Law Enforcement's Leadership Role in the Advancement of Promising Practices in Juvenile Justice

Executive Officer Survey Findings

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September 2013

Contents

Table of Figures

Introduction

The IACP in partnership with the John D. and Catherine T. MacArthur Foundation has established a multiyear initiative entitled "Law Enforcement's Leadership Role in the Advancement of Promising Practices in Juvenile Justice." The goal of this project is to increase the leadership role of state and local law enforcement executives to effectively address systemic juvenile justice issues as well as improve local responses to juvenile offenders. The initiative focuses on the potential for police leaders to have a stronger role in juvenile justice system issues and is providing information and training to the field of law enforcement, accelerating progress towards more successful outcomes for youth, families, and communities.

A research survey of law enforcement leaders was conducted to assess the current state of attitudes, knowledge and practices regarding how law enforcement agencies deal with juvenile offenders and collaborate with juvenile justice system partners.

The IACP initiated this survey, in collaboration with Hollander, Cohen & McBride Marketing Research (HCM), in order to gather a statistically reliable, national scope of information on police perceptions and practices relative to the juvenile justice system and response to juvenile offenders. The information collected is important for several reasons:

1. It serves as a research foundation for all future research and policy efforts of the IACP in collaboration with the MacArthur Foundation and will inform the efforts of other MacArthur grantees as well.

2. It provides a platform for the design and focus of the 2013 IACP/MacArthur Foundation National Summit on Law Enforcement Leadership in Juvenile Justice and the subsequent development of an IACP Juvenile Justice Leadership Institute (planned for 2014).

3. It is a benchmark document, reflecting current thinking and actions by police leaders that will allow IACP to measure the impact of its work with the MacArthur Foundation to enhance law enforcement's leadership role in juvenile justice system policy and innovative response to juvenile offenders.

4. It supplies up-to-date information reflecting the opinions and actions of law enforcement leaders to a broad spectrum of juvenile justice and criminal justice professionals.

In the survey, respondents were asked whether they believe that law enforcement leaders have a significant role to play in the juvenile justice system. A large majority (79%) either strongly agreed or agreed that they should play a significant role, however the survey results showed a large gap between the role law enforcement leaders believe they should have and the role they actually play. Only about one in five said that they or others in their department exercise a significant role in their community's juvenile justice system.

A vast majority of survey respondents also reported that they support a separate justice system for juveniles. However few are confident that the current system improves public safety or promotes rehabilitation.

These findings and the information contained in this survey report show law enforcement leadership in support of and involved with the juvenile justice system. The IACP/MacArthur Foundation initiative is working to reduce the gaps between the promise of the juvenile justice system to help youth at a stage when the trajectory of their life might be changed, and the reality of how the system works in practice.

Methodology

- This quantitative survey of 958 respondents was administered between February 20 and April 15, 2013 from a list of 4,434 police leaders provided by IACP to HCM Research.

- IACP worked with HCM Research to administer this survey, both to design a rigorous research process and to assure all responses would be confidential. HCM Research provided IACP only with aggregate data.

- 931 completed an online survey and 27 responded by telephone.

- Throughout the report, references to "agency executives" and "leaders" refer to the full set of survey respondents which included executives (89%) and their designees (11%).

- Percentages are rounded to the nearest full number unless otherwise shown.

Survey highlights

Knowledge, Understanding & Beliefs about the Juvenile Justice System

- A large majority (88%) of police department executives believe there should be a separate justice system for juveniles.

- Just 26% believe the juvenile justice system overall improves public safety and only 23% believe their local juvenile justice system does this.

- Just 32% believe the overall juvenile justice system promotes rehabilitation and only 29% believe their local juvenile justice system promotes this.

- In evaluating their understanding of the juvenile justice system, more respondents indicated they understand juvenile court (69%) or juvenile prosecution (68%) than juvenile detention/corrections (54%), juvenile probation (51%), juvenile defense (48%) or diversion options (48%). Understanding of all of these items is lower in smaller departments.

- Nearly half (46%) of respondents said juvenile crime in their community has increased over the past five years.

Law Enforcement Leadership

- A large majority (79%) of survey respondents believe that law enforcement leaders have a significant role to play in the juvenile justice system.

- Most respondents (71%) said juvenile justice agencies or community groups seek input on juvenile justice matters at least occasionally from them and from others in their department. But only about one in six said that these groups *often* consult them or others in their department.

- Just over one in five agency executives said they serve on any juvenile justice advisory groups.

Agency Resources & Data Collection

- Fewer than half (47%) of respondents indicated they have officers assigned to youth crime. Those departments with 250 or more sworn officers or in jurisdictions with a population of 25,000 or more are substantially more likely than the average department (73% and 67% respectively) to have officers assigned to youth crime.

- About a third (34%) of agencies surveyed reported placing officers in schools (SROs).

- Fewer than half of the agencies surveyed (45%) actively collect and analyze data specific to juvenile crime. Of the agencies that collect and analyze this comparative statistical data, nearly three-quarters (72%) share this data with city officials, and about half share it with their community (52%) or neighboring jurisdictions (53%).

Community Resources & Collaboration

- The most widely available resources that exist in the community for juvenile offenders are community service, counseling/mental health treatment, and drug treatment and education -- each available in more than 80% of the communities represented in this survey. However, only about a third of those surveyed consider these resources to be effective (29-32%).

- The resources considered more effective at reducing recidivism – youth/teen court, vocational training, mentoring, and school reengagement – are available in only about half of jurisdictions or fewer. Respondents who have these resources available in their community ranked their effectiveness between 39% and 46%.

- Law enforcement agencies are most likely to have formal partnerships with prosecutors, schools, juvenile courts, probation/parole, and other law enforcement agencies.

- Informal collaboration is relatively common across a range of partners and is particularly prevalent with families, social services, counseling/mental health services, and drug treatment services.

Diversion & Other Alternatives to Formal Processing

- 76% of agency executives believe that diversion programs such as community service or drug treatment help to prevent future offenses by youth who have committed relatively minor crimes, and 67% believe such programs save tax dollars in the long run.

- In the majority of agencies (87%), officers have some types of information at their disposal prior to making decisions about arrest or diversion such as prior arrests, probation status, and school status (expelled, suspended, or truant).

- The vast majority of respondents (81%) indicated they face at least some obstacles to diverting an optimal number of juveniles from formal processing, including legal constraints (52%), insufficient number of diversion programs (38%), diversion programs not reporting back on outcomes (35%), and inadequate knowledge of existing programs (29%).

- 10% of departments said that diversion programs in their community are ineffective, and 7% cited department culture as an obstacle.

- Only a quarter of departments are kept apprised of outcomes of youth they divert or refer to services, and just 23% said their agencies receive information about the overall effectiveness of local juvenile programs.

Agency Innovations

- More than 100 agency leaders provided details regarding innovative policies and practices they have put in place in their departments.

- These practices and policies were about equally likely to be geared to juvenile offenders as to at-risk youth.

- 84% of agency executives believe the innovative practices or policies regarding youth that their departments have implemented have been effective and 73% have used some method to evaluate the efficacy.

- Examples of these programs include:

  - "Through a state grant, the department sponsors a Teen Drop-In Center at the local vocational school on Saturday nights. Approximately 180-200 kids attend each night. Basketball, whiffle ball and other sports programs are available as well as dance, hair styling, etc. Often times, local businesses sponsor a night. Police officers are constantly present and interact with the kids in a variety of ways."

- "Our Youth Coalition program accepts low-risk to moderate-risk offenders from juvenile court. We have a mentoring program for which we have two full time officers who do nothing else but run this program."

Recommendations for Strengthening the Role of Law Enforcement Leaders

- Nearly one third of respondents submitted recommendations on how law enforcement leaders can take a stronger role in juvenile justice system issues or response to juvenile crime.

- A quarter of recommendations focused on frustrations with the degree to which local juvenile justice systems make important decisions without input from law enforcement.

- One fifth of recommendations emphasized the importance of early intervention and referring youth and families to appropriate resources.

- One fifth of recommendations focused on the need to improve the flow of information among juvenile justice stakeholders and establish settings for systematic interaction among these groups.

- Nearly a quarter of recommendations focused on the need for expanded resources within law enforcement agencies and in the community to more effectively meet the needs of youth and advance public safety.

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Survey Participants' Jurisdictions

The departments that completed this survey are largely representative of agencies across the United States, with the majority of agencies employing fewer than 50 officers.

Figure 1: Population of Jurisdiction

- <10,000: 37%
- 10,000 - 24,999: 28%
- 25,000 - 49,999: 17%
- 50,000+: 18%
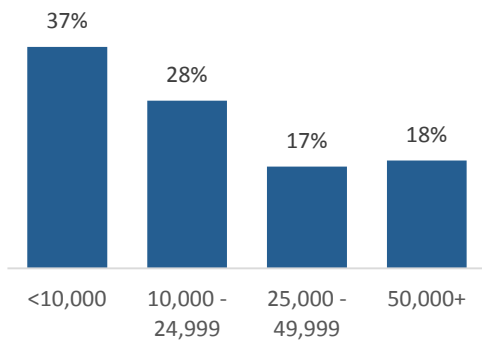
Figure 2: Type of Jurisdiction

- Urban: 26%
- Suburban: 47%
- Rural: 24%
- Tribal: 1%
- Other: 2%
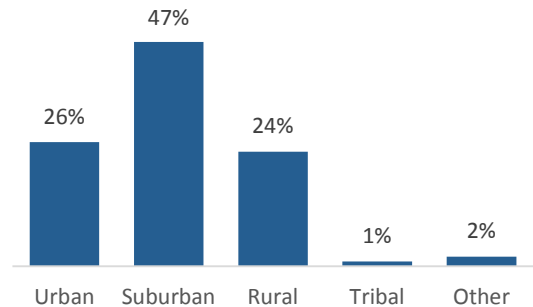
Figure 3: Number of Sworn Employees

- 250+: 6%
- 50 - 249: 24%
- <50: 70%

Figure 4: Location of Jurisdiction

West	
Alaska	.2%
Arizona	2%
California	6%
Colorado	3%
Idaho	.3%
Montana	.2%
Nevada	.4%
New Mexico	1%
Oregon	2%
Utah	1%
Washington	1%
Wyoming	1%

Northeast	
Connecticut	1%
Delaware	1%
District of Columbia	.1%
Maine	1%
Maryland	2%
Massachusetts	5%
New Hampshire	1%
New Jersey	6%
New York	3%
Pennsylvania	6%
Rhode Island	1%
Vermont	1%

West 19%
Northeast 29%
Midwest 28%
South 24%

Midwest	
Illinois	6%
Indiana	1%
Iowa	1%
Kansas	2%
Michigan	3%
Minnesota	2%
Missouri	3%
Nebraska	1%
North Dakota	.4%
Ohio	6%
South Dakota	1%
Wisconsin	3%

South	
Alabama	2%
Arkansas	.2%
Florida	3%
Georgia	2%
Kentucky	1%
Louisiana	.1%
Mississippi	.3%
North Carolina	3%
Oklahoma	1%
South Carolina	1%
Tennessee	2%
Texas	7%
Virginia	1%
West Virginia	.2%

