



Youth Justice & Prevention Satisfaction Survey

Youth & Guardians Closed/Transferred January 2022 – June 2023

Dane County Department of Human Services
Children, Youth & Families



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Purpose

...Of the Division of Children, Youth & Families

Dane County Department of Human Services (DCHDS) Division of Children, Youth and Families (CYF) is comprised of many subunits with the shared goal of providing services that **contribute to an environment where children, youth, and families can participate successfully in the community**. One of those units is Youth Justice & Prevention (YJP), which helps youth and families who are at-risk or involved with law enforcement. YJP strives to hold youth accountable for their behaviors, help youth build competencies that will make them a valued member of the community, and to address community safety.

...Of the Youth Justice & Prevention Survey

The goal of the Youth Justice & Prevention Satisfaction Survey is to give youth and their guardians a voice in the programs that serve them with an emphasis on uncovering what Youth Justice & Prevention can improve upon. The survey came out of interest from YJP staff wanting the families and the youth they serve to have a way to directly share their experiences with staff. It was important to staff the families have an avenue to share in a manner that allows them to speak openly and critically.

Background

More about Youth Justice & Prevention (YJP)

Youth Justice & Prevention provides a variety of proactive and reactive services for minors who are at-risk or involved with law enforcement. This survey focuses on reactive services initiated via referral when law enforcement decides to bring formal charges against a youth for a criminal offense committed in Dane County. The survey is sent to both the youth who have formal charges against them and the youth's guardian(s). Analysis refers to these two groups as "youth" and "guardians."

YJP follows the Balanced and Restorative Justice (BARJ) model in which response to crime focuses on:

1. **Competency development of youth and families** Building in youth and families, the ability to do the kinds of things that are valued by the community and providing opportunity to do these activities.
2. **Accountability** Promoting restoration of the human and relational aspects disrupted by crime by having an offender understand and accept responsibility for the harm to others and taking the necessary steps to repair the losses incurred through that harm.
3. **Community Protection** Responding in ways that promote both short- and long-term safety for the community.

YJP social workers assess referrals of youth and make recommendations to the court about how to best approach each case and person involved. The severity of the charge and action deemed appropriate determines with which program(s) youth interact. YJP programs eligible for the survey are on page 2 (note some programs have changed, the list reflects the programs at the time of surveying).

Assessment, Deflection, Deferment, and Stabilization (ADDS-II): The ADDS-II program is designed to reduce formal referrals to Juvenile Court for Dane County youth ages 10-17 with an arrest for misdemeanor battery, disorderly conduct, theft, criminal damage to property, carrying a concealed weapon, resisting/obstructing an officer, or other related charges. Youth referred to the District Attorney’s (DA) Office for a charging decision may be diverted to the ADDS-II program in lieu of facing formal charges based upon screening recommendations by DCDHS Juvenile Court social workers. Youth identified for participation in ADDS-II by the DA’s office sign a Deferred Prosecution Agreement (DPA) and participate in a 16-week program. During the 16 weeks, youth focus on topic areas including anger management, conflict resolution, decision-making, alcohol and drugs, sexual responsibility, gang prevention, and other related topics. In addition to the youth involvement, the parent/guardian(s) of the youth participate in four parent sessions that focus on the Juvenile Justice System, the educational system and community resources, and adolescent development. Parents also are provided with additional support and home visits to address ongoing concerns. Throughout their participation in ADDS-II, youth are monitored on their grades, school attendance, and behavior. Violation of the rules and expectations of ADDS-II, including facing new formal charges, result in the case’s return to Juvenile Court.

Court Diversion Unit (CDU): The Court Diversion Unit was created in November 2011. CDU-Intake social workers have the primary responsibility to perform all assessments on law enforcement referrals appropriate for deferred prosecution. In most cases, when a DPA is signed and accepted by the DA, CDU-Ongoing social workers will monitor the progress. In cases where formal court supervision is the final disposition, transfer to a formal ongoing unit may occur. The purpose of the CDU is to provide improved services for youth under informal supervision and as an attempt to impact the poor disproportionate minority contact (DMC) numbers that exist in the Dane County Youth Justice System. Programs such as ADDS-II and Metro are part of the CDU and hold youth accountable, provide community protection, and assist in developing competencies in youth.

Intake: When law enforcement referrals are appropriate for formal court involvement, referrals go to the Formal Intake Unit (Intake). A case goes to Intake when the youth is referred by law enforcement for violations of state statutes. Social workers in this unit perform assessment work based on evidence-based risk and needs assessment (COMPAS) as well as the Youth Assessment & Screening Instrument (YASI). If a DPA is the final case outcome, transfer to the CDU for supervision may occur.

The Formal Intake Unit covers custody intake when a new referral results in a youth being placed in secure custody at the Juvenile Reception Center (JRC), or Non-Secure Custody status at Shelter or in their home. The Custody Intake Social Worker will go over rights, the court process, and discuss recommendation options. The Custody Intake Social Worker will make a recommendation to the DA regarding the filing of a petition and the need to continue a custody status. The Custody Intake Social Worker will attend the custody hearing. Following the custody hearing, the Intake Supervisor will assign the youth/family to an Intake Social Worker.

Ongoing: Ongoing workers are assigned when the outcome of a youth’s referral results in formal court supervision. The Ongoing unit is responsible for monitoring the progress of the case and supporting the youth in successfully completing their formal court supervision. Ongoing social workers assist the youth and family in developing case plans that identify strategies, services, and supports to help youth achieve their goals. Services and supports may be both formal and informal and may address monitoring/supervision, decision making/problem solving, AODA/mental health, family relationships, community/peers, anger management, school, employment, skill building, etc. The youth’s case plan and progress are reviewed regularly and changes are made as needed. The Ongoing social worker works with the youth and family until the youth successfully completes their court supervision.

Neighborhood Intervention Program – Intensive Supervision (N.I.P.)¹: and Briarpatch provide intensive supervision for formal, court ordered youth, both male and female. Services within Intensive Supervision include school and home checks, electronic monitoring, urinalysis testing, competency groups, family meetings, curfew monitoring, and monthly reports to the court.

¹ We recognize the N.I.P. acronym is harmful to the Asian community. We have since changed the name of the program to simply Intensive Supervision. We only use the acronym here to be accurate to the program name survey respondents were asked to rate.

More about the YJP Satisfaction Survey

A cross-functional committee of YJP and Planning & Evaluation staff developed the base survey, which was administered in 2018 into 2020. The survey was discontinued when the COVID-19 pandemic stopped operations as usual in March 2020. The committee reconvened in 2021 to resume the survey. The survey was edited to reflect suggestions from prior reporting, simplification of questions, and/or to accurately reflect current operations. A list of edits follows.

- Refreshed imagery on the youth survey to modernize it from a clip art look to an emoji look
- The parent/guardian survey was changed to ask the youth’s demographics
- The question about gender was changed to follow the City of Madison best practices
- “Middle Eastern or North African” was added to the list of races²
- A test was run where half of the surveys asked ethnicity as its own question and the other half combined the ethnicity question with the race question so the list of races includes “Hispanic or Latino.” The combined question asks respondents to check all applicable categories.

Due to adjustments to several questions (see **Table 1**), comparing results to previous surveying is inappropriate.

Table 1: Changes to attributes

Satisfaction	<ol style="list-style-type: none"> Overall, I am satisfied with the services I received got. The location of the place where I got services was convenient easy for me to get to. The time when I got the services were available at times that were convenient was good for me. My worker put got services in place in a timely manner started quickly. The services I received got were right for me.
Respect	<ol style="list-style-type: none"> Staff My worker treated me with respect. Staff My worker respected my family’s religious or spiritual beliefs. Staff spoke with me in a way that I understood. I understood what my worker said. Staff were My worker was sensitive to my cultural/ethnic background culture or ethnicity. Staff My worker cared about what I had to say. My worker returned my phone calls, in a timely manner emails, or texts.
Supervision	<ol style="list-style-type: none"> My worker provided information to me that explained the Juvenile Court/DPA what could happen during the Dane County Youth Justice process. My worker asked about my needs and strengths— things I do well. I understood my role in my success what I needed to do to succeed. I could contact talk to my worker with any concerns worries I had. I believe that my input What I had to say was valued. I believe My worker treated me fairly.
Outcomes ³	<ol style="list-style-type: none"> I am better at following the rules at home... I get along better with my family members... I get along better with friends and other people... I attend My attendance at school more often is... My grades in school improved are... I am doing better in school.

