> <li>• DMC data has arrest RRI at 2.33</li> </ul>	<p><b>Specific Problems</b></p> <ul style="list-style-type: none"> <li>• Lengthy amount of time to get cases transferred out of adult court and filed in juvenile court</li> </ul>
<p><b>SOLUTIONS</b></p> <p><b>Existing Resources</b></p> <ul style="list-style-type: none"> <li>• Senator Ashford was looking at legislation to address this issue</li> </ul>	<p><b>Developed Resource</b></p> <ul style="list-style-type: none"> <li>• Evaluation to determine if certain charges are consistently ending up in juvenile court</li> </ul>
<p><b>Policy/Procedure Program</b></p> <ul style="list-style-type: none"> <li>• Policy changing 16 &amp; 17 year olds consistently being referred to adult court for certain offenses based on the evaluation</li> </ul>	<p><b>Training</b></p> <ul style="list-style-type: none"> <li>• Training for juvenile justice stakeholders officers on adolescent brain development</li> </ul>

Decision: Whether to take juvenile into custody or to cite and release (NRS 43-248 (1), (2); 43-250 (1), (2), (3))	
<p><b>Formal/Informal Factors</b></p> <ul style="list-style-type: none"> <li>• Immediate risk to community and/or juvenile</li> <li>• Seriousness of offense</li> <li>• Warrants</li> <li>• Extent to which parent or other</li> </ul>	<p><b>Unique to our Community</b></p> <ul style="list-style-type: none"> <li>• Every youth is screened by Juvenile Probation. This is time consuming for law enforcement to wait for Probation, so there are fewer requests to detain.</li> <li>• Lancaster County has a detention center and a temporary hold at the</li> </ul>

responsible adult is able to take responsibility for youth	Assessment Center
<b>Data</b> <ul style="list-style-type: none"> <li>DMC data has arrest RRI at 2.33</li> </ul>	<b>Specific Problems</b> <ul style="list-style-type: none"> <li>There are a limited number of group homes and shelter beds to place youth</li> <li>There are no emergency mental health placements for youth</li> </ul>
<b>SOLUTIONS</b> <b>Existing Resources</b> <ul style="list-style-type: none"> <li>Free assessments through the Assessment Center</li> </ul>	<b>Developed Resource</b> <ul style="list-style-type: none"> <li>Create a juvenile regional center</li> </ul>
<b>Policy/Procedure Program</b> <ul style="list-style-type: none"> <li>none</li> </ul>	<b>Training</b> <ul style="list-style-type: none"> <li>Awareness of community concerning the lack of emergency residential placements for juveniles</li> </ul>

<b>SYSTEM POINT: INITIAL DETENTION</b>	
PARTY RESPONSIBLE: Juvenile Probation	
STATUTE REFERENCE: NRS 43-250 (3), 43-260, 43-260.01	
Decision: Whether juvenile should be detained or released	
<b>Formal/Informal Factors</b> <ul style="list-style-type: none"> <li>Risk assessment outcome – with override option</li> <li>Accessibility of placement options</li> <li>Attitude of family and/or youth</li> </ul>	<b>Unique to our Community</b> <ul style="list-style-type: none"> <li>Many entries into detention are violations of conditional release and warrants</li> <li>Lancaster County has a detention facility and a hospital psychiatric ward</li> </ul>
<b>Data</b> <ul style="list-style-type: none"> <li>DMC data has detention RRI at 2.08</li> <li>57% of calls for intake are for minority youth</li> </ul>	<b>Specific Problems</b> <ul style="list-style-type: none"> <li>Conflicting statutes of requiring a juvenile screen for youth with warrants in adult court</li> <li>Screening warrants is time consuming</li> <li>Statute allows for a graduated structure, but parent’s signature is needed for a youth to be released to shelter and youth needs a court</li> </ul>

	hearing prior to being released on the monitor
<b>SOLUTIONS</b> <b>Existing Resources</b> <ul style="list-style-type: none"> <li>Lancaster County has a DMC Committee to address this issue</li> <li>Omaha is working with JDAI, we can look to them for possible solutions</li> <li>2 House Arrest Officers</li> </ul>	<b>Developed Resource</b> <ul style="list-style-type: none"> <li>Pre court house arrest program</li> <li>Increased shelter beds</li> <li>Increased foster homes</li> </ul>
<b>Policy/Procedure Program</b> <ul style="list-style-type: none"> <li>Statutory changes regarding screening warrants</li> <li>Review statutes regarding release on a monitor prior to court</li> </ul>	<b>Training</b> <ul style="list-style-type: none"> <li>JDAI training and resources on serving the right kids in the right places at the right time</li> </ul>

<b>SYSTEM POINT: CHARGE JUVENILE</b>	
PARTY RESPONSIBLE: County Attorney	
STATUTE REFERENCE: NRS 43-274 (1), 43-275, 43-276	
Decision: Whether to prosecute juvenile	
<b>Formal/Informal Factors</b> <ul style="list-style-type: none"> <li>Prior history</li> <li>Nature of crime</li> <li>Success or not in diversion</li> <li>Age</li> <li>An informal factor is whether prosecution will have any impact on the juvenile</li> </ul>	<b>Unique to our Community</b> <ul style="list-style-type: none"> <li>Lancaster County has a Juvenile Screener who completes the NYS with all diversion eligible offenses</li> <li>SMART Teams in LPS middle and high schools</li> <li>Diversion, Intensive Diversion, and Tiered Diversion</li> </ul>
<b>Data</b> <ul style="list-style-type: none"> <li>None</li> </ul>	<b>Specific Problems</b> <ul style="list-style-type: none"> <li>There are different charging decisions based on if the filing originates in the City or County Attorney's Office</li> <li>If youth are already in the system, is it necessary to file a new law violation or</li> </ul>

	<p>just use a graduated approach</p> <ul style="list-style-type: none"> <li>• Lack of funding only allow the County Attorney access to the Juvenile Screener</li> <li>• Prosecuting juvenile cases is time consuming</li> <li>• Some youth are not responding initially to the opportunity to sign up for diversion and then end up going from court to diversion. This wastes court time.</li> </ul>
<p><b>SOLUTIONS</b></p> <p><b>Existing Resources</b></p> <ul style="list-style-type: none"> <li>• Juvenile Screener for County Attorney</li> <li>• Diversion, Intensive Diversion, and Tiered Diversion</li> <li>• LINCIS and Professional Partner Program through Region V</li> </ul>	<p><b>Developed Resource</b></p> <ul style="list-style-type: none"> <li>• Additional resources for Juvenile Screener to screen city cases</li> </ul>
<p><b>Policy/Procedure Program</b></p> <ul style="list-style-type: none"> <li>• Explore the County Attorney only prosecuting juvenile cases</li> <li>• Uniform diversion process for City and County Attorney</li> <li>• More flexibility with diversion</li> </ul>	<p><b>Training</b></p> <ul style="list-style-type: none"> <li>• None</li> </ul>

Decision: Whether youth should be prosecuted as a juvenile or adult	
<p><b>Formal/Informal Factors</b></p> <ul style="list-style-type: none"> <li>• Seriousness of offense</li> <li>• NRS 43-276</li> <li>• 16 &amp; 17 year olds cited into adult court at time of arrest</li> </ul>	<p><b>Unique to our Community</b></p> <ul style="list-style-type: none"> <li>• Policy on how to treat certain offenses (ie. DUI &amp; MIP)</li> </ul>
<p><b>Data</b></p> <ul style="list-style-type: none"> <li>• None</li> </ul>	<p><b>Specific Problems</b></p> <ul style="list-style-type: none"> <li>• Takes time to get cases transferred to</li> </ul>

	juvenile court
<b>SOLUTIONS</b> <b>Existing Resources</b> <ul style="list-style-type: none"> <li>• Senator Ashford was looking at legislation to address this issue</li> <li>• Existing sanctions already used in adult court (ie. Points off license)</li> </ul>	<b>Developed Resource</b> <ul style="list-style-type: none"> <li>• None</li> </ul>
<b>Policy/Procedure Program</b> <ul style="list-style-type: none"> <li>• Adult sanctions imposed in juvenile court</li> </ul>	<b>Training</b> <ul style="list-style-type: none"> <li>• None</li> </ul>

Decision: Offense for which juvenile should be charged	
<b>Formal/Informal Factors</b> <ul style="list-style-type: none"> <li>• Factual basis for charge</li> <li>• Evidentiary support for proving case</li> </ul>	<b>Unique to our Community</b> <ul style="list-style-type: none"> <li>• The same judge and prosecutor keep the youth throughout the system</li> </ul>
<b>Data</b> <ul style="list-style-type: none"> <li>• None</li> </ul>	<b>Specific Problems</b> <ul style="list-style-type: none"> <li>• YLS Scoring Sheet is based on offense</li> </ul>
<b>SOLUTIONS</b> <b>Existing Resources</b> <ul style="list-style-type: none"> <li>• None</li> </ul>	<b>Developed Resource</b> <ul style="list-style-type: none"> <li>• None</li> </ul>
<b>Policy/Procedure Program</b> <ul style="list-style-type: none"> <li>• None</li> </ul>	<b>Training</b> <ul style="list-style-type: none"> <li>• Training for all prosecutors on YLS Scoring Sheet</li> </ul>

<b>SYSTEM POINT: PRE-ADJUDICATION DETENTION</b>	
PARTY RESPONSIBLE: Juvenile Court Judge STATUTE REFERENCE: NRS 43-253 (2)	
Decision: Whether juvenile detained at the time of citation/arrest should continue in detention or out-of-home placement pending adjudication	
<b>Formal/Informal Factors</b> <ul style="list-style-type: none"> <li>• Whether there is an "immediate and urgent necessity for the protection of such juvenile"</li> <li>• Whether there is an "immediate and</li> </ul>	<b>Unique to our Community</b> <ul style="list-style-type: none"> <li>• Graduated Sanctions (Day, Evening, and Weekend Reporting Centers, House Arrest Probation Officers, Trackers, Electronic Monitor, Employment Service, Alternative</li> </ul>

<p>urgent necessity for the protection of . . . the person or property of another”</p> <ul style="list-style-type: none"> <li>• Whether juvenile is likely to flee the jurisdiction of the court</li> <li>• Informal factor is parents wanting to free themselves of their kids and asking them to be detained</li> </ul>	<p>School)</p> <ul style="list-style-type: none"> <li>• Drug Testing</li> <li>• Staff Secure &amp; Detention</li> <li>• Shelter</li> <li>• Substance Abuse Treatment Facilities</li> </ul>
<p><b>Data</b></p> <ul style="list-style-type: none"> <li>• More youth of color are in detention</li> </ul>	<p><b>Specific Problems</b></p> <ul style="list-style-type: none"> <li>• No numbers to tell levels of drugs used – only positive or negative</li> <li>• Unable to test for all drugs</li> <li>• Criminalizing non-law violating youth by placing them with law violators in Staff Secure</li> </ul>
<p><b>SOLUTIONS</b></p> <p><b>Existing Resources</b></p> <ul style="list-style-type: none"> <li>• Graduated Sanctions (Day, Evening, and Weekend Reporting Centers, House Arrest Probation Officers, Trackers, Electronic Monitor, Employment Service, Alternative School)</li> </ul>	<p><b>Developed Resource</b></p> <ul style="list-style-type: none"> <li>• Juvenile detox instead of detention</li> <li>• Drug testing for all drugs</li> <li>• Nebraska drug testing lab</li> <li>• More options for placements for mentally ill, substance abuse, and status offenders</li> <li>• Pre court house arrest program</li> </ul>
<p><b>Policy/Procedure Program</b></p> <ul style="list-style-type: none"> <li>• Review statutes regarding release on a monitor prior to court</li> </ul>	<p><b>Training</b></p> <ul style="list-style-type: none"> <li>• Training on drug testing and the use of quant levels</li> </ul>

<b>SYSTEM POINT: PROBABLE CAUSE HEARING</b>	
PARTY RESPONSIBLE: Juvenile Court Judge	
STATUTE REFERENCE: NRS 43-256	
Decision: Whether State can show that probable cause exists that juvenile is within the jurisdiction of the court	
<b>Formal/Informal Factors</b>	<b>Unique to our Community</b>

<ul style="list-style-type: none"> <li>• Age of juvenile</li> <li>• Very few are contested</li> </ul>	<ul style="list-style-type: none"> <li>• None</li> </ul>
<b>Data</b> <ul style="list-style-type: none"> <li>• None</li> </ul>	<b>Specific Problems</b> <ul style="list-style-type: none"> <li>• Should there be a 24 hour review? Adult court has a judge and attorney on call</li> </ul>
<b>SOLUTIONS</b> <b>Existing Resources</b> <ul style="list-style-type: none"> <li>• None</li> </ul>	<b>Developed Resource</b> <ul style="list-style-type: none"> <li>• None</li> </ul>
<b>Policy/Procedure Program</b> <ul style="list-style-type: none"> <li>• Explore procedure of having a 24 hour review.</li> </ul>	<b>Training</b> <ul style="list-style-type: none"> <li>• None</li> </ul>