Findings

Knowledge, Understanding & Beliefs about the Juvenile Justice System

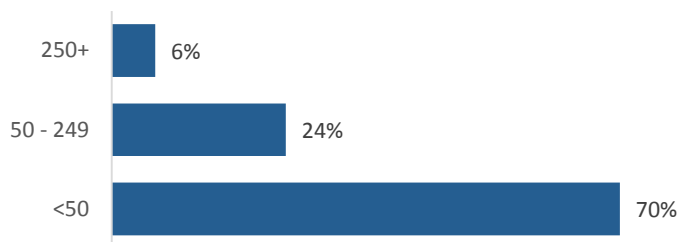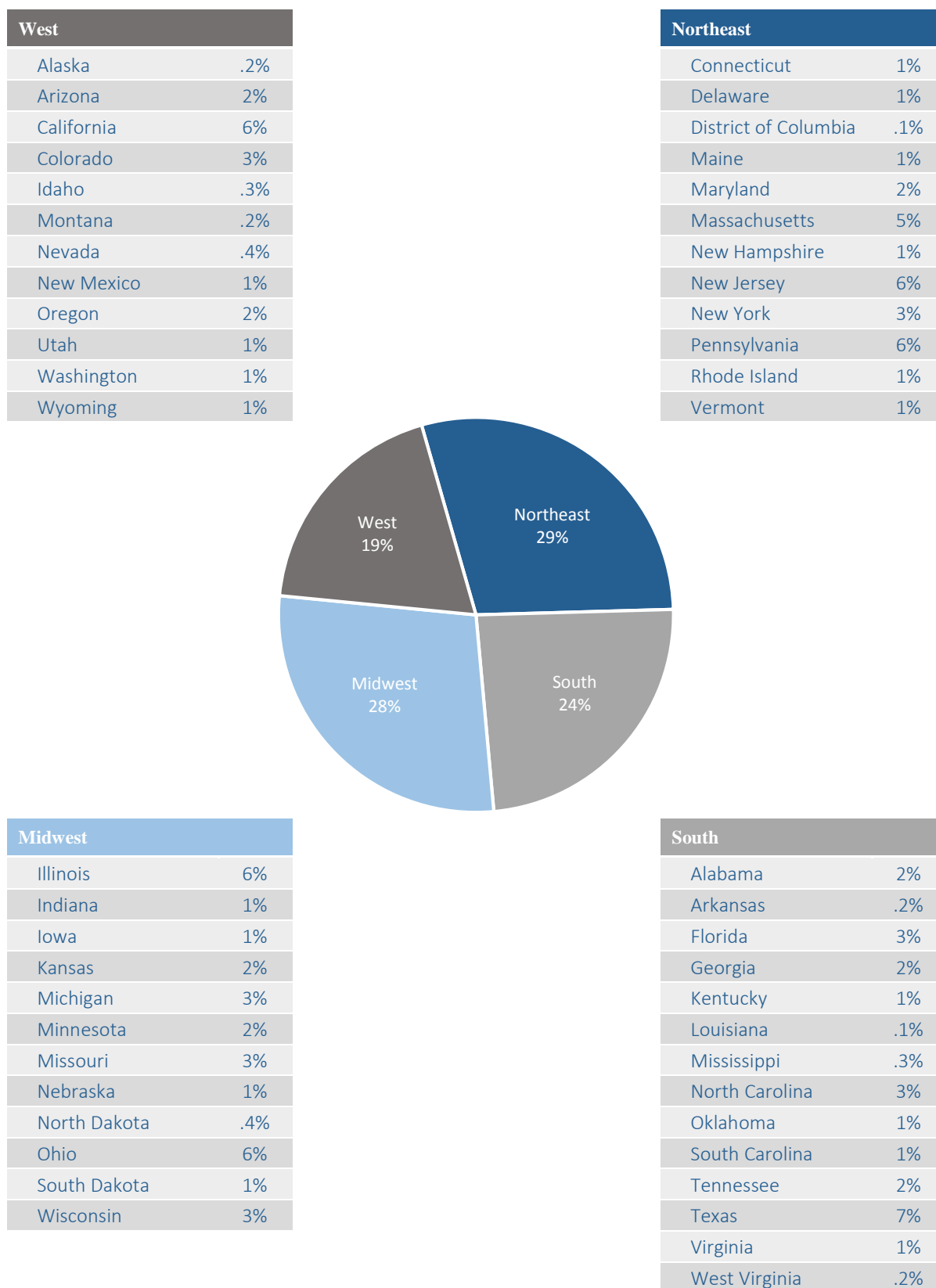Law enforcement executives see a gap between the promise of the juvenile justice system and how the system works in practice. The vast majority of survey respondents believe there should be a separate justice system for juveniles, but few are confident that the juvenile justice system is currently working in terms of improving public safety or promoting rehabilitation.

Many agency executives report a strong understanding of other juvenile justice system components – particularly the juvenile court and juvenile prosecution. But fewer than half of executives said they understand diversion options and juvenile defense, and barely more were confident in their understanding of juvenile detention, corrections, and probation.

National data reflects a decrease in crime, including juvenile crime, however local realities and trends in individual communities vary. In this survey fewer than half of the departments stated that they collect juvenile crime data, however nearly half of agency executives indicated that they believed juvenile crime has increased in their community in the last five years.

COMMENTS FROM AGENCY EXECUTIVES ON…
VISION FOR A SUCCESSFUL JUVENILE JUSTICE SYSTEM*

-- A successful juvenile justice system would hold juveniles and their parents accountable as they are provided training, educational support, and counseling services as needed. The entire community needs to work together to help a juvenile who has made poor choices that involve them in the juvenile justice system. Providing the proper support services now will hopefully prevent future involvement in the adult criminal justice system.

* This quote and others in comment boxes throughout this report were provided by survey respondents in response to question 32 ("What recommendations do you have for IACP and the MacArthur Foundation on how law enforcement leaders can take a stronger role in juvenile justice system issues or response to juvenile crime?") and 32a ("What would a successful juvenile justice system look like in your community?").

A Separate System for Juveniles

When asked if they believe there should be a separate justice system for juveniles, an overwhelming majority of survey respondents (88%) responded affirmatively.

Respondents in every region of the country and in urban, suburban, and rural areas were relatively uniform in holding this view. Nearly all of the respondents (94%) from large departments with 250 or more officers said there should be a separate juvenile justice system, compared to 86% of respondents from departments with fewer than 50 officers.

Figure 5: A Separate Justice System for Juveniles
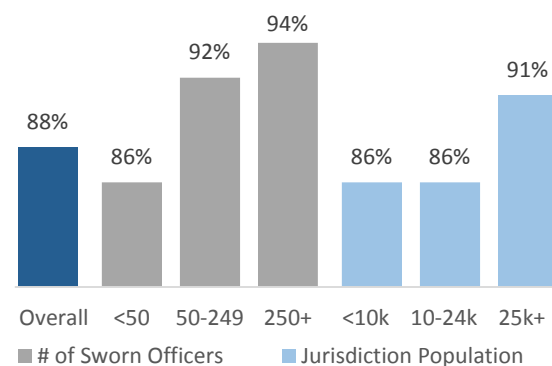
Efficacy of the Juvenile Justice System

Survey respondents were asked whether they thought that both the overall juvenile justice system and their local juvenile justice system: (1) improves public safety and (2) promotes rehabilitation. Just a quarter of agency executives believe the juvenile justice system overall improves public safety and only about a third believe it promotes rehabilitation. Respondents expressed even less confidence in their local juvenile justice systems, with just 23% indicating their local system improves public safety and 29% saying that it promotes rehabilitation.

- A lack of confidence in the local juvenile justice system is particularly pronounced in the South, where nearly half (49%) of agency executives said their local system does not promote rehabilitation and 43% said it does not improve public safety.

COMMENTS FROM AGENCY EXECUTIVES ON…
VISION FOR A SUCCESSFUL JUVENILE JUSTICE SYSTEM

-- A system that acknowledges the most important stakeholder in the process outside of the juvenile offender is the parent or guardian. An acceptance that government and social agency interventions are no substitute for parents and family. A system that assists but holds parents accountable for the actions of their children. A diversion system that addresses juveniles when they are caught or arrested on their very first offense. A weekend stay at a juvenile detention facility or significant community service requirements on the offender before they become hardened or used to the system. A strong commitment to continuing education and/or training of the offender supported by strong sanctions on parents or guardians who do not follow through with these goals… Drug use should be viewed as a health issue and handled accordingly. Violent juvenile offenders should receive harsh penalties from the system. We should never permit violence to flourish or enable it with ineffective interventions. There should be no compromising on violent offenders."

- Agency leaders from the West ranked their local systems effectiveness more highly than did their counterparts in other parts of the country in terms of public safety and the rehabilitation of youth.

- Executives from large agencies (250 officers or more) have a particularly negative view of their local systems' effect on public safety, with 47% reporting their local juvenile justice system does not improve public safety, compared to 38% of all respondents. However, respondents from large departments are more likely to believe their local system promotes rehabilitation – just 29% said their local system does not promote rehabilitation, compared to 40% of respondents overall.
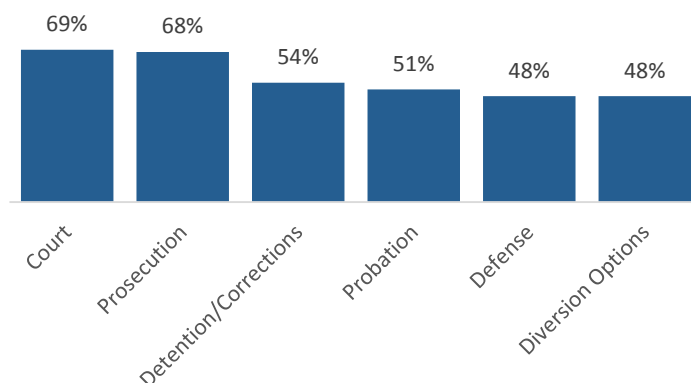
Figure 6: Efficacy of the Juvenile Justice System
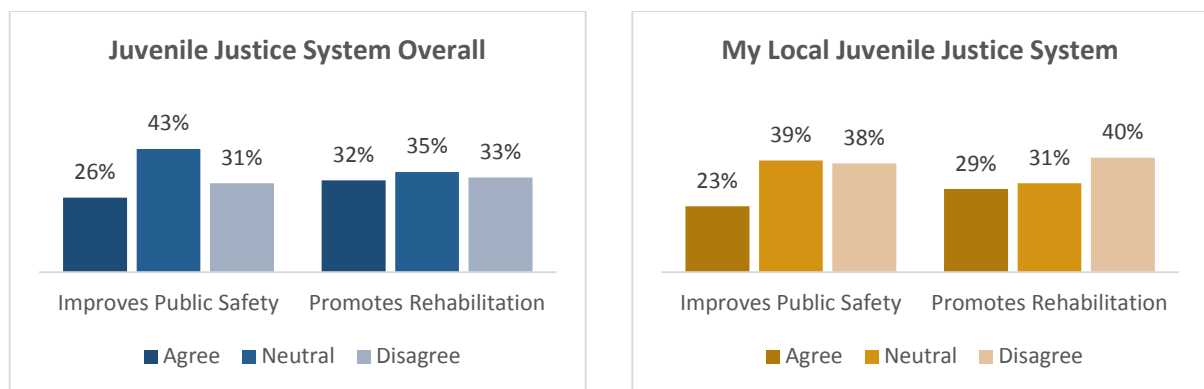
Understanding the Aspects of the Juvenile Justice System

Survey participants were asked to rate their understanding of various juvenile justice system components. About two-thirds believe they understand the juvenile court and prosecution, and approximately half feel they have an understanding of juvenile detention/corrections, probation, defense, or diversion options. Understanding is generally greater among those in larger departments and among those who are over the age of 50, who have youth crime officers in their department, and who reside in the Northeast.

Figure 7: Understanding of Juvenile Justice System Components

Survey participants were asked to rate their understanding of juvenile justice system components on a 5-point scale where "5" equals "strong understanding" and "1" equals "limited understanding."

This chart displays the percentage of respondents that rated their understanding a "4" or "5".

Law Enforcement Leadership

## Law Enforcement's Role in Juvenile Justice: Vision & Reality

There is a tremendous gap between the role law enforcement leaders believe they should have in the juvenile justice system and the role that most actually play.

A majority (79%) of survey respondents believe that law enforcement leaders have a significant role to play in the juvenile justice system. This belief is particularly prevalent among executives in large agencies (92% of those with 250 or more sworn officers).

Yet a small fraction of those surveyed said that they or others in their department exercise a significant role in their community's juvenile justice system. Four out of five agency executives said they or others in their department play at least some role in their community's juvenile justice system, but just one in five said they or others in their department play a *significant* role.

Those with a larger number of sworn officers or who have a youth crime officer were more likely to indicate they or others in their department play a significant role.

Figure 8: Leadership Role in Community's Juvenile Justice System
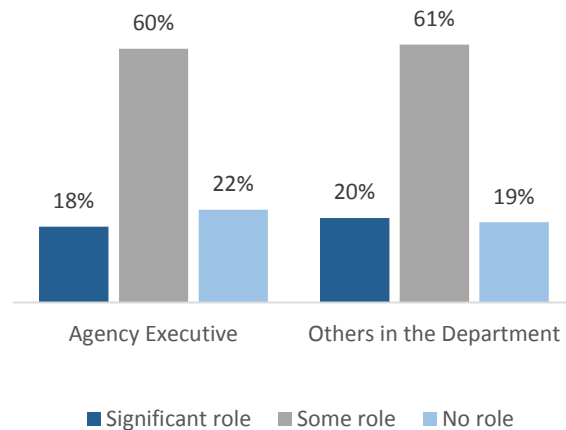
COMMENTS FROM AGENCY EXECUTIVES ON…
LEADERSHIP

-- Leaders need to realize that they have a role in juvenile justice. Whether they are invited to the table or not, they need to reach out to their juvenile court services and offer assistance. We need to work on formalizing partnerships within our community and take a more active role in the decisions that affect our youth.

-- Law enforcement leaders need to be willing to participate and communicate because the juveniles in the system now are the adult offenders in a few years. If we can work with the juvenile offenders with a comprehensive and collaborative system, we may help one of these kids change their life, which will lead to fewer victims in the future.

