

# What JDAI Stakeholders Should Know About Law Enforcement

## Crippling lack of training and policies for officers' interactions with youth

Nationwide, law enforcement officers receive little or no training on adolescent brain development, effects on adolescent behavior of exposure to trauma, harmful impacts of incarceration, and other aspects of juvenile justice, and few departments have issued developmentally-appropriate, trauma-informed policies to guide officers in their interactions with youth.



champions up and down the LEA chain of command, JDAI stakeholders must keep in mind the organizational culture of law enforcement, and strive to be strategic in how they approach LEA personnel and work with them over time.



## Frequent frustration

Officers report frequent frustration in their dealings with youth and the juvenile justice system due to lost time and a widespread perception that the system often fails to provide meaningful consequences for misbehavior or responsive services for needy youth (and their families).



## Messaging for making (or restoring) the initial connection

Who to connect with and how to 'sell' JDAI's key to success.



## Tension and disparities in treatment of youth in low-income communities of color

Surveys regularly find that urban youth of color hold negative views of law enforcement and say that officers often treat youth in disrespectful or abusive ways. Youth today—especially black youth—are growing up in what has been described as an “era of distrust” of the police, and their perceptions have dropped in recent years to a decades-long low. Black and Latino youth become distrustful of police around ages 7 to 9.



## Building Consensus on the Detention Screening Process

The creation and use of an objective detention screening tool to guide detention decisions is the bedrock of JDAI, but—without effective outreach—objective screening may meet resistance from law enforcement personnel.



## Creating better options for low-risk, high need youth

From the very beginning of the initiative, JDAI sites have been partnering with service providers to devise new approaches for youth who come in contact with the justice system repeatedly due to serious personal or family challenges, but pose minimal risk to public safety.



## Influence of local culture and history on interactions with youth

The history and characteristics of the community and the organizational culture of the law enforcement agency play an important role in determining law enforcement agencies' willingness and capacity to participate in JDAI.



## Promoting more effective law enforcement practices for youth

Conversations and connections initiated by JDAI have enabled law enforcement agencies in numerous sites to initiate constructive changes in their practices toward youth.



## Effective strategies for outreach to law enforcement by JDAI stakeholders

From the initial outreach to the ongoing recruitment of potential JDAI

## Examples of effective JDAI-law enforcement partnership

Examples of effective partnerships are persuasive and help allay concerns of LEA leaders.





# A Crippling Lack Of Training And Policies

## Officers typically receive little or no training on critical youth issues

A survey of state law enforcement training academies published in 2013 found that:

- On average, state training academies devote just 1% of their curricula (six out of 600 hours) to youth issues, and most of that time is devoted to teaching the basics of the juvenile code and issues regarding processing youth after arrest.
- Only two states devoted any part of their curricula to adolescent development.
- Only 8 states included instruction about effective strategies for interacting with youth in their curriculum.
- Just 8 states provided any information on racial and ethnic disparities in juvenile justice.

A 2011 survey of law enforcement agencies nationwide found that training was also lacking for officers on the job:

- More than three fourths of states (76%) do not require any in-service training for officers on youth and juvenile justice issues.

“ Training for law enforcement on differences between youth and adults and appropriate strategies to respond to those differences is crucial to enable better understanding and more constructive interactions between police and youth... In some jurisdictions, officers still receive little or no training beyond juvenile code provisions and other legal considerations regarding the handling of youth. ”

— INTERNATIONAL ASSOCIATION OF CHIEFS OF POLICE

## Without training, officers treat youth like adults

In the absence of any training about the developmental differences between youth and adults:

- Officers frequently escalate conflicts without realizing that youth respond differently to authority than adults
- Officers make too many arrests of youth for minor misbehaviors related to their developmental stage, leading to lasting negative consequences both for the young people and public safety.
- Officers remain unaware that racial and ethnic disparities are higher at the arrest stage than at any other stage of the justice system, and therefore have no impetus to work toward improving equity.

## Policies and standards typically don't offer much guidance either

The absence of training is often exacerbated by a lack of developmentally-appropriate, trauma-informed, racially equitable policies and standards for officers to follow in their interactions with youth.