<b>SYSTEM POINT:      COMPETENCY EVALUATION</b>	
PARTY RESPONSIBLE: Juvenile Court Judge STATUTE REFERENCE: NRS 43-258 (1(b)) & NRS 43-258 (1(c)), (2)	
Decision: Whether juvenile is competent to participate in the proceedings	
<b>Formal/Informal Factors</b> <ul style="list-style-type: none"> <li>• Does the juvenile understand the nature of the offense, the penalties and his/her rights</li> <li>• If under 12, more caution is given in looking for competency</li> </ul>	<b>Unique to our Community</b> <ul style="list-style-type: none"> <li>• Youth's counsel can contact Lincoln Regional Center to make arrangements</li> </ul>
<b>Data</b> <ul style="list-style-type: none"> <li>• None</li> </ul>	<b>Specific Problems</b> <ul style="list-style-type: none"> <li>• Same psychologist who specializes in adults performs evaluations for youth</li> <li>• No case law to direct what to do if youth is found incompetent</li> </ul>
<b>SOLUTIONS</b> <b>Existing Resources</b> <ul style="list-style-type: none"> <li>• Lincoln Regional Center psychologist</li> <li>• Funding for Competency Evaluation Training with Dr. Grisso in June</li> </ul>	<b>Developed Resource</b> <ul style="list-style-type: none"> <li>• None</li> </ul>
<b>Policy/Procedure Program</b>	<b>Training</b>

<ul style="list-style-type: none"> <li>• Statute change and case law for what to do if found incompetent</li> <li>• Collaborations for alternative filings (3a or 3c)</li> </ul>	<ul style="list-style-type: none"> <li>• Training for psychologist and attorneys over youth competency and competency evaluations</li> </ul>
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Decision: Whether juvenile is "responsible" for his/her acts (Have not seen use of insanity)	
<b>Formal/Informal Factors</b> <ul style="list-style-type: none"> <li>•</li> </ul>	<b>Unique to our Community</b> <ul style="list-style-type: none"> <li>•</li> </ul>
<b>Data</b> <ul style="list-style-type: none"> <li>•</li> </ul>	<b>Specific Problems</b> <ul style="list-style-type: none"> <li>•</li> </ul>
<b>SOLUTIONS</b> <b>Existing Resources</b> <ul style="list-style-type: none"> <li>•</li> </ul>	<b>Developed Resource</b> <ul style="list-style-type: none"> <li>•</li> </ul>
<b>Policy/Procedure Program</b> <ul style="list-style-type: none"> <li>•</li> </ul>	<b>Training</b> <ul style="list-style-type: none"> <li>•</li> </ul>

<b>SYSTEM POINT: ADJUDICATION</b>	
PARTY RESPONSIBLE: Juvenile Court Judge	
STATUTE REFERENCE: NRS 43-279 (2) and (3), NRS 29-2261 (2), NRS 43-281, NRS 29-2204 (3)	
Decision: Whether juvenile is, beyond a reasonable doubt, "a person describe by 43-247"	
<b>Formal/Informal Factors</b> <ul style="list-style-type: none"> <li>• Legal sufficiency of evidence presented during adjudication hearing</li> <li>• Whether juvenile admits the allegations of the petition</li> </ul>	<b>Unique to our Community</b> <ul style="list-style-type: none"> <li>• None</li> </ul>
<b>Data</b> <ul style="list-style-type: none"> <li>• None</li> </ul>	<b>Specific Problems</b> <ul style="list-style-type: none"> <li>• None</li> </ul>
<b>SOLUTIONS</b> <b>Existing Resources</b> <ul style="list-style-type: none"> <li>• None</li> </ul>	<b>Developed Resource</b> <ul style="list-style-type: none"> <li>• None</li> </ul>
<b>Policy/Procedure Program</b> <ul style="list-style-type: none"> <li>• None</li> </ul>	<b>Training</b> <ul style="list-style-type: none"> <li>• None</li> </ul>

Decision: Whether to order probation to conduct a Pre-Disposition Investigation (PDI)	
<b>Formal/Informal Factors</b> <ul style="list-style-type: none"> <li>• Nature of the offense</li> <li>• Juvenile's history</li> <li>• Family and/or school problems</li> <li>• Juvenile's behavior</li> <li>• Ex-parte communication allowed with probation and not OJS employees</li> </ul>	<b>Unique to our Community</b> <ul style="list-style-type: none"> <li>• Bench probation</li> </ul>
<b>Data</b> <ul style="list-style-type: none"> <li>• None</li> </ul>	<b>Specific Problems</b> <ul style="list-style-type: none"> <li>• No funding resources attached to a PDI</li> </ul>
<b>SOLUTIONS</b> <b>Existing Resources</b> <ul style="list-style-type: none"> <li>• Pilot Program for Probation vouchers in Omaha</li> </ul>	<b>Developed Resource</b> <ul style="list-style-type: none"> <li>• None</li> </ul>
<b>Policy/Procedure Program</b> <ul style="list-style-type: none"> <li>• None</li> </ul>	<b>Training</b> <ul style="list-style-type: none"> <li>• None</li> </ul>

Decision: Whether to order an OJS evaluation	
<b>Formal/Informal Factors</b> <ul style="list-style-type: none"> <li>• Nature of the offense</li> <li>• Juvenile's history</li> <li>• Family and/or school problems</li> <li>• Juvenile's behavior</li> <li>• Funding</li> </ul>	<b>Unique to our Community</b> <ul style="list-style-type: none"> <li>• None</li> </ul>
<b>Data</b> <ul style="list-style-type: none"> <li>• None</li> </ul>	<b>Specific Problems</b> <ul style="list-style-type: none"> <li>• Funding attached to evals</li> <li>• Requirement for eval for access to OJS services</li> </ul>
<b>SOLUTIONS</b> <b>Existing Resources</b> <ul style="list-style-type: none"> <li>• None</li> </ul>	<b>Developed Resource</b> <ul style="list-style-type: none"> <li>• None</li> </ul>

<b>Policy/Procedure Program</b> <ul style="list-style-type: none"> <li>• None</li> </ul>	<b>Training</b> <ul style="list-style-type: none"> <li>• None</li> </ul>
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Decision: Whether to order a PDI and an OJS evaluation	
<b>Formal/Informal Factors</b> <ul style="list-style-type: none"> <li>• Nature of the offense</li> <li>• Juvenile's history</li> <li>• Family and/or school problems</li> <li>• Juvenile's behavior</li> <li>• Attempt to avoid duplication</li> </ul>	<b>Unique to our Community</b> <ul style="list-style-type: none"> <li>• None</li> </ul>
<b>Data</b> <ul style="list-style-type: none"> <li>• None</li> </ul>	<b>Specific Problems</b> <ul style="list-style-type: none"> <li>• Duplication of resources</li> </ul>
<b>SOLUTIONS</b> <b>Existing Resources</b> <ul style="list-style-type: none"> <li>• None</li> </ul>	<b>Developed Resource</b> <ul style="list-style-type: none"> <li>• None</li> </ul>
<b>Policy/Procedure Program</b> <ul style="list-style-type: none"> <li>• None</li> </ul>	<b>Training</b> <ul style="list-style-type: none"> <li>• None</li> </ul>

<b>SYSTEM POINT:      DISPOSITION</b>	
PARTY RESPONSIBLE: Juvenile Court Judge	
STATUTE REFERENCE: NRS 43-286 (1)	
Decision: Whether to place juvenile on probation	
<b>Formal/Informal Factors</b> <ul style="list-style-type: none"> <li>• Trust in Probation</li> <li>• Delinquent history</li> </ul>	<b>Unique to our Community</b> <ul style="list-style-type: none"> <li>• Bench Probation</li> <li>• Prosecutors do not attend disposition</li> </ul>
<b>Data</b> <ul style="list-style-type: none"> <li>• None</li> </ul>	<b>Specific Problems</b> <ul style="list-style-type: none"> <li>• Probation has limited funding</li> <li>• Records are sealed making it difficult to get complete background and co-defendants</li> </ul>
<b>SOLUTIONS</b> <b>Existing Resources</b>	<b>Developed Resource</b>

<ul style="list-style-type: none"> <li>• OJS will now have both case management and oversight of the case</li> <li>• Juvenile Drug Court (Probation only)</li> <li>• Truancy Court (Pre-adjudicated only)</li> <li>• Probation voucher system in Omaha</li> </ul>	<ul style="list-style-type: none"> <li>• None</li> </ul>
<b>Policy/Procedure Program</b> <ul style="list-style-type: none"> <li>• Statutory and/or policy change regarding sealing juvenile's records</li> </ul>	<b>Training</b> <ul style="list-style-type: none"> <li>• None</li> </ul>

Decision: Whether to commit juvenile to the Office of Juvenile Services (OJS)	
<b>Formal/Informal Factors</b> <ul style="list-style-type: none"> <li>• Office of Juvenile Services recommendation</li> <li>• Juvenile's treatment need</li> <li>• Requirement for OJS eval to commit to OJS</li> </ul>	<b>Unique to our Community</b> <ul style="list-style-type: none"> <li>• Prosecutors do not attend disposition</li> </ul>
<b>Data</b> <ul style="list-style-type: none"> <li>• DMC data lacks OJS numbers</li> </ul>	<b>Specific Problems</b> <ul style="list-style-type: none"> <li>• Judiciary should be able to waive an eval for a commitment</li> <li>• Limited court authority and supervision once committed to OJS</li> <li>• Lengthy amount of time it takes to complete evaluation and unable to get Medicaid until completed</li> </ul>
<b>SOLUTIONS</b> <b>Existing Resources</b> <ul style="list-style-type: none"> <li>• None</li> </ul>	<b>Developed Resource</b> <ul style="list-style-type: none"> <li>• Trust needs to be reestablished between the judiciary and OJS</li> </ul>
<b>Policy/Procedure Program</b> <ul style="list-style-type: none"> <li>• Statutory change to provide for court authority of youth committed to OJS</li> </ul>	<b>Training</b> <ul style="list-style-type: none"> <li>• Caseworkers need more training and experience on court processes</li> </ul>

Decision: Whether to place juvenile on probation and commit juvenile to HHS or OJS	
<b>Formal/Informal Factors</b> <ul style="list-style-type: none"> <li>• Office of Juvenile Services recommendation</li> <li>• Juvenile’s treatment need</li> <li>• Allows court more authority of supervision and opens access to HHS funds for treatment and rehabilitation</li> </ul>	<b>Unique to our Community</b> <ul style="list-style-type: none"> <li>• Prosecutors do not attend disposition</li> </ul>
<b>Data</b> <ul style="list-style-type: none"> <li>• DMC data lacks OJS numbers</li> </ul>	<b>Specific Problems</b> <ul style="list-style-type: none"> <li>• Judiciary should be able to waive an eval for a commitment</li> <li>• Limited court authority and supervision once committed to OJS</li> <li>• Lengthy amount of time it takes to complete evaluation and unable to get Medicaid until completed</li> </ul>
<b>SOLUTIONS</b> <b>Existing Resources</b> <ul style="list-style-type: none"> <li>• None</li> </ul>	<b>Developed Resource</b> <ul style="list-style-type: none"> <li>• Trust needs to be reestablished between the judiciary and OJS</li> </ul>
<b>Policy/Procedure Program</b> <ul style="list-style-type: none"> <li>• Statutory change to provide for court authority of youth committed to OJS</li> </ul>	<b>Training</b> <ul style="list-style-type: none"> <li>• Caseworkers need more training and experience on court processes</li> </ul>

<b>SYSTEM POINT: ADMINISTRATIVE SANCTIONS</b>	
PARTY RESPONSIBLE: Juvenile Probation	
STATUTE REFERENCE: NRS 29-2266	
Decision: Whether to impose administrative sanctions	
<b>Formal/Informal Factors</b> <ul style="list-style-type: none"> <li>• Statewide matrix of sanctions</li> <li>• Variance of Officer philosophies concerning sanctions</li> <li>• Does the family take initiative in imposing sanctions</li> </ul>	<b>Unique to our Community</b> <ul style="list-style-type: none"> <li>• Graduated Sanctions (Day, Evening, and Weekend Reporting Centers, House Arrest Probation Officers, Trackers, Electronic Monitor, Employment Service, Alternative School)</li> </ul>

<ul style="list-style-type: none"> <li>Officer uses internal Diversion</li> </ul>	
<b>Data</b> <ul style="list-style-type: none"> <li>None</li> </ul>	<b>Specific Problems</b> <ul style="list-style-type: none"> <li>Graduated Sanctions are often full</li> <li>Lack of funding for treatment</li> </ul>
<b>SOLUTIONS</b> <b>Existing Resources</b> <ul style="list-style-type: none"> <li>Graduated Sanctions (Day, Evening, and Weekend Reporting Centers, House Arrest Probation Officers, Trackers, Electronic Monitor, Employment Service, Alternative School)</li> </ul>	<b>Developed Resource</b> <ul style="list-style-type: none"> <li>Increase funding for more program slots</li> <li>Increase funding for more frequent drug testing &amp; drug treatment</li> <li>Explore possibility of using GPS monitors</li> </ul>
<b>Policy/Procedure Program</b> <ul style="list-style-type: none"> <li>None</li> </ul>	<b>Training</b> <ul style="list-style-type: none"> <li>Training concerning when to use detention for all stakeholders so there is a common buy in that detention should not be used as a sanction</li> </ul>

