

# JUVENILE JUSTICE SYSTEM ENHANCEMENT STRATEGY (JSES)

## IMPLEMENTATION SURVEY REPORT

..... 2021 .....



**pennsylvania**  
JUVENILE COURT JUDGES' COMMISSION

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## INTRODUCTION

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As a national leader in juvenile justice, Pennsylvania has an ongoing commitment to improving its balanced and restorative justice outcomes through innovation and vision, strong partnerships at both the state and local levels, and cooperation with both public and private sector service providers.

In June 2010, the Executive Committee of the Pennsylvania Council of Chief Juvenile Probation Officers, and the Juvenile Court Judges' Commission (JCJC) staff conceptualized at their annual strategic planning meeting what would become known as the Juvenile Justice System Enhancement Strategy (JSES). These systems partners agreed that the JSES was needed to establish a sustainability plan for various juvenile justice reform initiatives and enhance efforts around the implementation of evidence-based practices in the Commonwealth.

The JSES supplements the principles of Balanced and Restorative Justice (BARJ) – the foundation upon which Pennsylvania's juvenile justice system was built – by focusing on the use of research evidence to achieve one of the core BARJ objectives: increasing youth skills (competency development) in order to reduce the likelihood that those involved in the juvenile justice system will commit delinquent acts in the future.

In 2011, the JSES's Statement of Purpose was created. The Statement of Purpose was designed to reflect the underlying goals of BARJ and of the JSES initiative:

- Employ evidence-based practices, with fidelity, at every stage of the juvenile justice process;
- Collect and analyze the data necessary to measure the results of these efforts; and, with this knowledge,
- Strive to continuously improve the quality of our decisions, services, and programs.

In April 2012, the Juvenile Justice System Enhancement Strategy Monograph, which lays the roadmap for JSES implementation, was released. That same year, all sixty-seven juvenile probation departments participated in one of six regional JSES planning meetings. As part of these activities, juvenile probation departments were asked to complete a self-report survey. This survey, which has become known as the JSES Implementation Survey, was designed to provide stakeholders with the capacity to examine implementation and sustainability of the strategy across the Commonwealth, on both a county-specific and statewide aggregate level.

Beginning in 2013, to drive the implementation of JSES, two major changes occurred. First, juvenile probation departments were required to complete the JSES Implementation Survey in conjunction with the annual JCJC Juvenile Probation Services (JPS) grant process.

Second, requirements in order to receive JPS grant funding for juvenile probation departments include agreement to:

1. The implementation and utilization of the Youth Level of Service (YLS);
2. The utilization of the YLS to make dispositional recommendations; and
3. The development of a case plan using the results of the YLS.

The following report demonstrates the implementation and sustainability of the JJSES in Pennsylvania over the last ten years (beginning FY2012-2013), as captured through the JJSES Implementation Survey. Using a series of metrics that the survey has consistently measured over multiple years; this report seeks to quantify how JJSES has gradually become embedded within Pennsylvania's juvenile justice system and the steps that have been taken to ensure the sustainability of these initiatives. The second portion of this report highlights the major findings from the FY2021 – 2022 JJSES Implementation Survey.

For the trend analysis portion of this report, metrics from the original FY2012-2013 JJSES Implementation Survey and forward were included. This survey, however, has changed and evolved over the last decade. Certain metrics available in more recent versions of the survey were not available in the original FY2012-2013 survey, and some metrics from those early versions have been modified and amended significantly over the years. Given this, only those metrics consistently asked over time, with limited variation in the wording of questions, are included. Supplemental data from the Pennsylvania Case Management System (PaJCMS), the EPISCenter, as well as data maintained by the Assessment/Case Planning Committee is also included in the report.

The Implementation Survey continues to be a valuable tool to track how the juvenile justice system has changed in response to JJSES. It also serves as a mechanism to identify areas where there are gaps in the state's efforts to incorporate evidence-based programming and practices.

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## STAGE ONE: READINESS

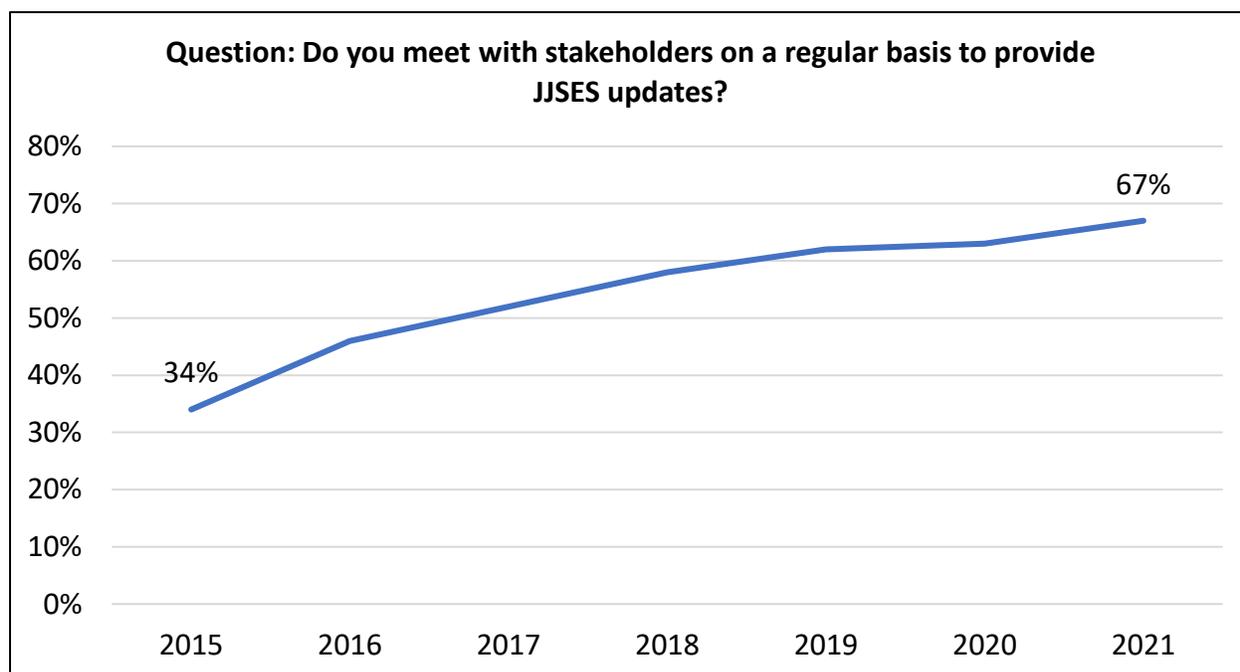
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In order for the JJSES to be successful, all of the key stakeholders in the juvenile justice system need to be invested. Judges and district attorneys must understand how the YLS and case plans function and their role in dispositional decision-making. Similarly, victim advocates must understand how reducing a youth's risk to re-offend ultimately enhances public safety and diminishes future harm to both communities and potential victims. Finally, service providers must be committed to utilizing evidence-based services that effectively target criminogenic needs.

### **Takeaway #1: Probation departments are meeting with stakeholders on a more frequent basis.**

Collectively, juvenile probation departments are meeting with stakeholders more frequently.

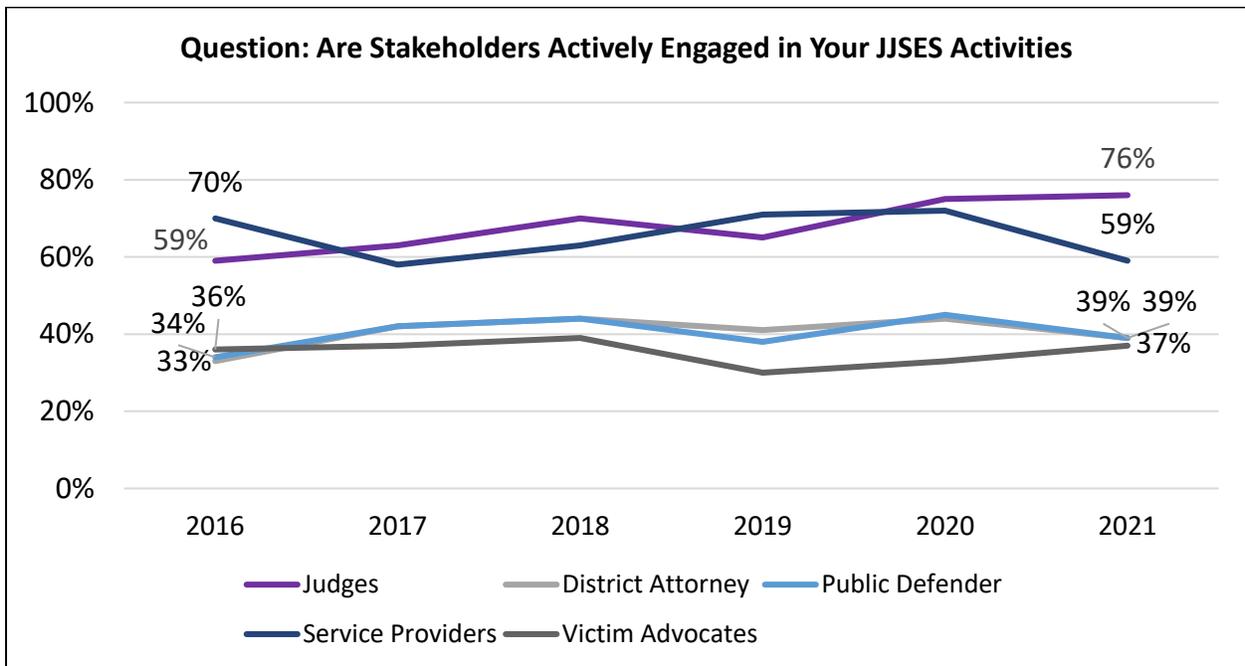
- The percentage of departments that reported that they meet with stakeholders on a regular basis has nearly doubled from 34% of probation departments to 67%.



**Takeaway #2: Certain stakeholder groups continue to be more actively engaged than others.**

The data demonstrate that certain stakeholder groups continue to be more actively engaged in JJSES activities than others. While judges and service providers are the most likely to be involved in JJSES activities, it is much less common for district attorneys, public defenders, and victim advocates to be actively engaged in such activities.

- Over three-quarters of departments reported that their judge(s) was actively engaged in their JJSES activities (up from 59% in 2015).
- Less than 40% of juvenile probation departments reported that their district attorneys, public defenders, and victim advocates were actively involved in JJSES activities, and there has not been much change since 2016.



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## STAGE TWO: INITIATION

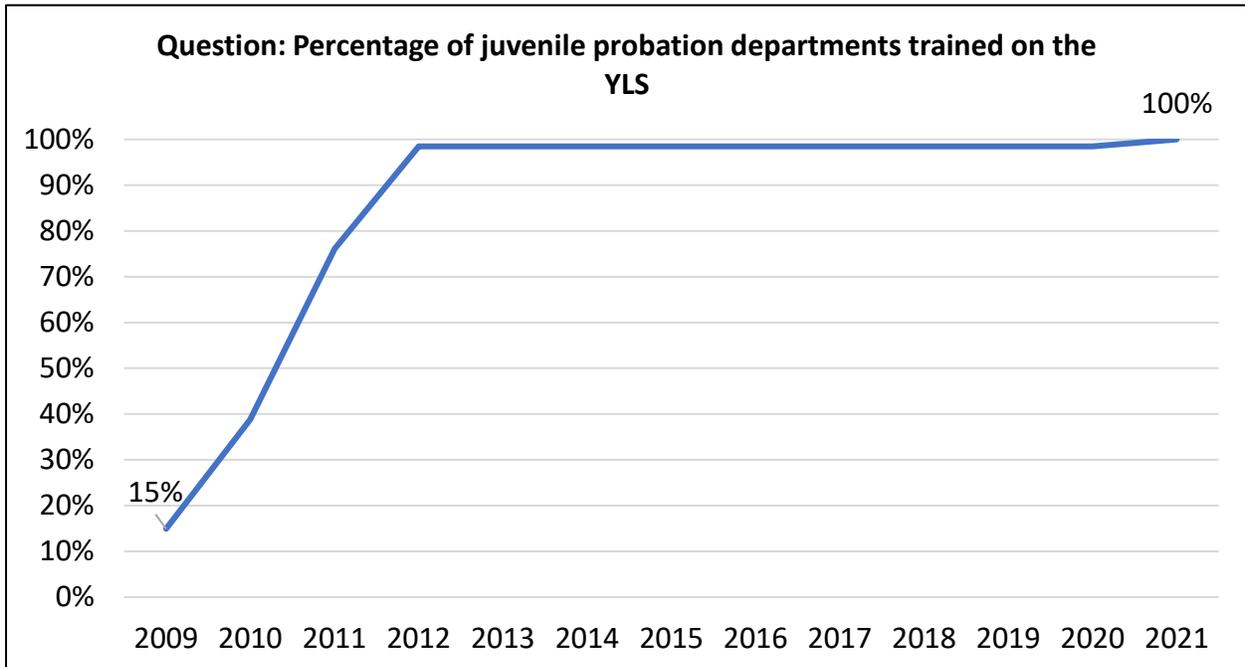
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Over the last 12 years, the state has collectively progressed through the foundational steps of the “Initiation” stage of the JJSES.

**Takeaway #1: The YLS, arguably the cornerstone of the JJSES, has been put into practice in nearly all juvenile probation departments.**

The YLS is a valid and reliable risk instrument that assesses risk for recidivism by measuring 42 risk/need factors within eight domains. The calculated risk score helps identify *who* should receive juvenile justice interventions and treatment, while the domains identify *what* criminogenic needs must be addressed with the young person. Additionally, the responsivity portion of the tool highlights *how* treatment should be delivered.

Beginning in 2009, a small cohort of juvenile probation offices were trained on the YLS and ultimately integrated into the daily practice of their departments. By 2012, 66 of 67 juvenile probation departments were trained on the tool. Since then, the YLS has become an integral part of Pennsylvania’s juvenile justice system. In December 2021, the final probation department was trained on the tool.



Understanding the importance of the YLS in making the Pennsylvania juvenile justice system truly data driven, the JCJC approved in FY 2013-2014 a new allocation methodology for the Juvenile Probation Services Grant program. Beginning that fiscal year, in order for juvenile probation departments to receive their Juvenile Probation Services Grant, they were required to:

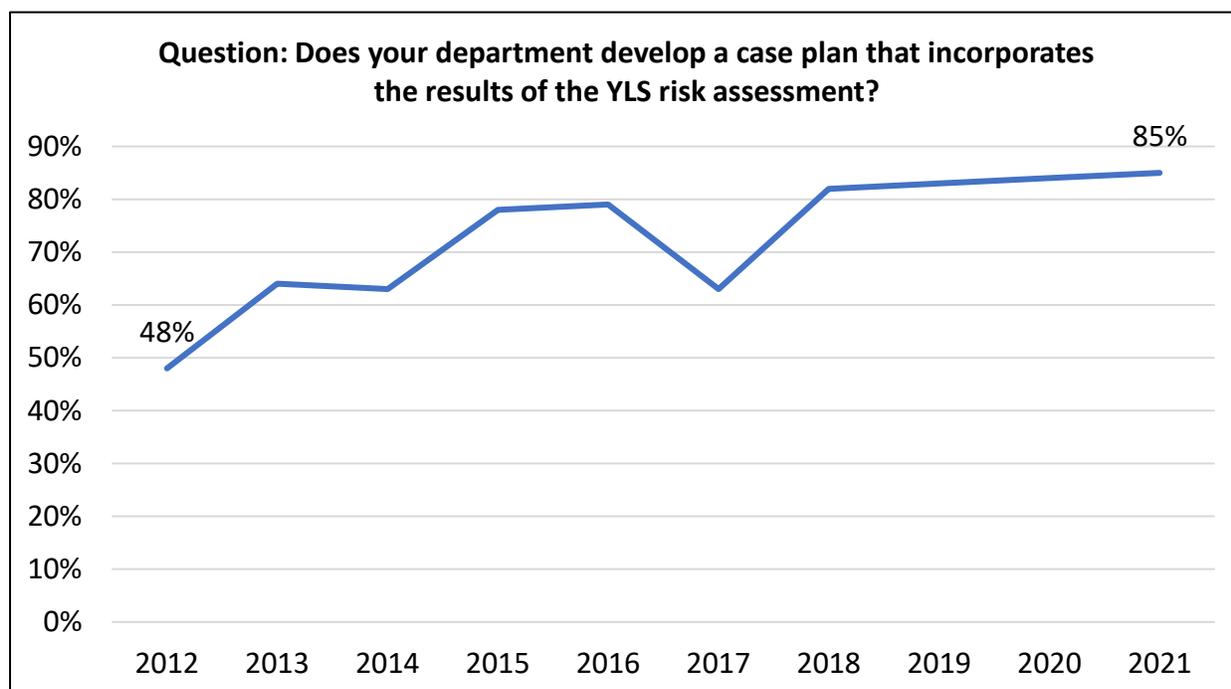
- 1) Implement the YLS;
- 2) Use the results of the assessment for dispositional decision-making; and
- 3) Use the results of the YLS for case planning purposes.

Since then, all 67 counties have committed to these three conditions.

**Takeaway #2: Pennsylvania has systematically adopted several additional key pieces of the “Initiation” stage of the JJSES.**

### *YLS-Informed Case Plans*

Similar to the YLS, small pockets of juvenile probation departments throughout the state were using YLS-informed case plans in 2009. Over the next twelve years, the juvenile justice system would see nearly full implementation of case plans that specifically meet the individual risk and needs of each juvenile based on the results of the YLS. In 2021, 85% of juvenile probation departments are using YLS-informed case plans.

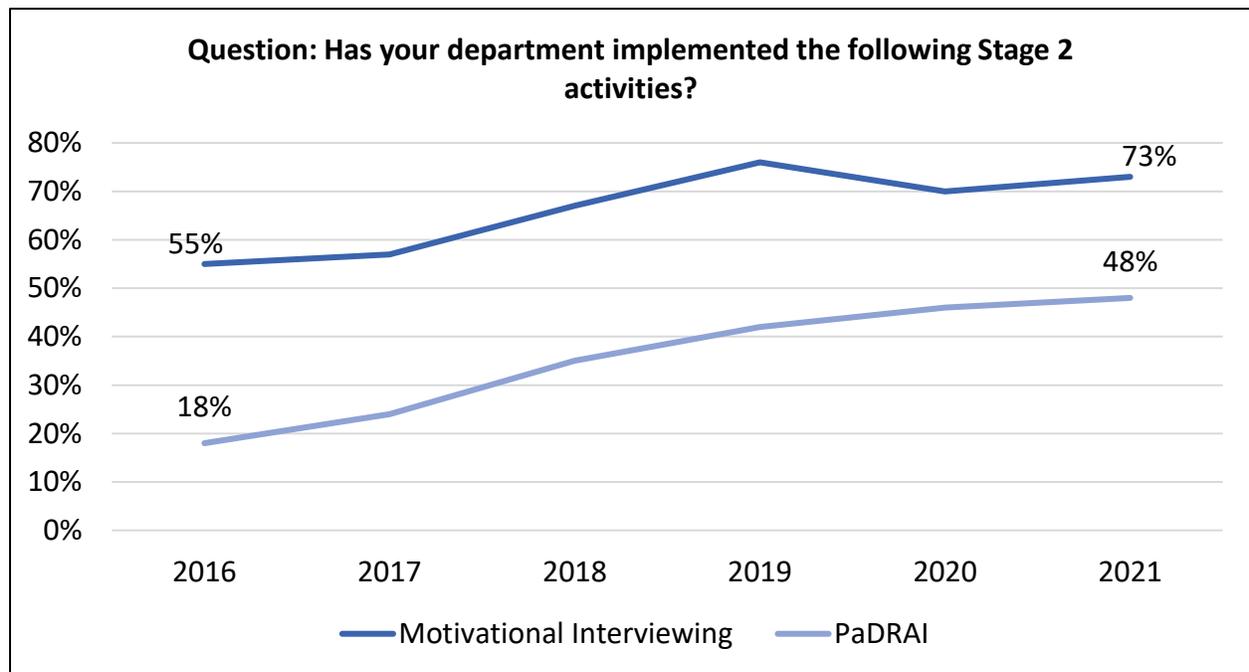


Note: While YLS-informed case plans were utilized by some departments as early as 2009, the JJSES Implementation Survey was not developed until 2012.

*Motivational Interviewing and the Pennsylvania Detention Risk Assessment Instrument (PaDRAI).*

By 2016, targeted efforts to fully integrate the remaining Stage Two activities occurred. Juvenile probation departments were strongly encouraged, though not required, to formally implement motivational interviewing and the Pennsylvania Detention Risk Assessment Instrument (PaDRAI). Since then:

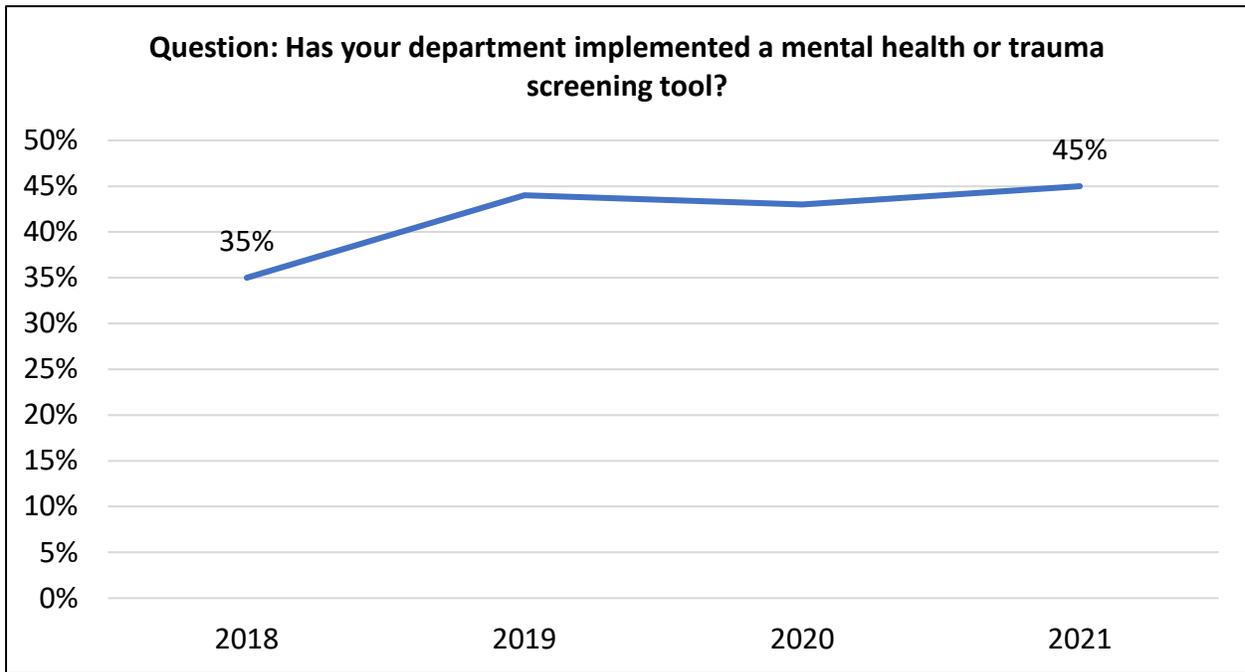
- The percentage of departments that have initiated the formal implementation of motivational interviewing has increased 33% (from 55% of all departments to 73% of all departments).
- The percentage of departments that have adopted the PaDRAI has more than doubled (from 18% in 2016 to 48% in 2021).



**Takeaway #3: Pennsylvania is moving towards the implementation of additional screening tools that will positively impact the youth in the system.**

Research consistently demonstrates that many youth involved with the juvenile justice system have mental health issues and/or trauma. Understanding the importance of identifying and addressing these non-criminogenic needs to ultimately help reduce the likelihood of future delinquent behavior, a growing number of juvenile probation departments have adopted relevant screening tools.

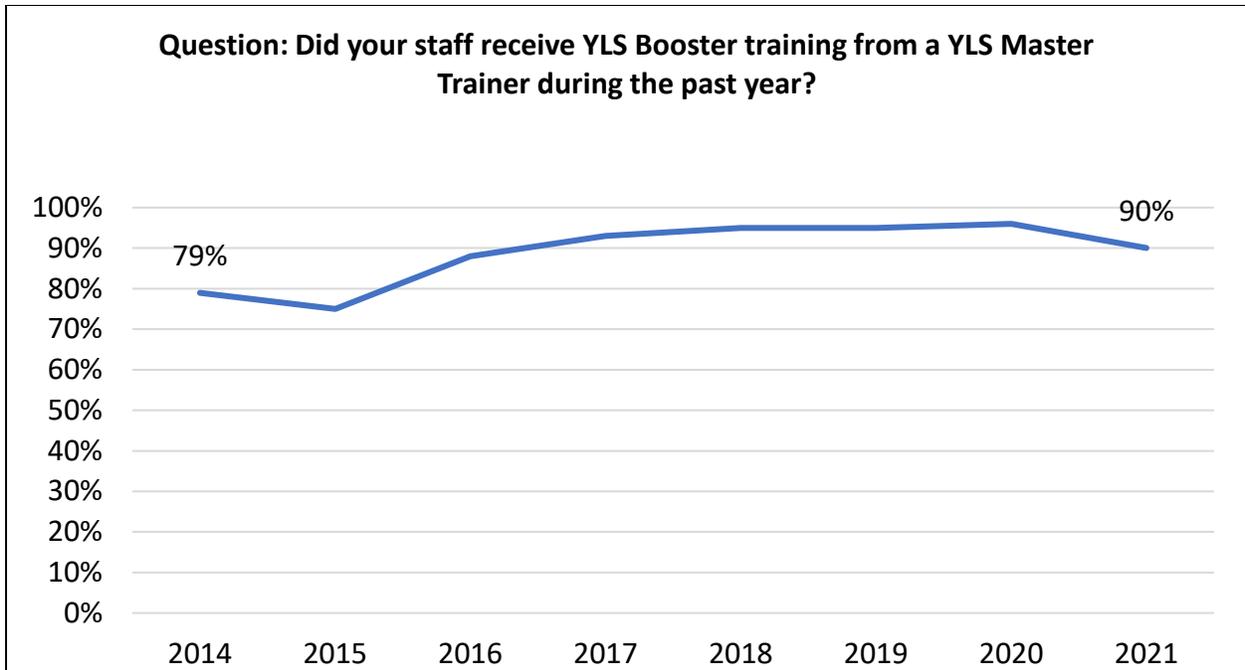
Nearly half of the departments in the state have adopted either a mental health or trauma screening tool, up from one-third of departments in 2018.



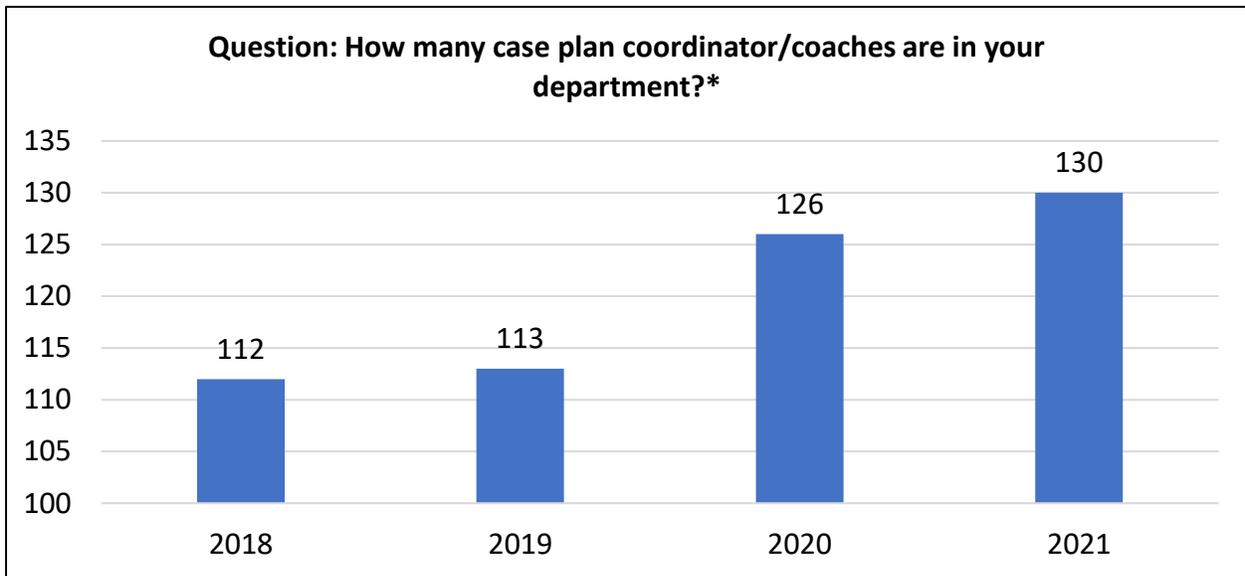
**Takeaway #4: Pennsylvania continues to plan for and commit to the sustainability of the foundational pieces of the JJSES, situated within Stage Two of the Framework.**

The state continues to put into practice steps to ensure that the Stage Two activities are sustainable over time. Specifically, the state has developed a cadre of professionals who can function as subject matter experts on each of the Stage Two activities. These individuals are available for training, technical assistance, and peer support and mentoring, and they play an important role in the state’s Continuous Quality Improvement (CQI) efforts.

To demonstrate, in 2021, there were 253 YLS Master Trainers (not shown). Ninety percent of juvenile probation departments reported that the majority of their staff received a YLS Booster training from a YLS Master Trainer during the past year.



The number of case plan coordinators/coaches has increased from 112 (in 2018) to 130 (2021).



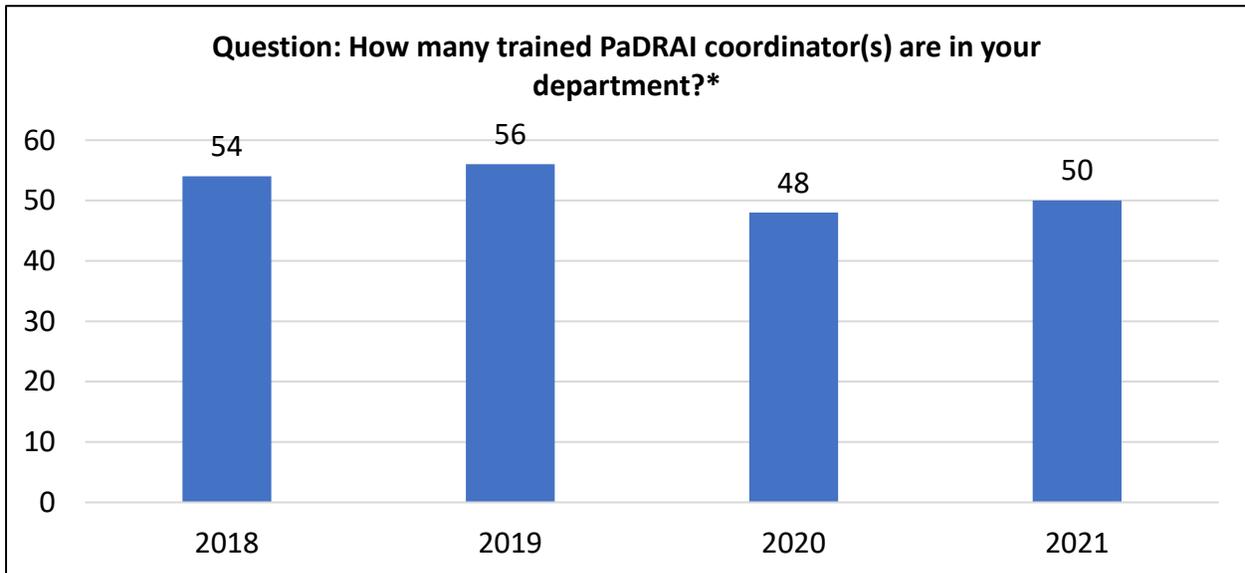
\*Figures include the total number of case plan coordinators/coaches statewide.

Additionally, there are currently 154 motivational interviewing coaches across the state, up from 139 in 2018.



\*Figures include the total number of trained motivational interviewing coaches statewide.

Finally, there are currently 50 PaDRAI coordinators in the state.



\*Figures include the total number of PaDRAI coordinators statewide.

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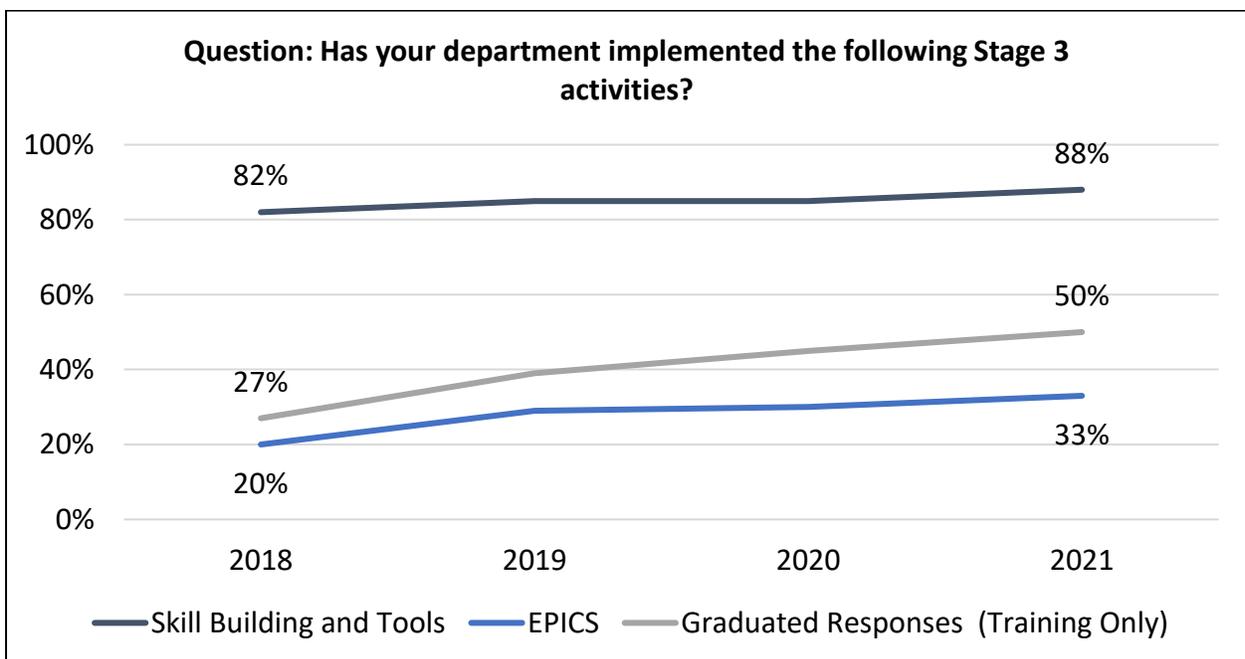
## STAGE THREE: BEHAVIORAL CHANGE

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A core goal of the Pennsylvania Juvenile Justice System according to its Balanced and Restorative Justice (BARJ) mission statement is to build skills and competencies so that youth can become productive members of the community. The state is in the process of shifting from a juvenile probation system where the probation officer's main competency development role was broker of outside services to one where probation officers are also active "agents of change." This transition has required both the adoption of new therapeutic programming designed for probation officers to deliver and the training of a cadre of professionals to sustain these new activities.

### Takeaway #1: A growing number of departments are engaging in activities that require juvenile probation officers to be "agents of change."

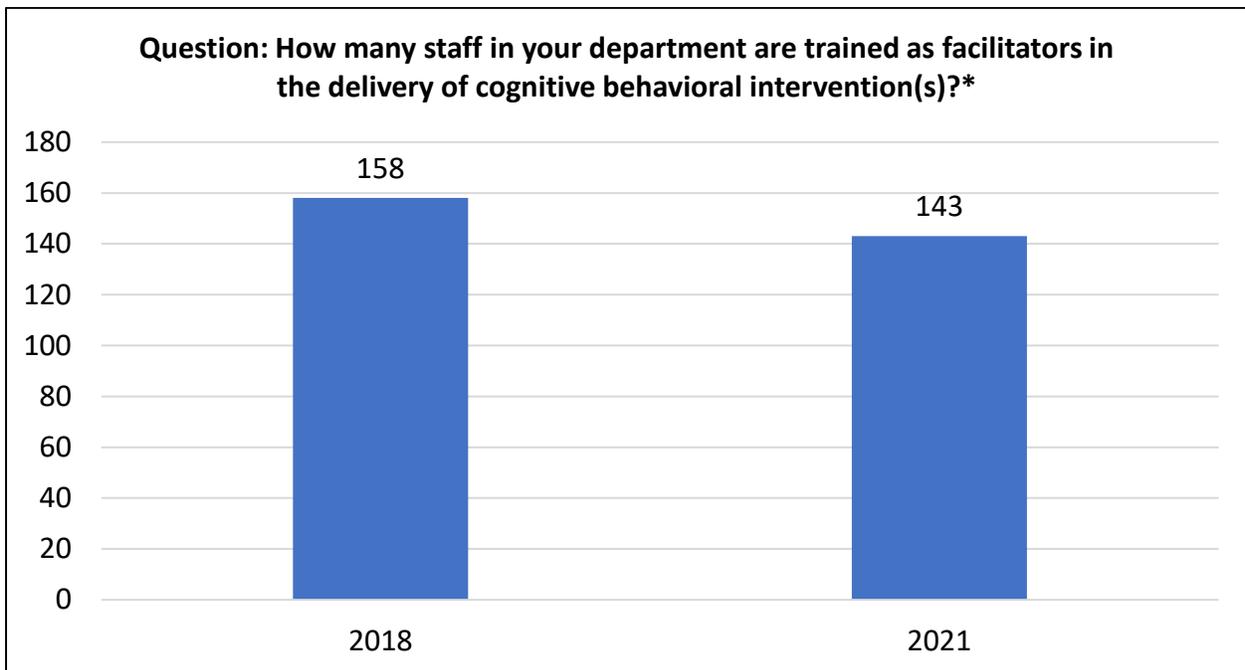
- In 2021, nearly 90% of juvenile probation departments reported they have engaged in Four Core Competencies (4CC), Carey Guides, Brief Intervention Tools (BITS), or the Supervisor's EBP BriefCASE (collectively referenced as "Skill Building and Tools" in the graph below).
- In 2021, half of the juvenile probation departments reported having received training on the graduated responses (up from just a quarter of departments in 2018).
- In 2021, nearly a third of departments reported that they have initiated EPICS, up from 20% in 2018.



**Takeaway #2: Pennsylvania continues to plan for and commit to the sustainability of activities that allow for probation officers to permanently function in this new role.**

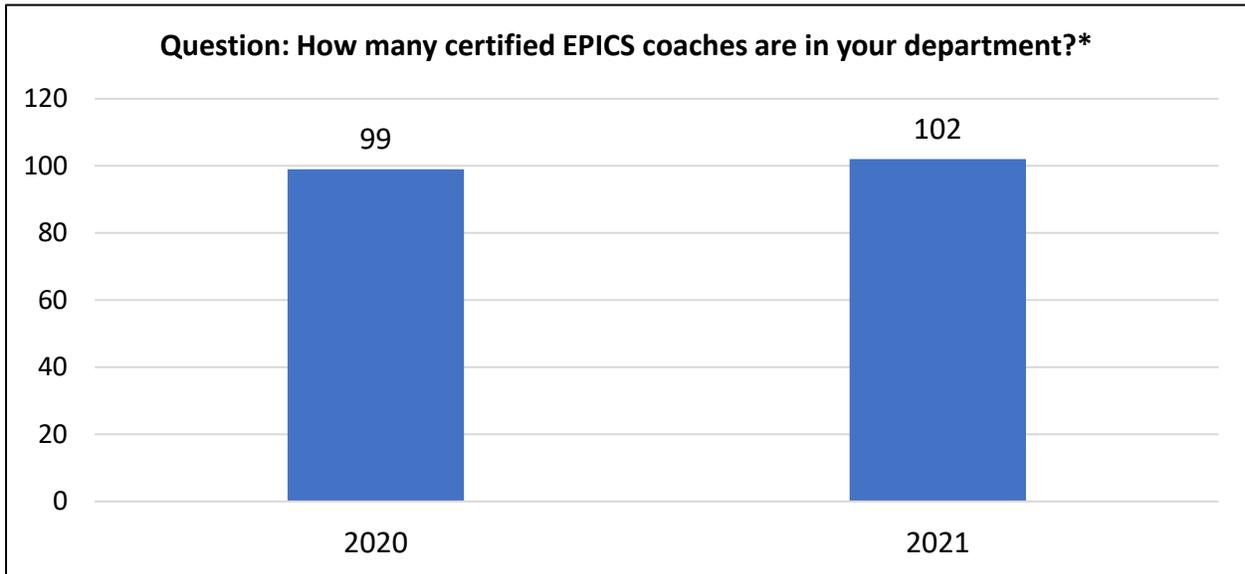
Similar to Stage Two, the state has developed a cadre of professionals who can function as subject matter experts on each of the Stage Three activities. These individuals are available for training, technical assistance, peer support and mentoring, and play an important role in the state’s Continuous Quality Improvement (CQI) efforts for Stage Three.

There are currently 143 staff across the state who are trained as facilitators in the delivery of cognitive behavioral interventions (e.g., ART®, NCTI/Crossroads®, etc.).



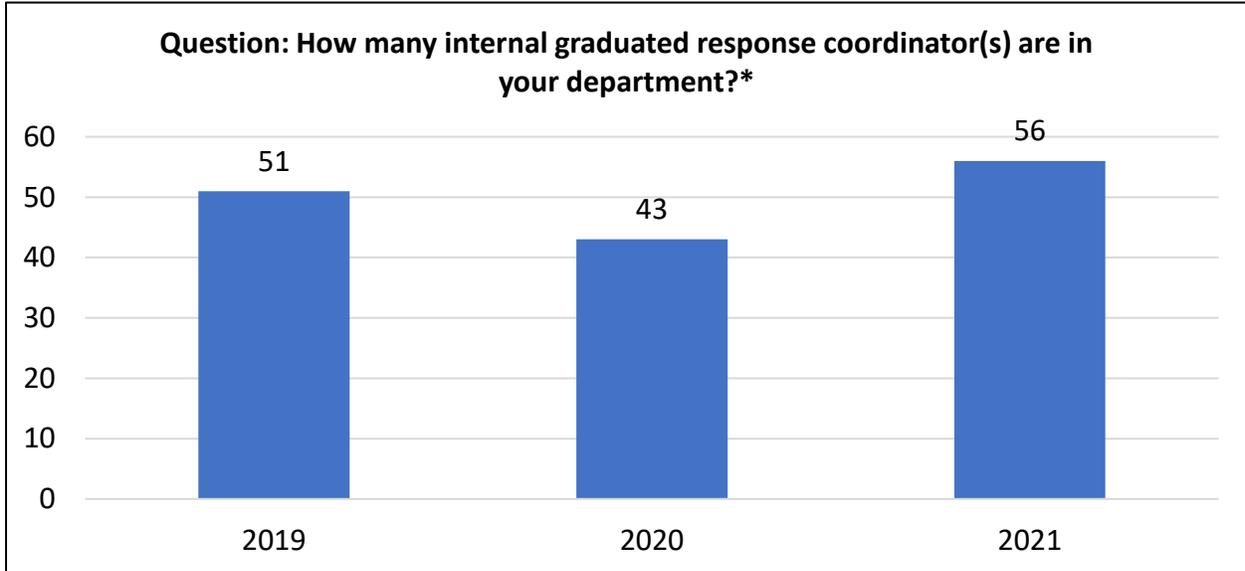
\*Figures include the total number of staff who are trained as facilitators in the delivery of cognitive behavioral interventions statewide.

Additionally, there are currently 102 certified EPICS coaches across the state.



\*Figures include the total number of EPICS coaches statewide.

Finally, there are currently 56 graduated response coordinators across the state.



\*Figures include the total number of internal graduated response coordinators statewide.

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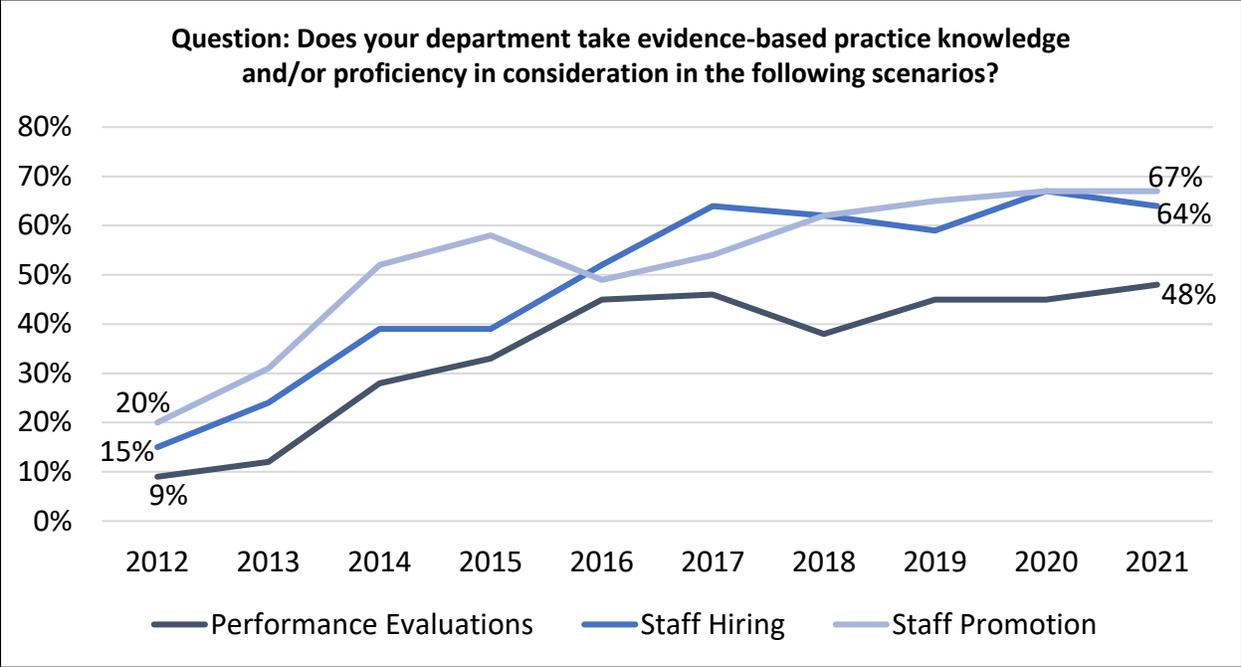
## ***STAGE FOUR: REFINEMENT***

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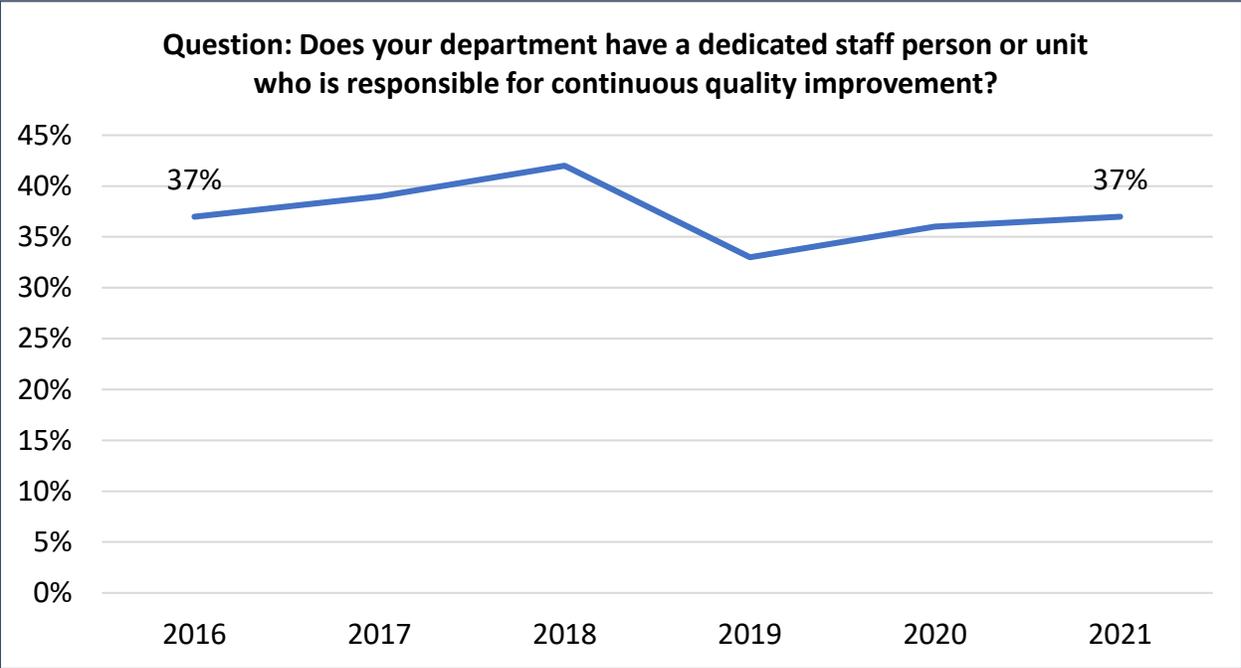
Stage Four, the final stage of JJSES, involves developing a system of measurement and feedback to ensure that evidence-based programs and practices are being fully implemented and are having their intended effect. This report can be considered part of the refinement process since it attempts to measure progress in the implementation of JJSES and identify areas where there is room for improvement. Stage Four activities also seek to ensure that evidence-based practices that were once new and experimental become ingrained in the policies and everyday practices of juvenile probation departments. When a practice or procedure is formalized via a policy, it is much more likely to be embedded within the department's day-to-day business practices. Policies help to set clear expectations, in writing, for all members of the probation department. In turn, there is a clear roadmap for the "who", "what," "where," "why," and "how" of the various JJSES activities.

**Takeaway #1: Probation departments are taking steps to embed evidence-based concepts in the organization's staff's performance-based decision-making and continuous quality improvement efforts.**

- Approximately half of departments report staff proficiency in evidence-based practices being taken into consideration when conducting performance evaluations, up from just 9% in 2012.
- Nearly two-thirds (64%) of juvenile probation departments report that evidence-based practice knowledge a consideration in staff hiring decisions, up from just 15% of departments in 2012.
- More than two-thirds (67%) of juvenile probation departments report that evidence-based practice proficiency is a consideration in staff promotion decisions, up from just 15% of departments in 2012.



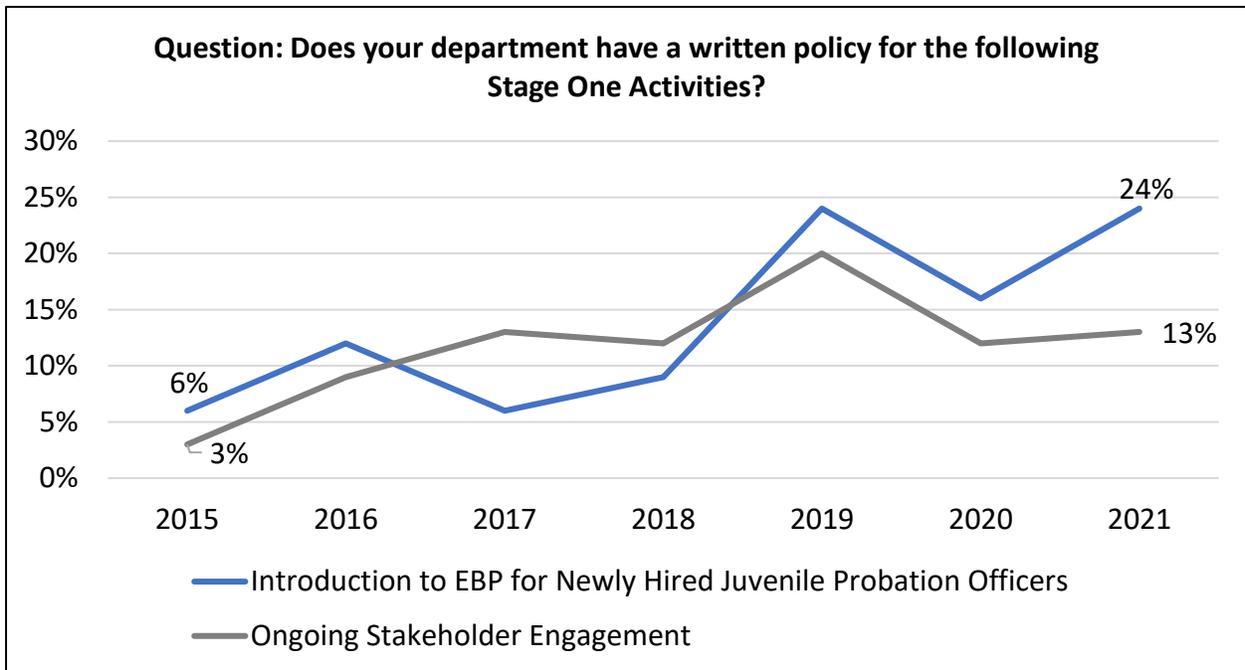
Additionally, over one-third of departments have committed to employing a dedicated staff person or unit responsible for continuous quality improvement efforts.



**Takeaway #2: While there have been tremendous gains in implementing core JJSES activities and planning for sustainability, the state has not made as much progress with policy alignment. The data demonstrate that, aside from Stage Two activities, a gap exists between the percentage of departments reporting the implementation of an activity and actually formalizing the activity via a written policy.**

*Stage One*

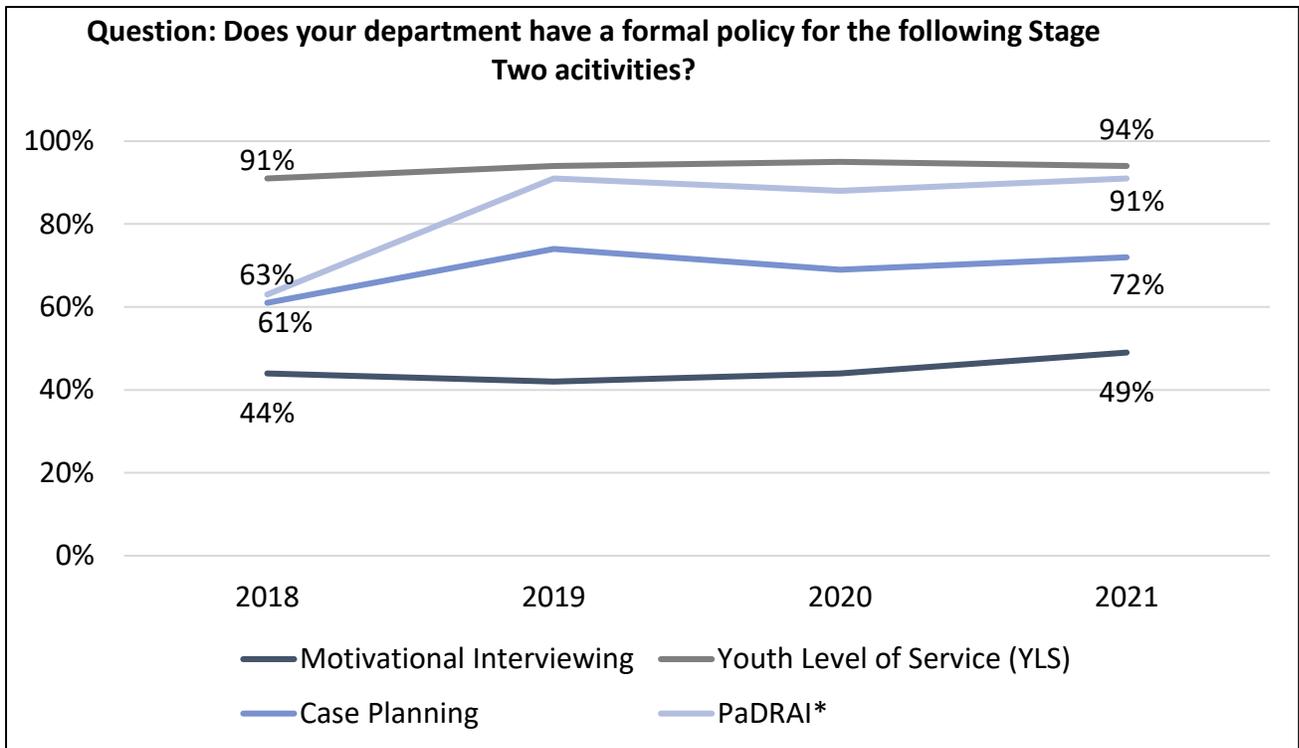
- While the percentage of departments that reported having a written policy for ensuring that new juvenile probation officers receive Introduction of EBP increased, only one quarter of departments reported having such policies in 2021.
- Furthermore, the percentage of departments reporting that they have a written policy for ongoing stakeholder engagement is even lower.



*Stage Two*

Unlike Stage One and Stage Three, there has been solid policy alignment for Stage Two activities, with the exception of motivational interviewing.

- A total of 94% of juvenile probation departments report having a written policy for the YLS, while 72% report having a written policy for case planning.
- Among departments that have adopted the PaDRAI, 91% report having a written policy.
- Between 2018 and 2021, the percentage of departments that report having a written policy for motivational interviewing increased slightly, from 44% to 49%.

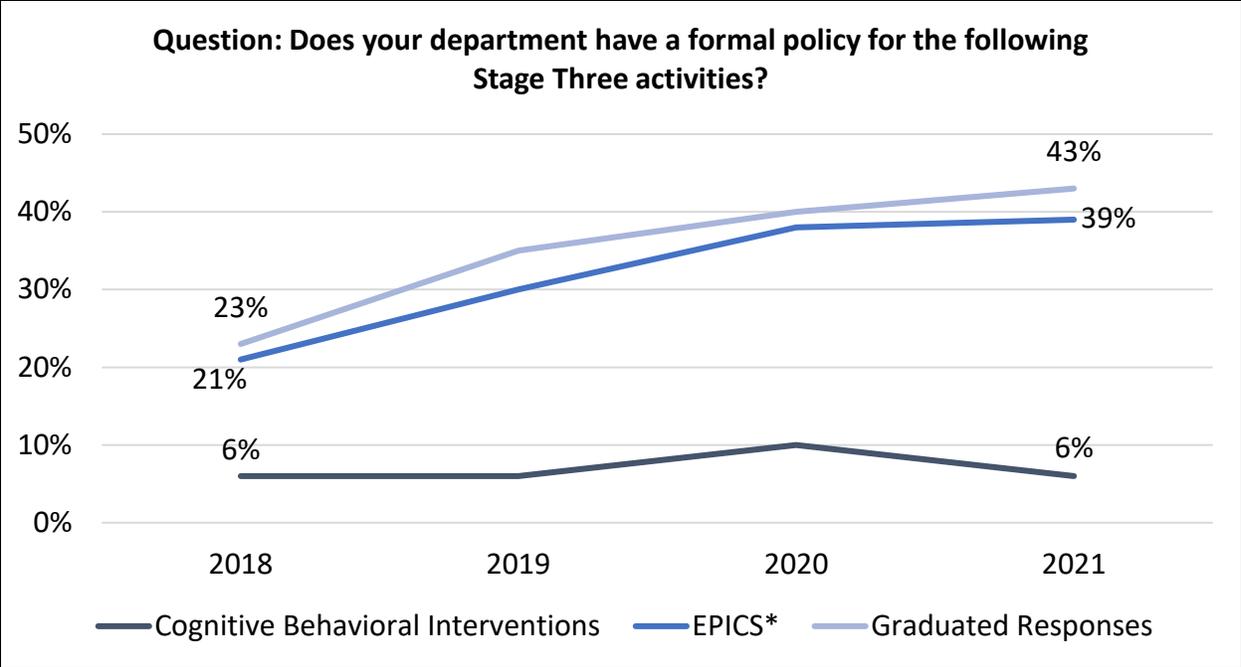


\*Figures limited to counties who have implemented the PaDRAI.

### Stage Three

A growing number of departments that are implementing activities requiring probation officers to play the role of “change agent” have instituted formal written policies. Still, the majority of departments currently implementing these activities do not have a formal policy for probation officers to follow.

- Six percent of juvenile probation departments have a policy regarding cognitive behavioral interventions.
- Among departments who have implemented EPICS, 39% have a formal policy.
- Approximately 43% of departments have a policy on graduated responses, up from 23% in 2018.



Figures limited to counties who have implemented EPICS.

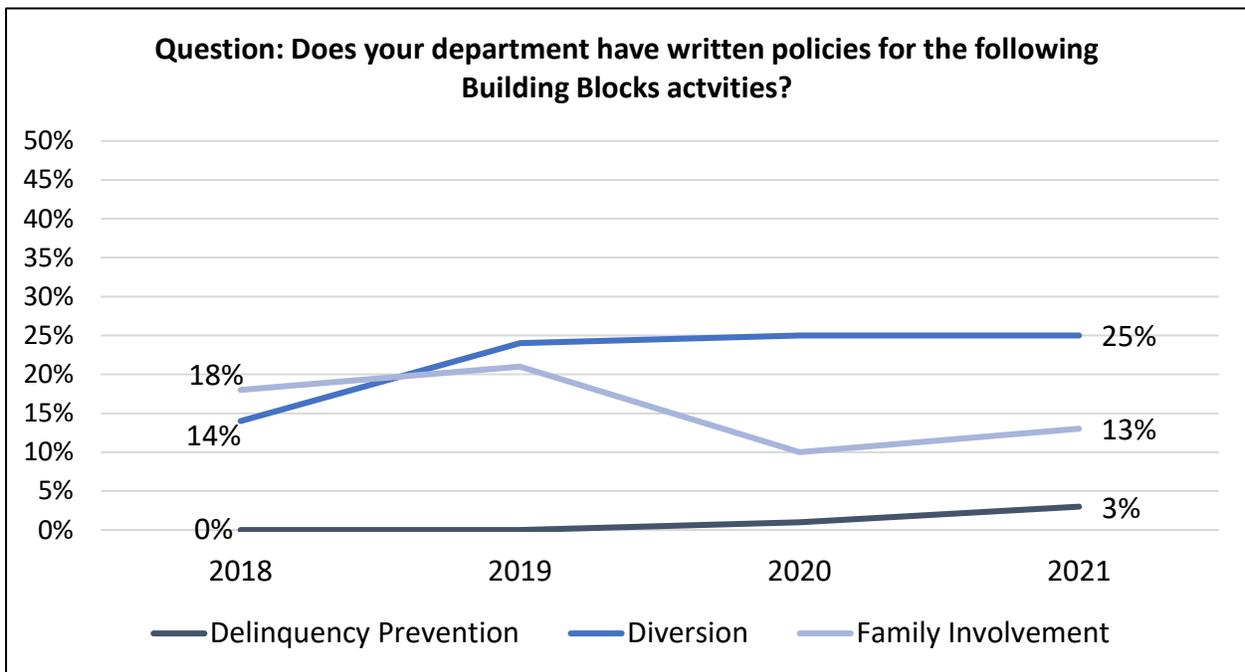
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## **BUILDING BLOCKS**

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JJSES considers certain activities to be “building blocks” because they cut across all four stages and articulate key principles underlying the JJSES. Having a formal policy for delinquency prevention, diversion, and family involvement could help embed these principles into everyday practice. Yet, few departments have developed formal policies to guide probation officers in implementing building blocks.

- Three percent of departments reported having a formal delinquency prevention policy in 2021.
- In 2021, one-quarter (25%) of departments reported having a formal diversion policy.
- Thirteen percent of departments reported having a formal family involvement policy in 2021.



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## EXECUTIVE SUMMARY

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- The following section highlights the implementation and sustainability of the JJSES in Pennsylvania using data drawn from each county's FY2021-2022 JJSES Implementation Survey.
- Supplemental data from the Pennsylvania Case Management System (PaJCMS), the EPISCenter, as well as data maintained by the Assessment/Case Planning Committee are also included in the report.
- All 67 counties are included in this report.

### STAGE ONE

#### Stakeholder Engagement

- Forty-five (67%) departments meet with *a majority* of their stakeholders on a regular basis to provide JJSES updates. Twenty-one (31%) departments meet with *some* of their stakeholders on a regular basis to provide JJSES updates.
  - o The forums in which these meetings are *most likely* to occur include staff meetings with probation officers, meetings with the juvenile court judge, and Criminal Justice Advisory Board meetings.
- The most common JJSES related data/outcome measure reports provided to stakeholders are YLS risk level distribution, placement utilization increase or decrease, and YLS risk level change from initial to case closing.
- Nine (13%) departments have developed policies to ensure ongoing stakeholder engagement. Five (7%) departments report this to be *in progress*.
- Probation officers, judges, and service providers are the stakeholder groups *most likely* to be engaged with JJSES activities. Community members, magisterial district judge(s), and victims were the stakeholder groups *least likely* to be engaged.
- Police officers, community members, and schools were the stakeholder groups identified as the most challenging to engage.

#### Introduction to Evidence-Based Practices Training (EBP)

- Twenty-one (31%) departments provided Introduction to EBP Training *at least* once last year. Forty-six (69%) departments provided no Introduction to EBP Training last year.

- Thirty-six (54%) departments provided EBP Booster Training last year. Probation officers, judges, and children and youth staff were the stakeholder groups *most likely* to attend an EBP booster training.
- Sixteen (24%) departments have developed a written policy to ensure newly assigned juvenile probation officers and stakeholders are offered Introduction to EBP Training. Thirteen (19%) departments report this to be *in progress*.

## STAGE TWO

### Motivational Interviewing (MI)

- Sixty-five (97%) departments have initiated the implementation process for MI. Among the 65 departments:
  - o A total of 49 (75%) departments have initiated the formal implementation of MI as described in the recommended protocol of “Motivational Interviewing: Implementation and Practice Manual.”
  - o There are *at least* 154 MI Coaches in Pennsylvania.
  - o Thirty-one (48%) departments indicated the MI Coach/Coaches are responsible for the training and quality assurance practices within their department. Eleven (17%) departments report this to be *in progress*.
  - o The most common forms of quality assurance for MI reported by departments are as follows: booster training (62%), skills practice (45%), coaching sessions (40%), and supervisory reviews (40%). Eighteen (28%) departments have not implemented quality assurance for MI.
  - o Thirty-two (49%) departments have a written MI policy. Twelve (18%) departments report this to be *in progress*.
  - o Forty-two (65%) departments have included additional MI activities in their JJSES Implementation Plan this fiscal year.
- Two departments that have not yet implemented MI are planning to do so this fiscal year.

### Pennsylvania Detention Risk Assessment Instrument (PaDRAI)

- A total of 35 (52%) departments have initiated the implementation process for the PaDRAI. Among the 35 departments:
  - o Thirty-two (91%) departments utilize the results to inform detention decisions *the majority* of the time. Two (6%) departments utilize the results to inform detention decisions, but *not the majority* of the time.
  - o Thirty-two (91%) departments are entering the results into PaJCMS.
  - o There are *at least* 50 PaDRAI Coordinators statewide.

- o Twenty-nine (83%) departments indicated the PaDRAI Coordinator(s) attended formal training for the implementation and oversight of the PaDRAI within their department.
- o Thirty-two (91%) departments have developed a written PaDRAI policy. One (3%) department reports this to be *in progress*.
- o Twenty-one (60%) departments have included additional PaDRAI activities in their JJSES Implementation Plan this fiscal year.
- Nine departments that have not yet implemented the PaDRAI are planning to do so this fiscal year.
- The PaDRAI discretionary override rate for 2020 was 16.5% (n=654). \*
  - o The aggravating override to detention rate was 12.3% (n=356). \*
  - o The aggravating override to alternative to detention rate was 4.9% (n=97). \*
  - o The mitigating override rate was 18.8% (n=201). \*

*\* Not all counties have implemented the PaDRAI. Consequently, this data represents counties consistently using the PaDRAI during the report period (n=34). Discretionary Overrides involve the consideration of aggravating and mitigating factors that can increase or decrease the level of pre-hearing supervision indicated by the PaDRAI. It is best practice to use discretionary overrides only when specific, verifiable factors are present that may modify the tool's indicated detention decision. The use of discretionary overrides recognizes that no assessment tool is able to account for every possible scenario.*

### Mental Health/Behavioral Health Screening

- Twenty-nine (43%) departments have initiated the implementation process for either a mental health or behavioral health screening tool. Among the 29 departments:
  - o The most frequently utilized tool was the MAYSI-2 (93%).
  - o Twenty-six (90%) departments have received formal training on the mental health or behavioral health screening tool(s) utilized within their department.
  - o The most frequent utilizations of the mental health or behavioral health screening tool results were a referral for appropriate services (n=28, 97%), to determine need for formal clinical assessment (n=25, 86%), and to influence case planning process (n=22, 76%).
  - o Nineteen (66%) departments have a written policy in place specific to mental health and/or behavioral health screening tools. Four (14%) departments report this to be *in progress*.
  - o Thirteen (45%) departments have included additional mental health or behavioral health screening activities in their JJSES Implementation Plan this fiscal year.
- Eleven departments that have not yet implemented a mental health or behavioral health screening tool are planning to do so this fiscal year.

## Trauma Screening

- Twenty (30%) departments have initiated the implementation process for a trauma screening tool. Among the 20 departments:
  - o The most frequently utilized tool was the Child Trauma Screen (65%).
  - o Nineteen (95%) departments have received formal training on the trauma screening tool(s) utilized within their department.
  - o The most frequent utilizations of the trauma screening tool results were a referral for appropriate services (n=20, 100%), to determine need for formal clinical assessment (n=18, 90%), and to influence case planning process (n=18, 90%).
  - o Nineteen (95%) departments have received specific training focused on trauma.
  - o Thirteen (65%) departments have a written policy in place specific to trauma screening tools. Three (15%) departments report this to be *in progress*.
  - o Twelve (60%) departments have included additional trauma screening activities in their JJSES Implementation Plan this fiscal year.
- Twelve departments that have not yet implemented a trauma screening tool are planning to do so this fiscal year.

## Youth Level of Service (YLS)

- A total of 66 (99%) departments have implemented the YLS. Among the 66 departments that have implemented the YLS:
  - o Sixty (91%) departments received YLS booster training from a YLS Master Trainer.
  - o Fifty-three (80%) departments reported staff completed two YLS booster cases provided by the Assessment Committee during the past year.
  - o A total of 63 (95%) departments reported having a written YLS policy. Two (3%) departments report this to be in progress.
  - o Forty-nine (74%) departments have a service matrix to address the criminogenic needs of youth under supervision. Six (9%) departments report this to be *in progress*.
  - o Forty-one (62%) departments have included YLS activities in their JJSES Implementation Plan this fiscal year.
- One additional department is planning to implement the YLS this fiscal year.
- A total of 19,639 YLS assessments were completed in 2020, including initial, re-assessment, and closing assessments.
  - o The YLS risk level distribution for initial assessments (n=7,190) in 2020 was as follows: Low (n=3,933, 55%), Moderate (n=2,706, 38%), High (n=534, 7%), and Very High (n=17, <1%).
  - o The top scoring domains (excluding Leisure and Recreation) on initial assessments were Personality/Behavior, Education/Employment, and Peer Relations.

- o The YLS risk level distribution for closing assessments (n=6,974) in 2020 was as follows: Low (n=5,173, 74%), Moderate (n=1,610, 23%), High (n=181, 3%), and Very High (n=10, <1%).
- o In 2020, the YLS override rate was <1% (n=181). \*

\* *Overrides of Overall Risk Score: The YLS allows flexibility for the juvenile justice professional to increase or decrease a youth's overall risk level as appropriate under prevailing conditions.*

## Case Plan Development

- Sixty-five (97%) departments have implemented case planning. Among the 65 departments in which case planning has been implemented:
  - o A total of 57 (88%) departments develop a case plan that incorporates the results of the YLS and activities for juveniles and their families in *the majority* of cases. Eight (12%) departments develop a case plan as such, but *not in the majority* of cases.
  - o Departments indicated the following best practice principles were most likely to be included their case plans: top two or three criminogenic needs, youth engagement, family engagement, SMART goals and activities, and recognition of strengths.
  - o There are *at least* 130 case plan coordinators/coaches in Pennsylvania.
  - o The most common forms of quality assurance for case planning reported by departments are as follows: case plan booster training, supervisor approval/supervisor reviews, and case plan coordinator/coach reviews. Seven (11%) departments have not implemented quality assurance for case planning.
  - o Forty-eight (74%) departments have a written case plan policy. Ten (15%) departments report this to be *in progress*.
  - o Forty-three (66%) departments have included case planning activities in their JJSES Implementation Plan this fiscal year.
- One additional department is planning to implement case planning this fiscal year.

## STAGE THREE

### Skill Building and Tools

- Fifty-nine (88%) departments have initiated the implementation process for some form of skill building and tools (e.g., Four Core Competencies (4CC), Carey Guides, Brief Intervention Tools (BITS), or the Supervisor's EBP BriefCASE). Among the 59 departments:
  - o Thirty-four (58%) departments have trained the majority of staff in 4CC for Supervisors, 40 (68%) in 4CC for Line Staff, 40 (68%) in Carey Guides, 48 (81%) in BITS, and 26 (44%) in the Supervisor's EBP BriefCASE.

- o Eighteen (31%) departments utilize the Carey Guides in the majority of cases to assist youth in skill building targeted to identified criminogenic needs.
- o Twenty-two (37%) departments utilize the BITS in the majority of cases to assist youth in skill building targeted to identified criminogenic needs.
- o Sixteen (27%) departments are collecting data around the use of Carey Guides.
- o Twenty-three (39%) departments are collecting data around the use of BITS.
- o Twenty-nine (49%) departments report utilizing the EBP BriefCASE modules with their probation officers. A total of 18 departments have offered all 18 modules of the Supervisor's EBP BriefCASE to their staff.
- o Twenty-three (39%) departments have included additional skill building and tool focused activities in their JJSES Implementation Plan this fiscal year.
- One department that has not yet implemented some form of skill building and tools is planning to do so this fiscal year.

### Cognitive Behavioral Interventions (CBI)

- The following CBI programs are most likely to be available to youth: Aggression Replacement Training (ART®), Thinking for a Change (T4C), NCTI/Crossroads®, and Forward Thinking (The Change Companies®).
- Nineteen (28%) departments report staff delivered CBI in the past year.
- There are *at least* 143 juvenile probation staff trained in the delivery of CBI.
- The following CBI curricula are most likely to be facilitated by staff: NCTI/Crossroads®, ART®, Forward Thinking, and T4C.
- Four (6%) departments have a written CBI policy. Three (4%) departments report this to be in progress.
- Seventeen (25%) departments have included CBI activities in their JJSES Implementation Plan this fiscal year.

### Effective Practices in Community Supervision (EPICS)

- Twenty-two (33%) departments have initiated the implementation process for EPICS. Among those 22 departments:
  - o *At least* 322 staff have successfully completed EPICS training.
  - o There are *at least* 102 internal EPICS Coaches statewide.
  - o Eleven (50%) departments have trained internal EPICS Coaches who are responsible for the quality assurance practices within their department. Seven (32%) departments report this to be in progress.
  - o The most common forms of quality assurance reported are as follows: coaching sessions, audio taping, supervisory review, booster training, and session coding.

- o Nine (41%) departments have a written EPICS policy. Five (23%) departments report this to be *in progress*.
- o Nineteen (86%) departments have included additional EPICS activities in their JJSES Implementation Plan this fiscal year.
- Three departments that have not yet implemented EPICS are planning to do so this fiscal year.

### Standardized Program Evaluation Protocol (SPEP™)

- Ten (15%) departments reference the SPEP™ scores located on the Pennsylvania Commission on Crime and Delinquency website for the majority of decisions involving service provider alignment. Twenty-four (36%) departments reference the SPEP™ scores as such, but not for the majority of decisions involving service provider alignment.
- There are *at least* 496 staff that have completed the SPEP™ Informed training in Pennsylvania.
- There are *at least* 49 staff that are SPEP™ certified (Level 1, 2, or 3 trainers) in Pennsylvania.
- A total of 56 service provider agencies were engaged in the SPEP™ process in 2020.
- Through 2020, a total of 338 SPEP™ assessments resulted in a Full Score; 201 (59%) were residential and 137 (41%) were community-based. Among the 338 assessments:
  - o Two-hundred-forty-five (72%) were the service’s first contact with SPEP™.
  - o Seventy-three (22%) were the service’s second contact with SPEP™.
  - o Fifteen (4%) were the service’s third contact with SPEP™.
  - o Five (1%) were the service’s first fourth with SPEP™.
- Eleven provider agencies engaged in the SPEP™ process are also identified as a “PACTT Affiliate”. Through 2020, a total of 30 assessments were associated with these provider agencies. Among these 30 assessments:
  - o Twenty-seven (90%) were identified as residential.
  - o Three (10%) were identified as community-based.
  - o Sixteen (53%) were classified as Job-Related Intervention.
  - o Fourteen (46%) were classified as Remedial Academic Training.
- Twenty-four (36%) departments have included SPEP™ activities in their JJSES Implementation Plan this fiscal year.
- For more information on SPEP™ click the following link: [SPEP™](#).