- According to the International Association of Chiefs of Police, “well-defined policies and procedures that outline the specific responses leadership expects when officers encounter young people” are key to improving law enforcement practices toward youth.
- Yet, few law enforcement agencies have comprehensive or updated policy statements on how officers should approach interactions with youth. And officers and their supervisors are frequently unaware of written policies for policing youth even when they do exist.
- Likewise, it is rare for law enforcement leaders or high-level commanders to articulate clear expectations for how officers should deal with youth.

**Sources:** Many of the observations in this handout are based on interviews with law enforcement leaders in JDAI jurisdictions; and the first-hand observations of co-author Lisa Thureau, who has conducted interviews and training sessions with hundreds of law enforcement personnel across the country over the past dozen years. Other sources include: *If Not Now, When? A Survey of Juvenile Justice Training in America's Police Academies*, Strategies for Youth, 2013, available at [http://strategiesforyouth.org/sfysite/wp-content/uploads/2013/03/SFYReport\\_02-2013\\_rev.pdf](http://strategiesforyouth.org/sfysite/wp-content/uploads/2013/03/SFYReport_02-2013_rev.pdf); *Juvenile Justice Training Needs Assessment: A Survey of Law Enforcement*, International Association of Chiefs of Police, July 2011, available at <https://www.theiacp.org/sites/default/files/2018-09/2011JuvenileJusticeTrainingNeedsAssessmenttoLawEnforcement.pdf>; and *Law Enforcement's Leadership Role in the Advancement of Promising Practices in Juvenile Justice: Executive Officer Survey Findings*, International Association of Chiefs of Police, September 2013, available at [https://www.theiacp.org/sites/default/files/2018-07/IACPJExecutiveOfficerSurveyFindings\\_0.pdf](https://www.theiacp.org/sites/default/files/2018-07/IACPJExecutiveOfficerSurveyFindings_0.pdf).

# Law Enforcement Officials Report Frequent Frustration With Juvenile Justice



Officers cite three common complaints about their cases involving youth and their interactions with the juvenile justice system.

## Lost time in service

Officers may be discouraged by juvenile court processes that require them to spend long stretches of time supervising youth while juvenile court or probation staff conduct intake, or while searching for parents or other adults to whom they can release youth they have taken into custody.

## “Frequent Flyer” cases

- Officers frequently cite frustration and concern about troubled youth who pose minimal threat to public safety but generate repeated calls for service due to acute but unmet psychological, familial or human service needs.
- Incidents involving these youth can consume a disproportionate share of officers’ time on the job, and they can be especially exasperating for officers when the human services, education, and/or juvenile justice systems fail to connect these youth (or in some cases their parents and families) to needed mental health, substance abuse, emergency shelter and/or other services.

## Perceived lack of consequences

Officers frequently voice frustration over situations in which they do not see youth they apprehend facing any meaningful consequences for their misbehavior. This perception can arise for several reasons:

- Officers may be justifiably disturbed at delays in court processing, resulting in no court response for weeks or months.
- They may be angry that detention is not imposed on youth they arrest in the belief that detention is the best or only meaningful response to delinquent behavior.
- They may not be informed (due to lack of any feedback loop) about the consequences and interventions provided to youth following police contact.

# Tension and Disparities In Treatment Of Youth In Low-Income Communities Of Color



Youth of color in low-income urban neighborhoods often express negative views toward law enforcement. Youth of color generally experience higher rates of contact and more negative contact. Arrest remains the point of largest racial disparity in the juvenile justice system.

## Negative views of law enforcement

Surveys regularly find that urban youth have negative views toward law enforcement and frequently report that officers treat youth in disrespectful or abusive ways

- In a Chicago survey, just one-sixth of public high school students agreed that, “The police care about what is good for my neighborhood.” Less than one-fifth agreed that, “The police treat most individuals fairly.”
- Similar perceptions have emerged from youth surveys in St. Louis, Cincinnati, Philadelphia, and New York.
- One recent survey of 1,000 children aged 7-14 in Southern California found that Black and Latino children’s positive perceptions of police begin to drop between the ages of 7-9, and that youth today are growing up in an “era of mistrust” of police, resulting in a “crisis of legitimacy.”