<b>SYSTEM POINT: MOTION TO REVOKE PROBATION</b>	
PARTY RESPONSIBLE: County Attorney	
STATUTE REFERENCE: NRS 43-286 (4)(b)(i)	
Decision: Whether to file a motion to revoke probation	
<b>Formal/Informal Factors</b> <ul style="list-style-type: none"> <li>Statute</li> </ul>	<b>Unique to our Community</b> <ul style="list-style-type: none"> <li>All violations are not sent to prosecutors – especially truancy problems</li> </ul>
<b>Data</b> <ul style="list-style-type: none"> <li>None</li> </ul>	<b>Specific Problems</b> <ul style="list-style-type: none"> <li>The timing of the filing of the law violation initiating the motion to revoke are not filed at the same time</li> <li>YLS bases points on the number of adjudications, not motions to revoke</li> <li>City attorney if filing primarily motions to revokes instead of new</li> </ul>

	adjudications
<b>SOLUTIONS</b> <b>Existing Resources</b> <ul style="list-style-type: none"> <li>• YLS Screening instrument</li> </ul>	<b>Developed Resource</b> <ul style="list-style-type: none"> <li>• None</li> </ul>
<b>Policy/Procedure Program</b> <ul style="list-style-type: none"> <li>• Explore policy and/or procedure on consistency between offices on filing motions to revoke versus new law violations</li> <li>• Ensure YLS is validated to be used at the prosecutorial stage of the process in filing new adjudications for scoring purposes on the YLS</li> </ul>	<b>Training</b> <ul style="list-style-type: none"> <li>• Training on the YLS for all attorney – including the intent of the YLS and what area it was validated to use in</li> </ul>

<b>SYSTEM POINT: MODIFICATION/REVOCAION OF PROBATION</b>	
PARTY RESPONSIBLE: Juvenile Court Judge	
STATUTE REFERENCE: NRS 43-286 (4)(b)(v)	
Decision: Whether to modify or revoke probation	
<b>Formal/Informal Factors</b> <ul style="list-style-type: none"> <li>• All modifications and revocations are taken under advisement</li> </ul>	<b>Unique to our Community</b> <ul style="list-style-type: none"> <li>• Home detention officers for conditional releases</li> </ul>
<b>Data</b> <ul style="list-style-type: none"> <li>• None</li> </ul>	<b>Specific Problems</b> <ul style="list-style-type: none"> <li>• None</li> </ul>
<b>SOLUTIONS</b> <b>Existing Resources</b> <ul style="list-style-type: none"> <li>• None</li> </ul>	<b>Developed Resource</b> <ul style="list-style-type: none"> <li>• None</li> </ul>
<b>Policy/Procedure Program</b> <ul style="list-style-type: none"> <li>• None</li> </ul>	<b>Training</b> <ul style="list-style-type: none"> <li>• None</li> </ul>

<b>SYSTEM POINT: SETTING ASIDE ADJUDICATION</b>	
PARTY RESPONSIBLE: County Attorney	
STATUTE REFERENCE: NRS 43-2, 104	
Decision: Whether juvenile has satisfactorily completed his or her probation and supervision or the treatment program of his or her commitment	
<b>Formal/Informal Factors</b>	<b>Unique to our Community</b>

<ul style="list-style-type: none"> <li>• NRS 43-2 (102 &amp; 103)</li> <li>• Means more now with sealing of records</li> </ul>	<ul style="list-style-type: none"> <li>• None</li> </ul>
<b>Data</b> <ul style="list-style-type: none"> <li>• None</li> </ul>	<b>Specific Problems</b> <ul style="list-style-type: none"> <li>• New statute puts burden on prosecutor's office due to "automatic"</li> <li>• JUSTICE doesn't show history of youth once record are sealed</li> <li>• Co-defendants listed on police reports probation is using for PDI's are blacked out</li> <li>• Families don't understand when records are sealed (sat. vs. unsat. release)</li> <li>• Statue problematic for Law Enforcement for sealing co-defendants</li> <li>• Statute problematic for DMV concerning loss of points</li> </ul>
<b>SOLUTIONS</b> <b>Existing Resources</b> <ul style="list-style-type: none"> <li>• JUSTICE database</li> </ul>	<b>Developed Resource</b> <ul style="list-style-type: none"> <li>• None</li> </ul>
<b>Policy/Procedure Program</b> <ul style="list-style-type: none"> <li>• Statutory changes</li> <li>• JUSTICE reprogrammed to allow access to sealed records for judges and prosecuting attorneys</li> <li>• Discussions amongst stakeholder to ensure the best procedure possible is in place for sharing of information while following the statute – look to other jurisdictions</li> </ul>	<b>Training</b> <ul style="list-style-type: none"> <li>• Training for families on when records are sealed vs. when they cannot be sealed</li> </ul>

Decision: Whether juvenile should be discharged from custody and supervision of OJS	
Formal/Informal Factors	Unique to our Community

<ul style="list-style-type: none"> <li>• 43-2 (103)</li> <li>• Age of youth</li> <li>• Judges decide pre-YRTC to close the case</li> </ul>	<ul style="list-style-type: none"> <li>• Prosecutors are not at disposition or discharging from OJS</li> <li>• 3b cases are opened to expand the court's jurisdiction</li> </ul>
<p><b>Data</b></p> <ul style="list-style-type: none"> <li>• None</li> </ul>	<p><b>Specific Problems</b></p> <ul style="list-style-type: none"> <li>• Judges cannot order a higher level or do anything without a motion from HHS – except to leave the case open</li> <li>• Youth are getting law violations while on OJS</li> </ul>
<p><b>SOLUTIONS</b></p> <p><b>Existing Resources</b></p> <ul style="list-style-type: none"> <li>• Reentry Initiative for youth leaving the YRTC's and returning to Lancaster County</li> </ul>	<p><b>Developed Resource</b></p> <ul style="list-style-type: none"> <li>• None</li> </ul>
<p><b>Policy/Procedure Program</b></p> <ul style="list-style-type: none"> <li>• Statutory change to degree on court having authority over youth or requirement that OJS provide monthly updates to the judge and City/County Attorney</li> <li>• City/County Attorney attend all hearings</li> </ul>	<p><b>Training</b></p> <ul style="list-style-type: none"> <li>• None</li> </ul>

# LANCASTER COUNTY COMMUNITY STABILIZING EFFORTS REVIEW

The Community Stabilizing Efforts Review incorporates the information gathered from various sources, such as the community's Community Capacity Inventory survey, in order to better identify the state of juvenile services available in your local area. This process helps reveals ways to work towards a community framework in which your juvenile justice system and juvenile services can best be integrated for optimal impact on youth in your community.

## Collective Impact

*Collective impact*<sup>1</sup> is the commitment of a group of important parties from different sectors in the community to a common agenda for solving a specific problem. The quality of the cooperative action as well as the nature of the problem being addressed is what distinguishes collective impact from "regular" collaboration. Collaboration is not new as there are many examples of partnerships, networks, and other types of joint efforts. Collective impact initiatives are unique in that they involve five conditions for success. These include a structured process that leads to

- a common agenda,
- shared measurement systems,
- mutually reinforcing activities among all participants,
- continuous communication, and
- a centralized infrastructure or backbone organization.

The Community Planning process assists communities in reaching collective impact over time in order to successfully impact the local pressing needs and under-served regarding youth.

## Developing a Common Framework

The initial goal within the community with regard to juvenile justice is to talk with the same language and look at the same things; in other words, to develop a common framework. This will help in developing a common agenda. There may be lots of programming available within a community, for example, but no integration or shared ideas. A solution to that challenge would be to coordinate efforts and ideas. First, a community must share a common framework.

Questions to ask the community might be:

- Are you currently focused on specific program ideas and priorities?
- Are you taking into consideration community priorities?

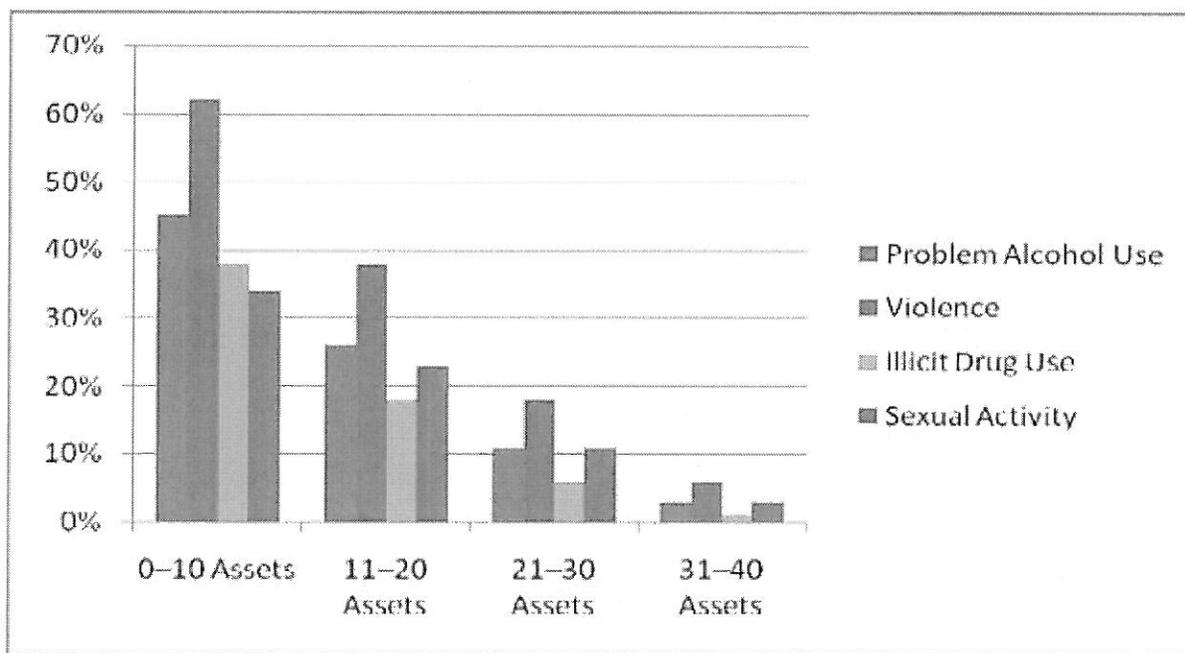
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<sup>1</sup> *Collective Impact* by John Kania & Mark Kramer. Stanford Social Innovation Review, Winter 2011

Until the community identifies priorities that in turn become individual program priorities, then the community is not organized around what is best for kids. Again, it is important to identify a framework that is based in research and shows what works with kids. “What works” is the 40 Developmental Assets that are applicable to all youth and the 43 YLS/CMI Risk-Need Factors that if not addressed, kids will continue to get in trouble. This is the beginning of developing a common framework.

#### 40 Developmental Assets

According to the Search Institute, “The Developmental Assets represent the relationships, opportunities, and personal qualities that young people need to avoid risks and to thrive.” Assets have ability to protect youth from many different harmful or unhealthy choices. Youth with the most Assets are least likely to engage in patterns of high-risk behavior, based on surveys of almost 150,000 6th- to 12th-grade youth in 202 communities across the United States in calendar year 2003 (Search Institute at [www.search-institute.org](http://www.search-institute.org)).



#### Youth Level of Service/Case Management Inventory (YLS/CMI) Risk-Need Factors

The YLS/CMI assesses a juvenile’s risks and needs; then provides an indication of whether the youth might be socially unstable and whether the youth is likely to exhibit delinquent behavior. Most juvenile justice practitioners across the state of Nebraska are familiar with the YLS/CMI factors, particularly Probation, the Office of Juvenile Services, and many diversion programs.

#### Community Capacity Inventory

As part of the Lancaster County Community Planning process, the Community Capacity Inventory (CCI) survey was administered to programs and services available to youth in order to gain an understanding of how the 40 Developmental Assets and YLS risk-need factors are being addressed in your community. The CCI provides insight into the community's availability of juvenile services. Specifically, it helps the community understand how the 40 Developmental Assets and the YLS/CMI risk-need factors are addressed in Lancaster County.