### Graduated Responses

- Forty-five (67%) departments have initiated the implementation process for graduated responses. Among the 45 departments:
  - o Thirty (67%) departments have a Graduated Response Coordinator.

- o There are at least 56 Graduated Response Coordinators in Pennsylvania.
- o Thirty-three (73%) departments have participated in formal graduated responses training.
- o Twenty-nine (64%) departments have developed a graduated response policy addressing the use of effective responses to non-compliant behavior and incentives for pro-social behavior. Eleven (24%) departments report this to be *in progress*.
- o Thirty-two (71%) departments have created a graduated responses matrix including related activities addressing the use of effective responses for non-compliant behavior and incentives for pro-social behaviors. Eight (18%) departments report this to be in progress.
- o Twelve (27%) departments utilize the graduated responses module in the PaJCMS for *the majority* of applicable cases. Eight (18%) departments utilize the graduated responses module in the PaJCMS, but *not for the majority* of applicable cases.
- o Probation officers, judges, district attorney(s) and public defenders(s) are the stakeholder groups *most likely* to be engaged with graduated responses. Magisterial district judges, victim(s), community members, victim advocate(s), and schools were the stakeholder groups *least likely* to be engaged.
- o Twenty-eight (62%) departments have included additional graduated response activities in their JJSES Implementation Plan this fiscal year.
- Ten departments that have not yet implemented graduated responses are planning to do so this fiscal year.

## STAGE FOUR

- Eighteen (27%) departments are planning to implement Stage Four activities this fiscal year.

### Policy Alignment

- Sixty-one (91%) departments have a mission statement.
- Fifty-one (76%) departments reported their mission statement incorporates the principles of EBP as reflected in the JJSES.
- Forty-five (67%) departments indicated *the majority* of their policies and practices incorporate the principles of EBP as reflected in the JJSES. Twelve (18%) departments indicated their policies and practices incorporate the principles of EBP as reflected in the JJSES, but *not for the majority* of policies. Five (7%) departments report this to be *in progress*.
- Three (4%) departments have a written policy that requires the inclusion of impacted youth and families in shaping policies and procedures. Nine (13%) departments report this to be *in progress*.

- One (1%) department has a written policy that seeks to eliminate unconscious/implicit racial bias in decision making or that increases staff understanding of strategies that promote racially equitable outcomes for justice involved youth. Eight (12%) departments report this to be *in progress*.
- Forty-three (64%) departments review and refine their policies and procedures as needed, 18 (27%) annually, and 2 (3%) bi-annually.

## Performance Measures

- Fourteen (21%) departments utilize the Juvenile Probation EBP Job Description Template for Supervisors. Fourteen (21%) departments utilize the Juvenile Probation EBP Job Description Template for Probation Officers.
  - o Of the departments that are not using the Juvenile Probation Evidence-Based Practices Job Description Template for Supervisors, 22 (33%) indicated their department's job descriptions reflect principles of EBP.
  - o Of the departments that are not using the Juvenile Probation Evidence-Based Practices Job Description Template for Probation Officers, 20 (30%) indicated their department's job descriptions reflect principles of EBP.
- Eleven (16%) departments use the EBP Juvenile Probation Performance Appraisal Form for Supervisors. Fifteen (22%) departments utilize the EBP Juvenile Probation Performance Appraisal Form for Probation Officers.
  - o Of the departments that are not using the EBP Juvenile Probation Performance Appraisal Form for Supervisors, 13 (19%) indicated their department's performance evaluations reflect principles of EBP.
  - o Of the departments that are not using the EBP Juvenile Probation Performance Appraisal Form for Probation Officers, 13 (19%) indicated their department's performance evaluations reflect principles of EBP.
- Thirteen (19%) departments utilize a Self-Appraisal for Supervisors. Ten (15%) departments utilize the Self-Appraisal for Probation Officers.
- Thirty-two (48%) departments reported staff proficiency in EBP is taken into consideration a majority of the time when conducting performance evaluations/reviews.
- Forty-three (64%) departments indicated EBP knowledge is a consideration in staff hiring decisions.
- Forty-five (67%) departments indicated that EBP proficiency is a consideration in staff promotion decisions.
- Open positions when hiring are most commonly posted on county job boards and Indeed.

## EBP Service Contracts

- Twenty-four (36%) departments incorporate EBP language in their service provider contracts. Among the 24 departments the following language is incorporated:
  - Nine (38%) departments train service providers in the principles of EBP.
  - Nine (38%) departments establish multidimensional teams.
  - Twelve (50%) departments include a research-based process and treatment modality.
  - Seventeen (71%) departments include evaluation and outcome measures related to how effectively the program is matched to the needs of the youth.
  - Ten (42%) departments reported “other” EBP language is incorporated.
- Sixteen (24%) departments have planning meetings with their service providers (residential or non-residential) on an annual basis, one (1%) on a bi-annual basis, two (3%) on a semi-annual basis, seven (10%) on a quarterly basis, eight (12%) on a monthly basis, five (7%) never, and 28 (42%) “other.”

## BUILDING BLOCKS

### Delinquency Prevention

- Departments participate in the following delinquency prevention coalitions: Drug and Alcohol Prevention Provider (30%), Communities that Care (37%), Single County Authority (42%), and “Other” (43%).
- Twelve (18%) departments access EPISCenter prevention services.
- Departments report the most frequent utilizations of the PAYS results to be Needs-based budget (n=22, 33%), stakeholder engagement (n=21, 31%), and program development (n=18, 27%).
- Two (3%) department has a delinquency prevention policy. Two (3%) departments report this to be *in progress*.
- Sixteen (24%) departments have included delinquency prevention activities in their JJSES Implementation Plan this fiscal year.

### Diversion

- The following pre-adjudication diversion options are available to youth: Consent Decree (n=65, 97%), Informal Adjustment (n=63, 94%), Youth Aid Panel (n=15, 22%), Peer Court (n=6, 9%), Community Court (n=2, 3%), and “Other” (n=22, 33%).
- Juvenile probation officers, juvenile court judges, district attorneys and public defenders are the stakeholder groups most likely to be educated on diversion. Hearing officers,

victims, and community members were the stakeholder groups least likely to be educated on diversion.

- Seventeen (25%) departments have a written diversion policy. Three (4%) departments report this to be *in progress*.
- Thirteen (19%) departments have included diversion activities in their JJSES Implementation Plan this fiscal year.

## Family Involvement

- Family-Focused Treatment Programs (e.g., Multi-Systemic Therapy and Functional Family Therapy), Family Group Conferencing (FGC)/Family Group Decision Making (FGDM), and Family Involvement Training were the most common initiatives departments have in place to promote family involvement.
- Five (7%) departments utilize the Parenting Skills Workbooks *the majority* of the time. Thirty-two (48%) departments utilize the Parenting Skills Workbooks, but *not the majority* of the time.
- Setting Boundaries and Respect in the Home are the Parenting Skills Workbooks most likely to be utilized.
- Fifty (75%) departments provide “A Family Guide to Pennsylvania’s Juvenile Justice System” to families *the majority* of the time. Twelve (18%) departments provide “A Family Guide to Pennsylvania’s Juvenile Justice System” to families, but *not the majority* of the time.
- Eleven (16%) departments utilize a satisfaction survey for juveniles and parents *the majority* of the time. Seven (10%) departments utilize a satisfaction survey for juveniles and parents, but *not the majority* of the time.
- Thirteen (19%) departments utilize a satisfaction survey for victims *the majority* of the time. Three (4%) department utilizes a satisfaction survey for victims, but *not the majority* of the time.
- There are 171 staff that have completed the Victim Community Awareness (VCAC) facilitator training in Pennsylvania.
- Thirty-one (46%) departments require youth to write an apology letter to their victim(s) *the majority* of the time. Twenty-seven (40%) departments require youth to write an apology letter to their victim(s), but *not the majority* of the time.
- Twenty-four (36%) departments have received formal training on how to interact with youth and families from different ethnic, racial, and cultural backgrounds in the past year. Fourteen (21%) offer this training on an annual basis. Twenty-six (39%) departments indicated this training is never offered.
- The most common formats offered for training on how to interact with youth and families from different ethnic, racial, and cultural backgrounds are online (n=31, 46%) and face-to-face (n=20, 30%).

- Juvenile probation officers, juvenile court judges, and children and youth staff are the stakeholder groups most likely to receive training on how to interact with youth and families from different ethnic, racial, and cultural backgrounds. Magisterial district judge(s), community members, and victim(s) were the stakeholder groups least likely to receive this training.
- Twenty-two (33%) departments are planning to implement activities specifically aimed at educating probation staff in strategies that mitigate bias in decision making this fiscal year.
- Nine (13%) departments have written policies that support effective family involvement. Five (7%) departments report this to be *in progress*.
- Sixteen (24%) departments have included family-involvement activities in their JJSES Implementation Plan this fiscal year.

### Training/Technical Assistance

#### Stage One: Readiness (Multiple results were selected per county)

- 75% of counties indicated a need for EBP Booster training
- 39% - Introduction to EBP
- 13% - Organizational Readiness
- 13% - Cost-Benefit Analysis
- 6% - "Other"

#### Stage Two: Initiation (Multiple results were selected per county)

- 66% of counties indicated a need for Case Planning training
- 64 % - Trauma
- 58% - Mental Health/Behavioral Health
- 57% - MI
- 37% - PaDRAI
- 36% - YLS
- 6% - "Other"

#### Stage Three: Behavioral Change (Multiple results were selected per county)

- 60% of counties indicated a need for Graduated Responses training
- 58% - Cognitive Behavioral Interventions
- 46% - EPICS
- 43% - Four Core Competencies (4CC)
- 43% - Supervisor's EBP Briefcase
- 39% - SPEP™
- 37% - Brief Intervention Tools (BITS)
- 33% - Carey Guides

- 4% - “Other”

#### Stage Four: Refinement (Multiple results were selected per county)

- 69% of counties indicated a need for Performance Measures training
- 57% - Policy Alignment
- 49% - EBP Service Contracts
- 48% - iDashboards
- 1% - “Other”

#### Building Blocks (Multiple results were selected per county)

- 73% of counties indicated a need for Quality Assurance/Continuous Quality Improvement training
- 61% - Family Involvement
- 48% - Delinquency Prevention
- 46% - Diversion

#### Continuous Quality Improvement (CQI)

- Twenty-five (37%) departments have a dedicated staff person or unit responsible for CQI.
- Thirty-nine (58%) departments have received the Continuous Quality Improvement Sustainability Guide.
  - o YLS, Case Planning, and Motivational Interviewing were reported as the most beneficial chapters in the Continuous Quality Improvement Sustainability Guide.
- Twenty-six (39%) departments collect data and/or performance measures to determine how well JJSES activities are being implemented and used by staff. Eight (12%) departments report this to be *in progress*.
- Twenty-one (31%) departments have included CQI activities in their JJSES Implementation Plan this fiscal year.