



# Models for Change Legacy Phase Evaluation Report

March 12, 2018

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## Preface

This report summarizes the findings of the Evaluation of the Models for Change Legacy Phase and reviews what has been achieved thus far to create fairer, more effective, and developmentally appropriate justice systems throughout the United States; documents the progress that has been made in specific goal areas; and assesses current capacity to sustain and grow these efforts in the years ahead. Community Science would like to thank the leadership, guidance, and assistance provided by Laurie Garduque, Patrick Griffin, Chantell Johnson, Mary McClanahan Thiel, Soledad McGrath, Maurice Samuels and Erica Twyman. We also would like to express our appreciation to all the individuals that took time to share their viewpoints and experiences with us as part of the evaluation. We thank Douglas Young and Akiva Liberman for their service as consultants for the evaluation. Our staff who contributed to this report include Brandon Coffee-Borden, Lindsay Bynum, Elisa Gonzalez, Margaret Hargreaves (Project Director), Sofia Sabirova, and Ryan Schooley.

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## Executive Summary

### Legacy Phase goals and strategies

The Legacy Phase of Models for Change provided an opportunity for the MacArthur Foundation to test a new, two-part exit strategy for finishing its juvenile justice activities and transitioning to other work. The MfC Legacy Phase initiative was specifically designed as an exit strategy that would facilitate a smooth transition between these phases by securing and sustaining previous MfC reforms and by capitalizing on MfC-supported reforms to create momentum for a broader national movement of reform.

The first Legacy Phase strategy was to provide a final set of grants to the four core MfC states (Pennsylvania, Illinois, Louisiana, and Washington) to create an orderly transition away from direct Foundation support in those states and ensure that MfC investments would be secured and sustained as state and local partners assumed ownership of MfC-related reforms. Other grants were awarded to conduct follow-up MfC research and evaluation projects, disseminate completed MfC reports and other products, and support networks of MfC supporters. The second Legacy strategy was to capitalize on the successes of the MfC initiative to build the momentum for a broader movement of national reform.

This second movement-building strategy had three components: (1) a national reform network (called the Resource Center Partnership), (2) a funders collaborative to support state policy reform activities (called the National Campaign to Reform State Juvenile Justice Systems), and (3) a national communications strategy to support the national campaign (called the National Communications Effort). Activities under this second strategy included providing training and peer mentoring to support the replication and adaptation of MfC program practices in other states and localities; providing strategic, logistic, and financial resources to achieve reform goals in targeted states; and building the communications capacity of reform advocates.

### Legacy Phase evaluation

The Legacy Phase evaluation reviewed what has been achieved thus far to create fairer, more effective, and developmentally appropriate justice systems throughout the United States; document the progress that has been made in specific goal areas; and assess current capacity to sustain and grow these efforts in the years ahead. The report provides detailed findings to the following questions:

1. What were Legacy Phase grantees' reform activities and products in the eight goal areas?<sup>1</sup>
2. What are grantees' and other stakeholders' perceptions of the impacts of MfC Legacy-related reforms in the goal areas at different jurisdictional levels?<sup>2</sup>
3. How sustainable are current reform activities in the targeted areas?<sup>3</sup>

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<sup>1</sup> The targeted areas are (1) diversion from the juvenile justice system, (2) use of evidence-based practices, (3) access to mental health services, (4) access to quality aftercare services, (5) cross-sector juvenile justice and child welfare system coordination, (6) reduction of racial and ethnic juvenile justice disparities, (7) family engagement, and (8) juvenile indigent defense services.

<sup>2</sup> The three jurisdictional levels of analysis are (1) local jurisdictions, (3) states, and (4) across multiple states.

#### 4. How have different contextual factors affected reform efforts?

### Evaluation findings

**Multilevel innovations.** The MfC initiative and its Legacy Phase primarily used a bottom-up approach, developing innovations that were implemented and tested at the local level with top-down state-level support, and assisted by experts, researchers, and advocates that worked across states at the national level. This three-tiered approach is reflected in the level of effort and outcomes reported by survey respondents working at the local level, at the state level, and across states.

The MfC initiative used a multilevel innovation strategy to accelerate change in targeted state and local juvenile justice systems. Multilevel or “niche” innovations are new technologies, program models, practices, or behaviors that differ radically from the existing system but are able to gain a foothold in particular geographic jurisdictions or with the help of targeted policy support.<sup>4</sup> Through grants and other activities, the MfC Legacy Phase supported the widespread diffusion and adoption of a range of MfC-related innovations.

MfC reform activities have also benefited from research on adolescent development funded by the MacArthur Foundation. That research was used in a series of landmark U.S. Supreme Court rulings that youth should be treated differently than adults. These decisions have had far-reaching effects on the juvenile system, such as influencing the enactment of state legislation preventing the automatic transfer of youth to the adult criminal system. Legacy Phase survey respondents at all three levels (local, state, and across states) agreed that the system has become “quite a bit” more focused on treating and rehabilitating youth rather than on punishing them as adults. This consensus was corroborated in grantee and stakeholder interviews.

Other external dynamics in the broader juvenile justice landscape have also contributed to the uptake and scaling of MfC-related reforms. The financial crisis of 2008 and subsequent national recession constrained state government budgets, which incentivized Republican governors to re-assess the costs and benefits of incarcerating large numbers of low-risk youth who had entered the juvenile justice system for nonviolent status offenses, such as chronic truancy. State and federal budget limitations helped to form new alliances that supported increased use of evidence-based screening tools and program practices that diverted more youth to community-based services. Other long-term demographic trends that may have contributed to lower levels of juvenile crime also contributed to reduced rates of youth incarceration.

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<sup>3</sup> The specific reform activities are (1) use of data and research, (2) policy change, (3) collaborative, cross-sector networking, (4) communications and dissemination, (5) community mobilization and engagement, (6) leadership and workforce development training, (7) use of evidence-based programs, (8) use of standardized tools, (9) fiscal capacity, (10) use of an equity lens, and (11) organizational capacity building.

<sup>4</sup> Geels, F., Sovacool, B., Schwanen, T., & Sorrell, S. (September 2017). Sociotechnical transitions for deep decarbonization. *Science*, 357(6357), 1242-1244.

**Sustainable capacity.** The MfC Legacy Phase also focused on building capacity at all jurisdictional levels to sustain reform activities. Grantees, officials, and stakeholders from four different sectors and at three jurisdictional levels were surveyed about their capacity to sustain different reform activities into the future.<sup>5</sup>

At the local level, respondents reported that their greatest capacities were to sustain the use of standardized tools (in five goal areas), to work in collaborative networks (in three goal areas), and to provide leadership and workforce training (in three goal areas). At the state level, respondents reported that their greatest capacities were to sustain their work with collaborative, cross-sector networks (in four goal areas), with standardized tools (in three goal areas), and with evidence-based programs (in three goal areas). Across states, respondents reported that their greatest capacities were to sustain their work with standardized tools (in four goal areas), to provide leadership and workforce development training (in four goal areas), and to work with collaborative, cross-sector networks (in three goal areas). In all eight goal areas, respondents working in the sector of reform advocates, researchers, and technical assistance providers reported less capacity to sustain key reform activities than respondents in the three other sectors. The relative weakness of the reform advocates, researchers, and technical assistance providers sector to sustain its work has potential implications for building a national reform movement going forward.

**Integrated reforms.** Transformational change requires more than “new technologies, better management, improved policies, or behavioral changes. It also calls for transforming the political, economic, and social structures that maintain [the status quo].”<sup>6</sup> Three spheres of reform activity need to interact, with changes in one sphere facilitating changes in the others, to create transformational change. The three spheres are (1) the personal sphere of beliefs, values, worldviews, and paradigms; (2) the practical sphere of changes in behaviors, strategies, and other technical responses; and (3) the political sphere of the systems and structures that define the constraints and possibilities under which practical change can happen.

Legacy Phase survey respondents reported that they had less capacity to sustain four reform activities that are part of this third political sphere. These activities are (1) building fiscal capacity, (2) communicating and disseminating MfC-related reforms, (3) using an equity lens, and (4) supporting community mobilization and engagement.

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<sup>5</sup> The surveyed sectors were (1) juvenile justice, corrections, public safety, or health and human services (including juvenile probation, juvenile detention, other juvenile justice, law enforcement, mental health, substance abuse, and social service professionals); (2) public officials (including city mayors, city managers, city councilors, county executives, county commissioners, and state legislators); (3) courts (including prosecutors, defense counsel, court managers or administrators or other professionals, district attorneys, judges, and state attorneys general); and (4) advocates, technical assistance providers, juvenile justice coalition members, and juvenile justice state advisory group members.

<sup>6</sup> O'Brien, K., & Synga, L. (2013). Responding to climate change: The three spheres of transformation. In *Proceedings of transformation in a changing climate* (pp. 16-23). Oslo, Norway: University of Oslo.

**Efforts to reach scale.** The evaluation findings also identified some gaps between reformers’ understanding and support for reform goals and their ability to translate reform concepts and innovations into widespread practice. These gaps can be closed through a national reform movement that can expand and integrate reform activities in all three spheres: personal, practical, and political.

## Exit strategy results

The evaluation’s findings show that much has been accomplished through the MfC initiative and its Legacy Phase in terms of:

1. developing a broad consensus regarding the need for fairer, more effective, and developmentally appropriate juvenile justice systems throughout the United States;
2. creating an awareness among juvenile justice professionals, judges, court administrators, public officials, and advocates of effective reform practices;
3. demonstrating the effectiveness of MfC reforms in multiple settings;
4. creating a ripple effect of lower court rulings and state legislation mirroring U.S. Supreme Court decisions supporting more developmentally appropriate treatment of youth;
5. developing substantial capacity at multiple jurisdictional levels to continue a wide range of reform activities; and
6. fostering collaborative partnerships across a broad cross-section of researchers, reformers, public officials, and practitioners.

These findings confirm that the Foundation’s Legacy Phase exit strategy has been successful in transitioning out of direct funding of a national initiative, while building ongoing capacity to continue reform activities in multiple goal areas. This is a significant improvement over traditional approaches to closing out grant-based initiatives, which do not include capacity-building strategies.

The evaluation also found that the transition from the MfC grant-based initiative to a more decentralized, self-sustaining movement is still a work in progress. More needs to be done to complete the transformation envisioned by Models for Change. In all eight goal areas, certain gaps remain between targeted reforms and widespread practice. These findings have implications for how to build a national juvenile justice reform movement and accelerate the transformational change process going forward.

## Implications for action

**Shifting to joint funding and leadership.** Over the last two decades, a number of national foundations — including the MacArthur Foundation, the Annie E. Casey Foundation, and the Pew Charitable Trusts — have contributed to juvenile justice reform through separate initiatives, with an expectation that public and private funding flows would eventually replace foundation investments. Replacement funding has not materialized, however, creating funding challenges for former grantees, especially for nonprofit policy advocates, researchers, and technical assistance providers. This nonprofit sector now has less capacity to sustain its reform efforts than other sectors. But there may be a way to spread the financial burden of future advocacy work. Some Legacy Phase policy work was supported by a funding

collaborative, which spread the burden and responsibility across multiple donors. This distributed leadership and funding model could potentially be expanded to support new juvenile justice reform activities and movement functions.

**Building a national network structure.** Through MfC’s partnership of strategic allies, national resource centers, and grantees, a collaborative network of MfC reformers, researchers, technical assistance providers, and practitioners has started to form.<sup>7</sup> However, it has not yet become a formal, goal-directed network. Some network coordination function is needed to support strategic planning, member recruitment and engagement, and a platform for internal and external communications. There could also be an opportunity to link the MfC network with networks created by other juvenile justice reform initiatives, creating a national “network of networks” structure. Other national reform movements, such as the Partnership for the Future of Learning, are testing this type of distributed leadership and coordination structure. A comparable model could be considered and funded collaboratively for a cross-initiative juvenile justice reform network.

**Creating communications capacity.** Through MfC’s National Communications Effort, individual advocacy organizations received valuable communications training between 2011 and 2015. However, these capacity-building efforts were tailored to specific state or local initiatives, and they are no longer being funded. Survey and impact interview respondents at all three jurisdictional levels rated communications among their least developed capacities to sustain in the future. Since the 2016 election, changes in the national discussion around youth of color and public safety may require us to take a fresh look at the MfC’s Legacy Phase narratives and messages. New network-oriented messaging strategies and communication channels also need to be developed as part of a national movement.

**Increasing civic engagement.** The political sphere focuses on mobilization strategies that create external pressure for reform. Survey and interview respondents reported that community mobilization and engagement strategies were relatively untapped during MfC’s Legacy Phase, and they reported that these activities were less likely to be sustained than other reform activities. The 2016 presidential election resulted in the federal appointment of more conservative judges, whose activities may erode or undo previous court decisions related to MfC reforms. More intensive civic engagement may help to respond to such emerging political threats. Historic movements, such as the civil rights movement, and current efforts, such as the Moral Mondays movement, are examples of effective mobilization and civic engagement strategies for policy change.<sup>8</sup> A national juvenile justice reform network (or network of networks) may provide the participants for such efforts.

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<sup>7</sup> See the evaluation’s social network analysis for more details.

<sup>8</sup> Moral Mondays was a grassroots movement against the politics of North Carolina government and Governor Pat McCrory regarding protections for voting rights, the cutting of social programs, changes in tax legislation, the repeal of the Racial Justice Act, restrictions to abortion rights, and the repeal of the Public Facilities Privacy & Security Act.

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# 1. Introduction

## 1.1 Background

### Need for juvenile justice reform

The John D. and Catherine T. MacArthur Foundation’s entry into the field of juvenile justice was prompted by policy changes in the 1980s and 1990s that sought to address rising violent crime rates among juveniles. These policies blurred the boundaries between juvenile and criminal justice by making it easier to try juveniles as adults in criminal court and increasing time in confinement for youth who were convicted of crimes. Seeking to address public fears and appear to “get tough on crime,” 47 states passed laws in the 1990s that transferred more youth to criminal court, instituted harsher sanctions, and allowed adults and young people to be imprisoned in the same facilities.<sup>9</sup> By 2000, record numbers of youth were being held in detention facilities and other out-of-home placements.<sup>10</sup>

Beginning in the late 1990s, major foundations, such as the MacArthur Foundation and the Annie E. Casey Foundation, began working with advocates to reverse this trend of criminalizing juvenile justice.<sup>11</sup> From 1996 to 2005, the MacArthur Foundation funded the Research Network on Adolescent Development and Juvenile Justice, which produced important studies showing key developmental differences between adolescents and adults and demonstrating that adolescents were less culpable and had a greater capacity for rehabilitation. The Foundation funded research on adolescent development and on the effectiveness of well-implemented, evidence-based juvenile justice interventions. This research was said to “pave the way for rethinking reform in the early 21<sup>st</sup> century.”<sup>12</sup> For example, these studies were cited in the U.S. Supreme Court decision *Roper v. Simmons*, 543 U.S. 551 (2005), a landmark case that outlawed the death penalty for children under the age of 18.

### Models for Change initiative and Action Networks

In 2003, the MacArthur Foundation launched the Models for Change (MfC) initiative to accelerate juvenile justice reforms to promote fairer, more effective, and more developmentally appropriate juvenile justice systems through the United States, and create sustainable and replicable models of reform. Full details of the MfC initiative and its Action Networks are provided in a series of 2016 evaluation reports.<sup>13</sup> Between

The MacArthur Foundation launched the Models for Change (MfC) initiative to accelerate juvenile justice reforms to promote fairer, more effective, and more developmentally appropriate juvenile justice systems through the United States, and create sustainable and replicable models of reform.

2004 and 2014, the Foundation invested more than \$121 million in the initiative. The initiative included several strategies:

<sup>9</sup> Franklin E. Zimring (1998). *American Youth Violence: Myth or Reality*. Oxford University Press.

<sup>10</sup>For more details about this period, see the Models for Change and National Campaign evaluation reports conducted for the MacArthur Foundation.

<sup>11</sup> National Resource Council. 2013.

<sup>12</sup> Mathematica Policy Research. 2016. p. v.

<sup>13</sup> See Mathematica Policy Research 2016 for more details.

- The first was the core strategy, a multifaceted strategy of comprehensive change designed to support the development and spread of a range of innovations at state and local levels. Between 2004 and 2006, the strategy was implemented first in Pennsylvania, then in Illinois, Louisiana, and Washington. Core state funding covered six to ten years of planning and implementation, depending on the state.
- In 2007 and 2008, three Action Networks were created to reach 12 more states and engage them in reform efforts. The networks were created as learning communities that targeted three issues: disproportionate minority contact, mental health-juvenile justice, and juvenile indigent defense. In each network, a group of state and local jurisdictions worked together, under the leadership of a designated coordinating organization, to develop targeted projects in the network’s designed issue. The networks operated for about four years.
- The Foundation also created a National Resource Bank of nationally recognized experts in key areas of juvenile justice reform to provide technical assistance to Models for Change grantees and partners.

### National campaign and communications effort

In 2010, the Foundation created the Juvenile Justice Funders Collaborative to work with other funders and government agencies to speed up the adoption of practices that would make state juvenile justice systems fairer. The practices enacted meaningful juvenile justice reforms that would save money, improve public safety, lower recidivism, keep young people out of the juvenile justice system, and increase alternatives to incarceration in targeted states. Between 2011 and 2015, the MacArthur Foundation and Funders Collaborative worked with M+R Strategic Services to develop and implement the National Campaign to Reform State Juvenile Justice Systems.<sup>14</sup> The national campaign had three components: (1) conducting assessments to identify which states to work in; (2) assembling state-based teams of local advocates, judges, law enforcement officials, and others to determine the reform agenda; and (3) providing strategic, logistical, and financial resources to achieve each state’s reform goals, using Models for Change best practices and tools for systemic reform.

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In 2013, the Foundation launched a National Communications Effort, a communications strategy that was designed to complement and accelerate the national campaign and to sustain a national reform movement beyond its conclusion. The communications effort had several main goals: to (1) raise awareness of juvenile justice issues,

(2) work with advocates in ways that would highlight possible solutions; and (3) help ensure the continuation of juvenile justice reform communications work by building the communications capacity of advocates. This initiative used three strategies to reach and inspire its young adults and their parents

<sup>14</sup> See Grassroots Solutions 2016 for more details.

to create pressure on policymakers and practitioners to change. The effort used creative stories about why kids are different than adults, positioned solutions through newsworthy reports and content, and engaged affinity groups to extend the reach of the content. Full details of the national campaign and communications efforts are provided in a 2016 evaluation report.<sup>15</sup>

## 1.2 Models for Change Legacy Phase

### Legacy Phase goals and grants

In 2012, the Foundation initiated the final four-year Legacy Phase of its Models for Change initiative. The phase included the development of the Models for Change Legacy Strategy, published in November 2013, and the mapping of Legacy Phase outcomes in February 2014.<sup>16,17</sup>

Between 2012 and 2016, the Foundation awarded almost \$33 million in 76 grants (see Exhibit 1.1). The Legacy Phase had two overall aims: (1) to secure and sustain the juvenile justice reform progress that had been made in the four MfC states and (2) to capitalize on the progress made, to contribute to the momentum of a broader wave of national reform.

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**Exhibit 1.1 Models for Change Legacy Phase Grants, by Year Started**

Year	Total Amount Awarded	Total Number of Grants
2012	\$8,307,047.46	19
2013	\$12,068,111.00	22
2014	\$7,532,000.00	23
2015	\$4,495,000.00	11
2016	\$450,000.00	1
<b>Total</b>	<b>\$32,852,158.46</b>	<b>76</b>

Source: Models for Change Legacy Grant Database

**Legacy reform goals.** The Legacy Phase outcome map (theory of change), developed in 2014, identified a set of 12 Legacy Phase goals, which were consolidated into eight reform areas.<sup>18</sup>

- **Diversion:** Use of diversion to minimize youth contact with the juvenile justice system is the norm. A model system would provide strategies to safely and effectively divert youth from the formal juvenile justice system.
- **Evidence-based practices (EBPs):** Adoption and implementation of evidence-based programs and practices, including standardized screening and assessment protocols, is the norm. In a

<sup>15</sup> Grassroots 2016.

<sup>16</sup> MacArthur Foundation. (2013). *Models for Change Legacy strategy*.

<sup>17</sup> MacArthur Foundation. (2014). *Juvenile justice: Legacy Phase outcomes mapping*.

<sup>18</sup> See <http://modelsforchange.net/about/issues-for-change.html>.

model system, programs, practices, and services would be based on research, having demonstrated their effectiveness or shown a strong likelihood of success in improving juvenile offenders' behavior or skills.

- **Mental health:** Mental health services for youth who come in contact with the juvenile justice system are readily accessible. In a model system, professionals in the fields of juvenile justice, child welfare, mental health, substance abuse, and education would work collaboratively to meet the needs of youth without unnecessary system involvement.
- **Aftercare:** Quality aftercare services that support reentry in the community upon return from out-of-home placements are readily accessible. In a model system, youth returning to the community after a period of residential placement would be quickly connected to the programs and services they need to adjust and succeed.
- **System coordination:** Cross-system coordination and integration among juvenile justice and child welfare is the norm. A model system would provide the kind of coordinated, multi-system supports that improve outcomes for dual status youth, those youth that move between the child welfare and juvenile justice systems.
- **Racial and ethnic fairness/disproportionate minority contact:** Racial and ethnic disparities in the juvenile justice system are reduced. In a model system, youth would receive fair treatment regardless of their race or ethnicity.
- **Family engagement:** Families serve as key resources and partners in youth case planning, support, supervision, and service provision.
- **Juvenile indigent defense:** Juvenile indigent defense services are effective, high quality, and accessible. A model system would safeguard the procedural and substantive rights of all youth who come into conflict with the law.

### Legacy Phase strategies

**Securing and sustaining strategies.** Between 2012-2016, the Foundation awarded 15 grants across the four core MfC states (Illinois, Louisiana, Pennsylvania, and Washington), to create an orderly transition away from direct Foundation support and ensure that MfC investments would not be lost as state and local partners assumed ownership of MfC assets. Other grants during this time were awarded to support: (1) follow-up research and evaluation projects; (2) branding, packaging, and dissemination of MfC accomplishments and products; and (3) help for maintaining reform networks of practitioners.

**Capitalizing on reform strategies.** The Foundation implemented several strategies to capitalize on the progress made through the MfC initiative, creating momentum for a broader movement of national reform. One strategy was to create a set of four training, technical assistance, and support centers to promote and disseminate MfC practice and policy innovations to new jurisdictions. The four resource centers that were funded through 22 grants during the Legacy Phase were:

- The Mental Health and Juvenile Justice Collaborative for Change,
- The Robert F. Kennedy National Resource Center for Juvenile Justice,
- The National Juvenile Defender Center, and
- The Status Offense Reform Center.

The second Legacy strategy was to create a network of strategic allies — MfC collaborators and partners — who were willing to support MfC reform principles and adopt model MfC practices. Together, the resource centers and strategic allies formed the Resource Center Partnership. Each resource center received funding for a two-year period, during which the center was operated by a lead grantee, with the help of strategic allies and innovative practitioners and experts who assisted in the delivery of training, peer mentoring, and consultation services. The centers also shared tools and techniques, and supported the replication and adaptation of MfC program practices in new settings.

Between 2012 and 2016, the Foundation awarded 16 grants to its network of strategic allies, including national professional associations (such as the Council of Juvenile Correctional Administrators and the National Center for State Courts) and associations of state and local policymakers (such as the National Association of Counties and the National Conference of State Legislatures). Over the four-year period, the Foundation also awarded 16 grants to the strategic allies in the partnership.

The third Legacy Phase strategy was to establish formal partnerships with federal agencies to support the broader adoption of MfC policy and practice innovations. For example, the Foundation awarded three grants to create a co-funded partnership with the Substance Abuse and Mental Health Services Administration (SAMHSA) to work with local jurisdictions to implement MfC policies and practices.

**Other grant strategies.** In addition, 11 grants were awarded to technical assistance, advocacy, and research projects that included creating an online juvenile justice reform portal and a justice reform monitoring system, and organizing and hosting two annual convenings of juvenile justice reform leaders in 2014 and 2015. Finally, nine Legacy Phase grants were awarded for communications campaign activities (see Exhibit 1.2).

**Exhibit 1.2 Types of Models for Change Legacy Grants**

<b>Primary MfC Legacy Phase Grantee Group</b>	<b># Grants</b>
Communications	9
MfC Core State	15
Resource Centers/Office of Juvenile Justice and Delinquency Prevention Resource Center	22
SAMHSA-MacArthur Collaboration (Technical Assistance Collaborative -National Center for Mental Health and Juvenile Justice)	3
Strategic Allies	16
Other Technical Assistance, Advocacy, and Research	11
<b>Total Grants</b>	<b>76</b>

Source: Models for Change Legacy Grant Database

### **Reform activities**

The Legacy Phase grants supported a wide range of reform activities that were intended to contribute to the achievement of the eight reform goals. Although the mix of activities used by grantees and others

varied to some extent by goal area, almost every type of activity was used to some degree to support all eight goal areas. These reform activities include:

- **Use of data and research:** This activity relates to developing and using data systems or conducting evaluation activities.
- **Policy change:** This activity involves formulating and advocating for administrative, legislative, or judicial policy change.
- **Collaborative cross-sector networking:** This activity involved forming task forces, coalitions or other collaborative bodies and developing a common agenda and vision for the joint work.
- **Communications and dissemination:** These activities relate to developing and sharing reform reports, tools, and other products through media and public awareness campaigns, press releases, web portals and conferences.
- **Community mobilization and engagement:** These activities relate to mobilizing and engaging stakeholders, including affected youth and their families, in reform efforts.
- **Leadership and workforce training:** These activities involve providing professional development to staff.
- **Use of evidence-based programs:** These activities concern the implementation, replication, and adaptation of evidence-based programs, especially community programs that are an alternative to detention or incarceration.
- **Use of standardized tools:** This activity is about developing and implementing evidence-based youth screening and assessment tools and processes.
- **Fiscal capacity:** This activity is about creating the capacity to create or leverage new or expanded budget allocations and resource funding streams in direct support of reform goals.
- **Use of an equity lens:** This activity focuses on promoting policies and practices that are intended to reduce racial and ethnic disparities and minimize disproportionate minority contact with the juvenile justice system.
- **Organizational capacity building:** This activity relates to creating new organizational structures or entities or expanding the capacity of existing organizations to support specific reform goals.

### 1.3 Legacy Phase Evaluation

#### Evaluation goals and data sources

In early 2016, the Foundation contracted with a team consisting of Community Science, University of Maryland, and Urban Institute researchers to design and conduct a retrospective evaluation of MfC Legacy Phase activities. The evaluation had four components: a national landscape analysis, an outcome evaluation, an impact evaluation, and an assessment of the findings' implications for the juvenile justice field. The evaluation used a mixed methods design that included a review of Legacy grant documents; grantee interviews; reform impact interviews; federal partner focus groups; and a survey of local, state, and federal grantees, strategic allies, and other juvenile justice professionals. These evaluation components and data sources were used to address a set of six evaluation questions that were refined over the course of the evaluation (see Exhibit 1.3).

**Exhibit 1.3 Evaluation Questions and Data Sources**

Evaluation Questions	Data Sources				
	Legacy Phase Survey	Document Review	Grantee Interviews	Impact Interviews	Federal Focus Groups
What were the reform activities, outputs, and outcomes of the Legacy grants?		X	X		
What were the impacts of juvenile justice reform?	X			X	X
What Legacy reform activities are currently happening?	X	X	X	X	X
How sustainable are current Legacy reform activities?	X	X	X	X	X
What contextual factors enable or create barriers to Legacy reforms?	X	X	X	X	X
What are the implications of the evaluation findings for the field?				X	X

**Overview of evaluation methods**

A summary of the evaluation’s data collection and analysis methods are provided in this section. More details will be provided in Appendix A.

- Models for Change Legacy Phase survey:** The Community Science Survey Team developed and pilot tested the survey instrument before the final survey was fielded. The pilot survey was launched on June 19, 2017, using Qualtrics, an online software platform for programming and distributing surveys and analyzing survey data. Fourteen respondents from the master sample were invited to pilot test the survey. None of the respondents expressed concerns about the time commitment needed to complete the survey or the clarity of the provided instructions. The Models for Change final survey was launched on September 22, 2017. The total number of respondents in the sample who were invited to participate in the survey was 499. Automatic email reminders to all non-respondents and partial respondents were sent every Monday, Wednesday, and Friday around 9 a.m. until the last day of survey fielding. A total of 462 respondents received the survey link, and 195 respondents completed the survey (42.2% response rate). The number of partially complete responses was 57 (12.3%).
- Grantee interviews and document reviews:** Community Science completed 27 of 32 (84.4%) possible telephone interviews with MfC Legacy grantees during March, April, and May of 2017. Community Science team members followed-up multiple times with grantees to ensure that a high percentage could be interviewed. For each grantee, a supplemental information sheet was created using submitted reports and online searches. Interviewers asked about details of the particular grants and provided grantees an opportunity to expand on the information provided in the sheet.



- **Impact interviews:** During the fall of 2017, Community Science conducted a total of 25 phone interviews of a possible 41 (61.0%) with experts on the juvenile justice field identified by Community Science and MacArthur Foundation staff members. Evaluation team members followed-up multiple times with grantees to ensure that a high percentage could be interviewed. Community Science team members worked with MacArthur Foundation staff to create an interview protocol that covered trends in juvenile justice reform over the past decade, contextual factors that affected reform work, and the sustainability of reform efforts.
- **Federal partner interviews:** Federal interviewees were chosen based on their involvement with the Coordinating Council on Juvenile Justice and Delinquency Prevention. Nine individuals were interviewed, with representation from the following federal offices: Assistant Secretary for Planning and Evaluation, U.S. Department of Education, SAMHSA, U.S. Department of Health and Human Services, and Office of Juvenile Justice and Delinquency Prevention. Group agency telephone interviews were conducted as schedules allowed. When group interviews were not logistically feasible, individual interviews were conducted. The interview protocol covered trends in juvenile justice reform over the past decade, contextual factors that affected reform work, and the sustainability of reform efforts. The evaluation’s findings are presented in the next sections of the report.
- Section 2 reviews the grant activities and products of the Legacy grantees, based on grantee interviews, document reviews, and other administrative data. The section also includes the grantees’ responses to the Legacy survey regarding their current reform activities in the eight reform goal areas and their assessments of the potential sustainability of their activities. The section ends with a network analysis of the collaborative relationships among Legacy grantees.
- Section 3 presents the findings from the Legacy survey, impact interviews, and federal partner interviews regarding the impacts of juvenile justice reforms in the eight Legacy reform areas. The findings are reported by jurisdictional level (local, state, and multiple states) and by respondents’ years of experience working in the juvenile justice field.
- Section 4 presents the findings from the Legacy survey, impact interviews, and federal partner interviews regarding the potential sustainability of juvenile justice reforms in the eight Legacy reform areas. The findings are reported by jurisdictional level and by sector, comparing the responses of reform advocates, researchers, policy analysts, and technical service providers to all other survey respondents.
- Section 5 presents the results of the Legacy survey, impact interviews, and federal partner interviews regarding the positive and negative influences of contextual factors on juvenile justice reforms in the eight Legacy reform areas.
- Section 6 concludes the report with a summary of key findings and discussion of their implications for future juvenile justice reform.

## 2. Models for Change Legacy Activities and Outcomes

### 2.1 Introduction

This section seeks to answer the evaluation question, “What were the reform activities, outputs, and outcomes of the Legacy grants?” Of the 27 Legacy grantees who participated in interviews, the majority mentioned working on diversion activities, a broad category encompassing a range of efforts related to minimizing youth contact with the juvenile justice system. About a third of the grantees reported their grants addressed other goals, including mental health in the juvenile justice system, racial and ethnic disparities, and cross-system coordination for youth involved in both juvenile justice and child welfare systems (see Exhibit 2.1). The activities that the Legacy grantees reported most often related to the branding and dissemination of MfC reports, tools, and other work products. The grantees also reported providing technical assistance to help others implement and make use of the disseminated information and tools.

**Exhibit 2.1 Legacy Grant Reform**

Legacy Reform Goal	Number of Grantees Reporting Goal Activity
Diversion	20
Mental health-juvenile justice	12
Evidence-based practices	11
Racial and ethnic disparities	11
Cross-system coordination for dual status youth	11
Juvenile indigent defense	6
Quality aftercare services	6
Engaging families	3

Source: Legacy grantee interviews

#### Diversion

Many of the strategic goal areas of Models for Change aligned with the larger goal of reducing youth involvement in the juvenile justice system and ensuring that the system was reserved for youth who presented a public safety risk. Given this, grantees prioritized that larger objective, and **diversion was the most frequently discussed goal among grantees, cited in 20 of the 27 interviews.** Grantees engaged in a variety of activities in support of diversion, most commonly branding and dissemination (n=4). Indicative of the cross-cutting nature of diversion, a grantee involved in the Mental Health Action Network described developing and disseminating a web-based module to spread the word on their

...diversion was the most frequently discussed goal among grantees, cited in 20 of the 27 interviews.

efforts: “[F]our of the states worked together to develop an online implementation package for developing a school co-responder model for diversion from the

juvenile justice system.” Although branding and dissemination was the most discussed activity for grantees working toward the goal of diversion, the use of standardized tools was another diversion-directed activity cited by one grantee (n=1). The grantee described adapting tools on adolescent

domestic assault “to divert and deflect [youth] and provide services for kids and families when youth were being arrested for fighting with their parents.” Expanded throughout the state, the tools enabled jurisdictions “to do better screening and triage of youth on the front end of the system.” The use of tools and protocols has the benefit of systematizing their outcomes, in this case linking youth and families to appropriate services and reducing their involvement in the justice system.

**Grantees generated a variety of work products intended to spread diversion reforms, including tools (n=5), written reports (n=4), meetings (n=2), and training (n=1).** Grantees discussed creating tools as often as they discussed writing reports. The most common type of tool that grantees created was the toolkit. One grantee created a toolkit for status offense reform that provided detailed guidance on responding to/serving status offenses in the community. Another grantee partnered with other organizations to create a toolkit on the critical components of a trauma-informed juvenile justice diversion program. These products not only provided a tool for others to use, but a strategy that could be disseminated to bolster diversion efforts overall. Written reports were another common product employed to advance diversion. Grantees wrote reports for different audiences and purposes, ranging from white papers resulting from Action Network collaborations to detailed reports promoting particular strategies, policies, and practices. An example of the latter was entitled “Law Enforcement’s Leadership Role in Juvenile Justice Reform: Actionable Recommendations for Practice & Policy,” which outlined the results of a national survey of law enforcement executives and a subsequent policy summit.

Meetings brought together experts and legislative leaders in diverse fields to both strategize around solutions and to disseminate proven practices and policies aimed at reducing youth involvement in the system. One grantee described a national policy summit with approximately 100 participants who “spent two days in break out groups really talking about juvenile justice reform, including promoting alternatives to arrest.” Another grantee convened an issue forum session entitled “A Better Way to Keep Kids out of Prison.”

One grantee discussed engaging in training around diversion by partnering with a local university to develop and implement a mini-certificate program. Modules included how to draft and implement diversion statutes, essential components of successful diversion programs, and strategies for obtaining the necessary supports. This training targeted prosecutors, law enforcement, and juvenile probation officers, and has been going on since 2015. This is one example of how grantees built capacity with strategic audiences to expand the reach of their message and support reform across jurisdictional levels.

**Grantees reported that their work activities and products under the diversion goal were successful in promoting changes in policy (n=2).** In one instance, a grantee described how their efforts with a tribal community led to replacing structures that “just put kids into detention when they acted up” with policies prescribing “alternative pathways out of juvenile detention.” Another grantee highlighted the passage of a bill that formalized protocols that were intended to move youth placed in residential facilities to community-based mental health care.

**In responding to survey questions about the jurisdictions where grantees worked, grantees indicated those jurisdictions’ diversion activities focused most frequently on tangible activities such as policy**

**and practice change.** Overall, there was modest variation in the reported frequency of activities, with grantees reporting the jurisdictions engaged “somewhat” (3 on a frequency scale of 1 to 5) to “a great deal” (4 on the scale) on ten of the 11 activity types (see Exhibit 2.2). Policy change (M=3.94; n=17) was the most frequent activity, and implementation of evidence-based programs (M=3.59; n=17) and standardized tools (M=3.59; n=17) were also common. Two other frequently reported activities included engaging in collaborative cross-sector networks (M=3.71; n=17) and using data and research (M=3.65). Not surprisingly, activities that were more challenging and that had less direct, immediate impacts were least common. These included building fiscal capacity (M=3.0; n=17), community mobilization (M=3.0), and communications and dissemination (M=2.81; n=17).

**Grantees generally echoed these ratings in judging their jurisdictions’ capacity to sustain activities focused on diversion,** with average scores falling between moderate (3 on the 5-point scale) and high (4). Policy change (M= 3.88), use of evidence-based programs (M=3.82; n=17), and collaborative cross-sector networks (M=3.75) were viewed as the most sustainable activities. Fiscal capacity (M=2.88; n=16) and community mobilization (M=3.06) had the lowest sustainability scores. Somewhat surprisingly, use of an equity lens was solidly in the middle of the current activities (M=3.47; n=17) and sustainability (M=3.47; n=17) ratings.

**Exhibit 2.2 Grantees’ Perspectives on Implementation and Sustainability of Diversion Activities in Their Jurisdictions**

	Extent of Current Activity (Mean)		Capacity to Engage in Activity in the Future (Mean)	
Use of data and research	3.65	(n=17)	3.35	(n=17)
Policy change	3.94	(n=17)	3.88	(n=17)
Collaborative cross-sector network	3.71	(n=17)	3.75	(n=16)
Communications and dissemination	2.81	(n=16)	3.31	(n=16)
Community mobilization and engagement	3.00	(n=17)	3.06	(n=17)
Leadership and workforce training	3.38	(n=16)	3.50	(n=16)
Use of evidence-based programs	3.59	(n=17)	3.82	(n=17)
Use of standardized tools	3.59	(n=17)	3.59	(n=17)
Fiscal capacity	3.00	(n=16)	2.88	(n=16)
Use of an equity lens	3.47	(n=17)	3.47	(n=17)
Organizational capacity building	3.47	(n=17)	3.24	(n=17)

Note: For the Extent of Current Activity scale, 1 = "Not at all," 2 = "A little," 3 = "Somewhat," 4 = "A great deal," 5 = "Completely."

Note: For the Capacity to Engage in Activity in the Future scale, 1 = "No capacity," 2 = "Low capacity," 3 = "Moderate capacity," 4 = "High capacity," 5 = "Very high capacity."

## Adoption and implementation of EBPs

**About 40 percent of the grantees discussed the use of evidence-based practices and programs as a main focus of their Legacy Phase efforts (n=11 of 27 grantees).** In promoting the use of EBPs, grantees engaged in two primary activities: branding and dissemination (n=4) and workforce training (n=1). Typical of interview comments here, one grantee reported their main activity to be “engag[ing] the court community in understanding the best practices and innovations that came out of the Models for Change initiative.” Another grantee described efforts to engage leadership across states to train the line-level workforce to adopt and implement EBPs (see Exhibit 2.3).

**In carrying out activities to encourage use of EBPs, grantees produced a variety of work products, including written reports (n=6), tools (n=4), conferences and meetings (n=3), trainings (n=2), and policy proposals (n=1).** Some written products were more introductory and intended to promote adoption of EBPs. One grantee, for example, developed a series of issue briefs that highlighted examples of promising practices. Other written products focused more directly on EBP implementation, such as “Regional Capacity Building for Evidence Based Services: An Evaluability Assessment,” which highlighted potential obstacles to implementation and described means for developing data and evaluation capacity to support the use of EBPs.

Grantees created tools in this goal area that served two related but distinct purposes. Survey tools were created by some grantees to assess the scope and availability of EBPs in their jurisdictions. Another type of tool described by grantees focused on the steps of EBP implementation, with the goal of closing the gap between research and lessons learned from MfC and state/local practices and programs.

Conferences and meetings aimed at expanding EBP were reported as ongoing or held only once. One grantee organized a recurring meeting, held biennially, where experts met with local stakeholders in different regions of the state to educate attendees about evidence-based programs and practices, and build consensus on their use. Another grantee described a one-time meeting that was particularly successful:

“We brought together some researchers, we brought practitioners, [and] we brought people who are developers of EBPs. We had a group of about 18, that we sort of hand-picked, based on our experience as people that we knew (1) were smart and knowledgeable and (2) could work together and were willing to challenge and push each other. It was just a phenomenally good meeting, and then we’ve done a lot of subsequent work and writing.”

Two grantees described training materials they created to promote EBP adoption and implementation. One grantee organized a series of seven webinars that were open to the public. The webinars discussed critical issues before the state legislature relating to the use of EBPs. Another grantee developed a curriculum as a way of institutionalizing certain evidence-based practices. In addition to the 40-lesson training curriculum, the grantee developed a train-the-trainer model to advance the use of evidence-based juvenile defense practices.

**When surveyed on jurisdictions’ activities related to EBPs, grantees again reported that activities with tangible, immediate outcomes were most prevalent, with their frequency falling between somewhat**

**and a great deal.** Jurisdictions’ most common activities included the use of evidence-based practices (M=3.92; n=13) and standardized tools (M=3.85; n=13), as well as engaging in collaborative cross-sector networks (M=3.77; n=13) and policy change (M=3.69; n=13). As would be expected, leadership and workforce training (M=3.77; n=13) were also frequent foci of EBP activities. Fiscal capacity (M=2.77; n=13) and community mobilization and engagement (M=2.77; n=13) were the least prevalent activities in this goal area.

**Grantees judged the capacity for jurisdictions to sustain activities in support of EBPs to be between moderate and high (about 3.5 on the 5-point scale).** The same five types of activity that were reported to be most prevalent currently were also rated highest on sustainability. Grantees again perceived activities involving fiscal capacity building (M=2.92; n=13) and community mobilization (M=3.0; n=13) as least sustainable.

**Exhibit 2.3 Grantees’ Perspectives on Implementation and Sustainability of Evidence-Based Program Activities in Their Jurisdictions**

	Extent of Current Activity (Mean)		Capacity to Engage in Activity in the Future (Mean)	
Use of data and research	3.54	(n=13)	3.08	(n=13)
Policy change	3.69	(n=13)	3.54	(n=13)
Collaborative cross-sector network	3.77	(n=13)	3.69	(n=13)
Communications and dissemination	2.85	(n=13)	3.31	(n=13)
Community mobilization and engagement	2.77	(n=13)	3.00	(n=13)
Leadership and workforce training	3.77	(n=13)	3.62	(n=13)
Use of evidence-based programs	3.92	(n=13)	3.62	(n=13)
Use of standardized tools	3.85	(n=13)	3.69	(n=13)
Fiscal capacity	2.77	(n=13)	2.92	(n=13)
Use of an equity lens	3.46	(n=13)	3.46	(n=13)
Organizational capacity building	3.00	(n=13)	3.23	(n=13)

Note: For the Extent of Current Activity scale, 1 = "Not at all," 2 = "A little," 3 = "Somewhat," 4 = "A great deal," 5 = "Completely."

Note: For the Capacity to Engage in Activity in the Future scale, 1 = "No capacity," 2 = "Low capacity," 3 = "Moderate capacity," 4 = "High capacity," 5 = "Very high capacity."

### Mental health services

**A little less than half the grantees discussed mental health services as a primary goal area (12 of the 27 grantees).** While working in this goal area, grantees engaged in branding and dissemination (n=4), technical assistance (n=2), and communications (n=1). One Legacy grantee who partnered with SAMHSA described their branding and dissemination activities as undertaken by “really sketch[ing] out a way to

leverage all of the work that was coming out of Models for Change, with a focus on reforming juvenile justice systems to better respond to youth with mental health needs.” As part of a communications campaign, another grantee discussed a similar effort to write stories on mental health reform and post them through a nationally accessible “resource hub.”

**Work products emerging from the Legacy efforts in mental health included meetings (n=5), tools (n=5), training (n=3), and written reports (n=3).** One grantee convened a meeting on financing strategies to support effective community-based behavioral health services for youth diverted out of the juvenile justice system. Other grantees organized panels of former participants of the Mental Health Action Network to make presentations at annual conferences on lessons learned during Models for Change and focus areas for the future.

Other grantees’ activities focused on the use of tools and protocols, often woven into a larger training curriculum, which they delivered to diverse audiences. One grantee described a curriculum that resonated with the law enforcement community as a “hot ticket item.” The training discussed alternative responses to “bad incidents or bad cases where police have tackled kids ... and dragged them out of classrooms,” thereby gaining negative media attention. Another grantee focused on the school setting, developing and conducting the Adolescent Mental Health Training for School Resource Officers (AMHT-SRO) in several school districts. Grantees affiliated with the National Center for Mental Health and Juvenile Justice described multiple training curricula targeted to diverse audiences working in corrections, law enforcement, and schools. One interviewee reported these curricula were “very impactful” when shared with state-level agencies, which incorporated them into ongoing staff training and development.

Some grantees developed and disseminated written reports to spread the word on mental health reforms developed under MfC. Examples include a stand-alone paper, “Strengthening Our Future: Key Elements to Developing a Trauma-Informed Juvenile Justice Diversion Program for Youth with Behavioral Health Conditions,” and a series of 12 in-depth articles on serving youth dually diagnosed with mental health and substance abuse disorders. Another grantee described the evolution of written products emerging from the Mental Health Action Network: “The early groups did basically white papers or documents. Later, it moved to more web-based products, where you could have little embedded videos, and they were much more user-friendly.”

**In efforts to implement mental-health-related reforms, jurisdictions appeared to take a more long-term view, focusing on leadership and workforce training (M=3.71; n=7), cross-sector collaboration (M=3.71; n=7), and the use of data and research (M=3.71; n=7).** Organizational capacity building was also relatively prevalent (M=3.57) in this goal area, while activities with more immediate impact, such as policy change and use of tools, had lower frequency scores. These scores must be interpreted with some caution, given the low number of grantees responding to survey questions on mental health activities (n=7).

**Grantees also viewed the most prevalent current activities as most sustainable in the future, giving their highest rating to leadership and workforce training (M=4.0; n=7), followed by cross-sector**

**collaboration (M=3.86; n=7) and organizational capacity building (M=3.57; n=7).** Much as in previously discussed goal areas, fiscal capacity (M=2.86; n=7) was the least sustainable. In interviews, two grantees articulated concerns about changing Medicaid provisions and future federal and state support, questioning jurisdictions' capacity to sustain activities related to mental health (see Exhibit 2.4).

**Exhibit 2.4 Grantees' Perspectives on Implementation and Sustainability of Mental Health Service Activities in Their Jurisdictions**

	Extent of Current Activity (Mean)		Capacity to Engage in Activity in the Future (Mean)	
Use of data and research	3.71	(n=7)	3.29	(n=7)
Policy change	3.43	(n=7)	3.43	(n=7)
Collaborative cross-sector network	3.71	(n=7)	3.86	(n=7)
Communications and dissemination	3.29	(n=7)	3.00	(n=7)
Community mobilization and engagement	3.14	(n=7)	3.00	(n=7)
Leadership and workforce training	3.71	(n=7)	4.00	(n=7)
Use of evidence-based programs	3.57	(n=7)	3.57	(n=7)
Use of standardized tools	3.43	(n=7)	3.43	(n=7)
Fiscal capacity	3.14	(n=7)	2.86	(n=7)
Use of an equity lens	3.14	(n=7)	3.14	(n=7)
Organizational capacity building	3.57	(n=7)	3.57	(n=7)

Note: For the Extent of Current Activity scale, 1 = "Not at all," 2 = "A little," 3 = "Somewhat," 4 = "A great deal," 5 = "Completely."

Note: For the Capacity to Engage in Activity in the Future scale, 1 = "No capacity," 2 = "Low capacity," 3 = "Moderate capacity," 4 = "High capacity," 5 = "Very high capacity."

### Quality aftercare services

#### Relatively few grantees (six of 27 interviewed) discussed working on aftercare reform.

Grantees' primary activities (six in this area) included producing a written report (n=1) to the field, providing technical assistance (n=1), and branding and dissemination (n=1). One grantee recounted widely distributing a white paper on aftercare and recidivism reduction to state and local agencies, and at national conferences. Another grantee described technical assistance efforts aimed at probation policy reform and aftercare. A third grantee noted the success of activities focused on aftercare as part of a larger effort around transfer reform: "We have also been able to establish and maintain a more separate juvenile justice system that doesn't rely on adult mechanisms or adult approaches, so aftercare from our juvenile prison has now been fully separated from the adult Department of Corrections."



**The survey data reflects the sparsity with which grantees discussed this goal area during interviews.** There was insufficient data (n<2) to report on grantee perceptions of activities in the jurisdictions in which they worked and the sustainability of those activities.

### Cross-system coordination for dual status youth

**Eleven of the 27 grantees cited cross-system coordination for dual status youth as a primary focus of their Legacy work.** Activities related to this goal area included workforce training (n=3) and technical assistance (n=1). One grantee noted that many jurisdictions do not have the infrastructure for sharing information between systems to support reform for dual status youth, thus citing their work with four jurisdictions in this area as “among our greatest successes.” The grantee provided the sites with a “framework” for implementing information-sharing policies and procedures, describing their work as “not prescriptive but still [done] in a very structured way.”

**The convening of conferences and meetings (n=6) was the most common work products generated by grantees in their work on cross-system coordination.** Grantee-led meetings ranged from facilitating workshops on dual status youth at national conferences, to organizing a national policy summit to promote collaboration and information sharing. In addition to bringing stakeholders and subject matter experts together to learn and share ideas about cross-system coordination for dual status youth, grantees partnered to create tools and models to support reform in this area. One grantee recounted specific successes from these efforts, including “a reduction in the number of commitments and improvement in placement stability for these dual-status youth — clearly an interruption of their trajectory deeper into the correctional alternatives in the juvenile justice system. Those kind of outcomes are being realized as well as the long-term implementation of these protocols that give sustainability to the process. That’s the encouraging part.”

Grantees reported that their jurisdictions’ activities aimed at cross-system coordination were most frequently just that — collaborating across sectors (M=3.6; n=5) — and leadership and workforce training (M=3.6; n=5). Policy change (M=3.2; n=5) and use of EBPs (M=3.2; n=5) were also relatively common activities. Grantees judged collaborative cross-sector networking (M=3.8; n=5) as the most sustainable activity in this goal area, along with policy change (M=3.6; n=5) (see Exhibit 2.5).

### Racial and ethnic disparities

**Efforts to reduce racial and ethnic disparities in juvenile justice were discussed as a primary Legacy activity by 11 of the 27 grantees interviewed.** Grantees reported engaging in a wider variety of activities here than in other goal areas: branding and dissemination (n=3), communications (n=1),

No grantees described activities that they linked to actual progress in reducing racial or ethnic disparities. Instead, grantees described activities around raising awareness of this issue and identifying the extent and types of disparities...

evidence-based programs (n=2), judicial reform and policy change (n=1), use and creation of standardized tools (n=1), technical assistance (n=1), and use of data and research (n=1). This variety of activity types mirrors the ubiquity

of racial and ethnic disparities in juvenile justice decision making and among youth in various court and correctional statuses. The diversity of activity types in this goal area also likely reflects grantees' uncertainty about the effectiveness of those activities. No grantees described activities that they linked to actual progress in reducing racial or ethnic disparities. Instead, grantees described activities around raising awareness of this issue and identifying the extent and types of disparities, but they did not report more concrete efforts aimed at reducing disparities.