101 different programs working with youth in Lancaster County responded to the CCI survey. Those who responded include:

- Air Park Neighborhood Center – Children’s Programming
- Asian Community & Cultural Center
  - o Sudanese Advocate Project
- Berniklau Education Solutions Team
- Boys & Girls Clubs of Lincoln/Lancaster County
- BryanLGH Medical Center
  - o Youth Psychiatric Services
  - o Counseling Center
- CASA for Lancaster County
- Cedars Youth Services
  - o Boys Home
  - o Days Reporting Center
  - o Evening Reporting Center
  - o Child & Family Counseling
  - o Downtown Early Childhood Development Center
  - o Northbridge Early Childhood Development Center
  - o Turning Point RTC
  - o DHHS Safety & In Home Services
  - o CIT (wraparound)
  - o Parenting Support Project
  - o Juvenile Diversion
  - o Intensive Juvenile Diversion
  - o Transitional Living Program
  - o Street Outreach Services
  - o Foster Care
  - o Carol Yoakum Early Childhood Development Center
  - o Clinton/Hartley CLC
  - o Tracker
  - o TLC
- CenterPointe, Inc. – Youth RTC
- Child Advocacy Center

- Child Guidance Center
  - o Mental Health Services
  - o Youth Assessment Center/Youth In Crisis
- City Impact – Impact Leadership Academy
- City of Lincoln – One Stop Employment Solutions
- Clyde Malone Community Center
  - o Talented Tenth Scholars Youth Empowerment
  - o Lincoln Community Learning Center
- Cooper YMCA – STARS Middle School After School Program
- District 3 Juvenile Probation
- El Centro de las Americas – Di Se Puede!
- Family Service
  - o Youth Development Programs
  - o Early Childhood Youth Development
  - o West Lincoln Community Learning Center
- Friendship Home
  - o Children in Shelter Project
  - o Shelter for Battered Women and Children
- Heartland Big Brothers Big Sisters
  - o Community & Site-Based Mentoring
  - o Building Our Assets Together
- Huntington Elementary Community Learning Center
- Independence Center
- Indian Center
  - o Circle of Care Project
  - o Youth Program
- Lancaster County Youth Services
  - o Lincoln Public Schools Pathfinder Education
  - o Staff Secure & Secure Detention
- Lighthouse
- Lincoln Action Program Head Start/Early Head Start
- Lincoln Berean Church Celebrate Recovery/Celebration Station
- Lincoln Council on Alcoholism and Drugs
  - o Safe Homes
  - o Drug Free Youth Board
- Lincoln Medical Education Partnership
  - o School Community Intervention Program
- Lincoln Parks & Recreation
  - o Before and After School Supervised Play
  - o Everett CLC

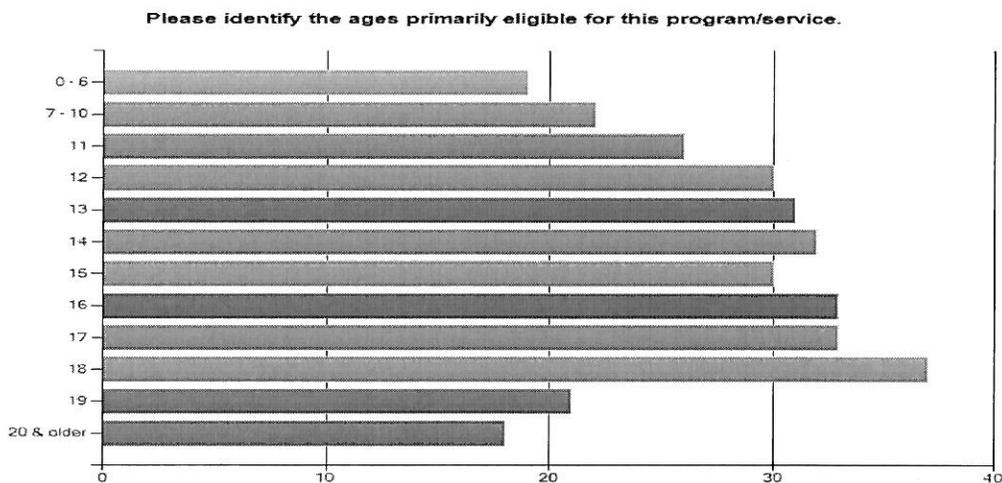
- McPhee CLC
- Belmont Recreation Center
- Easterday Tuesday Fun Club
- Bethany Day Camp
- Lincoln Public Schools
  - TeamMates Mentoring Program
  - Culler Middle School
- Lutheran Family Services
  - Diversion Services
  - Counseling Services
- Matt Talbot Kitchen & Outreach
- National Guard Counterdrug Program – Drug Demand Reduction
- Nebraska Probation Lancaster County Juvenile Drug Court
- New Visions Community Methodist Church
  - After School Enrichment Program
- Northeast Family Center
  - Brownell Community Learning Center
- Origins Behavioral Health
- People’s City Mission
  - Club Edefy
- Region V Systems
  - Professional Partners
  - Transition-aged Review Team
  - Family & Youth Investment
- Riley Elementary Community Learning Center
- St. Monica’s Behavioral Health
  - Adolescent Girls Program
- STARBASE Nebraska
  - STEM Education Academy
- Summit Care and Wellness Treatment and Counseling
- The Arc of Lincoln/Lancaster County
  - People First Junior
- The HUB
  - YouthBuild
  - Youth ACT
  - LEAP – Lincoln Education and Outreach Program
  - Project H2O
  - Project HIRE
- The Mediation Center
  - Juvenile Offender Mediation Program

- Family Mediation Services
- Family Group Conference Program
- Volunteer Partners
  - Community Service Program
  - Lincoln Youth Volunteers
- Whitehall
  - Adolescent Sex Offender Program
- WICS – Adolescent Female Group Home
- YWCA Lincoln
  - Survival Skills Program
  - Take A Break Program

The following results are based on those that responded, with knowledge that a broader array of programs and services may be available to youth in Lancaster County.

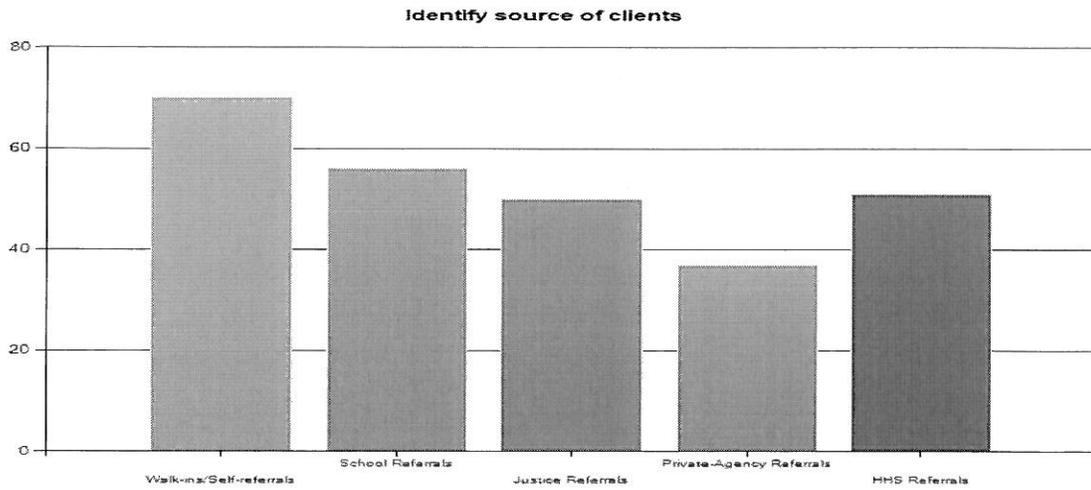
Survey Findings

Demographic Information

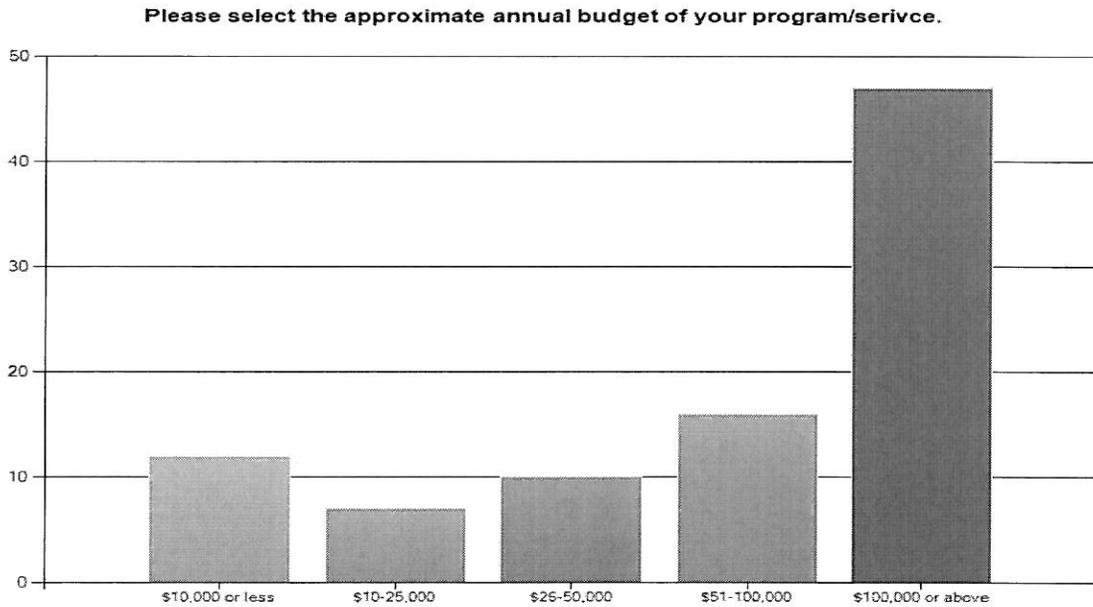


The Table above indicates the Ages Primarily Eligible for the Programs/Services in Lancaster County. In addition, the survey showed that 5 programs serve males, 7 serve females, and 89 identified serving both males and females. 93 programs indicated not being race specific while 2 serve primarily African Americans, 2 serve primarily Native-Americans and 4 indicated serving primarily a white population. In addition, 5 programs reported serving the Non-Hispanic population, 1 serves the Hispanic population while the rest reported serving both Non-Hispanic and Hispanic (95 programs). In terms of Source of Clients, Walk-Ins/Self Referrals is where most respondents get their referrals from, as this table

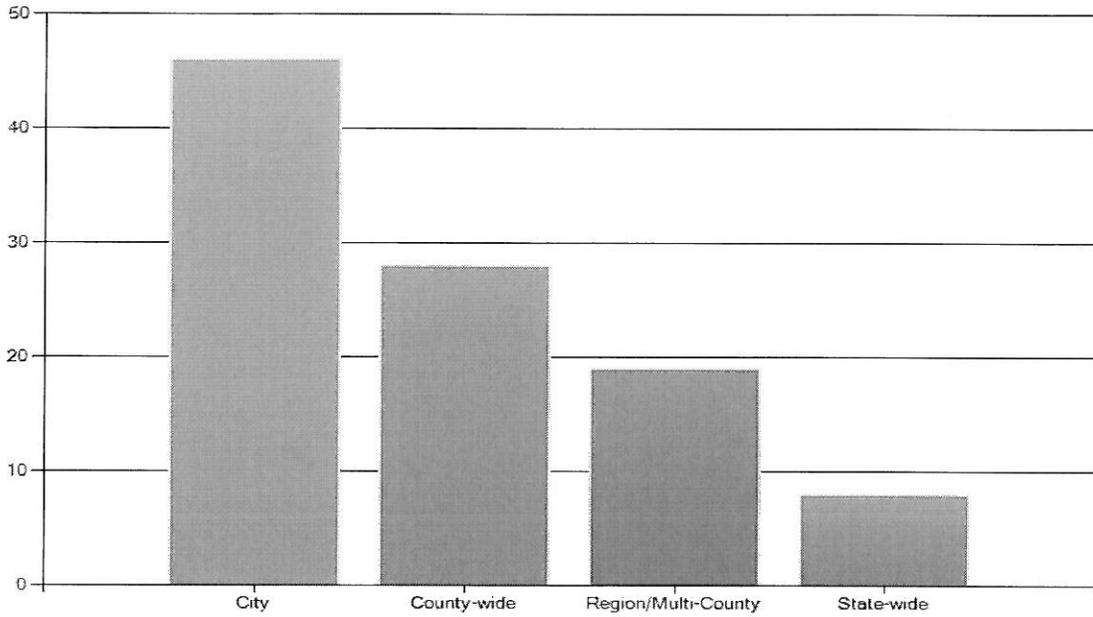
indicates.



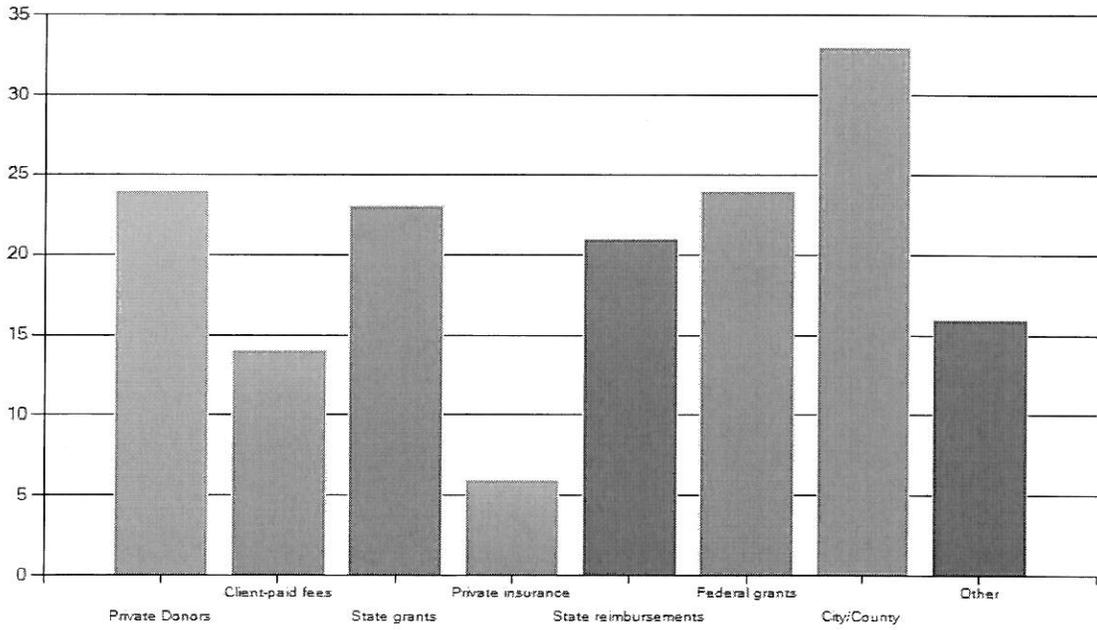
Respondents were asked to select the estimated annual budget of their program or service. They were also asked to indicate the approximate size of their primary service area, where they receive one-third or more of the funding for their program or service, and the number of youth served per year. The following 4 Tables indicate the response for those questions.



