

# Positive Youth Justice Initiative Phase I Implementation Evaluation

---

Prepared by:  
Resource Development Associates  
January 2016



The Positive Youth Justice Initiative is a Sierra Health Foundation initiative managed by the Center for Health Program Management, with additional funding from The California Endowment and The California Wellness Foundation.



## Contents

Executive Summary.....	2
Introduction .....	6
Implementation Progress .....	8
Impacts of Phase I Implementation .....	15
Key Steps in the Roadmap for Reform.....	21
Moving Forward: Areas for Consideration .....	23
Appendix: County-Level Implementation Highlights.....	26

## Executive Summary

Sierra Health Foundation launched the Positive Youth Justice Initiative (PYJI) in 2012 with the goal of supporting California counties to change the way they approach and work with justice-involved youth. Through an integrated model that invests in youth, treats trauma, provides wraparound service delivery, and strengthens local infrastructure, PYJI seeks to reduce barriers to crossover youths' successful transition to adulthood, including structural biases that exacerbate the over-representation of youth of color in the juvenile justice system.

The two-year external evaluation of the implementation of systems change reforms in Phase I of PYJI—which included interviews, focus groups, and surveys with staff, youth, and caregivers in participating counties—explored the successes and challenges of the four counties (Alameda, San Diego, San Joaquin, and Solano) who have been implementing this far-reaching and ambitious initiative. This brief summarizes the key areas of progress and areas of challenge in PYJI implementation; facilitators of and hurdles to successful implementation; notable impacts of PYJI thus far; and areas for consideration as counties move forward in their efforts to achieve reforms that are both impactful and sustainable.

### Areas of Notable Progress in PYJI Implementation

Systems change is a multi-year process that requires the commitment of many County and community-based stakeholders. Despite the challenges, each county has undertaken reforms to improve outcomes for crossover youth. The following are areas of notable progress in Phase I implementation.

- **Implementing trauma-informed care training.** When rolling out the initiative to staff, trauma-informed care was a common starting point in counties' efforts to support culture change. As a result, staff expressed greater knowledge of how youth are affected by trauma and how staff may experience vicarious trauma.
- **Bringing on new partners to support collaboration.** While counties had different approaches and timelines for engaging partners, all counties invited County and community-based partners to play an active role in decision-making about PYJI.
- **Creating or modifying policies and procedures to support PYJI.** All counties created new policies and procedures to support PYJI, such as incorporating trauma-informed care principles into contracts and hiring practices.
- **Developing and implementing tools to support data-driven decision making.** In an effort to appropriately match responses to crossover youth, all counties created Graduated Sanctions and Rewards Matrices, though they are still in the process of implementation.

### Facilitators of Successful Implementation

- Maintaining strong and invested executive leadership
- Involving mid-level and line staff early on
- Designating a Systems Reform Coordinator to champion the reforms and manage implementation
- Defining clear roles and opportunities for youth-serving partner agencies
- Creating roles for youth in planning and implementation of reforms
- Integrating new reform efforts with existing work
- Leveraging expertise and resources

- **Implementing direct service programs for crossover youth.** In addition to implementing changes impacting systems as a whole, most counties also incorporated a direct service component for crossover youth. As a result, youth had access to new services.
- **Improving data systems to track crossover youth.** All counties improved their ability to track and monitor crossover youth and can now identify crossover youth in their respective data systems. Through modifications and improvements to their data systems, counties increased their ability to identify crossover youth and refer them to appropriate resources.

### Challenges and Areas for Growth in PYJI Implementation

Counties experienced several common hurdles in accomplishing the system-level reforms set out by PYJI. In response, Sierra Health Foundation has designed Phase II of the initiative to respond to a number of these challenges.

- **Improving data sharing.** Data sharing was a challenge for all four counties due to barriers including confidentiality concerns and cross-platform information technology.
- **Consistently holding team decision making meetings.** While all counties made progress in developing mechanisms for team-based decision making meetings to support case planning, they were still working to establish regular team-based meetings on a broad scale. A majority of youth expressed that a parent or caregiver had attended meetings with their probation officer, but fewer reported that someone other than a parent or caregiver attended these meetings. Youth also said they primarily were only involved in team-based meetings at the beginning of their probation.
- **Implementing Positive Youth Development.** While all counties made progress toward encouraging participation from youth and caregivers in PYJI promotional activities in the community, incorporating youth involvement in planning for PYJI and in case planning remained challenging.
- **Bringing all necessary partners on board.** Despite considerable progress in bringing on new partners for PYJI, counties faced challenges achieving full involvement from other youth-serving institutions, particularly schools, the juvenile court, and other law enforcement agencies such as police.
- **Undertaking specific activities to reduce racial and ethnic disparities.** While some counties held trainings in implicit bias and formed task forces to address racial and ethnic disparities, most counties' policy and procedure modifications did not include specific mechanisms for confronting racial bias in sentencing and sanctions.

#### Challenges to Implementation

- Competing priorities and time constraints
- Confusion about roles and responsibilities of youth-serving partners
- Reliance on executive leadership to advance reforms
- Resistance to change among mid-level and line staff
- Bureaucratic processes to change policies and procedures
- Capacity to consistently hold team-based decision making meetings
- Barriers to cross-system data sharing

- **Integrating the four PYJI design elements.** While all counties made progress in implementing each of the PYJI design elements, thus far they have paid less attention to implementing the four elements in an integrated manner. Whether as a cause or a result of this, counties generally did not place equal emphasis on each of the four design elements. Trauma-informed care remained the most highly promoted element among line staff in the PYJI counties.
- **Supporting sustainable change.** All counties expressed that limited staff time was a key barrier to PYJI implementation. Most explained that for continued success PYJI required a significant increase of staff time and financial resources.

### Impacts of Phase I Implementation

Counties reported **progress toward shifting the culture** of their agencies toward embracing trauma-informed care and positive youth development, especially within their respective Probation Departments. At the same time, counties noted there is still **more work to do in changing the culture across all youth-serving systems**, particularly the juvenile court and education systems.

Results from youth and caregiver surveys and youth focus groups indicate that while the implementation of PYJI has led to changes that could eventually impact youth, **it will take more time for youth and their families to feel the impacts in a consistent way**. A majority of youth and caregiver respondents reported that they believe their probation officers and teachers want things to go well for them, and most youth participating in focus groups said there was at least one staff person in their life who was supportive of their success. Yet in both years of the evaluation, most youth participating in focus groups reported that **the quality of their relationships with probation officers, schools, and service providers depend largely on individual staff people**, rather than on a system-wide approach.

Most youth participating in focus groups perceived that on the whole, judges, probation officers, and teachers do not value, listen to, or trust them. For example, youth in all counties shared that there were teachers who would **treat them differently because of their probation status** and sometimes threaten to call their probation officer to ensure compliance with homework or school participation. Some youth also described **instances where they felt racism or favoritism affected their sentencing** or how they were treated in juvenile hall. Youth reported that they do have **some input in their case planning**, although for the most part **judges, probation officers, or their parents decided what programs** they would participate in as part of their probation term. Youth who expressed the most positive experiences spoke about **staff who were on their side unconditionally**, got to know them, and pushed them to achieve their goals. They also found support from community-based groups for youth on probation, which offered safe and welcoming spaces where youth could receive **social support from others with similar experiences and backgrounds**.

Overall, the external evaluation found that PYJI has encouraged systems and staff to commit to new and ongoing reforms, while also recognizing that it takes time to overhaul traditional practices, shift culture among staff, and for youth to feel the results of those changes.

## Moving Forward: Areas for Consideration

### *Achieving Impact*

- **Bringing on additional partners.** To achieve comprehensive and upstream reforms, counties will need to consider how they can bring on all necessary partners and maintain involvement over time. According to the Phase II Concept Paper, strengthening partnerships, particularly with education, law enforcement, and advocacy organizations, will be an emphasis in the next phase.
- **Centering the system on positive youth development.** In order to achieve a system that centers on incorporating youth input, some counties may need to enhance their focus on staff development in PYD, as well as strengthen available community-based resources.
- **Moving reforms upstream.** Because PYJI continues to be an initiative that is designed primarily to improve how the juvenile justice system works with youth who are actively involved in the justice system, as the initiative enters the next phase it will be important for the Foundation and counties to define how these downstream reforms will align with the Foundation's Phase II goals of identifying upstream reforms involving the juvenile courts, police, and schools.

### *Sustainable Change Management*

- **Role of direct services in a systems-change initiative.** Most counties instituted a direct service position or program to serve crossover youth. As counties move to scale up their PYJI plans to expand beyond crossover youth, as is expected in Phase II, the role and sustainability of a direct service approach will become increasingly important.
- **Initiative staffing structure.** Counties emphasized the challenges of ensuring they had the necessary staffing and financial resources to manage the initiative. As counties move forward, it will be important to consider if and how they will support a staff position dedicated to managing reform.
- **Balancing the role of executive leadership.** Executive leadership is crucial for reforms to succeed, yet counties will need to consider how they can balance the need for executive leadership support without relying so heavily on a particular leader that progress is lost if that leader leaves.
- **Integrating new reform efforts with other County work.** Counties mentioned the risk of "initiative fatigue" and noted that staff may feel hesitant to support new reform efforts. Moving forward, it will be useful for counties to explore opportunities to integrate new reform efforts with concurrent activities so the new reforms are seen as part of, rather than competing with, other work.
- **Guidance and oversight for the initiative's success.** As Phase II of PYJI begins, it will be important to consider and determine the role of the funding agency, the lead County agency, and partner agencies in overseeing and monitoring the successful implementation of reforms.
- **Role of external support and resources.** The evaluation of PYJI highlighted the benefit of dedicated support for planning and implementing reforms. It is therefore useful to consider the possibilities for leveraging internal and external resources to effectively implement systems changes.
- **Expectations for monitoring, outcome measurement, and use of evaluation.** Given the importance of data-driven decision making, particularly as the initiative continues and grows over time, it will be important to consider the Foundation's expectations around how counties monitor and measure their success and use evaluation for continuous improvement.

## Introduction

### Positive Youth Justice Initiative: Background and Context

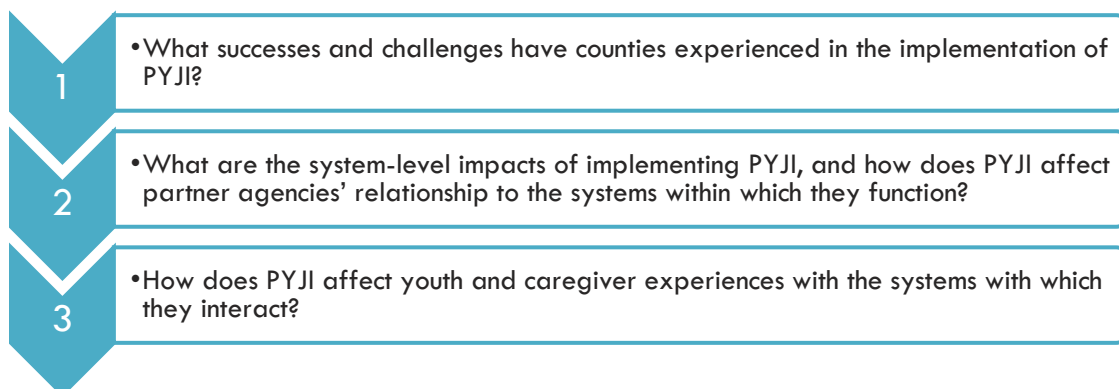
Sierra Health Foundation launched the Positive Youth Justice Initiative (PYJI) in 2012, following years of on-the-ground experience in youth development, extensive research into the key issues affecting youth wellbeing, and in the context of a favorable policy environment for juvenile justice reform. Through an approach that invests in youth, treats trauma, provides wraparound service delivery, and strengthens local infrastructure, PYJI seeks to reduce barriers to crossover youths' successful transition to adulthood, including structural biases that exacerbate the over-representation of youth of color in the juvenile justice system.

In 2012, one-year planning grants were awarded to six counties to support the development of PYJI innovation plans. In October 2013, four of the counties—Alameda, San Diego, San Joaquin, and Solano—were awarded two-year implementation grants. Within the context of broad juvenile justice reform, the first phase of PYJI implementation focused on youth identified in the research as particularly at risk for continued justice-system involvement: crossover youth, who have been involved in the child welfare system and who are currently engaged in the juvenile justice system. In Phase II, beginning in January 2016, the initiative will emphasize the value of the reforms for all youth who come into contact with the juvenile justice system.

### Evaluation Purpose and Scope

Sierra Health Foundation contracted with Resource Development Associates (RDA) to carry out a comprehensive evaluation of the implementation and early impact of Phase I of PYJI. By assessing the system change process in the four PYJI counties, the evaluation of PYJI seeks to build a body of knowledge that system leaders and advocates can use to build systems that embrace a positive approach to youth justice.

The high-level research questions that guide the evaluation focus on measuring changes in system-level operations, recognizing that while the ultimate goal of PYJI is to improve the outcomes of youth and families involved in the juvenile justice and child welfare systems, counties will likely not see changes in youth outcomes in the two-year implementation period.





To inform the evaluation questions and indicators, RDA conducted a literature and best practice review of evaluation studies and performance measures in relevant fields such as youth systems, criminal justice systems, and collaborative system-wide initiatives. This review focused on determining outcome domains and performance measures applicable to the scope and goals of PYJI.<sup>1</sup>

## Evaluation Design and Methods

The RDA evaluation team designed a mixed-methods approach to assess the implementation and initial impact of PYJI over a two-year time frame. The evaluation encompassed the following components.

### Year 1 Implementation Evaluation

- The Year 1 evaluation focused on the first of the research questions described above, documenting the status of counties' early-stage implementation, as well as pre-implementation factors that may have influenced the progress of implementation.

### Year 2 Implementation Evaluation

- Focusing on the same systems change domains as the first evaluation, the Year 2 evaluation documented additional successes that counties have made toward implementing PYJI-aligned youth-serving systems, as well as new or ongoing challenges counties have experienced in these efforts.

### Cumulative Implementation Evaluation

- The current report includes a synthesis of data across the two years in order to document progress toward actualizing systems change within County agencies and CBOs in order to highlight facilitators of successful implementation and lessons learned to support future implementation efforts.

The evaluation team, in collaboration with Sierra Health Foundation, identified a series of data collection activities designed to produce a thorough understanding of implementation activities and strategies. These activities included: **key informant interviews** with PYJI leadership in each county; **focus groups with staff** from PYJI partner agencies and community-based organizations (CBOs) in each county; a **staff survey** that was disseminated to staff in PYJI partner agencies and CBOs; a **survey of youth and their caregivers**; and **focus groups with youth** in each county. Because youth participation in juvenile justice and child welfare systems is often in flux, the evaluation was not designed to follow individual youth over time, but rather to capture a broad sense of youth experiences with these systems. The evaluation team also reviewed documentary data from each county and from the foundation and met regularly with the Sierra Health Foundation PYJI team. (For details on the methodology, see the Year 1 and Year 2 evaluation reports at <http://www.shfcenter.org/pyji/evaluation>.)

---

<sup>1</sup> This review was presented in the Year 1 evaluation report and is available at the following link: [http://www.sierrahealth.org/assets/PYJI/SHF\\_PYJI\\_Year\\_1\\_Evaluation\\_Performance\\_Measures\\_Literature\\_20150108.pdf](http://www.sierrahealth.org/assets/PYJI/SHF_PYJI_Year_1_Evaluation_Performance_Measures_Literature_20150108.pdf). Domains of system change implementation included leadership vision and support; line staff vision and support; partnerships and collaboration; policies and procedures; data collection, sharing, and use; family and community engagement; training; and resources and sustainability.

## The Current Report

The report discusses the implementation and impact of Phase I in the following sections.

- **Key areas of progress and areas for growth that counties experienced in PYJI implementation.**  
In first discussing the key areas in which counties made more or less progress in implementation, the report sets the stage for the subsequent discussion of the impacts that have followed from these activities.
- **An analysis of the most notable impacts of PYJI to date,** including both system-level impacts and impacts on youth and caregivers' experiences. The report presents impacts of implementation separately from the discussion of progress in order to recognize that each area of impact may be the result of multiple implementation activities.
- **A synthesis of the key steps in the roadmap for reform** that emerged from examining the facilitators and barriers to counties' success.
- **Areas for consideration** that might further enable counties to achieve their desired impact and support the sustainability of the initiative over time.

The report includes corresponding icons to illuminate what works well in systems-change implementation and to showcase youth voice. The lightbulb icon represents facilitators of success and lessons learned during implementation—strategies counties used that helped during implementation and areas in which counties would proceed differently in the future. The comment bubble icon represents youth experiences of the systems with which they interact, as a way to highlight potential strengths and challenges of implementing system-level reforms.



What works well



Youth voice

## Implementation Progress

Over the two years of Phase I implementation, PYJI counties worked to integrate the PYJI elements into the various public systems with which crossover youth interact. Specifically, counties set out to provide their PYJI stakeholders with relevant trainings, collaborate with new partners, create policies and procedures to systemically support PYJI, incorporate youth and family voice in service delivery, and improve data collection and sharing, and they have made noteworthy progress in accomplishing each of these aims. This section describes the areas of implementation in which counties tended to achieve the greatest progress, as well as areas in which counties experienced greater challenges in achieving their implementation goals.

## *What have been the areas of greatest progress in changing youth-serving systems?*

### **Implementing Trauma-Informed Care Training**

Given the significant research that points to the importance of addressing the effects of trauma on youth and their involvement in both the juvenile and criminal justice systems, trauma-informed care was a natural starting-point for counties' efforts to support culture change and rollout to staff. Throughout the two years of implementation, trauma-informed care remained the component of the initiative that all counties promoted most visibly. All counties implemented training for staff in TIC. In some counties this training was mandatory, while in others it was highly encouraged. In most counties, staff from multiple agencies were invited to attend the training. One county took a train-the-trainer approach to TIC training, with the goal of building their internal capacity to carry on TIC training in the future.



Counties said PYJI support from executive leadership in both PYJI partners and lead agencies helped emphasize the importance of the PYJI trainings.



Counties said cross-agency trainings helped mid-level and line staff engage with different agencies and supported overall PYJI collaboration.

### **Bringing on New Partners to Support Collaboration**

While some counties initially leveraged their pre-existing relationships through previous initiatives to support PYJI, all counties reported bringing on new partners to support PYJI. Counties had the most success solidifying new partnerships when the partner's roles, responsibilities, and expectations were clearly outlined through memorandums of understandings (MOUs) or interagency agreements. While counties had different approaches and timelines for engaging partners, all counties invited partners, particularly CBOs, to play an active role in decision-making about PYJI. Some counties in which Probation Departments were the lead agency formed strong partnerships with CBOs. Counties said these partnerships were effective because of high level of involvement of CBOs in the PYJI activities and decision making meetings. Some Probation Departments also utilized co-located staff from Behavioral Health/or Social Services to increase effective service provision on crossover youths' cases. The county where an education agency was the lead agency collaborated closely with a Supervising Deputy Probation Officer to gain the buy-in and support of other Probation staff. While the frequency of meetings varied, all counties engaged partners in team-based case planning.

*"We moved from a CBO that you send your troubled kids, to a legitimate partner at the table." –CBO Leadership*



Inviting CBOs to participate in the planning stages of implementation helped solidify their role in the initiative.

### **Creating or Modifying Policies and Procedures to Support Reforms**

Policy and procedure development was a major area of focus for both PYJI lead agencies and partner agencies throughout the initiative. All counties created new policies and procedures to support the elements of PYJI, though most counties focused on modifying procedures rather than broad-scale departmental policies. Most commonly, counties integrated TIC and PYD elements in hiring and service provider contracts, such as interview protocols for new or transferring probation officers and contracts with new service providers. Some counties made modifications to case planning and service referral procedures designed to increase communication between youth and families, Probation, and other service providers. In addition, most counties expanded access to wraparound services by changing eligibility criteria and/or increasing the number of wraparound slots designated for crossover youth. At the same time, counties noted that departmental requirements for approving and training staff in new policies and procedures at times resulted in lengthy processes to formalize changes in practices within and across systems.



Involving supervisors in the development and modification of policies as well as training line staff on new policies helped counties achieve concrete changes.

### **Developing and Implementing Tools to Support Data-Driven Decision Making**

Developing new tools to support data-driven decision making for crossover youth was a clear priority for all counties. In an effort to appropriately match responses to crossover youth, all counties created Graduated Sanctions and Rewards Matrices, though they are still in the process of implementation. One county's Probation staff reported utilizing case planning tools and data to inform case planning more frequently than in the past. Another county implemented a Girls Health Screen in their juvenile hall to ensure that they were aware of and appropriately addressing the health needs of girls in detention.



Counties said support from TA providers helped them develop Graduated Sanctions and Rewards Matrices.

### **Implementing New Programs and Services for Crossover Youth**

In addition to implementing changes designed to shift overall systems operations, most counties also incorporated a direct service component for crossover youth. While one county formalized partnerships with CBOs to provide group programs for PYJI youth, others hired dedicated staff to provide mental health, substance abuse, or case management services to PYJI youth. Ultimately, these services provided

formal mechanisms to directly engage with crossover youth through a variety of activities like PYD-informed support groups, mentoring, and mental health/substance abuse interventions.



Counties said giving formerly incarcerated youth the opportunity to act as mentors to PYJI youth helped support youth willingness to engage in PYJI services.



Leveraging CBOs already working with the target population increased access to culturally appropriate services.

### Improving Data Systems to Track Crossover Youth

Over time, all counties improved their ability to track and monitor crossover youth and can now identify crossover youth in their respective data systems. Most counties have moved toward flagging crossover youth for referral purposes. Because of their ability to now identify crossover youth, one county created a fact sheet and a qualitative comprehensive profile of crossover youth to further inform practice and strategies.

*“We’re further along than we were two years ago, when you look at the things they’ve implemented to improve the work. We know who crossover kids are.” – County leadership.*

### What challenges and areas for growth have counties experienced in changing youth-serving systems?

#### Improving Data Sharing

Data sharing between PYJI partners was frustratingly difficult for counties to implement throughout the initiative, as they experienced a number of barriers including confidentiality concerns, differing cross-platform information technology challenges, and for some counties the lack of existing data-sharing agreements to build on. These barriers to data sharing, which predated PYJI, continued to hinder agencies’ ability to share useful information about youth across multiple systems. Although data sharing agreements existed among some agencies, oftentimes they were independent of PYJI and did not include all PYJI partner agencies. For example, counties discussed data sharing agreements created under edicts such as the Katie A Settlement, which requires data sharing between Behavioral Health and Child Welfare, but did not include all organizations, like Probation. While some County Probation Departments created new data sharing agreements to receive information about crossover youth from community-based PYJI partners, overall creating data-sharing agreements was a challenge.

*“It would be great if there was universal system we could all have and communicate with. Whenever we need to know something, we could just look it up, but unfortunately that’s not the reality.” -Probation leadership*



Drawing on subject matter expertise and best practices would assist counties in developing strategies for multiagency MOUs that could overcome data-sharing barriers.

### Consistently Holding Team Decision Making Meetings

While all counties made progress in developing new mechanisms for team-based decision making meetings or expanded their existing team-based meeting structure, in which probation officers and youth-serving agencies (e.g. social workers, behavioral health specialists) meet with family members and crossover youth to work on case planning for youth during and post custody, counties had not yet implemented regular team-based meetings on a broad scale. Line staff in most counties wanted more participation in and frequency of team-based meetings with other departments. In addition, counties struggled to consistently hold team-based decision making meetings. For example, youth reported having only a limited number of meetings that included their probation officer, caregiver, and other staff, and further explained that team-based decision meetings primarily occurred during their initial review of their probation terms.



Formalizing expectations and schedules for multidisciplinary case planning meetings would support partners in holding meetings consistently.

### Implementing Positive Youth Development

A positive youth development approach is one that promotes opportunities for youth involvement and engagement in programs as partners. All counties encouraged youth participation in community forums designed to promote PYJI and educate community stakeholders about PYJI elements and expanded access to supportive services for youth. However, incorporating youth and their input in planning for PYJI, as well as in their own case planning, remained challenging, and some counties exhibited a need to deepen their understanding that juvenile justice system professionals' orientation to supporting youth is also part of PYJI and the PYD approach. Most youth said they did not have choices in which programs they would attend and noted that their probation officers, judges, and/or caregivers made those decisions for them. Some providers suggested that in the future, counties should gather feedback from youth on services provided and relationships with probation officers. Counties also expressed that gaining families' buy-in and trust due to historically punitive juvenile and criminal justice practices was a consistent barrier to their level of engagement and participation in PYJI activities or case planning.



Counties agreed that it was important to implement mechanisms to gather feedback from youth and families on both successes and challenges with service delivery and satisfaction with service providers.



Counties said they would benefit from having more training about specific techniques for using PYD and TIC approaches when working with youth.



*“When people know you are on probation, they think you’re just a bad kid.”*



*“Even little good steps, when they recognize that and they keep it real with you when you are messing up and tell you, then you start feeling confident and [they don’t] make you feel like you are less than anyone else because you made a mistake.”*

### Engaging Necessary Partners for PYJI

Despite considerable progress in bringing on new partners for PYJI, counties still faced challenges achieving full involvement of influential youth-serving institutions and agencies, particularly schools, the juvenile court, and other law enforcement agencies such as police. This absence was strongly felt by youth themselves, with a majority of youth in focus groups reporting facing challenges in schools, particularly around being treated differently because of their probation status. Further, some County partner agencies like Behavioral Health, Child Welfare, and educational agencies reported that while they participated in the initial planning of PYJI—and some continued to attend PYJI executive level meetings—their line staff did not participate in PYJI because they did not have clearly defined roles or opportunities for concrete involvement.

*“There is a school to prison pipeline; we need to get the school district on board, and it’s not going to be something we can do overnight.”- CBO leadership*



Both lead and partner agencies said partner agencies were more invested and engaged when they clearly understood their role and felt included in the early planning stages of systems reform.

### Undertaking Specific Activities to Reduce Racial and Ethnic Disparities

In most counties, reducing racial and ethnic disparities (RED) was not a major area of focus in PYJI implementation beyond collecting and reporting data on the racial and ethnic composition of probation-involved youth. While some counties held trainings in implicit bias and formed task forces aimed at reducing racial and ethnic disparities—and one county pursued and was awarded a state RED grant during the PYJI period—most counties’ policy and procedure modifications did not include specific mechanisms for addressing racial bias in sentencing or sanctions, and some counties described feeling unsure of how to discuss this pervasive issue concretely. In youth focus groups, many youth reported believing that racism and favoritism have affected how they are treated by probation, detention, school, and program staff, with some detailing experiences in which they felt racism impacted the length and

type of sentence they were given in court. In Phase II of PYJI, the Foundation has articulated a need for greater emphasis on addressing RED through system-level reforms.



Counties said implicit bias trainings were helpful in initiating conversations about race.



*"I think it's always a race problem. [On my court date, there were] three African Americans and one white male, and he's the only one that went home. He had home invasion and assault with a deadly weapon and I only had a burglary. [The African American youth] went back to max and [the white youth was] the only one that went home."*

### Integrating the Four PYJI Design Elements

The PYJI elements are not intended to work in isolation; the initiative was designed as an integrated model. While all counties made progress in implementing each of the PYJI design elements, thus far they have paid less attention to implementing the four elements in an integrated manner. Whether as a cause or a result of this, counties generally did not place equal emphasis on each of the four design elements. While one county integrated their PYD and TIC trainings, most counties approached implementation of PYJI trainings consecutively, beginning with trauma-informed care in Year 1 and continuing this emphasis in Year 2. As a result, some counties noted that staff were less familiar with other PYJI elements, such as positive youth development. In addition, most counties had not yet implemented new trainings or approaches to gender responsive services, and most also struggled to ensure crossover youth were being referred to wraparound and other community-based services.



Counties said that trainings that covered multiple PYJI elements helped them see the relationships among the elements.



*"I need someone to talk to because I think everything I don't talk about is what stops me from doing what I should be doing. If I talked to someone first and then got the academic support, I would do better."*



*"They should tell us more things like more programs where they can help us get jobs. Because we're struggling."*

### Supporting Sustainable Change

Throughout the initiative, all counties were able to hire and/or leverage existing staff to support PYJI. At the same time, most counties explained that for continued success PYJI will require a significant increase of staff time and financial resources. All counties expressed that limited staff time was a key barrier to PYJI implementation. PYJI Coordinators, in particular, expressed challenges balancing their



organization's workload with the PYJI workload, and some felt their time should be solely dedicated to PYJI. In a similar vein, some line staff from lead agencies reported "initiative fatigue" and expressed hesitation to prioritize PYJI due to lack of resources and competing priorities. Some CBOs voiced concern that if lead agencies did not plan for sustainability, PYJI progress could be replaced by another initiative.



Counties said PYJI requires a dedicated staff person to manage, support, and sustain changes over time.



Taking steps to make sure the momentum of PYJI does not solely rely on executive leadership promotes sustainability in the face of possible leadership turnover.

## Impacts of Phase I Implementation

As noted throughout this report, PYJI counties have made progress in implementing reforms over the last two years. Just as importantly, these implementation achievements have begun to yield results in terms of the operations of youth-serving systems and in the experiences of youth and their families. Below, we discuss some of the impact PYJI has had in improving youth serving systems, especially the juvenile justice system, and in better serving youth and their families.

### *What have been the most notable system-level impacts of PYJI?*

#### **Clear Movement toward Organizational Culture Change**

Counties reported progress toward shifting the culture of their agencies toward a positive culture that embraces TIC and PYD, especially within their respective Probation Departments. Both lead and partner agencies maintained that the continued support from the executive leadership of PYJI greatly impacted the culture shift. All counties also said designating a PYJI Champion to uphold the work and develop and maintain relationships with CBOs was a contributing factor in their success in gaining buy-in from staff in lead and partner agencies. In addition, the increased involvement of mid-level and line staff in PYJI furthered the momentum of the initiative while supporting culture change. One PYJI partner observed that TIC trainings not only impacted how juvenile justice system agencies understand youths' experiences; it also changed their thinking about how to interact with crossover youth.

*"[PYJI] is very effective. We're taking this community approach and looking across systems for better communication and better support. More importantly, the leadership we have within Probation is changing how students perceive them. There is no longer this fear tactic that you're going to be locked up; now we're telling [students] to think of their Probation Officers as a resource and their CBOs as an additional branch of support that advocates on their behalf." – PYJI Partner*

At the same time, while many factors throughout the PYJI implementation indicated the beginnings of culture change, most youth participating in the focus groups reported that the quality of their relationships with probation officers, schools, and service providers still depended on individual staff, rather than on any systematic approaches or philosophies within these institutions. This is discussed further in the youth and caregiver experience section.



*"You can tell the [officers] that care; they'll talk to you about your situation and what you need to do when you get back [into the community]."*

#### Increased Staff Confidence in Trauma-Informed Care

In all counties, leadership and line staff observed that TIC training for probation officers and PYJI partners served as the groundwork for bringing line staff into the initiative and changing their approach to service delivery. As a result of staff training in TIC, line staff from lead and partner agencies expressed a better understanding of how youth are affected by trauma and how staff themselves may experience vicarious trauma. One probation officer explained that the TIC training helped her have more sympathy for and take a more positive approach towards crossover youth. Instead of interacting with her youth in a punitive matter ("What's wrong with you?") she now takes a new approach of asking, "What happened to you?"



*"Most of the time they don't really know you except what you did. [It's better] when they take the time to get to know you and see what's going on with you at home."*

While line staff in most counties reported having a solid understanding of TIC, some identified barriers to transferring the theoretical knowledge they gained into a service approach for crossover youth. When a train-the-trainer approach was used, some staff expressed worry about their own capacity to carry out future trainings. In addition, although staff viewed TIC as the primary catalyst for culture change within their agencies, most youth in focus groups reported that their relationship with their probation officers remained the same. This is discussed further in the youth and caregiver experience section.

#### Better Identification and Referral of Crossover Youth

Through modifications and improvements to their data systems, counties increased their ability to identify crossover youth and refer them to appropriate resources. By updating policies and procedures to require probation officers to refer their crossover youth to PYJI programs at partnering CBOs, probation officers increased the amount of referrals of their crossover youth to PYJI programming. In addition, strengthening relationships between the Probation Department and CBOs led to better communication and coordination of these referrals. However, as mentioned above, most counties still struggled to ensure crossover youth were being referred to wraparound and other community-based services.

### Access to New Services for Crossover Youth

As part of their PYJI implementation plan, most counties implemented a direct service component for crossover youth. Youth who had the most positive experiences in these services mentioned being involved in group interventions for crossover youth. These groups allowed youth to receive social support from youth mentors with similar experiences and backgrounds. However, sometimes youth expressed feeling resistance to therapeutic interventions when they felt they did not need these services.



*“The program I went to, they said I had different options, different paths. Before I was more hot-headed, and now I try to think about everything I do. I’m not trying to get locked up again.”*

#### What are the areas that have seen less impact?

- Counties experienced less impact in changing culture across all youth-serving systems, particularly the juvenile court and education systems.
- While they took some steps, counties struggled to move from the theoretical knowledge learned about PYD into incorporating a PYD-informed systems approach with specific interventions that would include youth involvement.
- Although counties’ Graduated Sanctions and Rewards Matrices are designed to help reduce racial and ethnic disparities in probation practices, because PYJI targets youth who have already entered the probation system, there has been less impact on mitigating racial disparities in entry into the juvenile justice system, and many youth shared a perception that the system treated them differently because of their race or ethnicity.

## *How does PYJI affect youth and caregiver experiences with the systems with which they interact?*

Incorporating trauma-informed care and positive youth development approaches into a system that is historically punitive is a massive undertaking. It takes time to overhaul traditional practices, shift culture among staff, and create a system in which youth truly feel valued. The youth and caregivers that participated in surveys and focus groups were asked to share their experiences with the staff who are on the front lines of the systems that PYJI seeks to impact: judges, probation officers, social workers, teachers, and program staff. Given that one of the cornerstones of PYJI is youth and family engagement, it is important to take their perspectives into account, while also recognizing that youth and caregivers are speaking about their own experience and may not be aware of all relevant information regarding how these systems operate.

Keeping this in mind, results from youth and caregiver surveys and youth focus groups affirm that system-wide culture shift takes time; findings indicate that while the implementation of PYJI has led to several system changes that are designed to impact youth, PYJI youth and their caregivers do not yet report significant changes in their experience of the systems with which they interact. Surveys and focus groups did not suggest major changes over the course of the two-year implementation period. In surveys and focus groups, youth shared similar experiences and perceptions at both points in time during the evaluation. During both the first and second rounds of data collection, youth and caregiver survey respondents expressed more positive experiences across systems than youth in focus groups described.<sup>2</sup> In both cases, however, their feedback remained relatively consistent over time.

**Youth and caregivers reported that the quality of their relationships with probation officers, schools, and service providers continue to depend on individual staff people, rather than on any systematic approaches or philosophies within these institutions.**

Across counties, most youth and caregiver survey respondents agreed or strongly agreed that youths' probation officers, social workers, and teachers or other school staff want things to go well for them. Yet most youth participating in the focus groups conveyed their perception that even though there were staff who looked out for them, there were other staff who youth felt were not on their side and did not treat them well. At the same time, most youth said there was at least one staff person in their lives who was supportive of their success.



*"Some POs they want you to get off [probation] and they help you. Some don't care what you do, they'll just lock you up. They don't contact you unless you are messing up. My PO [who's good] calls me every week and asks how I'm doing in school."*

---

<sup>2</sup> It is useful to keep in mind that overall, there was some discrepancy between survey and focus group findings. We do not know why survey responses were generally more positive than focus group responses; it may be a result of the method of data collection (surveys versus focus groups), how and when they were administered, and by whom (e.g., probation officers, community-based providers, or evaluation staff).



*"Last time my PO went to the school and brought me outside like a couple minutes before lunchtime. She was talking to me for a while. Then everyone came out...it felt weird. I felt like they thought differently of me. No one really knew I had a PO before."*

**Despite the overwhelming support of TIC by leadership and many line staff, youth and caregiver responses were mixed when asked about the extent to which staff in various systems talk to youth about how what they have been through affects their lives.**

While generally a minority, some youth focus group participants felt that their probation officers genuinely cared and tried to get to know them outside of the issue that landed them on probation. In focus groups, as illustrated by the quotes below, youth emphasized the value of staff who build relationships and talk with them about their lives.



*"[My current PO] listens to me. She asks me how things are going. She knows the relationships I have with people, so she tries to work with me, she doesn't just go off...she's not hecka strict. She builds a relationship with me."*

**Youth responses highlighted the need for continued reform and training to support teachers in approaching youth with a positive and trauma-informed lens.**

Youth from all counties shared that there are teachers who treated them differently because of their probation status and sometimes threatened to call their probation officers to ensure compliance with homework or school participation. At the same time, many youth said there was at least one teacher or staff person at school who supported them in their studies and encouraged them to graduate.



*"Instead of calling your parents when something goes wrong, teachers just contact your PO to get you in trouble."*

**Youth responses corroborated feedback from staff that PYD received less emphasis than other PYJI elements.**

While all counties engaged in both TIC and PYD training, PYD was not as well integrated across systems. Many youth in focus groups conveyed that they felt powerless in and disengaged from their own case planning and said programs are mandated through court or their probation officers. A majority of youth and caregiver respondents indicated that judges or probation officers chose programs for youth, though a majority of survey respondents also reported they had some degree of input about their participation in programs.

In counties that had created dedicated direct service programs for crossover youth, youth participants shared positive experiences engaging with other youth, doing outreach in the community, getting jobs, traveling and attending social events. In addition, these groups also celebrated youth successes through

graduations and involved youth in PYJI orientation. Some youth mentioned the importance of both having a mentor and being allowed to serve as a mentor as an important component to keep them on track. Youth said they would be interested in programs more aligned to their needs, particularly paid job training programs, sports-oriented activities, and resource to help them find employment.



*"[In the group] they pointed out things about me that I never noticed. You're like blind to your errors. They would help me improve on those things. I always wanted things to be my way, but because of the group helping me, I don't see things that way anymore. I think it's a good program."*



*"For the most part, after you[re] in probation, you have to do all this court-ordered stuff."*

**Youth and caregivers conveyed that while team-based meetings do occur, the frequency and extent of youth involvement has thus far been inconsistent.**

As noted in the section on implementation progress, counties developed mechanisms for team-based decision making meetings or expanded their existing team meeting structure. A majority of youth survey respondents expressed that a parent or caregiver always or sometimes attends meetings with their probation officers. However, a much lower proportion reported that someone other than a parent or caregiver attends these meetings. Most youth in focus groups agreed, and expressed that meetings with their probation officers varied from having a range of attendants—including, at times, counselors, probation officers, and caregivers—to just a meeting with a probation officer and caregiver. Youth also said they primarily were only involved in team-based meetings at the beginning of their probation.



*"You are going to have meetings once you get on probation. You have a meeting whenever your probation officer wants to meet with you. Whoever she wants to bring in. Just a checkup meeting to see how you are doing, what are some concerns that probation is having. Sometimes [the meetings] have parent or person from other program involved and sometimes not."*

**Overall, youth conveyed mixed feelings about whether they were treated fairly by youth-serving systems.**

A majority of youth survey respondents agreed that judges made fair decisions in their cases, listened to their families when making decisions, and that if they needed help there was an officer or other staff they could go to in juvenile hall. Fewer youth reported that judges listen to them when making decisions, and many youth in focus groups expressed a perception that racism and favoritism have affected how they are treated by probation, detention, school, and program staff. Some detailed experiences in which they felt racism impacted the length and type of sentence they were given in court. Some youth said that their experiences in the justice system largely depended on who their judge was, and if their judge, in particular, was racist. Most youth shared feelings of experiencing

disproportionate punishments to their offenses, one of which was being sent to juvenile hall for minor infractions.



*“There’s people who do more bad things, and only get two months. I have a year of probation for something stupid. Is it because I’m Mexican?”*

### Effective Practices for Crossover Youth



Youth in focus groups shared the following practices that they found helpful during their time in the County probation system.

- **Group Interventions.** Being part of a PYD support group allowed youth to receive social support from youth with similar experiences and backgrounds
- **Mentor Model.** Youth appreciated the opportunity to have a mentor from a similar background as well as mentor other youth at risk of justice-system involvement.
- **Paid Youth Positions.** Youth who graduated or completed PYJI programs were empowered when they were hired to support other youth and promote PYJI.
- **Supportive Adults.** Youth felt encouraged when they could identify an adult outside of the probation system who unconditionally supported them in succeeding. It was particularly supportive when these adults were reflective of their background and community.
- **Welcoming and Nonjudgmental Programs.** Having a program environment with adults who listened to and cared about them fostered a sense of comfort and wellbeing.

## Key Steps in the Roadmap for Reform

Reflecting on the first two years of PYJI, what are the key strategies that have assisted counties in implementing reform and building for sustainability?

- **Maintaining strong and invested executive leadership.** Among the multiple strategies that supported culture change, continued support from executive leadership helped promote the initiative and maintain momentum for systems reform among all levels of staff. However, counties should be careful not to rely too heavily on individual leadership to drive the initiative and should continue to focus on creating system-level changes that will remain intact regardless of executive leadership.
- **Involving mid-level and line staff early in the reform process.** Over time, increased inclusion of mid-level and line staff in system reform activities and decision making meetings led to staff taking more

ownership of and feeling more connected to supporting juvenile justice reform for youth. Furthermore, staff from both lead and partnering agencies said the staff training in the PYJI elements changed how they see crossover youth. Ensuring that mid-level and line staff are involved in the planning and implementation of reforms from the beginning of the effort will help promote buy-in and participation in the process.

- **Designating a Systems Reform Coordinator to champion reforms and manage implementation.** Counties said that designating a systems reform champion that spent time building relationships with partner agencies and promoting activities was crucial to promoting successful culture change. Having a staff member responsible for shepherding reforms, including managing the day-to-day implementation of the initiative and pursuing external resources and support, is likely to be important for other counties engaged in similar kinds of systems changes.
- **Defining clear roles and opportunities for all youth-serving partner agencies.** Counties in which youth-serving partnering agencies had specified roles expressed feeling invested in systems change and articulated their respective agency's direct impact in working with crossover youth. However, youth-serving partners who did not have clear roles and responsibilities in planning and/or implementing reforms were less involved in both the leadership and staff level. Identifying the necessary partners for the reform effort, and ensuring these partners have substantial and clear roles in the reform, can help each partner feel invested in the overall effort.
- **Creating roles for youth in the planning and implementation of system reforms.** Creating and implementing a plan to involve youth in all aspects of systems change, including planning and carrying out new activities, furthers counties' ability to espouse a true PYD-informed approach. To do so, counties will need to invest significant time and effort to building trusting relationships with youth and families. Toward this end, counties may benefit from partnering with community-based agencies that already have strong relationships with justice-involved youth, and leveraging these agencies to bring youth and families to the table.
- **Leveraging expertise and resources to bolster reform efforts.** After deciding to undertake a reform effort, it is helpful for the leaders of the reform effort to identify what financial and human resources are needed to further the reform effort. This may include subject matter experts who can provide assistance with developing new tools or processes as well as financial resources to support direct service programs or staff time. As with the Systems Reform Coordinator, PYJI counties benefited from having a key contact—which could be an external consultant or an internal staff person—to help them assess their needs for support and secure financial or human resources to meet those needs.
- **Integrating new reform efforts with other County work to support buy-in and sustainability.** Many counties expressed the growing tensions between their competing work and PYJI, and how that impacted line staff involvement and challenges to buy-in. However, integrating PYJI work within similar work in place of viewing PYJI as a competing set of activities could help counties move toward success.



## Moving Forward: Areas for Consideration

PYJI aimed to incentivize the implementation of new practices for a targeted population of crossover youth that would be used as a catalyst for system-wide reform. While counties have made great progress in moving toward systems that treat and support youth in a more holistic and developmentally appropriate manner, there is still work to do to support practice changes and policy reforms; system-level changes take time to permeate to staff, and even longer to impact youth. As PYJI enters the next phase of reform, there are several key areas to consider as counties continue their momentum toward system change. These can be broadly considered in two categories: achieving impact, and sustainable change management.

### Achieving Impact

**Bringing on additional partners.** To achieve comprehensive and upstream reforms, counties will need to consider how they can bring on all necessary partners, achieve buy-in, and maintain involvement over time. In the Phase II Concept Paper, Sierra Health Foundation highlights several key partners that counties should emphasize in their ongoing system reform efforts, including education partners, law enforcement partners, and community advocacy organizations.

**Centering the system on positive youth development.** Building a system that is informed by the positive youth development principles that give PYJI its name calls on counties to make dramatic and far-reaching changes. Incorporating youth input, ensuring that youth development opportunities are available to high-risk youth on probation, and ensuring that all staff are on board will require fundamental shifts in organizational priorities and culture. Thus far, most counties have focused heavily on the TIC component of the initiative. While this is undoubtedly positive, some counties may need to enhance their focus on staff development in PYD, as well as strengthen community-based resources to enable a PYD approach. For example, some Probation staff perceived a limited menu of options as far as available community-based programs or alternatives to custody for PYJI youth.

**Moving reforms upstream.** PYJI aims to support counties in dramatically changing how they think about and approach justice-involved youth. As such, a critical component of the initiative has been its multidisciplinary nature, working across the multiple systems with which crossover youth interact. As the Foundation articulated in the Phase II Concept Paper, Phase I of PYJI focused on interventions for crossover youth that would be used as a catalyst for system-wide reform. As such, many of the reforms have taken place inside Probation Departments and among youth who are already adjudicated. As PYJI enters the next phase, it will be important for counties to align with the Foundation's Phase II goals of changing the trajectory of justice-involved youth more broadly and identify upstream reforms. Thus counties should consider how they can evaluate and adjust the practices and decisions that lead youth onto probation status, such as those involving the juvenile courts, police, and schools, to ensure they are addressing racial and ethnic disparities in judicial and school disciplinary processes from a trauma-informed and positive youth development approach.

## Sustainable Change Management

**Role of direct services in a systems-change initiative.** Interestingly, most counties instituted some type of direct service position or program to serve crossover youth. Particularly as counties move to scale up their PYJI plans to expand reforms beyond crossover youth, the question of the role and sustainability of a direct service approach—which relies on particular staff positions or programs—becomes increasingly important.

**Initiative staffing structure.** Counties emphasized the challenges of ensuring they had the necessary staffing and financial resources to manage the initiative. As counties move forward, it will be important to consider whether the initiative will support a staff position dedicated to managing PYJI, and if this position could or should continue after the funding period ends.

**Balancing the role of executive leadership.** Executive leadership is crucial for PYJI to succeed, yet counties will need to consider how they can balance the need for executive leadership support without relying so heavily on a particular leader that the initiative’s progress is lost if that leader leaves. Continued institutionalization of PYJI elements in formal policies and practices is an important strategy for sustainability beyond individual leaders.

**Integrating new reform efforts with other County work.** Several counties mentioned the risk of “initiative fatigue” and noted that staff may feel hesitant to support new reforms that they see as competing with or adding to their other job responsibilities. Moving forward, it would be useful for counties to explore opportunities to integrate new reform efforts with concurrent reforms and ongoing practices, so that new reforms are seen as part of, rather than competing with, other work in the county.

**Guidance and oversight for the initiative’s success.** Several members of leadership in PYJI counties raised the question: where do oversight and accountability live within the initiative, and who is responsible for ensuring PYJI success? Along these lines, it is worth considering, given the collaborative nature of this initiative, the role of the lead agency, the partner agencies, and the funding agency in overseeing and monitoring its success. For example, as the Foundation has emphasized the role of community advocacy organizations in Phase II of PYJI, what role might these organizations play in holding government accountable and pressing forward for change? What role can or should the Foundation play in guiding the reform? Regarding the role of Sierra Health Foundation thus far, leadership from some counties emphasized the benefit of the Learning Communities in brainstorming and planning their PYJI activities, while also voicing the need for additional targeted county-specific technical assistance. Another county described Sierra Health as an accessible “thought partner” that supports their goals and helps them meet their needs. At the same time, one lead agency explained that it would have been helpful to receive more directive guidance about the focus of PYJI and expectations of the Probation Department. A number of PYJI partner agencies also wanted more direction and clarity from Sierra Health Foundation, as the funding agency, about their expected roles and responsibilities.

**Role of external support and resources.** As part of PYJI, Sierra Health Foundation has provided counties with resources including technical assistance, coordination, and Learning Communities. While counties

throughout the United States often carry out systems reforms in the absence of funded initiatives, the evaluation of PYJI highlighted the benefit of dedicated support for planning and implementing reforms. It is therefore useful to consider the possibilities for leveraging internal and external resources to effectively implement systems changes. Depending on their capacity, lead agencies may effectively leverage internal resources—which may require shifting staff roles, hiring new positions, and/or blending funding with other public agencies. Lead agencies may also seek external sources of technical assistance and/or financial support from foundations, community-based organizations, consultants, or other County departments.

**Expectations for monitoring, outcome measurement, and use of evaluation.** Given the importance of data-driven decision making, particularly as the initiative continues and grows over time, it will be important to consider what the expectations will be around how counties monitor their progress in an ongoing way, how they measure their success, and how they use evaluation for continuous improvement.

As a result of PYJI, counties have set out to plan and implement ambitious reforms to change how their systems approach and interact with justice-involved youth. While counties have experienced their own unique set of challenges and successes, all counties have built on existing strengths, achieved strong support from County leadership, and committed to the collaborative nature of systems change. Over the course of the first two years of implementation, counties engaged new partners, particularly community-based organizations; implemented training with staff to promote culture change toward interacting with youth in ways that are aligned with PYD and TIC approaches; and formalized practices to support new ways of approaching justice-involved youth.

In light of the initial successes of PYJI, the increasing alignment of federal policy with the initiative objectives, and growing public support for justice reform in California, Sierra Health Foundation committed to supporting a second phase of reform efforts. For Phase II, Sierra Health has identified a set of priorities—informed by the evaluation as well as the external policy context—to support system reform. These include broadening the initiative’s target population beyond crossover youth to serve all young people in the system, particularly those at high risk of recidivism; increasing the engagement of education and law enforcement stakeholders; enhancing the role of community-based service providers and advocacy organizations in promoting reform; and continuing to undertake trainings and organizational development activities to foster culture change. By assessing the change process counties employ to undertake system reforms, Sierra Health Foundation aims to build a body of knowledge that system leaders and youth advocates can leverage to accelerate reform within and beyond PYJI counties.

## Appendix: County-Level Implementation Highlights

### Alameda County

Year 1 Key Accomplishments	Year 2 Key Accomplishments
<ul style="list-style-type: none"><li>• Submitted a revised implementation plan</li><li>• Implemented a collaborative PYJI planning structure</li><li>• Included PYJI language in Probation policies procedures and contracts</li><li>• Explored greater use of informal and formal probation for youth instead of out-of-home placement</li><li>• Moved toward the use of team decision making in Probation</li></ul>	<ul style="list-style-type: none"><li>• Began piloting the New Detention Risk Assessment Instrument (DRAI) in the Juvenile Field Services Division and Juvenile Facilities</li><li>• Revised Graduated Sanctions and Rewards Matrix and began development of Incentives Grid</li><li>• Created a Crossover Youth Fact Sheet and GIS Mapping tool</li><li>• Developed a Train-the-Trainer Model for TIC training in summer 2015</li><li>• Expanded number of Wraparound slots from 47 to 57 to accommodate crossover youth</li></ul>

### San Diego County

Year 1 Key Accomplishments	Year 2 Key Accomplishments
<ul style="list-style-type: none"><li>• Created a supervision level in Probation data system to track crossover youth</li><li>• Held trauma-informed care training for Probation staff and collaborative personnel</li><li>• Hired probation officers and treatment providers for the pilot area caseload</li></ul>	<ul style="list-style-type: none"><li>• Expanded the PYJI pilot program to serve a total of 8 zip codes</li><li>• Provided positive youth development (PYD) training to 23 staff</li><li>• Drafted the Incentives and Graduated Responses Matrix</li><li>• Continued to facilitate Family Involvement Team (FIT) meetings with the youth and families participating in the pilot program</li><li>• Updated probation templates for reporting to court to align with PYJI elements</li><li>• Attended Southeast Collaborative Meetings</li><li>• Conducted PYJI presentations at Breaking Cycles Program Manager's meeting, California Mental Health Council</li><li>• Finalized contract with Children's Initiative to create Customer Satisfaction Surveys and partner with school districts and workforce development programs</li></ul>

## San Joaquin County

Year 1 Key Accomplishments	Year 2 Key Accomplishments
<ul style="list-style-type: none"> <li>Expanded eligibility for wraparound services for moderate and high risk crossover youth</li> <li>Developed and planned for trainings on PYJI and trauma-informed care for probation officers and CPS caseworkers countywide</li> <li>Improved tracking and monitoring of crossover youth</li> <li>Purchased and prepared to implement the Girls Health Screen tool</li> </ul>	<ul style="list-style-type: none"> <li>Initiated Youth Development Groups at 3 partnering community- based organizations</li> <li>Created quarterly PYJI orientations for crossover youth and families that are referred to the Youth Development Groups</li> <li>Initiated monthly meetings between PYJI leadership from Probation and community-based organizations</li> <li>Updated Probation policies and procedures to include PYJI elements</li> <li>Conducted trainings on PYD and TIC for probation and partnering agencies</li> <li>Implemented the Girls Health Screen tool</li> <li>Created a PYJI Interagency agreement with 17 agencies serving crossover youth</li> <li>PYJI Learning Communities hosted by Probation Department</li> </ul>

## Solano County

Year 1 Key Accomplishments	Year 2 Key Accomplishments
<ul style="list-style-type: none"> <li>Hired a PYJI Liaison to work with crossover youth students</li> <li>Finalized MOU between VCUSD and Solano County Probation</li> <li>Established mechanisms to identify and track crossover youth</li> <li>Developed referral case flow processes between VCUSD, Probation, and Solano County Office of Education</li> <li>Held staff trainings in trauma-informed care and restorative justice</li> </ul>	<ul style="list-style-type: none"> <li>Provided training to VCUSD school staff and Solano's juvenile probation officers in TIC, PYD, restorative justice, and implicit bias</li> <li>Strengthened multidisciplinary participation in the SST process using the PYJ Liaison</li> <li>Developed a Response Matrix in the Juvenile Field Services Division</li> <li>Entered into a contract with ALDEA for Family Functional Therapy and cognitive behavioral therapy</li> <li>Allocated funding to the Solano County Office of Education (SCOE) to begin expanding PYJI</li> <li>Held third annual Positive Youth Justice Summit</li> </ul>