Law Enforcement Leaders Consulted by System Stakeholders

Most respondents (71%) said juvenile justice agencies or community groups seek input on juvenile justice matters at least occasionally from them and from others in their department. But only about one in six said that these groups *often* consult them or others in their department. Executives in large departments (250+ sworn officers) and those with a youth crime unit are about twice as likely to be consulted frequently on juvenile justice issues.

Figure 9: Frequency with which Juvenile Justice Agencies and Community Groups Seek Input from Department

- Often
- Sometimes
- Never
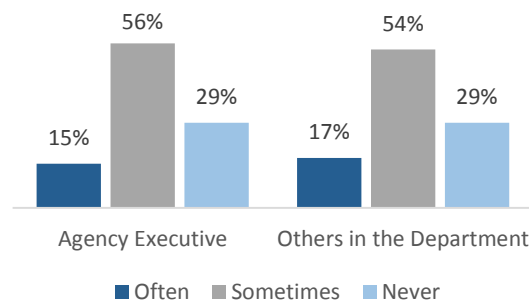
Participation in Juvenile Justice Advisory Groups

Just over one in five agency executives said they serve on any juvenile justice advisory groups. More than a third said others in their department serve on juvenile justice advisory groups. In departments with 250+ sworn officers, agency executives and others in the department are about twice as likely to participate in advisory groups.

Figure 10: Participation on Juvenile Justice Advisory Groups

- Yes
- No
- Not Sure
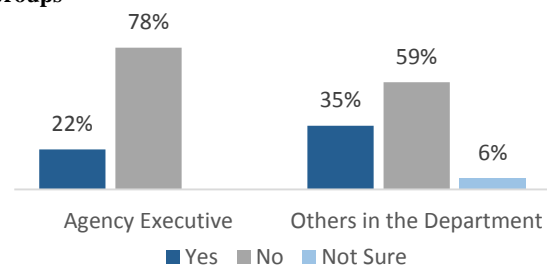
Agency Resources & Data Collection

Perceptions of Juvenile Crime Trends & Preparedness

Although nearly half of respondents indicated juvenile crime has increased in their community over the past five years, a majority indicated their department's prioritization of resources, their officers' preparedness, and their community's resources to respond to juvenile crime have remained the same.

COMMENTS FROM AGENCY EXECUTIVES ON…
AGENCY RESOURCES AND PREPAREDNESS

-- With fewer than 0.8 officers per 1,000 in my community, any programs that require personnel or additional workload will not happen. We are now reduced to responding to crimes and investigation as manpower constraints allow.

-- We usually see these kids before they have committed any crimes, but there is nothing in place to help them until they commit the act, then they can enter into the juvenile justice system. We need something that will force kids to get help before they act out.

In fact, more than one in five respondents (and even more in agencies in the West) indicated their community's resources to respond to juvenile crime have actually decreased over the past five years.

Those with more sworn officers and those who have youth crime officers were more likely to say their department's prioritization of resources and their officers' preparedness to respond to juvenile crime has increased. The South was the region where the greatest proportion of respondents indicated juvenile crime has increased over the past five years. This is also the region where more respondents said their officer's preparedness to respond to juvenile crime has increased.

Figure 11: Changes in the Community in the Past Five Years

	Increased	Remained the Same	Decreased
Juvenile Crime	46%	43%	11%
Department's Prioritization of Resources to Respond to Juvenile Crime	30%	60%	10%
Officer Preparedness to Respond to Juvenile Crime	38%	57%	5%
Community Resources to Respond to Juvenile Crime	18%	61%	21%
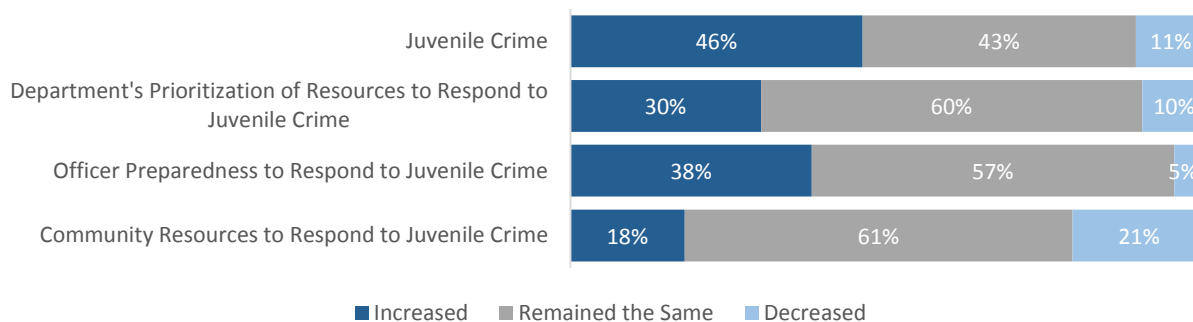
As detailed in Figure 12, fewer than half of the agencies surveyed (45%) actively collect and analyze data specific to juvenile crime. Gaps between national data suggesting juvenile crime is in decline and the prevalent perception of increased crime within individual communities highlight the importance of continued improvements in data collection. This likely discrepancy highlights the importance of continued improvements in data collection.

Data Collection & Analysis

While a majority of agencies have some type of data available when making decisions about arrest or diversion options, fewer than half (45%) actively collect and analyze data specific to juvenile crime. Of the agencies that collect and analyze this comparative statistical data, nearly three-quarters (72%) share this data with city officials, and about half share it with their community (52%) or neighboring jurisdictions (53%).

Departments in more populous jurisdictions of 25,000+ people are nearly twice as likely as their counterparts in jurisdictions with a population of fewer than 10,000 people to collect and analyze juvenile crime data (61% versus 31%).

COMMENTS FROM AGENCY EXECUTIVES ON…
DATA COLLECTION

-- What we measure we generally improve upon. We need to measure results of efforts and hold up best practices.

Larger departments in more densely populated areas, as well as departments in the South, are more likely to share comparative statistical data with their communities and with city officials.

**Figure 12: Department Collects and Analyzes Data Specific to Juvenile Crime**
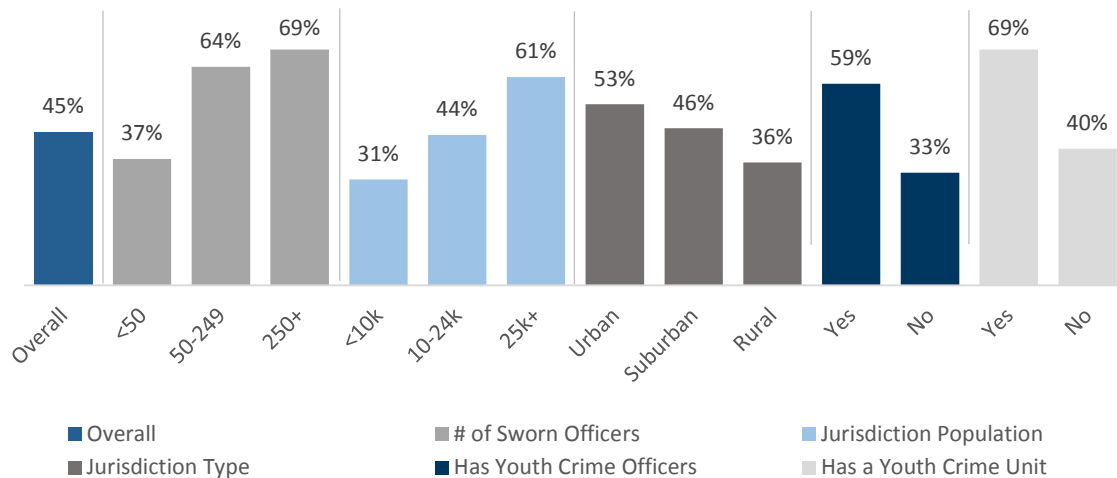
Officers Assigned to Youth Crime

Just under half of those surveyed (47%) said they have at least one officer who is specifically assigned to youth crime. Of those agencies who do, most (73%) place officers in schools and just over a third (38%) have a youth crime unit. On average, those with a youth crime unit or with officers assigned to schools have about four officers in such assignments.
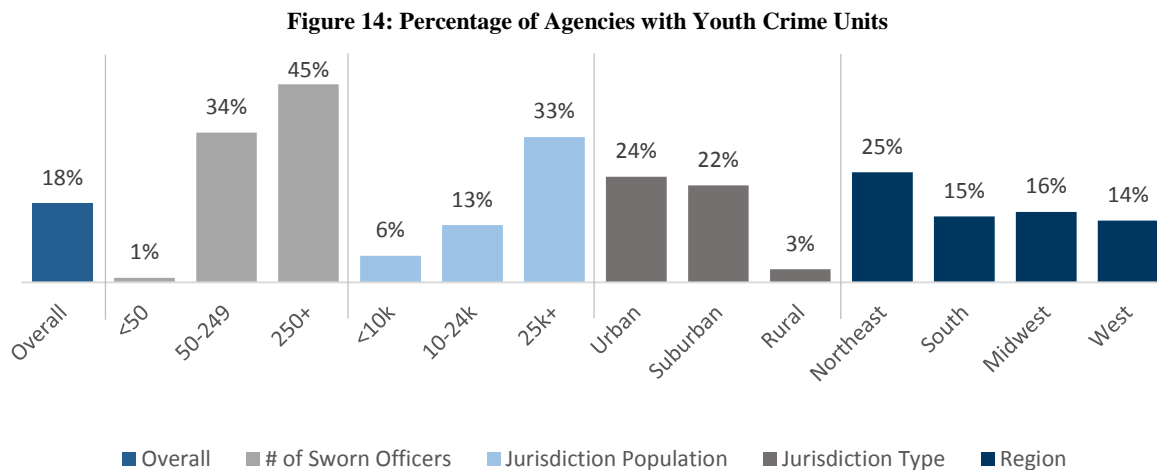
Larger, non-rural jurisdictions (with higher population and more sworn officers) are more likely to have officers assigned to youth crime. There are also regional differences – departments in the Northeast and Midwest are more likely than those in the South or West to have officers assigned to youth crime.

Figure 13: Officers Assigned to Youth Crime
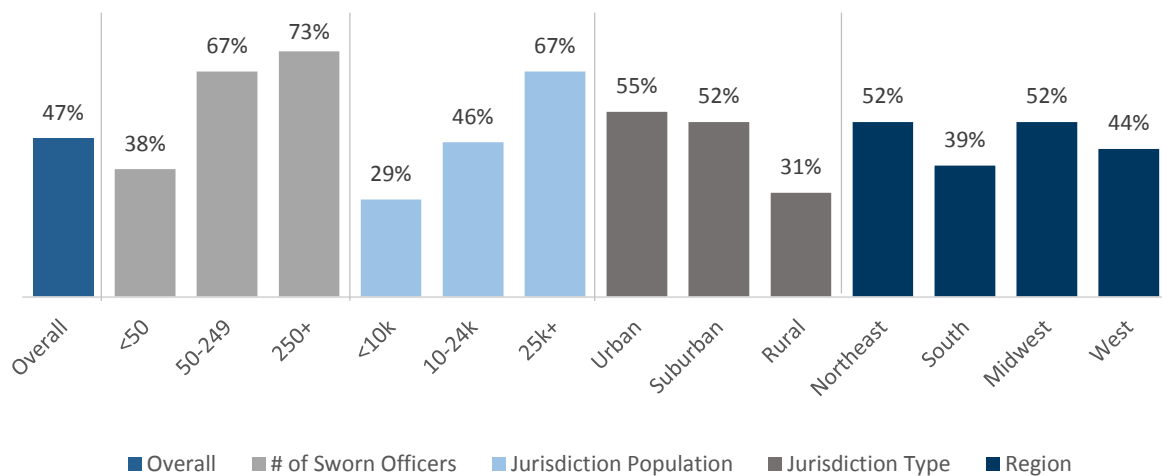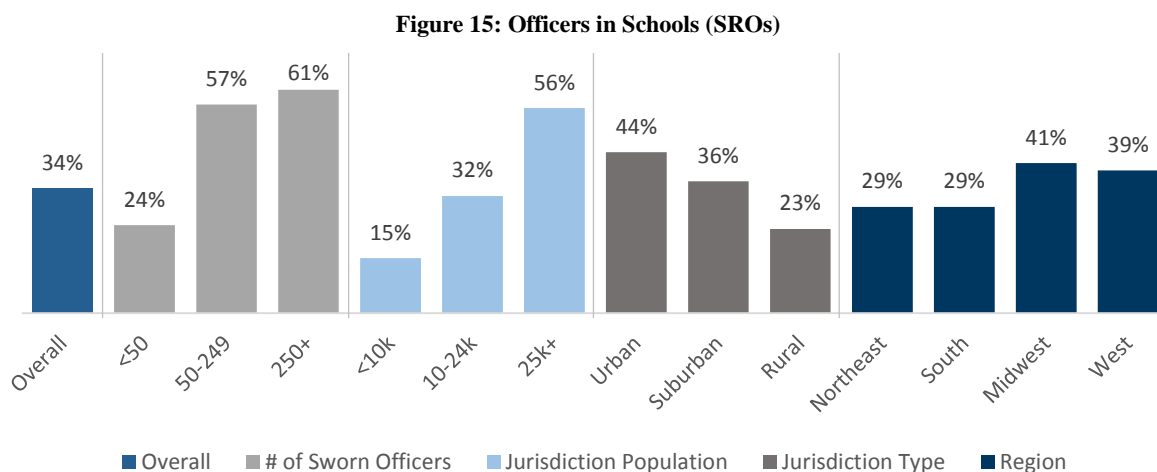
Youth Crime Units

Looking at the overall respondents—rather than just the subset of those who have officers assigned to youth crime—fewer than one in five have a youth crime unit. Smaller jurisdictions (with a population under 10,000 or fewer than 50 sworn officers) or rural jurisdictions are unlikely to have such a unit. Jurisdictions in the Northeast are more likely to have a youth crime unit than those in other areas of the country.

