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# TRANSFORMING SUPERVISION PRACTICES *with* YOUNG ADULTS

## *Initial Outcomes and Implications*

*Bureau of Justice Assistance, Grant #2015-SM-BX-0001*

Research & Planning
Community Justice

***Multnomah County Department of Community Justice***

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## Accessing this Report

To view this report electronically and to access all of the evaluation products associated with this project, please access this website:

**multco.us/dcj/smart-supervision-grant-evaluation**

# Executive Summary

With grant funding provided by the Bureau of Justice Assistance, the Smart Supervision Team set out to transform the manner in which supervision was provided to young adults aged 15-25 in Multnomah County, Oregon. This process started with intensive training of staff in best practices for trauma informed care, brain development science and racial equity. These practices would be integrated with Effective Practices in Community Supervision (EPICS) – the case management model adopted by the Multnomah County Department of Community Justice. The goals of the team were to create a culture of safety, healing, and empowerment for the young adults on supervision. Staff training was further augmented by videotaped meetings with clients and live coaching, modifications to field visit protocols, and improvements in the physical spaces used to meet with clients.

Over the course of the project, 205 young adults participated in Smart Supervision. The majority were male (88%), youth of color (74%), assessed as high risk to recidivate (65%) and had a person charge as their most serious supervised offense (65%). This evaluation employed mixed methods to fully explore the impacts of the Smart Supervision grant activities on the young adult participants and on the local public safety system in Multnomah County. Participants were tracked from when they started with the Smart Supervision Team until the end of data collection on 7/31/19, resulting in up to three years and four months of data.

## Initial Results Were Promising

- From the qualitative interviews, we heard reports with active and completed participants that the practice changes were having immediate and positive impacts on the young person's experience with supervision. Members of the Smart Supervision Team were viewed as being very supportive, treating their clients with respect, relating to them as people, and being helpful in keeping their clients informed.
- Using administrative data, Coarsened Exact Matching (CEM) techniques were successfully deployed in this analysis and the resulting comparison group (n=270) was shown to be statistically similar to the Smart Supervision grant participants (n=141).
- Almost all of the outcome measures for the Smart Supervision grant participants trended in a positive direction and suggest improved recidivism trends over the comparison group. The only exception was incidents of absconding, which were slightly higher, but also coincide with administrative efforts to more quickly and thoroughly report abscond events.
- The number of new arrests, new bookings, and jail days experienced by the Smart Supervision participants were lower than the rates of the matched comparison group. It is important to note that these results were not yet statistically significant.
- Survival curve analyses consistently showed the Smart Supervision participants diverged in their pathways from the comparison group in year 2. This predicted result suggests that the impacts of supervision may be cumulative in nature and that outcomes resulting in changes in supervision practices may require longer study periods to be fully evident.

There were practice areas identified by the evaluation team where the Smart Supervision Team can make additional improvements:

- Best practices suggest that more rewards should be provided to clients than sanctions at a ratio of 4:1. The observed ratio for the Smart Supervision Team was 1.4:1, suggesting that the Team could pursue more focused efforts to increase the provision of rewards and incentives for positive behavior.
- Smart Supervision staff maintained an overall average rating of 2.60 on EPICS fidelity assessments during the course of the grant, while the average for the department during the same time frame was 3.07. The Smart Supervision Team could work to better align new practices with EPICS practices to increase fidelity and have supervision activities be more seamless for staff and those on their caseloads.
- None of the short-term supervision measures were statistically significantly different between the Smart Supervision participants and the matched comparison group. It is possible that further efforts to reduce absconds, decreased the use of formal sanctions and jail days, and reduce time spent on formal supervision could further improve outcomes for the young adult caseloads (aged 15-25).

Future efforts to study the impact of transforming supervision practices with this population should include larger sample sizes, which might help to definitively show significant differences in the public safety outcomes. New studies should plan for longer follow-up windows to more clearly see how the long-term pathways of these youth develop. Other jurisdictions might replicate these efforts, but we recommend a design that includes a concurrent comparison group or random control assignment. Future studies should consider developing rigorous tracking of employment and educational attainment, as well as rates of social service referrals.

# Introduction

## Project Goals

### *Background*

In 2015, the Multnomah County Department of Community Justice received a Smart Supervision grant through the Bureau of Justice Assistance to help identify and align a variety of emerging best practices in supervision. These best practice focus areas included the case management approach Effective Practices in Community Supervision (EPICS), trauma informed care (TIC), brain development science, and an Equity and Empowerment Lens (E & E Lens) with a racial justice focus. All of these focus areas are applicable to the supervision of 15-25 year olds, who are uniquely served in both the adult and juvenile supervision systems. This age group was a priority population for Multnomah County given that young adults have unique psychological and social needs during this developmental period. This population also has the highest re-arrest, reconviction, and return to prison rates among youth (U.S. Department of Justice, 2002).

Staff involved with the grant received extensive classroom and field training in these areas, and were encouraged to adjust their supervision practices during the pilot program. The outcomes of these changes on the supervisees and on the local public safety system were to be evaluated and reported on as part of the grant.

### *What's Different about Supervision Provided by the Grant Team?*

#### Training in Best Practices

Smart Supervision Team members were required to participate in a series of intensive in-person trainings over two years (2016-2018). In total, 22 trainings were led by a board certified psychiatrist, specializing in addictions, who covered the grant practice areas of focus. Each training ran approximately three hours long and consisted of a mix of slide presentations, question and answer opportunities, and small group work. More details about the trainings and an evaluation of training effectiveness can be accessed in a separate report:

**https://multco.us/file/81468/download**

#### Coaching

To supplement the formal trainings, Smart Supervision Team members participated in monthly peer review and coaching with the trainer. Each month, staff were required to videotape a session with a supervisee of their choosing. Informed consent was secured from each of the young adults chosen, allowing for the recording and its use in quality assurance activities. The Smart Supervision Team had monthly peer review sessions, reviewing the videotapes together with the trainer. They worked to create a safe space to normalize the challenges they were experiencing implementing the new practices and reframed failure as a learning (Brown, 2018). This fostered the promotion of more open dialogue and new ideas of how to implement the desired changes with actual clients on their caseloads.

### Interactions with Clients

In project meetings, staff reported that the quality and quantity of their interactions with clients changed as a result of being part of the Smart Supervision grant. Officers used their time with clients to create a culture of safety, healing, and empowerment. Staff reported slowing the pace of their conversations to make sure their clients remained fully engaged and understood their requests. Staff offered food and beverages in visits to help clients concentrate, removing distraction from being hungry. Likewise, staff frequently engaged clients in voluntary mindfulness exercises. In general, staff avoided asserting their authority over the clients and avoided displays of physical or emotional power over the clients.

### Field Contacts

Consistent with trauma-informed care, officers limited uniformed site visits to the clients' homes, avoiding the use of a marked car or the brandishing of a weapon and handcuffs. Smart Supervision Unit staff preferred plain-clothed, community-based visits for interacting with clients in the field.

### Physical Space

Smart Supervision Unit team members opted to renovate their office spaces, making the setting more supportive and consistent with best practices. Lighting was reduced and made warmer. Field gear and related safety equipment were moved to discrete areas of the offices where they could not be readily seen. A snack and beverage area was created. Posters of inspirational people and imagery replaced bare walls.

## *About Multnomah County*

Multnomah County is one of 36 Counties in the State of Oregon and encompasses the City of Portland. As the most populous county, Multnomah has nearly 800,000 residents. Community Corrections is county-operated in Oregon and is managed by the Multnomah County Department of Community Justice (DCJ). Young adults, aged 15 to 25 years, can be supervised in either the Adult Services Division (ASD) or the Juvenile Services Division (JSD) depending on their age, charges, and circumstances. At the time of this report, there were 861 young adults managed by DCJ. ASD operates with approximately 125 officers who jointly manage both probation and post-prison clients on their caseloads. On any given day, ASD manages about 7,860 adults with a typical caseload size of 35 to 50 clients per officer. JSD operates with approximately 24 Juvenile Court Counselors (JCC) who manage a typical caseload of 15 to 23 youth. On any given day, JSD manages about 250 youth in the community and 32 to 38 youth in a regional detention facility.

## *About the Evaluation Team*

The Research and Planning Team (RAP) within the Department of Community Justice had responsibility for tracking the outputs and outcomes of the Smart Supervision Team. RAP is the largest research team operating in Community Corrections within the State of Oregon and within the public safety agencies operating in Multnomah County. RAP includes four doctoral level researchers, a full-time statistician, a Tableau-software certified data visualization specialist, a range of data and evaluation analysts, as well as multiple graduate-level paid interns. RAP has both access and expertise in conducting research using administrative data from the local public safety data warehouse. Over the years, RAP analysts have developed fluency linking offender records involving adult and juvenile arrests, adult and juvenile parole/probation, prison and juvenile detention intakes, jail bookings, and court cases. Likewise, RAP has qualitative research capacity and vast experience organizing, facilitating and analyzing focus groups.

# Methodology

## Overview

This evaluation employed mixed methods to fully explore the impacts of the Smart Supervision grant activities on the participants and on the public safety system in Multnomah County. For the quantitative analyses, extracts from several administrative databases were merged using a common identifier. This includes the statewide system of record for prison usage and community supervision activities. Staff in the Smart Supervision Unit also supplemented their data collection using electronic forms created by the research team for the purposes of completing progress reports required by the grant. We also used a local public safety data warehouse to examine factors such as jail bed usage. Lastly, we used data provided from the Oregon State Police to report on arrest incidents and charge types.

For the qualitative component, active and recently completed clients were recruited for participation in structured interviews with a researcher. Clients gave voluntary consent and received a $25 gift card to a local store for their participation. Discussions were audio-recorded, transcribed and then coded for themes and analyzed using qualitative techniques.

Additional details about the methods used in this evaluation are included in both the quantitative and qualitative findings sections. All methodologies used in this report were overseen by the local Institutional Review Board at Portland State University.

## Research Questions

The analytic plan for this evaluation sought to answer the following questions:

1. *Who were the Smart Supervision participants?*
2. *How were they supervised?*
3. *What other group of supervisees could be used to compare outcomes?*
4. *Are the public safety outcomes of the Smart Supervision participants different than those of the comparison group?*
5. *What do the Smart Supervision participants share as important to their supervision experiences?*

## Anticipated Impacts

Competing expectations were expressed among Department of Community Justice staff concerning the anticipated outcomes of the Smart Supervision Team. Many openly expressed support for the pilot and anticipated that the participating young people would perform better with the new supports being offered through the grant. The enhanced training for officers meant that the Smart Supervision Team could build more effective rapport and an enhanced sense of safety and belonging with these young adults. If they succeeded, the young adults would further increase their buy-in and support for the goals of supervision.

Others in the Department expressed concerns about the timing of the grant and whether the new activities drew focus away from foundations of the EPICS case management model. Some anticipated that the demands of the new Smart Supervision training program would have an unintended effect of reducing officer fidelity to EPICS, which could make it more difficult to improve outcomes. Occasionally, it was also noted that the new practices of Smart Supervision were "replacing" more traditional aspects of supervision including the authority of the officers over the young clientele. For those who weigh the importance of the "law enforcement" role in supervision over the "social worker" role, the Smart Supervision pilot had the potential to worsen the public safety outcomes of the unit.

## Pilot Participants

Young adults receiving Smart Supervision grant services were supervised in two different divisions of the Department: the Adult Services Division (ASD) and the Juvenile Services Division (JSD). Over the course of the 3-year grant and across both divisions, 205 young adults participated in Smart Supervision (Table 1). To be included in the final count, participants had to be between the ages of 15 and 25 years while on supervision and received at least two months of Smart Supervision.

### Table 1 | Smart Supervision Participant Counts by Division and Enrollment Year

| Division | Year 1 | Year 2 | Year 3 | Total |
|---|---|---|---|---|
| Adult Services | 114 | 30 | 30 | 174 |
| Juvenile Services | 7 | 19 | 5 | 31 |
| All Smart Supervision Participants | 121 | 49 | 35 | 205 |

Due to delays in implementation, there were fewer young adults from the Juvenile Services Division represented in the Smart Supervision grant (n=31). Participants from JSD were slightly younger than participants from ASD, while other demographic characteristics were similar (see Table 2).

## Table 2 | Demographic Characteristics of Smart Supervision Participants by Division (N=205)

| Demographics | | ASD *(n=174)* | | JSD *(n=31)* | |
|---|---|---|---|---|---|
| | | *Count* | *Percent* | *Count* | *Percent* |
| Gender | Male | 156 | 90% | 25 | 81% |
| | Female | 18 | 10% | 6 | 19% |
| Race/Ethnicity | White | 45 | 26% | 9 | 29% |
| | Black | 108 | 62% | 14 | 45% |
| | Hispanic | 17 | 10% | 2 | 6% |
| | Asian | 2 | 1% | 2 | 6% |
| | Native American | 1 | 1% | 3 | 10% |
| | Unknown | 1 | 1% | 1 | 3% |
| Age of Participant at Program Start | *Average Age* | *20.5 years* | | *17.5 years* | |
| | 15 years | 2 | 1% | 0 | 0% |
| | 16 years | 9 | 5% | 1 | 3% |
| | 17 years | 22 | 13% | 15 | 48% |
| | 18 years | 24 | 14% | 15 | 48% |
| | 19 years | 13 | 7% | 0 | 0% |
| | 20 years | 11 | 6% | 0 | 0% |
| | 21 years | 20 | 11% | 0 | 0% |
| | 22 years | 21 | 12% | 0 | 0% |
| | 23 years | 16 | 9% | 0 | 0% |
| | 24 years | 23 | 13% | 0 | 0% |
| | 25 years | 13 | 7% | 0 | 0% |

## Figure 1 | Summary of Smart Supervision Participant Demographics

| ASD *(n=174)* | JSD *(n=31)* | Total *(N=205)* |
|---|---|---|
| 90% Male | 81% Male | 88% Male |
| 74% Youth of Color | 68% Youth of Color | 73% Youth of Color |
| Average Age 20.5 years | Average Age 17.5 years | Average Age 20.1 years |

## Figure 2 | Criminogenic Risk Level of Participants at Enrollment in Smart Supervision

| Risk Level | ASD *(n=174)* | JSD *(n=31)* |
|---|---|---|
| High Risk | 68% | 57% |
| Medium Risk | 23% | 37% |
| Low Risk | 9% | 7% |

Figure 2 illustrates the slight variation in criminogenic risk (i.e., the risk of reoffending) for participants at enrollment in Smart Supervision. Risk level was measured by the Level of Service Case Management Inventory (LS/CMI) for the ASD participants and the Juvenile Crime Prevention Tool (JCP) for the JSD participants. There were slightly more high risk participants in ASD, and slightly more medium risk participants in JSD. The proportion of low risk participants was comparable across the two divisions. Small differences are only to be expected, as these tools produce risk category labels that are not directly comparable.

## Figure 3 | Most Serious Charge at Enrollment for All Smart Supervision Participants (N= 205)

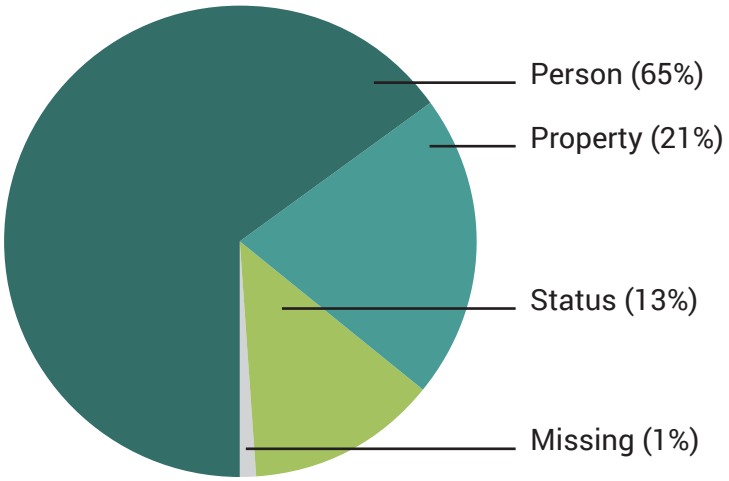



Figure 3 shows the distribution of the most serious charge each participant had when they enrolled in Smart Supervision. The most serious charge at enrollment for nearly two-thirds (65%) of all Smart Supervision participants was a person crime, followed by property crimes (21%), and status crimes (13%).

## Activities during the Grant Period

Smart Supervision team members were asked to supplement their administrative data records by tracking specific outputs associated with the grant. These included their use of rewards and sanctions (Table 3). Using BJA definitions, rewards included letters of commendation; verbal praise; decreased supervision level; fewer drug tests, PO contacts, or work projects; bus passes; travel permits; and early termination of supervision. Sanctions included community service, work projects, home detention, GPS monitoring, court referrals, short term incarceration, drug testing, and extra supervision visits. Best practices suggest that more rewards should be provided than sanctions at a ratio of 4:1. The observed ratio for the Smart Supervision staff was 1.4:1. It is possible that there was an underreporting of rewards by the Smart Supervision Team although underreporting should also impact sanctions estimates. However, the Department has struggled to consistently implement formal incentives with supervisees over the past decade despite multiple attempts to create policy and programmatic supports.

Smart Supervision staff also continued to apply the EPICS framework in their case management throughout the grant. This framework was introduced to the department in 2011. EPICS coaches reviewed videotaped interactions with clients and rated the use of EPICS for fidelity to the trained model. The fidelity measures used a scale of 1-4, with a score of 4 representing the highest level of fidelity. Overall, Smart Supervision staff maintained an average rating of 2.60 on EPICS fidelity during the course of the grant. The average for the department during the same time frame was 3.07, which means that the Smart Supervision Team demonstrated lower levels of fidelity to EPICS during the grant period. Over the course of the grant, EPICS coaches had raised concerns that the rigorous training program required by the Smart Supervision grant would divert attention and resources from maintaining EPICS fidelity.

One final challenge involved officer reassignment. One caseload of Smart Supervision participants had three different officers assigned to it over a four-year period. The negative impact of officer reassignment on supervisees is increasingly being recognized by probation and parole agencies. Each change in officer is accompanied by stress and uncertainty for clients, as well as a lengthy adjustment period. This challenge is even more pronounced with the Smart Supervision Team in that the required trainings took a minimum of six months to complete. This meant that some Smart Supervision participants could have experienced large fluctuations in supervision practices while new officers slowly advanced along a steep learning curve.

### Table 3 | Summary of Activities Tracked during the Smart Supervision Grant Period

| Activity | ASD *(n=174)* | JSD *(n=31)* | Total *(N=205)* |
|---|---|---|---|
| Number of Rewards | 503 | 26 | 529 |
| Number of Sanctions | 367 | 21 | 388 |
| Number of Audited EPICS Sessions | 156 | 26 | 184 |
| Average Fidelity Score (Rating Scale: 0 – 4) | 2.66 | 2.35 | 2.60 |
| Average Length of Stay on Smart Supervision | 588.4 days | 393.5 days | 558.9 days |
| Percent Who Experienced a Change in Supervising Officer during Smart Supervision | 22% | 0% | 19% |
| Number Assigned Detention/Jail Days by Smart Supervision Staff | 665 | 55 | 720 |

# Results

## Quantitative Outcomes

### *Comparison and Matching Background*

A comparison group was created to put the outcome results of the Smart Supervision participants into a larger context for program and policy development. This was used to determine whether the comparison group, who did not receive the Smart Supervision grant services, achieved similar or different outcomes.

There are several statistical techniques available for creating a matched sample. This project used Coarsened Exact Matching (CEM), which groups similar values of background and demographic variables into broader categories, and then matches exactly on these broader (i.e., "coarsened") categories. (Iacus, King, & Porro, 2012). This balances the strength of exact matching with the realities of smaller sample sizes and detailed categories. The benefits of CEM compared to other widely used methods are guaranteed increase in similarity, more robust control for all variables, and theoretical validity in cases such as this where treatment and control group participants did not select between the treatment and comparison options.

### *Summary of the Comparison Group*

Due to the small sample size of JSD participants, the outcome analyses within this report focused on ASD Smart Supervision participants only. Within ASD, young adults (15-25 years) were assigned to the Smart Supervision Unit under the following conditions:

- Males and females released from a youth correctional facility who had previously committed a felony qualifying under the Measure 11 statute. This included charges, such as Robbery I, Assault I, Sexual Abuse I, and Manslaughter I.
- Males being released for supervision out of an adult prison through the Community Partners Reinvestment Program (CPR), provided by Volunteers of America Oregon.
- African American males who were on probation, but did not meet the qualifications for specialized caseload (e.g., they were not domestic violence offenders, sex offenders, or gang members).

A historical sample had to be used to create the comparison group because all youth meeting the criteria were enrolled into the Smart Supervision Unit during the grant period. Youth from these same three subgroups were located in the population served between 2012 and 2015. Using CEM, 419 potential comparison youth were matched to the 174 Smart Supervision youth, creating a matched sample of highly similar – and thus directly comparable – youth. That final matched sample contained 141 Smart Supervision youth and 270 comparison youth. Once formed, we checked the demographics and other supervision characteristics of the matched sample to ensure high similarity between the comparison and Smart Supervision youth (Table 4). Significance test results indicate a high level of similarity (the higher the *p*-value, the more similar the groups), so the matched sample serves as a good basis for outcomes between the two groups.

## Table 4 | Similarities between Smart Supervision Participants and Comparison Group Members

| Characteristics | | Smart Supervision Participants (n=141) | | Comparison Group (n=270) | | *p*-value |
|---|---|---|---|---|---|---|
| | | *Count* | *Percent* | *Count* | *Percent* | |
| Gender | Male | 133 | 94% | 255 | 94% | 0.999 |
| | Female | 8 | 6% | 15 | 6% | |
| Race/Ethnicity | White | 32 | 23% | 61 | 23% | 0.854 |
| | Black | 93 | 66% | 183 | 68% | |
| | Hispanic | 13 | 9% | 12 | 4% | |
| | Asian | 2 | 1% | 2 | 1% | |
| | Native American | 0 | 0% | 12 | 4% | |
| | Unknown | 1 | 1% | 0 | 0% | |
| Risk Level at Enrollment | Very Low | 0 | 0% | 2 | 1% | 0.615 |
| | Low | 13 | 9% | 24 | 9% | |
| | Medium | 28 | 20% | 52 | 19% | |
| | High | 74 | 52% | 115 | 42% | |
| | Very High | 23 | 16% | 44 | 16% | |
| | Missing | 3 | 2% | 33 | 12% | |
| Primary Charge at Enrollment | Person | 89 | 63% | 170 | 63% | 0.346 |
| | Property | 31 | 22% | 47 | 17% | |
| | Statutory | 21 | 15% | 53 | 19% | |

**Table 4** | Similarities between Smart Supervision Participants and Comparison Group Members (continued)

| Characteristics | | Smart Supervision Participants (n=141) | | Comparison Group (n=270) | | *p*-value |
|---|---|---|---|---|---|---|
| | | *Count* | *Percent* | *Count* | *Percent* | |
| Age at Start | 15 | 1 | 1% | 5 | 2% | N/A |
| | 16 | 7 | 5% | 10 | 4% | |
| | 17 | 14 | 10% | 32 | 12% | |
| | 18 | 11 | 8% | 16 | 6% | |
| | 19 | 11 | 8% | 19 | 7% | |
| | 20 | 9 | 6% | 32 | 12% | |
| | 21 | 19 | 13% | 24 | 9% | |
| | 22 | 21 | 15% | 24 | 9% | |
| | 23 | 14 | 10% | 36 | 13% | |
| | 24 | 21 | 15% | 36 | 13% | |
| | 25 | 13 | 9% | 36 | 13% | |
| Average Age at Enrollment | | 21 years | | 21.1 years | | 0.857 |
| Average Arrest Events Prior to Enrollment | | 3.7 | | 3.4 | | 0.504 |
| Assignment Pathway | Measure 11 | 31 | 22% | 59 | 22% | 0.999 |
| | Community Partners Reinvestment | 39 | 28% | 75 | 28% | |
| | African American Males | 71 | 50% | 136 | 50% | |

## *Supervision Outcomes*

Despite the myriad of practices changes and new skill sets introduced during the Smart Supervision Grant, commonly reported outcomes of supervision logged in administrative datasets did not differ significantly when compared to the matched comparison group. While Smart Supervision Parole/Probation Officers (PPOs) slightly reduced their use of formal sanctions and jail days as a punishment, the difference was not statistically significant. Also, the frequency of abscond events did not decrease in response to increased efforts during the grant to enhance rapport and engagement. However, the time that passed between the historical comparison group and the Smart supervision group aligns with division efforts to more quickly and thoroughly report abscond events.

**Table 5** | Comparison of Supervision Activities between the Smart Supervision Participants and Comparison Group

| Supervision Activity | Smart Supervision Participants (n=141) | Comparison Group (n=270) | *p*-value |
|---|---|---|---|
| Number of PPO Initiated Sanctions | .92 | .98 | 0.715 |
| Median Length of Stay on Supervision (in days) | 1,095 | 1,088 | 0.918 |
| Number of Jail days in First Year of Program | 22.0 | 27.6 | 0.313 |
| Number of Abscond Events in First Year of Program | 0.33 | 0.29 | 0.569 |

## *Public Safety Outcomes*

Survival analyses were conducted to determine if Smart Supervision participants showed any evidence of being placed on different trajectories through the public safety system than members of the comparison group. Survival analyses are helpful as they allow for more accurate estimation with lower variance (Altman & Bland, 1998; Bland & Altman, 1998). This occurs by utilizing all available information from all youth, regardless of how long each youth has been active.

Young adults who were enrolled in Smart Supervision were slightly less likely to be arrested than members of the matched comparison group. At the end of their first year on supervision, Smart Supervision participants had accrued slightly fewer arrests than those of the comparison group; however, these results were not found to be statistically significant at the time of this report. Likewise, Smart Supervision participants spent slightly less time in jail than similar young adults in the comparison group, also not statistically significant.

Table 6 summarizes the survival analysis results (i.e., arrested within one year, median time to first arrest) at the one-year mark, as well as the number of new arrests, new bookings, and jail days estimated through similar weighting methods.

## Table 6 | Comparison of Year One Public Safety Outcomes between the Smart Supervision Participants and Comparison Group

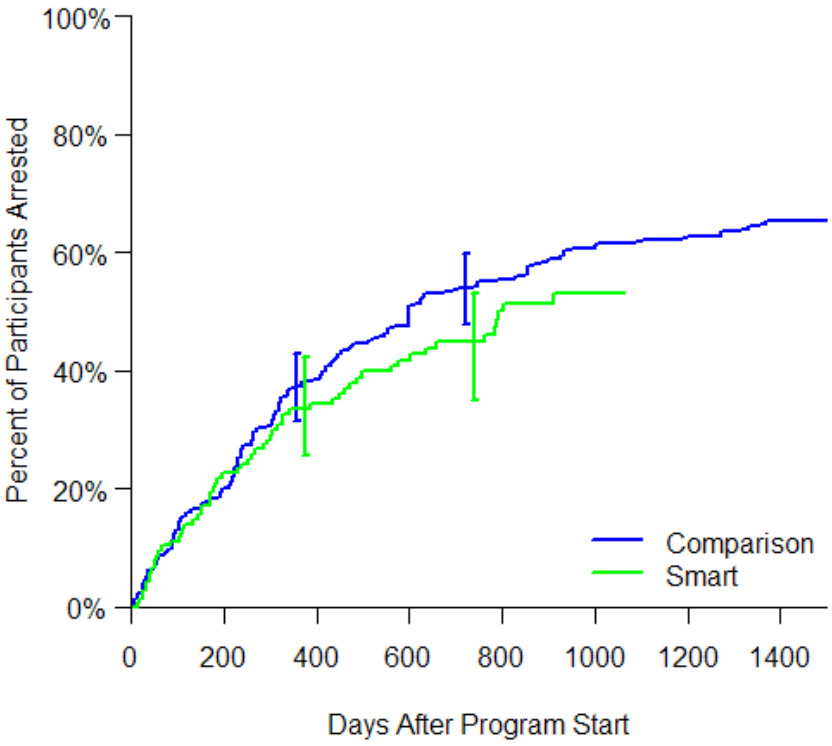
| Public Safety Outcome | Smart Supervision Participants (n=141) | Comparison Group (n=270) | *p*-value |
|---|---|---|---|
| Percent Arrested within One Year | 33% | 37% | 0.442 |
| Median Time to First Arrest[1] (in days) | 791 | 599 | 0.326 |
| Number of New Arrests within One Year | 0.57 | 0.59 | 0.880 |
| Percent Booked within One Year | 53% | 53% | 0.951 |
| Median Time to First Booking2 (in days) | 326 | 322 | 0.951 |
| Number of New Bookings within One Year | 1.32 | 1.40 | 0.763 |
| Number of Jail Days in First Year on Program | 22.0 | 27.6 | 0.313 |
| Arrested for Crime Type within One Year | Person: 16% | Person: 17% | Person: 0.769 |
| | Property: 18% | Property: 14% | Property: 0.341 |
| | Statutory: 20% | Statutory: 25% | Statutory: 0.356 |

On the following pages, Figures 4 through 7 show complete survival curves of the public safety outcomes for the matched Smart Supervision and comparison groups. The survival curves demonstrate the failure rate as it increases over time for the percent of young adults arrested, sanctioned, absconded, and booked. The short vertical lines show confidence intervals at one year and two years, to demonstrate the level of statistical significance. If the blue (comparison group) and green (Smart Supervision participants) vertical confidence interval lines overlap, the difference in outcomes is not statistically significant. If the Smart Supervision survival curve is outside the boundaries of the vertical blue confidence interval line, we would eventually find statistically significant differences if our sample size increases and Smart Supervision outcomes continue to be the same or better.

[1] Includes people never arrested

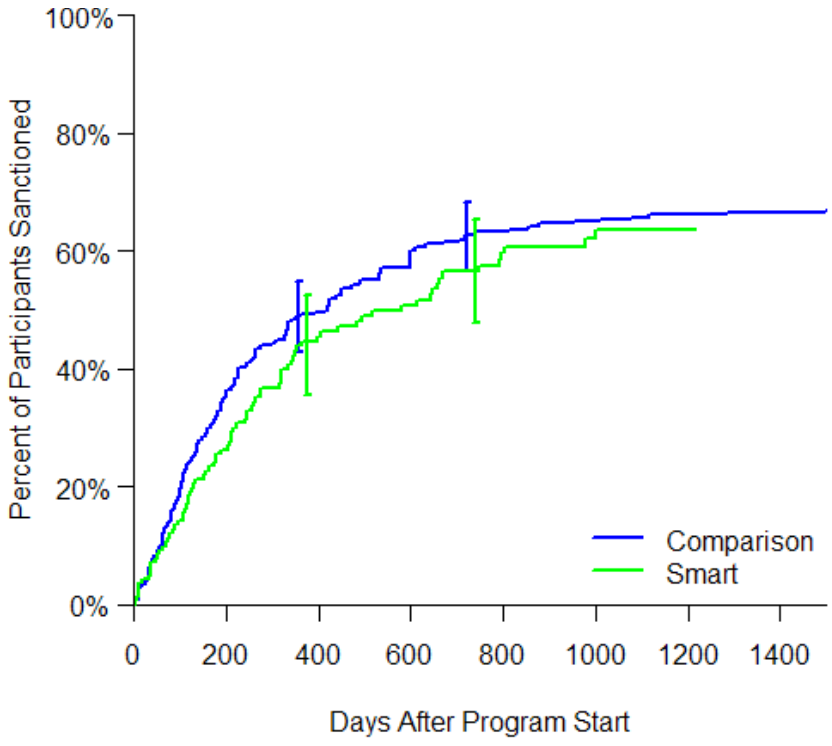
[2] Includes people never booked

## Figure 4 | Days to First Arrest



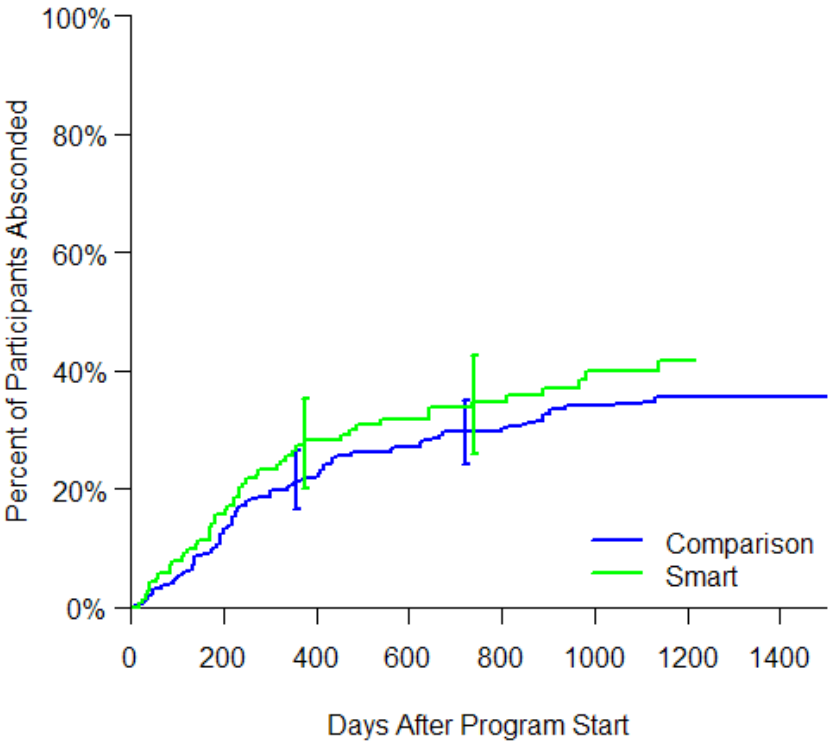

The green curve representing the Smart Supervision participants illustrates that these young adults initially display arrest patterns similar to the comparison group (blue curve). However, over time, the path of the groups diverge and Smart Supervision Participants begin showing decreased arrests in contrast to the comparison group towards the end of year one and to a larger extent in the second year of supervision.

## Figure 5 | Days to First Sanction



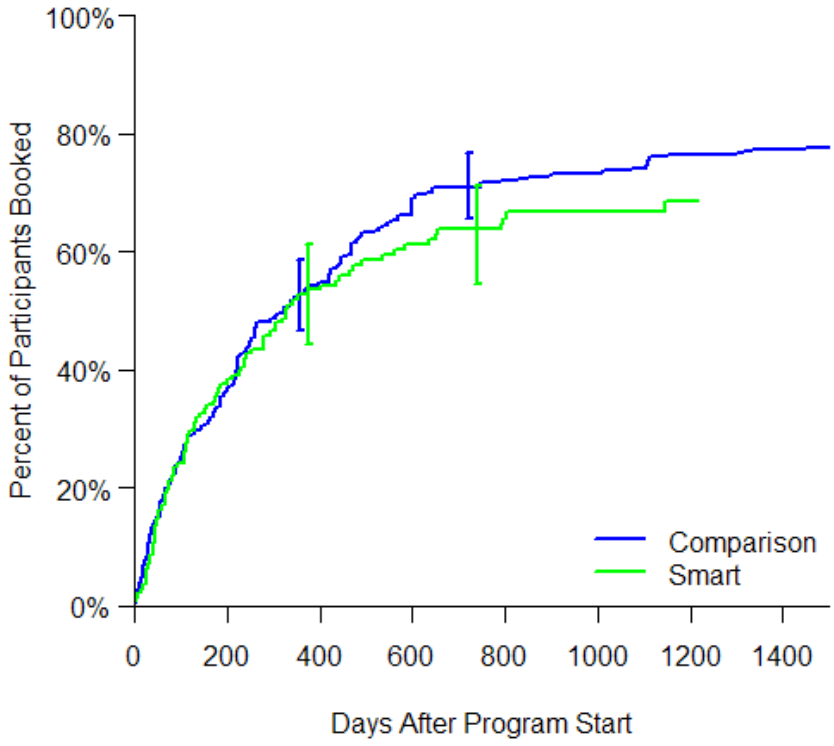

The green curve representing the Smart Supervision participants is consistently below the blue curve representing the comparison group. This suggests that Smart Supervision participants are slower to act with behaviors that warrant a sanction, or Smart Supervision PPOs delay using sanctions longer than the PPOs supervising the comparison group.

## Figure 6 | Days to First Abscond




The green curve representing the Smart Supervision participants is consistently above the blue curve representing the comparison group. This suggests that Smart Supervision participants are faster to abscond from supervision as compared to members of the comparison group. This may be due to changes in the abscond reporting policy leading to more absconds reported in recent years relative to when the historical comparison group was on supervision.

## Figure 7 | Days to First Booking




The curve representing the Smart Supervision participants illustrates that these young adults initially display jail booking patterns similar to the comparison group, but, over time, the path of the groups diverge and Smart Supervision participants begin showing decreased bookings in the second year of supervision.

## *Summary*

Across the two Divisions, 205 young adults participated in the Smart Supervision grant. The majority were male (88%), youth of color (74%) and, on average, 20 years old. Due to the smaller size of the Juvenile Division and grant implementation delays, only 31 of the 205 participants were being supervised as juveniles. Using the LS/CMI tool for those in the Adult Services Division and the JCP tool for those in the Juvenile Services Division, the majority of Smart Supervision participants were assessed as being high risk to commit a new crime.

Coarsened Exact Matching techniques (CEM) were successfully deployed to create a matched sample of historical and Smart Supervision youth for those supervised by the Adult Services Division. A historical comparison group needed to be created as all of the young adults who met the eligibility criteria were assigned to the Smart Supervision caseloads, leaving no young adults to populate a concurrent comparison group. The matched sample was confirmed to be highly similar between the comparison group and the Smart Supervision participants in terms of demographics, criminogenic risk and certain aspects of their supervision histories.

Moving practices away from traditional reliance on officer authority and formal processing seemed to pose no safety risks to the community. Only the reported rate of absconds showed a slight increase although this may be coinciding with changes in abscond reporting procedures that occurred during roughly the same time frame.

There are also reasons to be cautiously optimistic about the benefits of transforming supervision through the new best practices introduced by the Smart Supervision Team. In contrast with the matched comparison group, the Smart Supervision participants had:

- Fewer arrests in year one
- Fewer bookings in year one
- Fewer days in jail in year one

None of the differences were statistically significant, but were trending in the right direction. Additionally, survival curves saw more pronounced differences increasing between the two groups at the end of the first year and into the second year of supervision. Larger sample sizes and a longer outcome window may further delineate significant improvements.

## Qualitative Findings

### *Interview Process*

A series of final interviews were conducted with clients who were supervised by juvenile court counselors or probation and parole officers (JCCs/PPOs) in the specialized Smart Supervision Unit. The recruitment flyer shared with JCCs/PPOs to recruit participants from their caseloads is included in Appendix A. Clients were given the flyer to determine their interest in participating. Interested clients told their JCC/PPO, who shared their contact information with the research team. The research team then contacted them to make arrangements for the confidential interview. Participants were asked to complete semi-structured, reflective interviews designed to probe questions around the client's relationship with their JCC/PPO, trauma-informed care and cultural competency in their supervision experience, and the effectiveness of their JCC/PPO.

The interviews were facilitated by two members of the research team who had experience engaging with members of community corrections populations. Interviews were conducted at a location convenient for each client or by phone, depending on the client's preference. This set of individual interviews with clients were held in the final months of the grant (Fall 2019).

Six interviews were conducted in total, with participants from three of the four JCC/PPO caseloads. Both adult and juvenile caseloads were represented. The interviews lasted 37.3 minutes on average, ranging 23.1 to 49.6 minutes. Informed consent was collected from all participants at the beginning of each interview. Participants were compensated $25 for completing an interview. The consent form is included in Appendix B and the interview questions are included in Appendix C. The study researchers analyzed the contents derived from the individual interviews using qualitative thematic techniques (Braun & Clarke, 2006). Three primary themes emerged in this analysis of clients' experiences with JCCs/PPOs in the Smart Supervision Unit:

1. ***Positive relationships between JCCs/PPOs and their clients, characterized by:***

- *JCCs/PPOs being on the client's side*
- *Mutual trust between JCCs/PPOs and clients*
- *Clients increasing communication and compliance*
- *JCCs/PPOs aligning with clients' natural support systems*

2. ***JCCs/PPOs demonstrated trauma-informed care and cultural competency:***

- *Working to understand where clients were coming from*
- *Providing options to clients within the constraints of supervision*
- *Fully explaining supervision requirements and giving clients the time they needed*
- *Connecting with clients over their cultural/racial/gender identities, though the need for this was rarely expressed*

3. ***Clients thought their JCCs/PPOs were generally very effective, with JCCs/PPOs:***

- *Providing information/resources to clients*
- *Responding to client requests for help*
- *Going above and beyond what clients expected in the nature and length of support*
- *Having no need for additional training*

## Themes of Smart Supervision

### 1 Positive relationships between JCCs/PPOs and their clients

> *"I feel like that rapport was established, uh, within my first couple of days out…Yeah because, uh, it was just honest communication…And that's what started the basis of our good relationship right now…[My PO] gives me my time to talk. And [they're] not just, uh, hearing it, [they're] actually listening to what I have to say…Whether it's about my personal problem, what's going on, uh, whether it's family issues going on…And I feel like it was genuine and it wasn't two-faced. Um, I feel like, [they're] not trying to play both sides because [they] really want to see the benefit of us that's on [their] caseload, as many people, a PO should—[they] want to see us succeed. And so, uh, it's a two-way street. [They're] genuine about it. And like I say, [they] give me the opportunity to use my voice. It's not just [them] dictating the relationship. [They] allow me to use my platform, my voice, my experience to help shape what I wanna do.*

Positive relationships for clients were those in which JCCs/PPOs demonstrated that they were on the client's side, by treating them like a person and wanting the client to succeed in life. These relationships were characterized by mutual trust between clients and JCCs/PPOs. Clients thought that increasing their communication and compliance improved their relationship with their JCC/PPO. Finally, JCCs/PPOs aligning with clients' natural support systems was linked to positive client relationships.

#### JCCs/PPOs being on the client's side

Many clients were able to provide examples of how their JCC/PPO treated them like a person. This involved treating the client with dignity and humanity, such as paying attention to the client's comfort level with a plan before putting it into action. A common example of respect provided by multiple clients was not treating the client as a stereotype or just one number among their many cases. One client explained that they felt understood by their JCC/PPO because ***"I didn't feel like I was treated differently because of the circumstances"*** of being on supervision and their JCC/PPO treated them as ***"someone important."*** Another client echoed this, saying that their JCC/PPO did not ***"look at me as if I'm on probation"*** but treated them more as if they were ***"my mentor, in a way."***

A majority of clients also believed that their JCC/PPO wanted them to succeed in life. Clients could often think of multiple examples of how they could tell their JCC/PPO was on their side and rooting for their success. One client immediately recalled a time when their JCC/PPO was the first one to help them with a large life decision out of anyone in their life, saying that they were ***"the one who extended [their] arm the most, you know what I'm saying? Over anybody that I can think of."*** The client explained that ***"by doing that I already can tell that [they] wanted to ensure my success. I could genuinely feel it. So I definitely feel like [they] want me to succeed. [They've] also told me that many times before. So I know that for a fact."*** Clients also saw JCCs/PPOs as genuinely supportive of their success because they seemed more interested in helping the client than in only enforcing punishment.

> *"I didn't feel like I was treated differently because of the circumstances.*

> *"the one who extended [their] arm the most, you know what I'm saying? Over anybody that I can think of.*

### *Mutual trust between JCCs/PPOs and clients*

The vast majority of clients felt there was trust between them and their JCC/PPO and described a variety of ways in which that trust was built. One client explained they felt their JCC/PPO trusted them because ***"I don't feel like [they're] assuming that I'm doing the wrong thing."*** Several clients said that they had a lot of trust, rapport, respect, and communication with their JCC/PPO, with one saying a very good relationship was established between them almost immediately. Clients also noted when their JCC/PPO brought their own personal experience into discussions when trying to relate to them. One client linked the process of building trust to their JCC/PPO sharing the ways in which they themselves are human. They said that when their JCC/PPO ***"tells me about [their] life and about…like, [their] flaws…it made me feel like I'm not, like, a failure. Like I'm not the only one that makes mistakes."*** This relationship-building also motivated the client, who explained ***"It makes me wanna just strive and go harder. It makes me acknowledge the fact that I can accomplish anything no matter what I did do"*** because their JCC/PPO does not ***"judge me on my worst mistakes."***

> ***"I don't feel like [they're] assuming that I'm doing the wrong thing.***

Trust could be mutually reinforced once it was established between clients and JCCs/PPOs. One client explained that their JCC/PPO ***"would allow you to have your space…as long as you showed [them] that you're doing what you're supposed to, keeping in contact, you know, doing groups and whatever that you actually do…[they] had no issue with you at all."*** Another client described how after trust developed, their JCC/PPO ***"lend[s] off that trust"*** and allowed him a privilege he would not normally have early on in supervision. The client, in return, did not do anything to break that trust. A third client gave an example of how mutual trust helped them when their JCC/PPO vouched for the client after the client turned themselves in and was jailed on a warrant they were unaware of.

### *Clients increasing communication and compliance*

Some clients provided examples of how their actions improved their relationship with their JCC/PPO over time. One client explained that the improvement was due to their increased compliance with supervision conditions, while other clients perceived the improvement as stemming from a change in the level of communication with their JCC/PPO. The first client characterized their relationship as ***"horrible"*** at first, because ***"we didn't see eye-to-eye."*** When the client was frustrated with their supervision conditions, like needing to get approval to travel, their relationship seemed to suffer, even though the client acknowledged that their JCC/PPO was ***"doing [their] job."*** This client noted that the degree to which they complied with probation appeared to influence their quality of relationship with the JCC/PPO. The second client explained that in the beginning of their relationship, their JCC/PPO did not take the time to fully explain everything to them because they had no communication. When the client decided to engage more and sit down to talk more often with them, their JCC/PPO could explain everything more completely. Their relationship improved when the client wanted to communicate more because that allowed the JCC/PPO to know how the client wanted to be treated, rather than only having police records to inform their impression of the client.

### *JCCs/PPOs aligning with clients' natural support systems*

When JCCs/PPOs had contact with clients' natural supports (e.g., their family, friends), clients believed the relationships with people in their support systems were positive. One client indicated that their JCC/PPO had a good relationship over time with their father and that their father tended to reinforce what they hear from their JCC/PPO: ***"I feel like they see eye-to-eye more because my dad is my support…And if I have any question about what [the PPO] wants, I can just ask my dad, and he'll be like, 'Well, [they're] right.'"*** Another client similarly described how their JCC/PPO attempted to keep their natural supports informed while the client was on supervision. The client said that their JCC/PPO ***"tries to get them, like, that [the JCC/PPO] understands what***

***I need and the feedback of my progress. And they do a lot of agreeing about, like, our progress and everything and how I work. [They're] on good terms with my mother."*** A third client indicated that the relationship between their JCC/PPO and their natural supports can even extend beyond matters to do solely with the client. They explained, ***"It seem like [they] has a relationship with my mom that I didn't even know about…we talk about my family, but [they] don't really talk about what [they] talk about with my family and stuff."*** This client later gave examples of how their JCC/PPO tried to help to the client's natural supports find housing, even though their natural supports were not on supervision themselves.

There were no examples of negative relationships between JCCs/PPOs and their natural supports, but some clients described a lack of a relationship between them entirely if clients did not have many supports in their life or if they were on adult supervision in which the JCC/PPO did not tend to coordinate with family or other supports. One client summarized this by saying, ***"They just don't talk. Like, they never met before except, well, when my PO came looking for me one time. He knocked on the door and was asking for me. But that's, like, the only interaction."***

## 2 *Trauma-informed care and cultural competency*

> ***"[My PO] sits down and talks to me about everything. One time, uh, I haven't had to sit in [their] office that much, but we sat down and talked for, like, a couple of hours…I have supervision fees, but [they] told me not to worry about those right now. Right now, [they] just want me to focus on getting my life back in order. Me, uh, working and housing and going to school or whatever. [They're] just worried about that stuff right now because that's what's keeping me from getting in trouble again. That's what's keeping me successful right now…[They're] worried about me and what, uh, what makes me happy and what I wanna do. That's what it seems like [they're] focused on. Like [they're] a mentor. Yeah…Just so I can just stay afloat and just--keep my head on…If I don't understand something, I usually go to [them] for questions…I just gotta ask [them] about it. I gotta let [them] know my concerns. And then [they'll] be more-- what is it?…[They'll] want to know about it. [They'll] want to, like, ask me a question about it like how I feel…It's like-- it's like a family bond. It's like you're not meeting a stranger. It's like I'm-- every day I'm walking in this building I'm not looked at, like, I'm some criminal or something. It's like I'm meeting up with, like, my school teacher or something.***

JCCs/PPOs were generally seen as demonstrating trauma-informed care and cultural competency. JCCs/ PPOs worked to understand where clients were coming from, attempted to provide options to clients within the constraints of supervision, and fully explained supervision requirements and gave clients the time they needed in supervision meetings. Overall, clients expressed little to no need for connecting with their JCCs/PPOs over their cultural/ racial/gender identities, but there seemed to be more of a need for this when clients had a different racial or cultural background than their JCC/PPO.

### *JCCs/PPOs worked to understand where clients were coming from*

Although clients recognized that JCCs/PPOs could not fully understand them and all of their lived experiences, they believed JCCs/PPOs made an effort to understand them in general. One client explained that even though their JCC/PPO ***"won't understand the pain, hurt and trauma that I've been through because [they've] never been through the same stuff,"*** their JCC/PPO made an effort to relate to the client and make it clear they did not assume they knew everything about the client. Their JCC/PPO would tell them that they could offer support and feedback based on their own life experiences, explaining, ***"I'm not gonna say I lived your life, because I'm not. But it's from my experiences of doing something similar."***

> ***"I'm not gonna say I lived your life, because I'm not. But it's from my experiences of doing something similar."***

Clients gave many examples of how they could tell that their JCC/PPO knew how the client wanted to be treated. One client said that this was clear because their JCC/PPO could pick up on ***"how a human expresses how they feel"*** by listening and reiterating their understanding back to the client. This let the client know that they ***"understood exactly what I was talking about."*** The quality of JCCs'/PPOs' listening and responding to clients was a common signal to clients that they understood the client, like one JCC/PPO that could ***"pick something out of my conversation that shows that [they're] caring."*** One client could tell that their JCC/PPO listened to them because they ***"give great feedback and understand me well."***

### *JCCs/PPOs attempted to provide options to clients within the constraints of supervision*

Several clients gave examples of how JCCs/PPOs tried to give them options during the course of their supervision and make it clear there the clients had the choice whether to do something or not. For example, one client's JCC/PPO wanted them to try seeing a therapist, but only required them to go try it for one session to see if it would help. If the client did not like it, they were not required to continue with the therapy. Multiple clients were also given choices regarding the kind of community service work that they could do. Another client explained that their PO would help them identify ***"different routes for me to walk on"*** and expand their thinking about the different choices they could make in different situations. In this way, the JCC/PPO provided more choices to clients by asking the client what they could do differently in specific situations and gently redirecting their thinking, saying ***"Okay, that's a good idea but maybe what if you look at it from this way."*** Another client said that their JCC/PPO never gave them any harsh requirements, explaining that they ***"didn't have any other problems with [them], like, forcing me to do anything or anything like that."***

Even when there were firm requirements to meet probation conditions, there seemed to be room for options and choices within them. For example, one client said that even though they had to complete homework before meeting again with their JCC/PPO, there was room for personal choice in their ability to set the goals for the worksheet themselves. Other clients saw flexibility in how their JCC/PPO could prioritize some of their supervision conditions to be responsive to the client's current needs. At the time of the interview, one client explained that their JCC/PPO just ***"wants me to focus on getting my life back in order"*** rather than worrying about supervision fees or community service. To help the client focus on working, housing, and school, the JCC/PPO was not strict in requiring them to meet those supervision conditions. The client believed

> ***"[My PPO] wants me to focus on getting my life back in order.***

> ***"because that's what's keeping me from getting in trouble again. That's what's keeping me successful right now.***

that this was because the JCC/PPO had their best interests in mind ***"because that's what's keeping me from getting in trouble again. That's what's keeping me successful right now."***

One client was able to compare their JCC/PPO to another PO the client had worked with and found those in the Smart Supervision Team to be more flexible and understanding compared to adult supervision. They said that the Smart Supervision JCC/PPO seemed less interested in catching the client breaking supervision requirements through ***"pop-up"*** visits and that ***"it was easier on [them] to give people the benefit of the doubt."*** The client believed this could be explained by their age because ***"I was only 17 years old. You know, like, I was literally a child, if you think about it."***

### *JCCs/PPOs fully explained supervision requirements and gave clients the time they needed*

The vast majority of clients indicated that they were always very comfortable meeting with their JCC/PPO. They said that it was always very clear what they were required to do between appointments. Meetings generally did not feel rushed to most clients and instead had more than enough time for what the client needed. One client explained that their JCC/PPO hardly ever had to rush when they met in person because ***"[they're] not the type to rush unless [they] had something important to do, and that's been rare."*** Another client explained that before their meetings began, they would have a grounding introduction with their JCC/PPO. They said, ***"We would sit with a few minutes of silence, you know, because [they] would just finish with a client. And we just, like, settle the energy in the room so we could talk."*** JCCs/PPOs would usually take the time to fully explain things that clients did not understand about conditions of probation and fully answer all of their questions.

> ***"We would sit with a few minutes of silence, you know, because [they] would just finish with a client. And we just, like, settle the energy in the room so we could talk.***

Only one client said that their JCC/PPO did not take the time to fully explain their supervision requirements to them. This client elaborated, ***"I feel out of the loop, I guess, because [they] know how bad I want to get off probation early. And I always have to ask, you know, what do I need to do? When I first started, I didn't even know when I got off probation, like, if I had to pay legal fees or restitution or anything like that. I have to ask because I don't feel like [they] tell me."*** Although this client felt like they had some options in their supervision experience, like choices in what time they would meet their JCC/PPO, in other ways they did not have choice because there was only one option for fulfilling the requirements.

### *Little client need overall to connect with JCCs/PPOs over their cultural/racial/gender identities*

Most clients did not attempt to explicitly connect with their JCC/PPO over their cultural, racial, or gender identities. Clients explained though that this was not because of a lack of comfort in doing so, but because that was not something they were looking for in their relationship with the JCC/PPO. One client stated, ***"that's not what we're there for"*** but that it would not have been an issue if the client had done so, elaborating, ***"I don't think [they] had a problem with it. [They were] very open. [They weren't] rude if I did bring up anything personal. [They were] very understanding."*** Similarly, another client said that they did not talk about these aspects of their identity with their JCC/PPO because ***"it never crossed my mind."*** While clients felt comfortable talking with their JCCs/PPOs, this specific area often was not something they wanted or needed to talk about with them. One client said, ***"It's just a conversation I don't talk to many people about…It's just something I don't talk about."*** Other clients never discussed these aspects of their identity with their JCC/PPO because they had some similar or shared racial or cultural backgrounds. In

> ***"I don't think [they] had a problem with it. [They were] very open. [They weren't] rude if I did bring up anything personal. [They were] very understanding.***

these cases, clients saw their JCC/PPO as someone that would be a good person to talk to if they needed, but never had to address this explicitly. Instead, they just focused on what the client had to do and what they were working on. One client said that in spite of not needing to discuss their shared identities explicitly, they were very comfortable talking with their JCC/PPO in general about personal things, explaining, ***"like, if I'm depressed or something like that or if I feel like I'm not doing good enough, I can feel like I can talk to [them] about stuff like that."***

The need to talk explicitly about these aspects of their identity seemed to be more important when clients had a different racial or cultural background than their JCC/PPO. Even before they were asked about this specifically in the interview, one client brought up that they sometimes wondered about their JCC's/PPO's ability to fully understand their experience. They said, ***"I'm just like, 'Do you even understand me?'"*** They referenced that their gender and racial identity did not match that of their JCC's/PPO's. The client later explained that they do take the time to talk about their different identities and the client's racial experience so that the JCC/PPO can better understand how the client wants to be treated. They explained, ***"I just know [they] know because we talk about it, like, all the time."***

## 3 *JCC/PPO effectiveness*

> ***"I think that's the most important part when it comes to my son. It's like [my PO] knows I want to be there for him, and I want to be a father for him, so it's like [they] wants to help me the best way [they] can. So I can stay consistent with that… [My PO's] not just supporting me, [they] want to support me to support him. So that's, like, more than one person [they're] dealing with. [They're] actually dealing with two, and that means a lot to me, like, you wanna help me out with my son. Not too many people care about other people's kids like that…It makes you wanna change everything you do bad. And you just wanna do good--just for them.***

Clients gave very positive feedback on their JCC's/PPO's effectiveness. JCCs/PPOs were seen as effective by providing information/resources to clients, responding to clients' requests for help, and going above and beyond what clients expected in the nature of support they provided and the duration of their support (e.g., extending beyond formal supervision). Clients thought that their JCCs/PPOs did not need any further training, and instead offered suggestions for training that could benefit other JCCs/PPOs in general.

### *Providing information/resources to clients*

All clients indicated that their PPO/JCC provided information or resources to them that were helpful, or would have been helpful if the client had not already sought out the resource themselves. This assistance was provided in a responsive way, based on what clients indicated they needed, and could include different types of services or helping clients work through the different options available for a single service. Sometimes JCCs/PPOs gave clients information about resources that they did not think they needed, but had intentions to follow up on. For example, one client was receiving mental health counseling and received a referral for academic counseling that they had not considered for themselves before. Other clients said they had received information and referrals from their JCC/PPO, but had already followed through in those domains on their own (e.g., getting a job, enrolling in school). A few clients saw boundaries between the type of help that JCCs/PPOs were able to provide and some aspects of their lives that they did not feel comfortable sharing with JCCs/PPOs. For example, one client explained that they were comfortable talking to their JCC/PPO about personal problems ***"only if it's something they can help with,"*** but not about all aspects of the client's personal life.

> *"If someone give me their trust or you give them that trust, it's like you gotta keep it. It's like loyalty."*

For many clients, their JCCs/PPOs were able to provide useful resources and support because of the strong relationship and shared trust that existed between them. One client explained that because their JCC/PPO listened to them, they were able to provide resources and help that the client did not have before. This effort reinforced the positive relationship between the client and their JCC/PPO, as the resources that the JCC/PPO provided not only provided relevant help to the client, but also signaled to the client that their JCC/PPO wanted them to succeed in life. Another client knew that their JCC/PPO wanted to help them because they made an extra effort to be assigned to the client. This also fostered the client's trust in the JCC/PPO, who explained, ***"If someone give me their trust or you give them that trust, it's like you gotta keep it. It's like loyalty."***

### *Responding to client requests for help*

Some clients viewed the help provided by their JCC/PPO more as a response to clients' active seeking of information or help, rather than originating from the JCC/PPO. One client described this perspective, saying ***"I make [their] job easy with me because I'm just independent. I do research on my own. And then, if it's, like, something I don't understand or something, I guess I'll just ask."*** When clients said they did act on the information and resources provided by JCCs/PPOs, the support was generally rated as very helpful. Another client clarified that even when their JCC/PPO was providing resources and information to them, the client still had agency over their own choices. After getting information or a referral from the JCC/PPO, the client would ***"take it, analyze it, and go process it through."*** They explained, ***"that actually helps me because it made me be more independent."*** None of the interviewees identified any specific needs for referrals or resources that their JCC/PPO failed to provide for them. Another client saw that their JCC/PPO gave them credit for the work they were doing. When this client thanked their JCC/PPO for helping them, they responded ***"No, that's not true. You did it. I didn't do anything. It was up to you. I just gave you the resources."***

### *Going above and beyond what clients expected in the nature and length of support*

In some cases, JCCs/PPOs went out of their way to help clients beyond what clients initially expected. This could include doing additional background research to understand clients better and providing helpful contextual information about the client in court documents that assisted them with their case. One client felt their JCC/PPO had gone above and beyond their job duties in providing help to them because their support also extended to the people around the client. One client explained how their JCC/PPO improves the client's capacity to provide for their son. By doing so, the client saw their JCC/PPO as ***"not just supporting me, [they] want to support me to support him. So that's, like, more than one person [they're] dealing with. [They're] actually dealing with two, and that means a lot to me, like, you wanna help me out with my son. Not too many people care about other people's kids like that ."***

A few clients also experienced support from their JCCs/PPOs extended beyond their time on supervision. One client said it was very helpful to continue to receive resources from their JCC/PPO even at the end of their supervision: ***"Even to this day, [they] still message me about stuff and still every time I see [them], we talk about other stuff like what do I want improve on."*** This client appreciated how their JCC/PPO continued to express a genuine interest in their holistic well-being, giving examples of how thorough their JCC/PPO is when checking in. Another client believed that their JCC/PPO would be helpful with any future services they might need later in life. They explained, ***"even if I'm not on probation at that moment in time I still would feel comfortable contacting [them], asking [them] any question I had, like, life-related, you know? I'd feel comfortable contacting [them] even though I'm off probation."*** The client later explicitly stated they felt this way because of the ***"strength of our relationship."***

### *No need for additional training*

The vast majority of clients said their JCC/PPO needed no additional training to improve their skills or knowledge. Instead, some clients offered recommendations for JCCs/PPOs in general including training in communication and listening to be able to come to more mutual agreements, social skills, being respectful, psychology, trauma-informed care, and restorative justice, but clarified that their own JCC/PPO was ***"good at what [they do] right now"*** and they did not see a need for any changes in their training in particular.

Some recommendations for training related to deepening JCCs'/PPOs' understanding of their client's experience in different ways. One client suggested that JCCs/PPOs receive training through role-playing or other activities to give them more of an understanding of what it feels like to be on probation so that ***"they could maybe feel or see where we're coming from…our perspective on things."*** This client also suggested that JCCs/PPOs themselves be put on supervision for 24 hours or wear an ankle monitor for 90 days to see what the process is like from the other side. Another client specifically suggested that Caucasian/White JCCs/PPOs get additional training before working with clients of other races and particularly Black clients, because they ***"just don't go through what black people go through"*** and they would need to ***"have an open mind about that"*** when they have black clients on their caseload. Several clients strongly emphasized that JCCs/PPOs need to be open-minded about working with clients on supervision and more understanding towards clients, such as those with drug and alcohol problems, and need this ***"especially when it comes to thinking about [clients] being human beings."***

> ***"I had somebody that was tough in the beginning, but somebody who was understanding***

One client expressed particular gratitude toward their JCC/PPO, saying ***"I have to understand that I'm very lucky, and I'm very blessed. From our first to my last PO, during the whole process…I had somebody that was tough in the beginning, but somebody who was understanding"*** in a way that still treated them like someone capable of making their own decisions.

## *Summary: Qualitative Findings*

The interview findings identify how clients perceived the supervision process when their JCC/PPO was trained in the Smart model of supervision. Although there was some variation in their experiences, supervision was generally described very positively for all six participants supervised by the three JCCs/PPOs in the Smart Supervision Unit, particularly when compared to the much greater variation in supervision experiences described by focus group participants who were supervised by JCCs/PPOs before the specialized supervision unit was implemented.

Three themes were identified in clients' descriptions of their experiences on supervision. Overall, JCCs/PPOs in the Smart Supervision Unit had (1) positive relationships between JCCs/PPOs and their clients, with characteristics such as JCCs/PPOs being on the client's side and mutual trust between JCCs/PPOs and clients; (2) JCCs/PPOs demonstrated trauma-informed care and cultural competency, as they made efforts including working to understand where clients were coming from and providing options to clients within the constraints of supervision; and (3) clients thought their JCCs/PPOs were generally very effective, with JCCs/PPOs providing helpful information and resources to clients and going above and beyond what clients expected in the nature and length of their support. Clients did not have any recommendations for how to improve the training, skills, or knowledge of their JCCs/PPOs. Instead, many identified qualities of their JCC/PPO that seemed to work well for them and suggested that other JCCs/PPOs outside of the Smart Supervision Unit might benefit from training more broadly.

# Conclusion

There are many encouraging findings associated with the Smart Supervision pilot in Multnomah County, as well as opportunities for further improvement. The Smart Team had focused their efforts on a population that would be difficult to serve for several reasons. The selection of the 15-25 year age range was an organizational challenge in that this age group is supervised in two different divisions of the department, depending on the circumstances of the offense. At the onset, the implementation of this grant involved pulling together staff who did not ordinarily collaborate and who also had different case management practices. Additionally, the majority of youth assigned to the Smart Supervision caseloads were assessed by validated risk tools to be at high risk of recidivating, and the majority had previously committed person-level crimes in their recent histories.

Nonetheless, the Smart Supervision Team members departed from traditional supervision practices that involve recurring demonstrations of power and control. Instead, they prioritized interacting with the young adults in ways that were consistent with trauma-informed care, equity, and brain development. They were intensely trained and videotaped engaging participants in goal setting and service planning. They substituted uniformed home visits for plain clothed community-based visits. They worked to create a culture of safety, healing, and empowerment. They embraced mindfulness techniques in the office. As much as possible, they preferred to use their office visits to intervene with problematic behaviors rather than escalate to formal sanctions.

In the short term, the change in direction was successful. There were no increased threats to community safety in the form of absconds, or new arrests. From the qualitative interviews, we heard reports that the practice changes were having immediate and positive impacts on the young person's experience with supervision. Members of the Smart Supervision Team were viewed as being very supportive, treating their clients with respect, relating to them as people, and being helpful in keeping their clients informed. In fact, one participant went so far as to suggest that other officers in the department should be trained to be more similar to the Smart Supervision Officers.

CEM techniques were successfully deployed in this analysis and the resulting comparison group was shown to be statistically similar to the Smart Supervision participants.

In contrast with the matched comparison group, the Smart Supervision participants had:

- Fewer arrests in year one
- Fewer bookings in year one
- Fewer days in jail in year one

However, the differences in public safety outcomes between the two groups were not statistically significant. There are several reasons why the differences between the groups were not as pronounced as some might expect given the strong commitment to evidence-based practices embraced by the Smart Supervision Team.

The first may have to do with limitations associated with the comparison group. The way that the Smart Supervision grant was implemented in Multnomah County prohibited the use of a concurrent comparison group. All young adults ages 15- 25 who met the enrollment criteria were assigned to the Smart Supervision Team. There were no similar subgroups of 15-25 years olds supervised elsewhere in the department who could be used as a contemporaneous comparison group. This implementation decision effectively limited the evaluation team to using a historical comparison group. It is possible that other policy changes that occurred in the department between the supervision of the historical comparison group and the supervision of the Smart Supervision participants contributed to the minimal differences observed between the two groups.

There are other indications that Smart Supervision could be further improved, thereby leading to greater improvements in participant outcomes. For example, the observed ratio of rewards to sanctions was far below expectations. Multnomah County has struggled to implement a structured rewards program and the tracking results of the Smart Supervision Team suggest more support in this area is still needed. Likewise, measures of EPICS fidelity for the Smart Supervision team were lower than the department's average. It is possible that more time to align the new practices of Smart Supervision with EPICS case management could have beneficial impacts.

There was some staff turnover experienced during the grant, although the number of Smart Supervision participants impacted would not be enough to change the magnitude of the initial outcomes. None of the short-term supervision measures were statistically significantly different between the Smart Supervision and the matched comparison. It is possible that further effects to reduce absconds, decreased the use of sanctions and jail days, and reduce time spent on formal supervision could further improve outcomes for the caseloads of 15-25 year olds.

It is also possible that the cumulative impact of the changes introduced by the Smart Supervision Team need more time to accrue before statistically significant differences can be observed in the data. Almost all of the outcome measures for the Smart Supervision grant participants were trending in a positive direction and suggest improved recidivism trends over the comparison group. Survival curve analyses consistently showed the Smart Supervision participants diverging in their pathways from the comparison group in year 2. Larger sample sizes and more time to follow the outcomes of the participants may be all that is needed to definitively demonstrate the long-term gains of transforming supervision practices for youth.

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## Appendices

*A) Qualitative Interview Recruitment Flyer*

*B) Qualitative Interview Consent Form*

*C) Qualitative Interview Questions*

# Appendix A - Recruitment Flyer

# Appendix B - Consent Forms

Multnomah County

**FOCUS GROUP INFORMED CONSENT FORM**
**for**
## *Young Adults on Supervision*

**SMART Supervision Second Chance Act**
**Consent to Participate in Research**
*(version 5.6.2016)*

**Purpose of Study:** You are invited to participate in a research project conducted by the Research and Planning Unit of the Multnomah County Department of Community Justice (DCJ). This research is part of the SMART Supervision Grant funded by the National Second Chance Act. The goal of the study is to evaluate specialized supervision for clients between the ages of 15 and 25 years of age. As part of this study, we are inviting you to participate in a focus group with five to ten other individuals. The goal of this focus group is to learn about the common experiences of being a young person in Community Supervision in hopes that insight gained from this can be used to improve our services in the future. You are being asked to participate in this study because you are a current client of DCJ on Community Supervision, because you are between 15 and 25 years-old, because you have been in contact with DCJ about the study, and agreed to participate in a focus group.

This form will explain the research study, and will also explain the possible risks as well as the possible benefits to you. If you have any questions, please ask one of the study investigators. You may speak to one of them in the room, or them via telephone at (503) 988-3701.

***This study does not evaluate you, the client, and agreeing to be a part of the focus group is not part of your supervision plan.***

Read the information below and ask any questions you may have before agreeing to participate.

**Participation and Procedures:** If you volunteer to participate in this study, we will ask you to participate in a focus group where you will be asked to think about and discuss your experiences in Community Supervision. You will be asked to respond openly in a group-setting, and your responses will be audio-recorded. Your participation is expected to take less than two hours.

**Potential Risks and Discomforts:** Risk to you, the client, should be minimal. You may feel uncomfortable being audio recorded. To help make you feel more comfortable the facilitator will show you the equipment that he/she will be using and you will know when the recording has started and stopped.

**Potential Benefits:** Potential benefits to participation include a chance to provide feedback to DCJ about your experiences in Community Supervision, and a chance to explore your own feelings about your supervision. Your feedback could lead to system improvement as well.

**Confidentiality:** Your participation in this study will be kept confidential by the research team, will in no way affect your Community Supervision, and will not be disclosed to your Probation and Parole Officer/Juvenile Court Counselor by any member of the research team. Any identifying information about you will be separated from your responses, and your individual privacy will be maintained in all publications or presentations resulting from this study.

Participation in a focus group does not allow for the same level of confidentiality as other forms of research. The investigator can only be responsible for the confidentiality of data collected by that investigator, and confidentiality may be breached by others in the focus group. All participants are asked not to speak about what is shared in the group once it has ended.

**It is the investigator's legal obligation to report child abuse, child neglect, elder abuse, harm to self or others or any life-threatening situation to the appropriate authorities, and; therefore, your confidentiality will not be maintained.**

The audio recordings of the focus group session will be coded so that no personally identifying information is visible on them. These tapes will be kept in a secure place, and the recordings will be heard only for research purposes by members of the research team. The recordings will be transcribed and those transcriptions will be kept in a secure place with no personal identifying information visible on them. The audio recording will never be linked to you or become part of your case file or your formal record.

**Compensation:** You will receive a $25 gift card to Fred Meyer for participating in this research. No other compensation will be provided. You will be responsible for any taxes assessed on the compensation.

**Contact:** If you have any questions or concerns at any time about this study, please contact Kimberly P. Bernard at (503) 988-3701, or by email at kimberly.p.bernard@multco.us. If you have questions regarding your rights as a research participant, you may call the Portland State University (PSU) Office for Research Integrity (ORI) at (503) 725-2227 or 1(877) 480-4400. The ORI is the office that supports the PSU Institutional Review

Board (IRB). The IRB is a group of people from PSU and the community who provide independent oversight of safety and ethical issues related to research involving human participants. For more information, you may also access the IRB website at https://sites.google.com/a/pdx.edu/research/integrity.

**Participation and Withdrawal:** *You DO NOT have to participate in this focus group. It will NOT prevent you from completing your supervision or receiving services. If you do volunteer, you do not have to answer any questions in the focus group that you do not want to. You may change your mind and withdraw at any time.*

**Consent:** You are making a decision whether to participate in this study. Your signature below indicates that you have read the information provided (or the information was read to you). By signing this consent form, you are not waiving any of your legal rights as a research participant.

You have had an opportunity to ask questions and all questions have been answered to your satisfaction. By signing this consent form, you agree to participate in this study. A copy of this consent form will be provided to you.

**Participant Signature:** By signing below, you agree to take part in recording your sessions. This research study has been explained to you and all of your questions have been answered. You understand the information described in this consent form and freely consents to participate. You understand that all information will be kept confidential, and will not become part of your case file or formal record.

| _____ | _____ | _____ |
|---|---|---|
| *Name of Participant (type or print)* | *Signature of Participant* | *Date* |

**Investigator Signature:** This research study has been explained to the participant and all of his/her questions have been answered. The participant understands the information described in this consent form and freely consents to participate.

| _____ | _____ | _____ |
|---|---|---|
| *Name of Investigator/Research Team Member (type or print)* | *Signature of Investigator/Research Team Member* | *Date* |

***Interest in Learning the Results of this Study:*** *If you would like to be informed about the outcome of your participation in this study and any research findings, please provide your email address below. Results may not be available until 2018, when this study ends.*

Email Address: _____

Multnomah County

# FOCUS GROUP INFORMED CONSENT FORM
**for**
# *Natural Supports/Parents*
## *Of Young Adults on Supervision*

**SMART Supervision Second Chance Act**
**Consent to Participate in Research**
*(version 5.6.2016)*

**Purpose of Study:** You are invited to participate in a research project conducted by the Research and Planning Unit of the Multnomah County Department of Community Justice (DCJ). This research is part of the SMART Supervision Grant funded by the National Second Chance Act. The goal of the study is to evaluate specialized supervision for clients between the ages of 15 and 25 years of age. As part of this study, we are inviting you to participate in a focus group with five to ten other individuals. The goal of this focus group is to learn about the common experiences of being a natural support or parent of a young person in Community Supervision in hopes that insight gained from this can be used to improve our services in the future. You are being asked to participate in this study because you are a natural support or parent of a current DCJ client between the ages of 15 and 25 years of age on Community Supervision, because you have been in contact with DCJ about the study, and agreed to participate in a focus group.

This form will explain the research study, and will also explain the possible risks as well as the possible benefits to you. If you have any questions, please ask one of the study investigators. You may speak to one of them in the room, or them via telephone at (503) 988-3701.

***This study does not evaluate you or the youth you support, and agreeing to be a part of the focus group is not part of any supervision plan.***

Read the information below and ask any questions you may have before agreeing to participate.

**Participation and Procedures:** If you volunteer to participate in this study, we will ask you to participate in a focus group where you will be asked to think about and discuss your experiences in Community Supervision and supporting youth in Community Supervision. You will be asked to respond openly in a group-setting, and your responses will be audio-recorded. Your participation is expected to take less than two hours.

**Potential Risks and Discomforts:** Risk to you should be minimal. You may feel uncomfortable being audio recorded. To help make you feel more comfortable the facilitator will show you the equipment that he/she will be using and you will know when the recording has started and stopped.

**Potential Benefits:** Potential benefits to participation include a chance to provide feedback to DCJ about your experiences as a natural support or parent for a youth in Community Supervision, and a chance to explore your own feelings about supervision. Your feedback could lead to system improvement as well.

**Confidentiality:** Your participation in this study will be kept confidential by the research team, will in no way affect your youth's Community Supervision, and will not be disclosed to their Probation and Parole Officer/Juvenile Court Counselor by any member of the research team. Any identifying information about you will be separated from your responses, and your individual privacy will be maintained in all publications or presentations resulting from this study.

Participation in a focus group does not allow for the same level of confidentiality as other forms of research. The investigator can only be responsible for the confidentiality of data collected by that investigator, and confidentiality may be breached by others in the focus group. All participants are asked not to speak about what is shared in the group once it has ended.

**It is the investigator's legal obligation to report child abuse, child neglect, elder abuse, harm to self or others or any life-threatening situation to the appropriate authorities, and; therefore, your confidentiality will not be maintained.**

The audio recordings of the focus group session will be coded so that no personally identifying information is visible on them. These tapes will be kept in a secure place, and the recordings will be heard only for research purposes by members of the research team. The recordings will be transcribed and those transcriptions will be kept in a secure place with no personal identifying information visible on them. The audio recording will never be linked to you or become part of your youth's case file or their formal record.

**Compensation:** You will receive a $25 gift card to Fred Meyer for participating in this research. No other compensation will be provided. You will be responsible for any taxes assessed on the compensation.

**Contact:** If you have any questions or concerns at any time about this study, please contact Kimberly P. Bernard at (503) 988-3701, or by email at kimberly.p.bernard@multco.us. If you have questions regarding your rights as a research participant, you may call the Portland State University (PSU) Office for Research Integrity (ORI) at (503) 725-2227 or 1(877) 480-4400. The ORI is the office that supports the PSU Institutional Review

Board (IRB). The IRB is a group of people from PSU and the community who provide independent oversight of safety and ethical issues related to research involving human participants. For more information, you may also access the IRB website at https://sites.google.com/a/pdx.edu/research/integrity.

**Participation and Withdrawal:** *You DO NOT have to participate in this focus group. It will NOT prevent your youth from completing their supervision or receiving services. If you do volunteer, you do not have to answer any questions in the focus group that you do not want to. You may change your mind and withdraw at any time.*

**Consent:** You are making a decision whether to participate in this study. Your signature below indicates that you have read the information provided (or the information was read to you). By signing this consent form, you are not waiving any of your legal rights as a research participant.

You have had an opportunity to ask questions and all questions have been answered to your satisfaction. By signing this consent form, you agree to participate in this study. A copy of this consent form will be provided to you.

**Participant Signature:** By signing below, you agree to take part in recording your sessions. This research study has been explained to you and all of your questions have been answered. You understand the information described in this consent form and freely consent to participate. You understand that all information will be kept confidential, and will not become part of your youth's case file or formal record.

| _____ | _____ | _____ |
|---|---|---|
| *Name of Participant (type or print)* | *Signature of Participant* | *Date* |

**Investigator Signature:** This research study has been explained to the participant and all of his/her questions have been answered. The participant understands the information described in this consent form and freely consents to participate.

| _____ | _____ | _____ |
|---|---|---|
| *Name of Investigator/Research Team Member (type or print)* | *Signature of Investigator/Research Team Member* | *Date* |

***Interest in Learning the Results of this Study:*** *If you would like to be informed about the outcome of your participation in this study and any research findings, please provide your email address below. Results may not be available until 2018, when this study ends.*

Email Address: _____

**FOCUS GROUP INFORMED CONSENT FORM**
**for**

# *Legal Guardians of Youth Participating in Study*

***Of Young Adults on Supervision***

**SMART Supervision Second Chance Act**
**Consent to Participate in Research**
*(version 5.6.2016)*

**Purpose of Study:** Your dependent is invited to participate in a research project conducted by the Research and Planning Unit of the Multnomah County Department of Community Justice (DCJ). This research is part of the SMART Supervision Grant funded by the National Second Chance Act. The goal of the study is to evaluate specialized supervision for clients between the ages of 15 and 25 years of age. As part of this study, we are inviting your dependent to participate in a focus group with five to ten other individuals. The goal of this focus group is to learn about the common experiences of being a young person in Community Supervision in hopes that insight gained from this can be used to improve our services in the future. You are being asked to give permission for your dependent to participate in this study because they are a current DCJ client between the ages of 15 and 25 years of age on Community Supervision, because they have been in contact with DCJ about the study, and because they have agreed to participate in a focus group.

This form will explain the research study, and will also explain the possible risks as well as the possible benefits to your dependent. If you have any questions, please ask one of the study investigators. You may speak to one of them in person, or them via telephone at (503) 988-3701.

***This study does not evaluate you or your dependent, and agreeing to be a part of the focus group is not part of their supervision plan.***

Read the information below and ask any questions you may have before agreeing to their participation.

**Participation and Procedures:** If you consent to their voluntary participation in this study, we will ask them to participate in a focus group where they will be asked to think about and discuss their experiences in Community Supervision. They will be asked to respond openly in a group-setting, and their responses will be audio-recorded. Their participation is expected to take less than two hours.

**Potential Risks and Discomforts:** Risk to your dependent, the client, should be minimal. They may feel uncomfortable being audio recorded. To help make them feel more comfortable the facilitator will show them the equipment that he/she will be using and them will know when the recording has started and stopped.

**Potential Benefits:** Potential benefits to participation include a chance to provide feedback to DCJ about their experiences as a youth in Community Supervision, and a chance to explore their own feelings about supervision. Their feedback could lead to system improvement as well.

**Confidentiality:** Your dependent's participation in this study will be kept confidential by the research team, will in no way affect their Community Supervision, and will not be disclosed to their Probation and Parole Officer/Juvenile Court Counselor by any member of the research team. Any identifying information about them or you will be separated from their responses, and their individual privacy will be maintained in all publications or presentations resulting from this study.

Participation in a focus group does not allow for the same level of confidentiality as other forms of research. The investigator can only be responsible for the confidentiality of data collected by that investigator, and confidentiality may be breached by others in the focus group. All participants are asked not to speak about what is shared in the group once it has ended.

**It is the investigator's legal obligation to report child abuse, child neglect, elder abuse, harm to self or others or any life-threatening situation to the appropriate authorities, and; therefore, your or their confidentiality will not be maintained.**

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**Compensation:** They will receive a $25 gift card to Fred Meyer for participating in this research. No other compensation will be provided. They will be responsible for any taxes assessed on the compensation.

**Contact:** If you have any questions or concerns at any time about this study, please contact Kimberly P. Bernard at (503) 988-3701, or by email at kimberly.p.bernard@multco.us. If you have questions regarding your rights as a research participant, you may call the Portland State University (PSU) