


# FOCUSED IMPLEMENTATION UPDATE

The Governor's Office of Management and Budget (GOMB) and Division of Juvenile Justice Services (JJS) have been working together three days a week for the past four months on a SUCCESS+ focused implementation. The effort is targeted on providing better outcomes for the youth being served and the taxpayer, as well as addressing legislative reforms.



3-Year  
**AMBITIOUS TARGET**

↓ Reduce the risk of recidivism by **25%** 

Historically, more than half of youth served by JJS reoffend within one year. In order to reduce recidivism, JJS will work to decrease youth's risk of reoffending. Reduced risk is a leading indicator of, and correlates with, reduced recidivism.

 **MEASUREMENT** 

$$\frac{(\text{Quality} \times \text{Throughput})}{\text{Operating Expense}} = \text{Quarterly change in the value of JJS services per \$}$$

**Custody Q** = Youth whose assessed risk of reoffending decreases by a statistically significant margin

**Early Intervention Q** = Youth who didn't receive another citation or arrest within 90 days of exit

**T** = Count of youth that exit custody or services per quarter

**OE** = The sum of corresponding operating expenses

Quality (Q) multiplied by throughput (T) divided by operating expense (OE) is the State of Utah's touchstone of accountable government. Measures of quality and throughput are tied directly to agency goals and system outcomes. Increasing trends in QT/OE signal that a system is improving as it meets higher demand with better quality while managing costs. This measurement will be used to monitor progress at JJS.

## CORE PROBLEM & SOLUTION

JJS is essentially two systems:

- 1 Prevention and early intervention
- 2 Custody, including community-based and secure care

**Core Problem:** The system is trying to be everything to everyone, so staff and services are spread too thin. This causes staff to do less focused work with the youth and families who need it.

**Core Solution:** Design the system to focus services and staff on the goal and what's best for youth and families so more time and resources are focused on work with youth and families who need it.

## IMPROVEMENT PLAN

JJS has redesigned both the early intervention and custody systems with numerous improvements under a few key strategies. The top three key strategies are:

- 1 Generate capacity for staff to have the time to focus on serving youth that need it most  
Apply new capacity to reduce youth risk of reoffending by providing a concentrated dosage of evidence-based treatment to change mindset and behavior in a timely manner
- 2
- 3 Strengthen home environments so youth are more likely to be successful at home

## SYSTEM CHANGES

Old System **VS** New System

Aspirational/  
unmeasurable mission  
and vision statements

Focus on primary  
goal and working  
toward achieving a  
measurable, ambitious  
target to increase  
youth success and  
reduce recidivism

System where time  
and resources are  
fragmented

System designed  
so staff time and  
resources are  
prioritized to focus  
on time with youth  
and families to build  
trust, affect change  
and result in lower  
recidivism

Develop a long,  
bureaucratic,  
overwhelming plan for  
youth over the course  
of a month or more

Develop a short,  
simple and  
understandable plan  
for youth's success  
within two weeks

Manage caseloads

Track and facilitate  
caseload movement  
and youth's progress

Spent more time and  
attention implementing  
new, evidence-based  
practices

Optimize existing  
evidence-based  
practices, operations  
and process flow to  
generate capacity and  
improve quality

## TIMELINE

By the end of August when the partnership wraps up:

- Both the early intervention and custody systems improvement plans will be finalized and implementation initiated or scheduled.
- Data dashboard with performance metrics, including cost per youth, will be finalized.
- The GOMB procurement pilot with partners is anticipated to result in a successful contract award. The pilot is outcome based and will cut down the time it takes to award a contract. This will allow quality resources to be implemented quickly with reduced overhead.