**Exhibit 2.5 Grantees' Perspectives on Implementation and Sustainability of Cross-system Coordination for Dual Status Youth Activities in Their Jurisdictions**

	Extent of Current Activity (Mean)		Capacity to Engage in Activity in the Future (Mean)	
Use of data and research	3.00	(n=5)	3.00	(n=5)
Policy change	3.20	(n=5)	3.60	(n=5)
Collaborative cross-sector network	3.60	(n=5)	3.80	(n=5)
Communications and dissemination	3.00	(n=5)	3.20	(n=5)
Community mobilization and engagement	2.60	(n=5)	3.20	(n=5)
Leadership and workforce training	3.60	(n=5)	3.40	(n=5)
Use of evidence-based programs	3.20	(n=5)	3.40	(n=5)
Use of standardized tools	3.00	(n=5)	3.20	(n=5)
Fiscal capacity	2.80	(n=5)	2.80	(n=5)
Use of an equity lens	3.00	(n=5)	3.40	(n=5)
Organizational capacity building	3.00	(n=5)	3.40	(n=5)

Note: For the Extent of Current Activity scale, 1 = "Not at all," 2 = "A little," 3 = "Somewhat," 4 = "A great deal," 5 = "Completely."

Note: For the Capacity to Engage in Activity in the Future scale, 1 = "No capacity," 2 = "Low capacity," 3 = "Moderate capacity," 4 = "High capacity," 5 = "Very high capacity."

**Grantees most frequently employed tools (n=4) and meetings (n=2) related to this goal area.** One grantee described partnering on a data collection tool for law enforcement to identify and track disparate treatment by police. Another grantee discussed a one-time convening with an agenda "about evidence-based practices in communities of color. ... One of the things that we found is that there wasn't a lot of research out there on communities of color" or tools for assessing disparities.

**On the survey, grantees reported lower levels of all activity types in this goal area among their jurisdictions. Average scores on the activity frequency scale fell between "a little" (2 on the 5-point scale) and "somewhat" (3).** Perhaps again reflecting uncertainty about effective strategies in this area, the most prevalent activities here were varied and included policy change (M=2.86; n=7), use of data

and research (M=2.71; n=7), leadership and workforce training (M=2.71; n=7), and cross-sector collaboration (M=2.71; n=7).

**Grantees saw the capacity for sustaining activities aimed at reducing racial and ethnic disparities to be the lowest among all goal areas, with average scores falling between “low” (2 on the 5-point scale) and “moderate” capacity.** The activities rated most sustainable were use of data and research (M=3.0; n=7), policy change (M=3.0; n=7), and use of standardized tools (M=3.0; n=6) (see Exhibit 2.6).

**Exhibit 2.6 Grantees’ Perspectives on Implementation and Sustainability of Activities Aimed at Decreasing Racial and Ethnic Disparities in Their Jurisdictions**

	Extent of Current Activity (Mean)		Capacity to Engage in Activity in the Future (Mean)	
Use of data and research	2.71	(n=7)	3.00	(n=7)
Policy change	2.86	(n=7)	3.00	(n=7)
Collaborative cross-sector network	2.71	(n=7)	2.86	(n=7)
Communications and dissemination	2.57	(n=7)	2.86	(n=7)
Community mobilization and engagement	2.29	(n=7)	2.43	(n=7)
Leadership and workforce training	2.71	(n=7)	2.71	(n=7)
Use of evidence-based programs	2.67	(n=6)	2.67	(n=6)
Use of standardized tools	2.50	(n=6)	3.00	(n=6)
Fiscal capacity	2.29	(n=7)	2.29	(n=7)
Use of an equity lens	2.57	(n=7)	2.57	(n=7)
Organizational capacity building	2.43	(n=7)	2.57	(n=7)

Note: For the Extent of Current Activity scale, 1 = "Not at all," 2 = "A little," 3 = "Somewhat," 4 = "A great deal," 5 = "Completely."

Note: For the Capacity to Engage in Activity in the Future scale, 1 = "No capacity," 2 = "Low capacity," 3 = "Moderate capacity," 4 = "High capacity," 5 = "Very high capacity."

## 2.2 Engaging Families

**Engaging families was the least discussed goal, occurring in only three of the 27 interviews.** Efforts described by grantees to promote family engagement took the form of meetings (n=1) and trainings (n=1). Similar to activities in the area of disparity reduction, no grantees described activities on how to further family engagement in the juvenile justice system, though many noted their importance. One grantee described meetings and trainings that encouraged inclusion of families as stakeholders in larger efforts to build community support around reform. These activities underscored the value of having a “family voice at the table” in undertaking reforms.

**The survey data reflects the sparsity with which grantees discussed this goal area during interviews.** There was insufficient data (n<2) to report on grantee perceptions of the frequency of activities in their jurisdictions and the sustainability of activities focused on family engagement.

### 2.3 Juvenile Indigent Defense

**Indigent defense was discussed by six of 27 grantees interviewed.** Branding and dissemination (n=1) was the lone activity type described by those working on improvement of juvenile indigent defense. This included posting success stories and descriptions of effective strategies in indigent defense on an information hub website. Another grantee created a juvenile defense training curriculum. Reform efforts involving juvenile indigent defense were sometimes woven into activities in other goal areas. More grantees reported addressing improvements to indigent defense as a by-product of other efforts, rather than targeting and intervening with public defenders directly.

**Grantees reported relatively low activity levels in this goal area among their jurisdictions, with almost all survey scale averages falling between “a little” (2) and “somewhat” (3).** Leadership and workforce training was the one area with an average score above 3 (M=3.14; n=7).

**Grantees views about jurisdictions’ capacity to sustain activities in this area were also generally tepid, although the scores on future activity tended to be slightly higher than current activity scores.**

Jurisdictions were viewed as having moderate or greater capacity to engage in several activity types, including leadership and workforce training (M=3.14; n=7), use of evidence-based programs (M=3.14; n=7), and use of an equity lens (M=3.14; n=7) (see Exhibit 2.7).

**Exhibit 2.7 Grantees’ Perspectives on Implementation and Sustainability of Indigent Defense Activities in Their Jurisdictions**

	Extent of Current Activity (Mean)		Capacity to Engage in Activity in the Future (Mean)	
Use of data and research	2.71	(n=7)	2.71	(n=7)
Policy change	2.71	(n=7)	3.00	(n=7)
Collaborative cross-sector network	2.86	(n=7)	3.00	(n=7)
Communications and dissemination	2.43	(n=7)	2.57	(n=7)
Community mobilization and engagement	2.29	(n=7)	2.57	(n=7)
Leadership and workforce training	3.14	(n=7)	3.14	(n=7)
Use of evidence-based programs	2.71	(n=7)	3.14	(n=7)
Use of standardized tools	2.43	(n=7)	2.86	(n=7)
Fiscal capacity	2.57	(n=7)	2.57	(n=7)
Use of an equity lens	2.57	(n=7)	3.14	(n=7)
Organizational capacity building	2.71	(n=7)	2.86	(n=7)

Note: For the Extent of Current Activity scale, 1 = "Not at all," 2 = "A little," 3 = "Somewhat," 4 = "A great deal," 5 = "Completely."

Note: For the Capacity to Engage in Activity in the Future scale, 1 = "No capacity," 2 = "Low capacity," 3 = "Moderate capacity," 4 = "High capacity," 5 = "Very high capacity."

## 2.4 Cross-goal Comparisons

Grantees' responses in interviews reflected the diversity and complexity of efforts undertaken during the Legacy Phase of Models for Change. Although most grantees focused on a particular area of expertise — or in the case of core state grantees, targeted areas of improvement — interviewees tended to describe activities that spanned multiple goal areas, serving juvenile justice reform broadly. For example, of the 182 work products cited by grantees, more than two-thirds (124) spanned multiple goal areas or did not fit neatly into one of the goal areas specified under Legacy. Reflective of the Foundation's MfC strategy, grantees described varied and flexible efforts at juvenile justice reform. While comprehensive and expert, their approach acknowledged the diversity among jurisdictions and their particular needs for assistance.

The frequency of various types of activities described in grantee interviews are shown in Exhibit 2.8.

Grantees engaged in branding and dissemination activities most often (n=17), and this activity supported eight goal areas. Additionally, 12 of the 27 grantees interviewed engaged in technical assistance efforts. The ubiquity of these two types of activities would appear to capture the nature of the Legacy Phase: spreading the word about lessons learned under MfC, while providing expert, hands-on assistance to jurisdictions that solicit such aid or would benefit from it the most.

The ubiquity of these two types of activities ...capture(s) the nature of the Legacy Phase: spreading the word about lessons learned under MfC, while providing expert, hands-on assistance to jurisdictions that solicit such aid or would benefit from it the most.

The two types of activities that followed dissemination and technical assistance in prevalence similarly mirrored this dual approach to the Legacy Phase. Communications efforts (8 grantees) spread the word on lessons learned and best practices, while workforce training (8) engaged those most responsible for carrying out reforms. The use of data and research, also cited by eight grantees, was incorporated in multiple types and levels of interactions with the Legacy audience.

The results in Exhibit 2.8 also suggest that grantees tended not to engage in activities that were susceptible to outside factors, that had a low probability of success, or whose outcomes were very broad or long-term. No grantees engaged in activities to support fiscal capacity or the use of an equity lens. Community engagement (1 grantee), evaluation (1), leadership development (2), organizational capacity building (3), and judicial reform (3) all were given relatively little attention by grantees.

The creation and use of written reports, perhaps the most tangible of all work products (and often a mandated deliverable by grantmakers), were cited on 80 occasions in grantees' descriptions of their

work (see Exhibit 2.9). The two other most frequently reported work products again reflected the two primary strategies employed by grantees. Grantees cited the development of tools and protocols 36 times, and nearly the same number of grantees (32) reported organizing and convening meetings and conferences to disseminate the lessons of Models for Change to juvenile justice stakeholders and professionals in national, regional, and local forums. The scope and scale of these efforts varied from federal congressional briefings, to state-level forums for legislators, to coverings aimed at building collaboration among local stakeholders in juvenile justice, child welfare, behavioral health, education, and other child-serving agencies.

**Exhibit 2.8 Grantee Activities across Goal Areas**

Activities	Number of Grantees
Branding and Dissemination	17
Technical Assistance	12
Communications	8
Use of Data and Research	8
Workforce Training	8
Evidence-Based Programs	5
Standardized Tools	4
Judicial Reform and Policy Change	3
Organizational Capacity Building	3
Leadership Development	2
Community Engagement	1
Evaluation	1
Equity Lens	0
Fiscal Capacity	0

**Exhibit 2.9 Grantee Work Products**

Work Products	Number of Products
Written Reports	80
Tools	36
Meetings	32
Trainings	17
Other	17
Policy Proposals	5
<b>Total Products</b>	<b>187</b>

## 2.5 Analysis of Grantee Network

### Network analysis

One of the goals of the Legacy Phase of the Models for Change initiative was to ensure that a network of organizations active in juvenile justice reform would continue to work together after the Legacy Phase ended. As part of the Legacy Phase survey, grantees were asked to report the extent to which they or

their organization had collaborated with each of the other grantee organizations as part of their juvenile justice work over the last 12 months.

To assess Legacy Phase grantee connections, Community Science used network analysis, an approach to analyzing social structures. Network analysis characterizes and visualizes networks in terms of individual people or organizations (shown as nodes) and the relationships, interactions, or ties (shown as lines) that connect them. The analysis here is restricted to 24 of the 32 (75 percent) selected grantee organizations that responded to the survey and presents three key quantitative measures of network structure:

- *Density* — proportion of ties in a network (i.e., number of ties that exist relative to the total number of possible ties). This measure answers the question “How many relationships actually exist in the group out of all the relationships that could possibly exist?”
- *Reciprocity* — extent to which two organizations perceive their relationship as mutually reciprocal. This measure answers the question “If network member A perceives their relationship with network member B in a certain way, does network member B feel the same or differently?”
- *Centralization* — distribution of connections in the network. This measure answers the question “Are relationships in the network concentrated among a few network members, or are they evenly distributed across the group?”

The network analysis showed that Legacy grantees have formed and maintained a collaborative network of organizations involved in juvenile justice reform. The network is not very dense (information can flow more easily in more cohesive networks than information in sparse networks) and somewhat centralized (relationships are clustered around a few organizations), and reciprocity (a bidirectional relationship) is reported among more than half of the network’s organizations. According to one grantee’s description of their organization’s connection to other grantees, “I would say that the collaboration that was forged out of the Models for Change period has continued and in some ways grown and continued to strengthen. So, it’s different working with people who are no longer receiving funding... but again the collaboration with those organizations and with the leadership developed for Models for Change continues and it is strong.”

Specific network measures are as follows:

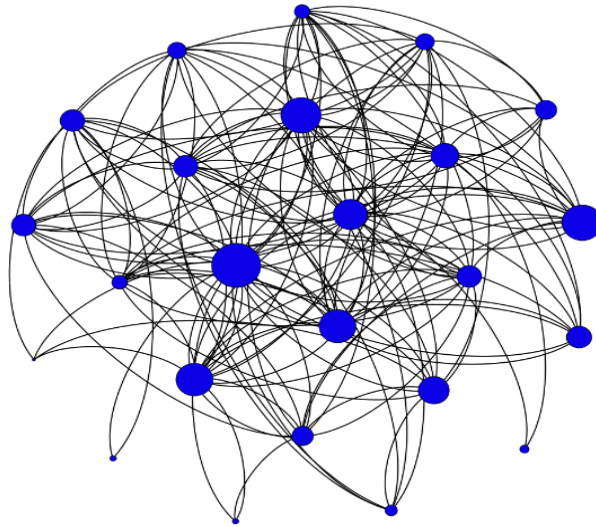
The grantee network has a density of .29 — meaning that in 29% of the possible instances in which respondents could have said they collaborated with an organization (“quite a bit” or “a great deal”) over the previous 12 months, they did so.

The centralization of the network is moderate (.498). Scores closer to one suggest more hierarchy and indicate that relationships tend to be centered on a few organizations rather than equally distributed. Scores closer to zero suggest that there is more equality in relationships across the group.

The network has a reciprocity statistic of .575—meaning that in 57.5% of the relationships identified, if one organization said they had collaborated with an organization “quite a bit” or “a great deal” over the

previous 12 months, the partner tended to describe their relationship the same way (i.e., there was a bidirectional perception of the relationship).

### Exhibit 2.10 Grantee Network



*Note: A larger circle size reflects a greater number of network members reporting that they collaborated with that network member (“quite a bit” or “a great deal”) over the previous 12 months.*



## 3. Reform Impacts

### 3.1 Introduction

This section seeks to answer the evaluation question “What have been the impacts of the MfC Legacy juvenile justice reforms?” This section presents findings from the Legacy survey and interviews with grantees and stakeholders working in the juvenile justice field over the past decade. Below is a summary of the findings.

- First, survey respondents reported on the impact the MfC reforms have had on their own juvenile justice reform knowledge and practices. Survey respondents reported, on average, that their knowledge of effective juvenile justice reforms and individual professional practices have improved “quite a bit” as a result of their involvement in MfC Legacy work. Respondents working at the local level reported a larger increase in their level of involvement in juvenile justice reform activities than respondents working at the state or multistate levels.
- Second, survey respondents reported on whether there was a national consensus on moving the juvenile justice system away from punishment and toward rehabilitation. On average, survey respondents working at all three jurisdictional levels (local, state, or multiple states) agreed that the system has become “quite a bit” more focused on rehabilitating youth rather than punishing them as adults. This consensus was corroborated in grantee and stakeholder interviews.
- Third, the section reports on more specific trends related to eight goal areas, highlighting differences reported across jurisdictions and organizational type or sector. The findings show that experts and key stakeholders have focused substantial effort on and achieved important outcomes in the promotion of the use of diversion practices, the adoption and use of evidence-based practices, and attention to youth mental health needs. Interview respondents provided examples of these impacts.
- Fourth, the section reports on the contributions that have been made by the philanthropic sector, including the MacArthur Foundation, in the promotion of these juvenile justice reform goals. There is consensus among interview respondents that philanthropy has played a crucial role in the promotion of juvenile justice reform over the last decade. The MacArthur Foundation’s strategic funding was notably influential.
- Finally, analyses of the survey findings by jurisdiction level (local, state, or multistate) revealed that respondents working at the local level often reported higher-level impacts than other respondents. Additionally, although sample sizes are small, it is interesting to note that

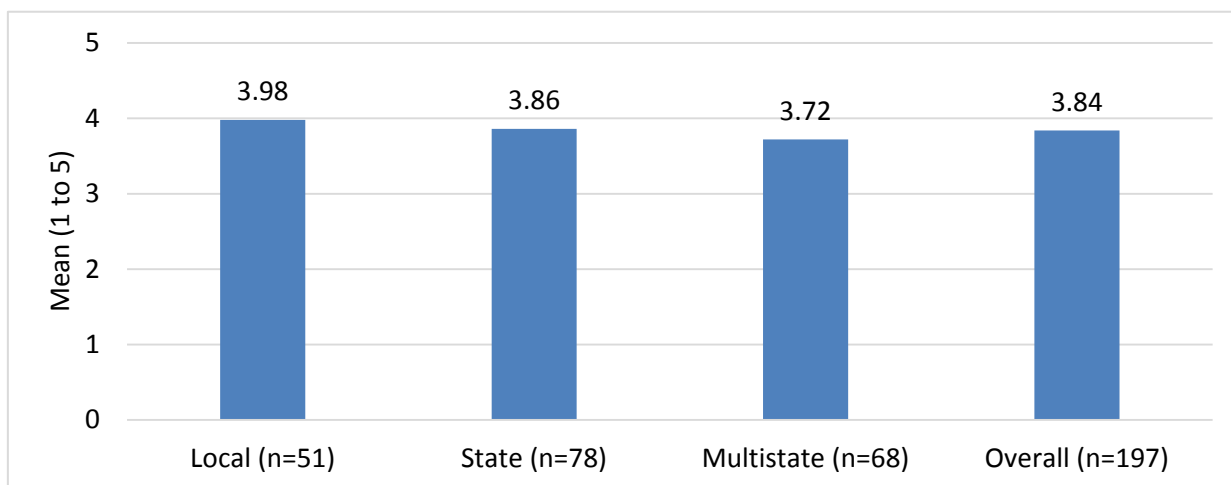
...survey findings by jurisdiction level (local, state, or multistate) revealed that respondents working at the local level often reported higher-level impacts than other respondents.

respondents whose juvenile justice reform work began later (2012-2015) reported higher impacts than respondents whose work began earlier in several goals: mental health services, aftercare services, cross-system coordination for dual status youth, the addressing of racial and ethnic disparities, and family engagement.

### 3.2 National Consensus on System Rehabilitation Goal

**Key influencers in juvenile justice reform across jurisdictional levels agreed that the system is focusing more on rehabilitation than on punishment.** On average, survey respondents said that juvenile justice reform leaders and experts in their jurisdiction agreed “quite a bit” (M=3.84; n=197) that the system has become more focused on rehabilitating youth rather than punishing them as adults. As shown in Exhibit 3.1, respondents working at the local (M=3.98; n=51) and state levels (M=3.86, n=78) rated agreement more highly than respondents working across multiple states (M=3.72; n=68).

**Exhibit 3.1 Mean Scores for the Extent to Which Key Influencers and Decision makers Have Reached a Consensus on the System Rehabilitation Goal, by Level**



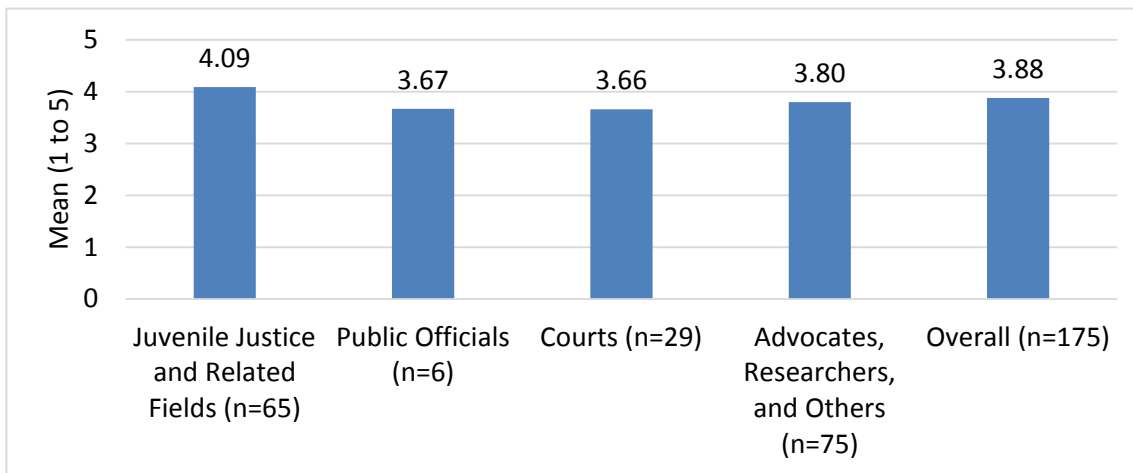
Note: 1 = "Not at all," 2 = "A little," 3 = "Somewhat," 4 = "Quite a bit," 5 = "Completely."

**Key influencers and decision makers across respondents' organizational sectors and areas of work agree that the juvenile justice system should focus on rehabilitation rather than punishment.** On average, survey respondents across different work areas reported that the juvenile justice system has become “quite a bit” (M=3.88; n=175) more focused on treating and rehabilitating youth than punishing them as adults. However, there are differences in this assessment based on respondents' sector. As shown in Exhibit 3.2, respondents working in juvenile justice and related fields (M=4.09; n=65) rated the extent of this consensus more highly than did those working in advocacy, research, and other related fields (M=3.80; n=75). Respondents working in the public sector (M=3.67; n=6) and courts (M=3.66; n=29) rated the consensus in their fields lower than those in other sectors.

**In concurrence with the survey data, most interview respondents agreed that the juvenile justice system has become more focused on treatment and rehabilitation instead of punishment.** Twenty of 26 interview respondents reported that the juvenile justice system has shifted to a rehabilitation and treatment approach over the last decade. For example, one university/research sector respondent noted that members of the professional community, such as juvenile court judges and probation officers, are “seeing themselves more in the business of moving kids ahead developmentally than they probably have been in the past.” Other factors mentioned by respondents as important developments in the field over the past decade include changes in policies and practices to limit the transfer of young

people to adult court, more discussion of the issue of equity and disparities, and an emphasis on the mental health needs of youth who come in contact with the juvenile justice system.

**Exhibit 3.2 Mean Scores for the Extent to Which Key Influencers and Decision makers Have Reached a Consensus on the System Rehabilitation Goal by Sector**



Note: 1 = "Not at all," 2 = "A little," 3 = "Somewhat," 4 = "Quite a bit," 5 = "Completely."

Respondents further discussed specific trends that, based on their knowledge and experience, showed that the juvenile justice system has transitioned from a punitive to a rehabilitation approach. These trends include a greater awareness among professionals of the need for juvenile justice reform and increased understanding of developmental and brain science (n=13 out of 26); court decisions and legislative changes related to juvenile justice (n=13 out of 26); and a decreasing number of institutionalized youth (n=10 out of 26).

Several respondents emphasized how innovative findings in brain research and developmental understandings of youth’s behavior crucially informed Supreme Court decisions during the 2000s, such as *Roper v. Simmons*, which had important repercussions for juvenile justice practice across the country. Others described similar court decisions at the local and state levels that led to significant changes in juvenile justice policies and practices. As a respondent from the advocacy and law sectors explained, “[T]here definitely has been some change with respect to state transfer laws ... either changing the categories for direct file, raising the age at which someone can be direct filed, providing for a reverse waiver, and providing for more judicial discretion in making the decisions.”

However, some respondents considered that while discussions around juvenile justice issues might have shifted toward rehabilitation, actions to substantively change the system have not been uniformly pursued. Several respondents noted that while there are some overall signs of change in national policy discussion levels, specific actions vary too widely to be able to point to an actual shift (n=4 out of 26). For example, a respondent from the university/research sector emphasized the difference between “words” and “deeds” by noting that “judges will say stuff like, ‘I’m totally trying to get these kids back on the right track,’ but then they are doing stuff like bringing all the truants into juvenile court proceedings, and we know that is not rehabilitative.”

A respondent working in the legal field mentioned that, given the localized nature of the juvenile justice system, “in some places there is a very punitive focus” despite “great national trends” toward rehabilitation. Another respondent from the legal field mentioned that according to governmental and administrative changes over the past 10 to 15 years, “state by state” and “jurisdiction by jurisdiction some [practices] have gotten harsher, some have gotten more focused on sort of the life trajectory views and some more focused on rehabilitation.”

Similarly, some respondents (n=3 out of 26) challenged this dichotomy between rehabilitation and punishment, and considered that juvenile justice practices over the past decade have fluctuated between the two extremes. As one respondent from the nonprofit sector explained, “I think there is a middle ground of punishing them like kids .... We may see them as being different than adults, but it did not mean that we did not punish them. Rather than locking them up for years, maybe we only lock them up for a year, or rather than putting them in a jail without any expectation of education or treatment, we put them in a jail with an expectation of treatment.”

### 3.3 Changes in Individual Mindsets, Practices, and Behaviors

**Survey respondents across jurisdictional levels reported that their involvement in Models for Change Legacy work improved their juvenile justice reform knowledge and practices.** Overall, survey respondents working across local, state, and multistate levels reported that their knowledge of effective juvenile justice reforms (M=4.34; n=193) and their individual professional practices (M=4.18; n=187) improved “quite a bit” as a result of their involvement in MfC Legacy work. This change in knowledge and individual practices among those working in the Legacy Phase of MfC represented the largest change in mindsets and behaviors. Respondents also reported that their work on MfC projects increased their level of involvement in juvenile justice reform activities (M=4.07; n=192), their ability to collaborate with more partners (M=4.09; n=192), and their policy advocacy efforts (M=3.99; n=183) “quite a bit.” Respondents across jurisdictional levels reported that their activities as part of MfC Legacy work “somewhat” (M=3.24; n=175) facilitated their community mobilization efforts.

Although there was an overall effect on mindset and practices, there were jurisdictional differences. Respondents working at the local level (M=4.37; n=51) reported a larger increase in their level of involvement in juvenile justice reform activities than did respondents working at the state level (M=3.93; n=75) or within multistate contexts (M=3.98; n=66).

Similarly, local-level respondents (M=3.47; n=49) reported that their MfC Legacy work facilitated their community mobilization efforts to a greater extent than did state-level (M=3.10; n=72) or multistate (M=3.22; n=54) respondents. Respondents reported the opposite trend concerning their involvement in advocacy efforts. Multistate respondents reported that their policy advocacy efforts improved to a greater extent (M=4.13; n=60) than did state- (M=3.89; n=75) and local-level (M=3.96; n=48) respondents (see Exhibit 3.3).

**Exhibit 3.3 Improvements Regarding Knowledge, Practice, Involvement in Reform, Collaboration, Community Mobilization, and Advocacy, by Level**

	Local		State		Multistate		Overall	
Increased my knowledge of effective reform practices	4.47	(n=51)	4.25	(n=76)	4.35	(n=66)	4.34	(n=193)
Improved my individual practice and developed professionally	4.37	(n=51)	4.15	(n=74)	4.05	(n=62)	4.18	(n=187)
Increased my level of involvement in reform activities	4.37	(n=51)	3.93	(n=75)	3.98	(n=66)	4.07	(n=192)
Enhanced my ability to collab. with more partners	4.24	(n=51)	3.93	(n=76)	4.17	(n=65)	4.09	(n=192)
Facilitated community mobilization efforts	3.47	(n=49)	3.10	(n=72)	3.22	(n=54)	3.24	(n=175)
Improved policy advocacy efforts	3.96	(n=48)	3.89	(n=75)	4.13	(n=60)	3.99	(n=183)

Note: 1 = "Not at all," 2 = "A little," 3 = "Somewhat," 4 = "Quite a bit," 5 = "A great deal."

**Grantees and nongrantees reported that their involvement in Legacy/Models for Change work improved their juvenile justice reform knowledge and practices to a similar extent.** Both grantees and nongrantees reported that their juvenile justice knowledge, practices, level of involvement, collaborations, and advocacy efforts improved “quite a bit” as a result of their involvement in the Legacy/MfC work. Nongrantees (M=4.09; n=175) reported increasing their level of involvement in juvenile justice reform practices to a greater extent than did grantees (M=3.88; n=17). Both grantees (M=3.33; n=15) and nongrantees (M=3.23; n=160) reported that their involvement in Legacy/MfC work “somewhat” facilitated their community mobilization efforts (see Exhibit 3.4).

**Exhibit 3.4 Improvements Regarding Knowledge, Practice, Involvement in Reform, Collaboration, Community Mobilization, and Advocacy, by Grantee Status**

	Grantee		Not Grantee		Overall	
Increased my knowledge of effective reform practices	4.33	(n=18)	4.34	(n=175)	4.34	(n=193)
Improved my individual practice and developed professionally	4.19	(n=16)	4.18	(n=171)	4.18	(n=187)
Increased my level of involvement in reform activities	3.88	(n=17)	4.09	(n=175)	4.07	(n=192)
Enhanced my ability to collab. with more partners	4.11	(n=18)	4.09	(n=174)	4.09	(n=192)
Facilitated community mobilization efforts	3.33	(n=15)	3.23	(n=160)	3.24	(n=175)
Improved policy advocacy efforts	4.00	(n=15)	3.99	(n=168)	3.99	(n=183)

Note: 1 = "Not at all," 2 = "A little," 3 = "Somewhat," 4 = "Quite a bit," 5 = "A great deal."

### 3.4 Reform Area Impacts

#### Use of diversion

**Survey respondents working across jurisdictional levels reported focusing substantial effort on and achieving outcomes in the use of diversion to minimize youth contact with the juvenile justice system.**

Respondents working across different jurisdictional levels and time periods felt, on average, that “quite a bit of” effort and resources have been directed toward minimizing youth contact with the juvenile justice system. However, as shown in Exhibit 3.5, the extent to which respondents report focusing effort and resources toward advancing this goal varies by jurisdictional levels and time periods. Overall, respondents working at the local level reported focusing effort on diversion to a greater extent (M=4.00; n=49) than those working at state organizations (M=3.66; n=59) or across multiple states (M=3.61; n=46). Respondents at the local level whose experience with juvenile justice reform began from 2007 to 2011 reported, on average, deploying effort and resources to advance this goal to a greater extent (M=4.40; n=5) than those whose work began in 2006 or earlier (M=4.13; n=30), or those who began their work between 2012 and 2015 (M=3.57; n=14). State-level respondents who began working on juvenile justice between 2007 and 2011 (M=3.92; n=12) and 2006 or earlier (M=3.83; n=36) reported focusing “quite a bit” of effort toward diversion to a greater extent, while those whose work began between 2012 and 2015 (M=3.11; n=9) reported focusing “a moderate amount” of effort on this goal.

**Exhibit 3.5 Mean Scores for the Extent of Effort and Resources Focused toward the Use of Diversion**

	2006 Or Earlier	2007 To 2011	2012 To 2015	2016 Or Later	Overall
Local	4.13 (n=30)	4.40 (n=5)	3.57 (n=14)	NA	4.00 (n=49)
State	3.83 (n=36)	3.92 (n=12)	3.11 (n=9)	1.50 (n=2)	3.66 (n=59)
Multistate	3.62 (n=21)	3.69 (n=16)	3.50 (n=8)	3.00 (n=1)	3.61 (n=46)

Note: 1 = "Not at all," 2 = "A little," 3 = "A moderate amount," 4 = "Quite a bit," 5 = "A great deal."

Respondents across all jurisdictional levels and time periods reported, on average, “somewhat” (M=3.18; n=308) achieving outcomes related to using diversion to minimize youth contact with the juvenile justice system. Similar to findings for level of effort and resources, respondents at the local level reported achieving outcomes toward this goal to a greater extent (M=3.35; n=98) than those working across multiple states (M=2.99; n=92).

**Most interview respondents reported that overall trends related to the use of diversion over the past decade point to progress toward this reform goal.** Fifteen out of 24 respondents reported that, based on their knowledge, there are signs of progress over the past decade in the use of diversion to minimize youth contact with the juvenile justice system. Some of the trends discussed by respondents in relation to this goal include a decreasing focus on institutional care and detention, coupled with a growing interest in alternatives such as community-based care and mental health care provision (n=5 out of 26), as well as the increasing adoption of risk assessments and standardized tools to inform diversion practices (n=3 out of 26). Despite these improvements, several respondents (n=3 out of 26) considered trends related to diversion to have remained stable over the past ten years. For example, a respondent from the legal sector considered that while discussions about diversion have occurred at the policy level, these ideas “do not get much beyond those who are policy experts, they do not get down ... much

farther.” Another respondent from this sector noted that while promoting the use of diversion has been an important trend in juvenile justice reform over the past decade, the implementation of efforts toward this goal “depends so much on the connection with police and prosecutors that it has not been as successful as it could be.”

Interview respondents described several economic (n=3 out of 26) and social (n=3 out of 26) factors influencing trends in the use of diversion to minimize youth contact with the juvenile justice system. For example, one respondent from the advocacy sector noted that over the past decade, there has been more interest and “some good work around changing funding schemes ... so that counties can receive more funding if they are not incarcerating kids.” However, despite this economic incentive to keep youth out of penal institutions, a respondent from the university/research sector warned that the “renewed commitment to privatize detention facilities” is worrying, given that, in their opinion, “if it is profitable and the state can do it without using its budget, then the dangers [of returning to institutionalization] are there.”

### Adoption and implementation of evidence-based practices, including screening and assessment protocols

**Survey respondents reported focusing substantial effort on and achieving outcomes in promoting the adoption and implementation of evidence-based programs and practices.** Respondents working across different jurisdictional levels and time periods reported, on average, focusing “quite a bit” of effort and resources toward adopting EBPs and utilizing standardized protocols. However, respondents working at the local level reported focusing effort on this goal to a greater extent (M=4.36; n=44) than those working at state organizations (M=4.03; n=69) or across multiple states (M=3.75; n=44) (see Exhibit 3.6). Respondents working across multiple states whose juvenile justice reform work began in 2006 or earlier (M=4.00; n=26) and between 2007 and 2011 (M=3.54; n=13) reported deploying “quite a bit” of resources to promote the adoption of EBPs. On the other hand, respondents whose experience began between 2012 and 2015 (M=3.33; n=3) reported focusing “a moderate amount” of effort toward advancing this goal.

**Exhibit 3.6 Mean Scores for the Extent of Effort and Resources Focused toward the Adoption and Implementation of EBPs**

	2006 Or Earlier	2007 To 2011	2012 To 2015	2016 Or Later	Overall
Local	4.50 (n=26)	4.14 (n=7)	4.18 (n=11)	NA	4.36 (n=44)
State	4.07 (n=45)	3.91 (n=11)	4.00 (n=12)	4.00 (n=1)	4.03 (n=69)
Multistate	4.00 (n=26)	3.54 (n=13)	3.33 (n=3)	2.50 (n=2)	3.75 (n=44)

Note: 1 = "Not at all," 2 = "A little," 3 = "A moderate amount," 4 = "Quite a bit," 5 = "A great deal."

Overall, respondents across all jurisdictional levels and time periods reported "somewhat" (M=3.12; n=314) achieving outcomes in the adoption and implementation of evidence-based practices. However, the extent to which respondents reported outcomes in this reform area varied according to jurisdictional level. Similar to findings for level of effort and resources, respondents at the local level

reported achieving “a great deal” of outcomes (M=3.55; n=88), while those working at state institutions (M=2.97; n=138) or across multiple states (M=2.96; n=88) reported “somewhat” achieving outcomes toward this goal.

**Interview respondents were mixed in their assessment of the extent to which progress has been achieved promoting the adoption and implementation of evidence-based programs and practices over the past decade.** Among those respondents who have knowledge and experience about this reform goal, there is a general consensus (n=14 out of 26 respondents) that attention to the importance of adopting evidence-based practices and standardized protocols has increased over the past decade. For example, one respondent working in the university/research field noted that “attention to evidence-based practices has really helped not just inform the field but push the field to actually have diversionary alternatives.” However, other respondents (n=5 out of 26 respondents) considered that while interest in evidence-based practices and protocols might have increased over the past decade, the adoption and implementation of these measures have remained stable. For example, a respondent from the legal field described this issue by noting that while time and resources are spent “establishing the evidence base that we need to establish that something is actually evidence-based,” these efforts are not necessarily followed by thinking “about what it actually takes to put that out there.”

Interview respondents described several political-governmental (n=4 out of 26) and economic (n=3 out of 26) factors influencing these recent trends in the adoption and utilization of EBPs. In terms of politico-governmental factors, a respondent from the nonprofit sector noted that “[nonprofit organizations] had all the tools and they went to work on their juvenile system. In a very short period of time, they made dramatic differences in the availability of those programs. So it can happen if the political focus is there.” A respondent from the university/research sector noted that these increases in the availability of evidence-based programs are driven in part by “tight state budgets [which] create impetus for trying to do things differently.” In the respondent’s experience, when government officials start looking at “the cost of state correctional placement for youth,” “compared to an evidence-based alternative program,” their interest and attention to these reform practices increases.

### **Mental health services for youth in contact with the juvenile justice system**

**Survey respondents working across jurisdictional levels reported focusing substantial effort on and achieving outcomes in providing mental health services for youth who come in contact with the juvenile justice system.** Respondents working across different jurisdictional levels and time periods reported, on average, directing “quite a bit” of effort toward increasing the accessibility of mental health services for youth who come in contact with the juvenile justice system. As shown in Exhibit 3.7, respondents working at the local level reported deploying resources toward increasing access to mental health care for youth to a greater extent (M=4.29; n=14) than those working at state organizations (M=3.78; n=27) or across multiple states (M=3.65; n=17). However, there are some differences according to the time period that respondents’ experience and work on juvenile justice reform began. Local-level respondents whose juvenile justice reform work began between 2012 and 2015 (M=4.75; n=4) reported focusing “a great deal” of resources to promote the adoption of EBPs and standardize protocols. On the other hand, local-level respondents whose work began in 2006 or earlier (M=4.13; n=8) reported deploying “quite a bit” of resources toward this goal.



**Exhibit 3.7 Mean Scores for the Extent of Effort and Resources Focused toward Increasing Mental Health Services**

	2006 Or Earlier	2007 To 2011	2012 To 2015	2016 Or Later	Overall
Local	4.13 (n=8)	4.00 (n=2)	4.75 (n=4)	NA	4.29 (n=14)
State	3.75 (n=16)	4.00 (n=6)	4.00 (n=3)	3.00 (n=2)	3.78 (n=27)
Multistate	3.70 (n=10)	3.57 (n=7)	NA	NA	3.65 (n=17)

Note: 1 = "Not at all," 2 = "A little," 3 = "A moderate amount," 4 = "Quite a bit," 5 = "A great deal."

Overall, respondents across all jurisdictional levels and time periods reported “somewhat” (M=3.15; n=116) achieving outcomes related to increasing access to mental health services for youth who come in contact with the juvenile justice system. Similar to findings for level of effort and resources, respondents at the local level reported achieving outcomes toward this goal to a greater extent (M=3.43; n=28) than those working at state institutions (M=3.09; n=54) or across multiple states (M=3.03; n=34).

**Interview respondents with expertise and knowledge in this field considered the increasing awareness of mental health needs of youth involved with the justice system as a sign of progress toward this reform goal.** Seven out of 26 interview respondents described progress in relation to increasing access to mental health services for youth who come in contact with the juvenile justice system. In addition to an increased recognition of the importance of addressing the mental health needs of youth, respondents highlighted efforts to implement appropriate screenings and identify youth with behavioral and mental health disorders in the system. However, some respondents (n=4 out of 26) were unsure about the extent to which this increased recognition of the need to address youth’s mental health needs was translating into increased access to services. As one respondent from the university/research sector noted, “I don’t know that we have a really good handle on how much quality service is being provided to them or whether they’re just cruising along and we’re hoping for the best.”

**Quality aftercare services**

**Survey respondents working across jurisdictional levels reported varying levels of resources deployed and outcomes achieved to increase the accessibility to quality aftercare services.** Overall, respondents working across local (M=4.00; n=7) and state (M=3.65; n=17) jurisdictional levels reported directing “quite a bit” of effort and resources toward increasing access to quality aftercare services for youth who come in contact with the juvenile justice system. However, as shown in Exhibit 3.8, respondents working across multiple states reported directing “a moderate amount” (M=3.11; n=9) of effort toward advancing this goal. The extent to which respondents reported focusing effort and resources toward this goal also varied by time period when respondents began working in juvenile justice. Respondents working across multiple states whose juvenile justice work began between 2007 and 2011 (M=3.50; n=4) reported focusing “quite a bit” of resources on quality aftercare services. Respondents whose work began in 2006 or earlier (M=2.80; n=5) reported focusing “a moderate amount” of resources toward this goal.

**Exhibit 3.8 Mean Scores for the Extent of Effort and Resources Focused toward Providing Quality Aftercare Services**

	2006 Or Earlier	2007 To 2011	2012 To 2015	2016 Or Later	Overall
Local	3.80 (n=5)	NA	4.50 (n=2)	NA	4.00 (n=7)
State	3.57 (n=14)	5.00 (n=1)	3.50 (n=2)	NA	3.65 (n=17)
Multistate	2.80 (n=5)	3.50 (n=4)	NA	NA	3.11 (n=9)

Note: 1 = "Not at all," 2 = "A little," 3 = "A moderate amount," 4 = "Quite a bit," 5 = "A great deal."

Overall, respondents across all jurisdictional levels and time periods reported "somewhat" (M=2.88; n=66) achieving outcomes related to using diversion to increase access to quality aftercare services to support reentry upon return from out-of-home placements. Respondents at the local level reported achieving outcomes toward this goal to a similar extent (M=3.00; n=14) than those working across multiple states (M=2.89; n=18) or state organizations (M=2.82; n=34).

**Several interview respondents identified trends over the past decade that showed progress in the provision of quality aftercare services that support reentry in the community.** Seven out of 26 respondents described positive trends related to the goal of promoting quality aftercare services for youth. These trends include a growing recognition of the importance of ensuring healthcare access for youth once they leave detention or incarceration, the implementation of projects to expand reentry services, and the addressing of the increasing risk for homelessness youth face after returning to their communities from out-of-home placements. Other respondents (n=4 out of 26), however, did not see major changes in the promotion of this reform goal over the past decade. According to one respondent from the nonprofit sector, while information and awareness about the importance of quality aftercare services "is in place," there is a lack of "hard effort to make that [quality services] actually work in many states."

#### **Cross-system coordination for dual status youth**

**Survey respondents working across jurisdictional levels reported varying levels of resources deployed and outcomes achieved to increase cross-system coordination and integration among juvenile justice and child welfare.** Overall, respondents working across local (M=4.06; n=16) and state (M=3.52; n=29) jurisdictional levels reported directing "quite a bit" of effort and resources toward increasing cross-system coordination for dual status youth. However, as shown in Exhibit 3.9, respondents working across multiple states reported directing "a moderate amount" (M=3.35; n=17) of effort toward advancing this goal. There are also differences in the extent of effort and resources devoted to this goal according to the time period when respondents began working in juvenile justice reform. Respondents working at the local level whose work began between 2007 and 2011 (M=5.00; n=3) reported focusing "a great deal" of resources to increase cross-system coordination. Those whose juvenile justice work began between 2012 and 2015 (M=4.00; n=5) and in 2016 or earlier (M=3.75; n=8) reported directing "quite a bit" of effort toward advancing this goal.

**Exhibit 3.9 Mean Scores for the Extent of Effort and Resources Focused toward Promoting Cross-system Coordination**

	2006 Or Earlier	2007 To 2011	2012 To 2015	2016 Or Later	Overall
Local	3.75 (n=8)	5.00 (n=3)	4.00 (n=5)	NA	4.06 (n=16)
State	3.48 (n=23)	3.50 (n=4)	4.00 (n=2)	NA	3.52 (n=29)
Multistate	3.55 (n=11)	3.50 (n=4)	2.00 (n=1)	2.00 (n=1)	3.35 (n=17)

Note: 1 = "Not at all," 2 = "A little," 3 = "A moderate amount," 4 = "Quite a bit," 5 = "A great deal."

Overall, respondents across all jurisdictional levels and time periods reported “somewhat” (M=2.85; n=124) achieving outcomes related to increasing cross-system coordination and integration among juvenile justice and child welfare. Respondents at the local level reported achieving outcomes toward this goal to a greater extent (M=3.16; n=32) than those working at a single state jurisdiction (M=2.79; n=58), or across multiple states (M=2.68; n=34).

**Several interview respondents identified trends that pointed to progress in increasing cross-system coordination and integration among juvenile justice and child welfare.** Six out of 26 interview respondents described signs of progress in relation to enhancing coordination between the child welfare and the juvenile justice systems. Some of the positive trends discussed by respondents in relation to this reform goal include legislative efforts to reduce the ability of schools to send youth to prison, local and county-level efforts to institutionalize cross-system coordination, and an increasing awareness among the academic and nonprofit community about the importance of linking juvenile justice and child welfare services. On the other hand, the same number of interview respondents (n=6 out of 26) perceived that there were no major changes in the promotion of this reform goal over the past decade. For example, a respondent from the judiciary sector noted that while there are attempts to increase efforts and collaborations toward that goal, “it is a work in progress” and “there has not been as much improvement in that area as I would like to see.”

**Racial and ethnic disparities in juvenile justice**

**Survey respondents’ perceptions of the extent to which resources have been deployed to reduce racial and ethnic disparities in the juvenile justice system varied. Respondents across jurisdictional levels reported that few outcomes have been achieved toward advancing this goal.** Overall, local-level respondents (M=3.70; n=23) reported directing “quite a bit” of effort and resources toward reducing racial and ethnic disparities in the juvenile justice system (see Exhibit 3.10). However, respondents working at state agencies (M=3.14; n=28) and across multistate (M=3.15; n=34) jurisdictions reported directing “a moderate amount” of effort toward advancing this goal. There are also differences in the extent of effort focused on this goal that depend on the time period in which respondents began their juvenile justice reform work. Respondents working at the local level whose work began between 2012 and 2015 (M=4.13; n=8) reported focusing “quite a bit” of effort to address racial disparities. Local-level respondents whose experience in the juvenile justice field began in 2006 or earlier (M=3.43; n=14) reported directing “a moderate amount” of resources toward this goal. On the other hand, state-level respondents whose work began in 2006 or earlier (M=3.37; n=19) and between 2007 and 2011 (M=3.25; n=4) reported focusing “a moderate amount” of effort on addressing racial disparities. Those state-level

respondents whose experience in the juvenile justice field began between 2012 and 2015 (M=2.33; n=3) reported focusing “a little” amount of resources toward this goal.

**Exhibit 3.10 Mean Scores for the Extent of Effort and Resources Focused toward Addressing Racial and Ethnic Disparities**

	2006 Or Earlier	2007 To 2011	2012 To 2015	2016 Or Later	Overall
Local	3.43 (n=14)	4.00 (n=1)	4.13 (n=8)	NA	3.70 (n=23)
State	3.37 (n=19)	3.25 (n=4)	2.33 (n=3)	2.00 (n=2)	3.14 (n=28)
Multistate	3.23 (n=22)	3.00 (n=6)	3.00 (n=5)	3.00 (n=1)	3.15 (n=34)

Note: 1 = "Not at all," 2 = "A little," 3 = "A moderate amount," 4 = "Quite a bit," 5 = "A great deal."

Overall, respondents across all jurisdictional levels and time periods reported that their work to date had been “a little” (M=2.37; n=170) successful in achieving outcomes to address racial and ethnic disparities in the juvenile justice system. However, the extent to which respondents reported outcomes in this reform area varied according to jurisdictional level. Similar to findings for level of effort and resources, respondents at the local level reported “somewhat” achieving outcomes toward this goal (M=2.70; n=46). Those working at a single state jurisdiction (M=2.36; n=56) or across multiple states (M=2.16; n=68) reported achieving “a little” success in addressing racial disparities.

**Similarly, most interview respondents with knowledge of and experience with this reform goal reported that little progress has been achieved over the past decade to address racial and ethnic disparities in the juvenile justice system.** Several respondents (n=6 out of 26) perceived that despite increasing awareness of disparities and attempts to address them over the past years, the initiatives implemented to date have had little impact in decreasing the overrepresentation of racial minorities in

Most interview respondents with knowledge of and experience... reported little progress has been achieved over the past decade to address racial and ethnic disparities...

the juvenile justice system. For example, a respondent working in the legal sector noted that youth of color continue to be “overrepresented in our juvenile justice system at each stage, from the stop, to the arrest, to the participation in court, to the detention.”

Other respondents (n=5 out of 26) perceived that the sociopolitical context of the past few years has exacerbated the overrepresentation of racial minorities in the juvenile justice system. As one respondent from the university/research sector explained, “Despite us being very successful in diversion, despite being so successful in getting access to programs that work ... despite even our ability to reduce the use of things like bind-over of kids ... we have even more egregious [racially] disproportionate numbers.” Several other interview respondents (n=4 out of 26) noted that responses to racial disparities in the juvenile justice system have varied across the country and were unsure about the extent to which progress has been achieved in relation to this goal. For example, a respondent from the legal sector explained that “the responses to that [racial disparities] are quite varied across the country depending on leadership, depending on resources, depending on geography and the racial makeup of the localities.”

Interview respondents described several contextual factors that, in their experience, are associated with these recent trends in juvenile justice racial disparities and might explain the lack of progress in this area. Most respondents with knowledge about this reform goal described specific social factors (n=7 out of 26) that play a role in the persistence of racial and ethnic disparities in the juvenile justice system. For example, a respondent from the nonprofit sector noted that “we are still running two very different systems, particularly when it comes to black and white youth.” While “we just are no longer locking up white kids ... black kids are five times more likely to be incarcerated.” Moreover, “there are places that we work where black kids are fifty times more likely to be incarcerated, and it is really shocking how different it can be from one place to the next.” Another respondent working in the advocacy and legal sectors also pointed to this interaction between place and race as a major factor driving disparities in the juvenile justice system. In this respondent’s opinion, “[T]he more that communities are not racially diverse, it provides for the opportunity for that kind of selective policing and selective prosecution in targeting the ZIP codes where it turns out there actually are not any white people [incarcerated].”

### Family participation

**Survey respondents’ perception of the extent to which effort and resources have been focused and outcomes have been achieved toward promoting family participation varied according to jurisdictional level and time period.** Local- (M=4.28; n=18) and state-level (M=3.69; n=16) respondents reported, on average, that “quite a bit” of effort and resources have been directed toward engaging families in youth support and service provision (see Exhibit 3.11). On the other hand, respondents working across multiple states (M=2.61; n=18) reported focusing “a moderate amount” of effort to engage families as partners. State-level respondents whose juvenile justice reform work began between 2012 and 2015 (M=4.33; n=3) reported focusing resources toward this goal to a greater extent than those whose work began in 2006 or earlier (M=3.70; n=10). Similarly, local-level respondents whose juvenile justice reform work began between 2012 and 2015 (M=4.50; n=6) reported focusing resources toward this goal to a greater extent than those whose work began in 2006 or earlier (M=4.25; n=8).

**Exhibit 3.11 Mean Scores for the Extent of Effort and Resources Focused toward Promoting Family Participation**

	2006 Or Earlier	2007 To 2011	2012 To 2015	2016 Or Later	Overall
Local	4.25 (n=8)	4.00 (n=4)	4.50 (n=6)	NA	4.28 (n=18)
State	3.70 (n=10)	3.50 (n=2)	4.33 (n=3)	2.00 (n=1)	3.69 (n=16)
Multistate	2.50 (n=12)	3.00 (n=4)	2.50 (n=2)	NA	2.61 (n=18)

Note: 1 = "Not at all," 2 = "A little," 3 = "A moderate amount," 4 = "Quite a bit," 5 = "A great deal."

Overall, respondents across all jurisdictional levels and time periods reported “somewhat” (M=2.83; n=104) achieving outcomes related to engaging families as key resources and partners in youth case planning, support, supervision, and service provision.

Interview respondents described important trends over the past decade related to engaging families in youth case planning, support, supervision, and service provision. Eight out of 26 interview respondents perceived that initiatives put in place in recent years have succeeded in meaningfully incorporating families in the rehabilitation and treatment of youth who come in contact with the juvenile justice

system. For example, a respondent from the university/research sector described recent initiatives based on the recognition “that kids don’t grow up in a vacuum ... they grow up in relationship to their context, their environment, which is primarily family ... so they are essential partners” in the decision making process. Some respondents, however, were unsure (n=3 out of 26) about the extent to which practices and policies have adapted to meaningfully incorporate families in youth support and service provision, while others (n=3 out of 26) considered the trends in relation to this goal to have remained stable over the past decade. As one respondent from the nonprofit sector noted, family engagement is “one of those terms right now that almost anyone who works in juvenile justice will know to use.” However, “what we have found is this is an area that is pretty hard to get people to change” in practice.

### Juvenile indigent defense

**Survey respondents’ perceptions of the extent to which efforts have been focused toward and outcomes have been achieved in the promotion of quality juvenile indigent defense services varied according to jurisdictional level.** Respondents working across local jurisdictions reported, on average, directing “quite a bit” (M=3.60; n=10) of effort and resources toward increasing the accessibility of juvenile indigent defense services that are effective and high quality. However, state-level (M=3.46; n=24) and multistate (M=3.00; n=20) respondents reported focusing “a moderate amount” of effort to promote quality juvenile indigent defense. There are also some differences in the extent to which respondents focused effort on this goal depending on the time period when they began their juvenile justice reform work. State-level respondents whose experience in the juvenile justice field began in 2006 or earlier (M=3.47; n=17) reported focusing effort toward increasing access to quality indigent defense to a greater extent than those whose work began between 2012 and 2015 (M=2.75; n=4) (see Exhibit 3.12).

**Exhibit 3.12 Mean Scores for the Extent of Effort and Resources Focused toward Promoting Quality Juvenile Indigent Defense**

	2006 Or Earlier	2007 To 2011	2012 To 2015	2016 Or Later	Overall
Local	3.71 (n=7)	3.50 (n=2)	3.00 (n=1)	NA	3.60 (n=10)
State	3.47 (n=17)	5.00 (n=2)	2.75 (n=4)	3.00 (n=1)	3.46 (n=24)
Multistate	3.09 (n=11)	3.00 (n=6)	2.50 (n=2)	3.00 (n=1)	3.00 (n=20)

Note: 1 = "Not at all," 2 = "A little," 3 = "A moderate amount," 4 = "Quite a bit," 5 = "A great deal."

Overall, respondents across all jurisdictional levels and time periods reported “somewhat” (M=3.07; n=108) achieving outcomes to increase access to quality indigent defense for youth who come in contact with the juvenile justice system. However, the extent to which respondents reported outcomes in this reform area varied according to jurisdictional level. Respondents working at the local level reported achieving “a great deal” of outcomes to increase access to effective juvenile indigent defense (M=3.70 n=20), while those working at the state level (M=3.06; n=48) or across multiple states (M=2.78; n=40) reported “somewhat” achieving outcomes toward this reform goal.

Interview respondents with knowledge of this reform areas described recent trends related to the provision of quality juvenile indigent defense services. Eight out of 26 interview respondents considered the measures put in place over the past decade to have increased access to effective juvenile defense

for youth in the system. Some of these efforts include incorporating childhood development and juvenile defense in legal workforce training, policy changes and mandates to require youth to have legal representation, the creation of child advocacy certification programs, and the organization of children’s law sections in state bars. According to a respondent from the legal sector, as a result of these changes, “juvenile defenders on a whole are more professionalized and feel more connected to a network.” However, other respondents (n=5 out of 26) were uncertain about the extent of the progress, given the wide variability in the practice and availability of juvenile defense throughout the country and the underfunding of public defense systems in general. For example, a respondent from the judiciary sector explained that “there is a recognition that it [quality juvenile indigent defense] should happen, but we have not been able to come up with a funding mechanism to really make it happen yet.”

Several interview respondents (n=4 out of 26) with knowledge of this area described several legal factors shaping efforts to increase the accessibility of quality indigent juvenile defense over the past decade. For example, a respondent who was a policy expert stated that having a “district attorney who is ... working closely with our juvenile justice system” and a “fully staffed juvenile office as well as more of a juvenile defense bar” in their jurisdiction had important positive effects in the ability of youth to access quality indigent defense. Another respondent from the legal sector also emphasized the importance of recent efforts to provide juvenile defenders with the skills and knowledge to work with issues such as “deprivation, neglect, and abuse,” as well as with youth who are being kicked out or expelled from school or who face long-term suspension.

### 3.5 Cross-goal Comparisons

Findings from the Legacy Phase survey and interviews with experts in the juvenile justice field indicate that there is consensus among experts and stakeholders that the juvenile justice landscape has evolved in important ways over the past decade, through awareness of and activism in specific reform areas. However, the extent to which these efforts have produced substantive changes and outcomes to move forward juvenile justice reform varied according to respondents’ jurisdictional level. Across all reform areas, overall findings point to a greater extent of efforts focused and outcomes achieved at single local jurisdictions or across multiple local jurisdictions. Similarly, local-level respondents reported, overall, achieving the greatest extent of outcomes for all reform areas.

**Findings show that experts and key stakeholders have focused substantial effort on and achieved important outcomes in promoting the use of diversion, the adoption of evidence-based practices, and attention to youth mental health needs.** Overall

survey findings point to “quite a bit” of effort and resources deployed over the past decade toward using diversion, promoting the adoption of evidence-based practices, and increasing access to mental health services for youth. Similarly, survey respondents reported, on average, being



...experts and key stakeholders have focused substantial effort on outcomes in the use of diversion practices, the adoption and use of evidence-based practices, and attention to youth mental health needs.

“somewhat” successful achieving results in these reform areas. Respondents across jurisdictional levels reported achieving greater outcomes promoting the use of diversion and increasing access to mental

health services. Interview respondents pointed to the mutually reinforcing interrelationships among the use of diversion, the adoption of evidence-based practices, and the focus on youth mental health needs. Respondents explained that positive trends in relation to one of these individual goals also supported work conducted to promote reforms in the other areas.

**There is more variability in experts' perceptions of the extent to which efforts have been deployed on and outcomes achieved in implementing quality aftercare services, promoting cross-system coordination, addressing racial and ethnic disparities, engaging families, and increasing access to quality juvenile indigent defense.** Findings for these reform goals also show a juvenile justice landscape that is more varied according to respondents' jurisdictional levels. Among these reform areas, respondents reported focusing effort and resources to a lesser extent on reducing racial and ethnic disparities in the juvenile justice system. Similarly, respondents across all levels reported achieving the lowest extent of outcomes for this reform goal.

Interview respondents described several factors underlying challenges in the promotion of these reform goals. Among these challenges is a disconnect — between high-level, academic, and policy discussions or consensus and the conditions on the ground — that limited the translation of these ideas into changes in juvenile justice practices. Respondents point to several structural conditions that drive this disconnect, including an increasingly polarized political landscape, persistent racial segregation in housing and education, and underfunding of public service systems.

### **3.6 Contributions by the Philanthropic Sector, Including MacArthur Foundation**

There is consensus among interview respondents that philanthropy has played a crucial role in the promotion of juvenile justice reform over the past decade. Nineteen of 26 interviewees discussed the positive role that philanthropy has played in reform efforts. Respondents noted that philanthropic organizations achieved this positive impact through their funding, research, and advocacy efforts.

**Funding from philanthropic organizations was noted as an essential ingredient in juvenile justice reform. MacArthur's strategic funding was notably influential.** Fourteen people broadly discussed the importance of philanthropic funding. One respondent from the advocacy sector noted that a single philanthropic organization supplied 10% of their advocacy organization's operating budget. Another respondent stated that "foundations played a big role," since all of the studies they did "for the state were funded by foundations."

MacArthur was mentioned by 12 of the 14 interviewees, largely for the strategic funding it provided. One interviewee noted that "MacArthur has funded various research networks that have been very significant." Interviews acknowledged that MacArthur not only provided resources for juvenile justice reform work, but also funded the partnership process. Interview respondents noted that this focus on partnerships was invaluable. As one respondent noted, "MacArthur's got this pot of money. If your place, if your jurisdiction wants to work on an issue, come get this money. That's huge. That's huge." Also, an interviewee remarked that the MacArthur Foundation's "insistence that it be a cross



collaboration” “and that partnerships have to be developed to work on an issue” played a big role in their ability to increase the influence and reach of their work.

**Most interview respondents noted the importance of philanthropic support for research, mentioning the MacArthur Foundation by name.** Thirteen respondents noted the influence that research has had on juvenile justice reform. Overall, respondents perceived that research brought awareness to the differences between juvenile and adult offenders, and provided concrete evidence with which to base policy decisions. One respondent described the philanthropic community as contributing to “really groundbreaking research that has impacted court decisions, impacted legislative decisions, impacted the public’s awareness, and impacted the way we treat kids.” A grantee explained the link between the adolescent research network and Supreme Court decisions in more detail: “The MacArthur research network was really key in getting the research published, so that the Supreme Court had something to look to, to decide to hold kids accountable in different ways.”

Ten of the 13 interview respondents that mentioned the importance of philanthropy in research also noted MacArthur’s role in juvenile brain development research. One respondent stated that “the money that you [the MacArthur Foundation] invested in adolescent development changed the world, literally.” Another interview respondent noted MacArthur’s role in research as an example of their leadership in the field. In this respondent’s view, “[I]t’s both funding and leadership, because they [the MacArthur Foundation] intelligently funded folks to create adolescent brain development research but then also folks to respond to that in ways that were practical.” The Foundation also “put some evidence on the table, not just about practices, but evidence on the table about how kids’ brains work or don’t and why and it’s grabbed the attention of the field and accelerated really exponentially in the last 15 years.” Finally, “MacArthur has really advanced, and we have all come to rely on the MacArthur research network and that research to inform all of our work.”

**Philanthropy played a significant role in advocacy work.** Many interview respondents noted that philanthropic organizations not only funded but also participated in advocacy for juvenile justice reform (n=16 of 26). One respondent highlighted the importance of advocacy work supported by both large and local foundations. In the case of MacArthur, “[B]eyond Models for Change, the work that it did that was much more legislative/policy-directed ... was hugely helpful.” Also, an interview respondent recognized “that the legislative policy change piece is critical, and you only get that by lobbying, essentially, to make that happen.”

Thirteen of the 16 interview respondents who mentioned the positive impact of philanthropy on advocacy efforts mentioned MacArthur’s work in the field. They noted that MacArthur has supported advocacy through funding and using its networks and relationships to influence reform, and its presence has helped to transform systems. One respondent summed up MacArthur’s role in advocacy by stating, “Models for Change ... help[ed] shape a generation, potentially, of folk in this area with the very nature of the Models for Change work.” According to this respondent, this work entailed providing stakeholders with the tools to look “at policy, procedure, and practice, and then talking about fair judgment systems and reducing disparities, just baking that into the thinking of our new systems, of systems meant to care for kids.”

## 4. Reform Sustainability

### 4.1 Introduction

This section seeks to answer the evaluation question “How sustainable are current Legacy reform activities?” This section presents findings from the Legacy survey, as well as grantee interviews, impact interviews with Legacy stakeholders, and focus groups and individual interviews with federal partners. Recognizing that there is not one national, monolithic juvenile justice system — and that juvenile justice is carried out in different ways in local, state, and multistate jurisdictions — the survey data regarding the sustainability of current reform activities were assessed for each of the eight goal areas at all three jurisdictional levels. This section also compares survey findings from juvenile justice advocates, researchers, policy experts, and technical assistance (TA) providers to all other survey respondent groups, to understand whether and how these groups differed in their perceptions of their capacity to continue their reform work. The findings show that:

- Respondents at three jurisdictional levels (local, state, and multistate) reported four common strengths: using data, working in collaborative networks, implementing evidence-based practices, and using standardized tools.
- They also shared two primary weaknesses in capacity: the communication and dissemination of MfC reforms and the fiscal capacity to provide or leverage additional funding for reform efforts. Participants in impact interviews and federal partner interviews also noted that uncertainty in funding, political leadership, and the lack of fiscal capacity threatened the sustainability of reform.
- Other factors favor sustainability, including the increased use of evidence-based practices, use of data-informed practices, and advances in adolescent brain development science that confirm the developmental differences between youth and adults.
- In every goal area, juvenile justice advocates, researchers, policy experts, and TA providers tended to report that the current level of their local, state, or multistate capacity to sustain their activities was lower than other survey respondent groups.

### 4.2 Use of Diversion

***Survey respondents working at the local level who were familiar with diversion efforts reported having the greatest capacity to sustain the use of standardized tools and policy change.*** Respondents working at the local level reported that their local jurisdiction had the greatest level of current capacity to sustain the use of standardized tools (M=4.00; n=43) and policy change (M=3.93; n=43) to achieve the use of diversion to minimize youth contact with the juvenile justice system as the norm, reporting that they had “high capacity,” on average, in these areas (see Exhibit 4.1). They rated their capacity lowest in the areas of fiscal capacity (M=3.23; n=39) and communications and dissemination (M=3.12; n=41), reporting that they had “moderate capacity,” on average, to sustain key efforts in these areas.

**Exhibit 4.1 Current Capacity to Engage in Key Activities in the Future to Support Diversion, by Level**

	Local	State	Multistate	Overall
Use of data and research	3.88 (n=43)	3.57 (n=53)	2.88 (n=42)	3.46 (n=138)
Policy change	3.93 (n=43)	3.70 (n=53)	3.14 (n=43)	3.60 (n=139)
Collaborative cross-sector network	3.74 (n=43)	3.85 (n=52)	3.31 (n=42)	3.65 (n=137)
Communications and dissemination	3.12 (n=41)	3.36 (n=53)	2.83 (n=41)	3.13 (n=135)
Community mobilization and engagement	3.65 (n=43)	3.36 (n=53)	2.76 (n=42)	3.27 (n=138)
Leadership and workforce training	3.69 (n=42)	3.42 (n=52)	3.17 (n=40)	3.43 (n=134)
Use of evidence-based programs	3.86 (n=44)	3.63 (n=52)	3.33 (n=42)	3.62 (n=138)
Use of standardized tools	4.00 (n=43)	3.53 (n=53)	3.29 (n=42)	3.60 (n=138)
Fiscal capacity	3.23 (n=39)	3.11 (n=53)	2.83 (n=42)	3.06 (n=134)
Use of an equity lens	3.53 (n=43)	3.21 (n=53)	2.80 (n=40)	3.19 (n=136)
Organizational capacity building	3.45 (n=42)	3.33 (n=51)	2.83 (n=42)	3.21 (n=135)

Note: 1 = “No capacity,” 2 = “Low capacity,” 3 = “Moderate capacity,” 4 = “High capacity,” 5 = “Very high capacity.”

**Survey respondents working at the state level who were familiar with diversion efforts reported having the greatest capacity to sustain key efforts in the areas of collaborative cross-sector networks and policy change.** Respondents working at the state level reported that their state had the greatest level of current capacity to sustain collaborative cross-sector networks (M=3.85; n=52) and policy change (M=3.70; n=53) to achieve the use of diversion to minimize youth contact with the juvenile justice system as the norm, reporting that they had “high capacity,” on average, in these areas. They rated their capacity lowest in the areas of fiscal capacity (M=3.11; n=53) and organizational capacity building (M=3.33; n=51), reporting that they had “moderate capacity,” on average, in these areas.

**Survey respondents working at the multistate level who were familiar with diversion efforts reported having the greatest capacity to sustain key efforts in the use of evidence-based programs and collaborative cross-sector networks.** Respondents working at the multistate level reported that their multistate area had the greatest level of current capacity to sustain the use of evidence-based programs (M=3.33; n=42) and collaborative cross-sector networks (M=3.31; n=) to achieve the use of diversion to minimize youth contact with the juvenile justice system as the norm. They rated their capacity lowest in the areas of fiscal capacity (M=3.11; n=53) and the use of standardized tools (M=3.29; n=51).

**Survey respondents working as an advocate; researcher, analyst, or policy expert; or TA provider who were familiar with diversion efforts within a focal locality, state, or multistate region felt that their region had the greatest capacity to sustain key efforts in the areas of collaborative cross-sector networks, use of evidence-based programs, and use of standardized tools.** Respondents working in the advocate/research/, policy//TA sector reported that their locality, state, or multistate region had the greatest level of current capacity to sustain collaborative cross-sector networks (M=3.29; n=41), the use of evidence-based programs (M=3.32; n=41), and the use of standardized tools (M=3.32; n=41) to achieve the use of diversion to minimize youth contact with the juvenile justice system as the norm (see Exhibit 4.2). They rated their capacity lowest in the areas of fiscal capacity (M=2.64; n=53) and organizational capacity building (M=2.71; n=51). Further, they tended to rate their locality, state, or multistate area’s level of current capacity to sustain key activities to achieve the use of diversion to

minimize youth contact with the juvenile justice system as the norm lower than individuals within other sectors.

**Exhibit 4.2 Current Capacity to Engage in Key Activities in the Future to Support Diversion, by Sector**

	Advocate; Researcher, Analyst, or Policy Expert; or TA Provider		Other Sectors		Overall	
Use of data and research	2.90	(n=41)	3.59	(n=80)	3.36	(n=121)
Policy change	3.26	(n=42)	3.66	(n=80)	3.52	(n=122)
Collaborative cross-sector network	3.39	(n=41)	3.75	(n=80)	3.63	(n=121)
Communications and dissemination	3.00	(n=41)	3.05	(n=78)	3.03	(n=119)
Community mobilization and engagement	2.79	(n=42)	3.44	(n=79)	3.21	(n=121)
Leadership and workforce training	3.17	(n=40)	3.52	(n=77)	3.40	(n=117)
Use of evidence-based programs	3.32	(n=41)	3.71	(n=79)	3.58	(n=120)
Use of standardized tools	3.32	(n=41)	3.66	(n=80)	3.55	(n=121)
Fiscal capacity	2.64	(n=42)	3.17	(n=76)	2.98	(n=118)
Use of an equity lens	2.73	(n=41)	3.37	(n=78)	3.15	(n=119)
Organizational capacity building	2.71	(n=42)	3.37	(n=76)	3.14	(n=118)

Note: 1 = “No capacity,” 2 = “Low capacity,” 3 = “Moderate capacity,” 4 = “High capacity,” 5 = “Very high capacity.”

### 4.3 Adoption and Implementation of Evidence-Based Practices, Including Screening and Assessment Protocols

*Survey respondents working at the local level who were familiar with efforts to adopt and implement evidence-based programs and practices reported having the greatest capacity to sustain key efforts in the use of standardized tools and policy change.* Respondents working at the local level reported that their local jurisdiction had “high capacity,” on average, to sustain the use standardized tools (M=4.19; n=37) and use evidence-based programs (M=3.97; n=37) (see Exhibit 4.3). They rated their capacity lowest in the areas of communication and dissemination (M=3.06; n=35) and fiscal capacity (M=3.11; n=36), reporting that they had “moderate capacity,” on average, in these areas.

**Exhibit 4.3 Current Capacity to Engage in Key Activities in the Future to Support Adoption and Implementation of Evidence-based Practices by Level**

	Local		State		Multistate		Overall	
Use of data and research	3.94	(n=36)	3.48	(n=61)	3.15	(n=41)	3.50	(n=138)
Policy change	3.66	(n=35)	3.52	(n=61)	3.27	(n=41)	3.48	(n=137)
Collaborative cross-sector network	3.89	(n=37)	3.54	(n=61)	3.43	(n=42)	3.60	(n=140)
Communications and dissemination	3.06	(n=35)	3.10	(n=60)	2.92	(n=39)	3.04	(n=134)
Community mobilization and engagement	3.44	(n=36)	3.02	(n=61)	2.95	(n=41)	3.11	(n=138)
Leadership and workforce training	3.69	(n=35)	3.55	(n=60)	3.25	(n=40)	3.50	(n=135)
Use of evidence-based programs	3.97	(n=37)	3.52	(n=61)	3.37	(n=41)	3.60	(n=139)
Use of standardized tools	4.19	(n=37)	3.61	(n=61)	3.46	(n=41)	3.72	(n=139)
Fiscal capacity	3.11	(n=36)	3.10	(n=59)	2.98	(n=40)	3.07	(n=135)
Use of an equity lens	3.43	(n=37)	3.26	(n=61)	2.90	(n=41)	3.20	(n=139)
Organizational capacity building	3.56	(n=36)	3.16	(n=61)	2.98	(n=42)	3.21	(n=139)

Note: 1= “No capacity,” 2 = “Low capacity,” 3 = “Moderate capacity,” 4 = “High capacity,” 5 = “Very high capacity.”

**Survey respondents working at the state level who were familiar with efforts to adopt and implement evidence-based programs and practices reported having the greatest capacity to sustain key efforts in the use of standardized tools and leadership and workforce training.** Respondents working at the state level reported that their state had “high capacity,” on average, to use standardized tools (M=3.61; n=61) and use leadership and workforce training (M=3.55; n=60). They rated their capacity lowest in the areas of communication and dissemination (M=3.10; n=60), fiscal capacity (M=3.10; n=59), and community mobilization and engagement (M=3.02; n=60), reporting that they had “moderate capacity,” on average.

**Survey respondents working at the multistate level who were familiar with efforts to adopt and implement evidence-based programs and practices reported having the greatest capacity to sustain key efforts in the use of standardized tools and leadership and workforce training.** Respondents working at their multistate level reported that they had “moderate capacity,” on average, to sustain the use standardized tools (M=3.46; n=41) and leadership and workforce training (M=3.43; n=42). They rated their capacity lowest in the areas of communication and dissemination (M=2.92; n=39) and use of an equity lens (M=2.90; n=41), reporting that they had “moderate capacity,” on average.

**Survey respondents working as an advocate; researcher, analyst, or policy expert; or TA provider who were familiar with diversion efforts within a focal locality, state, or multistate region felt that their area had the greatest capacity to sustain key efforts in the use of standardized tools, use of evidence-based programs, and collaborative cross-sector networks.** Respondents working as an advocate; researcher, analyst, or policy expert; or TA provider reported that their locality, state, or multistate region had the greatest level of current capacity to sustain the use of standardized tools (M=3.49; n=41), the use of evidence-based programs (M=3.37; n=41), and collaborative cross-sector networks (M=3.37; n=41) to achieve the adoption and implementation of evidence-based practices, including screening and assessment protocols (see Exhibit 4.4). They rated their capacity lowest in the areas of fiscal capacity (M=2.75; n=40) and community mobilization and engagement (M=2.78; n=41). Further, they tended to rate their locality, state, or multistate area’s level of current capacity to sustain key activities to achieve

adoption and implementation of evidence-based practices, including screening and assessment protocols, lower than individuals within other sectors.

**Exhibit 4.4 Current Capacity to Engage in Key Activities in the Future to Support Adoption and Implementation of Evidence-based Practices, by Sector**

	Advocate; Researcher, Analyst, or Policy Expert; or TA Provider		Other Sectors		Overall	
Use of data and research	3.13	(n=40)	3.63	(n=89)	3.47	(n=129)
Policy change	3.30	(n=40)	3.55	(n=88)	3.47	(n=128)
Collaborative cross-sector network	3.37	(n=41)	3.67	(n=90)	3.57	(n=131)
Communications and dissemination	2.87	(n=39)	3.07	(n=86)	3.01	(n=125)
Community mobilization and engagement	2.78	(n=41)	3.26	(n=88)	3.11	(n=129)
Leadership and workforce training	3.20	(n=40)	3.64	(n=86)	3.50	(n=126)
Use of evidence-based programs	3.37	(n=41)	3.72	(n=89)	3.61	(n=130)
Use of standardized tools	3.49	(n=41)	3.79	(n=89)	3.69	(n=130)
Fiscal capacity	2.75	(n=40)	3.16	(n=86)	3.03	(n=126)
Use of an equity lens	2.83	(n=41)	3.36	(n=89)	3.19	(n=130)
Organizational capacity building	2.88	(n=41)	3.30	(n=89)	3.17	(n=130)

Note: 1= “No capacity,” 2 = “Low capacity,” 3 = “Moderate capacity,” 4 = “High capacity,” 5 = “Very high capacity.”

#### 4.4 Mental Health Services for Youth in Contact with the Juvenile Justice System

**Survey respondents working at the local level who were familiar with efforts to ensure mental health services for youth were readily accessible reported having the greatest capacity to sustain key efforts in the use of standardized tools and collaborative cross-sector network.** Respondents working at the local level reported that their local jurisdiction had “high capacity,” on average, to sustain the use of standardized tools (M=4.08; n=12) and collaborative cross-sector networks (M=3.92; n=12) (see Exhibit 4.5). They rated their capacity lowest in the areas of policy change (M=3.25; n=12), communication and dissemination (M=3.25; n=12), and fiscal capacity (M=3.00; n=12), reporting that they had “moderate capacity,” on average, to sustain their capacity in these areas.

**Exhibit 4.5 Current Capacity to Engage in Key Activities in the Future to Support Access to High-Quality Mental Health Services, by Level**

	Local		State		Multistate		Overall	
Use of data and research	3.67	(n=12)	3.48	(n=23)	3.06	(n=16)	3.39	(n=51)
Policy change	3.25	(n=12)	3.52	(n=23)	3.19	(n=16)	3.35	(n=51)
Collaborative cross-sector network	3.92	(n=12)	3.70	(n=23)	3.50	(n=16)	3.69	(n=51)
Communications and dissemination	3.25	(n=12)	3.22	(n=23)	2.88	(n=16)	3.12	(n=51)
Community mobilization and engagement	3.42	(n=12)	3.00	(n=23)	3.00	(n=16)	3.10	(n=51)
Leadership and workforce training	3.58	(n=12)	3.61	(n=23)	3.44	(n=16)	3.55	(n=51)
Use of evidence-based programs	3.83	(n=12)	3.74	(n=23)	3.38	(n=16)	3.65	(n=51)
Use of standardized tools	4.08	(n=12)	3.61	(n=23)	3.38	(n=16)	3.65	(n=51)
Fiscal capacity	3.00	(n=12)	3.04	(n=23)	3.07	(n=15)	3.04	(n=50)
Use of an equity lens	3.75	(n=12)	3.09	(n=23)	2.93	(n=14)	3.20	(n=49)
Organizational capacity building	3.58	(n=12)	3.04	(n=23)	3.27	(n=15)	3.24	(n=50)

Note: 1 = “No capacity,” 2 = “Low capacity,” 3 = “Moderate capacity,” 4 = “High capacity,” 5 = “Very high capacity.”

**Survey respondents working at the state level who were familiar with efforts to ensure mental health services for youth were readily accessible reported having the greatest capacity to sustain key efforts in the use of evidence-based programs and collaborative cross-sector networks.** Respondents working at the state level reported that their state had “high capacity,” on average, to sustain the use of evidence-based programs (M=3.74; n=23) and collaborative cross-sector networks (M=3.70; n=23). They rated their capacity lowest in the areas of organizational capacity building (M=3.04; n=23), fiscal capacity (M=3.04; n=23), and community mobilization and engagement (M=3.00; n=23), reporting that they had “moderate capacity,” on average.

**Survey respondents working at the multistate level who were familiar with efforts to ensure mental health services for youth were readily accessible reported having the greatest capacity to sustain key efforts in the use of standardized tools and leadership and workforce training.** Respondents working at the multistate level reported that they had “moderate capacity,” on average, to sustain the use of standardized tools (M=3.46; n=41) and leadership and workforce training (M=3.43; n=42). They rated their capacity lowest in the areas of communication and dissemination (M=2.92; n=39) and use of an equity lens (M=2.90; n=41), reporting that they had “moderate capacity,” on average.

**Survey respondents working as an advocate; researcher, analyst, or policy expert; or TA provider who were familiar with efforts to ensure mental health services for youth were readily accessible within a focal locality, state, or multistate region felt that their area had the greatest capacity to sustain key efforts in the areas of collaborative cross-sector networks, use of evidence-based programs, and use of standardized tools.** Respondents working as an advocate; researcher, analyst, or policy expert; or TA provider reported that their locality, state, or multistate region had the greatest level of current capacity to sustain collaborative cross-sector networks (M=3.47; n=15), the use of evidence-based programs (M=3.47; n=15), and the use of standardized tools (M=3.47; n=15) to support mental health services for youth in contact with the juvenile justice system (see Exhibit 4.6). They rated their capacity lowest in the areas of fiscal capacity (M=2.50; n=14) and communications and dissemination (M=2.67; n=15). Further, they tended to rate their locality, state, or multistate area’s level of current capacity to sustain key

activities to support mental health services for youth in contact with the juvenile justice system lower than individuals within other sectors.

**Exhibit 4.6 Current Capacity to Engage in Key Activities in the Future to Support Access to High-Quality Mental Health Services, by Sector**

	Advocate; Researcher, Analyst, or Policy Expert; or TA Provider		Other Sectors		Overall	
Use of data and research	2.87	(n=15)	3.61	(n=36)	3.39	(n=51)
Policy change	3.07	(n=15)	3.47	(n=36)	3.35	(n=51)
Collaborative cross-sector network	3.47	(n=15)	3.78	(n=36)	3.69	(n=51)
Communications and dissemination	2.67	(n=15)	3.31	(n=36)	3.12	(n=51)
Community mobilization and engagement	2.73	(n=15)	3.25	(n=36)	3.10	(n=51)
Leadership and workforce training	3.27	(n=15)	3.67	(n=36)	3.55	(n=51)
Use of evidence-based programs	3.47	(n=15)	3.72	(n=36)	3.65	(n=51)
Use of standardized tools	3.47	(n=15)	3.72	(n=36)	3.65	(n=51)
Fiscal capacity	2.50	(n=14)	3.25	(n=36)	3.04	(n=50)
Use of an equity lens	2.85	(n=13)	3.33	(n=36)	3.20	(n=49)
Organizational capacity building	3.00	(n=14)	3.33	(n=36)	3.24	(n=50)

Note: 1 = “No capacity,” 2 = “Low capacity,” 3 = “Moderate capacity,” 4 = “High capacity,” 5 = “Very high capacity.”

## 4.5 Quality Aftercare Services

***Survey respondents working at the local level who were familiar with efforts to ensure aftercare services that support reentry into the community were readily accessible reported having the greatest capacity to sustain key efforts in the use of standardized tools and leadership and workforce training.***

Respondents working at the local level reported that their local jurisdiction had “high capacity,” on average, to sustain the use of standardized tools (M=4.00; n=6) and leadership and workforce training (M=3.83; n=6) (see Exhibit 4.7). They rated their capacity lowest in the areas of policy change (M=3.17; n=6), use of an equity lens (M=3.17; n=6), and fiscal capacity (M=3.00; n=6), reporting that they had “moderate capacity,” on average, to sustain their efforts in these areas.



**Exhibit 4.7 Current Capacity to Engage in Key Activities in the Future to Support Access to High-Quality Aftercare, by Level**

	Local		State		Multistate		Overall	
Use of data and research	3.50	(n=6)	3.53	(n=15)	3.13	(n=8)	3.41	(n=29)
Policy change	3.17	(n=6)	3.60	(n=15)	3.50	(n=8)	3.48	(n=29)
Collaborative cross-sector network	3.33	(n=6)	3.53	(n=15)	3.50	(n=8)	3.48	(n=29)
Communications and dissemination	3.40	(n=5)	2.87	(n=15)	2.88	(n=8)	2.96	(n=28)
Community mobilization and engagement	3.33	(n=6)	3.40	(n=15)	3.25	(n=8)	3.34	(n=29)
Leadership and workforce training	3.83	(n=6)	3.33	(n=15)	3.50	(n=8)	3.48	(n=29)
Use of evidence-based programs	3.67	(n=6)	3.60	(n=15)	3.50	(n=8)	3.59	(n=29)
Use of standardized tools	4.00	(n=6)	3.60	(n=15)	3.50	(n=8)	3.66	(n=29)
Fiscal capacity	3.00	(n=6)	3.07	(n=15)	3.00	(n=8)	3.03	(n=29)
Use of an equity lens	3.17	(n=6)	3.27	(n=15)	3.13	(n=8)	3.21	(n=29)
Organizational capacity building	3.50	(n=6)	3.27	(n=15)	3.25	(n=8)	3.31	(n=29)

Note: 1 = “No capacity,” 2 = “Low capacity,” 3 = “Moderate capacity,” 4 = “High capacity,” 5 = “Very high capacity.”

**Survey respondents working at the state level who were familiar with efforts to ensure aftercare services that support reentry into the community were readily accessible reported having the greatest capacity to sustain the use of standardized tools, use of evidence-based programs, and policy change.**

Respondents working at the state level reported that their state had “high capacity,” on average, to sustain the use of standardized tools (M=3.60; n=15), use of evidence-based programs (M=3.60; n=15), and policy change (M=3.60; n=15). They rated their capacity lowest to sustain their capacity in the areas of fiscal capacity (M=3.0; n=15) and communication and dissemination (M=2.87; n=15), reporting that they had “moderate capacity,” on average.

**Survey respondents working at the multistate level who were familiar with efforts to ensure aftercare services that support reentry into the community were readily accessible reported having the greatest capacity key efforts in the use of standardized tools and use of evidence-based programs.**

Respondents working at the multistate level reported that they had “high capacity,” on average, to sustain the use of standardized tools (M=3.50; n=8) and use of evidence-based programs (M=3.50; n=48). They rated their capacity lowest in the areas of fiscal capacity (M=3.00; n=8) and communications and dissemination (M=2.88; n=8), reporting that they had “moderate capacity,” on average.

**Survey respondents working as an advocate; researcher, analyst, or policy expert; or TA provider who were familiar with efforts to ensure aftercare services that support reentry into the community were readily accessible within a focal locality, state, or multistate region felt that their region had the greatest capacity to sustain key efforts in policy change, use of evidence-based programs, and use of standardized tools.**

Respondents working as an advocate; researcher, analyst, or policy expert; or TA provider reported that their locality, state, or multistate region had the greatest level of current capacity to sustain policy change (M=3.36; n=11), the use of evidence-based programs (M=3.27; n=11), and the use of standardized tools (M=3.27; n=11) to support mental health services for youth in contact with the juvenile justice system (see Exhibit 4.8). They rated their capacity lowest in the areas of fiscal capacity (M=2.64; n=11) and communications and dissemination (M=2.64; n=11). Further, they tended to rate their locality, state, or multistate area’s level of current capacity to sustain key activities for efforts to

ensure aftercare services that support reentry into the community were readily accessible lower than individuals within other sectors.

**Exhibit 4.8 Current Capacity to Engage in Key Activities in the Future to Support Access to High-Quality Aftercare, by Sector**

	Advocate; Researcher, Analyst, or Policy Expert; or TA Provider		Other Sectors		Overall	
Use of data and research	2.91	(n=11)	3.72	(n=18)	3.41	(n=29)
Policy change	3.36	(n=11)	3.56	(n=18)	3.48	(n=29)
Collaborative cross-sector network	3.18	(n=11)	3.67	(n=18)	3.48	(n=29)
Communications and dissemination	2.64	(n=11)	3.18	(n=17)	2.96	(n=28)
Community mobilization and engagement	2.82	(n=11)	3.67	(n=18)	3.34	(n=29)
Leadership and workforce training	3.09	(n=11)	3.72	(n=18)	3.48	(n=29)
Use of evidence-based programs	3.27	(n=11)	3.78	(n=18)	3.59	(n=29)
Use of standardized tools	3.27	(n=11)	3.89	(n=18)	3.66	(n=29)
Fiscal capacity	2.64	(n=11)	3.28	(n=18)	3.03	(n=29)
Use of an equity lens	2.91	(n=11)	3.39	(n=18)	3.21	(n=29)
Organizational capacity building	2.82	(n=11)	3.61	(n=18)	3.31	(n=29)

Note: 1 = “No capacity,” 2 = “Low capacity,” 3 = “Moderate capacity,” 4 = “High capacity,” 5 = “Very high capacity.”

#### 4.6 Cross-system Coordination for Dual Status Youth

**Survey respondents working at the local level who were familiar with efforts to support cross-system coordination and integration reported having the greatest capacity to sustain key efforts in the areas of leadership and workforce training and collaborative cross-sector networks.** Respondents working at the local level reported that their local jurisdiction had “high capacity,” on average, for sustaining leadership and workforce training (M=4.00; n=12) and collaborative cross-sector networks (M=3.83; n=12) (see Exhibit 4.9). They rated their capacity lowest in the areas of communications and dissemination (M=3.18; n=11) and fiscal capacity (M=3.00; n=11), reporting that they had “moderate capacity,” on average, to sustain their activities in these areas.

**Exhibit 4.9 Current Capacity to Engage in Key Activities in the Future to Support Cross-system Coordination for Dual Status Youth, by Level**

	Local		State		Multistate		Overall	
Use of data and research	3.67	(n=12)	3.55	(n=22)	3.13	(n=16)	3.44	(n=50)
Policy change	3.55	(n=11)	3.41	(n=22)	3.31	(n=16)	3.41	(n=49)
Collaborative cross-sector network	3.83	(n=12)	3.73	(n=22)	3.50	(n=16)	3.68	(n=50)
Communications and dissemination	3.18	(n=11)	2.95	(n=22)	2.94	(n=16)	3.00	(n=49)
Community mobilization and engagement	3.33	(n=12)	3.18	(n=22)	3.25	(n=16)	3.24	(n=50)
Leadership and workforce training	4.00	(n=12)	3.27	(n=22)	3.38	(n=16)	3.48	(n=50)
Use of evidence-based programs	3.45	(n=11)	3.32	(n=22)	3.19	(n=16)	3.31	(n=49)
Use of standardized tools	3.73	(n=11)	3.41	(n=22)	3.44	(n=16)	3.49	(n=49)
Fiscal capacity	3.00	(n=11)	2.91	(n=22)	2.94	(n=16)	2.94	(n=49)
Use of an equity lens	3.55	(n=11)	3.27	(n=22)	3.20	(n=15)	3.31	(n=48)
Organizational capacity building	3.58	(n=12)	3.36	(n=22)	3.44	(n=16)	3.44	(n=50)

Note: 1 = “No capacity,” 2 = “Low capacity,” 3 = “Moderate capacity,” 4 = “High capacity,” 5 = “Very high capacity.”

**Survey respondents working at the state level who were familiar with efforts to support cross-system coordination and integration reported having the greatest capacity to sustain key efforts in collaborative cross-sector networks and the use of data.** Respondents working at the state level reported that their state had “high capacity,” on average, for sustaining collaborative cross-sector networks (M=3.73; n=22) and the use of data and research (M=3.55; n=22). They rated their capacity lowest in the areas of communications and dissemination (M=2.95; n=22) and fiscal capacity (M=2.91; n=22), reporting that they had “moderate capacity,” on average.

**Survey respondents working at the multistate level who were familiar with efforts to support cross-system coordination and integration reported having the greatest capacity to sustain key efforts in the areas of collaborative cross-sector networks, use of standardized tools, and organizational capacity building.** Respondents working at the multistate level reported that they had “high capacity,” on average, for sustaining collaborative cross-sector networks (M=3.50; n=16), and “moderate capacity,” on average, for organizational capacity building (M=3.44; n=16) and the use of standardized tools (M=3.44; n=16). They rated their capacity lowest in the areas of fiscal capacity (M=2.94; n=16) and communications and dissemination (M=2.94; n=16), reporting that they had “moderate capacity,” on average.

**Survey respondents working as an advocate; researcher, analyst, or policy expert; or TA provider who were familiar with efforts to support cross-system coordination and integration within a focal locality, state, or multistate region felt that their region had the greatest capacity to sustain key efforts in the areas of collaborative cross-sector networks, leadership and workforce training, and use of standardized tools.** Respondents working as an advocate; researcher, analyst, or policy expert; or TA provider reported that their locality, state, or multistate region had the greatest level of current capacity to sustain collaborative cross-sector networks (M=3.42; n=12), leadership and workforce training (M=3.33; n=12), and the use of standardized tools (M=3.33; n=12) to support cross-system coordination and integration (see Exhibit 4.10). They rated their sustainable capacity lowest in the areas of fiscal capacity (M=2.67; n=12) and communications and dissemination (M=2.67; n=12). Further, they tended

to rate their locality, state, or multistate area’s level of current capacity to sustain key activities for efforts to support cross-system coordination and integration lower than individuals within other sectors.

**Exhibit 4.10 Current Capacity to Engage in Key Activities in the Future to Support Cross-system Coordination for Dual Status Youth, by Sector**

	Advocate; Researcher, Analyst, or Policy Expert; or TA Provider		Other Sectors		Overall	
Use of data and research	3.00	(n=12)	3.59	(n=37)	3.45	(n=49)
Policy change	3.08	(n=12)	3.53	(n=36)	3.42	(n=48)
Collaborative cross-sector network	3.42	(n=12)	3.76	(n=37)	3.67	(n=49)
Communications and dissemination	2.67	(n=12)	3.11	(n=36)	3.00	(n=48)
Community mobilization and engagement	3.08	(n=12)	3.30	(n=37)	3.24	(n=49)
Leadership and workforce training	3.33	(n=12)	3.51	(n=37)	3.47	(n=49)
Use of evidence-based programs	3.08	(n=12)	3.36	(n=36)	3.29	(n=48)
Use of standardized tools	3.33	(n=12)	3.56	(n=36)	3.50	(n=48)
Fiscal capacity	2.67	(n=12)	3.03	(n=36)	2.94	(n=48)
Use of an equity lens	3.00	(n=11)	3.39	(n=36)	3.30	(n=47)
Organizational capacity building	3.25	(n=12)	3.51	(n=37)	3.45	(n=49)

Note: 1 = “No capacity,” 2 = “Low capacity,” 3 = “Moderate capacity,” 4 = “High capacity,” 5 = “Very high capacity.”

#### 4.7 Racial and Ethnic Disparities in Juvenile Justice

**Survey respondents working at the local level who were familiar with efforts to reduce racial and ethnic disparities reported having the greatest capacity to sustain key efforts in the use of data and research and use of evidence-based programs.** Respondents working at the local level reported that they had “high capacity,” on average, for sustaining the use of data and research (M=3.68; n=19), and “moderate capacity,” on average, for the use of evidence-based programs (M=3.47; n=19) (see Exhibit 4.11). They rated their capacity to sustain their activities lowest in the areas of communications and dissemination (M=3.00; n=19) and organizational capacity building (M=2.89; n=19), reporting that they had “moderate capacity,” on average.

**Exhibit 4.11 Current Capacity to Engage in Key Activities in the Future to Support the Elimination of Racial and Ethnic Disparities, by Level**

	Local		State		Multistate		Overall	
Use of data and research	3.68	(n=19)	3.45	(n=20)	3.10	(n=30)	3.36	(n=69)
Policy change	3.21	(n=19)	3.45	(n=20)	2.87	(n=30)	3.13	(n=69)
Collaborative cross-sector network	3.42	(n=19)	3.40	(n=20)	3.10	(n=29)	3.28	(n=68)
Communications and dissemination	3.00	(n=19)	3.32	(n=19)	2.71	(n=28)	2.97	(n=66)
Community mobilization and engagement	3.32	(n=19)	3.26	(n=19)	2.50	(n=30)	2.94	(n=68)
Leadership and workforce training	3.26	(n=19)	3.32	(n=19)	2.93	(n=30)	3.13	(n=68)
Use of evidence-based programs	3.47	(n=19)	3.32	(n=19)	2.89	(n=27)	3.18	(n=65)
Use of standardized tools	3.42	(n=19)	3.20	(n=20)	3.07	(n=28)	3.21	(n=67)
Fiscal capacity	3.11	(n=19)	2.90	(n=20)	2.62	(n=29)	2.84	(n=68)
Use of an equity lens	3.26	(n=19)	3.20	(n=20)	2.67	(n=30)	2.99	(n=69)
Organizational capacity building	2.89	(n=19)	3.37	(n=19)	2.69	(n=29)	2.94	(n=67)

Note: 1 = “No capacity,” 2 = “Low capacity,” 3 = “Moderate capacity,” 4 = “High capacity,” 5 = “Very high capacity.”

**Survey respondents working at the state level who were familiar with efforts to reduce racial and ethnic disparities reported having the greatest capacity for sustaining key efforts in the use of data and research, and policy change.** Respondents working at the state level reported that their state had “moderate capacity,” on average, for sustaining the use of data and research (M=3.45; n=20) and policy change (M=3.45; n=20). They rated their capacity lowest in the areas of use of an equity lens (M=3.20; n=20), use of standardized tools (M=3.20; n=20), and fiscal capacity (M=2.90; n=20), reporting that they had “moderate capacity,” on average.

**Survey respondents working at the multistate level who were familiar with efforts to reduce racial and ethnic disparities reported having the greatest capacity for sustaining key efforts in the areas of collaborative cross-sector networks and organizational capacity building.** Respondents working at the multistate level reported that they had “moderate capacity,” on average, for sustaining collaborative cross-sector networks (M=3.10; n=29) and the use of data and research (M=3.10; n=30). They rated their capacity to sustain their activities lowest in the areas of fiscal capacity (M=2.62, n=29) and community mobilization and engagement (M=2.50; n=30), reporting that they had “moderate capacity,” on average.

**Survey respondents working as an advocate; researcher, analyst, or policy expert; or TA provider who were familiar with efforts to reduce racial and ethnic disparities within a focal locality, state, or multistate region felt that their region had the greatest capacity to sustain key efforts in the areas collaborative cross-sector networks and use of data and research.** Respondents working as an advocate; researcher, analyst, or policy expert; or TA provider reported that their locality, state, or multistate region had the greatest level of current capacity to sustain collaborative cross-sector networks (M=3.16; n=31) and use of data and research (M=3.10; n=31) to support the elimination of racial and ethnic disparities in the juvenile justice system (see Exhibit 4.12). They rated their capacity to sustain their efforts lowest in the areas of fiscal capacity (M=2.55; n=31) and community mobilization and engagement (M=2.61; n=31). Further, they tended to rate their locality, state, or multistate area’s level of current capacity to sustain key activities to eliminate racial and ethnic disparities lower than individuals within other sectors.

**Exhibit 4.12 Current Capacity to Engage in Key Activities in the Future to Support the Elimination of Racial and Ethnic Disparities, by Sector**

	Advocate; Researcher, Analyst, or Policy Expert; or TA Provider		Other Sectors		Overall	
Use of data and research	3.10	(n=31)	3.61	(n=36)	3.37	(n=67)
Policy change	2.94	(n=31)	3.31	(n=36)	3.13	(n=67)
Collaborative cross-sector network	3.16	(n=31)	3.37	(n=35)	3.27	(n=66)
Communications and dissemination	2.87	(n=30)	3.09	(n=34)	2.98	(n=64)
Community mobilization and engagement	2.61	(n=31)	3.23	(n=35)	2.94	(n=66)
Leadership and workforce training	2.83	(n=30)	3.39	(n=36)	3.14	(n=66)
Use of evidence-based programs	2.93	(n=28)	3.40	(n=35)	3.19	(n=63)
Use of standardized tools	3.03	(n=29)	3.36	(n=36)	3.22	(n=65)
Fiscal capacity	2.55	(n=31)	3.09	(n=35)	2.83	(n=66)
Use of an equity lens	2.71	(n=31)	3.22	(n=36)	2.99	(n=67)
Organizational capacity building	2.73	(n=30)	3.11	(n=35)	2.94	(n=65)

Note: 1 = "No capacity," 2 = "Low capacity," 3 = "Moderate capacity," 4 = "High capacity," 5 = "Very high capacity."

#### 4.8 Family Participation

**Survey respondents working at the local level who were familiar with efforts to ensure families serve as key resources and partners in youth case planning, support, supervision, and service provision reported having the greatest capacity to sustain key efforts in the use of standardized tools, collaborative cross-sector networks, use of data, and use of evidence-based programs.** Respondents working at the local level reported that they had "high capacity," on average, to sustain the use of standardized tools (M=3.80; n=15), collaborative cross-sector networks (M=3.67; n=15), use of data (M=3.67; n=15), and use of evidence-based programs (M=3.67; n=15) (see Exhibit 4.13). They rated their capacity lowest in the areas of use of an equity lens (M=3.20; n=15) and communications and dissemination (M=3.07; n=15), reporting that they had "moderate capacity," on average.

**Exhibit 4.13 Current Capacity to Engage in Key Activities in the Future to Support the Participation of Families as Partners and Resources, by Level**

	Local		State		Multistate		Overall	
Use of data and research	3.67	(n=15)	3.08	(n=13)	2.77	(n=13)	3.20	(n=41)
Policy change	3.53	(n=15)	3.31	(n=13)	2.87	(n=15)	3.23	(n=43)
Collaborative cross-sector network	3.67	(n=15)	3.15	(n=13)	3.29	(n=14)	3.38	(n=42)
Communications and dissemination	3.07	(n=15)	3.00	(n=13)	2.79	(n=14)	2.95	(n=42)
Community mobilization and engagement	3.53	(n=15)	3.08	(n=13)	2.79	(n=14)	3.14	(n=42)
Leadership and workforce training	3.53	(n=15)	3.31	(n=13)	3.21	(n=14)	3.36	(n=42)
Use of evidence-based programs	3.67	(n=15)	3.54	(n=13)	2.92	(n=12)	3.40	(n=40)
Use of standardized tools	3.80	(n=15)	3.54	(n=13)	3.08	(n=13)	3.49	(n=41)
Fiscal capacity	3.29	(n=14)	3.08	(n=13)	2.67	(n=12)	3.03	(n=39)
Use of an equity lens	3.20	(n=15)	3.15	(n=13)	2.85	(n=13)	3.07	(n=41)
Organizational capacity building	3.53	(n=15)	3.31	(n=13)	2.85	(n=13)	3.24	(n=41)

Note: 1 = "No capacity," 2 = "Low capacity," 3 = "Moderate capacity," 4 = "High capacity," 5 = "Very high capacity."

**Survey respondents working at the state level who were familiar with efforts to ensure families serve as key resources and partners in youth case planning, support, supervision, and service provision reported having the greatest capacity to sustain key efforts in the use of standardized tools and the use of evidence-based programs.** Respondents working at the state level reported that their state had “high capacity,” on average, for sustaining the use standardized tools (M=3.54; n=13) and use of evidence-based programs (M=3.54; n=13). They rated their capacity lowest in the areas of community mobilization and engagement (M=3.08; n=13), use of data and research (M=3.08; n=13), fiscal capacity (M=3.08; n=13), and communications and dissemination (M=3.00; n=13), reporting that they had “moderate capacity,” on average.

**Survey respondents working at the multistate level who were familiar with efforts to ensure families serve as key resources and partners in youth case planning, support, supervision, and service provision reported having the greatest capacity to sustain key efforts in collaborative cross-sector networks and leadership and workforce training.** Respondents working at the multistate level reported that they had “moderate capacity,” on average, for sustaining collaborative cross-sector networks (M=3.29; n=14) and leadership and workforce training (3.21; n=14). They rated their capacity lowest in the areas of use of data and research (M=2.77; n=13) and fiscal capacity (M=2.67; n=12), reporting that they had “moderate capacity,” on average.

**Survey respondents working as an advocate; researcher, analyst, or policy expert; or TA provider who were familiar with efforts to ensure families serve as key resources and partners in youth case planning, support, supervision, and service provision within a focal locality, state, or multistate region felt that their region had the greatest capacity for sustaining key efforts in the areas of collaborative cross-sector networks and leadership and workforce training.** Respondents working as an advocate; researcher, analyst, or policy expert; or TA provider reported that their locality, state, or multistate region had the greatest level of current capacity to sustain collaborative cross-sector networks (M=3.40; n=10) and leadership and workforce training (M=3.18; n=11) (see Exhibit 4.14). They rated their capacity to sustain their efforts lowest in the areas of fiscal capacity (M=2.70; n=10) and use of data and research (M=2.70; n=10). Further, they tended to rate their locality, state, or multistate area’s level of current capacity to sustain key activities for efforts to ensure families serve as key resources and partners in youth case planning, support, supervision, and service provision lower than individuals within other sectors.

**Exhibit 4.14 Current Capacity to Engage in Key Activities in the Future to Support the Participation of Families as Partners and Resources, by Sector**

	Advocate; Researcher, Analyst, or Policy Expert; or TA Provider		Other Sectors		Overall	
Use of data and research	2.70	(n=10)	3.35	(n=31)	3.20	(n=41)
Policy change	2.82	(n=11)	3.38	(n=32)	3.23	(n=43)
Collaborative cross-sector network	3.40	(n=10)	3.38	(n=32)	3.38	(n=42)
Communications and dissemination	2.73	(n=11)	3.03	(n=31)	2.95	(n=42)
Community mobilization and engagement	2.73	(n=11)	3.29	(n=31)	3.14	(n=42)
Leadership and workforce training	3.18	(n=11)	3.42	(n=31)	3.36	(n=42)
Use of evidence-based programs	2.90	(n=10)	3.57	(n=30)	3.40	(n=40)
Use of standardized tools	3.00	(n=10)	3.65	(n=31)	3.49	(n=41)
Fiscal capacity	2.70	(n=10)	3.14	(n=29)	3.03	(n=39)
Use of an equity lens	2.82	(n=11)	3.17	(n=30)	3.07	(n=41)
Organizational capacity building	2.73	(n=11)	3.43	(n=30)	3.24	(n=41)

Note: 1 = “No capacity,” 2 = “Low capacity,” 3 = “Moderate capacity,” 4 = “High capacity,” 5 = “Very high capacity.”

#### 4.9 Juvenile Indigent Defense

**Survey respondents working at the local level who were familiar with efforts to ensure juvenile indigent defense services were accessible reported having the greatest capacity for sustaining key efforts in leadership and workforce training, policy change, use of an equity lens, and use of data and research.** Respondents working at the local level reported that they had “high capacity,” on average, for sustaining leadership and workforce training (M=3.71; n=7), and “moderate capacity,” on average, for policy change (M=3.43; n=7), use of an equity lens (M=3.43; n=7), and use of data and research (M=3.43; n=7) (see Exhibit 4.15). They rated their capacity to sustain their activities lowest in use of standardized tools (M=3.00; n=7), fiscal capacity (M=3.00; n=7), communications and dissemination (M=3.00; n=7), and community mobilization and engagement (M=3.00; n=7), reporting that they had “moderate capacity,” on average.



**Exhibit 4.15 Current Capacity to Engage in Key Activities in the Future to Support Juvenile Indigent Defense, by Level**

	Local		State		Multistate		Overall	
Use of data and research	3.43	(n=7)	3.21	(n=14)	2.53	(n=15)	2.97	(n=36)
Policy change	3.43	(n=7)	3.40	(n=15)	3.00	(n=16)	3.24	(n=38)
Collaborative cross-sector network	3.29	(n=7)	3.50	(n=16)	3.13	(n=16)	3.31	(n=39)
Communications and dissemination	3.00	(n=7)	2.86	(n=14)	2.44	(n=16)	2.70	(n=37)
Community mobilization and engagement	3.00	(n=7)	3.00	(n=16)	2.80	(n=15)	2.92	(n=38)
Leadership and workforce training	3.71	(n=7)	3.44	(n=16)	3.25	(n=16)	3.41	(n=39)
Use of evidence-based programs	3.29	(n=7)	3.38	(n=16)	2.80	(n=15)	3.13	(n=38)
Use of standardized tools	3.00	(n=7)	3.00	(n=15)	2.47	(n=15)	2.78	(n=37)
Fiscal capacity	3.00	(n=7)	2.75	(n=16)	2.38	(n=16)	2.64	(n=39)
Use of an equity lens	3.43	(n=7)	3.13	(n=16)	3.20	(n=15)	3.21	(n=38)
Organizational capacity building	3.14	(n=7)	2.93	(n=15)	2.75	(n=16)	2.89	(n=38)

Note: 1 = “No capacity,” 2 = “Low capacity,” 3 = “Moderate capacity,” 4 = “High capacity,” 5 = “Very high capacity.”

**Survey respondents working at the state level who were familiar with efforts to ensure juvenile indigent defense services were accessible reported having the greatest capacity for sustaining key efforts in collaborative cross-sector networks and leadership and workforce training.** Respondents working at the state level reported that their state had “high capacity,” on average, for sustaining collaborative cross-sector networks (M=3.50; n=16), and “moderate capacity,” on average, for sustaining leadership and workforce training (M=3.44; n=16). They rated their capacity lowest in the areas of communications and dissemination (M=2.86; n=14) and fiscal capacity (M=2.75; n=16), reporting that they had “moderate capacity,” on average, to sustain their efforts in these areas.

**Survey respondents working at the multistate level who were familiar with efforts to ensure juvenile indigent defense services were accessible reported having the greatest capacity for sustaining key efforts in leadership and workforce training and use of an equity lens.** Respondents working at the multistate level reported that they had “moderate capacity,” on average, for sustaining leadership and workforce training (M=3.25; n=16) and use of an equity lens (3.20; n=16). They rated their capacity lowest in the areas of communications and dissemination (M=2.44; n=16) and fiscal capacity (M=2.38; n=16), reporting that they had “low capacity,” on average.

**Survey respondents working as an advocate; researcher, analyst, or policy expert; or TA provider who were familiar with efforts to ensure juvenile indigent defense services were accessible within a focal locality, state, or multistate region felt that their region had the greatest capacity for sustaining key efforts in leadership and workforce training and collaborative cross-sector networks.** Respondents working as an advocate; researcher, analyst, or policy expert; or TA provider reported that their locality, state, or multistate region had the greatest level of current capacity to sustain leadership and workforce training (M=3.31; n=16) and collaborative cross-sector networks (M=3.06; n=16) (see Exhibit 4.16). They rated their capacity lowest in the areas of fiscal capacity (M=2.31; n=16) and communications and dissemination (M=2.44; n=16). Further, they tended to rate their locality, state, or multistate area’s level of current capacity to sustain key activities to ensure juvenile indigent defense services were accessible lower than individuals within other sectors.

**Exhibit 4.16 Current Capacity to Engage in Key Activities in the Future to Support Juvenile Indigent Defense, by Sector**

	Advocate; Researcher, Analyst, or Policy Expert; or TA Provider		Other Sectors		Overall	
Use of data and research	2.53	(n=15)	3.35	(n=20)	3.00	(n=35)
Policy change	3.00	(n=16)	3.48	(n=21)	3.27	(n=37)
Collaborative cross-sector network	3.06	(n=16)	3.55	(n=22)	3.34	(n=38)
Communications and dissemination	2.44	(n=16)	2.95	(n=20)	2.72	(n=36)
Community mobilization and engagement	2.67	(n=15)	3.14	(n=22)	2.95	(n=37)
Leadership and workforce training	3.31	(n=16)	3.55	(n=22)	3.45	(n=38)
Use of evidence-based programs	2.93	(n=15)	3.32	(n=22)	3.16	(n=37)
Use of standardized tools	2.53	(n=15)	3.00	(n=21)	2.81	(n=36)
Fiscal capacity	2.31	(n=16)	2.91	(n=22)	2.66	(n=38)
Use of an equity lens	3.00	(n=15)	3.41	(n=22)	3.24	(n=37)
Organizational capacity building	2.75	(n=16)	3.05	(n=21)	2.92	(n=37)

Note: 1 = “No capacity,” 2 = “Low capacity,” 3 = “Moderate capacity,” 4 = “High capacity,” 5 = “Very high capacity.”

#### 4.10 Comparison of Results across Goals

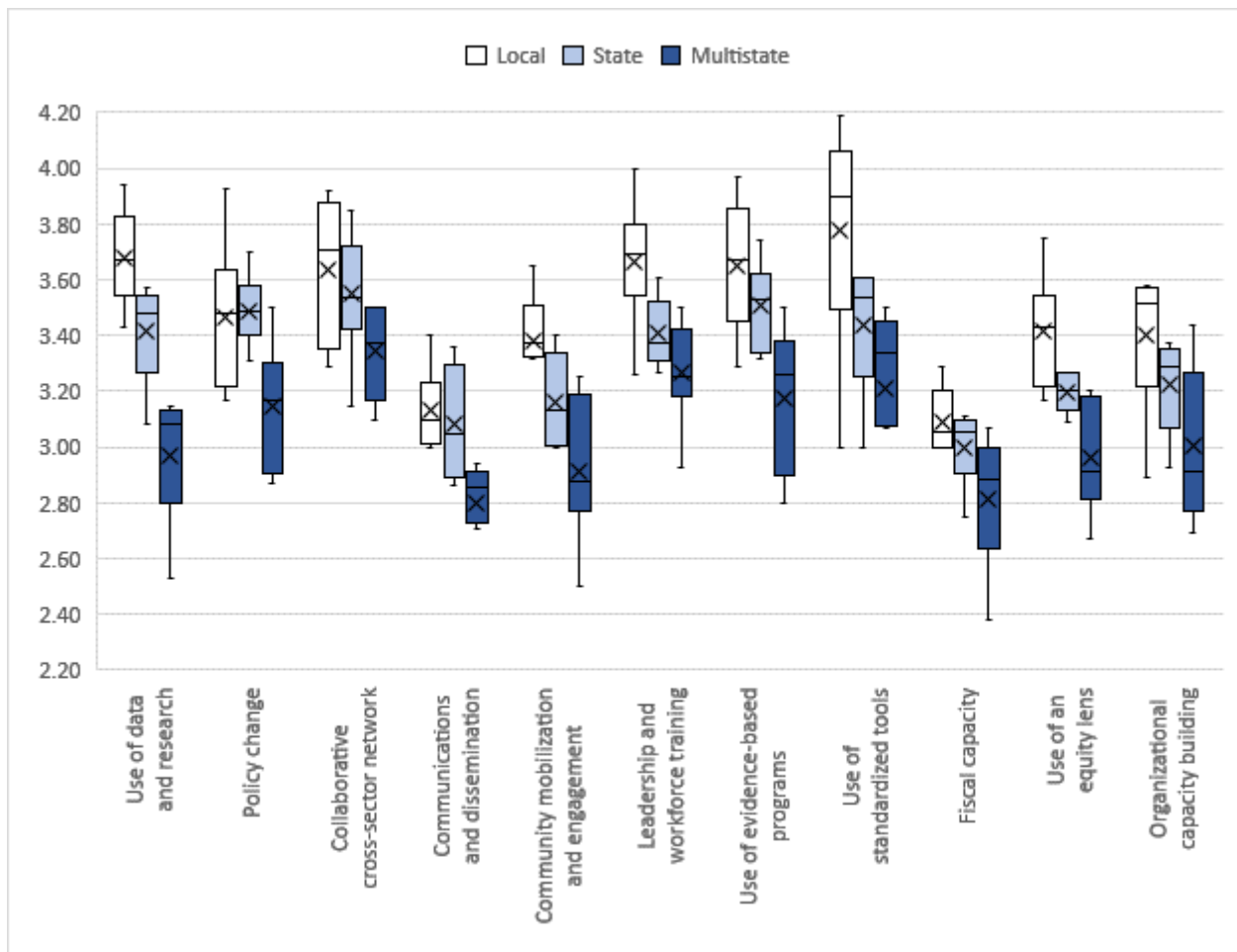
**Multistate respondents tended to rate their capacity to sustain key activities in the future lowest when compared with local and state respondents.** Exhibit 4.17 presents the distribution of mean scores provided in Exhibits 4.1 to 4.8 for each of the goal areas discussed above by activity. Multistate respondents tended to rate their capacities lowest, with average scores across the eight goals for each activity area ranging from 2.80 (n=8) to 3.35 (n=8).

**Impact interview participants and federal partner interview participants described a potential for a lack of sustainability due to uncertainty around funding and resources, while survey respondents tended to report a limited capacity to sustain fiscal capacity-building activities in the future.** As shown in Exhibit 4.17, across the eight goals, survey respondents tended to rate their capacity to sustain their fiscal capacity activities in the future lowest across all areas of activity, with a “moderate capacity” rating. Local respondents had an average of 3.09 (n=8), 3.00 for state respondents (n=8), and 2.81 (n=8) for multistate respondents. Three federal partner interview participants expressed concern about funding issues and a lack of sustainability of reform efforts.

Individuals who participated in impact interviews noted the potential for a lack of sustainability in reform progress due to uncertainty around funding and resources (n=7). They described potential challenges in securing or sustaining resources at the state, local, and national levels to support efforts across goal areas, such as diversion programs, aftercare services, mental health services, and resources to support collaboration and network building. For example, one impact interview participant described concerns about the availability of resources for mental health services: “I think it’s also dependent on a lot of practical pieces around funding that seem particularly hard to predict at the moment. Particularly

for behavioral health kinds of services, I guess is what I'm thinking of specifically." Another impact interview participant noted concern about the MacArthur Foundation's exit from the juvenile justice space and the implications for resources for the field: "MacArthur was leading the charge, and they put in 21 years into this .... it costs a ton of money. This isn't a \$20,000 project. The amount of money MacArthur invested into the network and into Models for Change is in the several 20s of millions of dollars. There are not many people that have that money floating around. Certainly not any government agency."

**Exhibit 4.17 Distribution of Mean Scores across Goals for Current Capacity to Engage in Key Activities in the Future, by Activity**



Note: The exhibit reflects the distribution of mean ratings for each of the activity areas across the eight goals, as represented by box and whisker plots. The horizontal line across each box and whisker plot reflects the median, and the areas of the box above and below this line represent the upper and lower quartiles, respectively. The lines above and below the box represent the maximum and minimum values, respectively, excluding outliers. The "X" reflects the mean. The vertical axis of the exhibit is bounded between 2.2 and 4.2 to increase readability, but the scale should be interpreted as follows: 1 = "No capacity," 2 = "Low capacity," 3 = "Moderate capacity," 4 = "High capacity," 5 = "Very high capacity."

***Impact interview participants reported that reform progress would be sustainable, in part because of a broader movement toward evidence-based practices and programs, outcomes, accountability, and data-informed practice (n=6).*** Impact interview participants felt that reform progress would be sustainable due to an increased focus on evidence-based practices and programs, outcomes, accountability, and data-informed practice. This perspective is also reflected in the survey findings. As shown in Exhibit 4.17, across the eight goals, local and state respondents tended to rate their capacity to sustain their evidence-based practices in the future as “high,” while multistate respondents tended to rate their capacity as “moderate.” Local respondents had an average of 3.65 (n=8), 3.51 for state respondents (n=8), and 3.17 (n=8) for multistate respondents. An interview participant summarized these trends by stating, “The field as a whole has begun to talk in these development terms, and management terms, and outcomes terms, and evidence-based practice terms. And so the language has changed, and the way people communicate now, and the constructs they use. I think those have pushed the field a bit, so it’s hard to talk to people in the field without having this common set of terms. I think that’ll focus sustainability as much as anything, but I don’t think it’s going to ensure [sustainability] in any way.”

***Impact interview participants and federal partner interview participants noted that reform progress would be sustainable because of an increased recognition of the importance of child and youth development and use of a developmental approach among leaders and/or the public.*** Five individuals who participated in federal partner interviews felt that reform would be sustained because the development of the brain science behind adolescent decision making and trauma-informed care is too powerful to be ignored. Impact interview participants noted the importance of the growing evidence base regarding adolescent development and how youth are different from adults, and efforts to disseminate this information and embed it within the system as a key factor in supporting reform progress and sustainability (n=6). One impact interview participant reflected that, “Some things I think are going to be sustainable. I do think we’ve gotten used to, for example, putting fewer kids in detention. I think that has become indoctrinated ... some jurisdictions are not going to go back to shackling kids. I think the concept of adolescent development has stuck. Many of these things I think are sustainable because we’ve gotten used to them.”

Another impact interview participant commented, “I actually am reasonably hopeful that the juvenile justice professional community has turned a corner of thinking in a lot of ways. I believe they’re pretty set on being able to present reasonable strategies for dealing with increased crime and ways to focus their efforts in that regard. I don’t think they’re just going to abandon the belief in kids’ development at this point.” A third impact interview participant described the importance of development research and the MacArthur Foundation’s role: “I think they’re pretty sustainable. I feel that the adolescent development research is only going to strengthen those positions as research is continuing to be conducted. I think that the greatest threat to them would be an overall change in crime statistics and media coverage of crime. But we’re in a much more sophisticated place now, just with all of the adolescent development research that MacArthur has funded over the years that, hopefully, can buffer from any other media backlash against youth if there was a perceived or otherwise increase in criminal activity.”

**Federal partner interview participants and impact interview participants noted a potential threat to sustainability from unsupportive political leaders at the national and state levels.** Two individuals who participated in federal partner interviews felt that reform progress was in danger of not being sustained due to changes in national political leadership. Impact interview respondents described ways in which political factors could limit or turn back the progress made toward juvenile justice reform (n=6). One impact interview participant noted the need to create buy-in among political leaders at the state and local levels: “Politically, the problem .... I mean at the state level and at the federal level, nothing can get changed until you’ve got the ‘Okays’ of those kinds of people [political leaders]. That’s why some states are more effective than other states at doing things.” Another impact interview participant noted concerns about the current administration and the courts: “I think there is a risk with the Trump administration. Their influence over the federal courts, which will probably be quite profound and long lasting, could muck up some things for those of us who think more broadly about reform efforts through the court system. It may be that some of that can be saved by what happens at the state level and state appellate courts, but hard to say because some of that is also driven by politics. I’d like to think the science is the science and you can’t put that rabbit back in the hat, so to speak .... It’s vulnerable to the winds of change if they blow in the wrong direction.”

**Impact interview participants felt progress may be sustainable due to the passage of legislation in several states that resulted in keeping youth out of the adult criminal system, while state and local survey respondents tended to report a “moderate capacity” to sustain policy change activities in the future.** As shown in Exhibit 4.17, across the eight goals, local (M=3.47; n=8) and state (M=3.49; n=8) survey respondents tended to rate their capacity to sustain their policy change activities in the future lowest across all areas of activity, with a “moderate capacity” rating. Impact interview participants described the importance of new laws and policies that supported reform, a sentiment that is in line with survey respondents’ high ratings of their capacity for policy change. An interview participant noted, “I think it’s a real trend. I think real laws have changed. I think we really understand more about kids and that, to some degree, that’s seeped in.” Another impact interview participant commented, “We’re talking about the laws that have restricted the prosecution of youth in the adult system. I think they have a pretty good shot for sustainability.” A second impact interview participant noted, “And then I think that states have decided — I mean some states have really made decisions to, whether it’s acting on economics or in response to scandal or whatever — to really try and reform their system. I think it’s 13 or 14 states have made legislative changes to send less kids to the adult system. All of that’s great. That’s totally great.”

## 5. Threats, Risks, and Opportunities for Juvenile Justice Reform

### 5.1 Introduction

This section seeks to answer the evaluation question “What contextual factors enable or create barriers to juvenile justice reform?” The section presents findings from the Legacy survey, impact interviews, and federal partner interviews regarding the ways in which five contextual factors serve as barriers to or facilitators of juvenile justice reform. The five factors are political and governmental factors, legal factors, economic factors, social factors, and technological factors. The analysis shows that these factors can both support and limit reforms, depending on the context in which the reforms are being implemented.

### 5.2 Political and Governmental Factors in Reform and Its Sustainability

Political and governmental factors refer to policies, laws, regulations, elections, political trends, politicians and policymakers, government administrators, government structures, and/or political pressure or advocacy as it relates to juvenile justice reform efforts.

**On average, survey respondents of all levels (local, state, and multistate) stated that political and governmental factors were “equally a barrier and facilitator” in their jurisdiction(s)’ progress toward juvenile justice reform.** The state level ratings (M=3.21) were significantly higher than the local (M=2.92) and national (M=2.76) levels. When aggregated, 38.58% of survey respondents across all levels said that political and governmental factors were “equally a barrier and a facilitator.” While more respondents in local and national samples called these factors barriers as opposed to facilitators, and while the state sample was the opposite, the most frequent response for all three samples was equally a barrier and facilitator.

Open-ended survey responses across all three levels further elucidated that political and governmental factors were seen as both barriers to and facilitators of juvenile justice reform. However, more open-ended responses stated that the political and governmental factors were barriers to reform, as opposed to facilitators. While several respondents noted support of legislators and key stakeholders as a facilitator (n=8), the most common open-ended response noted a lack of political will or disparaging political context as a barrier to reform (n=13). These responses noted that legislators were not on board with proposed reform measures or that the political context forced governmental bodies to focus on other issues, as one respondent stated, “This issue is not a priority in most states; the answers are there, the will to implement them is not.” Other barriers included current legislation that makes reform more difficult (n=6), the district attorney acting as a barrier to change (n=6), and a lack of funding for reform efforts (n=2).

**Despite some of the barriers mentioned above, over the past decade, small legislative victories have been won, and according to respondents, some politicians had positive attitudes toward reform (n=6).**

Interview respondents across the three levels noted that a small number of legislative champions have pushed reform efforts through legislation. But the perception was that these champions were usually in the minority opinion, and the political opinion and political will concerning reform efforts varied across

different legislative bodies. The Obama administration's support of reform and decreasing crime rates created a context that aided legislative reform efforts at the state level. Legislative changes included a requirement that data be reviewed more regularly, laws around children's right to counsel, and laws that allow for kids being charged as adults to be held in juvenile detention facilities.

**Legislative progress has been made in large part behind fiscal arguments, led in some states by Republican legislators (n=4).** Incarcerating young people is an expensive endeavor. Interview respondents across all three levels noted that by appealing to the idea that rehabilitative justice can save states money, some Republican-led legislatures have passed reform measures. Developing conservative support for reform efforts, alongside existing liberal support, has been a successful tactic and catalyst for reform.

**Interview respondents stressed the importance of finding politicians with power who can be allies for reform efforts (n=3).**

Politicians at the state and federal levels are inextricably tied to reform efforts and their sustainability. Interviewees noted that while some legislators support reform efforts, they might not have the power necessary to pass juvenile justice legislation. Interviewees stressed the importance of making allies with political leaders who benefit from the passage of reform legislation early in their careers, particularly at the state level, so they can champion the issue and pass legislation.



*Incarcerating young people is an expensive endeavor...Developing conservative support for reform efforts, alongside existing liberal support, has been a successful tactic.*

**However, finding political allies can be difficult because young people who commit crime are not a popular group to champion, which poses a political barrier (n=3).** While it's difficult to curb reform meant to benefit children, it can be more difficult to pass legislation benefitting kids who have committed crimes. Furthermore, one respondent noted that while people understand that incarcerating children is problematic, fewer politicians are willing to take a stand on bolder reforms that push for racial equity in this space.

**Sustainability concerns surround the legislative progress that has been made, the largest concern being the current administration (n=7).** Interviewees note that the Trump administration has different priorities than the Obama administration, which could affect funding in this area. Furthermore, several interviewees noted that the Trump administration might actively undo past reform efforts or nominate judges and justices that will allow the court system to roll back previous victories. Interviewees noted specifically that the rhetoric surrounding crime, race, and immigration is cause for concern when it comes to reform efforts. One interviewee noted that the current administration "gives off the sense that it's ok to be racist and the policies follow that," while another noted that it "creates a mindset of othering" and people who are different will not get services. Concerns about future efforts arise with the Department of Justice (DOJ) specifically. Reform at the state level has occurred when the DOJ sues states. Interviewees doubt that the current DOJ will do this. Other concerns regarding sustainability

include a changing national climate toward the demonization of immigration, funding and budget issues, and any future rise in crime rates.

**Federal partners noted that political and governmental factors play an important role in shaping the context of juvenile justice reform and in shaping policy (n=3).** The My Brother's Keeper initiative under the Obama administration focused on the school-to-prison pipeline, which disproportionately affects young people from racial minority groups. Having an administration more open to addressing these issues set the stage for further reform efforts. One respondent noted, "For the past 8 years there was [US] attorney general [Eric] Holder, followed by [Loretta] Lynch. They both had a focus on youth, which allowed states to work closely on those issues." Some partners are concerned about whether these efforts will be continued under the Trump administration. Partners also mentioned the importance of states in juvenile justice policy. One respondent said, "I understand that the states set the tone as well. For the policy academies, we ensured that the application had a governor's signature to ensure there was a buy-in from the highest level in the states. I believe it had an impact on the success of these initiatives."

### 5.3 Legal Factors in Reform and Its Sustainability

Legal factors explore legal decisions or rulings, judgeships, court operations and structure, and/or court makeup related to the juvenile justice system.

**On average, survey respondents of all levels (local, state, and multistate) stated that legal factors were "equally a barrier and facilitator" in their jurisdiction(s)' progress toward juvenile justice reform.** While there were no significant differences across the three levels, respondents at the local level (M=3.14) saw legal factors as facilitators slightly more than their state (M=3.01) and multistate (M=3.01) counterparts. At the state level, "equally a barrier and facilitator" was tied with "minor barrier" as the most frequent response. Local and national samples were more likely to call legal factors a facilitator of reform, whereas in the state-level sample, more respondents noted that legal factors were a barrier, not a facilitator.

The most common barrier reported in open-ended responses (n=12) was that judges can be disinterested in juvenile justice or refuse to implement juvenile justice reform measures. Survey respondents noted, "Only a few judges are interested in juvenile justice issues to the point of participating in reform" and "Many judges in the state are still sending kids to secure care unnecessarily and for very long periods of time." Only one person mentioned judges as a facilitator of reform. The most common facilitator of reform was progressive court decisions and lawsuits related to juvenile justice (n=5). More open-ended responses indicated that legal factors were barriers to reform.

**Despite the barriers mentioned in open-ended survey responses, several key victories for reform have been won through the court system, particularly in the U.S. Supreme Court (n=8).** Impact interviewees across all three levels noted litigation that has taken place around conditions of confinement, appropriate services, provision of healthcare, solitary confinement, and juvenile life sentences without the possibility of parole. Decisions rendered by the Supreme Court in the *Roper*, *Graham v. Florida*, and



*Miller v. Alabama* cases were of particular significance. Interviewees noted that these decisions filter down to the state and local levels, and as one respondent put it, make “judges at lower levels rethink what the law might say about issues of development and the role of the state.” MacArthur and other foundations influenced these decisions by funding adolescent brain research; one interviewee noted that this research was foundational to the Supreme Court’s decisions in these cases.

**Despite the gains that have been made, systemic issues still exist in the juvenile justice court system, particularly surrounding racial disparities (n=4).** Children of color are still overrepresented in the juvenile justice system, and one respondent stated that judges carry the belief that they are individually fair, so they can’t be part of the problem. Despite the aforementioned support for reform, systemic changes have not yet occurred to reduce or remove individual biases at the local level. As one interviewee noted, “The juvenile system is so local. It still functions on the basis of a single person or persons in each jurisdiction, and unless you’re a court that has become more educated ... and unless you really work with your local community to emphasize judicial leadership, change just doesn’t happen.”

#### **5.4 Economic Factors in Reform and Its Sustainability**

Economic factors include local, state, or national budgets; economic trends; market cycles; juvenile justice industry issues (unions, wages, workforce development, etc.); and/or employment rates affecting juvenile justice reform efforts.

**On average, survey respondents of all levels (local, state, and multistate) stated that economic factors were a “minor barrier” in their jurisdiction(s)’ progress toward juvenile justice reform.** No significant differences were found among the local (M=1.96), state (M=1.99), and national (M=2.09) levels. Over 70% of all respondents indicated that economic factors were a “minor” or “major barrier” to reform, and 42.64% of those respondents said they were a “major barrier.” “Major barrier” was the most frequent response at each level, followed by “minor barrier.”

In line with closed-ended responses, far more survey respondents in the open-ended responses across all three levels noted economic factors as barriers to juvenile justice reform, as opposed to facilitators of reform. Budget and economic issues that acted as barriers (n=13) included a lack of funds and no incentive to fund juvenile justice reform. One respondent noted an “unwillingness on a statewide level to move to using a developmental approach to youth under 18, for fear that it will be too expensive.” Another issue related to lack of funds has been staffing in juvenile justice facilities throughout the field (n=4). Because funding for juvenile detention centers and other facilities is low, staff members at local facilities aren’t paid well, which leads to higher rates of staff turnover. On the other hand, a few state-level respondents (n=3) noted that finances have been stable, and they have successfully utilized incentives to spur reform.

**Despite economic barriers, philanthropic funding has helped bolster research, which has pushed reform efforts forward (n=3).** As stated above, impact interview respondents reported that funded research played a role in Supreme Court decisions that marked a huge victory for juvenile justice reform.

This research also bolstered arguments made to legislators. However, impact interview participants note that it is not easy to fund this research with funding beyond foundations.

**While philanthropic resources have helped, public funding is lacking, which creates a major barrier to reform efforts (n=4).** Impact interviewees reported that a lack of state funding stifles research, which has proven important to reform efforts. As one respondent stated, “[T]here is no juvenile justice research arm in the public sphere.” This lack of funding also makes it difficult for children to receive proper legal representation, for professional support staff to provide proper needed services, and for the implementation of evidence-based practices.

**Although funding is a concern at the local level, economic factors underlie the argument that states can save money by incarcerating fewer young people, which has spurred legislative change (n=8).** Incarceration is expensive, and as state budgets tightened after the 2008 recession, saving money became even more important to state legislatures. Having a conversation about return on investment is a strategy to push reform. Interviewees noted that evidence-based practices moving away from incarceration have a higher return on investment, which has led to a reduction in juveniles being incarcerated. One worry, however, is the rise in popularity of private detention centers. If the state can save money by using private facilities, there is concern that the economic argument for less incarceration will carry less weight.

**One interviewee noted that current funding structures could pose a barrier to future reform and treatment efforts (n=1).** This interviewee argued that because systems that incarcerate more young people receive more money per person, as the incarcerated population decreases, funding decreases. This creates conditions that undermine rehabilitative efforts and the services provided. The interviewee noted that if an agency reduces the number of incarcerated young people in its facility, they face a budget cut, which reduces their ability to provide services for those remaining in the system. As the incarcerated juvenile population is reduced, the amount of funding that agencies receive for treatment is also reduced, which could incentivize incarceration. While some work to revamp the funding structure is happening, this remains a concern.

**Economic factors influenced juvenile justice reform efforts both at the state level and with specific initiatives (n=4).** Several federal partners noted that concerns from state legislatures over the cost of incarcerating young people became a huge lever for reform efforts. Federal partners also noted that philanthropic funding was helpful in leveraging early successes into necessary funding for further reform efforts. One respondent put it plainly, “If you don't have a budget for your initiative, it is not going to go far.”

## 5.5 Social Factors in Reform and Its Sustainability

Social factors consider public attitudes and opinions, media, education, race/ethnicity, religion, age, immigration demographics or other population shifts, racial/ethnic bias, and their effect on juvenile justice reform.

**On average, survey respondents of all levels (local, state, and multistate) stated that social factors were “equally a barrier and facilitator” in their jurisdiction(s)’ progress toward juvenile justice reform.** No significant differences were found among the local (M=2.80), state (M=2.78), and national (M=2.87) levels. “Equally a barrier and a facilitator” was the most frequent response overall, but at the local level, “minor barrier” was selected as often as “equally a barrier and facilitator.” Across the three samples, respondents were more likely to say that social factors were either a “minor” or “major barrier” to reform.

Whether public opinion is a barrier to or facilitator of juvenile justice reform was split in open-ended responses. Survey respondents reported supportive public opinion as a facilitator of reform (n=7), unsupportive public opinion as a barrier to reform (n=3), and ambiguous or indecisive public opinion was a barrier or facilitator as well (n=5). Other social barriers to juvenile justice reform included issues surrounding racism (n=4) and political barriers (n=3). One respondent also noted that advocacy had been a facilitator of reform.

**According to impact interviewees, overall, public opinion seems supportive of juvenile justice reform and rehabilitative approaches (n=6).** Particularly among individuals who are informed about how young people are treated in the juvenile justice system, reform measures and rehabilitative approaches to juvenile justice have public support. However, the influence of this support is unclear. While some interviewees note that public uproar and pressure can spur reform, others note that public opinion has had limited influence in the political arena. One stated, “Public opinion doesn’t have much of an effect — legislators can vote differently and the courts can rule or mandate something regardless of public opinion. We’ve shown that the public supports rehabilitation over punishment but with limited influence.” Interviewees agreed that public awareness of juvenile justice issues has increased, has been informed by philanthropically funded research efforts, and may help bolster sustainability. But the question of public influence remains.

**Despite public support of rehabilitation overall, negative stigma still exists, which could become a barrier to sustainability (n=4).** Interviewees mentioned that some members of the public still believe in punitive measures and carry poor views of juveniles who commit offenses, especially when you detail specific crimes. Being involved with the juvenile justice system is stigmatized. But stigma is decreasing, and young people are able to advocate for change. However, respondents noted that public perception of high crime rates, coupled with high profile media stories concerning juvenile crime, could influence politicians and create a barrier to sustainability. Interviewees noted that while more could be done to ensure sustainability, public awareness of the issues is high. So the conversation about equity in juvenile justice should be able to continue.

**Furthermore, despite progress and positive public opinion toward reform, social disparities in the system still exist, undergirded by racism and xenophobia (n=4).** A disproportionate number of black and brown young people are in the juvenile justice system. One impact interview respondent noted that pervasive social stigmas could also stifle public support of reform efforts: “Stigmatization of minority groups and immigrants, combined with the false perception that they commit offenses at higher rates,

creates a barrier to public support of reform.” Segregated communities also lead to “selective policing and selective prosecution,” which works to incarcerate more black and brown children. While public awareness of these disparities has increased, and while there has been a decline in the total number of young people in custody, racial disparities in the incarceration of youth have increased.

### **The power of the media can influence public opinion and thus affect the sustainability of reforms**

**(n=6).** Considerable concern exists among impact interviewees that the increased availability of news sources and media coverage can sway public opinion and pose a threat to sustainability. One respondent noted that the media often overreports juvenile crime stories, claiming that, “about 50 percent of crime stories involved kids, even though kids were involved in about 14 percent of all crime.” This overreporting can influence public opinion and legislators. However, another interviewee noted that the media is becoming savvier with reporting juvenile justice stories and that reform efforts have framed the issues well in the media, which has been beneficial to reform.

## **5.6 Technological Factors in Reform and Its Sustainability**

Technological factors refer to technology developments and resources, information technology advancements, Internet access, social media, communications tools, software, data storage, or warehousing infrastructure and possible effects on the juvenile justice system.

**On average, survey respondents of all levels (local, state, and multistate) stated that technological factors were “equally a barrier and facilitator” in their jurisdiction(s)’ progress toward juvenile justice reform.** A significant difference was found between local- (M=3.18) and state-level (M=2.91) ratings. The national-level responses fell between the two (M=3.03).

“Equally a barrier and facilitator” was the most frequent response for the state and national sample. However, at the local level, technological factors were most often seen as “minor facilitators” to reform. Overall, “equally a barrier and a facilitator” was the most common response (29.44%), followed closely by “minor facilitator” (28.93%). More respondents indicated that technological factors were facilitators in the local and national samples; however, at the state level, more respondents indicated that technological factors were barriers.

Open-ended responses elucidated that technological factors were seen as both a facilitator of and a barrier to reform, depending on how the tech was used in different places. Some respondents (n=6) noted that better technology allowed them to better track progress and work toward reform, whereas others (n=8) stated that gaps in data and poor data systems presented a “major barrier.” Technology as a barrier or facilitator varies across different states and jurisdictions, and as one respondent noted, “For places that have figured it out, tech is a terrific help. They can put their data to better use. For those places that haven't yet figured it out, tech is a huge barrier — cost, training, infrastructure ... and on and on.” Other barriers included a lack of governmental focus on technology systems (n=3), issues specifically with case management (n=1), and outdated technology (n=1). One respondent also noted that social media helps increase information dissemination, but it can also contribute to the spread of misinformation about juvenile justice and reform efforts.

**Because of social media and the Internet, more information concerning juvenile justice is available**

**(n=3).** Impact interviewees reported that social media has allowed advocates to communicate positive trends and reform efforts more efficiently. Also, when vile conditions in detention facilities or police brutality are captured on camera, social media can have an impact by spreading that information quickly.

**The lack of data collection and analysis systems in the public sector pose a barrier to reform efforts**

**(n=5).** While researchers rely on states to have adequate data collection mechanisms, most states have antiquated data collection systems and do not have the staff and resources to collect and manage data effectively. Respondents noted that while it is difficult to persuade foundations to fund computers and software systems, this would be helpful. With such a focus on data, it is expected that reform advocates have data to back up their agendas. Advocates that are armed with good data and research are more successful at getting individual legislators to champion their causes, and the inability to get the data is a hindrance to reform.

**Overall, federal partners reported that technological advances influenced juvenile justice trends, but no consensus was met on how these advances impacted the juvenile justice system (n=5).**

Progress has been made in terms of storing personally identifiable information and security systems, and centralizing data repositories. However, despite this progress, a lack of funding and personnel may inhibit these efforts moving forward. One respondent suggested that social media has had an impact on juvenile justice attitudes, while another mentioned that Internet access exposed children to increased sexual exploitation. In summary, one partner noted that “even though there are visible changes and advancements in the technology area, there’s still lack of understanding on what good data is, how to collect it, etc.”

## 6. Conclusions and Implications for Juvenile Justice Reform

The Legacy Phase of Models for Change provided an opportunity for the MacArthur Foundation to test a new, two-part exit strategy for finishing its juvenile justice activities and transitioning to other work. The MfC Legacy Phase initiative was specifically designed as an exit strategy that would facilitate a smooth transition between these phases by securing and sustaining previous MfC reforms and by capitalizing on MfC-supported reforms to create momentum for a broader national movement of reform.

The first Legacy Phase strategy was to provide a final set of grants to the four core MfC states (Pennsylvania, Illinois, Louisiana, and Washington) to create an orderly transition away from direct Foundation support in those states and ensure that MfC investments would be secured and sustained as state and local partners assumed ownership of MfC-related reforms. Other grants were awarded to conduct follow-up MfC research and evaluation projects, disseminate completed MfC reports and other products, and support networks of MfC supporters. The second Legacy strategy was to capitalize on the successes of the MfC initiative to build the momentum for a broader movement of national reform.

This second, movement-building strategy had three components: (1) a national reform network (called the Resource Center Partnership), (2) a funders collaborative to support state policy reform activities (called the National Campaign to Reform State Juvenile Justice Systems), and (3) a national communications strategy to support the national campaign (called the National Communications Effort). Activities under this second strategy included providing training and peer mentoring to support the replication and adaptation of MfC program practices in other states and localities; providing strategic, logistic, and financial resources to achieve reform goals in targeted states; and building the communications capacity of reform advocates.

The Legacy Phase evaluation reviewed what has been achieved thus far to create fairer, more effective, and developmentally appropriate justice systems throughout the United States; document the progress that has been made in specific goal areas; and assess current capacity to sustain and grow these efforts in the years ahead. Earlier sections in this report provided findings to the following questions:

1. What were Legacy Phase grantees' reform activities and products in the eight goal areas?<sup>19</sup>
2. What are grantees' and other stakeholders' perceptions of the impacts of MfC Legacy-related reforms in the goal areas at different jurisdictional levels?<sup>20</sup>
3. How sustainable are current reform activities in the targeted areas?<sup>21</sup>
4. How have different contextual factors affected reform efforts?

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<sup>19</sup> The targeted areas are (1) diversion from the juvenile justice system, (2) use of evidence-based practices, (3) access to mental health services, (4) access to quality aftercare services, (5) cross-sector juvenile justice and child welfare system coordination, (6) reduction of racial and ethnic juvenile justice disparities, (7) family engagement, and (8) juvenile indigent defense services.

<sup>20</sup> The three jurisdictional levels of analysis are (1) local jurisdictions, (3) states, and (4) across multiple states.

<sup>21</sup> The specific reform activities are (1) use of data and research, (2) policy change, (3) collaborative, cross-sector networking, (4) communications and dissemination, (5) community mobilization and engagement, (6) leadership and workforce development training, (7) use of evidence-based programs, (8) use of standardized tools, (9) fiscal capacity, (10) use of an equity lens, and (11) organizational capacity building.

This section distills the evaluation’s findings into a set of conclusions regarding the initiative’s (1) three-tiered approach, (2) niche innovations, (3) sustainable capacity, (4) integrated reforms, and 5) efforts to reach scale. We finish the report with a discussion of the implications of these findings for building a national reform movement. These implications concern (1) shifting to joint funding and leadership, (2) building a national network structure, (3) creating communications capacity, and (4) increasing civic engagement.

## 6.1. Report Conclusions

### Three-tiered approach

The MfC Legacy strategies differed in scale and scope by jurisdictional level, with more effort and outcomes achieved at state and local levels than across multiple states. MfC’s original core strategy was to support the development and spread of a range of innovations at state and local levels in four states. The initiative also created three Action Networks to work with state and local jurisdictions in 12 states to

...more effort and outcomes achieved at state and local levels than across multiple states.

develop projects on targeted topics. During the Legacy Phase, the initiative awarded grants to associations of state and local policymakers and co-funded a partnership with the Substance

Abuse and Mental Health Services Administration to work with local jurisdictions to implement MfC-related policies and practices. The initiative also implemented the National Campaign to Reform State Juvenile Justice Systems, which worked with state-based teams of local advocates, judges, law enforcement officers, and others to achieve reform goals in their home states.

Across states, the initiative created a National Resource Bank of nationally recognized experts in key areas to provide technical assistance to grantees. During the Legacy Phase, the initiative funded four national resource centers to provide training and technical assistance and to disseminate MfC-related practice and policy innovations to additional jurisdictions. The initiative also launched a National Communications Effort to raise awareness of juvenile justice issues and build the communications capacity of individual advocacy organizations. The initiative created a Strategic Allies network of collaborators and partners who were willing to support MfC reform principles and adopt model MfC-related practices.

These MfC and Legacy Phase strategies primarily used a bottom-up approach, developing innovations that were implemented and tested at the local level with top-down state-level support, and assisted by experts, researchers, and advocates that worked across states at the national level. This three-tiered (local, state, and national) approach is reflected in the level of effort and outcomes reported at the three levels. Survey respondents working at the local level reported focusing “quite a bit” of effort in seven goal areas (all but systems coordination). This was more than the level of effort than reported by state or multistate respondents in five goal areas (diversion, evidence-based programs, mental health, racial and ethnic disparities, and juvenile indigent defense).<sup>22</sup>

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<sup>22</sup> State and local respondents reported a similar level of effort in three goal areas: aftercare, system coordination, and family engagement.

In half of the goal areas (diversion, evidence-based programs, mental health, and system coordination), local respondents also reported achieving “a great deal” of outcomes, which were greater than the outcomes reported by their state or multistate counterparts in the other four goal areas (aftercare, racial and ethnic disparities, family engagement, and juvenile indigent defense).

Respondents at the three jurisdictional levels reported comparable outcomes in three of the four aftercare, racial and ethnic disparities, family engagement, and juvenile indigent defense areas. They all reported “somewhat” achieving outcomes in aftercare, family engagement, and juvenile indigent defense. They all reported only “a little” success in achieving outcomes addressing racial and ethnic disparities.

In half of the goal areas (diversion, evidence-based programs, mental health, and system coordination), local respondents ...reported achieving “a great deal” of outcomes...

### Multilevel innovations

The MfC initiative used a multilevel innovation strategy to accelerate change in targeted state and local juvenile justice systems. Multilevel or “niche” innovations are new technologies, program models, practices, or behaviors that differ radically from the existing system but are able to gain a foothold in particular geographic jurisdictions or with the help of targeted policy support.<sup>23</sup> Through grants and other activities, the MfC Legacy Phase supported the widespread diffusion and adoption of a range of MfC-related innovations. Such innovations included the use of standardized tools and evidence-based programs that were designed to assess the safety risks, mental health issues, and service needs of youth and divert them to appropriate community-based services. Experts from MfC-funded national resource centers worked with state and local jurisdictions to select and implement appropriate tools and evidence-based practices and to train local staff on the effective use of these evidence-based tools, programs, and practices. These reform activities contributed to three MfC goal areas: use of evidence-based programs, access to mental health services, and diversion of youth to community-based services. The mutually reinforcing nature of these reform activities increased their effectiveness.

MfC reform activities have also benefited from research on adolescent development funded by the MacArthur Foundation. That research was used in a series of landmark U.S. Supreme Court rulings that youth should be treated differently than adults. These decisions have had far-reaching effects on the juvenile system, such as influencing the enactment of state legislation preventing the automatic transfer of youth to the adult criminal system. Legacy Phase survey respondents at all three levels agreed that the system has become “quite a bit” more focused on treating and rehabilitating youth rather than on punishing them as adults. This consensus was corroborated in grantee and stakeholder interviews.

Other external dynamics in the broader juvenile justice landscape have also contributed to the uptake and scaling of MfC-related reforms. The financial crisis of 2008 and subsequent national recession constrained state government budgets, which incentivized Republican governors to re-assess the costs

<sup>23</sup> Geels, F., Sovacool B., Schwanen T., & Sorrell, S. (2017, September). Sociotechnical transitions for deep decarbonization. *Science*, 357(6357), 1242-1244.



and benefits of incarcerating large numbers of low-risk youth who had entered the juvenile justice system for nonviolent status offenses, such as chronic truancy. State and federal budget limitations helped to form new alliances that supported increased use of evidence-based screening tools and program practices that diverted more youth to community-based services. Other long-term demographic trends that may have contributed to lower levels of juvenile crime also contributed to reduced rates of youth incarceration.

### **Sustainable capacity**

The MfC Legacy Phase also focused on building capacity at all jurisdictional levels to sustain reform activities. Grantees, officials, and stakeholders from four different sectors and at three jurisdictional levels were surveyed about their capacity to sustain different reform activities into the future.<sup>24</sup> At the local level, respondents reported that their greatest capacities were to sustain the use of standardized tools (in five goal areas), to work in collaborative networks (in three goal areas), and to provide leadership and workforce training (in three goal areas). At the state level, respondents reported that their greatest capacities were to sustain their work with collaborative, cross-sector networks (in four goal areas), with standardized tools (in three goal areas), and with evidence-based programs (in three goal areas). Across states, respondents reported that their greatest capacities were to sustain their work with standardized tools (in four goal areas), to provide leadership and workforce development training (in four goal areas), and to work with collaborative, cross-sector networks (in three goal areas).

We also compared the self-reported sustainable capacity of the sector of reform advocates, researchers, and technical assistance providers to the capacity of three other sectors (courts; public officials; and juvenile justice, corrections, public safety, and social services). In all eight goal areas, respondents working in the sector of reform advocates, researchers, and technical assistance providers reported less capacity to sustain key reform activities than respondents in the three other sectors. The relative weakness of the reform advocate, researcher, and technical assistance provider sector to sustain its work has potential implications for building a national reform movement going forward.

### **Integrated reforms**

Transformational change requires more than “new technologies, better management, improved policies, or behavioral changes. It also calls for transforming the political, economic, and social structures that maintain [the status quo].”<sup>25</sup> Three spheres of reform activity need to interact, with changes in one sphere facilitating changes in the others, to create transformational change. The three spheres are (1) the personal sphere of beliefs, values, worldviews, and paradigms; (2) the practical sphere of changes in behaviors, strategies, and other technical responses; and (3) the political sphere of

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<sup>24</sup> The surveyed sectors were (1) juvenile justice, corrections, public safety, or health and human services (including juvenile probation, juvenile detention, other juvenile justice, law enforcement, mental health, substance abuse, and social service professionals); (2) public officials (including city mayors, city managers, city councilors, county executives, county commissioners, and state legislators); (3) courts (including prosecutors, defense counsel, court managers or administrators or other professionals, district attorneys, judges, and state attorneys general); and (4) advocates, technical assistance providers, juvenile justice coalition members, and juvenile justice state advisory group members.

<sup>25</sup> O'Brien, K., & Synga, L. (2013). Responding to climate change: The three spheres of transformation. In *Proceedings of transformation in a changing climate* (pp. 16-23). Oslo, Norway: University of Oslo.

the systems and structures that define the constraints and possibilities under which practical change can happen, where “politics and power influence the rules of the game, and where social movements, collective action campaigns, lobbying, and electoral politics ... respond to them.”<sup>26</sup>

Legacy Phase survey respondents reported that they had less capacity to sustain four reform activities that are part of this third political sphere. These activities are (1) building fiscal capacity, (2) communicating and disseminating MfC-related reforms, (3) using an equity lens, and (4) supporting community mobilization and engagement. At the local level, respondents reported that their least developed capacities were to sustain their work with building fiscal capacity (in three goal areas),

Three spheres of reform activity need to interact ... to create transformational change: (1) the personal sphere of beliefs, values, worldviews, and paradigms; (2) the practical sphere of changes in behaviors, strategies, and... technical responses; and (3) the political sphere of the systems and structures that define the constraints and possibilities...

communicating and disseminating MfC-related reforms (in six goal areas), using an equity lens (in two goal areas), and building organizational capacity (in three goal areas). At the state level, respondents reported that their least developed capacities were to

sustain their work building fiscal capacity (in seven goal areas), communicating and disseminating MfC-related reforms (in five goal areas), using an equity lens (in one goal area), supporting community mobilization and engagement (in three goal areas), and building organizational capacity (in two goal areas). Across states, respondents reported that their least developed capacities were to sustain their work building fiscal capacity (in five goal areas), communicating and disseminating MfC reforms (in four goal areas), using an equity lens (in two goal areas), and supporting community mobilization and engagement (in one goal area).

### Efforts to reach scale

The evaluation findings also identified some gaps between reformers’ understanding and support for reform goals and their ability to translate reform concepts and innovations into widespread practice. These gaps can be closed through a national reform movement that can expand and integrate reform activities in all three spheres: personal, practical, and political.

- In the area of **diversion**, although 15 out of 26 interview respondents reported signs of progress in the use of diversion to minimize youth contact with the juvenile justice system, three respondents noted that diversion trends had remained stable over the past ten years.
- In the area of **evidence-based practices**, 14 out of 26 interview respondents reported that consensus on the importance of adopting evidence-based practices had increased over the last decade, but five respondents noted that the actual rate of adoption and implementation of evidence-based practices and protocols had remained stable.
- In the area of **mental health**, seven of 26 interview respondents described progress in increasing access to mental health services for youth who had come into contact with the juvenile justice

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<sup>26</sup> Ibid, p. 6.

system, but four respondents wondered about the degree to which this increased access had been translated into increased use of mental health services.

- In the area of **aftercare**, seven out of 26 interview respondents described possible trends of increasing access to quality aftercare services, while four respondents did not see major changes in this goal area over the past decade.
- In the area of **systems integration**, six out of 26 interview respondents described signs of progress in enhancing coordination between the child welfare and juvenile justice systems, but the same number of respondents reported little change. One respondent noted, “It is a work in progress.”
- In the area of **racial and ethnic disparities**, six out of 26 interview respondents reported that despite increasing awareness and attempts to address disparities over the last several years, the initiatives implemented to date “have had little impact in decreasing the overrepresentation of racial minorities in the juvenile justice system.”
- In the area of **family engagement**, eight out of 26 interview respondents described important trends over the past decade in engaging families in youth case planning, support, and service provision. However, three respondents were unsure about the extent to which policies and practices have been adapted to meaningfully incorporate families into these functions.
- In the area of **indigent juvenile defense**, eight out of 26 interview respondents perceived that the reform measures that have been put in place over the past decade have increased access to effective indigent defense. But five respondents were unsure of the extent of this progress, given the wide variability in juvenile defense practice, the lack of availability of juvenile defense around the country, and the underfunding of public defense systems in general.

Meanwhile, new political challenges have emerged. Federal partner interview participants and impact interview participants reported a potential threat to sustainability due to unsupportive political leaders at the national and state levels. Two federal partner interview respondents felt that reform progress was in danger of not being sustained due to changes in national political leadership. Six out of 26 impact interview respondents described ways in which political factors could limit or turn back the progress made toward juvenile justice reform. One impact interview participant specifically noted concerns about the current administration and the courts: “I think there is a risk with the Trump administration. Their influence over the federal courts, which will probably be quite profound and long-lasting, could muck up some things for those of us who think more broadly about reform efforts through the court system. It may be that some of that can be saved by what happens at the state level and state appellate courts, but it is hard to say because some of that is also driven by politics. ... [Reform] is vulnerable to the winds of change if they blow in the wrong direction.”

## 6.2. Implications for Action


Now that the MfC Legacy Phase’s exit strategy has been completed, this evaluation reviewed what has been accomplished in terms of sustaining MfC-related reforms transitioning from a single initiative to a national reform movement. Much has been achieved in terms of:

1. developing a broad consensus regarding the need for fairer, more effective, and developmentally appropriate juvenile justice systems throughout the United States;
2. creating an awareness among juvenile justice professionals, judges, court administrators, public officials, and advocates of effective reform practices;
3. demonstrating the effectiveness of MfC reforms in multiple settings;
4. creating a ripple effect of lower court rulings and state legislation mirroring U.S. Supreme Court decisions supporting more developmentally appropriate treatment of youth;
5. developing substantial capacity at multiple jurisdictional levels to continue a wide range of reform activities; and
6. fostering collaborative partnerships across a broad cross-section of researchers, reformers, public officials, and practitioners.

These findings confirm that the Foundation’s Legacy Phase exit strategy has been successful in transitioning out of direct funding of a national initiative while building ongoing capacity to continue reform activities in multiple goal areas. This is a significant improvement over traditional approaches to closing out grant-based initiatives, which do not include capacity-building strategies.

The evaluation also found that the transition from the MfC grant-based initiative to a more decentralized, self-sustaining movement is still a work in progress. More needs to be done to complete the transformation envisioned by Models for Change. In all eight goal areas, certain gaps remain between targeted reforms and

widespread practice. These findings have implications for how to build a national juvenile justice reform movement and accelerate the transformational change process going forward.



The Foundation’s Legacy Phase exit strategy has been successful in transitioning out of direct funding of a national initiative while building ongoing capacity to continue reform activities in multiple goal areas.

## 1. Shifting to joint funding and leadership

Over the last two decades, a number of national foundations — including the MacArthur Foundation, the Annie E. Casey Foundation, and the Pew Charitable Trusts — have contributed to juvenile justice reform through separate initiatives, with an

This distributed leadership and funding model could potentially be expanded to support new juvenile justice reform activities and movement functions...

... a collaborative network of MfC reformers, researchers, technical assistance providers, and practitioners has started to form. However, it has not yet become a formal, goal-directed network...

expectation that public and private funding flows would eventually replace foundation investments. Replacement funding has not materialized, however, creating funding challenges for former grantees, especially for nonprofit policy advocates, researchers, and technical assistance providers. This nonprofit sector now has less capacity to sustain its reform efforts than other sectors. But there may be a way to spread the financial burden of future advocacy work. Some Legacy Phase policy work was supported by a funding collaborative, which spread the burden and responsibility across multiple donors. This distributed leadership and funding model could potentially be expanded to support new juvenile justice reform activities and movement functions.

## 2. Building a national network structure

Through MfC's partnership of strategic allies, national resource centers, and grantees, a collaborative network of MfC reformers, researchers, technical assistance providers, and practitioners has started to form.<sup>27</sup> However, it has not yet become a formal, goal-directed network. Some network coordination function is needed to support strategic planning, member recruitment and engagement, and a platform for internal and external communications. There could also be an opportunity to link the MfC network with networks created by other juvenile justice reform initiatives, creating a national "network of networks" structure. Other national reform movements, such as the Partnership for the Future of Learning, are testing this type of distributed leadership and coordination structure. A comparable model could be considered and funded collaboratively for a cross-initiative juvenile justice reform network.

## 3. Creating communications capacity

Through MfC's National Communications Effort, individual advocacy organizations received valuable communications training between 2011 and 2015. However, these capacity-building efforts were tailored to specific state or local initiatives, and they are no longer being funded. Survey and impact interview respondents at all three jurisdictional levels rated communications among their least developed capacities to sustain in the future. Since the 2016 election, changes in the national discussion around youth of color and public safety may require us to take a fresh look at the MfC's Legacy Phase narratives and messages. New network-oriented messaging strategies and communication channels also need to be developed as part of a national movement.

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<sup>27</sup> See the evaluation's social network analysis for more details.

#### 4. Increasing civic engagement

The political sphere focuses on mobilization strategies that create external pressure for reform. Survey and interview respondents reported that community mobilization and engagement strategies were relatively untapped during MfC's Legacy Phase, and they reported that these activities were less likely to be sustained than other reform activities. The 2016 presidential election resulted in the federal appointment of more conservative judges, whose activities may erode or undo previous court decisions related to MfC reforms. More intensive civic engagement may help to respond to such emerging political threats. Historic movements, such as the civil rights movement, and current efforts, such as the Moral Mondays movement, are examples of effective mobilization and civic engagement strategies for policy change.<sup>28</sup> A national juvenile justice reform network (or network of networks) may provide the participants for such efforts.

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<sup>28</sup> Moral Mondays was a grassroots movement against the politics of North Carolina government and Governor Pat McCrory regarding protections for voting rights, the cutting of social programs, changes in tax legislation, the repeal of the Racial Justice Act, restrictions to abortion rights, and the repeal of the Public Facilities Privacy & Security Act.

## Appendix A: Methods

**Methods Overview.** The MacArthur Foundation engaged Community Science and its team of subcontractors to conduct an evaluation of the Models for Change Legacy Phase. Evaluation report findings are primarily based on the data collected from juvenile justice experts (including but not limited to MfC grantees) located in various US states. Nine of the participants represented federal-level agencies. These data were collected via an online survey, interviews and/or focus-groups.

The survey sample was comprised of individuals that had participated in Models for Change Legacy work as a grantee, service provider, collaborator or partner, or service recipient. The effective sample size was 462 respondents. The list of potential survey participants and their contact information was provided to Community Science by MacArthur Foundation staff. The survey sample used in the study was a nonprobability expert sample, thus, survey results cannot be extrapolated to the general population of individuals working in juvenile justice and related fields. On average, it took respondents between 15 to 20 minutes to complete the survey. The average duration of the grantee interviews was 40 minutes, 45 minutes for the impact interviews, and 45 minutes for the federal partner interviews. All data collection instruments were in English.

**Models for Change Legacy Phase Survey.** The Community Science Survey Team developed and pilot tested the survey instrument before the final survey was fielded. The pilot survey was launched on June 19, 2017 using Qualtrics – an online software platform for programming and distributing surveys and analyzing survey data. Fourteen respondents from the master sample were invited to pilot test the survey. A total of five pilot responses were collected and analyzed to refine the initial survey document (35.7% response rate). None of the responded expressed concerns about the time commitment needed to complete the survey or the clarity of the provided instructions.

The Models for Change final survey was launched on September 22, 2017. The total number of respondents in the sample who were invited to participate in the survey was 499. Automatic email reminders to all non-respondents and partial respondents were sent every Monday, Wednesday, and Friday around 9 am until the last day of survey fielding. By the end of the data collection period, a total of 11 respondents were opted out from the survey based on their email and phone requests. In addition, 26 emails with survey links bounced back. A total of 462 respondents received the survey link and 195 respondents completed the survey (42.2% response rate). The number of partially complete responses was 57 (12.3%).

**Survey analysis.** Quantitative data were cleaned and missing values were distinguished and labeled into 4 main categories – missing values due to non-response, missing due to skip pattern, not applicable, and “do not know”. Evaluation Team members produced a comma-delineated (CSV) flat file in Microsoft Excel, which was transferred to a statistical analysis software for analysis. Logic checks were conducted by comparing variables’ response range to the questionnaire’s skip logic. The team identified and coded missing data, recoded separate scale score variables into a single variable, and examined patterns of missing data. The team computed descriptive statistics for all variables (means, frequencies, percentages, etc.) to examine their distribution, central tendency, and dispersion.



**Interview analysis.** Grantee and impact interview data verbatim transcripts were provided by a third-party vendor and analyzed using qualitative analysis software ATLAS.ti. Interview coders were asked to code the same fragments of several interviews and compare the results of their coding process. The results were discussed to establish inter-rater reliability. Federal partner interview data were transcribed, coded and analyzed by Community Science team members using Microsoft Excel as a platform. Inter-coder reliability was established as well.

**Grantee interviews and document reviews.** Community Science completed 27 of 32 (84.4%) possible telephone interviews with MfC Legacy grantees during March, April, and May of 2017. Community Science team members followed-up multiple times with grantees to ensure that a high percentage could be interviewed. For each grantee, a supplemental information sheet was created using submitted reports and online searches. These information sheets guided the interview process and contained information about the grant start and end dates, the proposal, reports submitted to MacArthur within the scope of the grant, publications that were part of the grant, and partner organizations. Interviewers asked about details of the particular grants and provided grantees an opportunity to expand on the information provided in the sheet. Each interview was recorded and then transcribed by a third party vendor. These transcripts were then coded and analyzed by Community Science team members.

**Impact interviews.** During the fall of 2017, Community Science conducted a total of 25 phone interviews of a possible 41 (61.0%) with experts on the juvenile justice field identified by Community Science and MacArthur Foundation staff members. Evaluation team members followed-up multiple times with grantees to ensure that a high percentage could be interviewed. Community Science team members worked with MacArthur Foundation staff to create an interview protocol that covered trends in juvenile justice reform over the past decade, contextual factors that affected reform work, and sustainability of reform efforts. Each interview was recorded and then transcribed by a third party vendor. These transcripts were then coded and analyzed by Community Science team members.

**Federal partner interviews.** Federal interviewees were chosen based on their involvement with the Coordinating Council on the Office of Juvenile Justice and Delinquency Prevention (OJJDP). Only nine individuals were interviewed (26.5%), with representation from the following federal offices: Assistant Secretary for Planning and Evaluation (ASPE), U.S. Department of Education, Substance Abuse and Mental health Administration, U.S. Department of Health and Human Services, and Office of Juvenile Justice and Delinquency Prevention. Group agency telephone interviews were conducted as schedules allowed. When group interviews were not logistically feasible, individual interviews were conducted. The interview protocol covered trends in juvenile justice reform over the past decade, contextual factors that affected reform work, and sustainability of reform efforts. Each interview was recorded and then transcribed, coded, and analyzed by Community Science evaluation team members.

**Interview analysis.** The evaluation team systematically reviewed the qualitative data collected through interviews and open-ended survey responses for topics and counted the number of times a topic was reported by individual respondents. Topics reported multiple times by an individual respondent were only counted once and a single respondent may have contributed to more than one topic. As a general rule of evidence for these data, all findings required at least two or more sources (e.g., grantee interview

participants) in order to be included in this report. Group interview data were analyzed using similar techniques and findings are presented at the group level.

## Appendix B: Detailed Survey Tables

**Exhibit B.1. Mean Scores by Level for the Extent of Current Activity to Achieve: *use of diversion to minimize youth contact with the juvenile justice system is the norm***

Activities	Local	State	Multistate	Overall
Use of data and research	3.86 (SD=0.99; n=43)	3.37 (SD=0.89; n=51)	3.1 (SD=0.85; n=42)	3.44 (SD=0.97; n=136)
Policy change	3.7 (SD=0.83; n=43)	3.43 (SD=0.82; n=53)	3.47 (SD=0.7; n=43)	3.53 (SD=0.73; n=139)
Collaborative cross-sector network	3.84 (SD=0.78; n=43)	3.7 (SD=0.85; n=53)	3.38 (SD=0.73; n=42)	3.64 (SD=0.79; n=138)
Communications and dissemination	2.76 (SD=0.93; n=42)	2.94 (SD=0.91; n=53)	3.38 (SD=0.73; n=42)	3.02 (SD=0.86; n=137)
Community mobilization and engagement	3.35 (SD=0.92; n=43)	3.02 (SD=0.87; n=53)	2.86 (SD=0.98; n=42)	3.07 (SD=0.91; n=138)
Leadership and workforce training	3.62 (SD=0.91; n=42)	3.21 (SD=0.89; n=52)	3.1 (SD=0.85; n=42)	3.3 (SD=0.88; n=136)
Use of evidence-based programs	3.74 (SD=0.98; n=43)	3.49 (SD=0.91; n=53)	3.44 (SD=0.7; n=43)	3.55 (SD=0.88; n=139)
Use of standardized tools	3.95 (SD=0.84; n=43)	3.48 (SD=0.87; n=52)	3.39 (SD=0.83; n=41)	3.6 (SD=0.93; n=136)
Fiscal capacity	3.38 (SD=1.08; n=40)	2.83 (SD=0.96; n=53)	3.05 (SD=0.79; n=43)	3.06 (SD=0.86; n=136)
Use of an equity lens	3.41 (SD=1.04; n=44)	2.91 (SD=0.95; n=53)	3.47 (SD=0.7; n=43)	3.24 (SD=0.9; n=140)
Organizational capacity building	3.49 (SD=1.03; n=43)	3.08 (SD=1.03; n=53)	3.07 (SD=0.83; n=43)	3.2 (SD=0.9; n=139)

Note: 1 = "Not at all"; 2 = "A little"; 3 = "Somewhat"; 4 = "A great deal"; 5 = "Completely."

Note: "SD" stands for "standard deviation"; "n" indicates the number of respondents who answered the question.

**Exhibit B.2. Mean Scores by Level for the Extent of Current Activity to Achieve: *adoption and implementation of evidence-based programs and practices, including standardized screening and assessment protocols, are the norm***

Activities	Local	State	Multistate	Overall
Use of data and research	4 (SD=0.79; n=36)	3.52 (SD=0.79; n=61)	3.49 (SD=0.68; n=41)	3.64 (SD=0.73; n=138)
Policy change	3.83 (SD=0.85; n=36)	3.52 (SD=0.81; n=61)	3.36 (SD=0.73; n=42)	3.55 (SD=0.83; n=139)
Collaborative cross-sector network	3.78 (SD=0.89; n=37)	3.51 (SD=0.89; n=61)	3.36 (SD=0.76; n=42)	3.54 (SD=0.8; n=140)
Communications and dissemination	3.03 (SD=1.01; n=35)	2.93 (SD=0.79; n=61)	2.72 (SD=1.02; n=39)	2.9 (SD=1.02; n=135)
Community mobilization and engagement	3.44 (SD=0.88; n=36)	3 (SD=0.91; n=61)	2.68 (SD=0.96; n=41)	3.02 (SD=1.05; n=138)
Leadership and workforce training	3.75 (SD=1.02; n=36)	3.48 (SD=0.91; n=60)	3.35 (SD=0.83; n=40)	3.51 (SD=0.78; n=136)
Use of evidence-based programs	4 (SD=0.89; n=36)	3.59 (SD=0.8; n=61)	3.54 (SD=0.78; n=41)	3.68 (SD=0.75; n=138)
Use of standardized tools	4.22 (SD=0.67; n=37)	3.68 (SD=0.81; n=60)	3.56 (SD=0.74; n=41)	3.79 (SD=0.8; n=138)
Fiscal capacity	3.19 (SD=1.17; n=36)	3.25 (SD=0.86; n=59)	2.92 (SD=0.76; n=40)	3.14 (SD=0.83; n=135)
Use of an equity lens	3.46 (SD=1.04; n=37)	2.95 (SD=0.99; n=61)	2.76 (SD=0.7; n=41)	3.03 (SD=0.96; n=139)
Organizational capacity building	3.42 (SD=1.16; n=36)	3.21 (SD=1.08; n=61)	3.07 (SD=0.93; n=41)	3.22 (SD=1.03; n=138)

Note: 1 = "Not at all"; 2 = "A little"; 3 = "Somewhat"; 4 = "A great deal"; 5 = "Completely."

Note: "SD" stands for "standard deviation"; "n" indicates the number of respondents who answered the question.

Exhibit B.3. Mean Scores by Level for the Extent of Current Activity to Achieve: *mental health services for youth who come in contact with the juvenile justice system are readily accessible*

Activities	Local	State	Multistate	Overall
Use of data and research	3.42 (SD=1; n=12)	3.22 (SD=0.9; n=23)	3.13 (SD=0.96; n=16)	3.24 (SD=0.85; n=51)
Policy change	3.33 (SD=0.78; n=12)	3.17 (SD=0.83; n=23)	3.31 (SD=0.87; n=16)	3.25 (SD=0.81; n=51)
Collaborative cross-sector network	3.92 (SD=0.67; n=12)	3.39 (SD=0.72; n=23)	3.44 (SD=0.63; n=16)	3.53 (SD=0.61; n=51)
Communications and dissemination	3.17 (SD=1.03; n=12)	2.78 (SD=0.74; n=23)	2.87 (SD=0.99; n=15)	2.9 (SD=0.83; n=50)
Community mobilization and engagement	3.5 (SD=0.9; n=12)	2.91 (SD=0.85; n=23)	3.06 (SD=0.68; n=16)	3.1 (SD=0.86; n=51)
Leadership and workforce training	3.67 (SD=0.78; n=12)	3.57 (SD=0.9; n=23)	2.86 (SD=0.66; n=14)	3.39 (SD=0.78; n=49)
Use of evidence-based programs	3.92 (SD=0.9; n=12)	3.52 (SD=0.73; n=23)	3.38 (SD=0.96; n=16)	3.57 (SD=0.72; n=51)
Use of standardized tools	4.25 (SD=0.62; n=12)	3.57 (SD=0.84; n=23)	3.31 (SD=0.79; n=16)	3.65 (SD=0.71; n=51)
Fiscal capacity	2.92 (SD=1; n=12)	3.13 (SD=0.87; n=23)	2.73 (SD=0.88; n=15)	2.96 (SD=0.81; n=50)
Use of an equity lens	3.58 (SD=0.79; n=12)	3 (SD=0.85; n=23)	3.38 (SD=0.81; n=16)	3.26 (SD=0.82; n=51)
Organizational capacity building	3.25 (SD=0.97; n=12)	3.09 (SD=0.85; n=23)	2.93 (SD=0.7; n=15)	3.08 (SD=0.69; n=50)

Note: 1 = "Not at all"; 2 = "A little"; 3 = "Somewhat"; 4 = "A great deal"; 5 = "Completely."

Note: "SD" stands for "standard deviation"; "n" indicates the number of respondents who answered the question.

Exhibit B.4. Mean Scores by Level for the Extent of Current Activity to Achieve: *quality aftercare services that support reentry in the community upon return from out-of-home placements are readily accessible*

Activities	Local	State	Multistate	Overall
Use of data and research	3.67 (SD=0.82; n=6)	3.33 (SD=0.9; n=15)	3.25 (SD=0.46; n=8)	3.38 (SD=0.78; n=29)
Policy change	4 (SD=0.89; n=6)	3.2 (SD=1.01; n=15)	3.5 (SD=0.53; n=8)	3.45 (SD=0.92; n=29)
Collaborative cross-sector network	3.5 (SD=1.22; n=6)	3.27 (SD=0.7; n=15)	3.63 (SD=0.52; n=8)	3.41 (SD=0.79; n=29)
Communications and dissemination	3.4 (SD=1.52; n=5)	2.73 (SD=0.8; n=15)	2.88 (SD=0.35; n=8)	2.89 (SD=0.86; n=28)
Community mobilization and engagement	3.33 (SD=1.37; n=6)	2.87 (SD=0.64; n=15)	3.25 (SD=0.71; n=8)	3.07 (SD=0.86; n=29)
Leadership and workforce training	4.33 (SD=0.82; n=6)	3.29 (SD=0.99; n=14)	3.5 (SD=0.53; n=8)	3.57 (SD=0.93; n=28)
Use of evidence-based programs	4 (SD=0.63; n=6)	3.27 (SD=0.96; n=15)	3.38 (SD=0.52; n=8)	3.45 (SD=0.84; n=29)
Use of standardized tools	3.83 (SD=0.75; n=6)	3.5 (SD=0.94; n=14)	3.63 (SD=0.74; n=8)	3.61 (SD=0.84; n=28)
Fiscal capacity	3.33 (SD=1.37; n=6)	2.87 (SD=1.19; n=15)	3.38 (SD=0.74; n=8)	3.1 (SD=1.12; n=29)
Use of an equity lens	3.33 (SD=1.37; n=6)	3 (SD=0.93; n=15)	3.13 (SD=0.83; n=8)	3.1 (SD=0.98; n=29)
Organizational capacity building	3.67 (SD=1.21; n=6)	2.93 (SD=0.8; n=15)	3.38 (SD=0.52; n=8)	3.21 (SD=0.88; n=29)

Note: 1 = "Not at all"; 2 = "A little"; 3 = "Somewhat"; 4 = "A great deal"; 5 = "Completely."

Note: "SD" stands for "standard deviation"; "n" indicates the number of respondents who answered the question.

Exhibit B.5. Mean Scores by Level for the Extent of Current Activity to Achieve: *cross-system coordination and integration among juvenile justice and child welfare are the norm*

Activities	Local	State	Multistate	Overall
Use of data and research	3.42 (SD=1.08; n=12)	3.32 (SD=0.72; n=22)	3.25 (SD=0.86; n=16)	3.32 (SD=1.01; n=50)
Policy change	3.18 (SD=0.6; n=11)	3.23 (SD=0.75; n=22)	3.25 (SD=0.77; n=16)	3.22 (SD=0.77; n=49)
Collaborative cross-sector network	3.5 (SD=0.9; n=12)	3.5 (SD=0.8; n=22)	3.44 (SD=0.89; n=16)	3.48 (SD=0.87; n=50)
Communications and dissemination	2.73 (SD=1.01; n=11)	2.77 (SD=0.87; n=22)	2.81 (SD=0.91; n=16)	2.78 (SD=0.81; n=49)
Community mobilization and engagement	3.08 (SD=1.08; n=12)	2.73 (SD=0.77; n=22)	2.94 (SD=0.93; n=16)	2.88 (SD=0.9; n=50)
Leadership and workforce training	3.33 (SD=0.98; n=12)	3.14 (SD=0.73; n=21)	3.31 (SD=0.79; n=16)	3.24 (SD=0.84; n=49)
Use of evidence-based programs	3.09 (SD=0.7; n=11)	3.05 (SD=0.72; n=22)	3.13 (SD=0.89; n=16)	3.08 (SD=0.8; n=49)
Use of standardized tools	3.45 (SD=0.69; n=11)	3.05 (SD=0.86; n=21)	3.44 (SD=0.81; n=16)	3.27 (SD=1; n=48)
Fiscal capacity	2.55 (SD=1.13; n=11)	2.68 (SD=0.65; n=22)	3.06 (SD=0.93; n=16)	2.78 (SD=0.68; n=49)
Use of an equity lens	2.82 (SD=0.87; n=11)	3.05 (SD=0.9; n=22)	2.93 (SD=0.8; n=15)	2.96 (SD=1.1; n=48)
Organizational capacity building	3.08 (SD=0.79; n=12)	3.05 (SD=0.84; n=22)	3.38 (SD=0.89; n=16)	3.16 (SD=0.78; n=50)

Note: 1 = "Not at all"; 2 = "A little"; 3 = "Somewhat"; 4 = "A great deal"; 5 = "Completely."

Note: "SD" stands for "standard deviation"; "n" indicates the number of respondents who answered the question.

Exhibit B.6. Mean Scores by Level for the Extent of Current Activity to Achieve: *racial and ethnic disparities in the juvenile justice system are reduced*

Activities	Local	State	Multistate	Overall
Use of data and research	3.58 (SD=1.07; n=19)	3.2 (SD=0.89; n=20)	3.31 (SD=0.76; n=29)	3.35 (SD=1.04; n=68)
Policy change	3.37 (SD=1.01; n=19)	2.95 (SD=1.15; n=20)	2.57 (SD=0.97; n=30)	2.9 (SD=1.3; n=69)
Collaborative cross-sector network	3.37 (SD=1.07; n=19)	3.35 (SD=1.14; n=20)	2.9 (SD=0.8; n=30)	3.16 (SD=1.05; n=69)
Communications and dissemination	2.79 (SD=1.08; n=19)	3.05 (SD=1.08; n=19)	2.79 (SD=1.05; n=29)	2.87 (SD=1.26; n=67)
Community mobilization and engagement	3.11 (SD=0.94; n=19)	3.05 (SD=1.22; n=19)	2.55 (SD=0.91; n=29)	2.85 (SD=1.18; n=67)
Leadership and workforce training	3.16 (SD=1.07; n=19)	3.11 (SD=1.1; n=19)	2.97 (SD=1.13; n=30)	3.06 (SD=1.16; n=68)
Use of evidence-based programs	3.47 (SD=1.12; n=19)	2.89 (SD=1.33; n=19)	2.89 (SD=0.96; n=28)	3.06 (SD=1.17; n=66)
Use of standardized tools	3.42 (SD=1.02; n=19)	2.85 (SD=1.04; n=20)	3.11 (SD=0.83; n=28)	3.12 (SD=0.9; n=67)
Fiscal capacity	3.05 (SD=1.08; n=19)	2.45 (SD=0.89; n=20)	2.45 (SD=1.06; n=29)	2.62 (SD=1.07; n=68)
Use of an equity lens	3.37 (SD=0.96; n=19)	2.9 (SD=0.97; n=20)	2.7 (SD=0.99; n=30)	2.94 (SD=1.06; n=69)
Organizational capacity building	2.79 (SD=0.85; n=19)	2.84 (SD=1.3; n=19)	2.6 (SD=0.93; n=30)	2.72 (SD=1.07; n=68)

Note: 1 = "Not at all"; 2 = "A little"; 3 = "Somewhat"; 4 = "A great deal"; 5 = "Completely."

Note: "SD" stands for "standard deviation"; "n" indicates the number of respondents who answered the question.

**Exhibit B.7. Mean Scores by Level for the Extent of Current Activity to Achieve: *families serve as key resources and partners in youth case planning, support, supervision, and service provision***

<b>Activities</b>	<b>Local</b>	<b>State</b>	<b>Multistate</b>	<b>Overall</b>
Use of data and research	3.27 (SD=0.88; n=15)	3.08 (SD=0.95; n=13)	2.17 (SD=1.03; n=12)	2.87 (SD=1.23; n=40)
Policy change	3.27 (SD=0.7; n=15)	3.31 (SD=0.95; n=13)	2.4 (SD=1.12; n=15)	2.98 (SD=1.21; n=43)
Collaborative cross-sector network	3.6 (SD=0.83; n=15)	3.46 (SD=0.66; n=13)	2.69 (SD=0.95; n=13)	3.27 (SD=1.15; n=41)
Communications and dissemination	2.8 (SD=0.94; n=15)	2.85 (SD=0.8; n=13)	2.47 (SD=0.83; n=15)	2.7 (SD=1.13; n=43)
Community mobilization and engagement	3.47 (SD=0.83; n=15)	3.08 (SD=0.95; n=13)	2.4 (SD=0.99; n=15)	2.98 (SD=1.2; n=43)
Leadership and workforce training	3.6 (SD=0.74; n=15)	3.31 (SD=0.75; n=13)	2.86 (SD=1.1; n=14)	3.26 (SD=0.81; n=42)
Use of evidence-based programs	3.33 (SD=0.82; n=15)	3.62 (SD=0.65; n=13)	2.62 (SD=0.87; n=13)	3.2 (SD=0.79; n=41)
Use of standardized tools	3.53 (SD=0.83; n=15)	3.54 (SD=0.52; n=13)	2.62 (SD=0.96; n=13)	3.24 (SD=1.12; n=41)
Fiscal capacity	2.93 (SD=0.83; n=14)	2.92 (SD=0.86; n=13)	2.38 (SD=0.96; n=13)	2.75 (SD=0.81; n=40)
Use of an equity lens	3 (SD=0.85; n=15)	3 (SD=0.82; n=13)	2.29 (SD=0.91; n=14)	2.76 (SD=0.81; n=42)
Organizational capacity building	3.27 (SD=0.96; n=15)	3.23 (SD=0.93; n=13)	2.36 (SD=1.01; n=14)	2.95 (SD=0.52; n=42)

Note: 1 = "Not at all"; 2 = "A little"; 3 = "Somewhat"; 4 = "A great deal"; 5 = "Completely."

Note: "SD" stands for "standard deviation"; "n" indicates the number of respondents who answered the question.

**Exhibit B.8. Mean Scores by Level for the Extent of Current Activity to Achieve: *juvenile indigent defense services are effective, high quality, and accessible***

<b>Activities</b>	<b>Local</b>	<b>State</b>	<b>Multistate</b>	<b>Overall</b>
Use of data and research	3.43 (SD=0.98; n=7)	2.93 (SD=1.16; n=15)	2.47 (SD=0.92; n=15)	2.84 (SD=1.09; n=37)
Policy change	3.29 (SD=1.11; n=7)	3.06 (SD=1.39; n=16)	3.13 (SD=0.81; n=16)	3.13 (SD=1.25; n=39)
Collaborative cross-sector network	3.29 (SD=1.11; n=7)	2.88 (SD=1.2; n=16)	3.13 (SD=0.62; n=16)	3.05 (SD=0.95; n=39)
Communications and dissemination	2.57 (SD=0.79; n=7)	2.47 (SD=0.99; n=15)	2.73 (SD=1.03; n=15)	2.59 (SD=0.89; n=37)
Community mobilization and engagement	2.71 (SD=0.95; n=7)	2.38 (SD=1.09; n=16)	2.79 (SD=0.89; n=14)	2.59 (SD=0.97; n=37)
Leadership and workforce training	3.43 (SD=0.79; n=7)	3.56 (SD=1.03; n=16)	3.27 (SD=0.59; n=15)	3.42 (SD=0.77; n=38)
Use of evidence-based programs	3 (SD=1; n=7)	3 (SD=1.1; n=16)	2.6 (SD=0.91; n=15)	2.84 (SD=1.05; n=38)
Use of standardized tools	3 (SD=1.15; n=7)	2.87 (SD=1.13; n=15)	2.36 (SD=1.08; n=14)	2.69 (SD=1.18; n=36)
Fiscal capacity	3.29 (SD=0.95; n=7)	2.63 (SD=1.2; n=16)	2.56 (SD=0.89; n=16)	2.72 (SD=1.09; n=39)
Use of an equity lens	2.71 (SD=1.11; n=7)	3 (SD=1.21; n=16)	3.07 (SD=0.83; n=14)	2.97 (SD=1.07; n=37)
Organizational capacity building	3.29 (SD=1.25; n=7)	2.8 (SD=1.21; n=15)	3 (SD=0.82; n=16)	2.97 (SD=1.08; n=38)

Note: 1 = "Not at all"; 2 = "A little"; 3 = "Somewhat"; 4 = "A great deal"; 5 = "Completely."

Note: "SD" stands for "standard deviation"; "n" indicates the number of respondents who answered the question.

Exhibit B.9. Mean Scores by Sector for the Extent of Current Activity to Achieve: *use of diversion to minimize youth contact with the juvenile justice system is the norm*

	Juvenile justice and related fields	Public officials	Courts	Advocates, researchers, and others	Overall
Use of data and research	3.39 (SD=1; n=38)	4 (SD=1.41; n=4)	3.38 (SD=0.86; n=21)	3.28 (SD=0.97; n=47)	3.36 (SD=1.06; n=110)
Policy change	3.26 (SD=0.91; n=39)	3.75 (SD=1.26; n=4)	3.52 (SD=0.81; n=21)	3.63 (SD=0.67; n=48)	3.48 (SD=0.91; n=112)
Collaborative cross-sector network	3.59 (SD=0.79; n=39)	3.75 (SD=0.5; n=4)	3.67 (SD=0.86; n=21)	3.55 (SD=0.85; n=47)	3.59 (SD=0.75; n=111)
Communications and dissemination	2.51 (SD=0.85; n=39)	2.25 (SD=0.96; n=4)	3.1 (SD=0.89; n=21)	2.94 (SD=1.01; n=47)	2.79 (SD=0.93; n=111)
Community mobilization and engagement	3.21 (SD=0.89; n=39)	2.75 (SD=0.96; n=4)	3.14 (SD=1.01; n=21)	2.81 (SD=0.91; n=48)	3.01 (SD=0.94; n=112)
Leadership and workforce training	3.32 (SD=0.81; n=38)	2.67 (SD=0.58; n=3)	3.43 (SD=0.93; n=21)	3.15 (SD=0.82; n=46)	3.25 (SD=0.79; n=108)
Use of evidence-based programs	3.54 (SD=0.91; n=39)	3.25 (SD=0.96; n=4)	3.75 (SD=0.97; n=20)	3.48 (SD=0.82; n=48)	3.54 (SD=0.92; n=111)
Use of standardized tools	3.56 (SD=0.82; n=39)	3.67 (SD=0.58; n=3)	3.81 (SD=0.98; n=21)	3.47 (SD=0.88; n=47)	3.57 (SD=0.82; n=110)
Fiscal capacity	3.05 (SD=0.98; n=38)	3 (SD=0; n=4)	3.05 (SD=0.91; n=19)	2.92 (SD=0.92; n=48)	2.99 (SD=0.7; n=109)
Use of an equity lens	3.13 (SD=0.89; n=39)	3 (SD=0; n=4)	3.19 (SD=1.03; n=21)	2.72 (SD=0.77; n=47)	2.96 (SD=0.67; n=111)
Organizational capacity building	3.21 (SD=0.98; n=39)	3.25 (SD=0.5; n=4)	3.3 (SD=0.98; n=20)	2.92 (SD=0.87; n=48)	3.1 (SD=0.83; n=111)

Note: 1 = "Not at all"; 2 = "A little"; 3 = "Somewhat"; 4 = "A great deal"; 5 = "Completely."

Note: "SD" stands for "standard deviation"; "n" indicates the number of respondents who answered the question.



**Exhibit B.10. Mean Scores by Sector for the Extent of Current Activity to Achieve: *adoption and implementation of evidence-based programs and practices, including standardized screening and assessment protocols, are the norm***

	Juvenile justice and related fields	Public officials	Courts	Advocates, researchers, and others	Overall
Use of data and research	3.76 (SD=0.88; n=49)	3.67 (SD=0.58; n=3)	3.72 (SD=0.57; n=18)	3.44 (SD=0.81; n=45)	3.63 (SD=0.71; n=115)
Policy change	3.49 (SD=0.96; n=49)	3.33 (SD=0.58; n=3)	3.89 (SD=0.58; n=18)	3.46 (SD=0.75; n=46)	3.54 (SD=0.72; n=116)
Collaborative cross-sector network	3.55 (SD=0.89; n=49)	3.5 (SD=0.58; n=4)	3.72 (SD=0.83; n=18)	3.37 (SD=0.77; n=46)	3.5 (SD=0.77; n=117)
Communications and dissemination	2.98 (SD=0.96; n=48)	2.67 (SD=1.53; n=3)	3.12 (SD=0.86; n=17)	2.59 (SD=0.82; n=44)	2.84 (SD=1.04; n=112)
Community mobilization and engagement	3.22 (SD=0.98; n=49)	2.67 (SD=0.58; n=3)	3.18 (SD=0.81; n=17)	2.67 (SD=1.01; n=46)	2.98 (SD=0.85; n=115)
Leadership and workforce training	3.63 (SD=0.89; n=48)	3 (SD=1.73; n=3)	3.82 (SD=0.88; n=17)	3.22 (SD=0.9; n=45)	3.48 (SD=1.1; n=113)
Use of evidence-based programs	3.78 (SD=0.9; n=49)	3.25 (SD=0.96; n=4)	3.82 (SD=0.73; n=17)	3.49 (SD=0.82; n=45)	3.65 (SD=0.85; n=115)
Use of standardized tools	3.81 (SD=0.79; n=48)	3.25 (SD=0.5; n=4)	4.18 (SD=0.73; n=17)	3.65 (SD=0.64; n=46)	3.78 (SD=0.67; n=115)
Fiscal capacity	3.34 (SD=1.03; n=47)	2.75 (SD=1.26; n=4)	2.88 (SD=0.72; n=16)	2.96 (SD=0.77; n=45)	3.1 (SD=0.95; n=112)
Use of an equity lens	3.16 (SD=1.07; n=49)	2.75 (SD=0.5; n=4)	3 (SD=0.87; n=17)	2.74 (SD=0.74; n=46)	2.96 (SD=0.8; n=116)
Organizational capacity building	3.22 (SD=1.14; n=49)	2.67 (SD=1.53; n=3)	3.53 (SD=0.8; n=17)	3.02 (SD=1.04; n=46)	3.17 (SD=1.13; n=115)

Note: 1 = "Not at all"; 2 = "A little"; 3 = "Somewhat"; 4 = "A great deal"; 5 = "Completely."

Note: "SD" stands for "standard deviation"; "n" indicates the number of respondents who answered the question.

Exhibit B.11. Mean Scores by Sector for the Extent of Current Activity to Achieve: *mental health services for youth who come in contact with the juvenile justice system are readily accessible*

	Juvenile justice and related fields	Public officials	Courts	Advocates, researchers, and others	Overall
Use of data and research	3.41 (SD=0.93; n=27)	4 (SD=N/A; n=1)	3 (SD=1.41; n=2)	2.95 (SD=0.91; n=19)	3.23 (SD=1.08; n=49)
Policy change	3.37 (SD=0.84; n=27)	4 (SD=N/A; n=1)	3.5 (SD=0.71; n=2)	3 (SD=0.82; n=19)	3.24 (SD=0.79; n=49)
Collaborative cross-sector network	3.67 (SD=0.62; n=27)	3 (SD=N/A; n=1)	4 (SD=1.41; n=2)	3.37 (SD=0.68; n=19)	3.55 (SD=0.9; n=49)
Communications and dissemination	3 (SD=0.78; n=27)	4 (SD=N/A; n=1)	3 (SD=1.41; n=2)	2.67 (SD=0.97; n=18)	2.9 (SD=1.05; n=48)
Community mobilization and engagement	3.3 (SD=0.78; n=27)	3 (SD=N/A; n=1)	3 (SD=1.41; n=2)	2.84 (SD=0.83; n=19)	3.1 (SD=1.01; n=49)
Leadership and workforce training	3.63 (SD=0.88; n=27)	4 (SD=N/A; n=1)	3.5 (SD=0.71; n=2)	3.26 (SD=0.73; n=19)	3.49 (SD=0.77; n=49)
Use of evidence-based programs	3.63 (SD=0.79; n=27)	4 (SD=N/A; n=1)	4 (SD=1.41; n=2)	3.42 (SD=0.96; n=19)	3.57 (SD=1.05; n=49)
Use of standardized tools	3.78 (SD=0.85; n=27)	3 (SD=N/A; n=1)	4 (SD=1.41; n=2)	3.53 (SD=0.77; n=19)	3.68 (SD=1.01; n=49)
Fiscal capacity	3.04 (SD=0.9; n=27)	4 (SD=N/A; n=1)	3 (SD=1.41; n=2)	2.67 (SD=0.77; n=18)	2.92 (SD=1.03; n=48)
Use of an equity lens	3.26 (SD=0.9; n=27)	3 (SD=N/A; n=1)	3 (SD=1.41; n=2)	2.82 (SD=0.64; n=17)	3.08 (SD=0.98; n=47)
Organizational capacity building	3.19 (SD=0.88; n=27)	4 (SD=N/A; n=1)	3 (SD=1.41; n=2)	2.89 (SD=0.68; n=18)	3.09 (SD=0.99; n=48)

Note: 1 = "Not at all"; 2 = "A little"; 3 = "Somewhat"; 4 = "A great deal"; 5 = "Completely."

Note: "SD" stands for "standard deviation"; "n" indicates the number of respondents who answered the question.

Exhibit B.12. Mean Scores by Sector for the Extent of Current Activity to Achieve: *quality aftercare services that support reentry in the community upon return from out-of-home placements are readily accessible*

	Juvenile justice and related fields	Public officials	Courts	Advocates, researchers, and others	Overall
Use of data and research	3.58 (SD=0.9; n=12)	4 (SD=N/A; n=1)	4 (SD=N/A; n=1)	3.15 (SD=0.69; n=13)	3.4 (SD=0.8; n=27)
Policy change	3.33 (SD=1.07; n=12)	3 (SD=N/A; n=1)	5 (SD=N/A; n=1)	3.46 (SD=0.78; n=13)	3.44 (SD=0.93; n=27)
Collaborative cross-sector network	3.5 (SD=0.67; n=12)	4 (SD=N/A; n=1)	5 (SD=N/A; n=1)	3.23 (SD=0.83; n=13)	3.44 (SD=0.75; n=27)
Communications and dissemination	2.82 (SD=0.75; n=11)	3 (SD=N/A; n=1)	5 (SD=N/A; n=1)	2.85 (SD=0.9; n=13)	2.93 (SD=0.83; n=26)
Community mobilization and engagement	3.17 (SD=0.58; n=12)	3 (SD=N/A; n=1)	5 (SD=N/A; n=1)	2.92 (SD=0.95; n=13)	3.11 (SD=0.77; n=27)
Leadership and workforce training	4 (SD=0.85; n=12)	N/A (SD=N/A; n=0)	5 (SD=N/A; n=1)	3.15 (SD=0.8; n=13)	3.61 (SD=0.83; n=26)
Use of evidence-based programs	3.58 (SD=1; n=12)	3 (SD=N/A; n=1)	4 (SD=N/A; n=1)	3.31 (SD=0.75; n=13)	3.44 (SD=0.88; n=27)
Use of standardized tools	3.83 (SD=0.72; n=12)	N/A (SD=N/A; n=0)	4 (SD=N/A; n=1)	3.38 (SD=0.96; n=13)	3.61 (SD=0.84; n=26)
Fiscal capacity	3.5 (SD=1.38; n=12)	2 (SD=N/A; n=1)	4 (SD=N/A; n=1)	2.85 (SD=0.8; n=13)	3.15 (SD=1.09; n=27)
Use of an equity lens	3.25 (SD=1.22; n=12)	3 (SD=N/A; n=1)	4 (SD=N/A; n=1)	3 (SD=0.82; n=13)	3.15 (SD=1.02; n=27)
Organizational capacity building	3.33 (SD=0.98; n=12)	3 (SD=N/A; n=1)	5 (SD=N/A; n=1)	3.08 (SD=0.64; n=13)	3.26 (SD=0.81; n=27)

Note: 1 = "Not at all"; 2 = "A little"; 3 = "Somewhat"; 4 = "A great deal"; 5 = "Completely."

Note: "SD" stands for "standard deviation"; "n" indicates the number of respondents who answered the question.

Exhibit B.13. Mean Scores by Sector for the Extent of Current Activity to Achieve: *cross-system coordination and integration among juvenile justice and child welfare are the norm*

	Juvenile justice and related fields	Public officials	Courts	Advocates, researchers, and others	Overall
Use of data and research	3.45 (SD=0.89; n=20)	2.5 (SD=0.71; n=2)	3.11 (SD=1.05; n=9)	3.29 (SD=0.73; n=14)	3.29 (SD=0.85; n=45)
Policy change	3.37 (SD=0.68; n=19)	2.5 (SD=0.71; n=2)	2.89 (SD=0.6; n=9)	3.29 (SD=0.73; n=14)	3.21 (SD=0.68; n=44)
Collaborative cross-sector network	3.7 (SD=0.8; n=20)	2.5 (SD=0.71; n=2)	3.11 (SD=0.78; n=9)	3.5 (SD=0.85; n=14)	3.47 (SD=0.79; n=45)
Communications and dissemination	2.84 (SD=1.07; n=19)	2 (SD=0; n=2)	2.89 (SD=0.78; n=9)	2.71 (SD=0.91; n=14)	2.77 (SD=0.69; n=44)
Community mobilization and engagement	3.05 (SD=0.94; n=20)	2 (SD=0; n=2)	2.78 (SD=0.67; n=9)	2.79 (SD=0.97; n=14)	2.87 (SD=0.65; n=45)
Leadership and workforce training	3.3 (SD=0.92; n=20)	4 (SD=N/A; n=1)	3 (SD=0.71; n=9)	3.14 (SD=0.77; n=14)	3.2 (SD=0.8; n=44)
Use of evidence-based programs	3.11 (SD=0.66; n=19)	2 (SD=0; n=2)	3.22 (SD=0.83; n=9)	3 (SD=0.88; n=14)	3.05 (SD=0.59; n=44)
Use of standardized tools	3.21 (SD=0.79; n=19)	3 (SD=N/A; n=1)	3.22 (SD=0.97; n=9)	3.29 (SD=0.91; n=14)	3.23 (SD=0.89; n=43)
Fiscal capacity	2.8 (SD=0.95; n=20)	2 (SD=0; n=2)	2.5 (SD=0.93; n=8)	2.86 (SD=0.86; n=14)	2.73 (SD=0.69; n=44)
Use of an equity lens	3 (SD=0.75; n=19)	2.5 (SD=0.71; n=2)	2.56 (SD=1.01; n=9)	2.85 (SD=0.69; n=13)	2.84 (SD=0.79; n=43)
Organizational capacity building	3.05 (SD=0.89; n=20)	3 (SD=0; n=2)	3 (SD=0.71; n=9)	3.29 (SD=0.99; n=14)	3.11 (SD=0.65; n=45)

Note: 1 = "Not at all"; 2 = "A little"; 3 = "Somewhat"; 4 = "A great deal"; 5 = "Completely."

Note: "SD" stands for "standard deviation"; "n" indicates the number of respondents who answered the question.

Exhibit B.14. Mean Scores by Sector for the Extent of Current Activity to Achieve: *racial and ethnic disparities in the juvenile justice system are reduced*

	Juvenile justice and related fields	Public officials	Courts	Advocates, researchers, and others	Overall
Use of data and research	3.65 (SD=0.79; n=17)	2.5 (SD=0.71; n=2)	3.57 (SD=1.13; n=7)	3.22 (SD=0.83; n=32)	3.36 (SD=0.86; n=58)
Policy change	3.41 (SD=0.8; n=17)	3 (SD=1.41; n=2)	3.29 (SD=1.25; n=7)	2.53 (SD=1.05; n=32)	2.9 (SD=1.13; n=58)
Collaborative cross-sector network	3.53 (SD=0.94; n=17)	2.5 (SD=0.71; n=2)	3 (SD=1.15; n=7)	2.91 (SD=0.86; n=32)	3.09 (SD=0.92; n=58)
Communications and dissemination	2.94 (SD=0.97; n=17)	2 (SD=1.41; n=2)	3.29 (SD=1.38; n=7)	2.81 (SD=1.01; n=31)	2.88 (SD=1.19; n=57)
Community mobilization and engagement	3.24 (SD=0.83; n=17)	2.5 (SD=0.71; n=2)	3.29 (SD=1.38; n=7)	2.48 (SD=0.93; n=31)	2.81 (SD=0.96; n=57)
Leadership and workforce training	3.29 (SD=0.92; n=17)	2 (SD=1.41; n=2)	2.86 (SD=1.21; n=7)	2.97 (SD=1.14; n=31)	3.02 (SD=1.17; n=57)
Use of evidence-based programs	3.29 (SD=1.16; n=17)	2.5 (SD=0.71; n=2)	3 (SD=1.53; n=7)	2.83 (SD=0.97; n=29)	2.98 (SD=1.09; n=55)
Use of standardized tools	3.47 (SD=0.87; n=17)	3 (SD=0; n=2)	3 (SD=1.53; n=7)	2.93 (SD=0.78; n=30)	3.11 (SD=0.8; n=56)
Fiscal capacity	3.35 (SD=0.86; n=17)	2 (SD=1.41; n=2)	2.57 (SD=1.13; n=7)	2.23 (SD=0.96; n=31)	2.6 (SD=1.09; n=57)
Use of an equity lens	3.53 (SD=0.87; n=17)	2.5 (SD=0.71; n=2)	3 (SD=1.15; n=7)	2.69 (SD=0.9; n=32)	2.97 (SD=0.91; n=58)
Organizational capacity building	3.12 (SD=0.99; n=17)	2 (SD=1.41; n=2)	2.71 (SD=0.76; n=7)	2.39 (SD=0.92; n=31)	2.63 (SD=1.02; n=57)

Note: 1 = "Not at all"; 2 = "A little"; 3 = "Somewhat"; 4 = "A great deal"; 5 = "Completely."

Note: "SD" stands for "standard deviation"; "n" indicates the number of respondents who answered the question.

Exhibit B.15. Mean Scores by Sector for the Extent of Current Activity to Achieve: *juvenile indigent defense services are effective, high quality, and accessible*

	Juvenile justice and related fields	Public officials	Courts	Advocates, researchers, and others	Overall
Use of data and research	3 (SD=0; n=2)	3.5 (SD=0.71; n=2)	3.38 (SD=1.41; n=8)	2.2 (SD=0.86; n=15)	2.7 (SD=0.74; n=27)
Policy change	3.5 (SD=0.71; n=2)	3.5 (SD=0.71; n=2)	3.38 (SD=1.41; n=8)	3 (SD=0.94; n=17)	3.17 (SD=0.94; n=29)
Collaborative cross-sector network	3 (SD=1.41; n=2)	3.5 (SD=0.71; n=2)	3.25 (SD=1.04; n=8)	2.88 (SD=0.93; n=17)	3.03 (SD=1.02; n=29)
Communications and dissemination	3 (SD=1.41; n=2)	3.5 (SD=0.71; n=2)	2.38 (SD=0.74; n=8)	2.59 (SD=0.94; n=17)	2.62 (SD=0.95; n=29)
Community mobilization and engagement	2.5 (SD=0.71; n=2)	3.5 (SD=0.71; n=2)	2.75 (SD=0.71; n=8)	2.5 (SD=0.82; n=16)	2.64 (SD=0.73; n=28)
Leadership and workforce training	4 (SD=1.41; n=2)	3.5 (SD=0.71; n=2)	3.5 (SD=0.76; n=8)	3.29 (SD=0.77; n=17)	3.41 (SD=0.91; n=29)
Use of evidence-based programs	2.5 (SD=0.71; n=2)	3.5 (SD=0.71; n=2)	2.75 (SD=1.16; n=8)	2.69 (SD=0.79; n=16)	2.75 (SD=0.84; n=28)
Use of standardized tools	2.5 (SD=0.71; n=2)	3.5 (SD=0.71; n=2)	2.63 (SD=1.41; n=8)	2.47 (SD=0.92; n=15)	2.59 (SD=0.93; n=27)
Fiscal capacity	3 (SD=0; n=2)	3.5 (SD=0.71; n=2)	3 (SD=1.07; n=8)	2.65 (SD=1.06; n=17)	2.83 (SD=0.71; n=29)
Use of an equity lens	3 (SD=1.41; n=2)	3.5 (SD=0.71; n=2)	3 (SD=1.31; n=8)	2.81 (SD=0.83; n=16)	2.93 (SD=1.07; n=28)
Organizational capacity building	3 (SD=1.41; n=2)	3.5 (SD=0.71; n=2)	2.88 (SD=1.36; n=8)	3.06 (SD=0.9; n=17)	3.03 (SD=1.09; n=29)

Note: 1 = "Not at all"; 2 = "A little"; 3 = "Somewhat"; 4 = "A great deal"; 5 = "Completely."

Note: "SD" stands for "standard deviation"; "n" indicates the number of respondents who answered the question.

**Exhibit B.16. Mean Scores by Level for the Extent to Which Legacy / Models for Change Involvement Improved Work Regarding Knowledge, Practice, Involvement in Reform, Collaboration, Community Mobilization, and Advocacy**

	Local	State	Multistate	Overall
Increased my knowledge of effective juvenile justice reform practices	4.47 (SD=0.78; n=51)	4.25 (SD=0.9; n=76)	4.35 (SD=0.85; n=66)	4.34 (SD=0.85; n=193)
Improved my individual practice and developed professionally	4.37 (SD=0.89; n=51)	4.15 (SD=0.9; n=74)	4.05 (SD=1.08; n=62)	4.18 (SD=0.96; n=187)
Increased my level of involvement in juvenile justice reform activities	4.37 (SD=0.94; n=51)	3.93 (SD=1.08; n=75)	3.98 (SD=1.21; n=66)	4.07 (SD=1.1; n=192)
Enhanced my ability to collaborate with more partners	4.24 (SD=0.97; n=51)	3.93 (SD=1.04; n=76)	4.17 (SD=1.14; n=65)	4.09 (SD=1.06; n=192)
Facilitated community mobilization efforts	3.47 (SD=1.16; n=49)	3.1 (SD=1.22; n=72)	3.22 (SD=1.45; n=54)	3.24 (SD=1.28; n=175)
Improved policy advocacy efforts	3.96 (SD=1.07; n=48)	3.89 (SD=1.03; n=75)	4.13 (SD=1.07; n=60)	3.99 (SD=1.05; n=183)

Note: 1 = "Not at all"; 2 = "A little"; 3 = "Somewhat"; 4 = "Quite a bit"; 5 = "A Great Deal."

Note: "SD" stands for "standard deviation"; "n" indicates the number of respondents who answered the question.

**Exhibit B.17. Mean Scores by Level for the Extent Key Influencers and Decisions Makers Have Reached a Consensus about the Principle That the Juvenile Justice System Should Focus on Treating Youth**

Local	State	Multistate	Overall
3.98 (SD=0.81; n=51)	3.86 (SD=0.55; n=78)	3.72 (SD=0.67; n=68)	3.84 (SD=0.67; n=197)

Note: 1 = "Not at all"; 2 = "A little"; 3 = "Somewhat"; 4 = "Quite a bit"; 5 = "Completely."

Note: "SD" stands for "standard deviation"; "n" indicates the number of respondents who answered the question.

**Exhibit B.18. Mean Scores for the Extent Key Influencers and Decisions Makers Have Reached a Consensus about the Principle That the Juvenile Justice System Should Focus on Treating Youth by Sector**

Juvenile justice and related fields	Public officials	Courts	Advocates, researchers, and others	Overall
4.09 (SD=0.61; n=65)	3.67 (SD=0.52; n=6)	3.66 (SD=0.9; n=29)	3.8 (SD=0.55; n=75)	3.88 (SD=0.65; n=175)

Note: 1 = "Not at all"; 2 = "A little"; 3 = "Somewhat"; 4 = "Quite a bit"; 5 = "Completely."

Note: "SD" stands for "standard deviation"; "n" indicates the number of respondents who answered the question.

**Exhibit B.19. Mean Scores by Level for the Extent of Focus of Effort and Resources toward Achieving: *use of diversion to minimize youth contact with the juvenile justice system is the norm***

	2006 Or Earlier	2007 To 2011	2012 To 2015	2016 Or Later
Local	4.13 (SD=0.94; n=30)	4.4 (SD=0.89; n=5)	3.57 (SD=1.09; n=14)	N/A
State	3.83 (SD=0.81; n=36)	3.92 (SD=0.79; n=12)	3.11 (SD=0.78; n=9)	1.5 (SD=0.71; n=2)
Multistate	3.62 (SD=0.74; n=21)	3.69 (SD=0.7; n=16)	3.5 (SD=1.07; n=8)	3 (SD=N/A; n=1)

Note: 1 = "Not at all"; 2 = "A little"; 3 = "A moderate amount"; 4 = "Quite a bit"; 5 = "A great deal."

Note: "SD" stands for "standard deviation"; "n" indicates the number of respondents who answered the question.

Note: The time period refers to the period respondent's juvenile justice knowledge and experience began.

Exhibit B.20. Mean Scores by Level for the Extent of Focus of Effort and Resources toward Achieving: *adoption and implementation of evidence-based programs and practices, including standardized screening and assessment protocols, are the norm*

	2006 Or Earlier	2007 To 2011	2012 To 2015	2016 Or Later
Local	4.5 (SD=0.86; n=26)	4.14 (SD=1.07; n=7)	4.18 (SD=1.17; n=11)	N/A
State	4.07 (SD=0.89; n=45)	3.91 (SD=0.83; n=11)	4 (SD=0.85; n=12)	4 (SD=N/A; n=1)
Multistate	4 (SD=0.69; n=26)	3.54 (SD=0.88; n=13)	3.33 (SD=0.58; n=3)	2.5 (SD=0.71; n=2)

Note: 1 = "Not at all"; 2 = "A little"; 3 = "A moderate amount"; 4 = "Quite a bit"; 5 = "A great deal."

Note: "SD" stands for "standard deviation"; "n" indicates the number of respondents who answered the question.

Note: The time period refers to the period respondent's juvenile justice knowledge and experience began.

Exhibit B.21. Mean Scores by Level for the Extent of Focus of Effort and Resources toward Achieving: *quality aftercare services that support reentry in the community upon return from out-of-home placements are readily accessible*

	2006 Or Earlier	2007 To 2011	2012 To 2015	2016 Or Later
Local	3.8 (SD=0.84; n=5)	N/A	4.5 (SD=0.71; n=2)	N/A
State	3.57 (SD=1.02; n=14)	5 (SD=N/A; n=1)	3.5 (SD=0.71; n=2)	N/A
Multistate	2.8 (SD=0.84; n=5)	3.5 (SD=0.58; n=4)	N/A	N/A

Note: 1 = "Not at all"; 2 = "A little"; 3 = "A moderate amount"; 4 = "Quite a bit"; 5 = "A great deal."

Note: "SD" stands for "standard deviation"; "n" indicates the number of respondents who answered the question.

Note: The time period refers to the period respondent's juvenile justice knowledge and experience began.

Exhibit B.22. Mean Scores by Level for the Extent of Focus of Effort and Resources toward Achieving: *cross-system coordination and integration among juvenile justice and child welfare are the norm*

	2006 Or Earlier	2007 To 2011	2012 To 2015	2016 Or Later
Local	3.75 (SD=0.71; n=8)	5 (SD=0; n=3)	4 (SD=1; n=5)	N/A
State	3.48 (SD=0.79; n=23)	3.5 (SD=1.29; n=4)	4 (SD=1.41; n=2)	N/A
Multistate	3.55 (SD=0.93; n=11)	3.5 (SD=0.58; n=4)	2 (SD=N/A; n=1)	2 (SD=N/A; n=1)

Note: 1 = "Not at all"; 2 = "A little"; 3 = "A moderate amount"; 4 = "Quite a bit"; 5 = "A great deal."

Note: "SD" stands for "standard deviation"; "n" indicates the number of respondents who answered the question.

Note: The time period refers to the period respondent's juvenile justice knowledge and experience began.

Exhibit B.23. Mean Scores by Level for the Extent of Focus of Effort and Resources toward Achieving: *racial and ethnic disparities in the juvenile justice system are reduced*

	2006 Or Earlier	2007 To 2011	2012 To 2015	2016 Or Later
Local	3.43 (SD=1.45; n=14)	4 (SD=N/A; n=1)	4.13 (SD=1.13; n=8)	N/A
State	3.37 (SD=0.9; n=19)	3.25 (SD=0.96; n=4)	2.33 (SD=1.15; n=3)	2 (SD=1.41; n=2)
Multistate	3.23 (SD=1.02; n=22)	3 (SD=1.1; n=6)	3 (SD=0.71; n=5)	3 (SD=N/A; n=1)

Note: 1 = "Not at all"; 2 = "A little"; 3 = "A moderate amount"; 4 = "Quite a bit"; 5 = "A great deal."

Note: "SD" stands for "standard deviation"; "n" indicates the number of respondents who answered the question.

Note: The time period refers to the period respondent's juvenile justice knowledge and experience began.



Exhibit B.24. Mean Scores by Level for the Extent of Focus of Effort and Resources toward Achieving: *families serve as key resources and partners in youth case planning, support, supervision, and service provision*

	2006 Or Earlier	2007 To 2011	2012 To 2015	2016 Or Later
Local	4.25 (SD=0.71; n=8)	4 (SD=0.82; n=4)	4.5 (SD=0.55; n=6)	N/A
State	3.7 (SD=0.82; n=10)	3.5 (SD=0.71; n=2)	4.33 (SD=1.15; n=3)	2 (SD=N/A; n=1)
Multistate	2.5 (SD=0.8; n=12)	3 (SD=0.82; n=4)	2.5 (SD=0.71; n=2)	N/A

Note: 1 = "Not at all"; 2 = "A little"; 3 = "A moderate amount"; 4 = "Quite a bit"; 5 = "A great deal."

Note: "SD" stands for "standard deviation"; "n" indicates the number of respondents who answered the question.

Note: The time period refers to the period respondent's juvenile justice knowledge and experience began.

Exhibit B.25. Mean Scores by Level for the Extent of Focus of Effort and Resources toward Achieving: *juvenile indigent defense services are effective, high quality, and accessible*

	2006 Or Earlier	2007 To 2011	2012 To 2015	2016 Or Later
Local	3.71 (SD=0.76; n=7)	3.5 (SD=0.71; n=2)	3 (SD=N/A; n=1)	N/A
State	3.47 (SD=1.23; n=17)	5 (SD=0; n=2)	2.75 (SD=0.96; n=4)	3 (SD=N/A; n=1)
Multistate	3.09 (SD=0.7; n=11)	3 (SD=1.26; n=6)	2.5 (SD=0.71; n=2)	3 (SD=N/A; n=1)

Note: 1 = "Not at all"; 2 = "A little"; 3 = "A moderate amount"; 4 = "Quite a bit"; 5 = "A great deal."

Note: "SD" stands for "standard deviation"; "n" indicates the number of respondents who answered the question.

Note: The time period refers to the period respondent's juvenile justice knowledge and experience began.

Exhibit B.26. Mean Scores by Level for the Extent of Achievement of Outcomes toward Achieving: *use of diversion to minimize youth contact with the juvenile justice system is the norm*

Level	AT THE TIME YOUR KNOWLEDGE AND EXPERIENCE BEGAN				TODAY
	2006 Or Earlier	2007 To 2011	2012 To 2015	2016 Or Later	
Local	2.53 (SD=1.11; n=30)	3 (SD=0.71; n=5)	2.57 (SD=0.85; n=14)	N/A	4.1 (SD=0.82; n=49)
State	2.64 (SD=0.76; n=36)	2.75 (SD=0.97; n=12)	2.22 (SD=0.44; n=9)	1.5 (SD=0.71; n=2)	3.8 (SD=0.66; n=59)
Multistate	2.24 (SD=0.62; n=21)	2.44 (SD=0.96; n=16)	2.75 (SD=0.71; n=8)	3 (SD=N/A; n=1)	3.57 (SD=0.58; n=46)

Note: 1 = "Not at all"; 2 = "A little"; 3 = "Somewhat"; 4 = "A great deal"; 5 = "Completely."

Note: "SD" stands for "standard deviation"; "n" indicates the number of respondents who answered the question.

Note: The time period refers to the period respondent's juvenile justice knowledge and experience began.

Exhibit B.27. Mean Scores by Level for the Extent of Achievement of Outcomes toward Achieving: *adoption and implementation of evidence-based programs and practices, including standardized screening and assessment protocols, are the norm*

Level	AT THE TIME YOUR KNOWLEDGE AND EXPERIENCE BEGAN				TODAY
	2006 Or Earlier	2007 To 2011	2012 To 2015	2016 Or Later	
Local	2.54 (SD=1.07; n=26)	2.43 (SD=0.53; n=7)	3 (SD=1; n=11)	N/A	4.45 (SD=0.79; n=44)
State	2 (SD=0.77; n=45)	2.45 (SD=1.04; n=11)	2.5 (SD=1; n=12)	4 (SD=N/A; n=1)	3.74 (SD=0.76; n=69)
Multistate	1.96 (SD=0.53; n=26)	2.23 (SD=0.73; n=13)	2.67 (SD=0.58; n=3)	3 (SD=0; n=2)	3.77 (SD=0.57; n=44)

Note: 1 = "Not at all"; 2 = "A little"; 3 = "Somewhat"; 4 = "A great deal"; 5 = "Completely."

Note: "SD" stands for "standard deviation"; "n" indicates the number of respondents who answered the question.

Note: The time period refers to the period respondent's juvenile justice knowledge and experience began.

Exhibit B.28. Mean Scores by Level for the Extent of Achievement of Outcomes toward Achieving: *mental health services for youth who come in contact with the juvenile justice system are readily accessible*

Level	AT THE TIME YOUR KNOWLEDGE AND EXPERIENCE BEGAN				TODAY
	2006 Or Earlier	2007 To 2011	2012 To 2015	2016 Or Later	
Local	3 (SD=0.76; n=8)	2.5 (SD=0.71; n=2)	3 (SD=0; n=4)	N/A	3.93 (SD=0.83; n=14)
State	2.25 (SD=0.93; n=16)	3 (SD=1.26; n=6)	2.67 (SD=0.58; n=3)	2.5 (SD=0.71; n=2)	3.7 (SD=0.82; n=27)
Multistate	2.6 (SD=0.7; n=10)	2.57 (SD=0.53; n=7)	N/A	N/A	3.47 (SD=0.87; n=17)

Note: 1 = "Not at all"; 2 = "A little"; 3 = "Somewhat"; 4 = "A great deal"; 5 = "Completely."

Note: "SD" stands for "standard deviation"; "n" indicates the number of respondents who answered the question.

Note: The time period refers to the period respondent's juvenile justice knowledge and experience began.

Exhibit B.29. Mean Scores by Level for the Extent of Achievement of Outcomes toward Achieving: *quality aftercare services that support reentry in the community upon return from out-of-home placements are readily accessible*

Level	AT THE TIME YOUR KNOWLEDGE AND EXPERIENCE BEGAN				TODAY
	2006 Or Earlier	2007 To 2011	2012 To 2015	2016 Or Later	
Local	3 (SD=1.22; n=5)	N/A	1.5 (SD=0.71; n=2)	N/A	3.43 (SD=0.98; n=7)
State	2.29 (SD=0.91; n=14)	1 (SD=N/A; n=1)	3 (SD=1.41; n=2)	N/A	3.35 (SD=0.86; n=17)
Multistate	2.2 (SD=0.84; n=5)	3 (SD=1.63; n=4)	N/A	N/A	3.22 (SD=0.97; n=9)

Note: 1 = "Not at all"; 2 = "A little"; 3 = "Somewhat"; 4 = "A great deal"; 5 = "Completely."

Note: "SD" stands for "standard deviation"; "n" indicates the number of respondents who answered the question.

Note: The time period refers to the period respondent's juvenile justice knowledge and experience began.

Exhibit B.30. Mean Scores by Level for the Extent of Achievement of Outcomes toward Achieving: *cross-system coordination and integration among juvenile justice and child welfare are the norm*

Level	AT THE TIME YOUR KNOWLEDGE AND EXPERIENCE BEGAN				TODAY
	2006 Or Earlier	2007 To 2011	2012 To 2015	2016 Or Later	
Local	2.63 (SD=1.3; n=8)	3.33 (SD=0.58; n=3)	2 (SD=1; n=5)	N/A	3.75 (SD=0.86; n=16)
State	2.13 (SD=1.14; n=23)	2 (SD=0.82; n=4)	2 (SD=0; n=2)	N/A	3.48 (SD=0.78; n=29)
Multistate	2.09 (SD=0.94; n=11)	2.25 (SD=0.96; n=4)	1 (SD=N/A; n=1)	3 (SD=N/A; n=1)	3.24 (SD=1.03; n=17)

Note: 1 = "Not at all"; 2 = "A little"; 3 = "Somewhat"; 4 = "A great deal"; 5 = "Completely."

Note: "SD" stands for "standard deviation"; "n" indicates the number of respondents who answered the question.

Note: The time period refers to the period respondent's juvenile justice knowledge and experience began.

Exhibit B.31. Mean Scores by Level for the Extent of Achievement of Outcomes toward Achieving:  
*racial and ethnic disparities in the juvenile justice system are reduced*

Level	AT THE TIME YOUR KNOWLEDGE AND EXPERIENCE BEGAN				TODAY
	2006 Or Earlier	2007 To 2011	2012 To 2015	2016 Or Later	
Local	1.86 (SD=1.03; n=14)	3 (SD=N/A; n=1)	3 (SD=1.07; n=8)	N/A	3.09 (SD=1.28; n=23)
State	1.89 (SD=1.05; n=19)	2.25 (SD=1.5; n=4)	2 (SD=1; n=3)	2 (SD=1.41; n=2)	2.75 (SD=1.24; n=28)
Multistate	1.77 (SD=1.02; n=22)	2.17 (SD=0.75; n=6)	1.6 (SD=0.55; n=5)	3 (SD=N/A; n=1)	2.47 (SD=1.02; n=34)

Note: 1 = "Not at all"; 2 = "A little"; 3 = "Somewhat"; 4 = "A great deal"; 5 = "Completely."

Note: "SD" stands for "standard deviation"; "n" indicates the number of respondents who answered the question.

Note: The time period refers to the period respondent's juvenile justice knowledge and experience began.

Exhibit B.32. Mean Scores by Level for the Extent of Achievement of Outcomes toward Achieving:  
*families serve as key resources and partners in youth case planning, support, supervision, and service provision*

Level	AT THE TIME YOUR KNOWLEDGE AND EXPERIENCE BEGAN				TODAY
	2006 Or Earlier	2007 To 2011	2012 To 2015	2016 Or Later	
Local	2.5 (SD=0.76; n=8)	3.25 (SD=0.96; n=4)	2.17 (SD=1.17; n=6)	N/A	4 (SD=0.84; n=18)
State	2.4 (SD=0.84; n=10)	2 (SD=0; n=2)	2.33 (SD=0.58; n=3)	2 (SD=N/A; n=1)	3.69 (SD=0.6; n=16)
Multistate	1.75 (SD=1.22; n=12)	1.75 (SD=0.96; n=4)	2 (SD=0; n=2)	N/A	2.67 (SD=0.84; n=18)

Note: 1 = "Not at all"; 2 = "A little"; 3 = "Somewhat"; 4 = "A great deal"; 5 = "Completely."

Note: "SD" stands for "standard deviation"; "n" indicates the number of respondents who answered the question.

Note: The time period refers to the period respondent's juvenile justice knowledge and experience began.

Exhibit B.34. Mean Scores by Level for the Extent of Achievement of Outcomes toward Achieving:  
*juvenile indigent defense services are effective, high quality, and accessible*

Level	AT THE TIME YOUR KNOWLEDGE AND EXPERIENCE BEGAN				TODAY
	2006 Or Earlier	2007 To 2011	2012 To 2015	2016 Or Later	
Local	3.14 (SD=0.9; n=7)	3.5 (SD=2.12; n=2)	3 (SD=N/A; n=1)	N/A	4.2 (SD=0.63; n=10)
State	2.76 (SD=1.2; n=17)	4 (SD=0; n=2)	2.75 (SD=1.5; n=4)	2 (SD=N/A; n=1)	3.29 (SD=0.91; n=24)
Multistate	2.18 (SD=0.6; n=11)	2.83 (SD=1.33; n=6)	2 (SD=0; n=2)	3 (SD=N/A; n=1)	3.15 (SD=0.88; n=20)

Note: 1 = "Not at all"; 2 = "A little"; 3 = "Somewhat"; 4 = "A great deal"; 5 = "Completely."

Note: "SD" stands for "standard deviation"; "n" indicates the number of respondents who answered the question.

Note: The time period refers to the period respondent's juvenile justice knowledge and experience began.

Exhibit B.34. Mean Scores by Level for the Extent of Current Capacity to Engage in the Following Activities to Achieve: *use of diversion to minimize youth contact with the juvenile justice system is the norm*

Activities	Local	State	Multistate	Overall
Use of data and research	3.88 (SD=1; n=43)	3.57 (SD=0.95; n=53)	2.88 (SD=0.74; n=42)	3.46 (SD=0.99; n=138)
Policy change	3.93 (SD=0.94; n=43)	3.7 (SD=0.85; n=53)	3.14 (SD=0.64; n=43)	3.6 (SD=0.87; n=139)
Collaborative cross-sector network	3.74 (SD=0.93; n=43)	3.85 (SD=0.72; n=52)	3.31 (SD=0.72; n=42)	3.65 (SD=0.82; n=137)
Communications and dissemination	3.12 (SD=1.19; n=41)	3.36 (SD=0.71; n=53)	2.83 (SD=0.83; n=41)	3.13 (SD=0.93; n=135)
Community mobilization and engagement	3.65 (SD=0.84; n=43)	3.36 (SD=0.76; n=53)	2.76 (SD=0.93; n=42)	3.27 (SD=0.91; n=138)
Leadership and workforce training	3.69 (SD=0.9; n=42)	3.42 (SD=0.94; n=52)	3.17 (SD=0.78; n=40)	3.43 (SD=0.9; n=134)
Use of evidence-based programs	3.86 (SD=1.05; n=44)	3.63 (SD=0.79; n=52)	3.33 (SD=0.82; n=42)	3.62 (SD=0.91; n=138)
Use of standardized tools	4 (SD=0.93; n=43)	3.53 (SD=0.8; n=53)	3.29 (SD=0.74; n=42)	3.6 (SD=0.87; n=138)
Fiscal capacity	3.23 (SD=1.09; n=39)	3.11 (SD=0.97; n=53)	2.83 (SD=1.06; n=42)	3.06 (SD=1.04; n=134)
Use of an equity lens	3.53 (SD=0.88; n=43)	3.21 (SD=0.88; n=53)	2.8 (SD=0.85; n=40)	3.19 (SD=0.92; n=136)
Organizational capacity building	3.45 (SD=1.02; n=42)	3.33 (SD=0.91; n=51)	2.83 (SD=0.96; n=42)	3.21 (SD=0.99; n=135)

Note: 1 = "No capacity"; 2 = "Low capacity"; 3 = "Moderate capacity"; 4 = "High capacity"; 5 = "Very high capacity."

Note: "SD" stands for "standard deviation"; "n" indicates the number of respondents who answered the question.

Exhibit B.35. Mean Scores by Level for the Extent of Current Capacity to Engage in the Following Activities to Achieve: *adoption and implementation of evidence-based programs and practices, including standardized screening and assessment protocols, are the norm*

Activities	Local	State	Multistate	Overall
Use of data and research	3.94 (SD=0.92; n=36)	3.48 (SD=0.87; n=61)	3.15 (SD=0.79; n=41)	3.5 (SD=0.91; n=138)
Policy change	3.66 (SD=0.91; n=35)	3.52 (SD=0.79; n=61)	3.27 (SD=0.71; n=41)	3.48 (SD=0.81; n=137)
Collaborative cross-sector network	3.89 (SD=0.94; n=37)	3.54 (SD=0.87; n=61)	3.43 (SD=0.8; n=42)	3.6 (SD=0.88; n=140)
Communications and dissemination	3.06 (SD=0.94; n=35)	3.1 (SD=0.84; n=60)	2.92 (SD=0.87; n=39)	3.04 (SD=0.87; n=134)
Community mobilization and engagement	3.44 (SD=1; n=36)	3.02 (SD=0.96; n=61)	2.95 (SD=0.97; n=41)	3.11 (SD=0.99; n=138)
Leadership and workforce training	3.69 (SD=0.83; n=35)	3.55 (SD=0.87; n=60)	3.25 (SD=0.84; n=40)	3.5 (SD=0.86; n=135)
Use of evidence-based programs	3.97 (SD=0.9; n=37)	3.52 (SD=0.81; n=61)	3.37 (SD=0.73; n=41)	3.6 (SD=0.84; n=139)
Use of standardized tools	4.19 (SD=0.91; n=37)	3.61 (SD=0.86; n=61)	3.46 (SD=0.78; n=41)	3.72 (SD=0.89; n=139)
Fiscal capacity	3.11 (SD=1.14; n=36)	3.1 (SD=0.99; n=59)	2.98 (SD=0.86; n=40)	3.07 (SD=0.99; n=135)
Use of an equity lens	3.43 (SD=1.04; n=37)	3.26 (SD=0.93; n=61)	2.9 (SD=0.74; n=41)	3.2 (SD=0.93; n=139)
Organizational capacity building	3.56 (SD=1.18; n=36)	3.16 (SD=1.05; n=61)	2.98 (SD=0.9; n=42)	3.21 (SD=1.06; n=139)

Note: 1 = "No capacity"; 2 = "Low capacity"; 3 = "Moderate capacity"; 4 = "High capacity"; 5 = "Very high capacity."  
 Note: "SD" stands for "standard deviation"; "n" indicates the number of respondents who answered the question.

Exhibit B.36. Mean Scores by Level for the Extent of Current Capacity to Engage in the Following Activities to Achieve: *mental health services for youth who come in contact with the juvenile justice system are readily accessible*

Activities	Local	State	Multistate	Overall
Use of data and research	3.67 (SD=0.89; n=12)	3.48 (SD=0.79; n=23)	3.06 (SD=0.85; n=16)	3.39 (SD=0.85; n=51)
Policy change	3.25 (SD=0.87; n=12)	3.52 (SD=0.59; n=23)	3.19 (SD=0.54; n=16)	3.35 (SD=0.66; n=51)
Collaborative cross-sector network	3.92 (SD=0.79; n=12)	3.7 (SD=0.88; n=23)	3.5 (SD=0.52; n=16)	3.69 (SD=0.76; n=51)
Communications and dissemination	3.25 (SD=1.14; n=12)	3.22 (SD=0.74; n=23)	2.88 (SD=0.72; n=16)	3.12 (SD=0.84; n=51)
Community mobilization and engagement	3.42 (SD=1; n=12)	3 (SD=0.67; n=23)	3 (SD=0.82; n=16)	3.1 (SD=0.81; n=51)
Leadership and workforce training	3.58 (SD=0.79; n=12)	3.61 (SD=0.78; n=23)	3.44 (SD=0.73; n=16)	3.55 (SD=0.76; n=51)
Use of evidence-based programs	3.83 (SD=0.83; n=12)	3.74 (SD=0.69; n=23)	3.38 (SD=0.81; n=16)	3.65 (SD=0.77; n=51)
Use of standardized tools	4.08 (SD=0.9; n=12)	3.61 (SD=0.89; n=23)	3.38 (SD=0.72; n=16)	3.65 (SD=0.87; n=51)
Fiscal capacity	3 (SD=1.04; n=12)	3.04 (SD=0.88; n=23)	3.07 (SD=1.03; n=15)	3.04 (SD=0.95; n=50)
Use of an equity lens	3.75 (SD=0.75; n=12)	3.09 (SD=0.73; n=23)	2.93 (SD=0.83; n=14)	3.2 (SD=0.82; n=49)
Organizational capacity building	3.58 (SD=1.16; n=12)	3.04 (SD=0.88; n=23)	3.27 (SD=0.7; n=15)	3.24 (SD=0.92; n=50)

Note: 1 = "No capacity"; 2 = "Low capacity"; 3 = "Moderate capacity"; 4 = "High capacity"; 5 = "Very high capacity."  
 Note: "SD" stands for "standard deviation"; "n" indicates the number of respondents who answered the question.

Exhibit B.37. Mean Scores by Level for the Extent of Current Capacity to Engage in the Following Activities to Achieve: *quality aftercare services that support reentry in the community upon return from out-of-home placements are readily accessible*

Activities	Local	State	Multistate	Overall
Use of data and research	3.5 (SD=0.55; n=6)	3.53 (SD=0.83; n=15)	3.13 (SD=0.99; n=8)	3.41 (SD=0.82; n=29)
Policy change	3.17 (SD=0.75; n=6)	3.6 (SD=0.74; n=15)	3.5 (SD=0.93; n=8)	3.48 (SD=0.78; n=29)
Collaborative cross-sector network	3.33 (SD=0.82; n=6)	3.53 (SD=0.74; n=15)	3.5 (SD=0.93; n=8)	3.48 (SD=0.78; n=29)
Communications and dissemination	3.4 (SD=0.89; n=5)	2.87 (SD=0.64; n=15)	2.88 (SD=0.99; n=8)	2.96 (SD=0.79; n=28)
Community mobilization and engagement	3.33 (SD=0.82; n=6)	3.4 (SD=0.91; n=15)	3.25 (SD=1.04; n=8)	3.34 (SD=0.9; n=29)
Leadership and workforce training	3.83 (SD=0.41; n=6)	3.33 (SD=0.82; n=15)	3.5 (SD=0.93; n=8)	3.48 (SD=0.78; n=29)
Use of evidence-based programs	3.67 (SD=0.52; n=6)	3.6 (SD=0.74; n=15)	3.5 (SD=0.93; n=8)	3.59 (SD=0.73; n=29)
Use of standardized tools	4 (SD=0.63; n=6)	3.6 (SD=0.91; n=15)	3.5 (SD=0.93; n=8)	3.66 (SD=0.86; n=29)
Fiscal capacity	3 (SD=1.1; n=6)	3.07 (SD=0.96; n=15)	3 (SD=0.93; n=8)	3.03 (SD=0.94; n=29)
Use of an equity lens	3.17 (SD=1.17; n=6)	3.27 (SD=0.8; n=15)	3.13 (SD=0.99; n=8)	3.21 (SD=0.9; n=29)
Organizational capacity building	3.5 (SD=0.84; n=6)	3.27 (SD=1.03; n=15)	3.25 (SD=1.04; n=8)	3.31 (SD=0.97; n=29)

Note: 1 = "No capacity"; 2 = "Low capacity"; 3 = "Moderate capacity"; 4 = "High capacity"; 5 = "Very high capacity."  
 Note: "SD" stands for "standard deviation"; "n" indicates the number of respondents who answered the question.

Exhibit B.38. Mean Scores by Level for the Extent of Current Capacity to Engage in the Following Activities to Achieve: *cross-system coordination and integration among juvenile justice and child welfare are the norm*

Activities	Local	State	Multistate	Overall
Use of data and research	3.67 (SD=0.89; n=12)	3.55 (SD=0.67; n=22)	3.13 (SD=0.89; n=16)	3.44 (SD=0.81; n=50)
Policy change	3.55 (SD=0.69; n=11)	3.41 (SD=0.73; n=22)	3.31 (SD=0.79; n=16)	3.41 (SD=0.73; n=49)
Collaborative cross-sector network	3.83 (SD=0.83; n=12)	3.73 (SD=0.63; n=22)	3.5 (SD=0.82; n=16)	3.68 (SD=0.74; n=50)
Communications and dissemination	3.18 (SD=1.08; n=11)	2.95 (SD=0.84; n=22)	2.94 (SD=0.93; n=16)	3 (SD=0.91; n=49)
Community mobilization and engagement	3.33 (SD=1.07; n=12)	3.18 (SD=0.8; n=22)	3.25 (SD=1.06; n=16)	3.24 (SD=0.94; n=50)
Leadership and workforce training	4 (SD=0.6; n=12)	3.27 (SD=0.83; n=22)	3.38 (SD=0.89; n=16)	3.48 (SD=0.84; n=50)
Use of evidence-based programs	3.45 (SD=0.82; n=11)	3.32 (SD=0.72; n=22)	3.19 (SD=1.05; n=16)	3.31 (SD=0.85; n=49)
Use of standardized tools	3.73 (SD=0.79; n=11)	3.41 (SD=0.67; n=22)	3.44 (SD=0.81; n=16)	3.49 (SD=0.74; n=49)
Fiscal capacity	3 (SD=1.18; n=11)	2.91 (SD=0.92; n=22)	2.94 (SD=1; n=16)	2.94 (SD=0.99; n=49)
Use of an equity lens	3.55 (SD=0.69; n=11)	3.27 (SD=0.83; n=22)	3.2 (SD=0.94; n=15)	3.31 (SD=0.83; n=48)
Organizational capacity building	3.58 (SD=1; n=12)	3.36 (SD=0.85; n=22)	3.44 (SD=1.03; n=16)	3.44 (SD=0.93; n=50)

Note: 1 = "No capacity"; 2 = "Low capacity"; 3 = "Moderate capacity"; 4 = "High capacity"; 5 = "Very high capacity."

Note: "SD" stands for "standard deviation"; "n" indicates the number of respondents who answered the question.



Exhibit B.39. Mean Scores by Level for the Extent of Current Capacity to Engage in the Following Activities to Achieve: *racial and ethnic disparities in the juvenile justice system are reduced*

Activities	Local	State	Multistate	Overall
Use of data and research	3.68 (SD=0.89; n=19)	3.45 (SD=0.89; n=20)	3.1 (SD=0.76; n=30)	3.36 (SD=0.86; n=69)
Policy change	3.21 (SD=0.92; n=19)	3.45 (SD=0.83; n=20)	2.87 (SD=0.73; n=30)	3.13 (SD=0.84; n=69)
Collaborative cross-sector network	3.42 (SD=1.17; n=19)	3.4 (SD=0.99; n=20)	3.1 (SD=0.94; n=29)	3.28 (SD=1.02; n=68)
Communications and dissemination	3 (SD=0.94; n=19)	3.32 (SD=0.82; n=19)	2.71 (SD=0.85; n=28)	2.97 (SD=0.89; n=66)
Community mobilization and engagement	3.32 (SD=1.06; n=19)	3.26 (SD=0.93; n=19)	2.5 (SD=0.9; n=30)	2.94 (SD=1.02; n=68)
Leadership and workforce training	3.26 (SD=0.93; n=19)	3.32 (SD=1.16; n=19)	2.93 (SD=1.14; n=30)	3.13 (SD=1.09; n=68)
Use of evidence-based programs	3.47 (SD=0.9; n=19)	3.32 (SD=1.2; n=19)	2.89 (SD=1.01; n=27)	3.18 (SD=1.06; n=65)
Use of standardized tools	3.42 (SD=1.07; n=19)	3.2 (SD=1.15; n=20)	3.07 (SD=0.9; n=28)	3.21 (SD=1.02; n=67)
Fiscal capacity	3.11 (SD=1.1; n=19)	2.9 (SD=0.97; n=20)	2.62 (SD=1.01; n=29)	2.84 (SD=1.03; n=68)
Use of an equity lens	3.26 (SD=0.93; n=19)	3.2 (SD=1.15; n=20)	2.67 (SD=0.92; n=30)	2.99 (SD=1.02; n=69)
Organizational capacity building	2.89 (SD=0.94; n=19)	3.37 (SD=1.12; n=19)	2.69 (SD=0.97; n=29)	2.94 (SD=1.03; n=67)

Note: 1 = "No capacity"; 2 = "Low capacity"; 3 = "Moderate capacity"; 4 = "High capacity"; 5 = "Very high capacity."

Note: "SD" stands for "standard deviation"; "n" indicates the number of respondents who answered the question.

Exhibit B.40. Mean Scores by Level for the Extent of Current Capacity to Engage in the Following Activities to Achieve: *families serve as key resources and partners in youth case planning, support, supervision, and service provision*

Activities	Local	State	Multistate	Overall
Use of data and research	3.67 (SD=0.72; n=15)	3.08 (SD=0.76; n=13)	2.77 (SD=0.73; n=13)	3.2 (SD=0.81; n=41)
Policy change	3.53 (SD=0.64; n=15)	3.31 (SD=0.75; n=13)	2.87 (SD=0.74; n=15)	3.23 (SD=0.75; n=43)
Collaborative cross-sector network	3.67 (SD=0.82; n=15)	3.15 (SD=0.8; n=13)	3.29 (SD=0.91; n=14)	3.38 (SD=0.85; n=42)
Communications and dissemination	3.07 (SD=0.88; n=15)	3 (SD=0.71; n=13)	2.79 (SD=0.89; n=14)	2.95 (SD=0.82; n=42)
Community mobilization and engagement	3.53 (SD=0.83; n=15)	3.08 (SD=0.86; n=13)	2.79 (SD=0.97; n=14)	3.14 (SD=0.93; n=42)
Leadership and workforce training	3.53 (SD=0.83; n=15)	3.31 (SD=0.75; n=13)	3.21 (SD=0.97; n=14)	3.36 (SD=0.85; n=42)
Use of evidence-based programs	3.67 (SD=0.72; n=15)	3.54 (SD=0.52; n=13)	2.92 (SD=0.79; n=12)	3.4 (SD=0.74; n=40)
Use of standardized tools	3.8 (SD=0.68; n=15)	3.54 (SD=0.52; n=13)	3.08 (SD=0.86; n=13)	3.49 (SD=0.75; n=41)
Fiscal capacity	3.29 (SD=0.73; n=14)	3.08 (SD=0.76; n=13)	2.67 (SD=1.07; n=12)	3.03 (SD=0.87; n=39)
Use of an equity lens	3.2 (SD=0.94; n=15)	3.15 (SD=0.55; n=13)	2.85 (SD=0.9; n=13)	3.07 (SD=0.82; n=41)
Organizational capacity building	3.53 (SD=0.64; n=15)	3.31 (SD=0.75; n=13)	2.85 (SD=1.07; n=13)	3.24 (SD=0.86; n=41)

Note: 1 = "No capacity"; 2 = "Low capacity"; 3 = "Moderate capacity"; 4 = "High capacity"; 5 = "Very high capacity."  
 Note: "SD" stands for "standard deviation"; "n" indicates the number of respondents who answered the question.

Exhibit B.41. Mean Scores by Level for the Extent of Current Capacity to Engage in the Following Activities to Achieve: *juvenile indigent defense services are effective, high quality, and accessible*

Activities	Local	State	Multistate	Overall
Use of data and research	3.43 (SD=0.79; n=7)	3.21 (SD=0.8; n=14)	2.53 (SD=0.83; n=15)	2.97 (SD=0.88; n=36)
Policy change	3.43 (SD=0.98; n=7)	3.4 (SD=0.74; n=15)	3 (SD=0.97; n=16)	3.24 (SD=0.88; n=38)
Collaborative cross-sector network	3.29 (SD=1.11; n=7)	3.5 (SD=0.89; n=16)	3.13 (SD=0.81; n=16)	3.31 (SD=0.89; n=39)
Communications and dissemination	3 (SD=0.82; n=7)	2.86 (SD=1.03; n=14)	2.44 (SD=1.09; n=16)	2.7 (SD=1.02; n=37)
Community mobilization and engagement	3 (SD=0.82; n=7)	3 (SD=1.21; n=16)	2.8 (SD=0.86; n=15)	2.92 (SD=1; n=38)
Leadership and workforce training	3.71 (SD=0.95; n=7)	3.44 (SD=1.09; n=16)	3.25 (SD=0.77; n=16)	3.41 (SD=0.94; n=39)
Use of evidence-based programs	3.29 (SD=1.11; n=7)	3.38 (SD=1.15; n=16)	2.8 (SD=1.01; n=15)	3.13 (SD=1.09; n=38)
Use of standardized tools	3 (SD=1.41; n=7)	3 (SD=1.07; n=15)	2.47 (SD=0.92; n=15)	2.78 (SD=1.08; n=37)
Fiscal capacity	3 (SD=1.15; n=7)	2.75 (SD=1.18; n=16)	2.38 (SD=0.89; n=16)	2.64 (SD=1.06; n=39)
Use of an equity lens	3.43 (SD=0.98; n=7)	3.13 (SD=1.02; n=16)	3.2 (SD=0.56; n=15)	3.21 (SD=0.84; n=38)
Organizational capacity building	3.14 (SD=0.9; n=7)	2.93 (SD=1.22; n=15)	2.75 (SD=0.86; n=16)	2.89 (SD=1.01; n=38)

Note: 1 = "No capacity"; 2 = "Low capacity"; 3 = "Moderate capacity"; 4 = "High capacity"; 5 = "Very high capacity."

Note: "SD" stands for "standard deviation"; "n" indicates the number of respondents who answered the question.

Exhibit B.42. Mean Scores by Sector for the Extent of Current Capacity to Engage in the Following Activities to Achieve: *use of diversion to minimize youth contact with the juvenile justice system is the norm*

	Juvenile justice and related fields	Public officials	Courts	Advocates, researchers, and others	Overall
Use of data and research	3.69 (SD=0.8; n=39)	3.5 (SD=1.29; n=4)	3.33 (SD=1.06; n=21)	3.02 (SD=0.99; n=47)	3.33 (SD=1.04; n=111)
Policy change	3.59 (SD=0.91; n=39)	3.75 (SD=1.26; n=4)	3.67 (SD=1.02; n=21)	3.35 (SD=0.81; n=48)	3.51 (SD=1; n=112)
Collaborative cross-sector network	3.77 (SD=0.84; n=39)	3.25 (SD=0.96; n=4)	3.57 (SD=0.93; n=21)	3.51 (SD=0.83; n=47)	3.6 (SD=0.89; n=111)
Communications and dissemination	3.05 (SD=0.92; n=39)	2.5 (SD=1; n=4)	3.2 (SD=0.95; n=20)	3.04 (SD=0.88; n=47)	3.05 (SD=0.94; n=110)
Community mobilization and engagement	3.54 (SD=0.72; n=39)	3.5 (SD=1.29; n=4)	3.29 (SD=0.96; n=21)	2.88 (SD=0.96; n=48)	3.21 (SD=0.98; n=112)
Leadership and workforce training	3.58 (SD=0.83; n=38)	3 (SD=1; n=3)	3.48 (SD=0.98; n=21)	3.24 (SD=0.92; n=46)	3.4 (SD=0.93; n=108)
Use of evidence-based programs	3.77 (SD=0.87; n=39)	3.25 (SD=0.96; n=4)	3.76 (SD=0.89; n=21)	3.34 (SD=0.76; n=47)	3.57 (SD=0.87; n=111)
Use of standardized tools	3.85 (SD=0.81; n=39)	3.25 (SD=0.5; n=4)	3.52 (SD=0.87; n=21)	3.38 (SD=0.82; n=47)	3.57 (SD=0.75; n=111)
Fiscal capacity	3.16 (SD=1.05; n=38)	3 (SD=0; n=4)	2.95 (SD=0.97; n=19)	2.77 (SD=1.04; n=48)	2.94 (SD=0.77; n=109)
Use of an equity lens	3.44 (SD=0.85; n=39)	3.25 (SD=0.96; n=4)	3.19 (SD=0.93; n=21)	2.85 (SD=0.86; n=47)	3.14 (SD=0.9; n=111)
Organizational capacity building	3.31 (SD=0.92; n=39)	3.25 (SD=0.5; n=4)	3.35 (SD=1.04; n=20)	2.83 (SD=1; n=48)	3.11 (SD=0.86; n=111)

Note: 1 = "No capacity"; 2 = "Low capacity"; 3 = "Moderate capacity"; 4 = "High capacity"; 5 = "Very high capacity."

Note: "SD" stands for "standard deviation"; "n" indicates the number of respondents who answered the question.

Exhibit B.43. Mean Scores by Sector for the Extent of Current Capacity to Engage in the Following Activities to Achieve: *adoption and implementation of evidence-based programs and practices, including standardized screening and assessment protocols, are the norm*

	Juvenile justice and related fields	Public officials	Courts	Advocates, researchers, and others	Overall
Use of data and research	3.8 (SD=0.91; n=49)	3 (SD=1; n=3)	3.28 (SD=0.89; n=18)	3.29 (SD=0.87; n=45)	3.5 (SD=0.92; n=115)
Policy change	3.59 (SD=0.96; n=49)	3 (SD=1; n=3)	3.53 (SD=0.72; n=17)	3.44 (SD=0.72; n=45)	3.51 (SD=0.85; n=114)
Collaborative cross-sector network	3.73 (SD=0.91; n=49)	3 (SD=0.82; n=4)	3.5 (SD=0.92; n=18)	3.52 (SD=0.89; n=46)	3.59 (SD=0.88; n=117)
Communications and dissemination	3.09 (SD=0.88; n=47)	2.33 (SD=1.53; n=3)	3.12 (SD=0.78; n=17)	2.93 (SD=0.85; n=44)	3.01 (SD=1.01; n=111)
Community mobilization and engagement	3.33 (SD=1.09; n=49)	2.33 (SD=0.58; n=3)	3.12 (SD=0.86; n=17)	2.93 (SD=1.04; n=46)	3.11 (SD=0.89; n=115)
Leadership and workforce training	3.73 (SD=0.82; n=48)	2.67 (SD=1.53; n=3)	3.63 (SD=0.89; n=16)	3.27 (SD=0.89; n=45)	3.5 (SD=1.03; n=112)
Use of evidence-based programs	3.86 (SD=0.84; n=49)	3 (SD=1.41; n=4)	3.65 (SD=0.79; n=17)	3.46 (SD=0.78; n=46)	3.64 (SD=0.96; n=116)
Use of standardized tools	3.96 (SD=0.87; n=49)	3 (SD=0.82; n=4)	3.71 (SD=1.1; n=17)	3.54 (SD=0.72; n=46)	3.72 (SD=0.88; n=116)
Fiscal capacity	3.36 (SD=1.13; n=47)	2.75 (SD=1.26; n=4)	3.06 (SD=0.85; n=16)	2.84 (SD=0.82; n=45)	3.09 (SD=1.02; n=112)
Use of an equity lens	3.37 (SD=1.05; n=49)	2.75 (SD=1.26; n=4)	3.24 (SD=0.9; n=17)	2.96 (SD=0.79; n=46)	3.16 (SD=1; n=116)
Organizational capacity building	3.37 (SD=1.13; n=49)	2.67 (SD=1.53; n=3)	3.33 (SD=1.03; n=18)	3.02 (SD=0.93; n=46)	3.21 (SD=1.15; n=116)

Note: 1 = "No capacity"; 2 = "Low capacity"; 3 = "Moderate capacity"; 4 = "High capacity"; 5 = "Very high capacity."  
 Note: "SD" stands for "standard deviation"; "n" indicates the number of respondents who answered the question.

Exhibit B.44. Mean Scores by Sector for the Extent of Current Capacity to Engage in the Following Activities to Achieve: *mental health services for youth who come in contact with the juvenile justice system are readily accessible*

	Juvenile justice and related fields	Public officials	Courts	Advocates, researchers, and others	Overall
Use of data and research	3.63 (SD=0.74; n=27)	4 (SD=N/A; n=1)	3.5 (SD=2.12; n=2)	2.95 (SD=0.71; n=19)	3.37 (SD=1.19; n=49)
Policy change	3.52 (SD=0.7; n=27)	4 (SD=N/A; n=1)	3 (SD=0; n=2)	3.11 (SD=0.57; n=19)	3.35 (SD=0.42; n=49)
Collaborative cross-sector network	3.85 (SD=0.6; n=27)	3 (SD=N/A; n=1)	3.5 (SD=2.12; n=2)	3.53 (SD=0.7; n=19)	3.69 (SD=1.14; n=49)
Communications and dissemination	3.37 (SD=0.79; n=27)	4 (SD=N/A; n=1)	3 (SD=1.41; n=2)	2.68 (SD=0.58; n=19)	3.1 (SD=0.93; n=49)
Community mobilization and engagement	3.37 (SD=0.79; n=27)	3 (SD=N/A; n=1)	3 (SD=1.41; n=2)	2.74 (SD=0.65; n=19)	3.1 (SD=0.95; n=49)
Leadership and workforce training	3.67 (SD=0.78; n=27)	4 (SD=N/A; n=1)	3.5 (SD=0.71; n=2)	3.37 (SD=0.76; n=19)	3.55 (SD=0.75; n=49)
Use of evidence-based programs	3.78 (SD=0.75; n=27)	4 (SD=N/A; n=1)	4 (SD=1.41; n=2)	3.42 (SD=0.77; n=19)	3.65 (SD=0.98; n=49)
Use of standardized tools	3.85 (SD=0.91; n=27)	3 (SD=N/A; n=1)	3.5 (SD=2.12; n=2)	3.47 (SD=0.61; n=19)	3.67 (SD=1.21; n=49)
Fiscal capacity	3.22 (SD=0.93; n=27)	4 (SD=N/A; n=1)	3 (SD=1.41; n=2)	2.67 (SD=0.91; n=18)	3.02 (SD=1.09; n=48)
Use of an equity lens	3.41 (SD=0.93; n=27)	3 (SD=N/A; n=1)	3 (SD=1.41; n=2)	2.94 (SD=0.56; n=17)	3.21 (SD=0.97; n=47)
Organizational capacity building	3.33 (SD=0.96; n=27)	4 (SD=N/A; n=1)	3.5 (SD=2.12; n=2)	3.06 (SD=0.73; n=18)	3.25 (SD=1.27; n=48)

Note: 1 = "No capacity"; 2 = "Low capacity"; 3 = "Moderate capacity"; 4 = "High capacity"; 5 = "Very high capacity."  
 Note: "SD" stands for "standard deviation"; "n" indicates the number of respondents who answered the question.

Exhibit B.45. Mean Scores by Sector for the Extent of Current Capacity to Engage in the Following Activities to Achieve: *quality aftercare services that support reentry in the community upon return from out-of-home placements are readily accessible*

	Juvenile justice and related fields	Public officials	Courts	Advocates, researchers, and others	Overall
Use of data and research	3.92 (SD=0.79; n=12)	4 (SD=N/A; n=1)	3 (SD=N/A; n=1)	2.92 (SD=0.64; n=13)	3.41 (SD=0.72; n=27)
Policy change	3.75 (SD=0.87; n=12)	4 (SD=N/A; n=1)	3 (SD=N/A; n=1)	3.23 (SD=0.73; n=13)	3.48 (SD=0.8; n=27)
Collaborative cross-sector network	3.75 (SD=0.75; n=12)	4 (SD=N/A; n=1)	4 (SD=N/A; n=1)	3.15 (SD=0.8; n=13)	3.48 (SD=0.78; n=27)
Communications and dissemination	3.27 (SD=0.9; n=11)	3 (SD=N/A; n=1)	4 (SD=N/A; n=1)	2.62 (SD=0.51; n=13)	2.96 (SD=0.71; n=26)
Community mobilization and engagement	3.75 (SD=0.87; n=12)	4 (SD=N/A; n=1)	4 (SD=N/A; n=1)	2.85 (SD=0.8; n=13)	3.33 (SD=0.83; n=27)
Leadership and workforce training	3.92 (SD=0.67; n=12)	3 (SD=N/A; n=1)	4 (SD=N/A; n=1)	3.08 (SD=0.76; n=13)	3.48 (SD=0.71; n=27)
Use of evidence-based programs	3.92 (SD=0.67; n=12)	4 (SD=N/A; n=1)	3 (SD=N/A; n=1)	3.23 (SD=0.73; n=13)	3.56 (SD=0.7; n=27)
Use of standardized tools	4 (SD=0.85; n=12)	3 (SD=N/A; n=1)	4 (SD=N/A; n=1)	3.31 (SD=0.85; n=13)	3.63 (SD=0.85; n=27)
Fiscal capacity	3.42 (SD=1.16; n=12)	4 (SD=N/A; n=1)	3 (SD=N/A; n=1)	2.62 (SD=0.65; n=13)	3.04 (SD=0.91; n=27)
Use of an equity lens	3.42 (SD=1.16; n=12)	4 (SD=N/A; n=1)	4 (SD=N/A; n=1)	2.92 (SD=0.64; n=13)	3.22 (SD=0.9; n=27)
Organizational capacity building	3.75 (SD=1.06; n=12)	3 (SD=N/A; n=1)	4 (SD=N/A; n=1)	2.85 (SD=0.8; n=13)	3.3 (SD=0.93; n=27)

Note: 1 = "No capacity"; 2 = "Low capacity"; 3 = "Moderate capacity"; 4 = "High capacity"; 5 = "Very high capacity."  
 Note: "SD" stands for "standard deviation"; "n" indicates the number of respondents who answered the question.

Exhibit B.46. Mean Scores by Sector for the Extent of Current Capacity to Engage in the Following Activities to Achieve: *cross-system coordination and integration among juvenile justice and child welfare are the norm*

	Juvenile justice and related fields	Public officials	Courts	Advocates, researchers, and others	Overall
Use of data and research	3.65 (SD=0.75; n=20)	3.5 (SD=0.71; n=2)	3.33 (SD=0.87; n=9)	3.14 (SD=0.95; n=14)	3.42 (SD=0.82; n=45)
Policy change	3.58 (SD=0.69; n=19)	3.5 (SD=0.71; n=2)	3.22 (SD=0.67; n=9)	3.21 (SD=0.89; n=14)	3.39 (SD=0.74; n=44)
Collaborative cross-sector network	3.9 (SD=0.72; n=20)	3 (SD=0; n=2)	3.56 (SD=0.73; n=9)	3.5 (SD=0.85; n=14)	3.67 (SD=0.57; n=45)
Communications and dissemination	3.21 (SD=1.03; n=19)	2.5 (SD=0.71; n=2)	3.11 (SD=0.93; n=9)	2.71 (SD=0.83; n=14)	3 (SD=0.87; n=44)
Community mobilization and engagement	3.3 (SD=0.98; n=20)	2.5 (SD=0.71; n=2)	3.44 (SD=0.88; n=9)	3.07 (SD=1.07; n=14)	3.22 (SD=0.91; n=45)
Leadership and workforce training	3.6 (SD=0.88; n=20)	2.5 (SD=0.71; n=2)	3.56 (SD=0.88; n=9)	3.36 (SD=0.84; n=14)	3.47 (SD=0.83; n=45)
Use of evidence-based programs	3.42 (SD=0.9; n=19)	2.5 (SD=0.71; n=2)	3.33 (SD=0.5; n=9)	3.07 (SD=1; n=14)	3.25 (SD=0.78; n=44)
Use of standardized tools	3.68 (SD=0.82; n=19)	3 (SD=0; n=2)	3.44 (SD=0.73; n=9)	3.36 (SD=0.74; n=14)	3.5 (SD=0.57; n=44)
Fiscal capacity	3 (SD=1.17; n=20)	2.5 (SD=0.71; n=2)	3.13 (SD=0.83; n=8)	2.71 (SD=0.99; n=14)	2.91 (SD=0.93; n=44)
Use of an equity lens	3.32 (SD=0.89; n=19)	3.5 (SD=0.71; n=2)	3.56 (SD=0.53; n=9)	3.08 (SD=1.04; n=13)	3.3 (SD=0.79; n=43)
Organizational capacity building	3.4 (SD=0.94; n=20)	3.5 (SD=0.71; n=2)	3.67 (SD=0.71; n=9)	3.29 (SD=1.2; n=14)	3.42 (SD=0.89; n=45)

Note: 1 = "No capacity"; 2 = "Low capacity"; 3 = "Moderate capacity"; 4 = "High capacity"; 5 = "Very high capacity."

Note: "SD" stands for "standard deviation"; "n" indicates the number of respondents who answered the question.



Exhibit B.47. Mean Scores by Sector for the Extent of Current Capacity to Engage in the Following Activities to Achieve: *racial and ethnic disparities in the juvenile justice system are reduced*

	Juvenile justice and related fields	Public officials	Courts	Advocates, researchers, and others	Overall
Use of data and research	3.71 (SD=0.69; n=17)	2.5 (SD=0.71; n=2)	3.86 (SD=0.9; n=7)	3.16 (SD=0.88; n=32)	3.38 (SD=0.79; n=58)
Policy change	3.41 (SD=0.71; n=17)	2.5 (SD=0.71; n=2)	3.14 (SD=1.35; n=7)	3 (SD=0.84; n=32)	3.12 (SD=0.9; n=58)
Collaborative cross-sector network	3.53 (SD=0.87; n=17)	2 (SD=1.41; n=2)	3.29 (SD=1.38; n=7)	3.19 (SD=0.93; n=32)	3.26 (SD=1.15; n=58)
Communications and dissemination	3.24 (SD=0.66; n=17)	2 (SD=1.41; n=2)	3 (SD=1.41; n=7)	2.9 (SD=0.79; n=31)	2.98 (SD=1.07; n=57)
Community mobilization and engagement	3.53 (SD=0.8; n=17)	2 (SD=1.41; n=2)	3 (SD=1.15; n=7)	2.66 (SD=0.94; n=32)	2.93 (SD=1.08; n=58)
Leadership and workforce training	3.65 (SD=0.61; n=17)	2 (SD=1.41; n=2)	3.14 (SD=1.21; n=7)	2.9 (SD=1.22; n=31)	3.12 (SD=1.11; n=57)
Use of evidence-based programs	3.47 (SD=0.94; n=17)	2.5 (SD=0.71; n=2)	3.14 (SD=1.35; n=7)	3 (SD=1.04; n=29)	3.15 (SD=1.01; n=55)
Use of standardized tools	3.53 (SD=0.87; n=17)	2.5 (SD=0.71; n=2)	3.14 (SD=1.57; n=7)	3.1 (SD=0.96; n=30)	3.21 (SD=1.03; n=56)
Fiscal capacity	3.12 (SD=0.93; n=17)	2 (SD=1.41; n=2)	3.43 (SD=1.27; n=7)	2.56 (SD=0.98; n=32)	2.81 (SD=1.15; n=58)
Use of an equity lens	3.65 (SD=0.7; n=17)	2 (SD=1.41; n=2)	3.14 (SD=0.69; n=7)	2.75 (SD=1.11; n=32)	3.03 (SD=0.98; n=58)
Organizational capacity building	3.12 (SD=0.86; n=17)	2 (SD=1.41; n=2)	3 (SD=1.29; n=7)	2.77 (SD=0.99; n=31)	2.88 (SD=1.14; n=57)

Note: 1 = "No capacity"; 2 = "Low capacity"; 3 = "Moderate capacity"; 4 = "High capacity"; 5 = "Very high capacity."

Note: "SD" stands for "standard deviation"; "n" indicates the number of respondents who answered the question.

Exhibit B.48. Mean Scores by Sector for the Extent of Current Capacity to Engage in the Following Activities to Achieve: *families serve as key resources and partners in youth case planning, support, supervision, and service provision*

	Juvenile justice and related fields	Public officials	Courts	Advocates, researchers, and others	Overall
Use of data and research	3.79 (SD=0.7; n=14)	N/A	3 (SD=0.6; n=12)	2.7 (SD=0.82; n=10)	3.22 (SD=0.71; n=36)
Policy change	3.64 (SD=0.63; n=14)	N/A	3.25 (SD=0.62; n=12)	2.82 (SD=0.87; n=11)	3.27 (SD=0.71; n=37)
Collaborative cross-sector network	3.79 (SD=0.8; n=14)	N/A	3.08 (SD=0.67; n=12)	3.4 (SD=1.07; n=10)	3.44 (SD=0.85; n=36)
Communications and dissemination	3 (SD=0.88; n=14)	N/A	3.08 (SD=0.67; n=12)	2.73 (SD=1.01; n=11)	2.95 (SD=0.85; n=37)
Community mobilization and engagement	3.64 (SD=0.84; n=14)	N/A	3.08 (SD=0.51; n=12)	2.73 (SD=1.1; n=11)	3.19 (SD=0.82; n=37)
Leadership and workforce training	3.79 (SD=0.7; n=14)	N/A	3.08 (SD=0.67; n=12)	3.18 (SD=1.08; n=11)	3.38 (SD=0.82; n=37)
Use of evidence-based programs	3.79 (SD=0.7; n=14)	N/A	3.33 (SD=0.49; n=12)	2.9 (SD=0.88; n=10)	3.39 (SD=0.69; n=36)
Use of standardized tools	3.71 (SD=0.73; n=14)	N/A	3.58 (SD=0.51; n=12)	3 (SD=0.94; n=10)	3.47 (SD=0.73; n=36)
Fiscal capacity	3.43 (SD=0.65; n=14)	N/A	2.82 (SD=0.75; n=11)	2.7 (SD=1.16; n=10)	3.03 (SD=0.85; n=35)
Use of an equity lens	3.14 (SD=0.95; n=14)	N/A	3.17 (SD=0.58; n=12)	2.82 (SD=0.98; n=11)	3.05 (SD=0.84; n=37)
Organizational capacity building	3.57 (SD=0.65; n=14)	N/A	3.42 (SD=0.67; n=12)	2.73 (SD=1.1; n=11)	3.27 (SD=0.81; n=37)

Note: 1 = "No capacity"; 2 = "Low capacity"; 3 = "Moderate capacity"; 4 = "High capacity"; 5 = "Very high capacity."  
 Note: "SD" stands for "standard deviation"; "n" indicates the number of respondents who answered the question.

Exhibit B.49. Mean Scores by Sector for the Extent of Current Capacity to Engage in the Following Activities to Achieve: *juvenile indigent defense services are effective, high quality, and accessible*

	Juvenile justice and related fields	Public officials	Courts	Advocates, researchers, and others	Overall
Use of data and research	3.5 (SD=0.71; n=2)	3.5 (SD=0.71; n=2)	3.43 (SD=1.13; n=7)	2.53 (SD=0.74; n=15)	2.92 (SD=0.82; n=26)
Policy change	3.5 (SD=0.71; n=2)	4 (SD=1.41; n=2)	3.71 (SD=0.76; n=7)	3 (SD=0.87; n=17)	3.29 (SD=0.94; n=28)
Collaborative cross-sector network	3 (SD=0; n=2)	3.5 (SD=0.71; n=2)	3.75 (SD=1.04; n=8)	3.06 (SD=0.83; n=17)	3.28 (SD=0.64; n=29)
Communications and dissemination	3.5 (SD=0.71; n=2)	3.5 (SD=0.71; n=2)	3.14 (SD=0.9; n=7)	2.41 (SD=0.87; n=17)	2.75 (SD=0.8; n=28)
Community mobilization and engagement	3.5 (SD=0.71; n=2)	3.5 (SD=0.71; n=2)	3.38 (SD=1.06; n=8)	2.63 (SD=0.81; n=16)	2.96 (SD=0.82; n=28)
Leadership and workforce training	3.5 (SD=0.71; n=2)	3.5 (SD=0.71; n=2)	3.75 (SD=0.89; n=8)	3.41 (SD=0.87; n=17)	3.52 (SD=0.79; n=29)
Use of evidence-based programs	3.5 (SD=0.71; n=2)	3.5 (SD=0.71; n=2)	3.5 (SD=1.41; n=8)	2.94 (SD=1; n=16)	3.18 (SD=0.96; n=28)
Use of standardized tools	2.5 (SD=0.71; n=2)	3.5 (SD=0.71; n=2)	3 (SD=1.51; n=8)	2.53 (SD=0.92; n=15)	2.74 (SD=0.96; n=27)
Fiscal capacity	3 (SD=0; n=2)	3.5 (SD=0.71; n=2)	3 (SD=1.07; n=8)	2.47 (SD=1.07; n=17)	2.72 (SD=0.71; n=29)
Use of an equity lens	3 (SD=0; n=2)	3.5 (SD=0.71; n=2)	3.75 (SD=0.71; n=8)	3 (SD=0.82; n=16)	3.25 (SD=0.56; n=28)
Organizational capacity building	3.5 (SD=0.71; n=2)	3.5 (SD=0.71; n=2)	3 (SD=0.93; n=8)	2.82 (SD=1.07; n=17)	2.97 (SD=0.85; n=29)

Note: 1 = "No capacity"; 2 = "Low capacity"; 3 = "Moderate capacity"; 4 = "High capacity"; 5 = "Very high capacity."

Note: "SD" stands for "standard deviation"; "n" indicates the number of respondents who answered the question.

Exhibit B.50. Mean Scores by Sector for the Extent of Current Capacity to Engage in the Following Activities to Achieve: *use of diversion to minimize youth contact with the juvenile justice system is the norm*

	<b>Advocate; Researcher, Analyst, or Policy Expert; or TA Provider</b>	<b>Other Sectors</b>	<b>Overall</b>
Use of data and research	2.90 (SD=0.92; n=41)	3.59 (SD=0.92; n=80)	3.36 (SD=0.97; n=121)
Policy change	3.26 (SD=0.73; n=42)	3.66 (SD=0.91; n=80)	3.52 (SD=0.87; n=122)
Collaborative cross-sector network	3.39 (SD=0.80; n=41)	3.75 (SD=0.83; n=80)	3.63 (SD=0.84; n=121)
Communications and dissemination	3.00 (SD=0.87; n=41)	3.05 (SD=0.95; n=78)	3.03 (SD=0.92; n=119)
Community mobilization and engagement	2.79 (SD=0.95; n=42)	3.44 (SD=0.84 n=79)	3.21 (SD=0.93; n=121)
Leadership and workforce training	3.17 (SD=0.90; n=40)	3.52 (SD=0.90; n=77)	3.40 (SD=0.91; n=117)
Use of evidence-based programs	3.32 (SD=0.79; n=41)	3.71 (SD=0.86; n=79)	3.58 (SD=0.86; n=120)
Use of standardized tools	3.32 (SD=0.79; n=41)	3.66 (SD=0.86; n=80)	3.55 (SD=0.85; n=121)
Fiscal capacity	2.64 (SD=1.01; n=42)	3.17 (SD=1.0; n=76)	2.98 (SD=1.03; n=118)
Use of an equity lens	2.73 (SD=0.84; n=41)	3.37 (SD=0.88; n=78)	3.15 (SD=0.92; n=119)
Organizational capacity building	2.71 (SD=0.92; n=42)	3.37 (SD=0.94; n=76)	3.14 (SD=0.98; n=118)

Note: 1 = "No capacity"; 2 = "Low capacity"; 3 = "Moderate capacity"; 4 = "High capacity"; 5 = "Very high capacity."

Note: "SD" stands for "standard deviation"; "n" indicates the number of respondents who answered the question.

Exhibit B.51. Mean Scores by Sector for the Extent of Current Capacity to Engage in the Following Activities to Achieve: *adoption and implementation of evidence-based programs and practices, including standardized screening and assessment protocols, are the norm*

	Advocate; Researcher, Analyst, or Policy Expert; or TA Provider	Other Sectors	Overall
Use of data and research	3.13 (SD=0.76; n=40)	3.63 (SD=0.93; n=89)	3.47 (SD=0.91; n=129)
Policy change	3.30 (SD=0.61; n=40)	3.55 (SD=0.90; n=88)	3.47 (SD=0.82; n=128)
Collaborative cross-sector network	3.37 (SD=0.80; n=41)	3.67 (SD=0.91; n=90)	3.57 (SD=0.89; n=131)
Communications and dissemination	2.87 (SD=0.83; n=39)	3.07 (SD=0.89; n=86)	3.01 (SD=0.88; n=125)
Community mobilization and engagement	2.78 (SD=0.96; n=41)	3.26 (SD=1.00 n=88)	3.11 (SD=1.01; n=129)
Leadership and workforce training	3.20 (SD=0.85; n=40)	3.64 (SD=0.87; n=86)	3.50 (SD=0.88; n=126)
Use of evidence-based programs	3.37 (SD=0.73; n=41)	3.72 (SD=0.87; n=89)	3.61 (SD=0.84; n=130)
Use of standardized tools	3.49 (SD=0.71; n=41)	3.79 (SD=0.95; n=89)	3.69 (SD=0.89; n=130)
Fiscal capacity	2.75 (SD=0.74; n=40)	3.16 (SD=1.06; n=86)	3.03 (SD=0.99; n=126)
Use of an equity lens	2.83 (SD=0.70; n=41)	3.36 (SD=0.97; n=89)	3.19 (SD=0.92; n=130)
Organizational capacity building	2.88 (SD=0.78; n=41)	3.30 (SD=1.12; n=89)	3.17 (SD=1.04; n=130)

Note: 1 = "No capacity"; 2 = "Low capacity"; 3 = "Moderate capacity"; 4 = "High capacity"; 5 = "Very high capacity."  
 Note: "SD" stands for "standard deviation"; "n" indicates the number of respondents who answered the question.

Exhibit B.52. Mean Scores by Sector for the Extent of Current Capacity to Engage in the Following Activities to Achieve: *mental health services for youth who come in contact with the juvenile justice system are readily accessible*

	<b>Advocate; Researcher, Analyst, or Policy Expert; or TA Provider</b>	<b>Other Sectors</b>	<b>Overall</b>
Use of data and research	2.87 (SD=0.74; n=15)	3.61 (SD=0.80; n=36)	3.39 (SD=0.85; n=51)
Policy change	3.07 (SD=0.59; n=15)	3.47 (SD=0.65; n=36)	3.35 (SD=0.66; n=51)
Collaborative cross-sector network	3.47 (SD=0.64; n=15)	3.78 (SD=0.80; n=36)	3.69 (SD=0.76; n=51)
Communications and dissemination	2.67 (SD=0.49; n=15)	3.31 (SD=0.89; n=36)	3.12 (SD=0.84; n=51)
Community mobilization and engagement	2.73 (SD=0.59; n=15)	3.25 (SD=0.84; n=36)	3.10 (SD=0.81; n=51)
Leadership and workforce training	3.27 (SD=0.70; n=15)	3.67 (SD=0.76; n=36)	3.55 (SD=0.76; n=51)
Use of evidence-based programs	3.47 (SD=0.64; n=15)	3.72 (SD=0.81; n=36)	3.65 (SD=0.77; n=51)
Use of standardized tools	3.47 (SD=0.52; n=15)	3.72 (SD=0.97; n=36)	3.65 (SD=0.87; n=51)
Fiscal capacity	2.50 (SD=0.85; n=14)	3.25 (SD=0.91; n=36)	3.04 (SD=0.95; n=50)
Use of an equity lens	2.85 (SD=0.55; n=13)	3.33 (SD=0.86; n=36)	3.20 (SD=0.82; n=49)
Organizational capacity building	3.00 (SD=0.68; n=14)	3.33 (SD=0.99; n=36)	3.24 (SD=0.92; n=50)

Note: 1 = "No capacity"; 2 = "Low capacity"; 3 = "Moderate capacity"; 4 = "High capacity"; 5 = "Very high capacity."  
 Note: "SD" stands for "standard deviation"; "n" indicates the number of respondents who answered the question.

Exhibit B.53. Mean Scores by Sector for the Extent of Current Capacity to Engage in the Following Activities to Achieve: *quality aftercare services that support reentry in the community upon return from out-of-home placements are readily accessible*

	Advocate; Researcher, Analyst, or Policy Expert; or TA Provider	Other Sectors	Overall
Use of data and research	2.91 (SD=0.54; n=11)	3.72 (SD=0.83; n=18)	3.41 (SD=0.82; n=29)
Policy change	3.36 (SD=0.67; n=11)	3.56 (SD=0.86; n=18)	3.48 (SD=0.78; n=29)
Collaborative cross-sector network	3.18 (SD=0.75; n=11)	3.67 (SD=0.77; n=18)	3.48 (SD=0.78; n=29)
Communications and dissemination	2.64 (SD=0.50; n=11)	3.18 (SD=0.88; n=17)	2.96 (SD=0.79; n=28)
Community mobilization and engagement	2.82 (SD=0.75; n=11)	3.67 (SD=0.84; n=18)	3.34 (SD=0.90; n=29)
Leadership and workforce training	3.09 (SD=0.70; n=11)	3.72 (SD=0.75; n=18)	3.48 (SD=0.78; n=29)
Use of evidence-based programs	3.27 (SD=0.65; n=11)	3.78 (SD=0.73; n=18)	3.59 (SD=0.73; n=29)
Use of standardized tools	3.27 (SD=0.65; n=11)	3.89 (SD=0.90; n=18)	3.66 (SD=0.86; n=29)
Fiscal capacity	2.64 (SD=0.67; n=11)	3.28 (SD=1.02; n=18)	3.03 (SD=0.94; n=29)
Use of an equity lens	2.91 (SD=0.54; n=11)	3.39 (SD=1.04; n=18)	3.21 (SD=0.90; n=29)
Organizational capacity building	2.82 (SD=0.75; n=11)	3.61 (SD=0.98; n=18)	3.31 (SD=0.97; n=29)

Note: 1 = "No capacity"; 2 = "Low capacity"; 3 = "Moderate capacity"; 4 = "High capacity"; 5 = "Very high capacity."  
 Note: "SD" stands for "standard deviation"; "n" indicates the number of respondents who answered the question.

Exhibit B.54. Mean Scores by Sector for the Extent of Current Capacity to Engage in the Following Activities to Achieve: *cross-system coordination and integration among juvenile justice and child welfare are the norm*

	<b>Advocate; Researcher, Analyst, or Policy Expert; or TA Provider</b>	<b>Other Sectors</b>	<b>Overall</b>
Use of data and research	3.00 (SD=0.85; n=12)	3.59 (SD=0.76; n=37)	3.45 (SD=0.82; n=49)
Policy change	3.08 (SD=0.79; n=12)	3.53 (SD=0.70; n=36)	3.42 (SD=0.74; n=48)
Collaborative cross-sector network	3.42 (SD=0.79; n=12)	3.76 (SD=0.72; n=37)	3.67 (SD=0.75; n=49)
Communications and dissemination	2.67 (SD=0.78; n=12)	3.11 (SD=0.95; n=36)	3.00 (SD=0.92; n=48)
Community mobilization and engagement	3.08 (SD=1.08; n=12)	3.30 (SD=0.91; n=37)	3.24 (SD=0.95; n=49)
Leadership and workforce training	3.33 (SD=0.89; n=12)	3.51 (SD=0.84; n=37)	3.47 (SD=0.84; n=49)
Use of evidence-based programs	3.08 (SD=1.00; n=12)	3.36 (SD=0.80; n=36)	3.29 (SD=0.85; n=48)
Use of standardized tools	3.33 (SD=0.78; n=12)	3.56 (SD=0.73; n=36)	3.50 (SD=0.74; n=48)
Fiscal capacity	2.67 (SD=0.98; n=12)	3.03 (SD=1.00; n=36)	2.94 (SD=1.00; n=48)
Use of an equity lens	3.00 (SD=1.10; n=11)	3.39 (SD=0.73; n=36)	3.30 (SD=0.83; n=47)
Organizational capacity building	3.25 (SD=1.29; n=12)	3.51 (SD=0.80; n=37)	3.45 (SD=0.94; n=49)

*Note: 1 = "No capacity"; 2 = "Low capacity"; 3 = "Moderate capacity"; 4 = "High capacity"; 5 = "Very high capacity."  
 Note: "SD" stands for "standard deviation"; "n" indicates the number of respondents who answered the question.*



Exhibit B.55. Mean Scores by Sector for the Extent of Current Capacity to Engage in the Following Activities to Achieve: *racial and ethnic disparities in the juvenile justice system are reduced*

	<b>Advocate; Researcher, Analyst, or Policy Expert; or TA Provider</b>	<b>Other Sectors</b>	<b>Overall</b>
Use of data and research	3.10 (SD=0.83; n=31)	3.61 (SD=0.84; n=36)	3.37 (SD=0.87; n=67)
Policy change	2.94 (SD=0.77; n=31)	3.31 (SD=0.89; n=36)	3.13 (SD=0.85; n=67)
Collaborative cross-sector network	3.16 (SD=0.93; n=31)	3.37 (SD=1.11; n=35)	3.27 (SD=1.03; n=66)
Communications and dissemination	2.87 (SD=0.78; n=30)	3.09 (SD=1.00; n=34)	2.98 (SD=0.90; n=64)
Community mobilization and engagement	2.61 (SD=0.92; n=31)	3.23 (SD=1.06; n=35)	2.94 (SD=1.04; n=66)
Leadership and workforce training	2.83 (SD=1.18; n=30)	3.39 (SD=0.99; n=36)	3.14 (SD=1.11; n=66)
Use of evidence-based programs	2.93 (SD=0.98; n=28)	3.40 (SD=1.12; n=35)	3.19 (SD=1.08; n=63)
Use of standardized tools	3.03 (SD=0.91; n=29)	3.36 (SD=1.13; n=36)	3.22 (SD=1.04; n=65)
Fiscal capacity	2.55 (SD=0.99; n=31)	3.09 (SD=1.04; n=35)	2.83 (SD=1.05; n=66)
Use of an equity lens	2.71 (SD=1.10; n=31)	3.22 (SD=0.93; n=36)	2.99 (SD=1.04; n=67)
Organizational capacity building	2.73 (SD=0.98; n=30)	3.11 (SD=1.08; n=35)	2.94 (SD=1.04; n=65)

Note: 1 = "No capacity"; 2 = "Low capacity"; 3 = "Moderate capacity"; 4 = "High capacity"; 5 = "Very high capacity."  
 Note: "SD" stands for "standard deviation"; "n" indicates the number of respondents who answered the question.

Exhibit B.56. Mean Scores by Sector for the Extent of Current Capacity to Engage in the Following Activities to Achieve: *families serve as key resources and partners in youth case planning, support, supervision, and service provision*

	Advocate; Researcher, Analyst, or Policy Expert; or TA Provider	Other Sectors	Overall
Use of data and research	2.70 (SD=0.82; n=10)	3.35 (SD=0.75; n=31)	3.20 (SD=0.81; n=41)
Policy change	2.82 (SD=0.87; n=11)	3.38 (SD=0.66; n=32)	3.23 (SD=0.75; n=43)
Collaborative cross-sector network	3.40 (SD=1.07; n=10)	3.38 (SD=0.79; n=32)	3.38 (SD=0.85; n=42)
Communications and dissemination	2.73; (SD=1.01; n=11)	3.03 (SD=0.75; n=31)	2.95 (SD=0.82; n=42)
Community mobilization and engagement	2.73 (SD=1.10; n=11)	3.29 (SD=0.82; n=31)	3.14 (SD=0.93; n=42)
Leadership and workforce training	3.18 (SD=1.08; n=11)	3.42 (SD=0.76; n=31)	3.36 (SD=0.85; n=42)
Use of evidence-based programs	2.90 (SD=0.88; n=10)	3.57 (SD=0.63; n=30)	3.40 (SD=0.74; n=40)
Use of standardized tools	3.00 (SD=0.94; n=10)	3.65 (SD=0.61; n=31)	3.49 (SD=0.75; n=41)
Fiscal capacity	2.70 (SD=1.16; n=10)	3.14 (SD=0.74; n=29)	3.03 (SD=0.87; n=39)
Use of an equity lens	2.82 (SD=0.98; n=11)	3.17 (SD=0.75; n=30)	3.07 (SD=0.82; n=41)
Organizational capacity building	2.73 (SD=1.10; n=11)	3.43 (SD=0.68; n=30)	3.24 (SD=0.86; n=41)

Note: 1 = "No capacity"; 2 = "Low capacity"; 3 = "Moderate capacity"; 4 = "High capacity"; 5 = "Very high capacity."  
 Note: "SD" stands for "standard deviation"; "n" indicates the number of respondents who answered the question.

Exhibit B.57. Mean Scores by Sector for the Extent of Current Capacity to Engage in the Following Activities to Achieve: *juvenile indigent defense services are effective, high quality, and accessible*

	Advocate; Researcher, Analyst, or Policy Expert; or TA Provider	Other Sectors	Overall
Use of data and research	2.53 (SD=0.74; n=15)	3.35 (SD=0.81; n=20)	3.00 (SD=0.87; n=35)
Policy change	3.00 (SD=0.89; n=16)	3.48 (SD=0.81; n=21)	3.27 (SD=0.87; n=37)
Collaborative cross-sector network	3.06 (SD=0.85; n=16)	3.55 (SD=0.86; n=22)	3.34 (SD=0.88; n=38)
Communications and dissemination	2.44 (SD=0.89; n=16)	2.95 (SD=1.10; n=20)	2.72 (SD=1.03; n=36)
Community mobilization and engagement	2.67 (SD=0.82; n=15)	3.14 (SD=1.08; n=22)	2.95 (SD=1.00; n=37)
Leadership and workforce training	3.31 (SD=0.79; n=16)	3.55 (SD=1.01; n=22)	3.45 (SD=0.92; n=38)
Use of evidence-based programs	2.93 (SD=1.03; n=15)	3.32 (SD=1.13; n=22)	3.16 (SD=1.09; n=37)
Use of standardized tools	2.53 (SD=0.92; n=15)	3.00 (SD=1.18; n=21)	2.81 (SD=1.09; n=36)
Fiscal capacity	2.31 (SD=0.87; n=16)	2.91 (SD=1.15; n=22)	2.66 (SD=1.07; n=38)
Use of an equity lens	3.00 (SD=0.85; n=15)	3.41 (SD=0.80; n=22)	3.24 (SD=0.83; n=37)
Organizational capacity building	2.75 (SD=1.06; n=16)	3.05 (SD=0.97; n=21)	2.92 (SD=1.01; n=37)

Note: 1 = "No capacity"; 2 = "Low capacity"; 3 = "Moderate capacity"; 4 = "High capacity"; 5 = "Very high capacity."  
 Note: "SD" stands for "standard deviation"; "n" indicates the number of respondents who answered the question.

Exhibit B.58. Percent Distribution of the Extent to Which Political and Governmental Factors Limited or Facilitated Progress toward Juvenile Justice Reform by Level

Political and governmental factors	Local (n=51)	State (n=78)	Multistate (n=68)	Overall (n=197)
Major barrier	17.65%	15.38%	20.59%	17.77%
Minor barrier	21.57%	10.26%	14.71%	14.72%
Equally a barrier and facilitator	29.41%	38.46%	45.59%	38.58%
Minor facilitator	13.73%	10.26%	5.88%	9.64%
Major facilitator	17.65%	25.64%	13.24%	19.29%
<b>Total</b>	<b>100.00%</b>	<b>100.00%</b>	<b>100.00%</b>	<b>100.00%</b>

Exhibit B.59. Percent Distribution of the Extent to Which Legal Factors Limited or Facilitated Progress toward Juvenile Justice Reform by Level

Legal factors	Local (n=51)	State (n=78)	Multistate (n=68)	Overall (n=197)
Major barrier	11.76%	8.97%	19.12%	13.20%
Minor barrier	21.57%	29.49%	11.76%	21.32%
Equally a barrier and facilitator	25.49%	29.49%	33.82%	29.95%
Minor facilitator	23.53%	15.38%	19.12%	18.78%
Major facilitator	17.65%	16.67%	16.18%	16.75%
<b>Total</b>	<b>100.00%</b>	<b>100.00%</b>	<b>100.00%</b>	<b>100.00%</b>

Exhibit B.60. Percent Distribution of the Extent to Which Economic Factors Limited or Facilitated Progress toward Juvenile Justice Reform by Level

<b>Economic factors</b>	<b>Local (n=51)</b>	<b>State (n=78)</b>	<b>Multistate (n=68)</b>	<b>Overall (n=197)</b>
Major barrier	43.14%	41.03%	44.12%	42.64%
Minor barrier	35.29%	28.21%	22.06%	27.92%
Equally a barrier and facilitator	9.80%	24.36%	20.59%	19.29%
Minor facilitator	5.88%	3.85%	7.35%	5.58%
Major facilitator	5.88%	2.56%	5.88%	4.57%
<b>Total</b>	<b>100.00%</b>	<b>100.00%</b>	<b>100.00%</b>	<b>100.00%</b>

Exhibit B.61. Percent Distribution of the Extent to Which Social Factors Limited or Facilitated Progress toward Juvenile Justice Reform by Level

<b>Social factors</b>	<b>Local (n=51)</b>	<b>State (n=78)</b>	<b>Multistate (n=68)</b>	<b>Overall (n=197)</b>
Major barrier	11.76%	16.67%	13.24%	14.21%
Minor barrier	31.37%	23.08%	26.47%	26.40%
Equally a barrier and facilitator	31.37%	34.62%	32.35%	32.99%
Minor facilitator	15.69%	16.67%	16.18%	16.24%
Major facilitator	9.80%	8.97%	11.76%	10.15%
<b>Total</b>	<b>100.00%</b>	<b>100.00%</b>	<b>100.00%</b>	<b>100.00%</b>

Exhibit B.62. Percent Distribution of the Extent to Which Technological Factors Limited or Facilitated Progress toward Juvenile Justice Reform by Level

<b>Technological factors</b>	<b>Local (n=51)</b>	<b>State (n=78)</b>	<b>Multistate (n=68)</b>	<b>Overall (n=197)</b>
Major barrier	5.88%	16.67%	13.24%	12.69%
Minor barrier	23.53%	20.51%	16.18%	19.80%
Equally a barrier and facilitator	25.49%	28.21%	33.82%	29.44%
Minor facilitator	37.25%	24.36%	27.94%	28.93%
Major facilitator	7.84%	10.26%	8.82%	9.14%
<b>Total</b>	<b>100.00%</b>	<b>100.00%</b>	<b>100.00%</b>	<b>100.00%</b>

**Exhibit B.63. Mean Scores by Level of the Extent of Contextual Factors' Impact on Juvenile Justice Reform**

Factors	Local	State	Multistate	Overall
Political and governmental	2.92 (SD=1.34; n=51)	3.21 (SD=1.35; n=78)	2.76 (SD=1.24; n=68)	2.98 (SD=1.32; n=197)
Legal	3.14 (SD=1.28; n=51)	3.01 (SD=1.22; n=78)	3.01 (SD=1.32; n=68)	3.05 (SD=1.27; n=197)
Economic	1.96 (SD=1.15; n=51)	1.99 (SD=1.03; n=78)	2.09 (SD=1.22; n=68)	2.02 (SD=1.12; n=197)
Social	2.8 (SD=1.15; n=51)	2.78 (SD=1.18; n=78)	2.87 (SD=1.2; n=68)	2.82 (SD=1.17; n=197)
Technological	3.18 (SD=1.07; n=51)	2.91 (SD=1.24; n=78)	3.03 (SD=1.16; n=68)	3.02 (SD=1.17; n=197)

Note: 1 = "Major barrier"; 2 = "Minor barrier"; 3 = "Equally a barrier and facilitator"; 4 = "Minor facilitator"; 5 = "Major facilitator."

Note: "SD" stands for "standard deviation"; "n" indicates the number of respondents who answered the question.

**Exhibit B.64. Mean Scores by Grantee Status for the Extent of Current Activity to Achieve: *use of diversion to minimize youth contact with the juvenile justice system is the norm***

	Grantee	Not Grantee	Overall
Use of data and research	3.65 (SD=1; n=17)	3.41 (SD=0.95; n=119)	3.44 (SD=0.97; n=136)
Policy change	3.94 (SD=0.66; n=17)	3.47 (SD=0.79; n=122)	3.53 (SD=0.73; n=139)
Collaborative cross-sector network	3.71 (SD=0.77; n=17)	3.64 (SD=0.82; n=121)	3.64 (SD=0.79; n=138)
Communications and dissemination	2.81 (SD=0.91; n=16)	2.84 (SD=0.95; n=120)	2.84 (SD=0.93; n=136)
Community mobilization and engagement	3 (SD=0.87; n=17)	3.08 (SD=0.95; n=121)	3.07 (SD=0.91; n=138)
Leadership and workforce training	3.38 (SD=0.81; n=16)	3.31 (SD=0.89; n=118)	3.31 (SD=0.85; n=134)
Use of evidence-based programs	3.59 (SD=0.87; n=17)	3.55 (SD=0.88; n=122)	3.55 (SD=0.88; n=139)
Use of standardized tools	3.59 (SD=1; n=17)	3.61 (SD=0.87; n=119)	3.6 (SD=0.93; n=136)
Fiscal capacity	3 (SD=0.73; n=16)	3.07 (SD=0.99; n=120)	3.06 (SD=0.86; n=136)
Use of an equity lens	3.47 (SD=1.01; n=17)	2.96 (SD=0.92; n=121)	3.02 (SD=0.96; n=138)
Organizational capacity building	3.47 (SD=0.8; n=17)	3.16 (SD=1.01; n=122)	3.2 (SD=0.9; n=139)

Note: 1 = "Not at all"; 2 = "A little"; 3 = "Somewhat"; 4 = "A great deal"; 5 = "Completely."

Note: "SD" stands for "standard deviation"; "n" indicates the number of respondents who answered the question.

Exhibit B.65. Mean Scores by Grantee Status for the Extent of Current Activity to Achieve: *adoption and implementation of evidence-based programs and practices, including standardized screening and assessment protocols, are the norm*

	Grantee	Not Grantee	Overall
Use of data and research	3.54 (SD=0.66; n=13)	3.65 (SD=0.8; n=125)	3.64 (SD=0.73; n=138)
Policy change	3.69 (SD=0.85; n=13)	3.54 (SD=0.81; n=126)	3.55 (SD=0.83; n=139)
Collaborative cross-sector network	3.77 (SD=0.73; n=13)	3.51 (SD=0.87; n=127)	3.54 (SD=0.8; n=140)
Communications and dissemination	2.85 (SD=1.14; n=13)	2.9 (SD=0.9; n=122)	2.9 (SD=1.02; n=135)
Community mobilization and engagement	2.77 (SD=1.17; n=13)	3.05 (SD=0.93; n=125)	3.02 (SD=1.05; n=138)
Leadership and workforce training	3.77 (SD=0.6; n=13)	3.49 (SD=0.95; n=123)	3.51 (SD=0.78; n=136)
Use of evidence-based programs	3.92 (SD=0.64; n=13)	3.66 (SD=0.85; n=125)	3.68 (SD=0.75; n=138)
Use of standardized tools	3.85 (SD=0.8; n=13)	3.78 (SD=0.8; n=125)	3.79 (SD=0.8; n=138)
Fiscal capacity	2.77 (SD=0.73; n=13)	3.18 (SD=0.94; n=122)	3.14 (SD=0.83; n=135)
Use of an equity lens	3.46 (SD=0.97; n=13)	2.98 (SD=0.95; n=126)	3.03 (SD=0.96; n=139)
Organizational capacity building	3 (SD=1; n=13)	3.25 (SD=1.07; n=125)	3.22 (SD=1.03; n=138)

Note: 1 = "Not at all"; 2 = "A little"; 3 = "Somewhat"; 4 = "A great deal"; 5 = "Completely."

Note: "SD" stands for "standard deviation"; "n" indicates the number of respondents who answered the question.

Exhibit B.66. Mean Scores by Grantee Status for the Extent of Current Activity to Achieve: *mental health services for youth who come in contact with the juvenile justice system are readily accessible*

	Grantee	Not Grantee	Overall
Use of data and research	3.71 (SD=0.76; n=7)	3.16 (SD=0.94; n=44)	3.24 (SD=0.85; n=51)
Policy change	3.43 (SD=0.79; n=7)	3.23 (SD=0.83; n=44)	3.25 (SD=0.81; n=51)
Collaborative cross-sector network	3.71 (SD=0.49; n=7)	3.5 (SD=0.73; n=44)	3.53 (SD=0.61; n=51)
Communications and dissemination	3.29 (SD=0.76; n=7)	2.84 (SD=0.9; n=43)	2.9 (SD=0.83; n=50)
Community mobilization and engagement	3.14 (SD=0.9; n=7)	3.09 (SD=0.83; n=44)	3.1 (SD=0.86; n=51)
Leadership and workforce training	3.71 (SD=0.49; n=7)	3.5 (SD=0.88; n=44)	3.53 (SD=0.68; n=51)
Use of evidence-based programs	3.57 (SD=0.53; n=7)	3.57 (SD=0.9; n=44)	3.57 (SD=0.72; n=51)
Use of standardized tools	3.43 (SD=0.53; n=7)	3.68 (SD=0.88; n=44)	3.65 (SD=0.71; n=51)
Fiscal capacity	3.14 (SD=0.69; n=7)	2.93 (SD=0.94; n=43)	2.96 (SD=0.81; n=50)
Use of an equity lens	3.14 (SD=0.69; n=7)	3.1 (SD=0.85; n=42)	3.1 (SD=0.77; n=49)
Organizational capacity building	3.57 (SD=0.53; n=7)	3 (SD=0.85; n=43)	3.08 (SD=0.69; n=50)

Note: 1 = "Not at all"; 2 = "A little"; 3 = "Somewhat"; 4 = "A great deal"; 5 = "Completely."

Note: "SD" stands for "standard deviation"; "n" indicates the number of respondents who answered the question.

Exhibit B.67. Mean Scores by Grantee Status for the Extent of Current Activity to Achieve: *quality aftercare services that support reentry in the community upon return from out-of-home placements are readily accessible*

	Grantee	Not Grantee	Overall
Use of data and research	4 (SD=N/A; n=1)	3.36 (SD=0.78; n=28)	3.38 (SD=0.78; n=29)
Policy change	4 (SD=N/A; n=1)	3.43 (SD=0.92; n=28)	3.45 (SD=0.92; n=29)
Collaborative cross-sector network	4 (SD=N/A; n=1)	3.39 (SD=0.79; n=28)	3.41 (SD=0.79; n=29)
Communications and dissemination	4 (SD=N/A; n=1)	2.85 (SD=0.86; n=27)	2.89 (SD=0.86; n=28)
Community mobilization and engagement	3 (SD=N/A; n=1)	3.07 (SD=0.86; n=28)	3.07 (SD=0.86; n=29)
Leadership and workforce training	4 (SD=N/A; n=1)	3.56 (SD=0.93; n=27)	3.57 (SD=0.93; n=28)
Use of evidence-based programs	4 (SD=N/A; n=1)	3.43 (SD=0.84; n=28)	3.45 (SD=0.84; n=29)
Use of standardized tools	3 (SD=N/A; n=1)	3.63 (SD=0.84; n=27)	3.61 (SD=0.84; n=28)
Fiscal capacity	4 (SD=N/A; n=1)	3.07 (SD=1.12; n=28)	3.1 (SD=1.12; n=29)
Use of an equity lens	4 (SD=N/A; n=1)	3.07 (SD=0.98; n=28)	3.1 (SD=0.98; n=29)
Organizational capacity building	3 (SD=N/A; n=1)	3.21 (SD=0.88; n=28)	3.21 (SD=0.88; n=29)

Note: 1 = "Not at all"; 2 = "A little"; 3 = "Somewhat"; 4 = "A great deal"; 5 = "Completely."

Note: "SD" stands for "standard deviation"; "n" indicates the number of respondents who answered the question.

Exhibit B.68. Mean Scores by Grantee Status for the Extent of Current Activity to Achieve: *cross-system coordination and integration among juvenile justice and child welfare are the norm*

	Grantee	Not Grantee	Overall
Use of data and research	3 (SD=1.22; n=5)	3.36 (SD=0.8; n=45)	3.32 (SD=1.01; n=50)
Policy change	3.2 (SD=0.84; n=5)	3.23 (SD=0.71; n=44)	3.22 (SD=0.77; n=49)
Collaborative cross-sector network	3.6 (SD=0.89; n=5)	3.47 (SD=0.84; n=45)	3.48 (SD=0.87; n=50)
Communications and dissemination	3 (SD=0.71; n=5)	2.75 (SD=0.92; n=44)	2.78 (SD=0.81; n=49)
Community mobilization and engagement	2.6 (SD=0.89; n=5)	2.91 (SD=0.9; n=45)	2.88 (SD=0.9; n=50)
Leadership and workforce training	3.6 (SD=0.89; n=5)	3.2 (SD=0.79; n=44)	3.24 (SD=0.84; n=49)
Use of evidence-based programs	3.2 (SD=0.84; n=5)	3.07 (SD=0.76; n=44)	3.08 (SD=0.8; n=49)
Use of standardized tools	3 (SD=1.22; n=5)	3.3 (SD=0.77; n=43)	3.27 (SD=1; n=48)
Fiscal capacity	2.8 (SD=0.45; n=5)	2.77 (SD=0.91; n=44)	2.78 (SD=0.68; n=49)
Use of an equity lens	3 (SD=1.41; n=5)	2.95 (SD=0.79; n=43)	2.96 (SD=1.1; n=48)
Organizational capacity building	3 (SD=0.71; n=5)	3.18 (SD=0.86; n=45)	3.16 (SD=0.78; n=50)

Note: 1 = "Not at all"; 2 = "A little"; 3 = "Somewhat"; 4 = "A great deal"; 5 = "Completely."

Note: "SD" stands for "standard deviation"; "n" indicates the number of respondents who answered the question.

Exhibit B.69. Mean Scores by Grantee Status for the Extent of Current Activity to Achieve: *racial and ethnic disparities in the juvenile justice system are reduced*

	Grantee	Not Grantee	Overall
Use of data and research	2.71 (SD=1.25; n=7)	3.43 (SD=0.83; n=61)	3.35 (SD=1.04; n=68)
Policy change	2.86 (SD=1.57; n=7)	2.9 (SD=1.02; n=62)	2.9 (SD=1.3; n=69)
Collaborative cross-sector network	2.71 (SD=1.11; n=7)	3.21 (SD=0.98; n=62)	3.16 (SD=1.05; n=69)
Communications and dissemination	2.57 (SD=1.51; n=7)	2.9 (SD=1; n=60)	2.87 (SD=1.26; n=67)
Community mobilization and engagement	2.29 (SD=1.38; n=7)	2.92 (SD=0.98; n=60)	2.85 (SD=1.18; n=67)
Leadership and workforce training	2.71 (SD=1.25; n=7)	3.1 (SD=1.08; n=61)	3.06 (SD=1.16; n=68)
Use of evidence-based programs	2.67 (SD=1.21; n=6)	3.1 (SD=1.13; n=60)	3.06 (SD=1.17; n=66)
Use of standardized tools	2.5 (SD=0.84; n=6)	3.18 (SD=0.96; n=61)	3.12 (SD=0.9; n=67)
Fiscal capacity	2.29 (SD=1.11; n=7)	2.66 (SD=1.03; n=61)	2.62 (SD=1.07; n=68)
Use of an equity lens	2.57 (SD=1.13; n=7)	2.98 (SD=0.98; n=62)	2.94 (SD=1.06; n=69)
Organizational capacity building	2.43 (SD=1.13; n=7)	2.75 (SD=1.01; n=61)	2.72 (SD=1.07; n=68)

Note: 1 = "Not at all"; 2 = "A little"; 3 = "Somewhat"; 4 = "A great deal"; 5 = "Completely."

Note: "SD" stands for "standard deviation"; "n" indicates the number of respondents who answered the question.

Exhibit B.70. Mean Scores by Grantee Status for the Extent of Current Activity to Achieve: *families serve as key resources and partners in youth case planning, support, supervision, and service provision*

	Grantee	Not Grantee	Overall
Use of data and research	3 (SD=1.41; n=2)	2.87 (SD=1.04; n=38)	2.87 (SD=1.23; n=40)
Policy change	3 (SD=1.41; n=2)	2.98 (SD=1.01; n=41)	2.98 (SD=1.21; n=43)
Collaborative cross-sector network	3 (SD=1.41; n=2)	3.28 (SD=0.89; n=39)	3.27 (SD=1.15; n=41)
Communications and dissemination	2 (SD=1.41; n=2)	2.73 (SD=0.84; n=41)	2.7 (SD=1.13; n=43)
Community mobilization and engagement	2 (SD=1.41; n=2)	3.02 (SD=0.99; n=41)	2.98 (SD=1.2; n=43)
Leadership and workforce training	2.5 (SD=0.71; n=2)	3.3 (SD=0.91; n=40)	3.26 (SD=0.81; n=42)
Use of evidence-based programs	2.5 (SD=0.71; n=2)	3.23 (SD=0.87; n=39)	3.2 (SD=0.79; n=41)
Use of standardized tools	2 (SD=1.41; n=2)	3.31 (SD=0.83; n=39)	3.24 (SD=1.12; n=41)
Fiscal capacity	2.5 (SD=0.71; n=2)	2.76 (SD=0.91; n=38)	2.75 (SD=0.81; n=40)
Use of an equity lens	2.5 (SD=0.71; n=2)	2.78 (SD=0.92; n=40)	2.76 (SD=0.81; n=42)
Organizational capacity building	2 (SD=0; n=2)	3 (SD=1.04; n=40)	2.95 (SD=0.52; n=42)

Note: 1 = "Not at all"; 2 = "A little"; 3 = "Somewhat"; 4 = "A great deal"; 5 = "Completely."

Note: "SD" stands for "standard deviation"; "n" indicates the number of respondents who answered the question.



Exhibit B.71. Mean Scores by Grantee Status for the Extent of Current Activity to Achieve: *juvenile indigent defense services are effective, high quality, and accessible*

	Grantee	Not Grantee	Overall
Use of data and research	2.71 (SD=1.11; n=7)	2.87 (SD=1.07; n=30)	2.84 (SD=1.09; n=37)
Policy change	2.71 (SD=1.5; n=7)	3.22 (SD=1.01; n=32)	3.13 (SD=1.25; n=39)
Collaborative cross-sector network	2.86 (SD=0.9; n=7)	3.09 (SD=1; n=32)	3.05 (SD=0.95; n=39)
Communications and dissemination	2.43 (SD=0.79; n=7)	2.63 (SD=1; n=30)	2.59 (SD=0.89; n=37)
Community mobilization and engagement	2.29 (SD=0.95; n=7)	2.67 (SD=0.99; n=30)	2.59 (SD=0.97; n=37)
Leadership and workforce training	3.14 (SD=0.69; n=7)	3.48 (SD=0.85; n=31)	3.42 (SD=0.77; n=38)
Use of evidence-based programs	2.71 (SD=1.11; n=7)	2.87 (SD=0.99; n=31)	2.84 (SD=1.05; n=38)
Use of standardized tools	2.43 (SD=1.27; n=7)	2.76 (SD=1.09; n=29)	2.69 (SD=1.18; n=36)
Fiscal capacity	2.57 (SD=1.13; n=7)	2.75 (SD=1.05; n=32)	2.72 (SD=1.09; n=39)
Use of an equity lens	2.57 (SD=1.13; n=7)	3.07 (SD=1.01; n=30)	2.97 (SD=1.07; n=37)
Organizational capacity building	2.71 (SD=1.11; n=7)	3.03 (SD=1.05; n=31)	2.97 (SD=1.08; n=38)

Note: 1 = "Not at all"; 2 = "A little"; 3 = "Somewhat"; 4 = "A great deal"; 5 = "Completely."

Note: "SD" stands for "standard deviation"; "n" indicates the number of respondents who answered the question.

Exhibit B.72. Mean Scores by Grantee Status for the Extent to Which Legacy / Models for Change Involvement Improved Work Regarding Knowledge, Practice, Involvement in Reform, Collaboration, Community Mobilization, and Advocacy

	Grantee	Not Grantee	Overall
Increased my knowledge of effective juvenile justice reform practices	4.33 (SD=0.77; n=18)	4.34 (SD=0.86; n=175)	4.34 (SD=0.85; n=193)
Improved my individual practice and developed professionally	4.19 (SD=0.75; n=16)	4.18 (SD=0.98; n=171)	4.18 (SD=0.96; n=187)
Increased my level of involvement in juvenile justice reform activities	3.88 (SD=1.27; n=17)	4.09 (SD=1.09; n=175)	4.07 (SD=1.1; n=192)
Enhanced my ability to collaborate with more partners	4.11 (SD=1.13; n=18)	4.09 (SD=1.05; n=174)	4.09 (SD=1.06; n=192)
Facilitated community mobilization efforts	3.33 (SD=1.5; n=15)	3.23 (SD=1.27; n=160)	3.24 (SD=1.28; n=175)
Improved policy advocacy efforts	4 (SD=1.2; n=15)	3.99 (SD=1.04; n=168)	3.99 (SD=1.05; n=183)

Note: 1 = "Not at all"; 2 = "A little"; 3 = "Somewhat"; 4 = "Quite a bit"; 5 = "A Great Deal."

Note: "SD" stands for "standard deviation"; "n" indicates the number of respondents who answered the question.

Exhibit B.73. Mean Scores by Grantee Status for the Extent of Current Capacity to Engage in the Following Activities to Achieve: *use of diversion to minimize youth contact with the juvenile justice system is the norm*

	Grantee	Not Grantee	Overall
Use of data and research	3.35 (SD=1; n=17)	3.47 (SD=0.99; n=121)	3.46 (SD=0.99; n=138)
Policy change	3.88 (SD=0.7; n=17)	3.56 (SD=0.89; n=122)	3.6 (SD=0.87; n=139)
Collaborative cross-sector network	3.75 (SD=0.68; n=16)	3.64 (SD=0.84; n=121)	3.65 (SD=0.82; n=137)
Communications and dissemination	3.31 (SD=0.6; n=16)	3.1 (SD=0.97; n=119)	3.13 (SD=0.93; n=135)
Community mobilization and engagement	3.06 (SD=0.75; n=17)	3.3 (SD=0.93; n=121)	3.27 (SD=0.91; n=138)
Leadership and workforce training	3.5 (SD=0.89; n=16)	3.42 (SD=0.9; n=118)	3.43 (SD=0.9; n=134)
Use of evidence-based programs	3.82 (SD=0.95; n=17)	3.59 (SD=0.9; n=121)	3.62 (SD=0.91; n=138)
Use of standardized tools	3.59 (SD=0.8; n=17)	3.6 (SD=0.88; n=121)	3.6 (SD=0.87; n=138)
Fiscal capacity	2.88 (SD=0.89; n=16)	3.08 (SD=1.06; n=118)	3.06 (SD=1.04; n=134)
Use of an equity lens	3.47 (SD=0.8; n=17)	3.15 (SD=0.93; n=119)	3.19 (SD=0.92; n=136)
Organizational capacity building	3.24 (SD=0.83; n=17)	3.21 (SD=1.01; n=118)	3.21 (SD=0.99; n=135)

Note: 1 = "No capacity"; 2 = "Low capacity"; 3 = "Moderate capacity"; 4 = "High capacity"; 5 = "Very high capacity."

Note: "SD" stands for "standard deviation"; "n" indicates the number of respondents who answered the question.

**Exhibit B.74. Mean Scores by Grantee Status for the Extent of Current Capacity to Engage in the Following Activities to Achieve: *adoption and implementation of evidence-based programs and practices, including standardized screening and assessment protocols, are the norm***

	<b>Grantee</b>	<b>Not Grantee</b>	<b>Overall</b>
Use of data and research	3.08 (SD=0.86; n=13)	3.54 (SD=0.9; n=125)	3.5 (SD=0.91; n=138)
Policy change	3.54 (SD=0.66; n=13)	3.48 (SD=0.82; n=124)	3.48 (SD=0.81; n=137)
Collaborative cross-sector network	3.69 (SD=0.63; n=13)	3.59 (SD=0.9; n=127)	3.6 (SD=0.88; n=140)
Communications and dissemination	3.31 (SD=0.75; n=13)	3.01 (SD=0.88; n=121)	3.04 (SD=0.87; n=134)
Community mobilization and engagement	3 (SD=0.91; n=13)	3.12 (SD=1; n=125)	3.11 (SD=0.99; n=138)
Leadership and workforce training	3.62 (SD=0.87; n=13)	3.48 (SD=0.86; n=122)	3.5 (SD=0.86; n=135)
Use of evidence-based programs	3.62 (SD=0.87; n=13)	3.6 (SD=0.84; n=126)	3.6 (SD=0.84; n=139)
Use of standardized tools	3.69 (SD=0.95; n=13)	3.72 (SD=0.89; n=126)	3.72 (SD=0.89; n=139)
Fiscal capacity	2.92 (SD=0.76; n=13)	3.08 (SD=1.02; n=122)	3.07 (SD=0.99; n=135)
Use of an equity lens	3.46 (SD=0.78; n=13)	3.17 (SD=0.94; n=126)	3.2 (SD=0.93; n=139)
Organizational capacity building	3.23 (SD=1.09; n=13)	3.21 (SD=1.06; n=126)	3.21 (SD=1.06; n=139)

Note: 1 = "No capacity"; 2 = "Low capacity"; 3 = "Moderate capacity"; 4 = "High capacity"; 5 = "Very high capacity."  
 Note: "SD" stands for "standard deviation"; "n" indicates the number of respondents who answered the question.

**Exhibit B.75. Mean Scores by Grantee Status for the Extent of Current Capacity to Engage in the Following Activities to Achieve: *mental health services for youth who come in contact with the juvenile justice system are readily accessible***

	<b>Grantee</b>	<b>Not Grantee</b>	<b>Overall</b>
Use of data and research	3.29 (SD=0.76; n=7)	3.41 (SD=0.87; n=44)	3.39 (SD=0.85; n=51)
Policy change	3.43 (SD=0.79; n=7)	3.34 (SD=0.64; n=44)	3.35 (SD=0.66; n=51)
Collaborative cross-sector network	3.86 (SD=0.69; n=7)	3.66 (SD=0.78; n=44)	3.69 (SD=0.76; n=51)
Communications and dissemination	3 (SD=0.82; n=7)	3.14 (SD=0.85; n=44)	3.12 (SD=0.84; n=51)
Community mobilization and engagement	3 (SD=0.82; n=7)	3.11 (SD=0.81; n=44)	3.1 (SD=0.81; n=51)
Leadership and workforce training	4 (SD=0.58; n=7)	3.48 (SD=0.76; n=44)	3.55 (SD=0.76; n=51)
Use of evidence-based programs	3.57 (SD=0.79; n=7)	3.66 (SD=0.78; n=44)	3.65 (SD=0.77; n=51)
Use of standardized tools	3.43 (SD=0.53; n=7)	3.68 (SD=0.91; n=44)	3.65 (SD=0.87; n=51)
Fiscal capacity	2.86 (SD=0.69; n=7)	3.07 (SD=0.99; n=43)	3.04 (SD=0.95; n=50)
Use of an equity lens	3.14 (SD=0.69; n=7)	3.21 (SD=0.84; n=42)	3.2 (SD=0.82; n=49)
Organizational capacity building	3.57 (SD=0.53; n=7)	3.19 (SD=0.96; n=43)	3.24 (SD=0.92; n=50)

Note: 1 = "No capacity"; 2 = "Low capacity"; 3 = "Moderate capacity"; 4 = "High capacity"; 5 = "Very high capacity."  
 Note: "SD" stands for "standard deviation"; "n" indicates the number of respondents who answered the question.

Exhibit B.76. Mean Scores by Grantee Status for the Extent of Current Capacity to Engage in the Following Activities to Achieve: *quality aftercare services that support reentry in the community upon return from out-of-home placements are readily accessible*

	Grantee	Not Grantee	Overall
Use of data and research	3 (SD=N/A; n=1)	3.43 (SD=0.84; n=28)	3.41 (SD=0.82; n=29)
Policy change	4 (SD=N/A; n=1)	3.46 (SD=0.79; n=28)	3.48 (SD=0.78; n=29)
Collaborative cross-sector network	4 (SD=N/A; n=1)	3.46 (SD=0.79; n=28)	3.48 (SD=0.78; n=29)
Communications and dissemination	3 (SD=N/A; n=1)	2.96 (SD=0.81; n=27)	2.96 (SD=0.79; n=28)
Community mobilization and engagement	2 (SD=N/A; n=1)	3.39 (SD=0.88; n=28)	3.34 (SD=0.9; n=29)
Leadership and workforce training	3 (SD=N/A; n=1)	3.5 (SD=0.79; n=28)	3.48 (SD=0.78; n=29)
Use of evidence-based programs	4 (SD=N/A; n=1)	3.57 (SD=0.74; n=28)	3.59 (SD=0.73; n=29)
Use of standardized tools	3 (SD=N/A; n=1)	3.68 (SD=0.86; n=28)	3.66 (SD=0.86; n=29)
Fiscal capacity	3 (SD=N/A; n=1)	3.04 (SD=0.96; n=28)	3.03 (SD=0.94; n=29)
Use of an equity lens	3 (SD=N/A; n=1)	3.21 (SD=0.92; n=28)	3.21 (SD=0.9; n=29)
Organizational capacity building	2 (SD=N/A; n=1)	3.36 (SD=0.95; n=28)	3.31 (SD=0.97; n=29)

Note: 1 = "No capacity"; 2 = "Low capacity"; 3 = "Moderate capacity"; 4 = "High capacity"; 5 = "Very high capacity."  
 Note: "SD" stands for "standard deviation"; "n" indicates the number of respondents who answered the question.

Exhibit B.77. Mean Scores by Grantee Status for the Extent of Current Capacity to Engage in the Following Activities to Achieve: *cross-system coordination and integration among juvenile justice and child welfare are the norm*

	Grantee	Not Grantee	Overall
Use of data and research	3 (SD=0.71; n=5)	3.49 (SD=0.82; n=45)	3.44 (SD=0.81; n=50)
Policy change	3.6 (SD=0.55; n=5)	3.39 (SD=0.75; n=44)	3.41 (SD=0.73; n=49)
Collaborative cross-sector network	3.8 (SD=0.45; n=5)	3.67 (SD=0.77; n=45)	3.68 (SD=0.74; n=50)
Communications and dissemination	3.2 (SD=0.84; n=5)	2.98 (SD=0.93; n=44)	3 (SD=0.91; n=49)
Community mobilization and engagement	3.2 (SD=0.84; n=5)	3.24 (SD=0.96; n=45)	3.24 (SD=0.94; n=50)
Leadership and workforce training	3.4 (SD=0.55; n=5)	3.49 (SD=0.87; n=45)	3.48 (SD=0.84; n=50)
Use of evidence-based programs	3.4 (SD=0.89; n=5)	3.3 (SD=0.85; n=44)	3.31 (SD=0.85; n=49)
Use of standardized tools	3.2 (SD=0.45; n=5)	3.52 (SD=0.76; n=44)	3.49 (SD=0.74; n=49)
Fiscal capacity	2.8 (SD=0.84; n=5)	2.95 (SD=1.01; n=44)	2.94 (SD=0.99; n=49)
Use of an equity lens	3.4 (SD=0.55; n=5)	3.3 (SD=0.86; n=43)	3.31 (SD=0.83; n=48)
Organizational capacity building	3.4 (SD=0.55; n=5)	3.44 (SD=0.97; n=45)	3.44 (SD=0.93; n=50)

Note: 1 = "No capacity"; 2 = "Low capacity"; 3 = "Moderate capacity"; 4 = "High capacity"; 5 = "Very high capacity."  
 Note: "SD" stands for "standard deviation"; "n" indicates the number of respondents who answered the question.

**Exhibit B.78. Mean Scores by Grantee Status for the Extent of Current Capacity to Engage in the Following Activities to Achieve: *racial and ethnic disparities in the juvenile justice system are reduced***

	<b>Grantee</b>	<b>Not Grantee</b>	<b>Overall</b>
Use of data and research	3 (SD=0.82; n=7)	3.4 (SD=0.86; n=62)	3.36 (SD=0.86; n=69)
Policy change	3 (SD=0.82; n=7)	3.15 (SD=0.85; n=62)	3.13 (SD=0.84; n=69)
Collaborative cross-sector network	2.86 (SD=1.21; n=7)	3.33 (SD=1; n=61)	3.28 (SD=1.02; n=68)
Communications and dissemination	2.86 (SD=1.21; n=7)	2.98 (SD=0.86; n=59)	2.97 (SD=0.89; n=66)
Community mobilization and engagement	2.43 (SD=1.27; n=7)	3 (SD=0.98; n=61)	2.94 (SD=1.02; n=68)
Leadership and workforce training	2.71 (SD=1.38; n=7)	3.18 (SD=1.06; n=61)	3.13 (SD=1.09; n=68)
Use of evidence-based programs	2.67 (SD=1.21; n=6)	3.24 (SD=1.04; n=59)	3.18 (SD=1.06; n=65)
Use of standardized tools	3 (SD=1.1; n=6)	3.23 (SD=1.02; n=61)	3.21 (SD=1.02; n=67)
Fiscal capacity	2.29 (SD=0.76; n=7)	2.9 (SD=1.04; n=61)	2.84 (SD=1.03; n=68)
Use of an equity lens	2.57 (SD=1.13; n=7)	3.03 (SD=1.01; n=62)	2.99 (SD=1.02; n=69)
Organizational capacity building	2.57 (SD=1.27; n=7)	2.98 (SD=1; n=60)	2.94 (SD=1.03; n=67)

Note: 1 = "No capacity"; 2 = "Low capacity"; 3 = "Moderate capacity"; 4 = "High capacity"; 5 = "Very high capacity."  
 Note: "SD" stands for "standard deviation"; "n" indicates the number of respondents who answered the question.

**Exhibit B.79. Mean Scores by Grantee Status for the Extent of Current Capacity to Engage in the Following Activities to Achieve: *families serve as key resources and partners in youth case planning, support, supervision, and service provision***

	<b>Grantee</b>	<b>Not Grantee</b>	<b>Overall</b>
Use of data and research	2.5 (SD=0.71; n=2)	3.23 (SD=0.81; n=39)	3.2 (SD=0.81; n=41)
Policy change	2.5 (SD=0.71; n=2)	3.27 (SD=0.74; n=41)	3.23 (SD=0.75; n=43)
Collaborative cross-sector network	2.5 (SD=0.71; n=2)	3.43 (SD=0.84; n=40)	3.38 (SD=0.85; n=42)
Communications and dissemination	1.5 (SD=0.71; n=2)	3.03 (SD=0.77; n=40)	2.95 (SD=0.82; n=42)
Community mobilization and engagement	1.5 (SD=0.71; n=2)	3.23 (SD=0.86; n=40)	3.14 (SD=0.93; n=42)
Leadership and workforce training	2 (SD=0; n=2)	3.43 (SD=0.81; n=40)	3.36 (SD=0.85; n=42)
Use of evidence-based programs	2 (SD=0; n=2)	3.47 (SD=0.69; n=38)	3.4 (SD=0.74; n=40)
Use of standardized tools	2 (SD=0; n=2)	3.56 (SD=0.68; n=39)	3.49 (SD=0.75; n=41)
Fiscal capacity	3 (SD=1.41; n=2)	3.03 (SD=0.87; n=37)	3.03 (SD=0.87; n=39)
Use of an equity lens	3 (SD=0; n=2)	3.08 (SD=0.84; n=39)	3.07 (SD=0.82; n=41)
Organizational capacity building	3 (SD=1.41; n=2)	3.26 (SD=0.85; n=39)	3.24 (SD=0.86; n=41)

Note: 1 = "No capacity"; 2 = "Low capacity"; 3 = "Moderate capacity"; 4 = "High capacity"; 5 = "Very high capacity."  
 Note: "SD" stands for "standard deviation"; "n" indicates the number of respondents who answered the question.

**Exhibit B.80. Mean Scores by Grantee Status for the Extent of Current Capacity to Engage in the Following Activities to Achieve: juvenile indigent defense services are effective, high quality, and accessible**

	<b>Grantee</b>	<b>Not Grantee</b>	<b>Overall</b>
Use of data and research	2.71 (SD=0.76; n=7)	3.03 (SD=0.91; n=29)	2.97 (SD=0.88; n=36)
Policy change	3 (SD=1; n=7)	3.29 (SD=0.86; n=31)	3.24 (SD=0.88; n=38)
Collaborative cross-sector network	3 (SD=0.82; n=7)	3.38 (SD=0.91; n=32)	3.31 (SD=0.89; n=39)
Communications and dissemination	2.57 (SD=1.13; n=7)	2.73 (SD=1.01; n=30)	2.7 (SD=1.02; n=37)
Community mobilization and engagement	2.57 (SD=1.13; n=7)	3 (SD=0.97; n=31)	2.92 (SD=1; n=38)
Leadership and workforce training	3.14 (SD=1.35; n=7)	3.47 (SD=0.84; n=32)	3.41 (SD=0.94; n=39)
Use of evidence-based programs	3.14 (SD=1.35; n=7)	3.13 (SD=1.06; n=31)	3.13 (SD=1.09; n=38)
Use of standardized tools	2.86 (SD=1.35; n=7)	2.77 (SD=1.04; n=30)	2.78 (SD=1.08; n=37)
Fiscal capacity	2.57 (SD=0.98; n=7)	2.66 (SD=1.1; n=32)	2.64 (SD=1.06; n=39)
Use of an equity lens	3.14 (SD=1.35; n=7)	3.23 (SD=0.72; n=31)	3.21 (SD=0.84; n=38)
Organizational capacity building	2.86 (SD=1.21; n=7)	2.9 (SD=0.98; n=31)	2.89 (SD=1.01; n=38)

*Note: 1 = "No capacity"; 2 = "Low capacity"; 3 = "Moderate capacity"; 4 = "High capacity"; 5 = "Very high capacity."  
 Note: "SD" stands for "standard deviation"; "n" indicates the number of respondents who answered the question.*

## Appendix C: Sample of Legacy Grantee Products

Goal	Sample Products	Organization
<b>Use of Diversion</b>	Issue forum session “A Better Way to Keep Kids out of Prison”—August 2015 (Meeting)	National Conference of State Legislatures
	Policy platform on reducing youth confinement that was deeply informed by MfC partners and research (Policy proposal)	National Juvenile Justice Network
	Toolkit for Status Offense System Reform that provides step-by-step guidance for responding to and serving youth charged with status offenses in the community—February 2015 (Tool)	Vera Institute of Justice
	Mini-certificate program on diversion through the Georgetown Center for Juvenile Justice Reform (Training)	Juvenile Law Center
	White paper titled “Keeping Youth Charged with Status Offenses out of Court: Opportunities for OJJDP Leadership and Action”—2014 (Report/Publication)	Vera Institute of Justice
<b>Adoption of Evidence-Based Practices</b>	National conference on evidence-based practices’ developers and practitioners in the youth justice system—February 2014 (Meeting)	W. Haywood Burns Institute
	Peer Learning Webinar, a seven-series webinar paralleling critical issues in state legislation and highlighting best practices and emerging issues in the field (Training)	Campaign for Youth Justice
	Guide, “Measuring Success: A Guide to Becoming an Evidence-Based Practice” (Tool)	Vera Institute of Justice
	Draft of truancy reform legislation reflecting MfC best practices	Center for Children and Youth Justice



Goal	Sample Products	Organization
<b>Mental Health Services</b>	Meeting on financing strategies to support effective community-based behavioral health services for youth diverted out of the juvenile justice system (Meeting)	Policy Research, Inc.
	“Mental Health Diversion Guide” (Tool)	Children and Youth Justice Center
	“Strengthening Our Future: Key Elements to Developing a Trauma-Informed Juvenile Justice Diversion Program for Youth with Behavioral Health Conditions”—December 2015 (Report/Publication)	Policy Research, Inc.
	Series of 12 in-depth articles related to mental health and substance use disorders (Report/Publication)	Kennesaw State University
	Adolescent Mental Health Training for School Resource Officers (AMHT-SRO) (Training)	Policy Research, Inc.
<b>Quality Aftercare Services</b>	“Sustaining the Momentum of Probation System Reform in Jefferson Parish”—December 2015 (Report/Publication)	Robert F. Kennedy Children’s Action Corps
<b>Cross-system Coordination</b>	“Bridging the Divide: Enhancing Collaboration between the Juvenile Justice and Child Welfare Systems to Respond to the Needs of Dually-Involved Youth in DuPage County”—December 2014 (Report/Publication)	Loyola University Chicago Civitas Child Law Center
	“Dual Status Youth: Technical Assistance Workbook”—December 2013 (Tool)	Robert F. Kennedy Children’s Action Corps
	Guidebook, “Juvenile Justice and Child Welfare System Coordination and Integration: A Framework for Improved Outcomes”—December 2013 (Tool)	Robert F. Kennedy Children’s Action Corps

<b>Goal</b>	<b>Sample Products</b>	<b>Organization</b>
<b>Racial and Ethnic Disparities</b>	Development of a DMC media toolkit and DMC video	Children and Youth Justice Center
	Innovation brief, “Model Tribal Juvenile Code”	Children and Youth Justice Center
	“Locking up Racial Bias” —October 2013 (Report/Publication)	National Conference of State Legislatures
	“Racial and Ethnic Disparities Reduction Practice Manual” (Tool)	Center for Children’s Law and Policy
<b>Family Engagement</b>	Creation and release of a website that highlights the ways that adolescents are impacted by an adult conviction, but also focuses on the impact on their families and the broader community (Other)	Campaign for Youth Justice
	Webinar, “Improving Juvenile Justice Systems by Engaging Families” — December 2014 (Training)	National Association of Counties
<b>Indigent Defense</b>	Dissemination and implementation of the National Juvenile Defense Standards—2012 (Tool)	Campaign for the Fair Sentencing of Youth
	“Trial Defense Guidelines for Defense Attorneys” (Report/Publication)	National Juvenile Defender Center
	“The Importance of Early Appointment of Counsel in Juvenile Court” (Report/Publication)	National Juvenile Defender Center
	Eight issue briefs highlighting issues and providing juvenile defenders with ideas for replicating innovations and reforms (Report/Publication)	National Juvenile Defender Center

Goal	Sample Products	Organization
General/Other	Launch of NationBuilder and website, to include state-based action alerts and a home page that consistently updates with the most recent news, Twitter feeds, and blogs posted on topics related to youth in the adult criminal justice system (Other)	Campaign for Youth Justice
	Online toolkit, “Building Brighter Futures: Tools for Improving Academic and Career/Technical Education in the Juvenile Justice System”—April 2015 (Tool)	Juvenile Law Center
	Development of intensive training curriculum and implementation of pilot law enforcement leadership institute on juvenile justice (Training)	International Association of Chiefs of Police
	Roundtable convenings to discuss recent brain and adolescent development research—Fall 2015 (Meeting)	Justice Policy Institute
	Survey to gauge the prevalence of lesbian, gay, bisexual, transgender, and questioning (LGBTQ) youth in the juvenile justice system (Tool)	Vera Institute of Justice
	National report, “Zero Tolerance: How States Comply with the PREA Youthful Inmate Standard” (Report/Publication)	Campaign for Youth Justice
	“Law Enforcement’s Leadership Role in Juvenile Justice Reform: Actionable Recommendations for Practice & Policy”—July 2014 (Report/Publication)	International Association of Chiefs of Police
	Online portal for reliable news, information, and resources related to juvenile justice reform in the United States (Other)	Kennesaw State University

## Appendix D: Instruments

## Models for Change: Legacy Phase Survey: 11-1-17

### Introduction

Welcome to a survey being conducted by Community Science on behalf of the John D. and Catherine T. MacArthur Foundation. Community Science is working with the Foundation to examine the current juvenile justice landscape and its evolution over the last decade. We are requesting that you participate because you have been actively involved in juvenile justice work at the local, state, or national level or work in related fields such. Your perspective will help us obtain an accurate understanding of the state of juvenile justice reform in the United States and what's broadly needed to move juvenile justice reform forward.

Please take a few minutes to respond to the survey questions. The survey will take no more than 15 minutes of your time to complete. There is no right or wrong answer. Your individual responses will be confidential (i.e., your responses will not be associated with your name or organization) and the individual responses will be seen only by the Evaluation Team at Community Science. All potentially identifying information will be destroyed at the project's conclusion and the summary of findings will be shared with staff representatives of the MacArthur Foundation in aggregate form.

Please note that skip patterns are built into the online survey, so that only relevant questions to your responses appear on the survey. Thus, depending on your answers, the online survey will skip some questions (and some question numbers). Please only use the "Previous" and "Next" options given within the survey at the bottom of each page to move between pages.

Should you experience any technical difficulties completing this survey, please contact Sofia Sabirova at [ssabirova@communityscience.com](mailto:ssabirova@communityscience.com), or call at (240) 813-9294.

## Section A. Juvenile Justice Reform Progress and Sustainability

- From what perspective are you best able to describe progress toward juvenile justice reform based on your knowledge and experience?
  - A single local jurisdiction or across multiple local jurisdictions within my state.
  - State-level organizations and institutions within my state.
  - Multiple states or local jurisdictions across multiple states.
  
- In what time period does your juvenile justice reform knowledge and experience for your **[[Q1LEVEL]]** begin?
  - 2006 or earlier
  - 2007 to 2011
  - 2012 to 2015
  - 2016 or later
  
- Please select up to three outcomes that you are most familiar with based on your knowledge and experience of efforts to achieve that outcome in your **[[Q1LEVEL]]**
  - Use of diversion to minimize youth contact with the juvenile justice system is the norm
  - Adoption and implementation of evidence-based programs and practices, including standardized screening and assessment protocols is the norm
  - Mental health services for youth who come in contact with the juvenile justice system are readily accessible
  - Quality aftercare services that support reentry in the community upon return from out-of-home placements are readily accessible
  - Cross-system coordination and integration among juvenile justice and child welfare is the norm
  - Racial and ethnic disparities in the juvenile justice system are reduced
  - Families serve as key resources and partners in youth case planning, support, supervision, and service provision
  - Juvenile indigent defense services are effective, high quality, and accessible
  
- To what extent do the following outcomes describe your **[[Q1 LEVEL]]** TODAY and when your knowledge and experience for your **[[Q1 LEVEL]]** began during **[[Q2 TIME PERIOD]]**?

	TODAY	AT THE TIME YOUR KNOWLEDGE AND EXPERIENCE BEGAN
<b>ROSTER OF GOALS SELECTED IN Q3</b>	1 Not at all; 2 A little; 3 Somewhat; 4 A great deal; 5 Completely	1 Not at all; 2 A little; 3 Somewhat; 4 A great deal; 5 Completely

5. To what extent has your [[Q1 LEVEL]] focused effort and resources toward achieving these outcomes since your knowledge and experience began for your [[Q1 LEVEL]] during [[Q2 TIME PERIOD]]?

	Not at all	A little	A moderate amount	Quite a bit	A great deal
<b>ROSTER OF GOALS SELECTED IN Q3</b>	1	2	3	4	5

Please answer the following questions

	6. To what extent is your [[Q1 LEVEL]] currently implementing these activities in direct support of [[GOAL]]?	7. How would you rate your [[Q1 LEVEL]]'s current capacity to engage in these activities in the future in direct support of [[GOAL]]?
a) <b>Use of data and research:</b> Developing and using supportive data systems, or conducting evaluation.	1 Not at all 2 A little 3 Somewhat 4 A great deal 5 Completely 6 Don't know	1 No capacity 2 Low capacity 3 Moderate capacity 4 High capacity 5 Very high capacity 6 Don't know
b) <b>Policy change:</b> Formulating administrative, legislative, or judicial policy changes.	1 Not at all 2 A little 3 Somewhat 4 A great deal 5 Completely 6 Don't know	1 No capacity 2 Low capacity 3 Moderate capacity 4 High capacity 5 Very high capacity 6 Don't know
c) <b>Collaborative cross-sector network:</b> Forming collaborative bodies (task forces, coalitions, etc.) and developing a common agenda and vision.	1 Not at all 2 A little 3 Somewhat 4 A great deal 5 Completely 6 Don't know	1 No capacity 2 Low capacity 3 Moderate capacity 4 High capacity 5 Very high capacity 6 Don't know
d) <b>Communications and dissemination:</b> Developing media and public awareness campaigns, press releases, web portals, and conferences. Publishing and disseminating materials, supporting the spread and replication of reform-related programs, policies, and practices	1 Not at all 2 A little 3 Somewhat 4 A great deal 5 Completely 6 Don't know	1 No capacity 2 Low capacity 3 Moderate capacity 4 High capacity 5 Very high capacity 6 Don't know
e) <b>Community mobilization and engagement:</b> Mobilizing and engaging stakeholders in reform efforts, including engaging affected youth and families.	1 Not at all 2 A little 3 Somewhat 4 A great deal 5 Completely 6 Don't know	1 No capacity 2 Low capacity 3 Moderate capacity 4 High capacity 5 Very high capacity 6 Don't know

	6. To what extent is your [[Q1 LEVEL]] currently implementing these activities in direct support of [[GOAL]]?	7. How would you rate your [[Q1 LEVEL]]'s current capacity to engage in these activities in the future in direct support of [[GOAL]]?
f) <b>Leadership and workforce training:</b> Providing professional development training to staff.	1 Not at all 2 A little 3 Somewhat 4 A great deal 5 Completely 6 Don't know	1 No capacity 2 Low capacity 3 Moderate capacity 4 High capacity 5 Very high capacity 6 Don't know
g) <b>Use of evidence-based programs:</b> Implementing evidence-based programs, especially community-based programs that are an alternative to detention or incarceration	1 Not at all 2 A little 3 Somewhat 4 A great deal 5 Completely 6 Don't know	1 No capacity 2 Low capacity 3 Moderate capacity 4 High capacity 5 Very high capacity 6 Don't know
h) <b>Use of standardized tools:</b> Developing and implementing evidence-based youth screening and assessment tools and processes.	1 Not at all 2 A little 3 Somewhat 4 A great deal 5 Completely 6 Don't know	1 No capacity 2 Low capacity 3 Moderate capacity 4 High capacity 5 Very high capacity 6 Don't know
i) <b>Fiscal capacity:</b> Providing or leveraging new or expanded budget allocations and funding resource streams in direct support of [[GOAL]].	1 Not at all 2 A little 3 Somewhat 4 A great deal 5 Completely 6 Don't know	1 No capacity 2 Low capacity 3 Moderate capacity 4 High capacity 5 Very high capacity 6 Don't know
j) <b>Use of an equity lens:</b> Promoting policies and practices intended to address racial and ethnic disparities.	1 Not at all 2 A little 3 Somewhat 4 A great deal 5 Completely 6 Don't know	1 No capacity 2 Low capacity 3 Moderate capacity 4 High capacity 5 Very high capacity 6 Don't know
k) <b>Organizational capacity building:</b> Creating new entities or expanding the capacity of existing organizations in direct support of [[GOAL]].	1 Not at all 2 A little 3 Somewhat 4 A great deal 5 Completely 6 Don't know	1 No capacity 2 Low capacity 3 Moderate capacity 4 High capacity 5 Very high capacity 6 Don't know
l) Other 1: Please specify: _____	1 Not at all 2 A little 3 Somewhat 4 A great deal 5 Completely 6 Don't know	1 No capacity 2 Low capacity 3 Moderate capacity 4 High capacity 5 Very high capacity 6 Don't know



	6. To what extent is your [[Q1 LEVEL]] currently implementing these activities in direct support of [[GOAL]]?	7. How would you rate your [[Q1 LEVEL]]'s current capacity to engage in these activities in the future in direct support of [[GOAL]]?
m) Other 2: Please specify: _____	1 Not at all 2 A little 3 Somewhat 4 A great deal 5 Completely 6 Don't know	1 No capacity 2 Low capacity 3 Moderate capacity 4 High capacity 5 Very high capacity 6 Don't know
n) Other 3: Please specify: _____	1 Not at all 2 A little 3 Somewhat 4 A great deal 5 Completely 6 Don't know	1 No capacity 2 Low capacity 3 Moderate capacity 4 High capacity 5 Very high capacity 6 Don't know

8. To what extent have key influencers and decisions makers in your [[Q1 LEVEL]] reached a consensus about the principle that the juvenile justice system should focus on treating and rehabilitating youth, supporting their success, rather than punishing them as if they were adults?

- Not at all
- A little
- Somewhat
- Quite a bit
- Completely

9. To what extent have the following contextual factors limited or facilitated your [[Q1 LEVEL]]'s progress toward juvenile justice reform?

	Please select a response from the options provided:	<b>Optional:</b> in the space provided please expand upon or explain your selection, if desired.
a) <b>Political and Governmental Factors:</b> Policies, laws, regulations, elections, political trends, politicians and policymakers, government administrators, government structures, political pressure or advocacy.	Dropdown Menu: 1. Major Barrier 2. Minor Barrier 3. Equally a barrier and facilitator 4. Minor facilitator 5. Major facilitator	

	Please select a response from the options provided:	<b>Optional:</b> in the space provided please expand upon or explain your selection, if desired.
b) <b>Legal Factors:</b> Legal decisions or rulings, judgeships, court operations and structure, and court makeup.	Dropdown Menu: 1. Major Barrier 2. Minor Barrier 3. Equally a barrier and facilitator 4. Minor facilitator 5. Major facilitator	
c) <b>Economic Factors:</b> Local, state, or national budget factors; economic trends; market cycles; juvenile justice industry issues (unions, wages, workforce development, etc.); or employment rates.	Dropdown Menu: 1. Major Barrier 2. Minor Barrier 3. Equally a barrier and facilitator 4. Minor facilitator 5. Major facilitator	
d) <b>Social Factors:</b> Public attitudes and opinions; media; education, race/ethnicity, religion, age, immigration demographics or other population shifts; or racial/ethnic bias.	Dropdown Menu: 1. Major Barrier 2. Minor Barrier 3. Equally a barrier and facilitator 4. Minor facilitator 5. Major facilitator	
e) <b>Technological Factors:</b> Technology developments and resources, information technology advancements, internet access, social media, communications tools, software, data storage, or warehousing infrastructure.	Dropdown Menu: 1. Major Barrier 2. Minor Barrier 3. Equally a barrier and facilitator 4. Minor facilitator 5. Major facilitator	

## Section B. Changes in Capacity, Relationships and Collaboration

10. How much has your involvement with the [[PROJECT NAME / NETWORK]] changed your work in the following areas around juvenile justice reform?

	Not at all	A little	Somewhat	Quite a bit	A great deal	Not applicable/Not involved enough to rate
a) Increased my knowledge of effective juvenile justice reform practices and strategies.	1	2	3	4	5	6
b) I improved my individual practice and developed professionally.	1	2	3	4	5	6
c) Increased my level of involvement in juvenile justice reform activities.	1	2	3	4	5	6
d) Enhanced my ability to collaborate with more partners from different sectors, such as law enforcement, education, or child welfare.	1	2	3	4	5	6
e) Facilitated community mobilization efforts.	1	2	3	4	5	6
f) Improved policy advocacy efforts.	1	2	3	4	5	6

11. Does your organization currently have partnerships or collaborative relationships with any of the following types of organizations as part of its juvenile justice reform work? (Please select all that apply.)

- Federal agencies
- National organizations or coalitions working toward juvenile justice reform
- Regional organizations or coalitions working toward juvenile justice reform
- State agencies, organizations, or coalitions working toward juvenile justice reform
- Tribal leaders or organizations working toward juvenile justice reform
- Philanthropic organizations working toward juvenile justice reform
- Businesses
- City or county agencies, organizations, or coalitions working toward juvenile justice reform
- Rural organizations or coalitions working toward juvenile justice reform
- Grassroots organizations or coalitions working toward juvenile justice reform
- Other (Please describe: \_\_\_\_\_)

12. To what extent have you or your organization collaborated with each of the organizations listed below or their representatives as a part of your juvenile justice reform work over the last 12 months?

	Not at all	A little	Somewhat	Quite a bit	A great deal

	Not at all	A little	Somewhat	Quite a bit	A great deal
a) Campaign for the Fair Sentencing of Youth	1	2	3	4	5
b) Campaign for Youth Justice	1	2	3	4	5
c) Center for Children & Youth Justice	1	2	3	4	5
d) Center for Children's Law and Policy	1	2	3	4	5
e) Coalition for Juvenile Justice	1	2	3	4	5
f) Council of Juvenile Correctional Administrators	1	2	3	4	5
g) Council of State Governments	1	2	3	4	5
h) Georgetown University, Georgetown Public Policy Institute, Center for Juvenile Justice Reform	1	2	3	4	5
i) W. Haywood Burns Institute	1	2	3	4	5
j) Illinois Justice Project (Metropolis Strategies)	1	2	3	4	5
k) International Association of Chiefs of Police	1	2	3	4	5
l) Justice Management Institute	1	2	3	4	5
m) Justice Policy Institute	1	2	3	4	5
n) Juvenile Law Center	1	2	3	4	5
o) Kennesaw State University Research and Service Foundation (Juvenile Justice Information Exchange)	1	2	3	4	5
p) Louisiana State University School of Public Health	1	2	3	4	5
q) Loyola University: Civitas Child Law Center	1	2	3	4	5
r) National Academy of Sciences	1	2	3	4	5
s) National Association of Counties	1	2	3	4	5
t) National Center for Juvenile Justice	1	2	3	4	5
u) National Center for State Courts	1	2	3	4	5
v) National Conference of State Legislatures	1	2	3	4	5
w) National Juvenile Defender Center	1	2	3	4	5
x) National Juvenile Justice Network	1	2	3	4	5
y) National League of Cities	1	2	3	4	5
z) Office of Juvenile Justice and Delinquency Prevention	1	2	3	4	5
aa) Policy Research, Inc. (Mental Health-Juvenile Justice Collaborative for Change, National Center for Mental Health and Juvenile Justice)	1	2	3	4	5

	Not at all	A little	Somewhat	Quite a bit	A great deal
bb) Robert F. Kennedy Children’s Action Corps (RFK National Resource Center for Juvenile Justice)	1	2	3	4	5
cc) Substance Abuse and Mental Health Services Administration	1	2	3	4	5
dd) Technical Assistance Collaborative	1	2	3	4	5
ee) University of Massachusetts, National Youth Screening and Assessment Project	1	2	3	4	5
ff) Vera Institute of Justice (Status Offense Reform Center)	1	2	3	4	5

12b. Has your organization collaborated with other organizations or their representatives as a part of your juvenile justice reform work over the last 12 months in addition to those named in Question 12.a?

- No → GO TO Q13
- Yes → GO TO Q 12c

12c. Please name other organizations or their representatives your organization collaborated with as a part of your juvenile justice reform work over the last 12 months and describe the extent to which you have collaborated.

	Not at all	A little	Somewhat	Quite a bit	A great deal
gg) Other 1: Please specify: (TEXT ENTRY BOX)	○	○	○	○	○
hh) Other 2: Please specify: (TEXT ENTRY BOX)	○	○	○	○	○
ii) Other 3: Please specify: (TEXT ENTRY BOX)	○	○	○	○	○

## Section C. Respondent Background

13. [IF A GRANTEE ORGANIZATION IN THE PANEL = 1] What was the first year your organization received a MacArthur Models for Change (or Legacy) grant and in what year did the last grant end?

- First Year \_\_\_\_
- Last Year \_\_\_\_
- I do not know

14. How long have you been involved in juvenile justice reform or related fields? Please indicate the number of years in the box below.

\_\_\_\_\_

15. Which of the following **best describes** your area of work? (If you are retired or not currently employed, please select your former area of work. Please select one option.)

Juvenile Justice, Corrections, Public Safety, or Health and Human Services

- Juvenile Probation Professional
- Juvenile Detention Professional
- Juvenile Justice Agency Professional
- Corrections Agency Professional
- Law Enforcement Professional
- Mental Health or Substance Abuse Professional
- Human, Health, or Social Services Professional

Public Officials

- City Mayor
- City Manager
- City Councilor
- County Executive
- County Commissioner
- State Legislator

Courts

- Prosecutor
- Defense Counsel
- Court Manager, Administration, or Services Professional
- Attorney General
- District Attorney
- Judge

Advocates, Researchers, TA Providers, and Others

- Juvenile Justice Advocate
- Researcher, Analyst, or Policy Expert
- Technical Assistance Provider
- Juvenile Justice Coalition Member
- State Advisory Group Member (Juvenile Justice SAG)
- Other (Please describe in the space provided)** \_\_\_\_\_

16. Which of the following statements best describes your current employment situation?

- I am currently employed in a field related to juvenile justice → GO TO Q16
- I am currently employed in a field that is not related to juvenile justice → GO TO Q16
- I **am not** currently employed → GO TO END OF SURVEY
- I am **retired** → GO TO END OF SURVEY

17. What is your current title? \_\_\_\_\_

18. What is the name of your organization? \_\_\_\_\_

**Thank you for your participation!**

To submit the answers that you have provided, please click the “Submit” button below.

Please note that you can still go back to review or amend your answers by using the “Previous Page” button. You can also leave and reenter the survey by closing the browser and exiting the survey here, without proceeding to the next page. You can return to this page by using the survey link provided to you.

Please be aware that **ONCE YOU CLICK THE “SUBMIT” BUTTON BELOW, YOU WILL HAVE SUBMITTED YOUR SURVEY AND YOU WILL NOT BE ABLE TO GO BACK TO CHANGE ANY OF YOUR ANSWERS.** If you do need to regain access to your survey after submitting, please email Sofia Sabirova at [ssabirova@communityscience.com](mailto:ssabirova@communityscience.com).

If you have any questions regarding this survey, please contact Meg Hargreaves at [MHargreaves@communityscience.com](mailto:MHargreaves@communityscience.com).

**Thanks again!**

**PLEASE CLICK THE “SUBMIT” BUTTON BELOW TO SUBMIT YOUR ANSWERS.**

**END OF SURVEY**



## Models for Change Legacy Phase Evaluation: Legacy Grantee / Lead Organization Interview Guide

### Introduction

Hello, my name is \_\_\_\_\_. I am with the Community Science team that is evaluating the Legacy Phase of the MacArthur Foundation's Juvenile Justice Models for Change (MfC) Initiative. Thank you for scheduling this time to speak with me about your involvement with the Foundation's work in juvenile justice reform. Is this still a convenient time for you?

As mentioned in the email you received requesting your assistance with the evaluation, we having this conversation today to review and update information we have received about your organization's involvement in Models for Change since the start of its Legacy Phase in 2012. Specifically, I will ask about:

- (1) Your organization's involvement and role in specific projects or grants, or attendance in significant conferences or national meetings, such as the Ninth Annual Models for Change National Working Conference in 2014.
- (2) Any significant activities or work products that came out of your work, and
- (3) Key organizations that you worked with on these grants or projects since 2012.

Your participation in today's call is voluntary. The information you provide will be kept confidential and reported only in aggregate. Your name and organization will not be attached to specific comments. With your permission, I would like to audiotape this call. Do I have your permission?

Do you have any questions before we start?

### General Information

First, I'd like to review and update the general information on the draft information sheet that we sent you about your organization's Legacy work.

1. What Models for Change-related projects or grants were you involved in, especially since 2012? Are any of these projects ongoing? [PROBE FOR EACH ROLE IDENTIFIED IN THE INFORMATION SHEET.]
2. What role did your organization play in those grants or projects? [PROBE TO DETERMINE IF THE ORGANIZATION WAS THE PROJECT GRANTEE OR WAS A PARTNER OR COLLABORATOR WORKING WITH THE GRANTEE.]
3. Are any relevant projects or grants missing from this information sheet? What were those projects or grants, and what was your role in them?

4. We will be discussing each of these grants or projects. But, before we move on to those topics, is there any information you'd like to update or correct on the information sheet?
5. [IF ORGANIZATION WAS INVOLVED IN MFC BEFORE 2012] We discussed that you were involved in the MfC initiative before 2012. Please provide background information on how that earlier work was related to your Legacy Phase activities. Was the Legacy work a continuation or extension of your earlier activities, or something different?

Information by Grant or Project

Next, I would like to know more about the specific projects or grants that we have just identified, some of which, but not all were on the information sheet. Let's start with the [NAME] project or grant.

6. What was your organization's involvement and role in this project / grant?
7. What major activities, work products, or reports came out of that work? Are there other activities, products or reports that you are still working on?
8. [IF GRANTEE ORGANIZATION] What organizations did you work with on that project / grant? Please name five organizations, including people's names and contact information.
9. [IF GRANTEE ORGANIZATION] Are you still in contact with these organizations? If so, in what capacity?

Project / Grant Contact Information:

Organization	Name	Email	Phone

[REPEAT THESE QUESTIONS 6, 7, 8, AND 9 FOR EACH GRANT OR PROJECT, FOR WHICH THE RESPONDENT WAS A GRANTEE OR THE PARTNER/COLLABORATOR OF A GRANTEE. NOTE: THESE CAN BE RELATED TO CORE STATE, ACTION NETWORK, RESOURCE CENTER, STRATEGIC ALLY, OJJDP/SAMHSA, COMMUNICATIONS, OR OTHER NATIONAL REFORM WORK.]

## Closing

10. In general, do you think the juvenile justice system has become more focused on rehabilitating youth, rather than punishing them as adults?
  - a. If so, what have you seen or experienced that gives you this impression?
  - b. If not, what factors (political, administrative, legal, social, or economic) have hindered juvenile justice system reform in this goal area?
11. What more can be done, if anything, to move the juvenile justice system closer to this goal?
12. Finally, is there anything else you'd like to add before we end this call?

You may receive an email from Community Science with a link to the Legacy Phase Survey sometime over next several weeks. Please take the time to complete and submit the survey.

Thank you!

## Models for Change Legacy Phase Evaluation Interview Guide for National Impact Interviews

Hello, my name is \_\_\_\_\_. I am with the Community Science team that is working with the MacArthur Foundation to evaluate the Legacy Phase of its Juvenile Justice Models for Change (MfC) Initiative. Thank you for scheduling this time to speak with me. Is this still a convenient time for you?

As you know, we are conducting interviews with individuals and organizations working in or knowledgeable of juvenile justice reform in the United States over the last several years. We are having this conversation today to get your views on changes in the U.S. juvenile justice system since 2007.

Your participation in this interview is completely voluntary. The information you provide will be kept confidential and reported only in aggregate along with other responses. Your name and organization will not be attached to any specific comments.

With your permission, we would like to audiotape the interview. Do I have your permission to record this interview?

Do you have any questions before we begin?

### Interview Questions

1. **First, we'd like to know a bit more about you and your organization. Please describe your organization and your current role (or your most recent role if you have retired).**
2. **\*\*\*Since 2007 has the juvenile justice system become more or less focused on rehabilitating youth rather than punishing them as adults? What gives you this impression?**
3. **\*\*\*What have been the major trends in juvenile justice reform since 2007? Please consider trends at both the state and national level.**  
[INTERVIEWER NOTES: By "reform" we mean changes in juvenile justice policies, procedures, and practices to create a more fair, just, and equitable juvenile justice system that treats youth in a developmentally appropriate way.]  
[INTERVIEWER INSTRUCTIONS: See how they respond to the overarching question #3 and then use probes a to h to fill in areas they did not discuss and get their views on trends in each area.]
  - a. Use of diversion to minimize youth contact with the juvenile justice system.
  - b. Adoption and implementation of evidence-based programs and practices, including standardized screening and assessment protocols.
  - c. Mental health services for youth who come in contact with the juvenile justice system.

- d. Aftercare services that support reentry in the community upon return from out-of-home placements.
- e. Cross-system coordination and integration between juvenile justice and child welfare.
- f. Racial and ethnic disparities in the juvenile justice system.
- g. Engaging families as partners in youth case planning, support, supervision, and service provision
- h. Juvenile indigent defense services.

[INTERVIEWER INSTRUCTIONS: As the respondent describes reform trends within the reform areas described in probes a to h, probe further for specific markers that document these trends:

- Data trends at the national, state, and/or local levels (from data repositories)
- Key legislation at federal or state levels (mandating reforms, changing funding)
- Key federal or state court decisions or case law (setting precedents for states)
- Any trends in professional or public opinion on this issue (from surveys)
- Reports or articles documenting these trends]

**4. \*\*\*How sustainable are each of these trends in juvenile justice reform and why?**

[INTERVIEWER INSTRUCTIONS: Probes are optional but use as needed.]

- a. Use of data and research: Developing and using supportive data systems, or conducting evaluation specific to the goal area.
- b. Policy change: Formulating administrative, legislative, or judicial policy changes
- c. Collaborative cross-sector networking: Forming collaborative bodies (task forces, coalitions, etc.) and developing a common agenda and vision.
- d. Communications and community mobilization: Developing media and public awareness campaigns, press releases, web portals, and conferences. Including and engaging affected youth and families in reform efforts in the goal area.
- e. Leadership and workforce training: Providing professional development training to staff working in the goal area.
- f. Use of evidence-based programs and standardized assessment tools: Implementing evidence-based programs, especially community-based programs that are an alternative to detention or incarceration. Developing and implementing enhanced youth screening and assessment tools and processes.
- g. Use of an equity lens: Promoting policies and practices intended to address racial and ethnic disparities in the goal area.
- h. Other areas?

**5. \*\*\*What current or past contextual factors have influenced these trends since 2007?**

[INTERVIEWER INSTRUCTIONS: Probes are optional but use as needed.]

- a. Political and governmental factors: (policies, laws, regulations, elections, political trends, politicians and policymakers, government administrators, government structures, political pressure or advocacy)
- b. Legal factors: (legal decisions or rulings, judgeships, court operations and structure, and court makeup)

- c. Economic factors: (local, state, or national budget factors; economic trends; market cycles; juvenile justice industry issues (unions, wages, workforce development, etc.); or employment rates)
  - d. Social factors: (public attitudes and opinions; media; education, race/ethnicity, religion, age, immigration demographics or other population shifts; or racial/ethnic bias)
  - e. Technological factors: (technology developments and resources, information technology advancements, internet access, social media, communications tools, software, data storage, or warehousing infrastructure)
- 6. How sustainable do you think these juvenile justice reform trends will be, economically and politically, going forward?**
- 7. How sustainable will these juvenile justice reform trends be if juvenile crime rates rise?**
- 8. \*\*\*How, if at all, has philanthropy contributed to these juvenile justice reform trends?**
- a. Since 2007?
  - b. Since 2012 or later?
  - c. What specific role has the MacArthur Foundation / Models for Change played?
- 9. What more can be done, if anything, to focus the juvenile justice system on rehabilitating youth, rather than punishing them as adults?**

## Models for Change Legacy Phase Evaluation Interview Guide for Federal Partner Interviews

Hello, my name is \_\_\_\_\_. I am with the Community Science team that is working with the MacArthur Foundation to evaluate the Legacy Phase of its Juvenile Justice Models for Change (MfC) Initiative. Thank you for scheduling this time to speak with me. Is this still a convenient time for you?

We are conducting interviews with individuals working in or knowledgeable of juvenile justice reform at the federal level over the last several years. We are having this conversation today to get your views on changes in the U.S. juvenile justice system since 2007.

Your participation in this interview is completely voluntary. The information you provide will be kept confidential and reported only in aggregate along with other responses. Your name and organization will not be attached to any specific comments.

With your permission, we would like to audiotape the interview. Do I have your permission to record this interview?

Do you have any questions before we begin?

### Interview Questions

- 1. First, we'd like to know a bit more about who's on the line. Please describe your current role at your organization (or your most recent role if you have retired).**
- 2. \*\*\*Since 2007 has the juvenile justice system become more or less focused on rehabilitating youth rather than punishing them as adults? What gives you this impression?**
- 3. \*\*\*What have been the major trends in juvenile justice reform since 2007? Please consider trends at both the state and national level. (Follow-up probe: How sustainable are each of these trends in juvenile justice reform and why?)**  
[INTERVIEWER NOTES: By "reform" we mean changes in juvenile justice policies, procedures, and practices to create a more fair, just, and equitable juvenile justice system that treats youth in a developmentally appropriate way.]  
[INTERVIEWER INSTRUCTIONS: See how they respond to the overarching question #3 and then use probes a to h to fill in areas they did not discuss and get their views on trends in each area.]
  - Use of diversion to minimize youth contact with the juvenile justice system.
  - Adoption and implementation of evidence-based programs and practices, including standardized screening and assessment protocols.
  - Mental health services for youth who come in contact with the juvenile justice system.

- d. Aftercare services that support reentry in the community upon return from out-of-home placements.
- e. Cross-system coordination and integration between juvenile justice and child welfare.
- f. Racial and ethnic disparities in the juvenile justice system.
- g. Engaging families as partners in youth case planning, support, supervision, and service provision
- h. Juvenile indigent defense services.

[INTERVIEWER INSTRUCTIONS: As the respondent describes reform trends within the reform areas described in probes a to h, probe further for specific markers that document these trends:

- Data trends at the national, state, and/or local levels (from data repositories)
- Key legislation at federal or state levels (mandating reforms, changing funding)
- Key federal or state court decisions or case law (setting precedents for states)
- Any trends in professional or public opinion on this issue (from surveys)
- Reports or articles documenting these trends]

**4. \*\*\*What current or past contextual factors have influenced these trends since 2007?**

[INTERVIEWER INSTRUCTIONS: Probes are optional but use as needed.]

- a. Political and governmental factors: (policies, laws, regulations, elections, political trends, politicians and policymakers, government administrators, government structures, political pressure or advocacy)
- b. Legal factors: (legal decisions or rulings, judgeships, court operations and structure, and court makeup)
- c. Economic factors: (local, state, or national budget factors; economic trends; market cycles; juvenile justice industry issues (unions, wages, workforce development, etc.); or employment rates)
- d. Social factors: (public attitudes and opinions; media; education, race/ethnicity, religion, age, immigration demographics or other population shifts; or racial/ethnic bias)
- e. Technological factors: (technology developments and resources, information technology advancements, internet access, social media, communications tools, software, data storage, or warehousing infrastructure)

**5. How sustainable will these juvenile justice reform trends be if juvenile crime rates rise?**

**6. \*\*\*How, if at all, has philanthropy contributed to these juvenile justice reform trends?**

- a. Since 2007?
- b. Since 2012 or later?
- c. What specific role has the MacArthur Foundation / Models for Change played?

**7. What more can be done, if anything, to focus the juvenile justice system on rehabilitating youth, rather than punishing them as adults?**