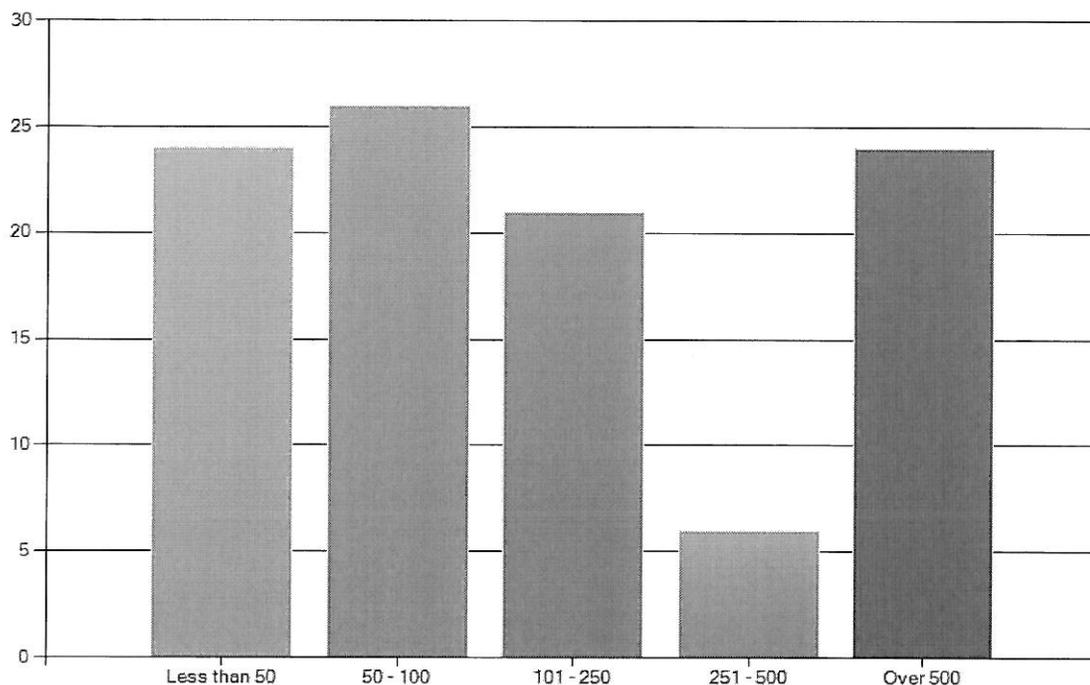
**Identify approximate size of primary service area.**



**Which of the following provides one third or more of the funding for your program/service? (check up to 3 boxes)**



How many youth does your program/service serve per year?



### Developmental Assets Cultivated

"The Developmental Assets are 40 common-sense, positive experiences and qualities that help influence choices young people make and help them become caring, responsible adults. Grounded in extensive research in youth development, resiliency, and prevention, the Developmental Assets represent the relationships, opportunities, and personal qualities that young people need to avoid risks and to thrive. Because of its basis in research and its proven effectiveness, the Developmental Assets framework has become the single most widely used approach to positive youth development in the United States". (www.search-institute.org, 2009)

The CCI asked each program/service to select the Assets that it cultivates among youth. These are the 40 Developmental Assets:

#### External Factors

1. FAMILY SUPPORT—Family life provides high levels of love and support.
2. POSITIVE FAMILY COMMUNICATION—Young person and her or his parent(s) communicate positively, and young person is willing to seek advice and counsel from parents.
3. OTHER ADULT RELATIONSHIPS—Young person receives support from three or more nonparent adults.
4. CARING NEIGHBORHOOD—Young person experiences caring neighbors.

5. CARING SCHOOL CLIMATE—School provides a caring, encouraging environment.
6. PARENT INVOLVEMENT IN SCHOOLING—Parent(s) are actively involved in helping young person succeed in school.
7. COMMUNITY VALUES YOUTH—Young person perceives that adults in the community value youth.
8. YOUTH AS RESOURCES—Young people are given useful roles in the community.
9. SERVICE TO OTHERS—Young person serves in the community one hour or more per week.
10. SAFETY—Young person feels safe at home, school, and in the neighborhood.
11. FAMILY BOUNDARIES—Family has clear rules and consequences and monitors the young person’s whereabouts.
12. SCHOOL BOUNDARIES—School provides clear rules and consequences.
13. NEIGHBORHOOD BOUNDARIES—Neighbors take responsibility for monitoring young people’s behavior.
14. ADULT ROLE MODELS—Parent(s) and other adults model positive, responsible behavior.
15. POSITIVE PEER INFLUENCE—Young person’s best friends model responsible behavior.
16. HIGH EXPECTATIONS—Both parent(s) and teachers encourage the young person to do well.
17. CREATIVE ACTIVITIES—Young person spends three or more hours per week in lessons or practice in music, theater, or other arts.
18. YOUTH PROGRAMS—Young person spends three or more hours per week in sports, clubs, or organizations at school and/or in the community.
19. RELIGIOUS COMMUNITY—Young person spends one or more hours per week in activities in a religious institution.
20. TIME AT HOME—Young person is out with friends “with nothing special to do” two or fewer nights per week.

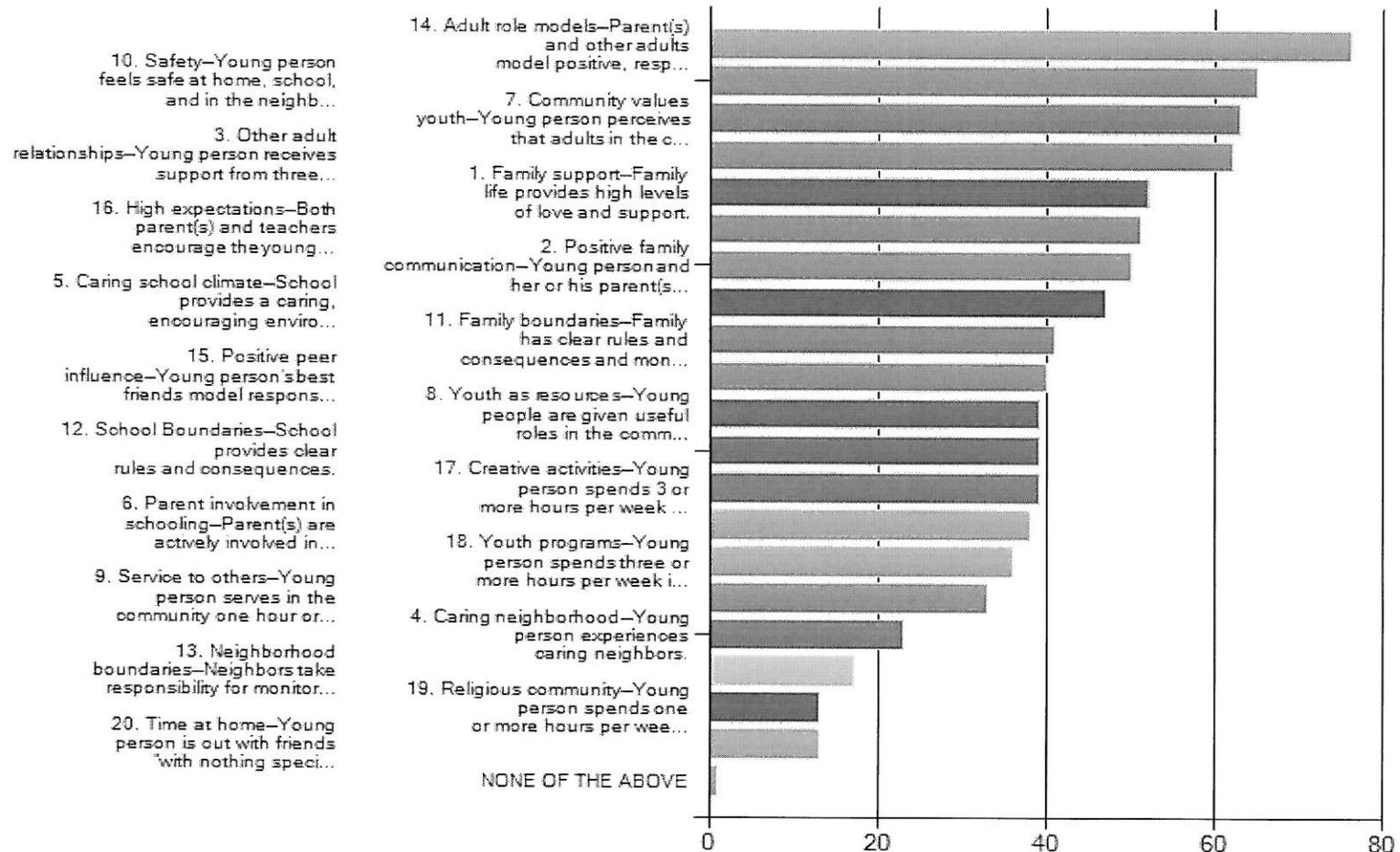
#### Internal Factors

21. ACHIEVEMENT MOTIVATION—Young person is motivated to do well in school.
22. SCHOOL ENGAGEMENT—Young person is actively engaged in learning.
23. HOMEWORK—Young person reports doing at least one hour of homework every school day.
24. BONDING TO SCHOOL—Young person cares about her or his school.
25. READING FOR PLEASURE—Young person reads for pleasure three or more hours per week.
26. CARING—Young person places high value on helping other people.
27. EQUALITY AND SOCIAL JUSTICE—Young person places high value on promoting equality and reducing hunger and poverty.
28. INTEGRITY—Young person acts on convictions and stands up for her or his beliefs.

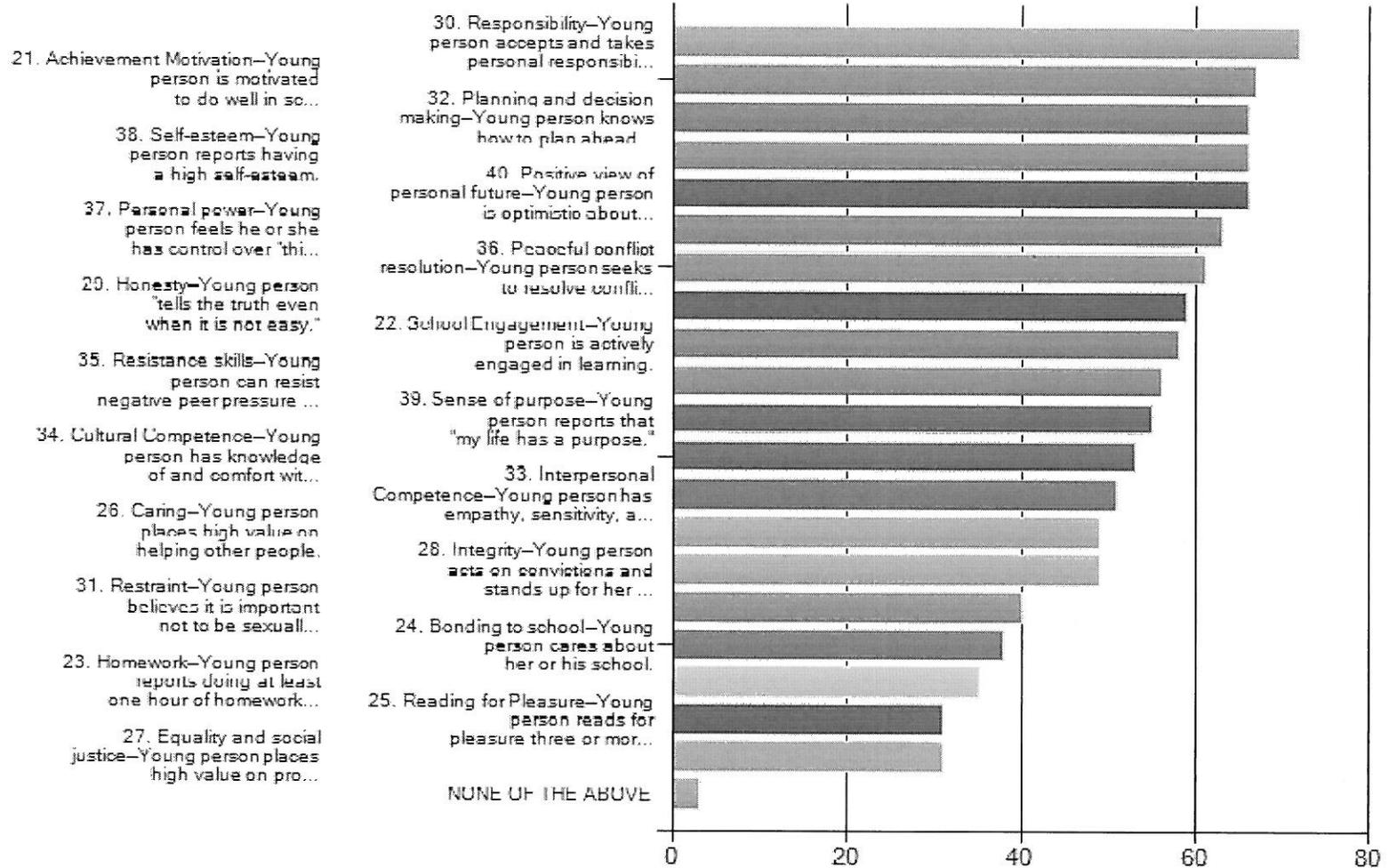
29. HONESTY—Young person “tells the truth even when it is not easy.”
30. RESPONSIBILITY—Young person accepts and takes personal responsibility.
31. RESTRAINT—Young person believes it is important not to be sexually active or to use alcohol or other drugs.
32. PLANNING AND DECISION MAKING—Young person knows how to plan ahead and make choices.
33. INTERPERSONAL COMPETENCE—Young person has empathy, sensitivity, and friendship skills.
34. CULTURAL COMPETENCE—Young person has knowledge of and comfort with people of different cultural/racial/ethnic backgrounds.
35. RESISTANCE SKILLS—Young person can resist negative peer pressure and dangerous situations.
36. PEACEFUL CONFLICT RESOLUTION—Young person seeks to resolve conflict nonviolently.
37. PERSONAL POWER—Young person feels he or she has control over “things that happen to me.”
38. SELF-ESTEEM—Young person reports having a high self-esteem.
39. SENSE OF PURPOSE—Young person reports that “my life has a purpose.”
40. POSITIVE VIEW OF PERSONAL FUTURE—Young person is optimistic about her or his personal future.

According to Lancaster County’s CCI findings, the following Tables indicate the breakdown of External Assets and Internal Assets.

Select each of the external assets this program/service cultivates:



Select each of the internal assets this program/service cultivates:



According to the CCI findings, the *highest* identified Assets being cultivated among youth in the programs and services available to youth in Lancaster County include the following:

#14 – ADULT ROLE MODELS— Parent(s) and other adults model positive, responsible behavior.  
(76 programs)

#30 – RESPONSIBILITY—Young person accepts and takes personal responsibility. (72 programs)

#21 – ACHIEVEMENT MOTIVATION— Young person is motivated to do well in school.  
(65 programs)

#10 - SAFETY—Young person feels safe at home, school, and in the neighborhood.  
(65 programs)

The *lowest* identified Assets include:

#19 - RELIGIOUS COMMUNITY—Young person spends one or more hours per week in activities in a religious institution.  
(13 programs)

#20 - TIME AT HOME—Young person is out with friends “with nothing special to do” two or fewer nights per week.  
(13 programs)

#13 – NEIGHBORHOOD BOUNDARIES—Neighbors take responsibility for monitoring young people’s behavior.  
(17 programs)

#4 – CARING NEIGHBORHOOD—Young person experiences caring neighbors.  
(23 programs)

## YLS/CMI Risk-Need Factors Addressed

"The Youth Level of Service/Case Management Inventory is a combined and integrated risk/needs assessment instrument for use with general populations of young offenders. The YLS/CMI has shown to be a reliable predictor of recidivism for young males and females, and to also predict the risk of future violent conduct by male youths. It is also increasingly being used to provide data about risk and need to help inform decisions about the design and delivery of services to young offenders". (Hoge & Andrews, 2008)

The CCI asked each program to identify the YLS/CMI factors that are being addressed by their particular program or service. These are the YLS/CMI factors, organized into subject matter categories:

### FAMILY CIRCUMSTANCES/PARENTING

- Inadequate supervision
- Difficulty controlling behavior
- Inconsistent parenting
- Inappropriate discipline
- Poor relations with parent(s)

### EDUCATION/EMPLOYMENT

- Disruptive behavior at school
- Low achievement
- Problems with peers/teachers
- Truancy
- Unemployed
- Not seeking employment

### PEER RELATIONS

- Some delinquent acquaintances/friends
- Negative peer interactions
- Lack of positive peers

### SUBSTANCE ABUSE

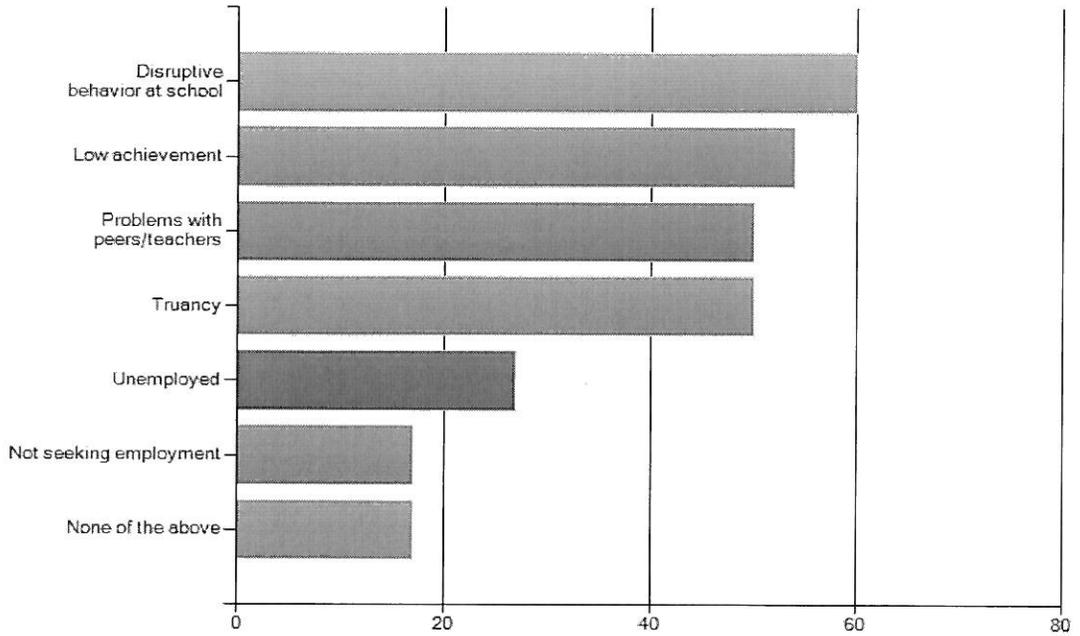
- Occasional drug use
- Chronic drug/alcohol use
- Substance abuse interferes with life and/or linked to offense(s)

### LEISURE/RECREATION

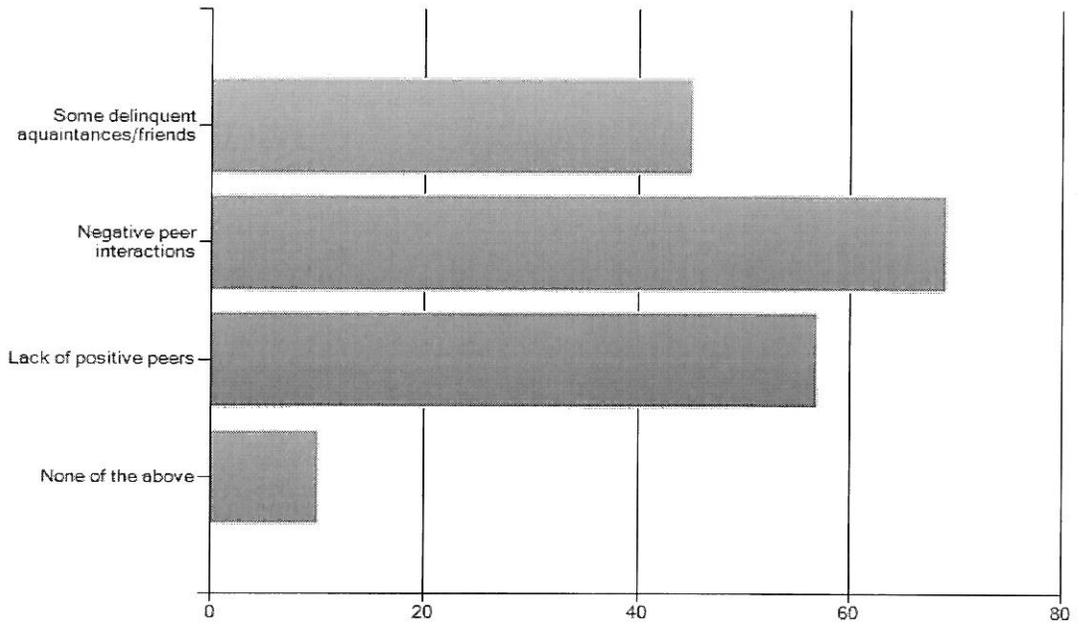
- Limited organizational activities
- Could make better use of time
- No personal interests

### PERSONALITY/BEHAVIOR

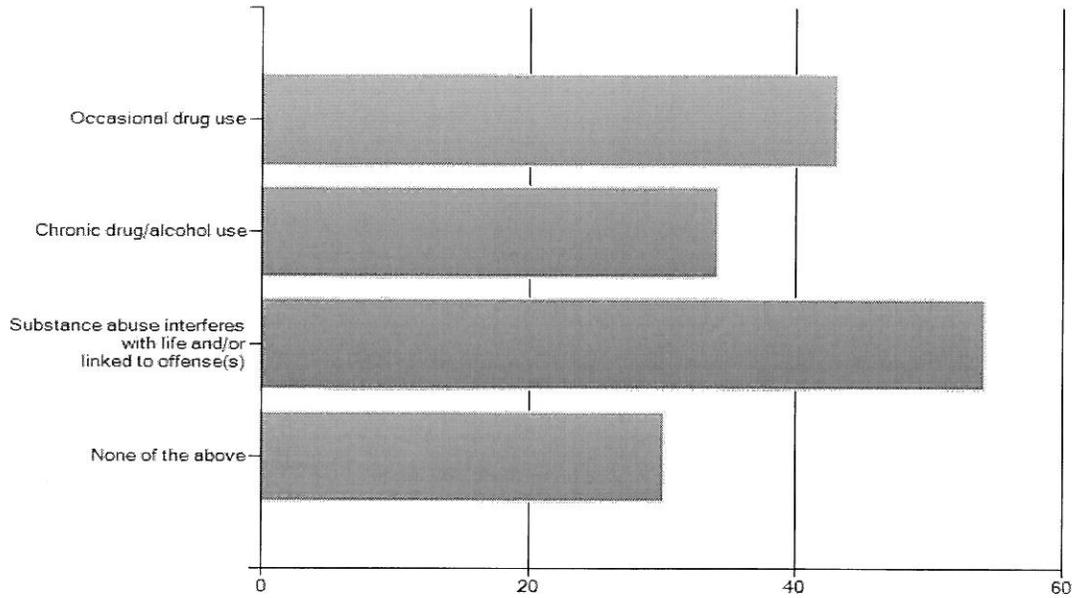
**Which of the following risk-need factors related to EDUCATION/EMPLOYMENT are addressed by your program/service?**



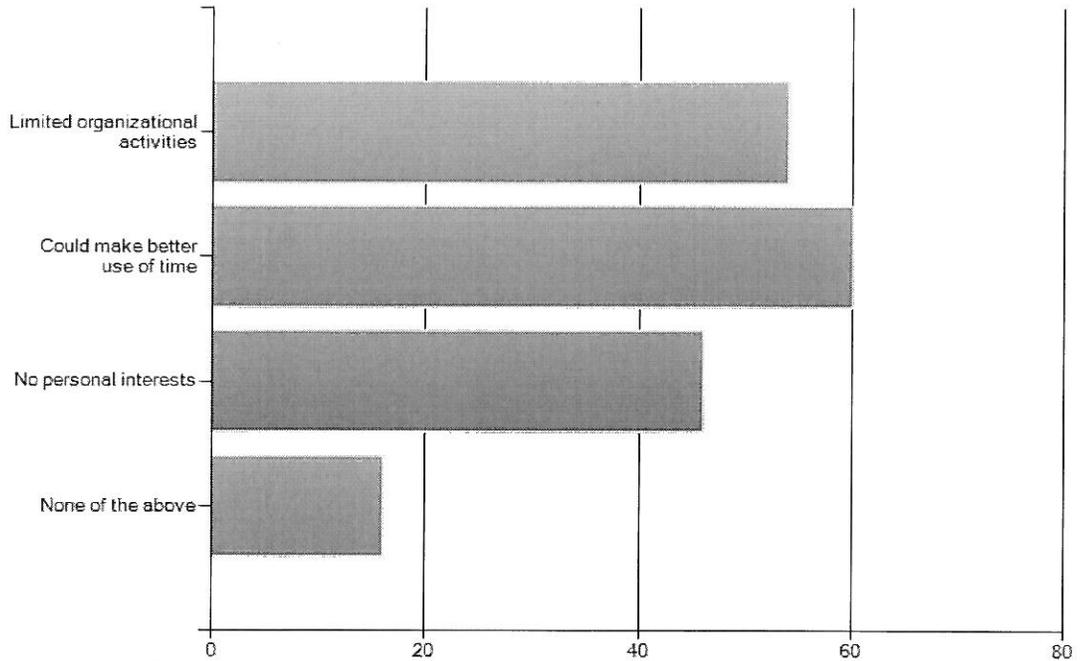
**Which of the following risk-need factors related to PEER RELATIONS are addressed by your program/service?**