Scale
Change

² The federal government is expected to change reporting standards for race to include “Middle Eastern or North African.”

³ These attributes were changed from rating on an agreement scale to rating as “a lot better”, “a little better”, “the same”, “a little worse”, or “a lot worse.”

Key Findings

The majority of survey findings are positive – opportunities for improvement are either systemic issues or moving YJP services from good to great.

Domains measure themes, and almost all domains in this survey have a very strong score:

- Family/Youth Involvement (92% positive),
- Culture and Respect (89%),
- Engagement (88%),
- Satisfaction (87%), and
- Access (83%).
- The domain that performs the worst is Outcomes (62% positive ratings).
 - The domain calculates the average percentage of youth who experience bettering in all areas. A more appropriate way to look at this is the proportion of respondents reporting at least one area has improved.
 - We shouldn't expect youth to show improvement in all areas measured (e.g., a youth may have good grades already and their involvement in Youth Justice & Prevention should not be expected to improve their grades "a lot" or "a little").
 - Instead, we hope that youth do not experience worsening in any area measured.
 - When adjusting this domain to check the proportion of youth who see an improvement in at least one outcome, YJP is on par with the Access domain (83% have at least one positive outcome).

YJP program strengths – these include the strongest performing attributes and themes from open-ended comments.

- The best performing attributes are:
 - My worker treated me with respect (95% net agree; 68% "strongly agree")
 - My worker explained what could happen during the Dane County Youth Justice process (95% net agree; 62% "strongly agree")
 - My worker cared about what I had to say (93% net agree; 61% "strongly agree")
 - My privacy was respected at all times (92% net agree; 62% "strongly agree")
- When speaking to the **most helpful** thing about the services they received, youth shared positive outcomes of learning and growing from their mistakes, gaining confidence, and learning skills to help control their impulses and keep themselves out of trouble.

YJP program opportunities – these include attributes with relatively higher neutral ratings and themes from open-ended comments.

- Attributes with room for improvement (goal is to move from "neutral" ratings to agreement):
 - I have friends who help me stay out of trouble (13% "disagree" and 24% "neutral")
 - Negative ratings mostly come from guardians
 - I could talk to my worker about worries I had (15% "neutral")
 - The place where I got services was easy for me to get to (14% "neutral")
 - I had a good relationship with my worker (14% "neutral")
- Guardians are critical of connections to mental health services and between the youth and adult justice systems
- Guardians also want to see staff demographics that better align with their children

Families call out the need to address systemic issues – specifically, having staff of color and how the youth and adult justice systems do not work well together. Concerning having more staff of color, one person bluntly stated, “Recruit, hire, and train Black and Brown young adults that come from the neighborhoods you serve – only then will you see real change. White women simply don’t know what these youth are up against.” Dane County Department of Human Services (DCDHS) has identified this as a need across the entire department. *Advancing Racial Justice* is a priority for DCDHS’ 2021-2026 strategic plan and aims to “advance racial justice in Dane County through the programs we fund, the services and resources we provide, and how we recruit and retain staff of color.”⁴ As of November 2, 2021 Children, Youth, and Families (CYF) employees were 28.6% persons of color and Youth Justice & Prevention staff were 30.8% persons of color.⁵ As of December 2023, the proportion of CYF and YJP staff identifying as persons of color have both increased (30.9% and 39.7%, respectively).⁶ For comparison, the US Census Bureau reports Dane County is 22.0% persons of color (2022 estimates).⁷ YJP is leveraging departmental-provided opportunities to further diversify their staff and/or upskill White, Non-Hispanic staff on working with persons of color.

YJP, like many other services, is suffering from not enough availability of mental health service providers, as well as mental health service providers with expertise in serving persons of color. In some cases, this has left families to identify their own therapists and pay for these services out of pocket. These issues are at the forefront of Dane County Department of Human Service’s roadmap forward. It is encapsulated by Priority 4: Strengthen Our Partnerships and Priority 5: Innovate and Build Systemic Solutions to Our Communities’ Challenges of DCDHS’ 2021-2026 strategic plan.⁸

Our fifth priority is to innovate and build systemic solutions that reduce multi-system involvement for individuals with behavioral health needs or facing housing instability, in which individuals receive culturally competent and person-centered services.

Priority 4: Strengthen Our Partnerships, works on **building trusting collaborative partnerships, internally and externally, to ensure the Department meets the needs of all communities in innovative and effective ways.** YJP is contributing to one of the initiatives in this priority area – *seek feedback on the experience of our clients to broaden the community and lived-experience voice in service delivery* – by continuously sending and analyzing this survey.

⁴ “Dane County Department of Human Services Vision: Next 2021-2026,” Dane County Department of Human Services, accessed August 22, 2023, <https://strategic-plan.dcdhs.com/documents/pdf/VisionNext-final-w.appendices.pdf>.

⁵ “DCDHS Staff Demographics,” Dane County Department of Human Services, November 2, 2021, <https://danecountyhumanservices.org/documents/pdf/Reports/Q4-21-RaceEthnicity.pdf>. Where persons of color identify as anything other than White, Non-Hispanic.

⁶ “DCDHS Staff Demographics,” Dane County Department of Human Services, December 21, 2023, <https://www.danecountyhumanservices.org/documents/pdf/Reports/Staff/Q4-23-RaceEthnicity.pdf>. Where persons of color identify as anything other than White, Non-Hispanic.

⁷ “QuickFacts Dane County, Wisconsin,” United States Census Bureau, accessed August 23, 2023, <https://www.census.gov/quickfacts/fact/table/danecountywisconsin/PST045222>.

⁸ See footnote 3.

Actions Taken in Response to Survey Results

In response to these survey results, YJP convened a committee to take on four charges.

Charge	Progress as of February 2024
Increase survey response rate	<ul style="list-style-type: none"> Electronic survey invitation has been changed to look less like spam – the “From” name is more recognizable and there is more detail in the body of the email Staff will be reminded at unit meetings to give families a heads up that a survey is coming by email or postal mail at time of transfer or closing Preliminary results indicate these changes have boosted response
Check which programs are eligible for the survey	<ul style="list-style-type: none"> YJP has reorganized since this survey was launched, making it necessary to change the eligibility list ADDs-II no longer exists and has been removed from the eligibility list Added individual mentoring with Rick & Joe to the eligibility list Some program names used on the survey have been changed to simply Intake, Ongoing, and Intensive Supervision to better align with how families refer to the programs This discussion led to a proposal of where program feedback could head next and will be shared with the YJP Manager
Discuss strategies to effectively share results with YJP staff	<ul style="list-style-type: none"> Creating personalized reports for each staff member who was rated in this survey. The results will remain aggregated and steps have been taken to ensure the confidentiality of respondents’ identities. Planning & Evaluation staff will present the survey results at a YJP all-staff meeting (recorded and posted to a staff portal) as well as at individual unit meetings This report was refined and published on the DCDHS website
Evaluate if we are asking the right closed-ended questions as they relate to outcomes	<ul style="list-style-type: none"> Youth described their progress differently than the attributes measured in the outcomes domain In response, as of February 2024, added three attributes to the survey: <ul style="list-style-type: none"> I/My child’s confidence is... I/My child’s self-control is... My child/Our family got the help we needed...

The survey continues and will be analyzed every 12 to 18 months. Future analyses aim to trend data over time as well as provide results by service area (Intake, Ongoing, Intensive Supervision, Individual Mentoring). Observations gathered from the survey will continue to be one piece of information taken into consideration during decision-making processes; it is not a standalone source for decision-making.

Surveying

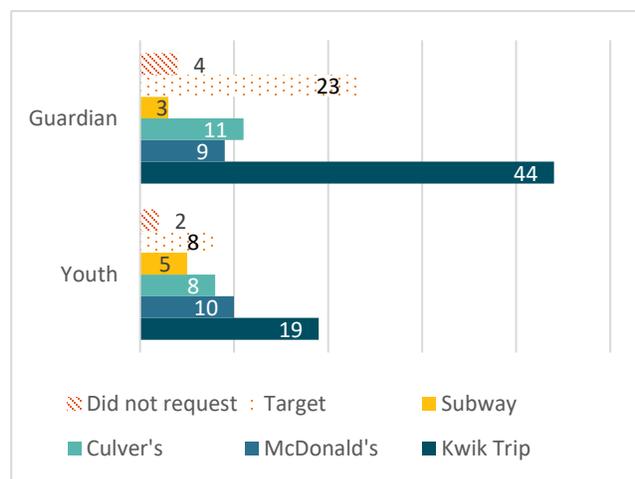
Survey Administration

The closing or transfer of cases in ADDS-II, CDU, Intake, Ongoing, and Neighborhood Intervention Program-Intensive Supervision units triggered sending a survey to the youth and their guardian(s). Surveys were sent on a rolling basis as notification of transfer/closure came to support staff. The primary distribution method was email with postal mail as backup. Youth received an email invitation at their email address (if it was not a school email address). If the youth did not have an email address and the guardian had an email address, then the youth’s survey and the guardian’s survey both were sent to the guardian’s email address. If there was no email address, then the surveys were sent by postal mail. In the case that both parents had the same postal address, a survey was sent to both parents.⁹

Anyone who returned a completed survey received a \$10 gift card. At first, respondents were only eligible for Target e-gift cards. This did not seem to motivate responding. Therefore, when all of the pre-ordered Target e-gift cards ran out, the incentive changed to physical gift cards. With the change to physical gift cards, respondents also got a choice of \$10 to McDonald’s, Culver’s, Subway, or Kwik Trip.

Kwik Trip is by far the most popular vendor; however, there is still value in allowing respondents to choose another gift card if Kwik Trip does not appeal to them (see **Figure 1**). The importance of variety is especially true for youth.

Figure 1: Incentive chosen by age



Survey Population

To be eligible for survey results in this report, youth had to transfer or close a service between January 1, 2022 and June 30, 2023. Youth in incarceration were not eligible for the survey, as we did not have an identification number needed to reach them. Surveys also were held if the case notes deemed that sending a survey could cause harm (e.g., the family is in crisis, extreme cases of family conflict, etc.). Additionally, surveys were not mailed if the notification of transfer/closure came to the support staff more than 30 days after the transfer/closing. Involvement in any system can be traumatizing for the individual and their loved ones. To avoid re-traumatizing youth and their families there is a 30-day window from close/transfer to sending the survey; if more time has gone by there is concern the survey would cause the family undue harm. In all, 62 surveys were held mostly for a delay in notification (50). As of summer 2023, all programs are doing well with timely notification of transfer/closure.

⁹ Each case has a reference person, main adult contact. In YJP operations, the adult contacts in the case are labeled “mother” and “father.” The reference person is often the mother. This automatically increases female voice in our survey responses. To add in more male perspective, when the father appeared to be involved in the youth’s care they were also sent a survey invitation. In some cases the mother or father did not receive a survey if case notes indicate the youth was under the care of another family member. For this reason, we refer to this group of survey completers as “guardians” instead of “parents.”

Trustworthiness of the Survey

Many people are inclined to judge the quality of a survey on whether it has a “high” response rate. However, there are several factors to consider when determining trustworthiness of a survey – response rate, alignment with population, and margin of error.

Response Rate

Table 2 shows the response rate by youth/guardian and distribution method. Overall, guardians were generally more responsive than youth (10% average for youth versus 14% average for guardians). **Out of the 1,174 survey invitations distributed, 146 people completed the survey.** This results in a total response rate for the survey of 12%. Notably, postal mail out performs electronic delivery at this time.

Table 2: Survey responses by age group and program

	Youth			Guardians		
	Eligible	Completed	Response Rate	Eligible	Completed	Response Rate
Total	522	52	10%	652	94	14%
ADDS-II	10	1	10%	10	1	10%
CDU – Intake	167	18	11%	215	39	18%
CDU – Ongoing	121	8	7%	147	20	14%
Intake	96	11	11%	115	12	10%
Ongoing	104	13	13%	133	19	14%
N.I.P. ¹⁰	24	1	4%	32	3	9%
Electronic	385	31	8%	503	64	13%
<i>Email</i>	79	5	6%	98	10	10%
<i>Qualtrics</i>	306	26	8%	405	54	13%
Postal Mail	137	21	15%	149	30	20%

A work group was formed after seeing these results. One of their charges was to increase response rate. As a result, the email invitation was adjusted to have a more recognizable from name as well as providing more detail in the body so it was clear DCDHS Youth Justice & Prevention was sending the link. Additionally, staff are asked to give families they are working with notice of the survey. These few changes appear to have had an immediate positive impact on the response rate. The response rates in **Table 2** will be used as a baseline for future analyses, which will confirm or deny the efficiency of those changes.

Alignment with Population

Alignment of those who completed the survey to those who were asked to complete the survey is also important in judging survey quality (see **Table 3**). If Table 3 looks familiar, that is because the “n” in this table are the same as **Table 2**. The difference is the percentages. Table 2 calculates the response rate (number completed/number eligible in a given row) and Table 3 divides the row n by the column total to

¹⁰ N.I.P. = Neighborhood Intervention Services – Intensive Supervision program

show the proportion of the row as part of the whole. To be representative, we would expect the percentage in **Table 3**'s eligible column to be close to the percentage in the completed column.

Table 3: Alignment with population

	Youth				Guardians			
	Eligible		Completed		Eligible		Completed	
	n	%	n	%	n	%	n	%
Total	522	100%	52	100%	652	100%	94	100%
ADDS-II	10	2%	1	2%	10	2%	1	1%
CDU – Intake	167	32%	18	35%	215	33%	39	41%
CDU – Ongoing	121	23%	8	15%	147	23%	20	21%
Intake	96	18%	11	21%	115	18%	12	13%
Ongoing	104	20%	13	25%	133	20%	19	20%
N.I.P. ¹¹	24	5%	1	2%	32	5%	3	3%
Electronic	385	74%	31	60%	503	77%	64	68%
<i>Email</i>	79	15%	5	10%	98	15%	10	11%
<i>Qualtrics</i>	306	59%	26	50%	405	62%	54	57%
Postal Mail	137	26%	21	40%	149	23%	30	32%

Generally, the proportion of survey respondents matches well to the number of invitations sent out by program and distribution method (see **Table 3**). While there are noticeable differences, many of those are not statistically significant – which means these differences could have happened by chance. The only significant differences are among youth by distribution method. A disproportionately smaller number of youth responded to electronic inquires than were invited electronically. Changes to electronic distribution tactics may help even this out and make our respondents more representative of those invited to take the survey.

Margin of Error

When we make important decisions, we want to be sure in those decisions. The more important the decision or the larger the impact a decision will have, the more sure we want to be. In scientific testing, they repeat experiments to prove they get the same results. This provides confidence in the conclusions. However, the results of the repeated experiments are not exactly the same every time, rather they are close enough to not be considered different. Like with scientific testing we want to be sure of our survey results. However, doing repeated fielding of surveys with the exact same conditions is not feasible. It also defeats the goal of this survey – to make informed decisions and implement changes. After implementing changes, we would want to see differences in responses across survey periods. Therefore, we must determine how much variation we can accept. This is called the **margin of error**. There is no hard and fast rule for a desirable margin of error, but generally accepted guidance is surveys should have maximum margins of error be between 4% and 10%.¹² In total, the survey has an acceptable

¹¹ N.I.P. = Neighborhood Intervention Services – Intensive Supervision program

¹² Although there is no one acceptable margin of error, the surveying industry standard is to calculate margin of error based on the 95% confidence level. “Margin of error calculator,” SurveyMonkey, accessed June 30, 2021, <https://www.surveymonkey.com/mp/margin-of-error-calculator/>.

margin of error $\pm 7.60\%$. Sub groups have varying and higher margins of error, so there are no sub group analyses in this report. The hope is in future reports we will be able to analyze by sub group.

Conclusion on Survey Trustworthiness

We feel most confident looking at results in aggregate (looking at all respondents together). This gives us an acceptable margin of error and good alignment with the population. Response rate could still be better, but we should not let one measure hold us back from using this data to **inform** decision-making. Survey data is rarely perfect and should be combined with other data, best practices, and experiences when making decisions.