Figure 14: Percentage of Agencies with Youth Crime Units

Legend: Overall ■ # of Sworn Officers ■ Jurisdiction Population ■ Jurisdiction Type ■ Region

Data labels: Overall 18%; <50 1%; 50-249 34%; 250+ 45%; <10k 6%; 10-24k 13%; 25k+ 33%; Urban 24%; Suburban 22%; Rural 3%; Northeast 25%; South 15%; Midwest 16%; West 14%

School Resource Officers (SROs)

Just over a third of the departments represented in this survey place officers in schools (SROs). The likelihood of having officers in schools is higher in jurisdictions with a higher population and larger number of sworn officers. More than half of agencies with 50 or more sworn officers or a jurisdiction population of 25,000 or higher assign officers to schools.

Jurisdictions in the Midwest and West are more likely to have officers in schools than those in the Northeast or South.

Figure 15: Officers in Schools (SROs)

Legend: Overall ■ # of Sworn Officers ■ Jurisdiction Population ■ Jurisdiction Type ■ Region

Data labels: Overall 34%; <50 24%; 50-249 57%; 250+ 61%; <10k 15%; 10-24k 32%; 25k+ 56%; Urban 44%; Suburban 36%; Rural 23%; Northeast 29%; South 29%; Midwest 41%; West 39%

Community Resources & Collaboration

Resources for Juvenile Offenders & At-risk Youth

Survey participants were asked about resources that exist within their community to deal with youth, the effectiveness and availability of these resources, and whether their agencies have the option to refer juvenile offenders as well as at-risk/non-offending youth to these services.

The most widely available resources that exist in the community for juvenile offenders are community service, counseling/mental health treatment, and drug treatment and education -- each available in more than 80% of the communities represented in this survey. However, only about a third of those surveyed consider these resources to be effective (29-32%).

The resources considered more effective at reducing recidivism – youth/teen court, vocational training, mentoring, and school reengagement – are available in only about half of jurisdictions or fewer.   Respondents who have these resources available in their community ranked their effectiveness between 39% and 46%.

Officers have more options for referring juvenile offenders than at-risk youth who are not alleged to have committed an offense.

Figure 16: Resources for Juvenile Offenders and At-risk Youth

	Exists in Community	Effective	Adequately Available	Can Refer Juvenile Offenders	Can Refer At-risk Youth
Community Service	85%	29%	71%	43%	25%
Counseling/Mental Health Treatment	83%	32%	56%	43%	40%
Drug Treatment & Education	82%	30%	56%	38%	35%
School Reengagement	52%	43%	69%	39%	38%
Mentoring	48%	45%	53%	40%	43%
Restorative Justice/Mediation	48%	39%	57%	40%	27%
Youth/teen Court	45%	46%	80%	61%	30%
Vocational Training	40%	45%	63%	25%	27%

COMMENTS FROM AGENCY EXECUTIVES ON…
COMMUNITY RESOURCES

-- Law enforcement leaders need to advocate for more funding of youth activities and programs. After school programs are the most important. The time between the school day ending and parents arriving home from work (3:00 p.m. to 6:00 p.m.) is critical. We need to be sure that youth are involved and engaged in positive activities after school with supervision provided by mentoring adults.

Partnerships on Juvenile & Youth Issues

Law enforcement agencies are most likely to have formal partnerships with prosecutors, schools, juvenile courts, probation/parole, and other law enforcement agencies.

Informal collaboration is relatively common across a range of partners and is particularly prevalent with families, social services, counseling/mental health services, and drug treatment services. A significant proportion of survey respondents said they have neither a formal nor informal relationship with juvenile defense, juvenile corrections, drug treatment services, and other diversion programs.

Types of collaboration vary based on agency size, structure, and region:

- Departments that have more sworn officers or at least one officer assigned to youth crime are more likely to have formal partnerships with other groups concerning juvenile and youth issues.

- Departments with fewer sworn officers and without youth crime officers are more likely both to engage in informal collaboration and to report they have no partnerships with other juvenile justice system stakeholder groups.

- Agencies in the Northeast are also more likely to engage in formal partnerships and least likely to report having no type of partnership.

- Informal collaboration is particularly prevalent among agencies in the West.

Figure 17: Partnerships on Juvenile and Youth Issues
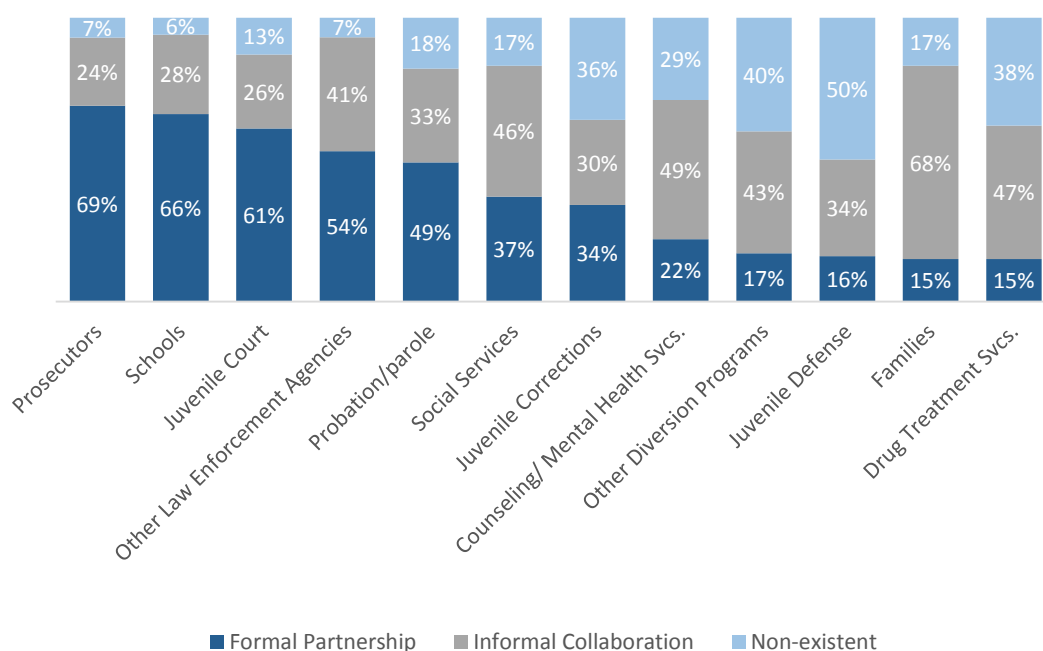
Community Feedback

Survey participants were asked how their agency receives feedback from the community regarding their handling of juvenile crime. Many departments reported receiving feedback via community gatherings or forums, media coverage, and community surveys. These means of feedback are particularly likely to be used by larger departments, in urban areas, and by departments that have youth crime officers.

Yet more than half of the agencies surveyed reported that they do not gather feedback at all. This is particularly the case for rural departments, those with fewer than 50 sworn officers, and those without youth crime officers. Among these agencies, roughly six out of ten do not gather feedback on their handling of juvenile crime.

Figure 18: Means by Which Agencies Gather Feedback from their Communities

Means of Feedback	Agencies Gathering Feedback
Community gatherings/forums	30%
Media coverage of police activities	24%
Community surveys	17%
Schools (partnerships, staff, etc.)	1%
Complaints	1%
School Resource Officers	1%
Juvenile Court/Prosecutors/Defense Attorneys	1%
Families/Parents	.4%
Other ways	3%
We do not gather feedback	52%

COMMENTS FROM AGENCY EXECUTIVES ON…
COLLABORATION

-- *You cannot do it alone as a chief – it has to be a collaboration.*

-- *In 38 years plus experience in law enforcement, I believe we talk too much about working together in this matter of juveniles, but we definitely work independently to each other.*

-- *A successful "system" requires the involvement of the entire community (i.e. families, courts, law enforcement, schools, faith-based organizations, healthcare, social services, corrections, etc.). As of now, these listed parties do not work in a coordinated fashion to offer the best services to our juvenile justice system… While certain strides have been made there is still too much finger pointing and friction in certain areas.*

Diversion & Other Alternatives to Formal Processing

Diversion programs, such as community service or drug treatment, serve as an alternative to the formal juvenile justice system while still holding young offenders accountable. There is substantial confidence among law enforcement leaders that diversion from formal processing can be effective in terms of preventing future crimes and saving tax dollars. However, only about half of departments reported having the authority to refer youth to diversion programs. Although more than half of departments (66%) can also issue citations, and many can also make station adjustments, there remain substantial barriers to employing alternatives to formal processing. 81% of departments said they faced obstacles to diverting an optimal number of juveniles, with legal constraints being the main obstacle cited (52% of respondents).

Perceptions of Diversion

More than three-quarters of agency executives (76%) believe that diversion programs such as community service or drug treatment help to prevent future offenses by youth who have committed relatively minor crimes, and 67% believe such programs save tax dollars in the long run. Those in departments with youth crime officers, those in the Northeast, and those in larger, non-rural jurisdictions are most likely to believe diversion programs prevent crime and save tax dollars.
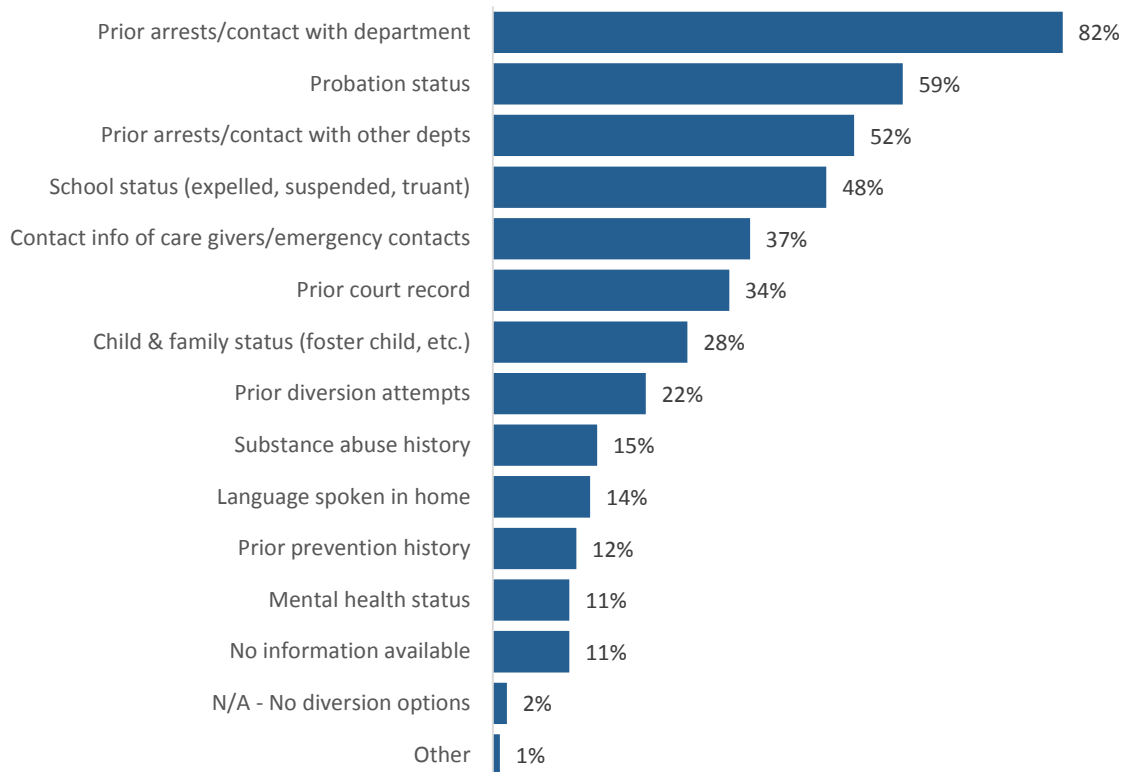
Figure 19: Beliefs about Diversion Programs
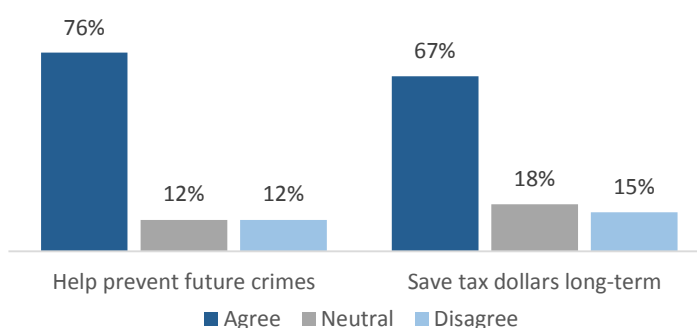
Information Available Prior to Arrest or Diversion

In the majority of agencies (87%), officers have some types of information at their disposal prior to making decisions about arrest or diversion. Prior arrests or contact with their department is the information most widely available. About half said they have access to probation status, prior arrests or contact with other agencies, or school status (expelled, suspended, or truant). Departments that have youth crime officers are more likely to have each of these sources of information available to them.
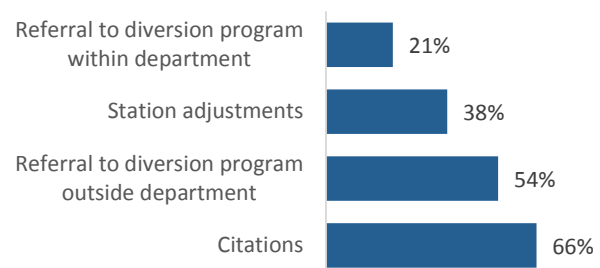
Figure 20: Information Available to Officers Prior to Making Decisions about Arrest or Diversion

Category	Percentage
Prior arrests/contact with department	82%
Probation status	59%
Prior arrests/contact with other depts	52%
School status (expelled, suspended, truant)	48%
Contact info of care givers/emergency contacts	37%
Prior court record	34%
Child & family status (foster child, etc.)	28%
Prior diversion attempts	22%
Substance abuse history	15%
Language spoken in home	14%
Prior prevention history	12%
Mental health status	11%
No information available	11%
N/A - No diversion options	2%
Other	1%

Authorities for Diversion, Citations & Station Adjustments

More than half of those surveyed said they have the option to issue citations or refer youth to diversion programs operated by other agencies or community groups in lieu of formally charging youth with a juvenile offense. Fewer have the option of station adjustments (whereby officers make the final determination on sanctions) or referral to a diversion program operated by their own department.

Figure 21: Options in Lieu of Formally Charging Youth with a Juvenile Offense

Option	Percentage
Referral to diversion program within department	21%
Station adjustments	38%
Referral to diversion program outside department	54%
Citations	66%

The citation option is most available in larger jurisdictions, and there are substantial regional differences in agency authority to employ the various alternatives to formal processing. The ability to issue citations is most prevalent in the West (73% versus 66% of respondents overall). Agencies in the Northeast are least likely to have the option of citations (58%), but they are substantially more likely to have all other options.

- 69% of agencies in the northeast can refer youth to diversion programs operated by other agencies, compared to 54% of overall respondents

- 31% of agencies in the northeast can refer to diversion programs within their own department, compared to 21% overall
- 58% of agencies in the northeast can make station adjustments, compared to 38% overall

Obstacles to Diversion

The vast majority of respondents, 81%, indicated they face at least some obstacles to diverting an optimal number of juveniles from formal processing.

- Legal constraints are the most frequently cited obstacle (52%). Departments in the south were particularly likely to cite legal constraints (63%).

- Many respondents also pointed to an insufficient number of diversion programs (38%), diversion programs not reporting back on outcomes (35%), and inadequate knowledge of existing programs (29%) as major obstacles.

- 10% of departments said that diversion programs in their community are ineffective, and 7% cited department culture as an obstacle.

Figure 22: Obstacles to Diversion
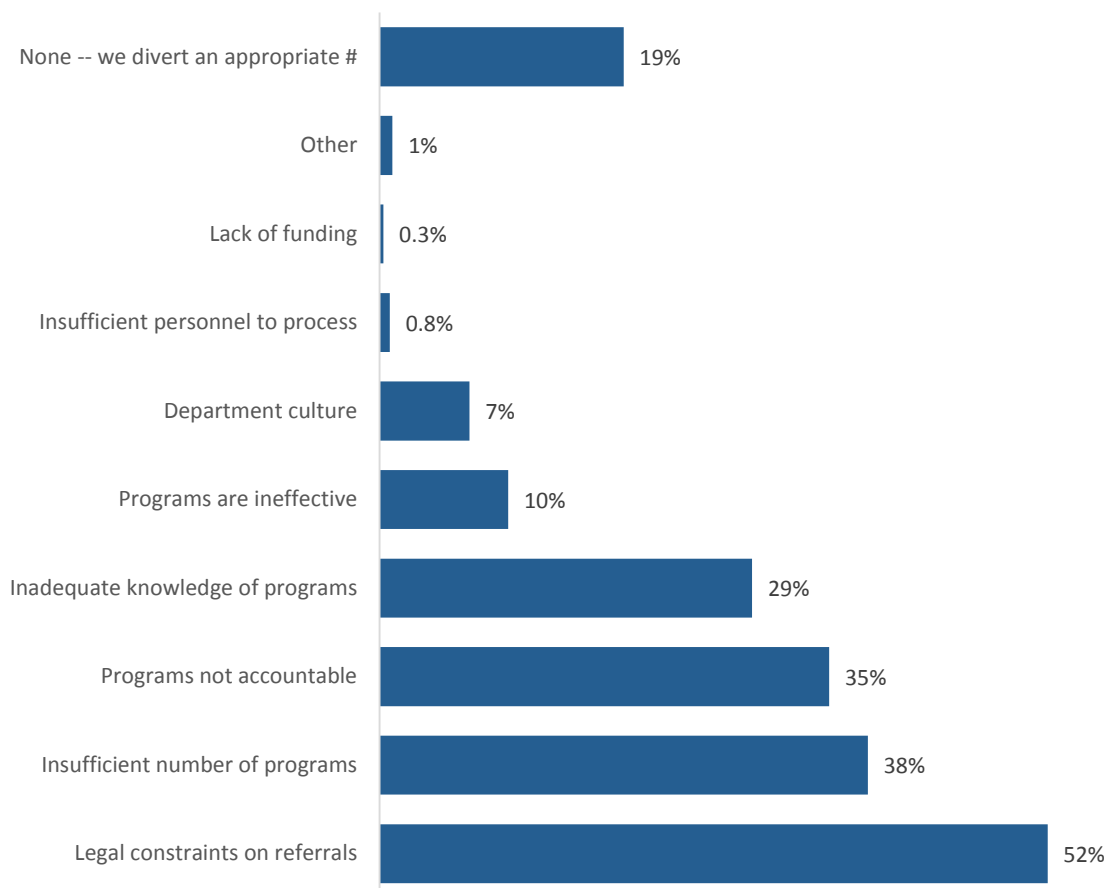
In cases where there are perceived restrictions on the authority to refer youth to diversion programs or to employ other alternatives to formal process, these restrictions are sometimes based on longstanding practice rather than on concrete legal constraints. The gap between what police agencies actually have the authority to do and their perceptions of that authority creates an opportunity to educate agency leaders and other juvenile justice system stakeholders about the full range of options available for handling young offenders and at-risk youth.

Access to Information on Diversion Outcomes & Program Effectiveness

Only a quarter of departments are kept apprised of outcomes of youth they divert or refer to services, and just 23% said their agencies receive information about the overall effectiveness of local juvenile programs.

- Officers are more likely to be kept apprised of diversion outcomes in departments that have youth crime officers or a youth crime unit (34%) and in the Northeast (42%). Officers in the South and West are particularly unlikely to receive such information (14% and 16%, respectively).

- Officers are more likely to be kept apprised of diversion outcomes in less urban and less densely populated jurisdictions -- 30% in communities with 10,000 people or fewer, compared to 21% in communities with a population of 25,000 or more.

- Conversely, jurisdictions with larger populations and more sworn officers are more likely to receive information about the overall effectiveness of juvenile programs. 31% of agencies in communities with a population of 25,000 or higher receive this information, compared to just 19% in smaller jurisdictions. Large agencies are particularly likely to receive this kind of information – with 49% of those with 250 or more sworn officers reporting they receive information about program effectiveness.

Figure 23: Officers Kept Apprised of Diversion Outcomes of Youth They Refer or Divert

Overall: 25%, <50: 28%, 50-249: 17%, 250+: 24%, <10k: 30%, 10-24k: 23%, 25k+: 21%, Urban: 17%, Suburban: 30%, Rural: 24%, Yes: 29%, No: 21%, Yes: 34%, No: 23%, Northeast: 42%, South: 14%, Midwest: 24%, West: 16%

Legend: Overall | # of Sworn Officers | Jurisdiction Population | Jurisdiction Type | Has Youth Crime Officers | Has Youth Crime Unit | Region
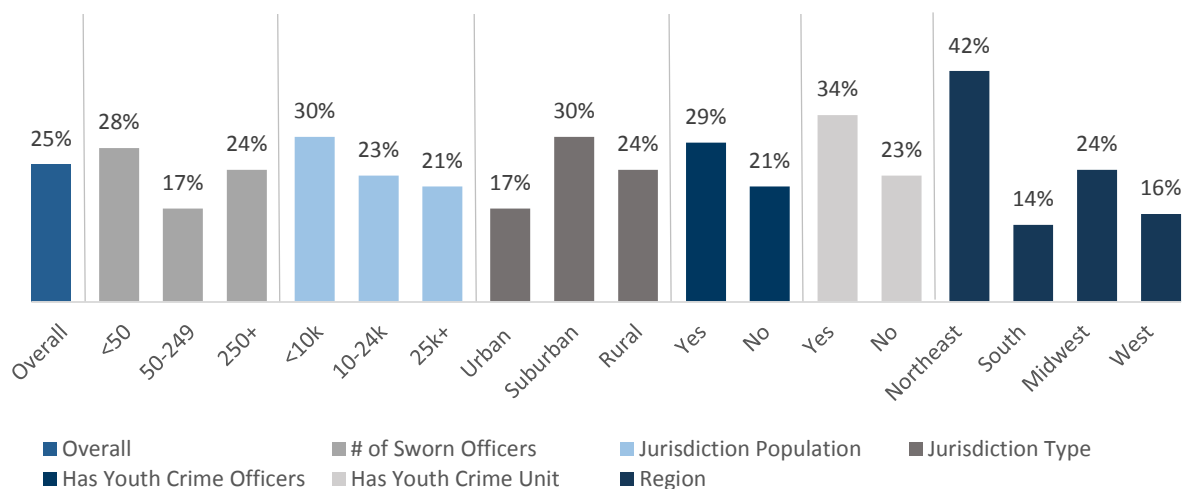
Figure 24: Agency Receives Information about the Effectiveness of Local Juvenile Programs

Legend:
- Overall
- # of Sworn Officers
- Jurisdiction Population
- Jurisdiction Type
- Has Youth Crime Officers
- Has Youth Crime Unit
- Region

Categories and values: Overall 23%, <50 20%, 50-249 27%, 250+ 49%, <10k 19%, 10-24k 19%, 25k+ 31%, Urban 28%, Suburban 23%, Rural 18%, Yes 30%, No 17%, Yes 36%, No 20%, Northeast 24%, South 21%, Midwest 23%, West 26%
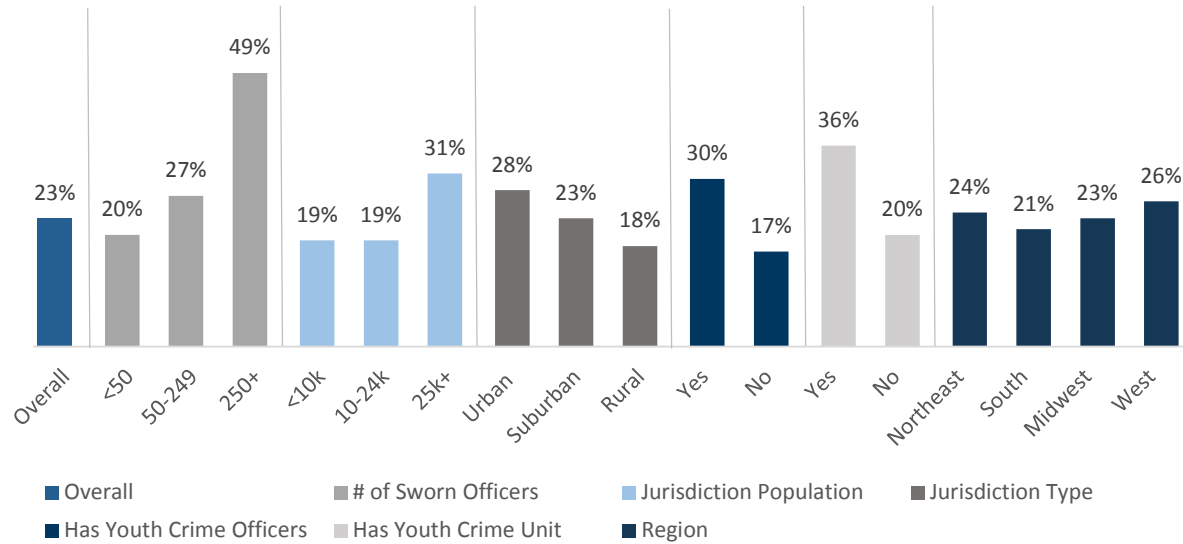
COMMENTS FROM AGENCY EXECUTIVES ON…
DIVERSION

-- *Kids need to be diverted from the system where appropriate in greater numbers. The system needs to really be looking at what is in the best interest of the kid… Figure out early on what's going on with these kids and their families and get them what they need. Avoid putting them in the criminal justice system in the first place.*

-- *A successful juvenile justice system would look to limit criminalizing the conduct of youths when he/she would be better served through services or diversionary programs that help educate or better serve the juvenile. A formal system would exist for persistent violators or others.*

-- *We have established a protocol that mandates that all juvenile arrests are reviewed for appropriateness for diversion prior to being sent to juvenile court. Other changes include a memorandum of agreement (MOA) with the Board of Education concerning the role of School Resource Officers in the schools, and increased training for officers concerning diversion alternatives.*

-- *Our area has a wonderful Juvenile Restorative Justice program that we interact regularly with. Their recidivism rate is 7%. The program focuses on the individual, and not only focuses on the restorative piece, but also on what services and supports the juvenile needs to be successful in life. This may include mental health, job shadowing, mentoring, educational help, parent education, etc.*

Agency Innovations

Survey respondents were asked to share information about any innovative practices or policies regarding youth that their department has implemented. 115 law enforcement professionals provided details regarding 144 innovative practices or policies.

Just over half of these initiatives dealt with some form of external collaboration. These practices and policies were about equally likely to be geared to juvenile offenders as to at-risk youth.

A substantial majority of the practices and policies shared aimed to prevent youth from committing offenses. About half of these initiatives deal with diverting juvenile offenders from formal processing, and nearly a quarter also aim to reintegrate youth who have already been processed and sanctioned.

Many initiatives had two or more stated aims and program components as reflected in Figures 25 and 26.

Figure 25: Types of Practices and Policies
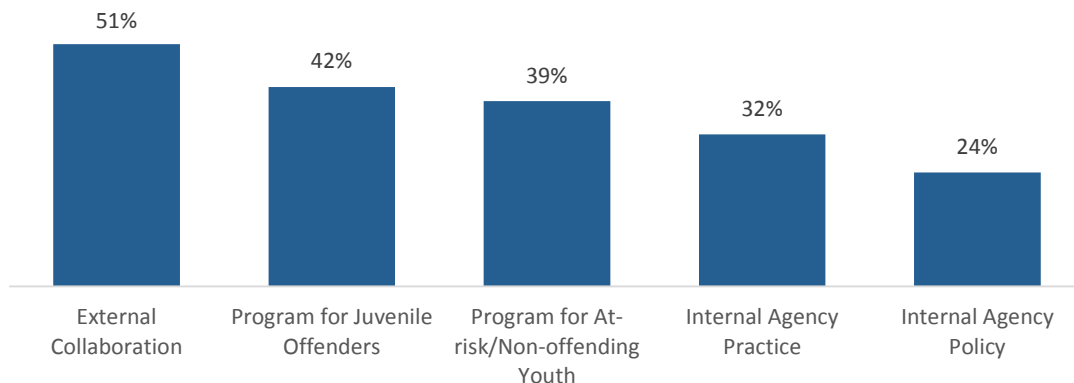
Figure 26: Purposes of Practices and Policies
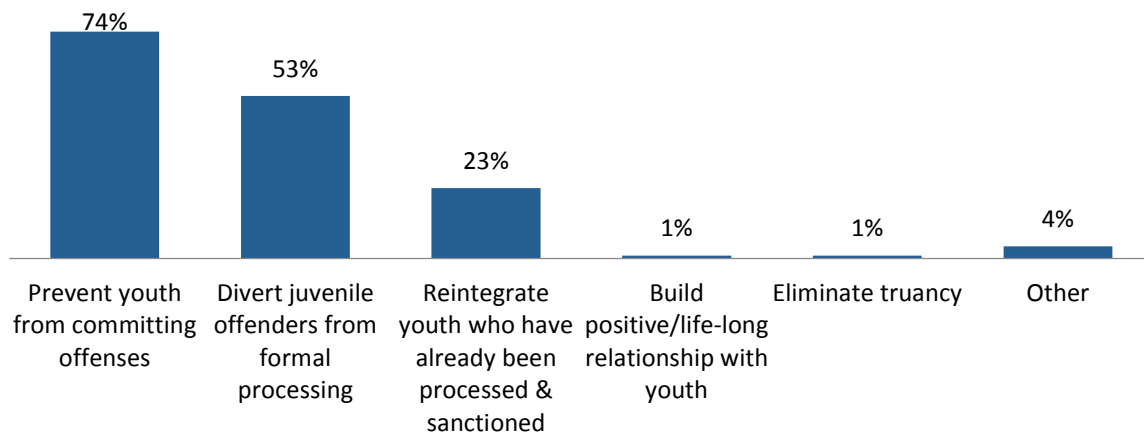
Effectiveness of Innovative Practices & Policies

A majority (84%) of agency executives believe the innovative practices or policies regarding youth that their departments have implemented have been effective. Most (73%) have used some method to evaluate the efficacy of the practices or policies they have implemented – most often feedback or evaluation by program participants or the community.

Figure 27: Perceived Effectiveness of Practices and Policies
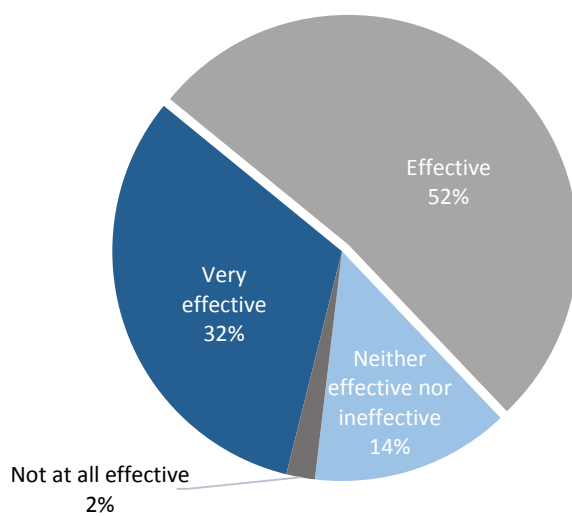
Figure 28: Means of Evaluating Practice or Policy
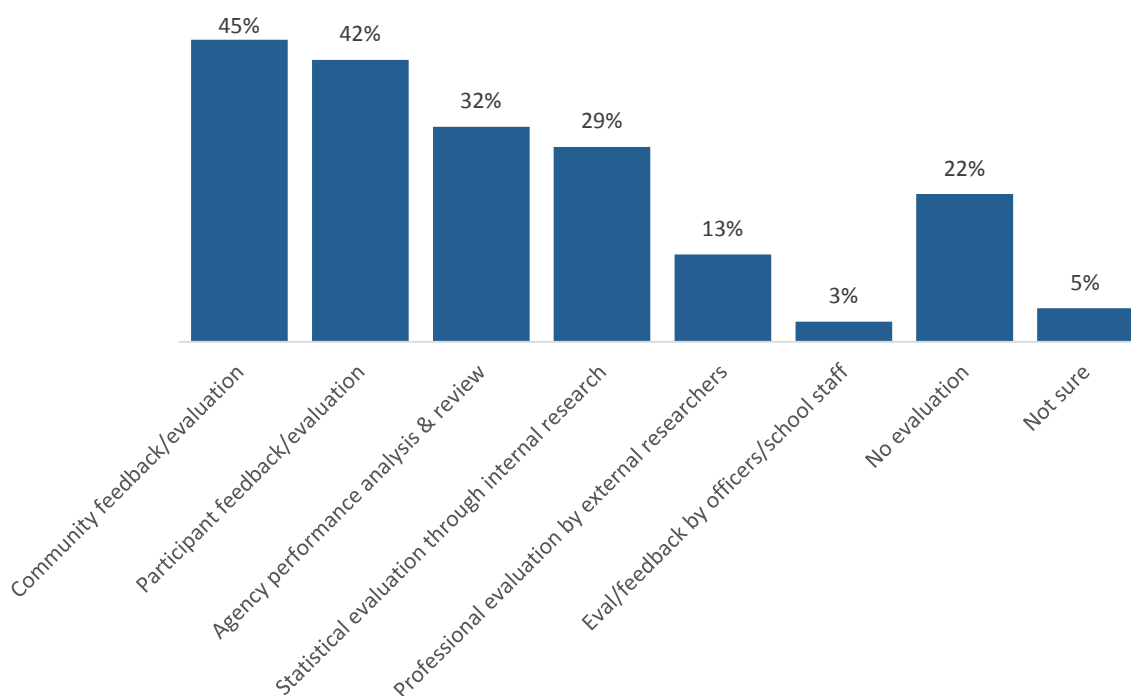
External Collaboration

Nearly three-quarters of respondents indicated that external organizations helped them to develop the innovative practices or policies their departments have implemented. Most often, school administration or teachers, community advocates or leaders, or school resource officers were the entities that assisted in developing innovative practices or policies regarding youth in the community.

Figure 29: External Organizations that Helped Develop Practice or Policy
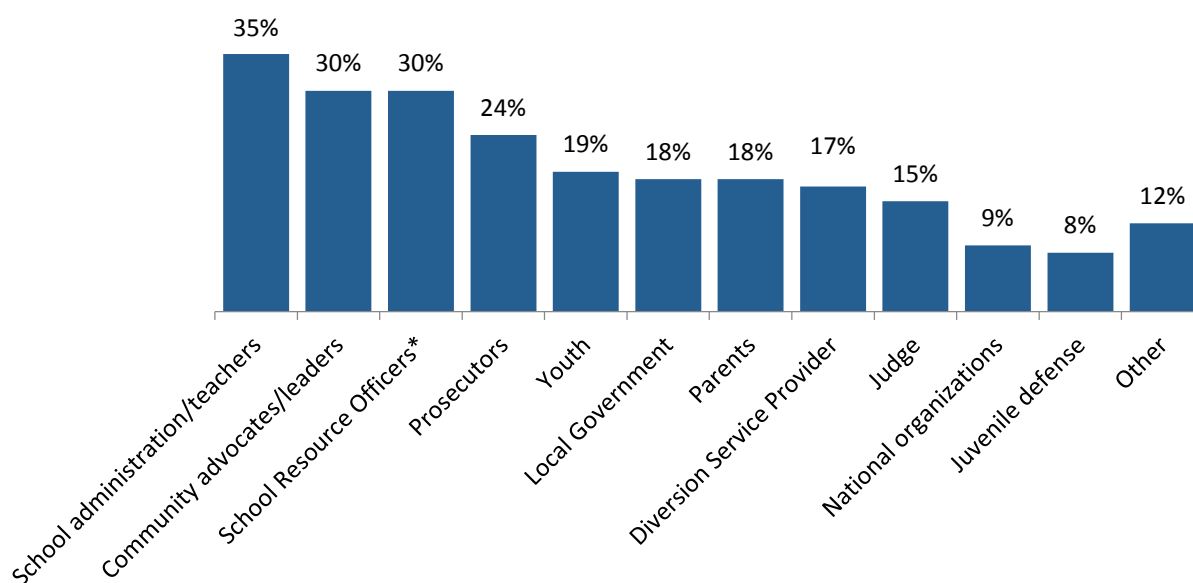
* Although school resources officers are not an external entity in that they are law enforcement officials, because of their work within schools we have included them as an external group for the purposes of this question.

External Funding

Just over a third of agency executives said they received external funding for the innovative practices or policies they have implemented—most often state, private, or federal funds. It is notable that 66% reported receiving no outside funding. This is surely due in part to inadequate and diminishing resources available for youth and juvenile justice programming, yet in some cases agencies may not have sought outside funding—creating an opportunity for agency executives to learn from their peers about successes establishing innovative partnerships to fund their initiatives.

Figure 30: Sources of External Funding for Innovative Practice or Policy

Category	Percentage
State funding	14%
Private/Foundation funding	11%
Federal funding	10%
City/Local funding	3%
School district	1%
Other	2%
None	66%
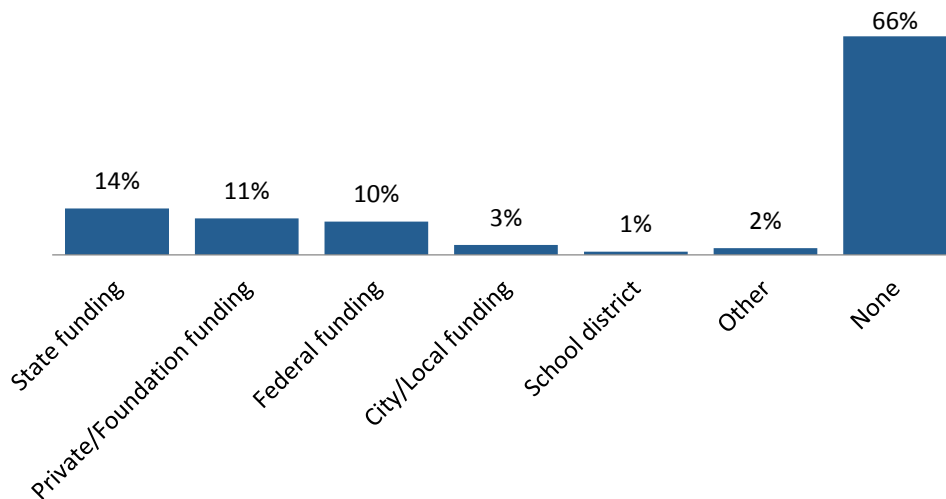
Recommendations for Strengthening the Role of Law Enforcement Leaders

Survey respondents were asked what recommendations they have on how law enforcement leaders can take a stronger role in juvenile justice system issues or response to juvenile crime. Nearly one third of respondents submitted recommendations. The most frequent suggestions focused on enabling law enforcement agencies to be more involved in juvenile justice system decisions, expanding the focus on early intervention, improving collaboration and information sharing across the system, and expanding the resources available within agencies and in the community to more effectively address the needs of youth and public safety.

Incorporate law enforcement input to improve the effectiveness of the juvenile justice system

Law enforcement officials interact with juveniles and their families on a daily basis – yet a quarter of recommendations focused on frustrations with the degree to which their local juvenile justice system makes important decisions without their input. Agency executives described numerous frustrations that arise from the failure to more systematically incorporate their input. Specifically:

- Often the system does not provide meaningful deterrence to prevent crime

- Booking processes and other procedures are unduly burdensome and redundant

- Frequently juveniles are not sanctioned in a timely manner

- Law enforcement officials have experienced an erosion of their authority to effectively address juvenile crime

- A lack of uniformity in juvenile laws and procedures across jurisdictions creates confusion

Focus on early intervention

Often law enforcement will have had many contacts with a young person before any act is committed that leads to an arrest. Law enforcement officials interact with youth in schools and in their neighborhoods and respond to calls involving their parents or other family members. Officers are well aware of households that are troubled environments for youth. One fifth of recommendations emphasized the importance of early intervention and referral of resources – including mental health and substance abuse screenings and service referrals, educational supports, services for parents, and getting SROs involved at schools.

Improve collaboration & information sharing

Law enforcement leaders expressed frustrations with the siloed decision making that is common in many of their local juvenile justice systems. One fifth of recommendations focused on the need to improve the flow of information among juvenile justice stakeholders and establish settings for systematic interaction among these groups. Specifically, agency leaders suggested the following:

- Collect and share data on juvenile crime and on the effectiveness of youth-focused programs to enable better decision making

- Provide law enforcement agencies with information on the outcomes of youth who they refer to community programs

- Facilitate systems to pool collective resources and discuss ways to work smarter as opposed to harder

- Enable better communication among law enforcement and the juvenile court system, and educate law enforcement officials on juvenile court processes

- Establish task forces or other settings to systematically enable decision making among local partners

Expand agency & community resources

Nearly a quarter of recommendations focused on the need for expanded resources within agencies and in the community to more effectively meet the needs of youth and advance public safety:

- Training for agency leaders and line officers on adolescent brain development, handling youth with substance abuse and mental health issues, responding to families in crisis

- More diversion programs and more effective youth focused programs generally – particularly by replicating successful models in other jurisdictions rather than "reinventing the wheel"

- Investments to enable agencies to dedicate staff needed to monitor or organize diversion programs

- Specific supports for rural agencies that generally have few or no options for diversion and referral

Figure 31: Most Prevalent Recommendations on Law Enforcement Leadership in Juvenile Justice and Response to Juvenile Crime

262 respondents provided 382 specific recommendations. Percentages refer to the proportion of recommendation on each topic rather than the proportion of individuals who raised the topic.

Increase law enforcement input on system design	Focus on early intervention	Improve collaboration and information sharing	Expand agency and community resources
26%	20%	21%	24%
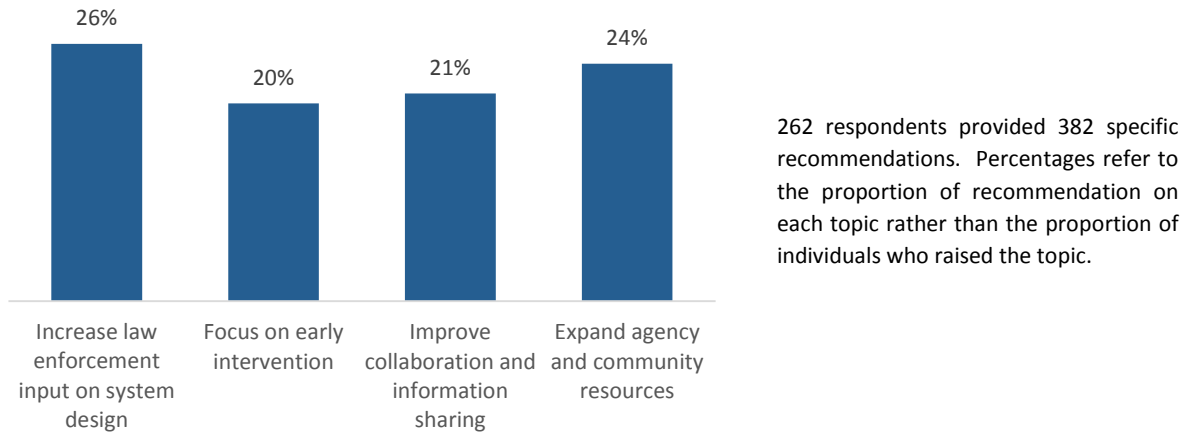
Conclusion

The results of this IACP national survey are compelling. The survey offers police leaders' perspectives on the juvenile justice system and details their leadership roles and agency response to juvenile offenders and at-risk youth. The results clearly reveal that while police leaders have powerful potential to lead and innovate, they also face a set of unresolved challenges that must be addressed before they can fully assert that leadership.

Throughout the survey, law enforcement leaders articulate clear support for the goals and assumptions that underlie the juvenile justice system – namely a recognition that youth are different from adults, and that public safety and the needs of individual youth are best served through approaches that recognize those differences. They believe that the focus must be on rehabilitating young offenders and preventing them, whenever possible, from sinking deeper into the juvenile and criminal justice systems.

And yet the leaders who participated in this survey are not sure how to effectively implement these concepts, who to best partner with, and specifically what their leadership role would look like. For example, law enforcement leaders:

- Want to take an active role in helping to improve the nation's juvenile justice system but encounter funding and other resource constraints that often limit their capacity to engage fully;

- View various programs for at-risk youth and juvenile offenders as holding great promise, but also report concern about access to those programs in their communities;

- Perceive the importance of a separate juvenile justice system, but at the same time are unsure of the efficacy of the current system;

- Struggle to find scientifically reliable research and evaluation on innovative juvenile offender programs on which to base decisions;

- And most importantly, they strongly believe they have a significant leadership role to play, but they seek advice and counsel on how to successfully carry out that role.

In summary, the results of this survey do a great deal to reinforce the importance of IACP's partnership with the MacArthur Foundation and our work on juvenile justice reform and innovative response to juvenile offenders. This data is already helping guide us as we approach the 2013 National Summit on

Law Enforcement Leadership in Juvenile Justice and the creation of a Juvenile Justice Leadership Institute curriculum for roll out in 2014.

The data will also be of great value not just to IACP and the MacArthur Foundation, but also to the broad community of organizations that we collaborate with in this work and to our federal partner – the Office of Juvenile Justice and Delinquency Prevention (OJJDP). Our longtime work with OJJDP to deliver departmental training on various aspects of juvenile justice is complementary to our MacArthur Foundation-funded work on involving law enforcement leaders in juvenile justice reform and agency response to juvenile offenders. In fact, we hope and believe that the data presented here will help guide the work of all of our organizations – both initiatives that we may undertake collaboratively and individually.

Appendix: Survey Instrument

The IACP in partnership with the John D. and Catherine T. MacArthur Foundation has begun a multiyear initiative entitled **Law Enforcement's Leadership Role in the Advancement of Promising Practices in Juvenile Justice.** The goal of this initiative is to increase the leadership role of state and local law enforcement executives to effectively address systemic juvenile justice issues as well as improve local responses to juvenile offenders.

Please take this survey at a location where you feel it is comfortable to answer questions. Depending on your answers, the survey should take 20-25 minutes. Your opinions and answers to this survey will be used by the IACP to develop an intensive leadership training curriculum reflecting the issues and needs identified.

The survey is being administered by HCM Research, an independent research firm. In order to guarantee confidentiality and encourage your objectivity, HCM Research will give all survey responses an identifying number and will keep any names and agency identifying information separate. HCM will only supply IACP with aggregate survey responses.

We know that your time is valuable. We appreciate your taking the time to complete this survey. If you have questions, please contact IACP Project Manager Kate Rhudy at rhudy@theiacp.org or 703-647-6827.

Background

In order to help us assure that we've captured all agency sizes please answer the following questions.

1. Which of the following best represents your jurisdiction's population?

   ❑ 1-9,999 ❑ 10,000-24,999 ❑ 25,000-49,999

   ❑ 50,000-99,999 ❑ 100,000-499,999 ❑ 500,000+

2. How many of your employees are sworn?

   ❑ 1-49 ❑ 50-249 ❑ 250-499 ❑ 500-999 ❑ 1000+

3. Which of the following describes your jurisdiction?

   ❑　　　Urban ❑ Suburban ❑ Rural ❑ Tribal ❑ Other (specify)_____

Knowledge and Understanding of Juvenile Justice System

For purposes of this survey, the terms "youth" and "juvenile" typically refer to anyone under the age of 18 or as legally defined by your state law.

4. Do you believe there should be a separate justice system for juveniles?

   ❑ Yes   ❑ No   ❑ Not sure

5. To what extent do you agree with the following statements: The Juvenile Justice System overall

		Strongly Agree				Strongly Disagree	Not Sure
a.	Improves public safety?	❑5	❑4	❑3	❑2	❑1	❑
b.	Promotes rehabilitation?	❑5	❑4	❑3	❑2	❑1	❑

6. To what extent do you agree with the following statements: Your local Juvenile Justice System

		Strongly Agree				Strongly Disagree	Not Sure
a.	Improves public safety?	❑5	❑4	❑3	❑2	❑1	❑
b.	Promotes rehabilitation?	❑5	❑4	❑3	❑2	❑1	❑

7. How would you rate your understanding of the following Juvenile Justice System components in your jurisdiction?

		Strong Understanding 5	4	3	2	Limited Understanding 1
a.	Juvenile court	❑5	❑4	❑3	❑2	❑1
b.	Juvenile prosecution	❑5	❑4	❑3	❑2	❑1
c.	Juvenile defense	❑5	❑4	❑3	❑2	❑1
d.	Juvenile detention/corrections	❑5	❑4	❑3	❑2	❑1
e.	Juvenile probation	❑5	❑4	❑3	❑2	❑1
f.	Diversion options	❑5	❑4	❑3	❑2	❑1

[Question 8 deleted]

Perception of Problem/Current Situation

9. In your community over the past five years how would you say the following has changed?

	Increased	Decreased	Remained the Same
a. Juvenile crime	❑	❑	❑
b. Your department's prioritization of resources to respond to juvenile crime	❑	❑	❑
c. Your officers' preparedness to respond to juvenile crime	❑	❑	❑
d. Your community's resources to respond to juvenile crime	❑	❑	❑

10. Please indicate your level of agreement or disagreement with the following statements.

	Agree Completely	Somewhat Agree	Neither Agree nor Disagree	Somewhat Disagree	Disagree Completely	Not Sure
a. Diversion programs such as community service, drug treatment, etc. for youth who have committed relatively minor crimes <u>help prevent future crimes.</u>	❑5	❑4	❑3	❑2	❑1	❑
b. Diversion programs such as community service, drug treatment, ect. for youth who have committed relatively minor crimes <u>save tax dollars in the long run.</u>	❑5	❑4	❑3	❑2	❑1	❑

Resources and Practices

11. In lieu of formally charging youth with a juvenile offense, do your officers have the option to divert juveniles through

	Yes	No	Not Sure
a. Citations	❑	❑	❑
b. Station adjustments (officers make final decision on sanctions)	❑	❑	❑
c. Referral to diversion program operated by police department	❑	❑	❑
d. Referral to diversion program operated by others	❑	❑	❑

12. Do the resources/options listed below exist in your community for juvenile offenders?

		Yes	No	Not Sure
a.	Community service	❑	❑	❑
b.	Counseling/mental health treatment	❑	❑	❑
c.	Drug treatment and education	❑	❑	❑
d.	Mentoring	❑	❑	❑
e.	Restorative justice/mediation	❑	❑	❑
f.	School reengagement	❑	❑	❑
g.	Vocational training	❑	❑	❑
h.	Youth/teen court	❑	❑	❑
i.	Other (Specify)	❑	❑	❑

For each "yes" in Q.12, ask Q.13-16.

13. How effective are the resources listed below at reducing recidivism in your community?

		Very Effective				Not at all Effective	Not Sure
a.	Community service	❑$_5$	❑$_4$	❑$_3$	❑$_2$	❑$_1$	❑
b.	Counseling/mental health treatment	❑$_5$	❑$_4$	❑$_3$	❑$_2$	❑$_1$	❑
c.	Drug treatment and education	❑$_5$	❑$_4$	❑$_3$	❑$_2$	❑$_1$	❑
d.	Mentoring	❑$_5$	❑$_4$	❑$_3$	❑$_2$	❑$_1$	❑
e.	Restorative justice/mediation	❑$_5$	❑$_4$	❑$_3$	❑$_2$	❑$_1$	❑
f.	School reengagement	❑$_5$	❑$_4$	❑$_3$	❑$_2$	❑$_1$	❑
g.	Vocational training	❑$_5$	❑$_4$	❑$_3$	❑$_2$	❑$_1$	❑
h.	Youth/teen court	❑$_5$	❑$_4$	❑$_3$	❑$_2$	❑$_1$	❑
i.	Other(Specify)	❑$_5$	❑$_4$	❑$_3$	❑$_2$	❑$_1$	❑

14. Given your needs, are these resources adequately available in your community?

		Yes	No	Not Sure
a.	Community service	❏	❏	❏
b.	Counseling/mental health treatment	❏	❏	❏
c.	Drug treatment and education	❏	❏	❏
d.	Mentoring	❏	❏	❏
e.	Restorative justice/mediation	❏	❏	❏
f.	School reengagement	❏	❏	❏
g.	Vocational training	❏	❏	❏
h.	Youth/teen court	❏	❏	❏
i.	Other (Specify)	❏	❏	❏

15-16. To which of these resources do your officers have the ability to refer juvenile offenders and to which can they refer at-risk/non-offending youth with whom they come into contact?

		15. Can refer juvenile offenders			16. Can refer at-risk/non-offending youth		
		Yes	No	Not Sure	Yes	No	Not Sure
a.	Community service	❏	❏	❏	❏	❏	❏
b.	Counseling/mental health treatment	❏	❏	❏	❏	❏	❏
c.	Drug treatment and education	❏	❏	❏	❏	❏	❏
d.	Mentoring	❏	❏	❏	❏	❏	❏
e.	Restorative justice/mediation	❏	❏	❏	❏	❏	❏
f.	School reengagement	❏	❏	❏	❏	❏	❏
g.	Vocational training	❏	❏	❏	❏	❏	❏
h.	Youth/teen court	❏	❏	❏	❏	❏	❏
i.	Other (Specify)	❏	❏	❏	❏	❏	❏

17.   What, if any, are the primary obstacles to diverting juveniles from formal processing in your jurisdiction? (Please select all that apply)

❑ Insufficient number of diversion programs

❑ Diversion programs in my community are not effective

❑ Diversion programs do not report back on outcomes/are not accountable

❑ Legal constraints on police authority to divert juveniles

❑ Department culture

❑ Inadequate knowledge of existing programs

❑ Other (specify)_____

❑ None- I believe we divert an appropriate number of juveniles

18.   What best describes your partnership on juvenile and youth issues with the following groups?

		Formal Partnership	Informal Collaboration	Non-Existent
a.	Counseling/mental health services	❑	❑	❑
b.	Drug treatment services	❑	❑	❑
c.	Families	❑	❑	❑
d.	Juvenile court	❑	❑	❑
e.	Juvenile defense	❑	❑	❑
f.	Juvenile corrections	❑	❑	❑
g.	Probation/Parole	❑	❑	❑
h.	Prosecutors	❑	❑	❑
i.	Schools	❑	❑	❑
j.	Social services	❑	❑	❑
k.	Other diversion programs	❑	❑	❑
l.	Other law enforcement agencies	❑	❑	❑
m.	Other (Specify)	❑	❑	❑

19.   How does your department receive feedback from your community on how your agency handles juvenile crime? (Select all that apply)

❑ Community surveys

❑ Community gatherings/forums

❑ Media coverage of police activities

❑ We do not gather feedback

❑ Other (specify)_____

20. What types of information do your officers have at their disposal prior to making decisions about arrest or diversion?   (Please select all that apply.)

❑ School status (expelled, suspended, truant)

❑ Probation status

❑ Prior diversion attempts

❑ Prior arrests by/contact with your department

❑ Prior arrests by/contact with other agencies

❑ Prior court proceedings/adjudications

❑ Child and family status (foster child, temporary custody, assigned a case worker, etc.)

❑ Mental health status

❑ Substance abuse history

❑ Prior prevention history (assessment and assignment to prevention program)

❑ Name, address, and phone number of caregivers and emergency contact persons

❑ Parents speak a language other than English/what language is spoken in the home

❑ Other (specify) _____

❑ No information is available prior to arrest or diversion

21. Does your department collect and analyze data specific to juvenile crime?

❑ Yes

❑ No

❑ Not sure

Ask Question 22 only for those who responded Yes to Question 21

22.   Do you share comparative statistical data (comp stat data) on juvenile crime with the following groups?

		Yes	No	Not Sure
a.	Your community	❑	❑	❑
b.	City officials	❑	❑	❑
c.	Neighboring jurisdictions	❑	❑	❑

23. Are your officers kept apprised of diversion outcomes of youth they refer or divert?

❑   Yes

❑   No

❑   Not sure

❑   N/A we do not refer/divert youth

24. Does your agency receive information about the effectiveness of any local juvenile programs?

❑   Yes

❑   No

❑   Not sure

Law Enforcement Leadership/Innovation

25. How much do you agree or disagree with the following statement?

I believe law enforcement leaders have a significant role to play in the juvenile justice system.

Strongly Agree				Strongly Disagree
5	4	3	2	1
❑	❑	❑	❑	❑

26. How much of a leadership role do you or others in your department have in your community's Juvenile Justice System?

	Significant role	Some role	No role
a. Me	❑	❑	❑
b. My department	❑	❑	❑

27. Do juvenile justice agencies or community groups seek input from you or others in your department on key juvenile justice issues?

	Often	Sometimes	No
a. Me	❑	❑	❑
b. My department	❑	❑	❑

28.   Do you or others in your department serve on any juvenile justice advisory groups?

	Yes	No	Not sure
a. Me	❑	❑	
b. My department	❑	❑	❑

29.   What has been your agency's most recent change regarding juveniles?

30.   Would you like to share information about any innovative practices or policies regarding youth that your department has implemented?

❑   Yes
❑   No → Skip to Q.32a

Ask Q.31 for a maximum of 3 practices.

31.

a.	Please explain one innovative practice or policy regarding youth in your community.
b.	Which best describes this practice or policy? (Please select all that apply) ❑ Program for juvenile offenders ❑ Programs for at rist/non-offending youth ❑ Internal agency policy ❑ Internal agency practice ❑ External collaboration ❑ Other (Specify)_____
c.	Which of the following is this intended to do? (Please select all that apply) ❑ Prevent youth from committing offenses ❑ Divert juvenile offenders from formal processing ❑ Reintegrate youth who have already been processed and sanctioned ❑ Other (specify)_____
d.	How effective do you believe this is: Very Effective Neither Effective Nor ineffective Not at all effective ❑$_5$ ❑$_4$ ❑$_3$ ❑$_2$ ❑$_1$

e.	Why did you give it this rating?
f.	How has the efficacy of this practice or policy been evaluated? (Please select all that apply) ❑ Professional evaluation by external researchers ❑ Statistical evaluation through internal research ❑ Agency performance analysis and review ❑ Community feedback/evaluation ❑ Participant feedback/evaluation ❑ Other (Specify)_____ ❑ N/A-no evaluation ❑ Not sure
g.	Did any external organizations help you develop this practice or policy? ❑ Yes ❑ No ❑ Not sure
h.	Which of the following external organizations helped you develop this practice or policy? (Select all that apply- only answer if yes above.) ❑ School administration/teachers ❑ SRO ❑ Youth ❑ Parents ❑ A national juvenile justice organization ❑ Community advocates/leaders ❑ Local diversion service provider ❑ Prosecutor ❑ Juvenile defense ❑ Judge ❑ Local government ❑ Other (Specify)_____
gg.	Did you receive any of the following forms of external funding for this practice or policy? ❑ Federal funding

	❑ State funding
	❑ Private/foundation funding
	❑ Other (specify)_____
	❑ None
i.	Would you like to share information about another innovative practice or policy?
	❑ Yes→ Ask for Second or Third practice or policy
	❑ No →Skip to Q.32a

32a. What would a successful juvenile justice system look like in your community?

32. What recommendations do you have for IACP and the MacArthur Foundation on how law enforcement leaders can take a stronger role in juvenile justice system issues or response to juvenile crime?

33. Do you have any officers assigned to youth crime?

    ❑ Yes

    ❑ No → Skip to Q.38

34. Do you have a youth crime unit?

    ❑ Yes

    ❑ No → Skip to Q.36

35. How many officers are assigned to the youth crime unit? __ __ __ officers   ❑ Don't Know

36. Do you place any of your officers in schools (SROs)?

    ❑ Yes

    ❑ No → Skip to Q.38

37. How many officers do you have assigned to schools?   __ __ __ officers   ❑ Don't Know

The following demographic questions are for statistical purposes only.

38. Are you the agency executive?

❑ Yes

❑ No → **Skip to Q.39a**

39. Which of the following includes your age?

❑ 18-29   ❑ 30-39   ❑ 40-49   ❑ 50-59   ❑ 60-69   ❑ 70+

39. Which of the following includes the agency executive's age?

❑ 18-29   ❑ 30-39   ❑ 40-49   ❑ 50-59   ❑ 60-69   ❑ 70+

40.   In what state or locality is your department located?

01) Alabama	11) Georgia	21) Maryland	31) New Jersey	41) South Carolina
02) Alaska	12) Hawaii	22) Massachusetts	32) New Mexico	42) South Dakota
03) Arizona	13) Idaho	23) Michigan	33) New York	43) Tennessee
04) Arkansas	14) Illinois	24) Mississippi	34) North Carolina	44) Texas
05) California	15) Indiana	25) Minnesota	35) North Dakota	45) Utah
06) Colorado	16) Iowa	26) Missouri	36) Ohio	46) Vermont
07) Connecticut	17) Kansas	27) Montana	37) Oklahoma	47) Virginia
08) Delaware	18) Kentucky	28) Nebraska	38) Oregon	48) Washington
09) DC-District of Columbia	19) Louisiana	29) Nevada	39) Pennsylvania	49) West Virginia
10) Florida	20) Maine	30) New Hampshire	40) Rhode Island	50) Wisconsin
				51) Wyoming

If Yes to Q38 ask Q41 if No to Q38 ask Q41a

41.   Please indicate your gender.

❑   Male

❑   Female

a.   Please indicate the agency executive's gender.

❑   Male

❑   Female

42.   Please provide your contact information below if you would like to receive information about IACP juvenile justice efforts.

If you elect to provide this information, HCM research will send your contact information to IACP, but will not disclose your survey responses. IACP will receive only aggregate survey data.

Name:

Agency:

Email:

Please click continue to submit your survey!

On behalf of the IACP and the MacArthur Foundation, thank you for your participation in this survey. We hope to have the opportunity to work with you on upcoming juvenile justice initiatives.

Click here to learn more about the IACP/MacArthur Foundation project Law Enforcement's Leadership Role in the Advancement of Promising Practices in Juvenile Justice.

For more information, please contact IACP Project Manager Kate Rhudy at rhudy@theiacp.org or 703-647-6827.