## Informed by personal experiences

To a significant degree, these negative attitudes are informed by young people’s personal experiences with law enforcement. Consider the results of just these three studies:

- Nearly half of black and white teens surveyed in three distressed St. Louis neighborhoods said they had personally been harassed or mistreated by law enforcement officers, and 60% said they knew someone who had been mistreated.
- In Chicago, 40% of the youth reported that they had personally observed other youth stopped by police and treated disrespectfully.

## Demographic and attitudinal divide

In part, mistrust is fueled by a continuing demographic and attitudinal divide between law enforcement personnel and residents of low-income neighborhoods.

- In 2013, *Governing Magazine* found that racial and ethnic minorities were underrepresented in nearly every law enforcement agency in the nation serving at least 100,000 residents. Blacks, Hispanics and other minority groups are underrepresented by a combined 24%.
- In a January 2017 nationwide survey of law enforcement personnel by the Pew Research Center, six in ten white officers, but only 29% of black officers, said that police have good relations with blacks in the communities they serve.

## Improving community relations is critical

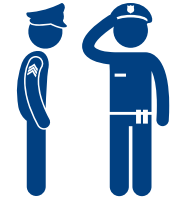
Increasingly, and especially in the wake of recent policing controversies involving use of force on people of color, law enforcement leaders are recognizing that improving community relations is critical to their effectiveness in combatting crime and protecting public safety.

## Opportunities for JDAI leaders

This situation can create opportunities for JDAI leaders in their efforts to engage law enforcement, since JDAI steering committees can provide a forum for constructive dialogue between law enforcement and leaders in marginalized communities.

**Source Note:** Citations for all information and quotations in this handout can be found in the chapter of the practice guide entitled, “Getting Acquainted: What JDAI Leaders Should Know About Law Enforcement.”

# Influence Of Local Culture and History On Interactions With Youth



JDAI stakeholders will achieve greater success in their efforts to forge partnerships with law enforcement if they keep in mind several common facets of law enforcement culture.

## Hierarchy and Deference to Authority

- Because they are command and control organizations, like the military, the culture of law enforcement structure can discourage new ideas and initiatives.
- Law enforcement personnel tend to be deferential not only toward superiors, but also to high-ranking officials outside of law enforcement (such as judges, prosecutors, elected leaders of city/county government).

## Organizational Change and Unpredictability

- Law enforcement agencies can be buffeted by frequent leadership changes, by senior officials within the agency changing posts, and by the cyclical nature of crime.
- In light of these realities, JDAI stakeholders should seek to build connections with many officials throughout the law enforcement agency.

## Uneven Openness to Community Partnerships

- Some law enforcement agencies have strong and longstanding connections with neighborhood organizations and community advocates.
- But others do not, and may look upon these organizations and advocates with mistrust.

- In jurisdictions where law-enforcement connections to communities are weak and unstructured, JDAI stakeholders can play a valuable role in bridging this divide and opening the lines of communication.

## Importance of Size and Other Community Characteristics

JDAI stakeholders should tailor their strategies to the characteristics of the law enforcement agencies and the demographics and politics of the communities they serve. For instance:

- **Agency Size:** smaller law enforcement agencies can often communicate more easily and rapidly as well as change practices more quickly. Larger agencies typically have more staff available to attend meetings, organize new training programs, perform data analyses, and develop funding proposals but require more time to obtain permission for any changes in policies and practice.
- **Internal resources:** Better funded law enforcement agencies may have more staff available to participate in and contribute to JDAI efforts.
- **External Resources:** The breadth and quality of local youth-serving organizations will also impact efforts to involve law enforcement in JDAI. Alternatives to arrest and detention often hinge on the availability of programs and opportunities in the community.

# Effective Strategies For Outreach To Law Enforcement By JDAI Stakeholders



JDAI stakeholders must be strategic in how they reach out to law enforcement personnel and work with them over time.

## Make the first contact count

### THE RIGHT CONVENER

The initial outreach to law enforcement should come from the *presiding juvenile court judge or another leader of high standing* who has the respect of local law enforcement leaders and a clear commitment to optimizing the justice system for youth.

### THE RIGHT MESSAGES

In the initial meeting, JDAI stakeholders should emphasize messages most likely to interest and persuade the local law enforcement leadership.