Figure 2: Summary of trustworthiness

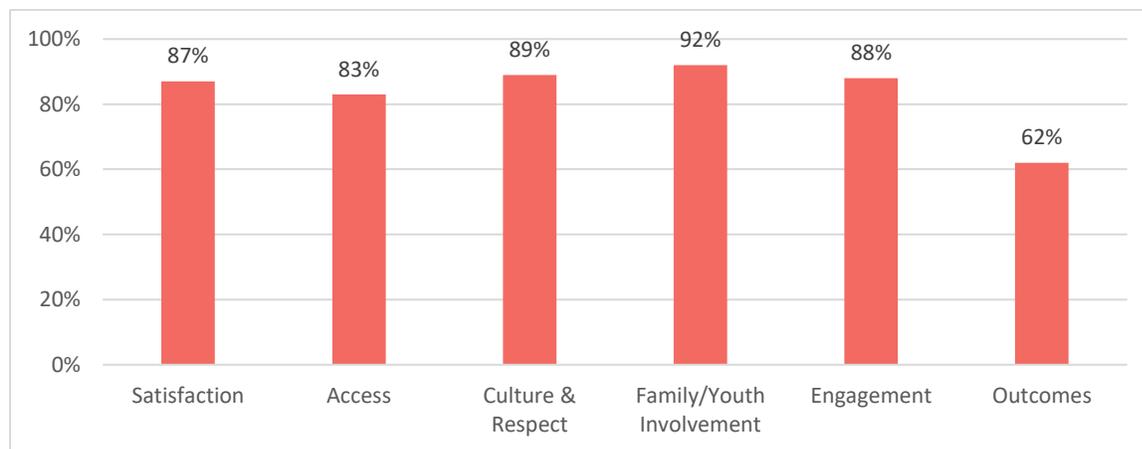


Detailed Survey Results

Youth Justice & Prevention relaunched this survey to identify areas for improvement based on consumer voice. After 18 months of surveying, we see very consistent responses from those who completed the survey. Those responses are almost all positive. This indicates that Youth Justice & Prevention is already doing a **good** job and the recommendations from this survey will **help Youth Justice & Prevention push from doing good work to great work.**

The results are broken into six domains or themes of questioning – satisfaction, access, culture and respect, family or youth involvement, engagement, and outcomes. These can help identify broad areas of focus. Notably five of the six domains have strong domain scores; only outcomes is lower (see **Figure 3**). Each of these domains and the attributes within them is examined closely on the following pages.

Figure 3: Domain scores



Strengths

Areas of strength are defined as attributes that have both the strongest net agreement (“strongly agree” + “agree”) and highest proportion of respondents rating “strongly agree.” This results in four attributes where Youth Justice & Prevention shines:

- My worker treated me with respect (95% net agree; 68% “strongly agree”)
- My worker explained what could happen during the Dane County Youth Justice process (95% net agree; 62% “strongly agree”)
- My worker cared about what I had to say (93% net agree; 61% “strongly agree”)
- My privacy was respected at all times (92% net agree; 62% “strongly agree”)

Opportunities for Improvement

Few attributes received negative ratings (“disagree” or “strongly disagree”). Instead of looking for attributes with high disagreement to identify opportunities for improvement, we look to those with relatively large “neutral” ratings. This is a chance to move people from an indifferent response to a favorable response. Attributes that stand out as opportunities for improvement include:

- I could talk to my worker about worries I had (15% “neutral”)
- The place where I got services was easy for me to get to (14% “neutral”)
- I had a good relationship with my worker (14% “neutral”)

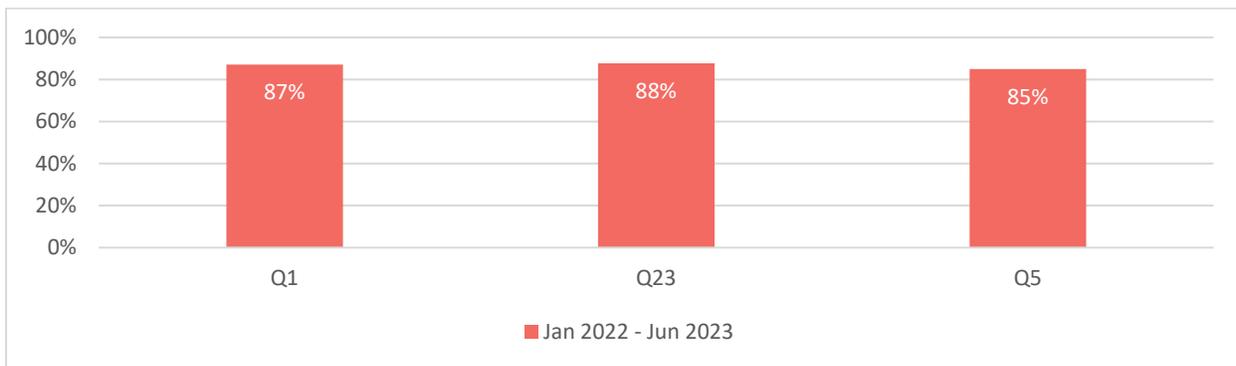
Notably, the attribute that stands out as having some of the worst ratings is “I have friends who help me stay out of trouble.” More than one in ten (13%) “disagree” with this statement and another one in four (24%) are “neutral” on this statement. It is mainly guardians who “disagree” or “strongly disagree” with this statement (20% of guardians versus 6% of youth).

Domain: Satisfaction

The satisfaction domain is a **strength** for Dane County Youth Justice.

<div style="background-color: #e91e63; color: white; padding: 10px; border-radius: 15px; display: inline-block;"> <h3 style="margin: 0;">87%</h3> <p style="margin: 0; color: white;">Strongly Agree/Agree</p> </div>	Satisfaction	
	1	Overall I am satisfied with the services I got
	23	Overall, I believe my supervision was a success
	5	The services I got were right for me

Figure 4: Strongly Agree/Agree by question



Nearly nine in ten (87%) agree or strongly agree with attributes measuring overall satisfaction. Looking at net agreement, each of the three measures performs about the same (see **Figure 4**). However, it is notable that more than one-half of respondents “strongly agree” with two of the three statements – **Overall I am satisfied with the services I got** and **The services I got were right for me**. The degree of satisfaction is slightly less for the statement “overall, I believe my supervision was a success.”

Table 4: Satisfaction Domain Attributes Results

Q/Attribute		Strongly agree	Agree	Neutral	Disagree	Strongly disagree
Q1	Overall I am satisfied with the services I got	55%	33%	11%	-	1%
Q23	Overall, I believe my supervision was a success	46%	39%	12%	2%	1%
Q5	The services I got were right for me	54%	33%	10%	1%	1%

Domain: Access

The access domain is a *strength* for Dane County Youth Justice.

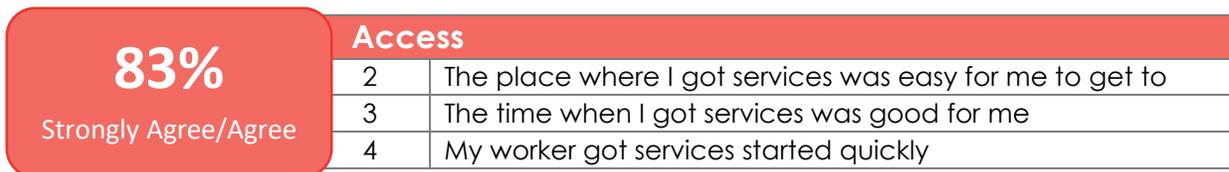
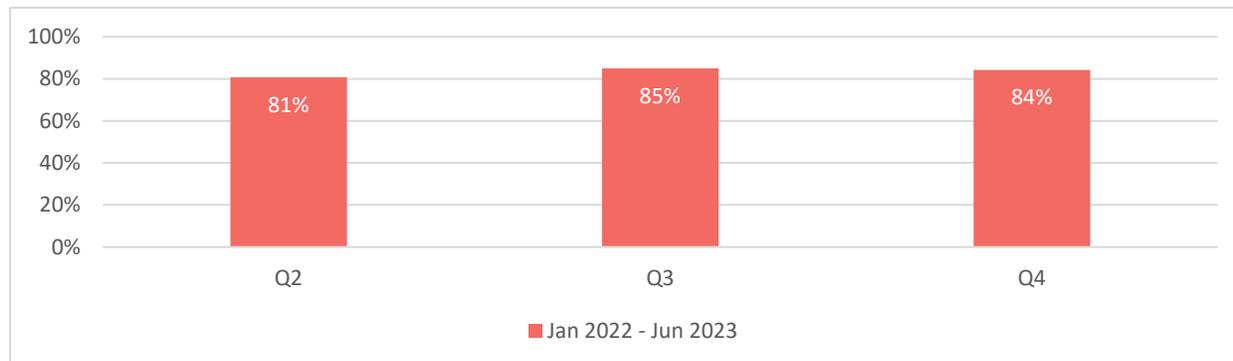


Figure 5: Strongly Agree/Agree by question



More than eight in ten (83%) agree or strongly agree with attributes that measure access to Youth Justice & Prevention services. More than one-half of respondents “strongly agree” with – **The place where I got services was easy for me to get to** and **My worker got services started quickly** (see Table 5). While not as many “strongly agree” with the statement, “The time when I got services was good for me,” there is strong net agreement with this statement (85% agree/strongly agree).

Table 5: Access Domain Attributes Results

Q/Attribute		Strongly agree	Agree	Neutral	Disagree	Strongly disagree
Q2	The place where I got services was easy for me to get to	53%	27%	14%	3%	1%
Q3	The time when I got services was good for me	47%	38%	11%	3%	1%
Q4	My worker got services started quickly	51%	34%	10%	4%	1%

Domain: Culture and Respect

The culture and respect domain is a *strength* for Dane County Youth Justice.

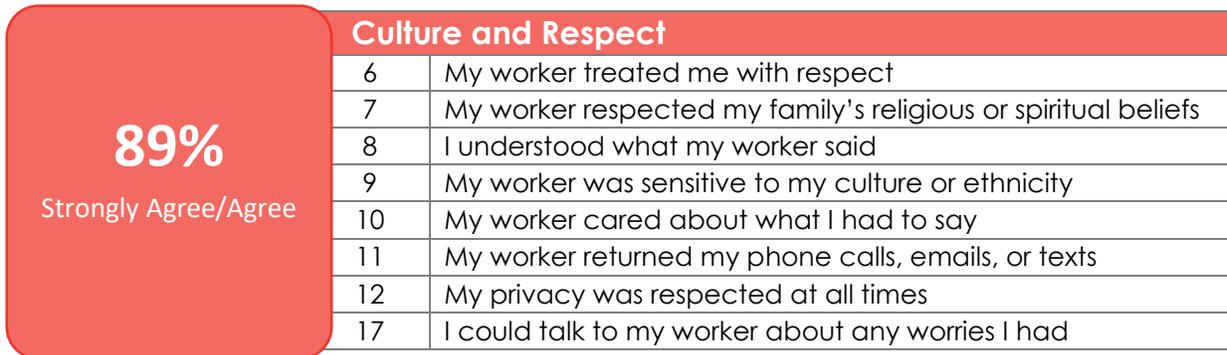
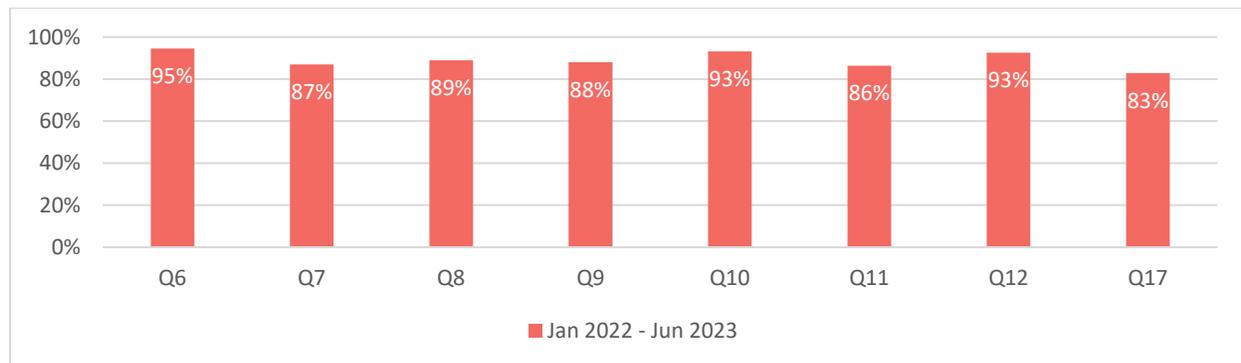


Figure 6: Strongly Agree/Agree by question



Culture and respect is the second strongest performing domain with a domain score of 89%. Three attributes pull this score up – **My worker treated me with respect**, **My worker cared about what I had to say**, and **My privacy was respected at all times** (see **Figure 6**). The importance of the culture and respect domain is reiterated when survey respondents answered, “What was the **most helpful** thing about this service.” Youth and guardians agreed and commonly mentioned that they and/or their family were treated well in addition to leaving comments related to their worker showing respect, listening, and protecting privacy.

- “The way that they listen to you and not only get your side of the story but ask about your life too.” (Youth)
- “[Worker] was very kind and explained things so I could understand.” (Youth)
- “The mandatory check ins via text message. My son was able to communicate easily what he needed whereas in person to person meetings he just clams up and won’t speak.” (Guardian)
- “[Worker] was always so accommodating of our schedule. [They were] very thoughtful about my son’s privacy and always willing to answer questions.” (Guardian)

Table 6: Culture and Respect Domain Attributes Results

Q/Attribute		Strongly agree	Agree	Neutral	Disagree	Strongly disagree
Q6	My worker treated me with respect	68%	27%	4%	1%	1%
Q7	My worker respected my family’s religious or spiritual beliefs	58%	29%	13%	-	-
Q8	I understood what my worker said	56%	33%	10%	1%	-
Q9	My worker was sensitive to my culture or ethnicity	53%	35%	9%	-	3%
Q10	My worker cared about that I had to say	61%	32%	4%	1%	1%
Q11	My worker returned phone calls, emails, or texts	59%	27%	10%	2%	1%
Q12	My privacy was respected at all times	62%	30%	7%	-	1%
Q17	I could talk to my worker about any worries I had	49%	34%	15%	1%	1%

There was one attribute that slightly pulled the domain score down, “I could talk to my worker about any worries I had.” It is notable that a net agreement of 83% is still good, but when the other attributes are *really* good, it means those that are doing good still have room for improvement. This attribute is an area with relatively high “neutral” ratings (15%), making it appropriate to explore ways to improve on it.

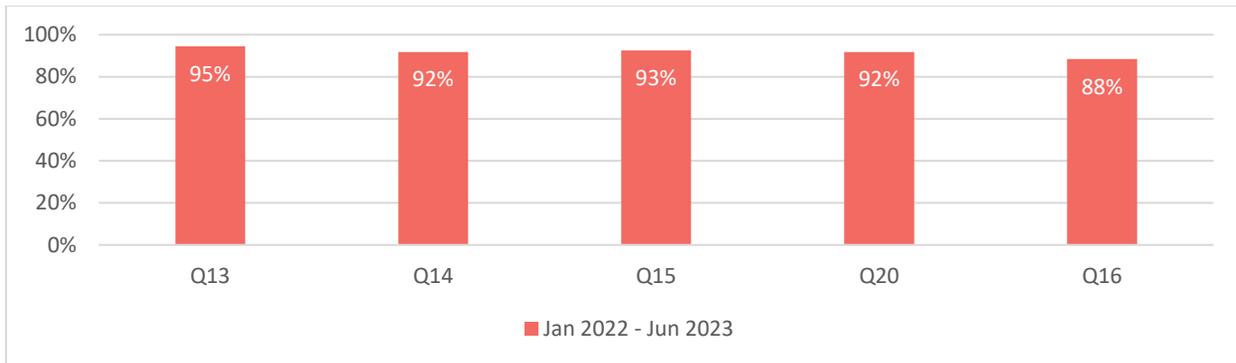
Generally, Youth Justice & Prevention should be very proud of the way they are treating youth and their families. Staff are able to treat the youth and their families with dignity and respect. This is reflected by very high “strongly agree” ratings for all eight attributes (see **Table 6**). An additional reason to celebrate a job well done is that not one of the 146 survey respondents “disagreed” or “strongly disagreed” with the statement **My worker respected my family’s religious or spiritual beliefs**. YJP should strive to maintain the high standards they have set in the culture and respect domain.

Domain: Family/Youth Involvement

Family/youth involvement is the *best performing* domain.

Family/Youth Involvement	
<div style="background-color: #f06292; border-radius: 15px; padding: 10px; text-align: center;"> <p style="font-size: 24px; margin: 0;">92%</p> <p style="margin: 0;">Strongly Agree/Agree</p> </div>	13 My worker explained what could happen during the Dane County Youth Justice process
	14 My worker asked about my needs and things I do well
	15 My worker explained the rules and what was expected of me to successfully complete supervision
	20 My worker answered all my questions
	16 I understood what I needed to do to succeed

Figure 7: Strongly Agree/Agree by question



Youth Justice & Prevention workers do a great job of communicating with youth and families. More than one-half of survey respondents “strongly agree” with each of the statements in the domain (see **Table 7**). And, 88% or more “strongly agree” or “agree” with these statements (see **Figure 7**). This domain is a strength of the program and has little room for improvement. Instead, the standard should be maintained.