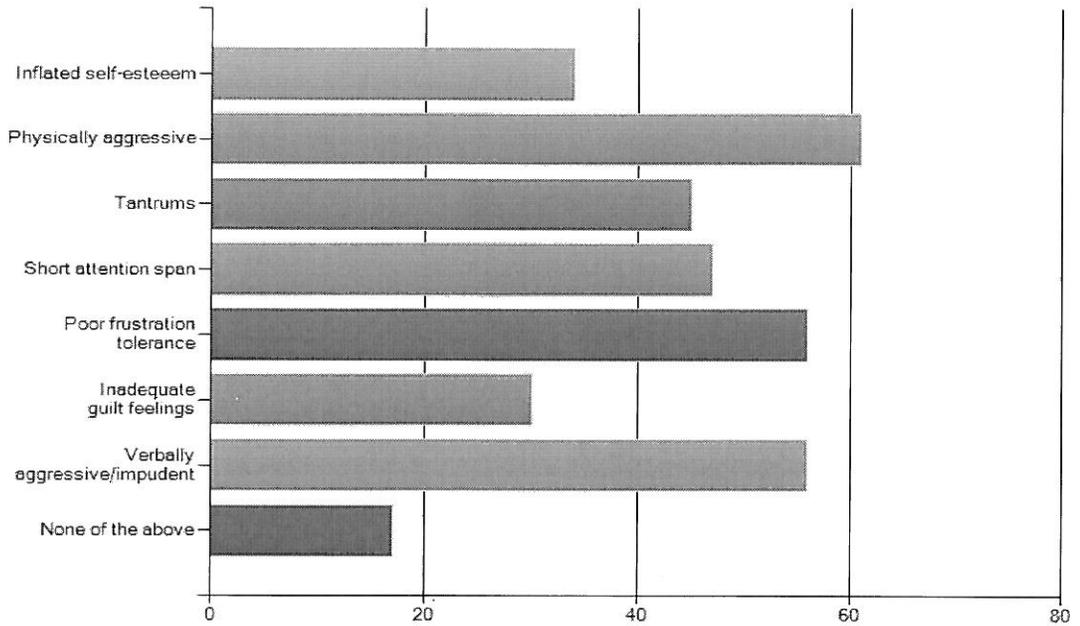
**Which of the following risk-need factors related to SUBSTANCE ABUSE are addressed by your program/service?**



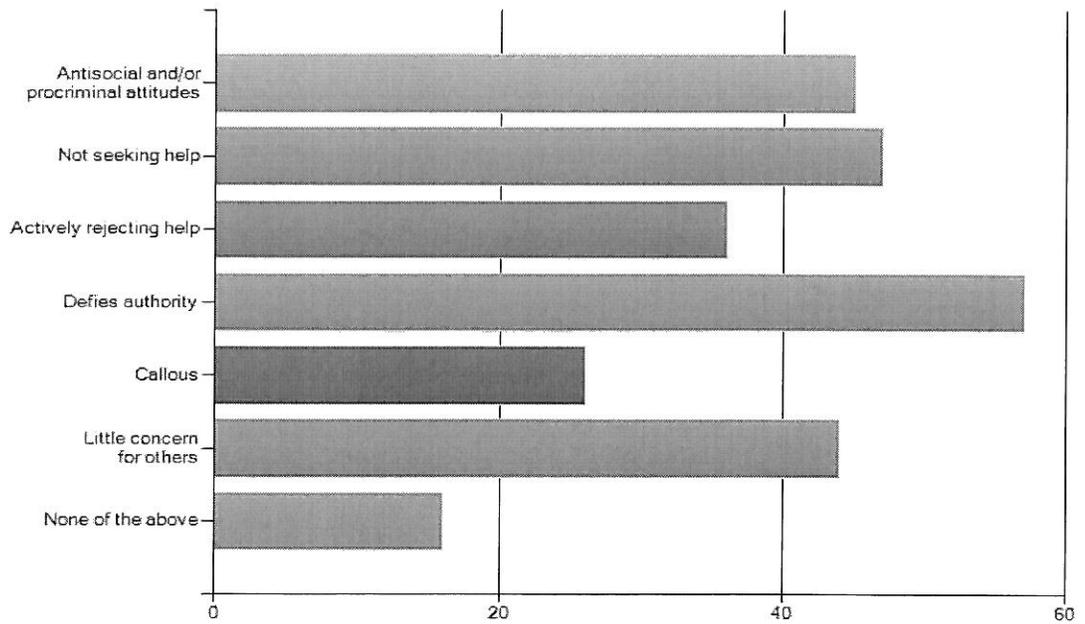
**Which of the following risk-need factors related to LEISURE/RECREATION are addressed by your program/service?**



**Which of the following risk-need factors related to PERSONALITY/BEHAVIOR are addressed by your program/service?**



**Which of the following risk-need factors related to ATTITUDES/ORIENTATION are addressed by your program/service?**



CCI findings show that the *highest* identified YLS/CMI factor being addressed by programs and services available in Lancaster County are:

- Negative peer interactions  
(69 programs)
- Physically Aggressive  
(61 programs)
- Disruptive Behavior At School  
(60 programs)
- Could Make Better Use of Time  
(60 programs)

On the opposite end, the YLS/CMI factors with the *fewest* of the responding programs/services in Lancaster County addressing such are:

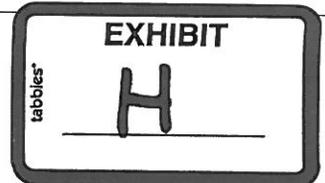
- Not seeking employment  
(17 programs)
- Callous  
(26 programs)
- Unemployed  
(27 programs)

## JJRC MEMBER LIST

NAME	COMPANY	ADDRESS	PHONE	EMAIL
Barrera-Andazloa, Wendy	Juv Drug Court Coordinator	1115 K ST STE 100 (08)	441-3857	wendy.barrera-andazo@nsc.ne.gov
Barry, Jerome	Bryan LGH Medical Center		481-5881	jerome.barry@bryanlgh.org
Barry-Magsamen, Mary	St. Monica's	120 Wedgewood DR (10)	441-3768	mbmagsamen@stmonicas.com
Bennett, Nola	The Hub	835 S 12th ST (08)	438-5231	nola@hublincoln.org
Berniklau, Jacque	BEST		42-2888	jacquejbest@aol.com
Berreckman, Claire	CASA			casa-claire@neb.rr.com
Blue, Jim	Cedars	620 N 48th ST STE 100 (04)	434-5437	jblue@cedars-kids.org
Boesch, Kit	Lanc Cty Human Services	1115 K ST STE 100 (08)	441-6868	kboesch@lancastr.ne.gov
Caldwell, Bill	Lincoln Interfaith Council	140 S 27th ST STE B (10)		caldwell0219@cox.net
Caruso, Anne	Cedars	620 N 48th ST STE 100 (04)	437-8840	acaruso@cedars-kids.org
Casady, Tom	LPD	575 S 10th ST (08)	441-7237	tcasady@lincoln.ne.gov
Cervantes-Salomons, Julie	Heartland Big Brothers/Sisters	6201 Havelock AVE (07)	464-2227	jcsalomons@hbbs.org
Cramer, Josh	LPS		436-1990	jcramer@lps.org
Crumpacker, Carol	Child Guidance Center	2444 O ST (10)	475-7666	ccrumpacker@child-guidance.org
Czapla, Gary	LPS	5901 O ST (10)		gczapla@lps.org
Dean, Nick	Boys and Girls Club	PO Box 22344	770-9691	ndean@lincolnbqc.org
Delano, Sandra	Lincoln Regional Center	West Prospector and Folsom (02)	479-5219	sandra.delano@hhss.ne.gov
Dozier, Renee	Region V Systems	1645 N ST STE A (08)	441-4343	rdozier@soc.region5systems.net
Fisher-Erickson, Julie	Lutheran Family Services	2900 O ST STE 200 (10)	435-2910	jfisherericson@lfsneb.org
Friend, Mike	City Impact	400 N 27th ST (03)	477-8080	mfriender@cityimpact.org
Gallagher, Maureen	Family Violence Council	4600 Valley Rd STE 324 (10)	489-9292	mgallaher@lmef.org
George, Amy	Volunteer Partners	215 Centennial Mall S STE 340 (08)	435-2100	youthcoord@volunteerpartners.org
Griggs, Lori	Juv Probation	575 S 10th ST (08)	441-7383	lori.griggs@nsc.ne.gov
Hammond, Deb	Choices	934 Charleston (08)	476-2300	choices934@alltel.net
Hansen, Topher	CenterPointe	2633 P ST (03)	475-8717	thansen@centerpointe.org
Heideman, Roger J.	Juvenile Court Judge	575 S 10th ST (08)	441-7385	rheideman@lancastr.ne.gov
Heier, Bernie	Lanc Cty Board	555 S 10th ST (08)	441-6864	bheier@lancastr.ne.gov
Helm-Smith, Kelly	African Community Center	140 S 27th ST STE B (10)	421-6177	khelmsmith@yahoo.com
Henderson, Alicia	Lanc Cty Attorney	575 S 10th ST (08)	441-7321	ahenderson@lancastr.ne.gov
Hoagland, Bev	Juv Probation	575 S 10th ST (08)	441-7381	beverly.hoagland@nsc.ne.gov
Hobbs, Anne		PO Box 6903 (06)	770-3282	ahobbs@neb.rr.com
Hoyle, Sara	Juv Justice Coordinator	1115 K ST STE 100 (08)	441-8495	shoyle@lancastr.ne.gov
Johnson, C.J.	Region V Systems	1645 N ST STE A (08)	441-4349	cji@region5systems.net
Karges, Casey	Mediation Center	610 J ST STE 100 (08)	441-5742	ckarges@themediationcenter.org
Keefe, Dennis	Public Defender		441-7631	dkeefe@lancastr.ne.gov
Krejci, Jean	Lanc Cty Health Dept	3140 N ST (10)	441-6208	jkrejci@lincoln.ne.gov
Loseke, Tina	City Attorney	575 S 10th ST (08)	441-7123	tloseke@lincoln.ne.gov
McDowell, T.J.	Clyde Malone Center	2032 U ST (03)	441-6738	tyreames@yahoo.com
Michener, Bill	Lighthouse	2601 N ST (10)	475-3220	bmichener@lincolnlighthouse.org
Miles, Malcom	Region V Systems	1645 N ST STE A (08)	441-4359	mmiles@region5systems.net
Mize, Nancy	Child Guidance Center	2444 O ST (10)	475-7666	nmize@child-guidance.org
Olson, Romney	Mediation Center	610 J ST STE 100 (08)	441-5740	rolson@themediationcenter.org
Ortiz-Cidlick, Stefanie	Girls Scouts	1701 S 17th ST (02)	476-7539x109	stefanie@homesteadgsc.org

Porter, Linda	Juv Court Judge	575 S 10th ST (08)	441-7406	<a href="mailto:lporter@lancaster.ne.gov">lporter@lancaster.ne.gov</a>
Powell, Walter	LPS			<a href="mailto:wpowell2@lps.org">wpowell2@lps.org</a>
Renn, Mike	Youth Assessment Center	1200 Radcliff (12)	441-5615	<a href="mailto:mrenn@lancaster.ne.gov">mrenn@lancaster.ne.gov</a>
Rios-Pohirieth, Oscar	Latino Achievement Coord	5901 O ST (10)	436-1938	<a href="mailto:opohir@lps.org">opohir@lps.org</a>
Rockey, Dawn	CASA	210 N 14th ST STE 3 (08)	474-5761	<a href="mailto:casa-dawn@neb.rr.com">casa-dawn@neb.rr.com</a>
Ryder, Reggie	Juv Court Judge	575 S 10th ST (08)	441-6341	<a href="mailto:rryder@lancaster.ne.gov">rryder@lancaster.ne.gov</a>
Schindler, Sheli	Youth Service Center	1200 Radcliff (12)	441-7093	<a href="mailto:mlschindler@lancaster.ne.gov">mlschindler@lancaster.ne.gov</a>
Steiner, Becky	Cedars	6601 Pioneers BLVD ( )	437-8852	<a href="mailto:bsteiner@cedars-kids.org">bsteiner@cedars-kids.org</a>
Steiner, Deila	LPS	5910 O ST (10)	436-1988	<a href="mailto:dsteiner@lps.org">dsteiner@lps.org</a>
Svoboda, Wayne	Volunteer Partners	215 Centennial Mall S STE 340 (08)	435-2100	<a href="mailto:director@volunteerpartners.org">director@volunteerpartners.org</a>
Thorson, Toni	Juv Court Judge	575 S 10th ST (08)	441-8487	<a href="mailto:tthorson@lancaster.ne.gov">tthorson@lancaster.ne.gov</a>
Timm, Margene	Public Defender		441-7631	<a href="mailto:mtimm@lancaster.ne.gov">mtimm@lancaster.ne.gov</a>
Tyndall, Clyde	Inidan Center	1100 Military RD (08)	438-5231	<a href="mailto:ctyndall@aol.com">ctyndall@aol.com</a>
Unvert, Mark	LPD	575 S 10th ST (08)	441-6967	<a href="mailto:lpd869@cjis.lincoln.ne.gov">lpd869@cjis.lincoln.ne.gov</a>
Vajgrt, Amy	Friendship Home	PO Box 85358 (10)	434-6353	<a href="mailto:amyv@friendshiphome.org">amyv@friendshiphome.org</a>
Van Hunnik, Larry	Lanc Manor		441-7101x200	
Wagner, Terry	Sheriff Heartland Big Brothers Big Sisters		441-6500	<a href="mailto:twagner@lancaster.ne.gov">twagner@lancaster.ne.gov</a>
Way-Stone, Melinda		6201 Havelock (07)	464-3096	<a href="mailto:mwaystone@hbbs.org">mwaystone@hbbs.org</a>

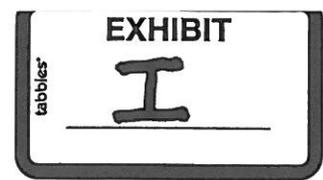
JBC	Keno	Juvenile Justice
Cedars \$290,000	Cedars \$2,000	Cedars \$718,999
*Friendship Home \$175,000	Friendship Home \$7,000	*Friendship Home \$34,990
*Salvation Army \$13,750	*Salvation Army \$9,000	*Salvation Army \$35,000
Child Guidance \$50,000		Child Guidance \$10,000
el Centro \$10,000		el Centro \$39,300
Family Services \$200,000		Family Services \$17,330
Family Violence Council \$10,000		Family Violence Council \$19,000
*HUB \$10,000		*HUB \$265,175
	Malone Center \$7,500	Malone Center \$27,000
	Heartland Big Brothers/Big Sisters \$6,000	Heartland Big Brothers/Big Sisters \$60,929
	Indian Center \$5,000	Indian Center \$30,750
	YWCA Lincoln \$6,350	YWCA Lincoln \$53,000
Matt Talbot Kitchen \$25,000	Matt Talbot Kitchen \$5,000	
Voices of Hope \$35,000	Voices of Hope \$2,500	
Asian Center \$10,000	Asian Center \$900	
	Lincoln ED Connections \$5,000	
	Lincoln Housing Charities \$3,393	
	Lincoln Literacy \$7,500	
	Madonna Rehabilitation Hospital \$5,000	
	Community Development Resources \$2,500	
	Milkworks \$4,000	
	Nebraska Children & Families Foundation \$4,000	
	Creating Family Choices \$7,500	
	Adult Recidivism Reduction Project \$50,000	
	Bright Lights \$1,750	
St. Monica's \$40,000		Lincoln Public Schools \$231,725
City Mission \$70,000		CASA \$25,000
CAP \$100,000		Christian Heritage \$14,398
United Way \$6,250		Families Inspiring Families \$103,065
CenterPointe \$323,930		Girl Scouts \$12,980
Fresh Start \$10,000		GTS \$10,000
House of Hope \$40,000		Volunteer Partners \$21,707
League of Human Dignity \$50,000		BEST 102,000
GNCC \$75,000		Boys and Girls Club \$36,200
HS Federation \$10,000		UNO \$97,873





# The Separate Juvenile Court of Lancaster County

JUDGE REGGIE L. RYDER  
HALL OF JUSTICE  
575 SOUTH 10TH STREET  
LINCOLN, NEBRASKA 68508  
(402) 441-6341  
FAX: (402) 441-6344



ANGELA R. OWENS  
BAILIFF

PAM KROLIKOWSKI  
COURT REPORTER

November 20, 2014

Lancaster County Board  
555 S. 10<sup>th</sup> Street, Ste. 110  
Lincoln, NE 68508

Re: Sara Hoyle for Human Services Administrator

Dear Lancaster County Board:

Please accept this letter of recommendation for Mrs. Sara Hoyle for the position of Human Services Administrator.

As a Juvenile Court Judge in Lancaster County, I have worked with Ms. Hoyle for many years on a variety of initiatives and committees. We have worked together to plan and develop the Truancy Diversion Program, a process that involved community and school district engagement, and she has worked to secure funding for the program throughout its existence. We have also worked together on numerous community planning projects. Ms. Hoyle facilitates a process that identifies gaps in the current system and outlines priorities for the upcoming years.

It is my understanding that this position will oversee the Lancaster County Juvenile Justice Office. Ms. Hoyle understands the juvenile justice system and key stakeholders involved. Throughout the time I've known her, she has been instrumental in both providing direct services to youth and performing in an administrative role. She has taken a leadership role in the juvenile justice system with planning, convening stakeholders, and program design and implementation.

Ms. Hoyle has the competencies, professionalism, and knowledge to excel as the Human Services Administrator for Lancaster County. She is an excellent fit for this position and I hope you strongly consider her application.

If you have any questions, let me know.

Sincerely,

Reggie L. Ryder  
Juvenile Court Judge



**JOE KELLY**  
LANCASTER COUNTY ATTORNEY

[www.lancaster.ne.gov/attorney](http://www.lancaster.ne.gov/attorney)

November 24, 2014

Lancaster County Board

RE: Letter of Reference for Mrs. Sara Hoyle

Dear Lancaster County Commissioners:

Please accept this letter of support for Mrs. Sara Hoyle for the position of Administrator of Human Services.

As the Deputy County Attorney who supervises the juvenile division, I have worked with Mrs. Hoyle extensively on a variety of initiatives, planning activities, and grants. Some of the committees we've worked on together have been sensitive in nature. Mrs. Hoyle has promoted a team focused approach built on trust that has allowed for a willingness among team members to engage and share information concerning disproportionality in our system. Mrs. Hoyle also has extensive knowledge of community resources and services provided through a variety of agencies.

Through working with Mrs. Hoyle on a variety of sittings, she has definitely demonstrated the dedication, commitment, follow-through, and caring approach that make an outstanding leader. I've enjoyed working with Mrs. Hoyle in her current position and look forward to the leadership she would as the Administrator of Human Services.

Sincerely,

A handwritten signature in cursive script that reads "Alicia Henderson".

Alicia Henderson  
Deputy County Attorney  
Lancaster County

# Ladies Auxiliary VFW

Department of Nebraska

Date: November 18, 2014

To: Lancaster County Board of Commissioners

Sara Hoyle has been instrumental in the Ladies Auxiliary to the Veterans of Foreign Wars since she was 16 years of age. She joined local Hall County Auxiliary 1347 in District 12 under her father, Jimmie G. Nelson. Sara is also an active member of the Military Order of the Cootie Auxiliary. She has volunteered many hours at the Veteran's Home as well as the Medical Center in Grand Island.

Sara has held various positions in the VFW Auxiliary at the Department (state wide) level. She has served as the Legislative Chairman, Banner/Flag bearer, Assistant Cancer Chairman, and Youth Activities Director. She received awards from the National Organization for her work as the Legislative Chairman and Youth Activities Director. In fact, she was the Chairman for Youth Activities when Nebraska had a youth receive a National Award.

Sara is not only respectful and empathetic to the needs of Veterans through her volunteer experience, she has lived it. Sara's father is a Veteran as is her husband. Through her father's experience she has lived firsthand the process those who were wounded by serving our Country must take to secure benefits for themselves and their family.

Through Sara's life experience and volunteer service, she would continue to be a great advocate for Veterans and their families.

Sincerely,



Jean Barton, Secretary  
Department of Nebraska  
Ladies Auxiliary to the Veterans of Foreign Wars  
8100 Regent Drive  
Lincoln, NE 68507-3366

November 18, 2014

Lancaster County Human Services

Lincoln, NE 68508

ATTN: Lancaster County Board of Commissioners

Dear Sir/Madam:

I have known Sara Hoyle in a professional capacity since 2002. We worked together at both the Nebraska Department of Correctional Services as well as Health & Human Services. In both of these capacities, we worked together in providing direct services to families. Some of these services included helping families find medical and economic assistance through community resources.

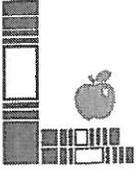
While working with Sara in Health & Human Services, part of the training included helping families apply for medical and economic services needed to survive. Sara assisted families as they walked through this process. She helped families overcome barriers in obtaining assistance and was creative with helping families obtain the needed resources and assistance.

As the Human Services Administrator, I know Sara would insure families are treated with dignity and respect while navigating through the assistance process. If you have any questions, please feel free to call me at (402)245-5602.

Sincerely,



Kellie Wiers  
MLTC Social Services Worker  
Department of Health & Human Services



## Lincoln Public Schools

Department of Student Services • 5905 O Street • Lincoln NE 68510 • (402) 436-1688 • (Fax) 436-1686

City of Lincoln / Lancaster County  
Human Resources Department  
555 South 10th  
Room 302  
Lincoln, NE 68508

To Whom It May Concern:

I am writing this letter of recommendation for Sara Hoyle for the position of Human Services Administrator. I have worked with Sara in developing system wide programs for both the County and Lincoln Public Schools. One of these programs was the Truancy Diversion Program.

Through the development of the Truancy Diversion Program, Sara facilitated a room of leaders that included representatives from the judiciary, Lincoln Public Schools, Health and Human Services, County Attorney's Office, and private behavioral health organizations as we designed what would later become known as the Truancy Diversion Program. Sara also wrote the federal grant that started this program. Design and implementation of this program was a challenge as both school district and court policy changed. Sara was able to keep everyone informed of the changes as well as she kept the group engaged throughout the process. Because of Sara's initiative and persistence the program has since been expanded to five other schools.

Sara is very efficient when it comes to finding and using resources and she is skilled at writing grants to enhance programs that are needed in our community. I feel that Sara has a very good understanding of the human services system as well as the experience needed to work with a variety of stakeholders to develop, implement and sustain the various programs within the system.

I highly recommend Sara for the Human Services Administrator position in Lancaster County. She would do a great job in reaching out to agencies and other stakeholders and engaging them in discussion and planning to improve the quality of life for our citizens.

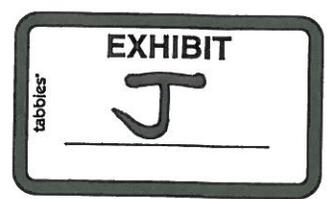
Respectfully,

Pam Robinson  
Student Services Supervisor



**CEDARS**

CEDARS Youth Services  
6601 Pioneers Blvd., Ste. 1  
Lincoln, NE 68506  
402-434-5437 | [www.cedarskids.org](http://www.cedarskids.org)



*Helping Kids in Crisis. Building Strong Families.*

May 1, 2014

To whom it may concern,

This letter of recommendation is for Katie McLeese Stephenson who has served as Chief Operating Officer at CEDARS since 2001.

While at CEDARS Ms. McLeese Stephenson oversaw all of the programs of the organization serving on average 1,000 children and youth in early childhood and school age services, in home programs to prevent child abuse and preserve families, juvenile justice programs, congregate care services for emergency shelter and group living, foster care, street outreach for homeless youth and scattered site independent living programs.

In addition to the program oversight Ms. McLeese Stephenson led our agency accreditation efforts with the international Council on Accreditation (COA). She organized and facilitated three successful site visits and reaccreditations, the most recent in November of 2013.

The program development and grant activities for the agency have also been under Ms. McLeese Stephenson's leadership for the majority of her tenure. This involved federal, state and local grants including the conceptualization, editing of grants and the complex work of forming and supporting partnerships with other entities.

Our Performance Quality Improvement Program has grown and developed under Ms. McLeese Stephenson's leadership. A feedback loop is now in place that allows us to make data driven decisions based on information from our management information system, employee and customer satisfaction data and the development and oversight of outcomes for various programs.

Ms. McLeese Stephenson has been the lead professional at CEDARS with our external relationships with our primary business partners including the Nebraska Department of Health & Human Services, United Way, Lincoln Public Schools, State Probation Administration, Lincoln Lancaster County Health Department and others. She is well respected by these entities.

Additionally Ms. McLeese Stephenson has served the community and state in many capacities while at CEDARS. Since 2001 she has been a member, appointed by the Governor, of the Children's Commission for the Protection of Children. She has served as the President of the Lincoln Lancaster Human Service Federation (made up of 130+ human service agencies) and the Directors of the United Way agencies, serving as a United Way Board member in that capacity.

She has been appointed to many committees and task forces over the years based on her expert knowledge in early childhood, child welfare and juvenile justice services and her ability to work

Page 2

Katie McLeese Stephenson

so well with others. In addition to her work at CEDARS Ms. McLeese Stephenson is also an elected official on the Lincoln Board of Education and strongly supports the needs of all children, especially those who are disenfranchised.

Both internally and externally Ms. McLeese Stephenson is admired for her high degree of knowledge and professionalism and her ability to form and sustain relationships. She is detail orientated, creative, insightful and willing to take on new tasks with gusto. Few people work longer or harder than she does.

Sincerely,

A handwritten signature in blue ink, appearing to be 'James R. Blue', with a long horizontal stroke extending to the right.

James R. Blue  
President & CEO