- The focus should be on demonstrating why partnering with JDAI (or deepening an existing partnership) is *good for youth, consistent with public safety, and beneficial for law enforcement*.
- Law enforcement leaders must understand that *youth are developmentally different than adults and require a different (and less punitive) form of justice*—and they must be made aware of the research showing that arresting and detaining youth is often wasteful and counterproductive.
- In addition, stakeholders should emphasize that *many law enforcement leaders across the country are deeply engaged in JDAI, supportive of its mission and committed to its success*.

## Strategically broaden and deepen the JDAI-law enforcement partnership

### INVOLVE THE LEA LEADER ON THE JDAI STEERING COMMITTEE

The top leader's continued involvement is important both to demonstrate his or her commitment to JDAI and to ensure that law enforcement is involved in pivotal discussions about key components of the local JDAI effort.

### IDENTIFY A STRONG POINT PERSON AND OTHER POTENTIAL JDAI CHAMPIONS

- Law enforcement leaders uniformly recommended that JDAI stakeholders appoint a *commander in the patrol division*—**not** the juvenile division—as their JDAI point person.
- JDAI stakeholders should also seek to engage “lane-crossers”—*respected officers with a track record of working with other public agencies* and with community organizations—to become internal advocates for JDAI within their departments.

### FIND OPPORTUNITIES TO EXPLAIN JDAI TO PATROL OFFICERS

JDAI stakeholders should seek out opportunities to:

- organize formal in-service training sessions;
- deliver briefings during daily roll call sessions;
- distribute summary sheets with information on detention reform;
- invite officers to visit and tour alternative-to-detention programs.

### PROVIDE RELEVANT INFORMATION IN CONCISE PRESENTATIONS

Because law enforcement supervisory and command staff face a time-pressured work environment, JDAI stakeholders should use the brief two-page, fact-filled, data-rich explanations available here to address key law enforcement concerns, including:

- The *research-informed rationale for JDAI* and the evidence that it is safe, effective, and good for public safety.
- Information regarding the *operational procedures, paperwork requirements, and other logistical details* that will be required of officers and command personnel as part of JDAI.

### EMPHASIZE AND PROMOTE DETENTION ALTERNATIVES

Law enforcement personnel may resist JDAI based on an understandable but misplaced perception that detention offers the only

# Effective Strategies For Outreach To Law Enforcement By JDAI Stakeholders



appropriate way to address youth lawbreaking. To shift this perception, JDAI stakeholders should showcase alternatives to detention programs and show officers that *youth placed in alternatives are closely supervised and are often engaged in rigorous programming and/or connected to needed services.*

## MAKE TIMELY AND STRATEGIC USE OF DATA

While most law enforcement has become increasingly data-driven in recent years, few law enforcement agencies today routinely examine and analyze juvenile arrest data to identify racial and ethnic disparities, or geographic concentration of arrests in particular neighborhoods.

- In several JDAI sites, new data analyses conducted or inspired by JDAI have sparked *encouraging changes in law enforcement practices* toward youth.
- However, JDAI stakeholders should *be strategic in conducting new data analyses and discussing data trends* on sensitive issues, especially regarding racial and ethnic disparities.

**Source Note:** All of the tactics and strategies summarized above are described in detail in the chapter of the practice guide entitled, "STAGE ONE: Making (or Restoring) the Initial Connection."

# Messaging For Making (Or Restoring) The Initial Connection



Interviews with law enforcement leaders and JDAI stakeholders around the nation suggest that successful engagement depends on: tactical outreach, effective messaging, and close attention to law enforcement concerns.

## Tactical Outreach

JDAI stakeholders will be most effective in forging (or reinvigorating) connections with law enforcement if they employ a deliberate approach. Specifically, success will be more likely if stakeholders:

- **Make the first contact** count by having the presiding juvenile court judge or other leader of high standing who has the respect of his or her peers in law enforcement initiate the conversation
- **Involve the leader(s) of the major law enforcement agency (or agencies) on the JDAI steering committee**, and seek their input on:
  - The detention screening instrument;
  - The process to transfer custody of youth from officers to court officials following an arrest; and
  - The protocols for handling cases where youth are involved in domestic disputes or face serious social or human service needs.
- **Identify a capable and well-positioned point person**, preferably a respected leader in the patrol division, to represent law enforcement in JDAI work groups and interagency discussions.
- **Build relationships with other officers and commanders throughout the agency**, especially officers with a track record of working with other public and private agencies who might serve as champions for JDAI over the long haul.
- **Seek opportunities to meet with patrol officers** in roll-call meetings, training sessions and other gatherings both to explain JDAI and to listen to officers' feedback and concerns about its implementation.