Table 7: Family/Youth Involvement Domain Attributes Results

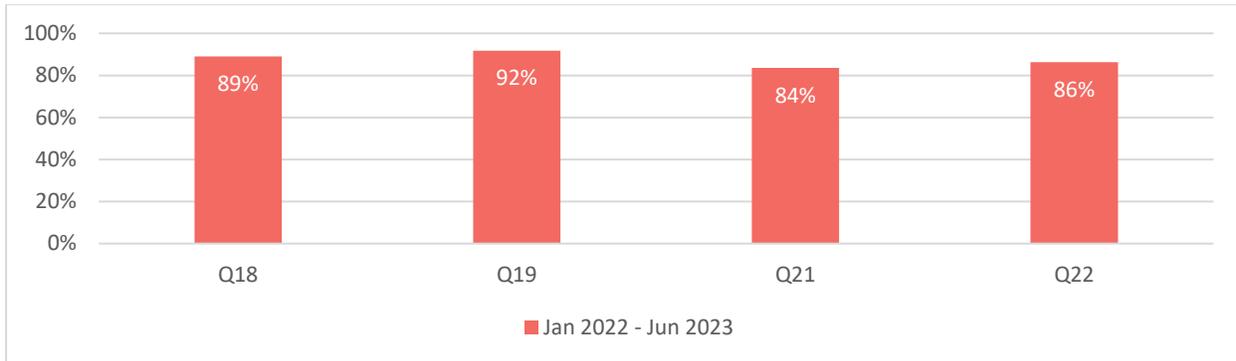
Q/Attribute	Strongly agree	Agree	Neutral	Disagree	Strongly disagree
Q13 My worker explained what could happen during the Dane County Youth Justice process	62%	33%	5%	1%	-
Q14 My worker asked about my needs and things I do well	55%	37%	7%	1%	1%
Q15 My worker explained the rules and what was expected of me to successfully complete supervision	60%	32%	5%	1%	1%
Q20 My worker answered all my questions	60%	32%	8%	-	1%
Q16 I understood what I needed to do to succeed	51%	37%	8%	2%	1%

Domain: Engagement

The engagement domain is a **strength** for Dane County Youth Justice.

Engagement	
<div style="background-color: #e85c3d; color: white; padding: 10px; border-radius: 15px; display: inline-block;"> <p style="font-size: 24px; margin: 0;">88%</p> <p style="margin: 0;">Strongly Agree/Agree</p> </div>	18 What I had to say was valued
	19 My worker treated me fairly
	21 I had a good relationship with my worker
	22 I was willing to work toward my goals

Figure 8: Strongly Agree/Agree by question



Again, this domain does really well with more than one-half of survey respondents strongly agreeing with each of the attributes (see **Table 8** Error! Reference source not found.). But, there is one attribute that could go from good to great – **I had a good relationship with my worker**. It has the lowest net agreement and relatively high “neutral” ratings (see **Figure 8** and **Table 8**). Open-ends highlight why this attribute may be more “neutral” than others:

- “There was no connection between [Worker] and [Youth]. [Youth] said she reached out to [Worker] but never heard back from [Worker]. Not sure if [Youth] is being truthful about this or just didn’t want to participate or interact with [Worker]. Or if because [Youth] was doing “ok” there were more pressing cases.” (Guardian)
- “My son was very suspicious of [Worker]. Nothing [Worker] did, just because [they were] part of the entire process.” (Guardian)
- “I don’t think my child could relate to the worker because she is a middle-class, white female. The agency needs to hire workers who are much closer demographic matches to their caseloads. My child would have been more likely to have authentic conversations with the worker had she been more like him. This is a systemic problem and the agency must realize that white women are a hegemonic force in our kids lives that they don’t relate to. I don’t think this worker had the background or skill set to effectively connect with my child. She definitely didn’t have this to connect with me, and the city needs to get real about the opportunity costs of hiring mainly middle-class, white people. Recruit, hire, and train Black and Brown young adults that come from the neighborhoods you serve – only then will you see real change. White women simply don’t know what these youth are up against.” (Guardian)

Table 8: Engagement Domain Attributes Results

Q/Attribute	Strongly agree	Agree	Neutral	Disagree	Strongly disagree
Q18 What I had to say was valued	55%	34%	9%	1%	1%
Q19 My worker treated me fairly	60%	32%	6%	-	2%
Q21 I had a good relationship with my worker	53%	30%	14%	1%	1%
Q22 I was willing to work towards my goals	51%	36%	11%	3%	-

Domain: Outcomes

The outcomes domain, as measured as a composite, is an *area of opportunity* for Dane County Youth Justice & Prevention. But when we look at things from a different perspective, we see it isn't performing as "badly" as it seems compared to other domains.

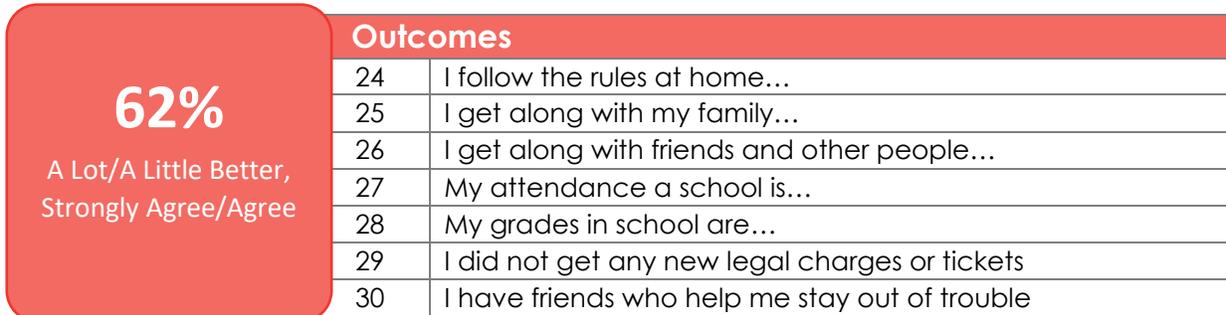
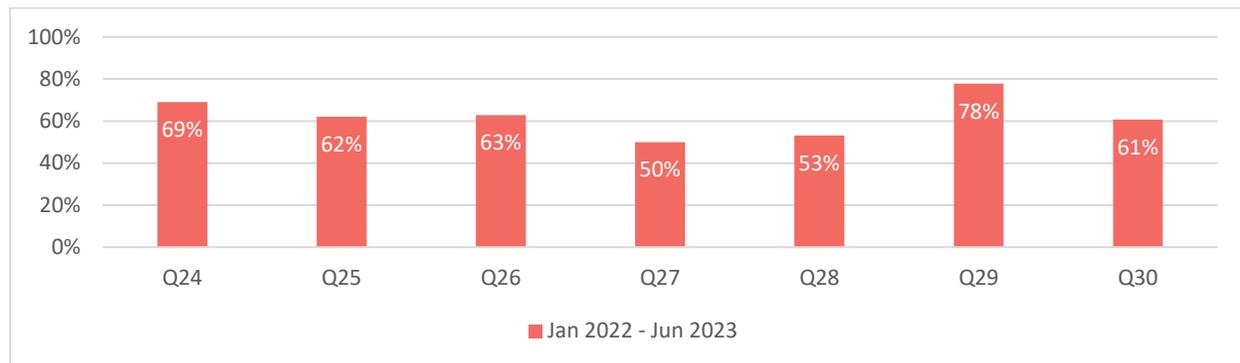


Figure 9: A lot/A little better or Strongly agree/Agree by question



It is common to see outcomes domains in surveys have one of the lowest domain scores (average score of all the questions that make up the domain). This is likely because not all of the outcomes apply to every case. For instance, we see cases where the youth has made a slip up that is out of character for them. They are generally well behaved at home and school, but circumstance or perhaps peer pressure led to one bad decision that has landed the youth in the justice system. From this logic, it would make sense that we see lower "a lot better" plus "a little better" scores among those youth. A better goal of the program is that youth not become "a little worse" or "a lot worse" in any of these outcomes and that at least one area shows improvement. And, Youth Justice & Prevention has achieved that.

When we approach looking at the data for at least one area of improvement, we see that 83% experience improvement in one or more categories. Specifically, respondents gave a rating of "a lot better" or "a little better" to one or more of the applicable attributes – *I follow the rules at home...*, *I get along with my family...*, *I get along with friends and other people...*, *My attendance at school is...*, and *My grades in school are...*

In addition to these outcomes, youth’s successes were mentioned in their open-ends. **They learned and grew from their mistakes, gained confidence, and learned life skills to help control impulses and keep themselves out of trouble.**

- “Learning more about myself.” (Youth)
- “Keeping me out of trouble.” (Youth)
- “That my son learned how to communicate with others and learned how to deal with conflict in positive ways.” (Guardian)
- “I got better grades.” (Youth)
- “They helped me control my impulses.” (Youth)
- “I learned from my actions.” (Youth)
- “I learned a big lesson about making bad decisions and doing things I shouldn’t be doing.” (Youth)
- **“It made me a better person and I know I will be able to succeed in life** and do what’s best for my daughter.” (Youth)
- “Tener mas confianza ya que se aparto no platicaba no tenia confionza en simismo temor al rechazo pero ayudas con la trabajadora le dio confianza y eso le yaudo bastane ya piensa mas las cosas antes de hacer cualquier casa mas segoridadad hacer las cosas con mas responsabilidas.” (Guardian)
 - Translation: *He has more confidence, since he used to separate himself from others, did not talk, and didn’t have confidence in himself, afraid of rejection. But the help from his worker, gave him confidence and that was very helpful; now he thinks about things before doing them with more security and does things more responsibly.*¹³
- “I learned that you have to make sure what you’re doing. I learned to have more confidence with my family. I learned to be more careful with what I do because anything wrong could be bad for me.” (Youth)
- “It definitely helped me realize I could do better and helped me grow.” (Youth)
- “Helped my son realize the severity of his “jokes” & the consequences but also didn’t make him feel like a “bad” kid when discussing his case.” (Guardian)

Table 9: Outcomes Domain Attributes Results

Q/Attribute	A lot better	A little better	The same	A little worse	A lot worse
Q24 I follow the rules at home...	32%	37%	29%	1%	1%
Q25 I get along with my family...	32%	29%	38%	1%	-
Q26 I get along with friends and other people...	31%	32%	37%	1%	-
Q27 My attendance at school is...	26%	24%	47%	-	3%
Q28 My grades in school are...	23%	30%	43%	3%	1%
Q/Attribute	Strongly agree	Agree	Neutral	Disagree	Strongly disagree
Q29 I did not get any new legal charges or tickets	53%	24%	15%	8%	-
Q30 I have friends who help me stay out of trouble	29%	32%	24%	13%	2%

An attribute in the Outcomes domain that sticks out as having room for improvement is “I have friends who help me stay out of trouble,” 15% of survey respondents “disagree” or “strongly disagree” with this statement (see **Table 9**). While 15% is not very large, it is relatively large within these survey results. Interestingly, guardians were more negative than youth in their response to this question (20% of

¹³ Translation by Dane County Human Services Bilingual Language Access Coordinator

guardians *strongly disagree/disagree* versus 6% of youth who *strongly disagree/disagree*). This seems to be a gap where progress could be made.

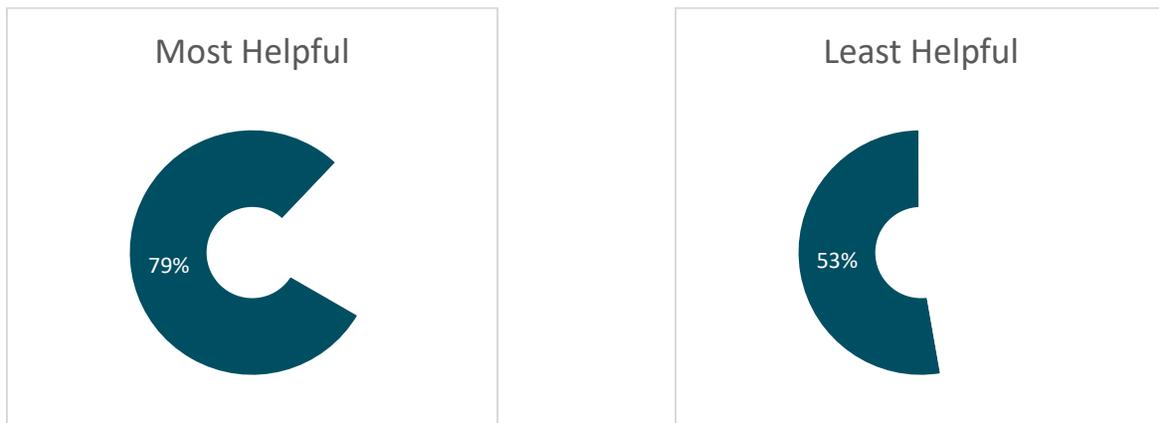
Open-Ended Comments

In addition to ratings questions, every respondent had the opportunity to respond to two questions:

- What was the **most helpful** thing about this service?
- What was the **least helpful** thing about this service?

Even when given the chance to provide constructive criticism to the program, survey respondents remained mostly positive. Nearly eight in ten (79%) shared something that they found helpful about the program, while only about one-half (53%) responded to what they found least helpful (see **Figure 10**). And those sharing what was least helpful most often said things along the line of *nothing* or *everything was good as it is* (44%), meaning only 29% of all survey takers mentioned something that was least helpful to them (see **Appendix B: Coding of open ended comments**).

Figure 10: Those mentioning a most helpful or least helpful thing about the Youth Justice & Prevention service



The open-ended questions show **that Youth Justice & Prevention has many strengths, one of the greatest being their people**. Respondents had praise for specific workers (21%) and were pleased with the communication they received (13%), how they/their family were treated (12%), and the worker’s ability to explain things to them (11%).

Youth	“I feel like communication services were very good and convenient. And I feel like I was understood and cared for.”
	“[Worker] was always checking in on me and my family making sure everything was OK.”
	“[Worker] is such an amazing mentor and [they were] always there for me and my family.”
Guardians	“[Worker] is a kind and compassionate person. [They] always took time to answer questions, would listen when I needed to vent, responded to emails and text messages in a timely manner.”
	“The way that they explained it so me and my son understood everything was definitely appreciated.”

Respective to youth, guardians were more likely to mention satisfaction with being offered help (16% of guardians), relieving pressure from the parent/child relationship (6%), and/or the responsiveness of communication from the worker (17%).

Guardians

- “The help my child needed they got it done in a timely manner, I really do appreciate them.”
- “I feel like y’all did everything you could to help me and my child.”
- “The amount of resources that was given and the help [they] gave was great.”
- “Knowing there was another level of authority that my child needed to report to. [They] couldn’t make it all about us (parents) being *unreasonable*.”

Youth more frequently shared how the program helped them grow (20% of youth) and/or gratitude for how they/their family were treated (18%). Continuing to work with compassion and empathy will serve Youth Justice & Prevention well.

Youth

- “They helped me control my impulses.”
- “It made me a better person and I know I will be able to succeed in life and do what’s best for my daughter.”
- “Another chance to be a better man. Assist my family and not be a bad person.”

Youth seemed timid to mention anything that they found least helpful about the services. They often said nothing or everything was good (42%), talked about the helpfulness of the services (13%), and/or continued to mention that they liked their caseworker (10%). Guardians had more overlap in their criticisms of the program – although the overlap was still small. Four (4) guardians felt youth were not held accountable (9%, but another 7% said the service does hold youth accountable) and three (3) felt like the communication could be better (7%, whereas 17% praised communication).

Guardians

- “Too nice. I don’t think my daughter really understands the gravity of her charge. She has no motivation to comply.”
- “Not being held fully accountable for their actions.”
- “My child was not held accountable for their actions. They hurt another person and nothing has been resolved.”
- “Not really held accountable for their actions.”

Areas that stand out as having potential for positive change are:

- Focusing on addressing systemic issues
 - Recruiting workers that are similar to the youth so they can form better and more genuine connections
 - Creating bridges in the youth justice system to the adult justice system for youth whose age puts them on the cusp
- Addressing if cases with more than one offender should be more integrated as they process through the system

- Advocating for the mental health system in order to ease the difficulty in accessing the right counseling

Guardians

- “The process of obtaining mental health services was very rocky. Our original social worker didn’t help in this area at all so we were delayed in getting those services for our son which he really needed. [Worker] was very helpful and got the ball rolling right away, but the therapist arranged by the county didn’t work out well for us. We ended up seeking our own provider, set up services for our son, and paid out of pocket.”
- “Nothing, getting the right therapist was the hardest part and that was beyond anyone’s control due to the situation.”
- “My child was linked up with therapy through [mental health agency]. [Worker] is not employed by [mental health agency]. Because of the poor quality of care received at [mental health provider], [Worker] acted as a liaison between the therapist and my family. I truly felt that [Worker] always had my child’s best interest in mind when dealing with [mental health agency]. The thing that was least helpful was being linked up with [mental health agency]. I want to mention my dissatisfaction with that agency and is not a reflection on [Worker].”

