

Keeping Youth Out of the Deep End of the Juvenile Justice System: Technical Appendixes

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Appendixes

Contents

Appendix A. Evaluation Methods	1
Appendix B. Evaluation Questions	6
Appendix C. Site Activities	8
Errata	27
Acknowledgments	28

Appendix A. Evaluation Methods

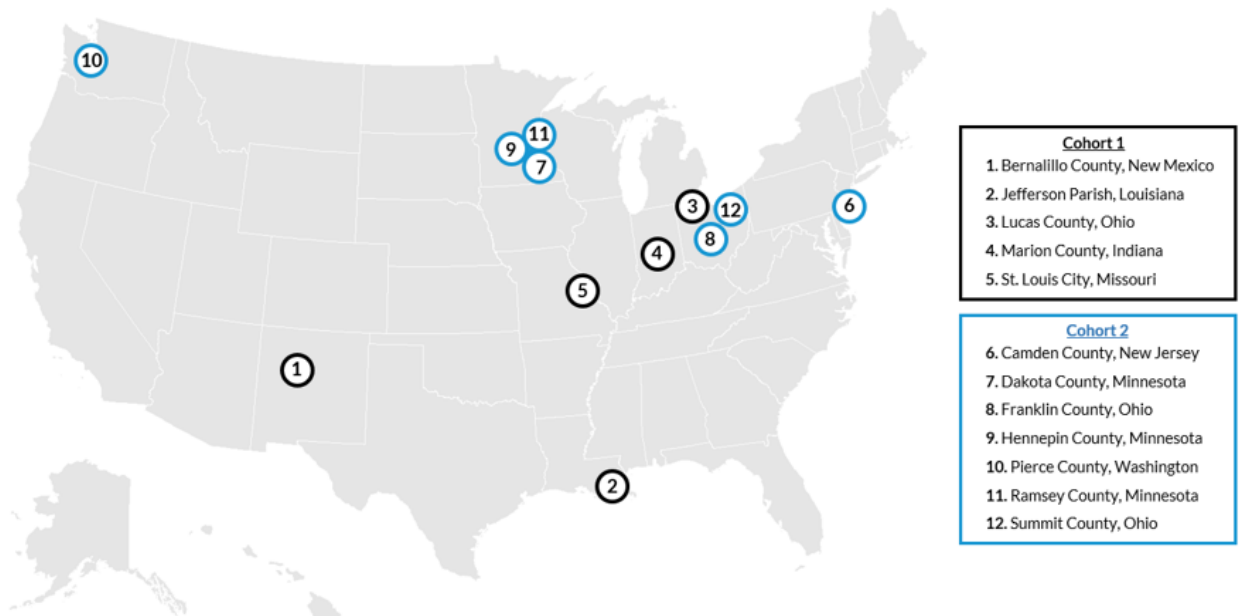
Deep-End Sites

The developmental evaluation of the Annie E. Casey Foundation’s (the Foundation’s) deep-end reform involved the sites in figure A.1. In 2012 and 2014, the Foundation selected 12 sites¹ participating in the

¹ An additional Cohort 1 site, Washoe County, Nevada, discontinued its participation in the deep-end reform and was not included in the evaluation’s data collection activities.

Juvenile Detention Alternatives Initiative® to expand their detention reform efforts to any out-of-home placements in residential facilities, referred to as the “deep end” of the juvenile justice system. These sites applied and were selected to participate in the reform partly because they showed promise to advance in select reform areas.

FIGURE A.1
Deep-End Sites by Cohort



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Data Collection

Qualitative and quantitative data collection occurred between April 2014 and August 2018. Data collection began in 2014 for Cohort 1 and 2016 for Cohort 2. Activities included the following (table A.1):

- We conducted semistructured interviews with stakeholders in nine sites.²
 - » We held bimonthly (then quarterly for the last year of data collection) semistructured telephone interviews with technical assistance local site liaisons ($n=91$ interviews).
 - » We held bimonthly (then quarterly during the last year of data collection) semistructured telephone interviews (with deep-end stakeholders ($n=209$ interviews)).

² Jefferson Parish, Louisiana, was included in all but the last year of data collection for qualitative interviews, as it was no longer participating in deep-end activities. Qualitative data collection activities were never started in Dakota County, Minnesota, Franklin County, Ohio, or Hennepin County, Minnesota, because the Foundation was not providing technical assistance to those sites at the time.

- » We conducted 14 in-person site visits (two visits to each of the five Cohort 1 sites [during 2014/2015 for the first site visit and 2016/2017 for the second] and one visit to four Cohort 2 sites [late 2017/early 2018]) to interview between 10 and 19 system stakeholders and community partners and observe deep-end activities (for a total of 131 individuals for the first round of visits across all sites, and 61 individuals for the second visits to cohort 1 sites).
- We conducted a one-time survey, the Stakeholder Survey of Juvenile Probation Policies and Practices, in 10 sites. Survey respondents included members of each site’s network of stakeholders as defined by the deep-end coordinator. These included court administrators, judges/magistrates, community-based organizations, probation staff, law enforcement, and prosecutors.
 - » We administered the survey between summer and fall 2017 (n=242; 79 percent response rate).
- We conducted two waves of the Probation Policies and Practices Survey in 12 sites of probation staff and supervisors.
 - » Wave 1 occurred in 2015 and 2016 (n=379; 72 percent response rate).
 - » Wave 2 occurred in 2018 (n=332; 75 percent response rate).
- We conducted the following activities involving the Foundation and the sites:
 - » We reviewed Foundation documents describing the deep-end reform and the sites’ activities.
 - » We reviewed documents from the sites regarding their deep-end reform activities, including work plans.
 - » We reviewed juvenile justice statistics provided by each site to the Foundation.
 - » We conducted bimonthly observations of Foundation technical assistance calls and in-person observations of Foundation-sponsored conferences (such as biannual Juvenile Detention Alternatives Initiative and deep-end conferences) and technical assistance training meetings (such as a strategy meeting in 2017).

TABLE A.1

Data Collection Activities

	Bernalillo County, NM	Jefferson Parish, LA	Lucas County, OH	Marion County, IN	St. Louis City, MO	Camden County, NY	Dakota County, MN	Franklin County, OH	Hennepin County, MN	Pierce County, WA	Ramsey County, MN	Summit County, OH
Semistructured telephone interviews with technical assistance local site liaisons	✓	✓	✓	✓	✓	✓				✓	✓	✓
Semistructured telephone interviews with site stakeholders (primarily deep-end coordinators)	✓	✓	✓	✓	✓	✓				✓	✓	✓
Semistructured interviews with site stakeholders during site visits	✓	✓	✓	✓	✓	✓				✓	✓	✓
Stakeholder Survey of Juvenile Probation Policies and Practices 2015/2016	✓	✓	✓	✓	✓	✓			✓	✓	✓	✓
2015/2016 Probation Policies and Practices Survey (Wave 1)	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
2018 Probation Policies and Practices Survey (Wave 2)	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓

Analyses

The telephone and in-person interviews involved standard data collection templates and questions. Qualitative analyses included developing and applying a coding scheme for the interview notes using ATLAS.ti qualitative data coding software to organize notes by key topics. Using queries of the coded data, along with reviews of documents and notes from observations, we used an iterative process to identify themes that emerged across multiple observations within and across sites. Quantitative analyses included descriptive statistics of survey questions and regression models to identify differences and changes over time.

Limitations

The evaluation attempted to track the Foundation's deep-end reform work and the related activities that sites pursued. Findings from the evaluation should be considered with the following caveats in mind:

- Because the Foundation developed the deep-end reform alongside the evaluation, the evaluation is not an assessment of the effectiveness of the reform. Rather, it documents the Foundation's work to develop reform and its involvement with the sites. We could not evaluate the effects of the reforms within sites on youth and system outcomes.
- Our multimethod data collection activities allowed us to triangulate information about site activities. Subsequent confirmation by Foundation staff allowed the evaluation team to identify the most salient activities and themes. However, our data collection activities only document those activities sites discussed during interviews and/or detailed in documents. Some sites may not have fully discussed or otherwise shared the full range of activities that might be attributable to deep-end reform.
- Data collection for this evaluation concluded in August 2018. Our documents and briefs reflect the information we collected up to that point and have not been updated to reflect any additional developments since.
- The conclusions are those of the evaluation team and might not reflect those of the Foundation or the sites.
- Limitations on survey data collection include the following:
 - » Data were self-reported, and information on staff perspectives could not be connected to actual practice (such as recommendations of out-of-home placements). Like all self-reported data, it is subject to limitations as respondents might have reported in ways that they perceived to be what evaluators were interested in learning rather than reflecting what they truly believed about an issue, or they might have misinterpreted the meaning of a question and answered inaccurately.

Surveys did not include sites where no reform efforts were occurring for comparison purposes.

Appendix B. Evaluation Questions

Foundation's Role	
1.	How has the Foundation supported local deep-end* efforts to date? How could this support be enhanced further? a) To what extent are the Foundation's communications and capacity building efforts (e.g., sharing resources) beneficial? How could they be more beneficial?
2.	For sites that are "off track," (i.e., lacking buy-in for the reform from leaders, supervisors, and/or frontline staff; disagreeing with any of the key decision points or values, how is the Foundation responding? How could it get them on track more effectively (e.g., what factors are influencing this)?
3.	Are there any local deep-end innovations emerging in sites? If so, what are they, and how is the Foundation building on or using them?
4.	What processes (such as start-up activities, resources, TA, and assessments) have sites undertaken to begin their deep-end work? a) What do site stakeholders identify as strengths and challenges for these processes? b) What activities have JJSG, team leaders, and TA providers conducted during the start-up process? c) How could the start-up process be enhanced to support the success of all stakeholders with the reform effort?
5.	To what extent has Foundation-supported TA been useful? a) Has the TA approach used at each site fit each collaborative's needs? Why or why not? b) How are TA topics and timing determined? c) Is everyone in agreement on the TA goals and reasons for its use (JJSG staff who interact with the collaborative and TA providers)? d) What other TA is needed in the current sites? What plans are in place to provide that TA?
Local Deep-end Model Overall	
6.	To what extent do sites share the Foundation's goals and values for the deep-end reform effort? Why/why not? What has influenced this? a) Is there variation in the degree to which key decision makers embrace the Foundation's deep-end goals and values? b) What are the strengths and challenges of the Foundation's reform efforts from the perspectives of those implementing it?
7.	Does the Foundation's model of change fit the collaboratives' specific contexts? How might the model be adapted to align with local efforts?
8.	How are sites intentionally pursuing activities with the objective of reducing racial and ethnic disparities?
Stakeholder Expectations	
9.	What expectations about goals, activities, and challenges do various site stakeholders have for their involvement in the deep-end work? a) Why were stakeholders interested in pursuing deep-end work in their communities?

Intersection with the Juvenile Detention Alternatives Initiative (JDAI)

10. How does the deep-end work intersect with JDAI activities?
- a) How are JDAI and deep-end reform efforts managed?
 - b) How have JDAI efforts changed as a result of the collaborative's deep-end involvement?
 - c) How can the experiences of Cohort 1 and 2 sites inform deep-end reform efforts in other JDAI sites (i.e., what factors set sites up for success with these complex reform efforts)?

Collaboratives

11. Who is driving collaboratives' deep-end work regarding goals, priorities, and activities?
- a) What is the role of the collaboratives' leadership, particular agencies or stakeholders within the collaborative, JJSG, team leaders, and TA providers in making decisions about the collaborative's deep-end work?
 - b) Are the right stakeholders involved, and are they involved to the right extent? Why or why not?
12. How are stakeholders structuring (or expecting to structure) their collaborative?
- a) How are decisions made about who leads local workgroups? What factors influence their effectiveness?
 - b) How do collaboratives decide which stakeholders to include? What committees and subcommittees have they established (or expect to establish)?
 - c) How have families and community members participated in collaborative structures? To what extent are these stakeholders involved in deep-end reform decision-making?
13. How has each collaborative engaged state-level stakeholders to effectuate deep-end reform at the local level? Which state stakeholders should be involved? What role does state funding have with state stakeholder involvement?

Progress Toward Deep-End Goals and Performance Measures

14. What progress has been made toward deep-end goals, key decision points, and reform milestones?
- a) How well are sites putting the deep-end reform values into practice?
 - b) What policy, practice, and program changes have occurred as a result of the deep-end work?
 - c) What important challenges have the collaboratives faced in implementing deep-end reform? In what areas do the collaboratives need support for reducing out of home placements?
15. What site-specific factors (such as resources, state involvement, or political will) or JJSG supports could promote further progress for deep-end reform?
16. Are sites engaged in the activities the Foundation wants them to be engaged in as part of this reform effort? Why or why not?
- a) What is driving sites to carry out the preferred activities? What could strengthen this impetus?
 - b) What are the barriers to carrying out the preferred activities (e.g., different goals, inadequate TA)?
 - c) What other activities and innovations, either associated with the Foundation or with other sources, are sites engaged in as part of their reform efforts? How are these other activities likely to support or detract from the deep-end reform model and goals?
 - d) What training and other local capacities do sites use to sustain the policy, program, and practice changes implemented through the deep-end reform?

17. How has the initiative's **focus on data** (i.e., compiling the assessment, analysis of dispositional data, development of structured decision-making, or introduction and discussion of the core performance measures) affected or informed the collaborative's efforts?
- How are sites tracking their own progress?
 - How are data affecting deep-end decision-making?
 - How are the performance measures being used?
 - What challenges do sites face in collecting or using data?
 - What level of support or training is optimal to encourage site stakeholders to use data to inform the effort?

Funding and Sustainability

18. To what extent are sites changing their funding allocations based on their deep-end reform agenda? Examples include allocating money differently, accessing money from different sources, and changing the amount available for deep-end priorities.
19. How are deep-end reforms institutionalized into a "new normal" of programs, policies, and practices? What structures are in place to sustain deep-end reforms through leadership changes and staff turnover?
20. What do sites consider as most critical for sustaining the local deep-end work in the year ahead? 5 years from now?

*As defined in the Foundation's *Expanding JDAI to the Deep End: An Overview*.

Appendix C. Site Activities

This appendix contains findings from a developmental evaluation of the Annie E. Casey Foundation's (the Foundation's) expansion of the Juvenile Detention Alternatives Initiative® (JDAI) to the deep end of the juvenile justice (JJ) system. Deep-end reform aims to safely and significantly reduce the use of out-of-home placements for youth, especially youth of color, in juvenile courts. This appendix presents the activities that the evaluation learned were implemented by select jurisdictions as part of their JJ reform efforts. It supplements the information contained in *Keeping Youth Out of the Deep End of the Juvenile Justice System: A Deep-End Evaluation Overview of the Annie E. Case Foundation's Deep-End Reform*, which provides an overview of the evaluation of the deep-end reform and its findings. Qualitative and quantitative evaluation data collection took place between April 2014 and August 2018 (see appendix A above for details on the evaluation methods).

Each site implemented a range of activities that reflected its deep-end reform goals. This appendix presents the activities that sites implemented **through summer 2018** related to three stages of the juvenile justice system (preadjudication activities, postadjudication activities, and systemwide supports), with one table for each area. We obtained information about activities through reviews of site documents (such as workplans and publications), telephone and in-person interviews with site coordinators and other stakeholders about their deep-end reforms, Foundation documents, and interviews with deep-end team leaders. These data collection efforts may not comprehensively cover all site activities, but only include

those reported in the above-outlined data collection activities. Sites also might have been in the planning stages for other activities that may not be included here because we used implementation as a threshold for inclusion, even if that implementation occurred at a pilot or small scale. Finally, activities related to data capacity or staff training are not included in these tables.

Each table contains the following information:

- Activity: a brief name or description for the activity
- Type
 - » Policies and practices: a new or revised policy or practice, or an effort to improve probation practice more broadly
 - » Tools: design of a new tool or the selection and adoption of an existing, standardized tool
 - » Community-based alternatives to confinement programs: piloting, connecting to, or funding community-based alternative to confinement programs
- Status: the extent that the activity was implemented as of summer 2018
 - » Fully implemented: the activity was developed and available to all in the intended population
 - » Partially implemented: the activity was developed as of the end of data collection but not available widely (such as through a pilot or early roll out)
- Anticipated population affected: the intended population for the activity, frequently in terms of adjudicated or preadjudicated youth
- Anticipated outcome(s): one or more outcomes that stakeholders intended to achieve with the activity; these outcomes were often directly or indirectly related to reducing out-of-home placements
- Site: the site that pursued the activity and whether it was a site from cohort 1 or 2.
- Streetlight focus: Systemwide supports (table A.3) are identified as either affecting the broader juvenile justice system (system focus) or engaging families or communities (family and community focus)

TABLE 1

Deep-End Site Activities Related to Preadjudication Exits (Six Sites)

Activity	Type	Status	Anticipated population affected	Anticipated outcome(s)	Site
Fast track program for youth with misdemeanor and low-level felony charges to meet with a probation officer and avoid seeing a judge (and jail time)	Policies and practices	Partially implemented	Youth who are preadjudicated	Increase preadjudication diversion	Bernalillo County (Cohort 1)
Program to divert girls with a battery on a household member and less than four misdemeanors to the county attorney general's office	Policies and practices	Partially implemented	Girls who are preadjudicated	Increase preadjudication diversion	Bernalillo County (Cohort 1)
Teaming program where juvenile justice staff, family, youth, and informal supports are invited to meet and give input on youth's case before dispositional recommendation and for plan of care	Policies and practices	Fully implemented	Youth who are adjudicated (voluntary, part of plan of care) Youth who are preadjudicated (voluntary)	Decrease initial judicial dispositions to OOHP Decrease probation revocations Increase availability, quality, and/or access and links to community-based services and supports Increase preadjudication diversion Increase youth and family engagement	Bernalillo County (Cohort 1)

Activity	Type	Status	Anticipated population affected	Anticipated outcome(s)	Site
Wraparound services	Policies and practices	Fully implemented	Youth who are preadjudicated or are on probation (initially only youth with emotional disturbances, but updated to youth with mental illnesses)	Decrease probation revocations Increase availability, quality, and/or access and links to community-based services and supports Increase preadjudication diversion	Bernalillo County (Cohort 1)
Mini-grants (up to \$2,500) provided to seven municipalities to create diversion programs	Policies and practices	Fully implemented	Youth who are preadjudicated	Advance REEI Increase preadjudication diversion	Camden County (Cohort 2)
Formal diversion policies and diversion flow chart to illustrate the different tracks within diversion	Policies and practices	Fully implemented	Youth who are preadjudicated	Increase preadjudication diversion	Jefferson Parish (Cohort 1)
Increased referrals to diversion programs	Policies and practices	Fully implemented	Youth who are preadjudicated and meet diversion criteria based on offense, allegation, and history	Increase preadjudication diversion	Jefferson Parish (Cohort 1)
Services available to youth on probation services made available for youth in diversion; services available in-kind through probation	Policies and practices	Fully implemented	Youth who are preadjudicated in diversion	Increase availability, quality, and/or access and links to community-based services and supports Increase preadjudication diversion	Jefferson Parish (Cohort 1)

Activity	Type	Status	Anticipated population affected	Anticipated outcome(s)	Site
Diversion for youth with misdemeanors and some felonies from formal processing and to close cases with juvenile court after 90 days	Policies and practices	Fully implemented	Youth arrested for lower severity offenses and those with no prior histories of criminal involvement ("unofficial youth") Youth who are adjudicated with misdemeanors	Advance REEI Increase preadjudication diversion Increase postadjudication diversion	Lucas County (Cohort 1)
Global Appraisal of Individual Needs Short Screener and Screening, Brief Intervention, Referral to Treatment protocol to be conducted at assessment center intake	Tools	Fully implemented	Youth adjudicated with misdemeanors Youth arrested for lower severity offenses and those with no prior histories ("unofficial youth")	Increase availability, quality, and/or access and links to community-based services and supports	Lucas County (Cohort 1)
Assessment officer positions created to provide case management, assess youth needs, and refer to community-based supports and services without formal probation conditions	Policies and practices	Fully implemented	Youth who are preadjudicated, or who are adjudicated with misdemeanors	Advance REEI Increase availability, quality, and/or access and links to community-based services and supports Increase preadjudication diversion	Lucas County (Cohort 1)
Family First pre-diversion program	Policies and practices	Partially implemented	Youth who are preadjudicated affected by (or perpetrating) domestic violence at home	Increase availability, quality, and/or access and links to community-based services and supports Increase preadjudication diversion	Pierce County (Cohort 2)

Activity	Type	Status	Anticipated population affected	Anticipated outcome(s)	Site
Diversion/ Misdemeanor Services to replace Intake Unit	Policies and practices	Partially implemented	Youth charged with misdemeanors or with low-level first-time felonies ³	Increase availability, quality, and/or access and links to community-based services and supports Increase preadjudication diversion Increase postadjudication diversion	Summit County (Cohort 2)

Notes: OOHP = out of home placement; REEI = race and ethnicity equity and inclusion; status recorded as of summer 2018.

³ After data collection ended, Summit County discontinued this program for youth with felonies with the exception of specialty docket participants who qualify for treatment courts.

TABLE 2

Deep-End Site Activities Related to Postadjudication Exits (Nine Sites)

Activity	Type	Status	Anticipated population affected	Anticipated outcome(s)	Site
Removed the PEG program, a court program for girls and girls' probation unit	Policies and practices	Fully implemented	Youth on probation	Decrease probation revocations Increase youth and family involvement in juvenile justice decisionmaking	Bernalillo County (Cohort 1)
Sanction/incentives grid revision	Tools	Partially implemented	Youth on probation	Decrease probation revocations	Bernalillo County (Cohort 1)
Standard probation agreement revised to six conditions (with accompanying probation plan of care) with fewer probation conditions	Policies and practices	Fully implemented in Bernalillo (one of the state's pilot sites) State approved new order	Youth on probation	Decrease probation revocations	Bernalillo County (Cohort 1)
Standardized checklist for reasons to take out a warrant	Tools	Fully implemented	Youth on probation	Advance REEI Decrease probation revocation	Bernalillo County (Cohort 1)
Stress pass (youth who are at risk of absconding fill out a "pass" identifying a predetermined safe space to go to that will not trigger a probation revocation)	Policies and practices	Fully implemented	Youth on probation for specific cases (offered to youth and is voluntary on the part of youth); eventually expanded to all youth The stress pass is a required case file component, and every case should have one on file (as of September 2016)	Advance REEI Decrease probation revocations Increase youth and family involvement in juvenile justice decisionmaking	Bernalillo County (Cohort 1)

Activity	Type	Status	Anticipated population affected	Anticipated outcome(s)	Site
Teaming program where juvenile justice staff, family, youth, and informal supports are invited to meet and give input on youth's case before dispositional recommendation and for plan of care	Policies and practices	Fully implemented	Youth who are adjudicated (voluntary, part of plan of care) Youth who are preadjudicated (voluntary)	Decrease initial judicial dispositions to OOHP Decrease probation revocations Increase availability, quality, and/or access and links to community-based services and supports Increase preadjudication diversion Increase youth and family engagement	Bernalillo County (Cohort 1)
Wraparound services	Policies and practices	Fully implemented	Youth who are preadjudicated or are on probation (initially only youth with emotional disturbances, but updated to youth with mental illnesses)	Decrease probation revocations Increase availability, quality, and/or access and links to community-based services and supports Increase preadjudication diversion	Bernalillo County (Cohort 1)
Administrative reviews before filing technical violations of probation	Policies and practices	Partially implemented	Youth on probation	Decrease probation revocations	Camden County (Cohort 2)
Better collaboration and communication between probation and the care management organization (communication protocols, case and coordination meetings)	Policies and practices	Fully implemented	Youth on probation and their families who could benefit from community-based services	Increase availability, quality, and/or access and links to community-based services and supports	Camden County (Cohort 2)

Activity	Type	Status	Anticipated population affected	Anticipated outcome(s)	Site
Early terminations	Policies and practices	Partially implemented	Youth on probation	Decrease probation revocations	Camden County (Cohort 2)
Separate probation caseload for girls with higher needs	Policies and practices	Partially implemented	Girls on probation who exhibit higher needs, primarily girls over 18 years old	Decrease probation recommendations to OOHP Decrease probation revocations	Camden County (Cohort 2)
Case planning process revised to involve parents and youth in identifying short-term, achievable goals that youth can accomplish while on probation supervision to give them the chance to comply with a condition before dispositional decision	Policies and practices	Fully implemented	Youth on probation	Decrease probation recommendations to OOHP Decrease probation revocations Increase youth and family engagement	Jefferson Parish (Cohort 1)
New community provider program offers services to youth with status offenses who would have otherwise been supervised by probation officers	Policies and practices	Fully implemented	Youth who are adjudicated for status offenses	Decrease probation revocations Increase postadjudication diversion	Jefferson Parish (Cohort 1)
Case file reviews conducted by probation administrators and staff to assess trends related to racial inequities and other factors affecting case decision making	Policies and practices	Partially implemented (review completed; implementing findings)	Youth who are adjudicated and are at risk for OOHP	Advance REEI Identify other reform priorities regarding dispositional decision making, violations of probation	Lucas County (Cohort 1)

Activity	Type	Status	Anticipated population affected	Anticipated outcome(s)	Site
Diversion for youth with misdemeanors and some felonies from formal processing and to close cases with juvenile court after 90 days	Policies and practices	Fully implemented	Youth arrested for lower severity offenses and those with no prior histories of criminal involvement (“unofficial youth”) Youth who are adjudicated with misdemeanors	Advance REEI Increase preadjudication diversion Increase postadjudication diversion	Lucas County (Cohort 1)
Global Appraisal of Individual Needs Short Screener and Screening, Brief Intervention, Referral to Treatment protocol to be conducted at assessment center intake	Tools	Fully implemented	Youth adjudicated with misdemeanors Youth arrested for lower severity offenses and those with no prior histories (“unofficial youth”)	Increase availability, quality, and/or access and links to community-based services and supports	Lucas County (Cohort 1)
Intake assessments (including social histories, dispositional risk assessments, GAIN Short Screener, Screening, Brief Intervention, Referral to Treatment) conducted by probation officers assigned to felony cases	Tools	Fully implemented	Youth who have adjudicated with felony offenses	Increase availability, quality, and/or access and links to community-based services and supports Increase youth and family engagement Reduce probation recommendations to OOHP	Lucas County (Cohort 1)

Activity	Type	Status	Anticipated population affected	Anticipated outcome(s)	Site
Assessment officer positions created to provide case management, assess youth needs, and refer to community-based supports and services without formal probation conditions	Policies and practices	Fully implemented	Youth who are preadjudicated, or who are adjudicated with misdemeanors	Advance REEI Increase availability, quality, and/or access and links to community-based services and supports Increase preadjudication diversion	Lucas County (Cohort 1)
Structured decisionmaking matrix	Tools	Fully implemented	Referred youth	Advance REEI Decrease probation revocations Reduce probation recommendations to OOHP	Lucas County (Cohort 1)
Youth Advocate Program extended to youth with misdemeanors	Community-based alternatives to confinement programs	Fully implemented	Youth who have adjudicated misdemeanors	Increase availability, quality, and/or access and links to community-based services and supports Increase postadjudication diversion	Lucas County (Cohort 1)
Case planning process revised to focus on positive youth development and family engagement	Policies and practices	Partially implemented	Youth on probation	Decrease probation recommendations to OOHP Decrease probation revocations Increase youth and family engagement	Marion County (Cohort 1)

Activity	Type	Status	Anticipated population affected	Anticipated outcome(s)	Site
Community-based services established and funded through Youth Advocate Program; funding continued by Indiana Department of Child Services	Community-based alternatives to confinement programs	Fully implemented	Youth who are adjudicated and at risk of OOHP	Increase availability, quality, and/or access and links to community-based services and supports Reduce initial judicial dispositions to OOHP	Marion County (Cohort 1)
Recommendations to OOHP reviewed by placement board staffed by deputy chief probation officer and probation placement specialist; head juvenile judge also reviews all dispositions to OOHP	Policies and practices	Fully implemented	Youth who are adjudicated and recommended for OOHP	Decrease initial judicial dispositions to OOHP Reduce probation recommendations to OOHP	Marion County (Cohort 1)
Standard probation order updated, and incentives and response grids revised	Policies and practices	Fully implemented	Youth on probation	Decrease probation revocations	Marion County (Cohort 1)
Structured decisionmaking matrix considered for probation dispositional recommendations	Tools	Fully implemented	Youth who are adjudicated	Decrease probation recommendations to OOHP	Marion County (Cohort 1)
Court orders include early probation termination for youth participating in (and completing) opportunity-based probation	Policies and practices	Fully implemented	Youth on probation	Decrease probation revocations	Pierce County (Cohort 2)

Activity	Type	Status	Anticipated population affected	Anticipated outcome(s)	Site
Opportunity-based probation (incentives-based probation drawing on principles of adolescent brain development and effective behavior management)	Policies and practices	Fully implemented	Youth on probation	Advance REEI Decrease probation revocations Increase availability, quality, and/or access and links to community-based services and supports Increase youth and family involvement in juvenile justice decisionmaking	Pierce County (Cohort 2)
Pathways to Success program (wraparound services to Black boys ages 15 and under using a team-oriented, wraparound approach)	Policies and practices	Fully implemented	Black youth on probation	Advance REEI	Pierce County (Cohort 2)
Pop-up one-to-two day programs with community partners offer youth a quick and noncommittal introduction to activities (including arts, recreation, and job skills), with the option to stay involved for a longer term	Policies and practices	Fully implemented	Youth on probation	Increase availability, quality, and/or access and links to community-based services and supports	Pierce County (Cohort 2)
Probation has an increased capacity to request the use of Manifest Injustice downward, a legal tool to apply a sentence lower than the standard range in exceptional cases	Policies and practices	Fully implemented	Youth who are adjudicated	Decrease initial judicial dispositions to OOHP	Pierce County (Cohort 2)
Alternatives to Confinement effort funded for alternatives to detention and out of home placement (\$500,000)	Community-based alternatives to confinement programs	Fully implemented (funds were allocated); request for proposals to be released	Youth on probation	Decrease initial judicial dispositions to OOHP Decrease probation recommendations to OOHP	Ramsey County (Cohort 2)

Activity	Type	Status	Anticipated population affected	Anticipated outcome(s)	Site
Family-engaged case planning	Policies and practices	Partially implemented (staff receiving coaching)	Youth who are adjudicated or are on probation	Increase youth and family involvement in juvenile justice decisionmaking	Ramsey County (Cohort 2)
Kinship worker (hired in Corrections Department) coordinates ways youth is part of the juvenile justice and foster systems	Policies and practices	Partially implemented (staff hired)	Youth who are adjudicated or are on probation	Increase youth and family involvement in juvenile justice decisionmaking	Ramsey County (Cohort 2)
Licensing Minnesota Intensive Treatment Homes through Title 4 funds	Community-based alternatives to confinement programs	Partially implemented (In the final stages of licensing being finalized)	Youth on probation	Decrease initial judicial dispositions to OOHP Decrease probation recommendations to OOHP	Ramsey County (Cohort 2)
Case plans revised to focus on youth strengths rather than solely on compliance issues	Policies and practices	Fully implemented	Youth on formal and informal probation	Decrease probation revocations	St. Louis City (Cohort 1)
Structured decisionmaking matrix revised	Tools	Fully implemented	Youth on probation	Decrease probation revocations	St. Louis City (Cohort 1)
Team support approach	Policies and practices	Fully implemented (as of March 2015). Contracted with Better Family Life to provide neutral facilitators for TSA meetings.	Youth on probation	Decrease probation recommendations to OOHP Engage families and youth	St. Louis City (Cohort 1)
Case file review (with Case Western Reserve faculty)	Policies and practices	Partially implemented	Youth who are adjudicated and at risk of OOHP	Advance REEI Identify other reform priorities regarding dispositional decision making, violations of probation	Summit County (Cohort 2)

Activity	Type	Status	Anticipated population affected	Anticipated outcome(s)	Site
Diversion/ Misdemeanor Services to replace Intake Unit	Community-based alternatives to confinement programs	Partially implemented	Youth charged with misdemeanors or with low-level first-time felonies ⁴	Increase availability, quality, and/or access and links to community-based services and supports Increase preadjudication diversion Increase postadjudication diversion	Summit County (Cohort 2)
Massachusetts Youth Screening Instrument and Ohio Youth Assessment System screeners conducted with all adjudicated felony youth before disposition	Tools	Partially implemented	Youth who are adjudicated with felony offenses	Increase availability, quality, and/or access and links to community-based services and supports	Summit County (Cohort 2)
Rewards and sanctions grid	Tools	Partially implemented (implemented throughout the county but its use is at the discretion of the PO)	Youth on probation	Decrease probation revocations	Summit County (Cohort 2)

⁴ After data collection ended, Summit County discontinued this program for youth with felonies with the exception of specialty docket participants who qualify for treatment courts.

TABLE 3

Deep-End Site Activities Related to Systemwide Supports (Eight Sites)

Activity	Type	Streetlight Focus	Status	Anticipated Population(s) Affected	Anticipated Outcome(s)	Site
Probation officer training on Camden County resource directory (available both online and in print)	Policies and practices	System	Fully implemented; directory completed and updated on an ongoing basis by the Community Planning and Advocacy Council	Probation officers	Increase availability, quality, and/or access and links to community-based services and supports	Camden County (Cohort 2)
Family newsletter	Policies and practices	Family and community	Fully implemented	Families of justice-involved youth	Increase youth and family engagement	Camden County (Cohort 2)
Family engagement project by family support organization	Policies and practices	Family and community	Fully implemented	Families of justice-involved youth	Increase availability, quality, and/or access and links to community-based services and supports	Camden County (Cohort 2)
Revised parent orientation	Policies and practices	Family and community	Fully implemented	Families of justice-involved youth	Increase availability, quality, and/or access and links to community-based services and supports Increase youth and family engagement	Camden County (Cohort 2)
Interagency committee reviews multi-unit cases or multi-child families	Policies and practices	Family and community	Fully implemented	Families who are court-involved	Decrease probation revocations	Jefferson Parish (Cohort 1)

Activity	Type	Streetlight Focus	Status	Anticipated Population(s) Affected	Anticipated Outcome(s)	Site
Restorative justice pilot program (5 public schools)	Policies and practices	System	Partially implemented	Public school students, youth who are preadjudicated	Increase preadjudication diversion	Jefferson Parish (Cohort 1)
Family navigator program (with input from community advisory board on vendor selection)	Policies and practices	Family and community	Fully implemented	Referred youth who are adjudicated and their families	Advance REEI Increase youth and family engagement	Lucas County (Cohort 1)
Ambassadors (parents of youth formerly involved in probation) embedded in court to help family members navigate the court						
Restorative justice coordinator staff position and restorative circles process	Policies and practices	System	Fully implemented	Referred youth who are preadjudicated and postadjudicated	Advance REEI Increase preadjudication diversion Increase postadjudication diversion Increase youth and family involvement in juvenile justice decisionmaking	Lucas County (Cohort 1)
Public communications workgroup established to develop crisis response protocol, media plan, and case review process in the event of a “case gone bad”	Policies and practices	System	Partially implemented	Not applicable	Improve court’s image, relations with public Improve relations between judiciary and probation unit	Marion County (Cohort 1)

Activity	Type	Streetlight Focus	Status	Anticipated Population(s) Affected	Anticipated Outcome(s)	Site
Youth and family advisory board (with Indiana University)	Policies and practices	Family and community	Partially implemented	Referred youth who were former court-involved and family members of former court-involved youth	Increase youth and family involvement in juvenile justice decisionmaking	Marion County (Cohort 1)
Family council, with members included in key court decisions	Policies and practices	Family and community	Fully implemented	Youth and families who are court-involved	Increase youth and family involvement in juvenile justice decisionmaking.	Pierce County (Cohort 2)
Family group decisionmaking coordinators (in Corrections Department)	Policies and practices	Family and community	Partially implemented	Youth on probation and their families	Increase youth and family involvement in juvenile justice decisionmaking	Ramsey County (Cohort 2)
Relative race index tool developed to highlight racial disparities at various decision points	Tools	System	Partially implemented (finalized and working to roll out the tool)	Youth of color/youth associated with the system	Advance REEI	Ramsey County (Cohort 2)
Eight-week educational course offered by community partner for families with youth who are justice-involved	Policies and practices	Family and community	Fully implemented	Families who are court-involved (voluntary)	Decrease probation recommendations to OOHP Decrease probation revocations Increase youth and family engagement	St. Louis City (Cohort 1)
Family advisory board	Policies and practices	Family and community	Partially implemented; conducted by community partner	Families who are court-involved (voluntary)	Increase youth and family involvement in juvenile justice decisionmaking	St. Louis City (Cohort 1)

Activity	Type	Streetlight Focus	Status	Anticipated Population(s) Affected	Anticipated Outcome(s)	Site
Family dinners to build relationships with agency staff and support parents and caregivers with system-involved youth	Policies and practices	Family and community	Fully implemented; conducted by community partner after January 2018	Families who are court-involved (voluntary)	Decrease probation recommendations to OOHP Increase youth and family engagement Increase youth and family involvement in juvenile justice decisionmaking	St. Louis City (Cohort 1)
Probation staff are fully trained in Full Frame Initiative principles and values (an approach to improve the ability of families and communities to combat systemic poverty and violence, including motivational interviewing and trauma-informed care) Updated case planning, assessment, and court forms reflect this initiative	Policies and practices	System	Fully implemented	Youth on formal and informal probation	Decrease probation revocations	St. Louis City (Cohort 1)
Resource guide for families to help them navigate the juvenile justice system and access resources in the community	Tools	Family and community	Fully implemented	Families who are court-involved	Increase availability, quality, and/or access and links to community-based services and supports Increase youth and family engagement	St. Louis City (Cohort 1)

Activity	Type	Streetlight Focus	Status	Anticipated Population(s) Affected	Anticipated Outcome(s)	Site
Family engagement specialists	Policies and practices	Family and community	Partially implemented	Youth on probation and their families	Advance REEI Increase youth and family engagement	Summit County (Cohort 2)

Errata

These technical appendixes were updated on September 21, 2020. “St. Louis County, Missouri” was corrected to “St. Louis City, Missouri” in figure A.1 on page 2.

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