## Effective messages

Law enforcement agency leaders will not embrace JDAI unless they believe it is consistent with public safety, good for youth and the community and beneficial for their agencies. Patrol officers and commanders will support JDAI and participate constructively only if they understand JDAI and accept the underlying principles behind it.

Therefore, JDAI stakeholders should prepare and deliver organized, succinct fact-packed presentations that provide convincing evidence of the following:

- **Youth are different from adults and require a different approach to policing and court processing.** A wealth of research finds that arrest, prosecution and detention actually *increase* young people's odds of subsequent offending and impede their long-term success.
- **Absent JDAI, detention practices are frequently problematic.** Despite the dangers of detention to worsen youth outcomes and the high cost of confinement, detention is often used for youth who pose minimal risk to public safety. Also, detention decisions are often inconsistent, subjective and inequitable in terms of race and ethnicity.
- **JDAI is consistent with public safety.** JDAI sites have demonstrated that using objective risk screening, detention alternatives and limited secure detention has been consistent with detention's two functions: ensuring youth appear for their court dates and keeping the public safe while a youth is awaiting his or her court date.
- **JDAI works — and is good for the community's long-term health.**
  - Participating sites have reduced their average detention populations by more than 43 % since entering JDAI, resulting in more than one million fewer days of detention each year.



# Messaging For Making (Or Restoring) The Initial Connection



- Fifty-six JDAI sites have closed detention units or whole facilities, realizing an estimated cumulative savings of roughly \$143.5 million per year.
- JDAI sites have also cut the number of youths committed to state custody by 57%, while keeping youth in school and connecting them to needed services and supports in the community.
- **JDAI offers a positive forum for law enforcement agencies to improve community relations and address racial and ethnic disparities.** Because JDAI steering committees typically include multiple community stakeholders, and most sites have active subcommittees dedicated to combating disparities, JDAI can offer a ready-made forum for law enforcement leaders seeking to reduce tensions with community residents and foster closer connections, respectful discussion and concerted action.
- **JDAI benefits law enforcement**
  - Partnerships with JDAI often help ease officers' frustration by reducing their time out of service in juvenile cases and decrease LEAs' need for and cost of overtime.
  - JDAI-law enforcement partnerships can also improve the handling of so-called "frequent flyer" youth who pose minimal threat to public safety but generate repeated calls for service due to unmet psychological or human service needs, or to problems in their families.

## Attention to law enforcement concerns

While making the case for JDAI is important, stakeholders' ultimate success in *building strong and sustainable partnerships with law enforcement depend as much on listening as on delivering effective arguments.*

- Asking law enforcement personnel about their concerns with current juvenile justice procedures and soliciting input on issues that directly affect officers can provide a starting point for fruitful dialogue.
- Especially in existing sites where leaders of the largest local departments are not currently active on the JDAI steering committee, or where they never joined, JDAI stakeholders' best strategy may be to start discussions about a specific issue of interest to law enforcement.

# Building Consensus On The Detention Screening Process



Top law enforcement leaders are almost always included in discussions to craft or revise the detention screening instrument. Too often, however, patrol officers and other law enforcement personnel receive little information about the screening process or detention reform generally. To address this need, JDAI stakeholders should:

## Provide orientation and training for law enforcement personnel

Officers at all levels require training to understand the detention screening instrument and the processes for making and implementing the detention decision.