Appendix A: Survey Respondents

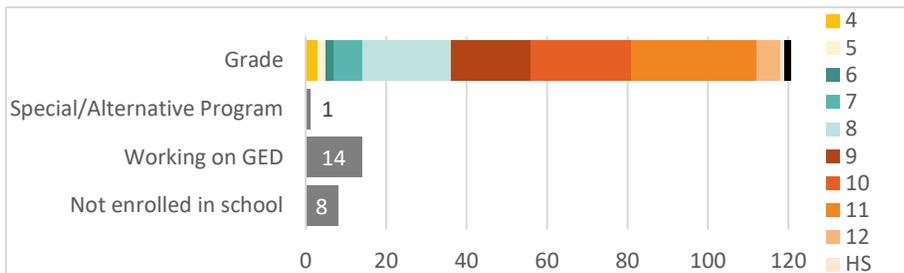
Table 10: Language, Employment, Age

Language	Employed	Average Age
6 Spanish	48, 33%	14.9 years old

Guardians were asked to provide demographic information on their child. Six surveys were completed in

Spanish, one of which was a youth survey (see **Table 10**). Youth are mainly between 13 and 17 years old (90%) with an average age of 15 years old. The youngest is 9 and the oldest is 19. And, only one in three (33%) youth have paid employment – youth that are employed range from 13 to 19 years old.

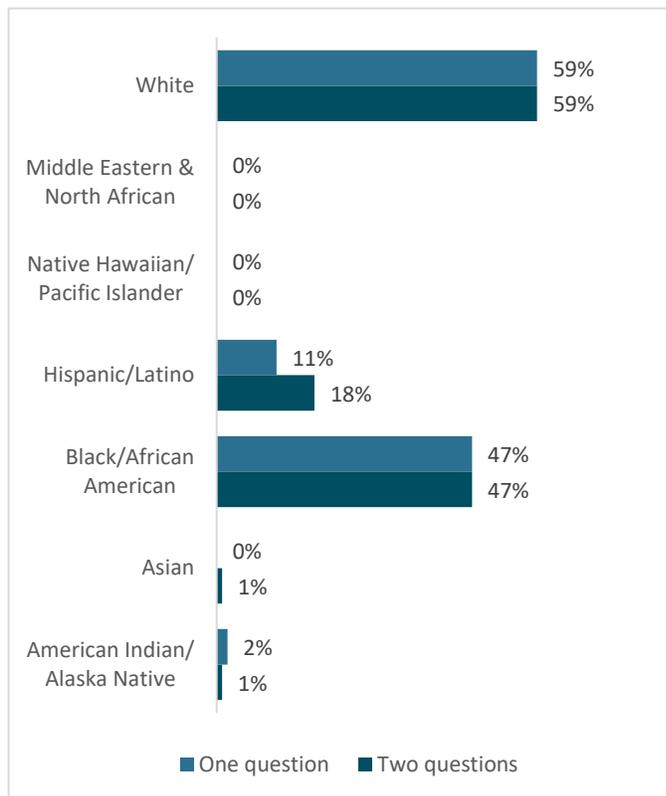
Figure 11: Educational Status



Most youth are in traditional school (84%) and more specifically high school (see **Figure 11** shades of orange). Few are in 6th or lower grades.

Youth are commonly men (66%), 30% are women. Two identify as non-binary or genderqueer.

Figure 12: Youth Race/Ethnicity



Our suspicion before fielding this survey was that asking ethnicity and then race separately is challenging for those who identify as Hispanic/Latino. This survey suggests that is not the case. Only two of the 22 (9%) identifying as Hispanic/Latino did not specify an additional race. There were also no instances of someone choosing Hispanic/Latino in the ethnicity question and writing in their race as Hispanic/Latino. The results suggest the two-question format can be used without making it more difficult on respondents. This will keep us in line with federal reporting and provides sufficient information for analysis by race/ethnicity in the future. There is a noticeable difference in the percent that identify as Hispanic/Latino, without knowing race/ethnicity before surveying we can't know if this is a coincidence or caused by calling out this question separately.

Appendix B: Coding of open ended comments

The total number of people answering are shown in the header of each table. The table shows results by guardians, youth, and total. This is to illustrate the differences in themes mentioned by guardians and youth. These differences highlight that the two groups have different areas of emphasis and needs.

For the most helpful thing, overall respondents gave praise to a specific worker. The most notable difference is that youth focused on sharing the successes of the services and how it impacted their lives and guardians were more focused on praise for strong communication and/or generally being offered help.

Table 11: Most helpful things code by respondent type

Most helpful thing...	Guardians (n=70)		Youth (n=45)		Total (n=115)	
	Count	Percentage	Count	Percentage	Count	Percentage
Compliments to specific worker	17	24%	7	16%	24	21%
Responsive/Communication	12	17%	3	7%	15	13%
Treated youth/family well	6	9%	8	18%	14	12%
Additional resources provided	7	10%	6	13%	13	11%
Worker explained things	7	10%	6	13%	13	11%
Offering help	11	16%	2	4%	13	11%
Inspired behavior change in youth/Helped youth grow	3	4%	9	20%	12	10%
Specific service	7	10%	3	7%	10	9%
Help navigating the system	4	6%	3	7%	7	6%
Everything	2	3%	4	9%	6	5%
Workers understood the youth	2	3%	4	9%	6	5%
Holds youth responsible	5	7%	-	-	5	4%
Check-ins	3	4%	1	2%	4	3%
Getting youth back on track	2	3%	2	4%	4	3%
Relieves pressure on parent-child relationship	4	6%	-	-	4	3%
Flexible scheduling	3	4%	-	-	3	3%
No charges got pressed/Chance for no charges	3	4%	-	-	3	3%
Nothing	3	4%	-	-	3	3%
At-home services	2	3%	-	-	2	2%
Never had to pay the ticket	-	-	2	4%	2	2%
Having options	1	1%	-	-	1	1%
Improved grades	-	-	1	2%	1	1%
Unified the family	1	1%	-	-	1	1%

When it comes to the least helpful thing, there is minimal overlap in answers aside from saying everything is good as-is. Four (4) guardians mentioned that the program does not hold the youth responsible, but just as many (5) praise holding youth accountable as a strength of the program. One theme that does emerge among guardians is a need to address systemic problems in the operation of programs and the demographics of workers/their ability to connect with the youth they are serving.

Table 12: Least helpful things code by respondent type

Least helpful thing...	Guardians (n=46)		Youth (n=31)		Total (n=77)	
	Count	Percentage	Count	Percentage	Count	Percentage
Nothing/Everything was great	21	46%	13	42%	34	44%
Check-ins	1	2%	3	10%	4	5%
Does not hold youth accountable	4	9%	-	-	4	5%
Helpful	-	-	4	13%	4	5%
Accessing the right counseling	3	7%	-	-	3	4%
Youth didn't connect with worker	3	7%	-	-	3	4%
Lengthy/Slow system	1	2%	2	6%	3	4%
Like caseworker	-	-	3	10%	3	4%
Needing YJ	2	4%	1	3%	3	4%
Communication could be better	3	7%	-	-	3	4%
Too short	1	2%	2	6%	3	4%
Everything	1	2%	1	3%	2	3%
Inconvenient	2	4%	-	-	2	3%
Ask too much about the parents	1	2%	-	-	1	1%
Community service	-	-	1	3%	1	1%
Confusing	-	-	1	3%	1	1%
Court appointed attorney	1	2%	-	-	1	1%
Curfew	-	-	1	3%	1	1%
Gap in worker demographics from youth	1	2%	-	-	1	1%
Gap in youth and adult justice system	1	2%	-	-	1	1%
Money	-	-	1	3%	1	1%
Not integrated with others involved in charges	1	2%	-	-	1	1%
Therapy	-	-	1	3%	1	1%
Too formal	-	-	1	3%	1	1%
Too much information in letter of help	1	2%	-	-	1	1%
Unnecessary (general)	-	-	1	3%	1	1%