“ It’s important that everyone [in the law enforcement agency] knows that detention is bad, not good, for youth. It’s important for them to know that [JDAI] isn’t just rhetoric. It’s actually improving the numbers, bringing better outcomes [for youth and public safety]. ”

— KURT WOLF, CAPTAIN OF PATROL  
LAFAYETTE INDIANA POLICE DEPARTMENT

## Solicit and respond to input from patrol officers

Solicit and respond to input from patrol officers on detention screening implementation issues. Law enforcement officers will be more likely to accept and support the detention screening process if stakeholders listen to their views and make changes when appropriate.

“ I got some pushback from some officers initially. But I told them to try it, and then come back to me and tell me how it went... Once they see that it works, they buy in. ”

— TIM CHATTEN, JUVENILE PROSECUTOR  
CAMDEN COUNTY, NEW JERSEY

## Give officers predictable and timely detention determinations and guidance

Officers will be far more supportive of the objective detention admissions process if the screening process is consistent and case processing expeditious.

“ Instead of us sitting here and babysitting someone for two or three hours trying to get hold of a parent or guardian, it gets our officers back on the road. ”

— DON DIXON, CHIEF OF POLICE  
LAKE CHARLES, LOUISIANA

*Describing the impact of a new Multi-Agency Resource Center that opened in 2011 to process the cases of youth arrested on status offenses and low-level misdemeanors.*

# Creating Better Options For Low-Risk, High Need Youth



Many adolescents who become involved in our nation’s juvenile justice systems pose minimal threat to public safety but come in contact with police due to their troubled backgrounds and life circumstances. Too often, these youth are placed under arrest—and sometimes detained—when a warning, citation, or referral to services would be more constructive.

While youth with serious mental health needs may come through the juvenile justice system door, it is well accepted that the juvenile justice system was not designed and is not well-equipped to meet these service needs. Instead of bringing youth to detention facilities to obtain such services, a key goal of JDAI is to:

- avoid justice system involvement; and
- connect needy youth and families to appropriate and responsive services.

## Promising models to quickly divert low-risk youth

Promising models to quickly divert low-risk youth from the justice system and connect those with significant needs to relevant service providers. Working together law enforcement and other JDAI stakeholders can help address the frustrating gaps that often prevent youth with severe needs from connecting with community service providers following their interactions with law enforcement. The most promising efforts involve:

- **Reception centers** and other locations where lower-risk youth can be diverted from court (or even from arrest), assessed, and—when necessary—connected to nearby services providers; or
- **Well-crafted and service-rich diversion programs** that allow law enforcement officers to connect youth directly to needed support and assistance.

## New strategies for youth involved in domestic disturbances

New strategies to avoid unnecessary arrest and detention of youth involved in domestic disturbances. Local justice systems frequently face a difficult challenge in working with youth who come in contact with law enforcement due to domestic disturbances in their homes. Through JDAI, jurisdictions such as Cuyahoga County (Cleveland), Ohio and Pima County (Tucson), Arizona have forged partnerships with law enforcement, the courts, and other agencies to minimize the use of detention (and even arrest) and instead steer youth and their families to local services providers.

## Importance of keeping the process quick and user friendly for patrol officers

Regardless of the model employed—reception center, diversion program, domestic violence alternative—the process must remain simple and straightforward for law enforcement personnel

- **Clear guidelines** as to which youth are eligible and under which circumstances.
- **Minimal paperwork** and an expedited process for officers to connect youth and families to the alternative site or process, and to transfer custody of the youth.
- **Thorough in-service training and regular refresher sessions** for officers to review criteria and procedures for domestic violence cases.

# Promoting More Effective Law Enforcement Practices For Youth



In a multitude of sites, conversations and connections initiated by JDAI have sparked changes to make law enforcement practices toward youth more equitable and effective. In some non-JDAI jurisdictions as well, law enforcement leaders have taken it upon themselves to craft innovative strategies to improve policing practices for youth.

Strategies to address these opportunities include:

## Increasing pre-arrest diversion

Some jurisdictions, most notably Florida with its statewide civil citations program, have developed or expanded the use of pre-arrest diversion, allowing youth apprehended by police for minor lawbreaking to avoid the stain and collateral consequences of an arrest record. Through this approach, Florida has decreased the number of juvenile misdemeanor arrests, reduced racial and ethnic disparities, lowered recidivism and saved millions of dollars for taxpayers.

## Reducing school arrests

Working closely with law enforcement, JDAI sites have taken steps to minimize the number of youths arrested at school for routine misbehavior. Indeed, the JDAI site in Clayton County, Georgia, has been a national leader on this issue for more than a decade—and has provided assistance to dozens of JDAI and non-JDAI jurisdictions nationwide in their efforts to reduce school arrests.

## Combating racial and ethnic disparities at arrest

In several JDAI sites, local stakeholders have spurred constructive action to reduce racial and ethnic disparities in arrests by providing data to commanders and supporting the adoption of law enforcement strategies to address them.

- Analyze data by race and ethnicity (and neighborhood).
- Devise and test strategies to reduce disparities



# Examples Of Effective Partnerships

## Diversion and quick assessment for low-risk youth



MULTNOMAH COUNTY, (PORTLAND) OREGON

As one of JDAI's initial pilot sites in the 1990s, Multnomah County developed the nation's first juvenile reception center — a new venue designed to screen and assess lower-risk youth who are not candidates for detention. A forward-thinking law enforcement leader, Commander Bob Kauffman of the Portland Police Bureau, played an important role in this effort, providing free space for the center in the central police precinct during its first six months of operation and developing a training program to familiarize patrol officers with the new procedures. The reception center model has since been replicated in many JDAI sites across the nation.

## Domestic violence alternatives



PIMA COUNTY, (TUCSON) ARIZONA

Soon after Pima County launched its JDAI effort in 2004, stakeholders discovered that more than 1,000 youth were being arrested each year on domestic violence charges and hundreds were being detained, most of them posing little risk to public safety. "A lot of kids were being dragged into the system unnecessarily," says Captain Paul Sayre of the Tucson Police Department. To address the problem, the county developed a Domestic Violence Alternative Center (DVAC) where officers could take lower-risk youth arrested on misdemeanor domestic assault charges for screening, assessment and referral to needed mental health and family support services. By 2011, the DVAC handled more than three-fourths of all misdemeanor domestic violence cases, and only 42 resulted in detention admissions — down from 415 in 2004. "Dropping youth at the DVAC is easier and faster than detention," says Sayre. "[My patrol officers] can drop a kid off...and get back out on the street."

## Reducing school-based arrests for youth of color



RAMSEY COUNTY, (ST. PAUL) MINNESOTA

Until he took over as commander of the Youth Service Section of the St. Paul Police Department in 2008, Gene Polyak believed that his department was upholding the law in a race-neutral way. However, once he reviewed the data with the local JDAI steering committee, Polyak says, "I began to see unfairness." After noting that African-American youth

were frequently being arrested for disorderly conduct, St. Paul narrowed its definition of what kind of behavior warranted arrest, and worked with the public schools to reduce the role of police in addressing school discipline. Since then, arrests for disorderly conduct and related offenses have dropped by 50%.

## Officer training to reduce unnecessary arrests



TIPPECANOE COUNTY, (LAFAYETTE) INDIANA

When local stakeholders examined arrest trends in 2013, they saw that youth of color were being arrested in disproportionate numbers for resisting law enforcement, disorderly conduct and battery against a public safety officer — all charges which involved significant discretion on the part of the arresting officer. "The data collected by JDAI made us realize we had to change how we responded to kids," recalls Kurt Wolf, captain of patrol in the Lafayette Police Department. Since then, the department has trained officers on adolescent development and implicit bias, and has designated arrests for the identified offenses as a standing topic in JDAI collaborative meetings. By 2015, arrests for these offenses had declined 32%, including a 39% drop among youth of color.

## Diversion in lieu of arrests at school

PHILADELPHIA, PENNSYLVANIA

Under the leadership of then-Deputy Police Commissioner Kevin Bethel in 2014, the Philadelphia Police Department revised its school policing practices to prohibit arrests for an array of common misdemeanor offenses. Student arrests fell 54% in the program's first year. Bethel credits JDAI for helping the city connect youth to local social service providers for counseling and support in lieu of arrest.



“ The beauty of [the JDAI] collaborative is that we had all the right people in the room. Everyone was on the same page, and there was already an environment of trust. ”

— KEVIN BETHEL, FORMER DEPUTY CHIEF  
PHILADELPHIA POLICE DEPARTMENT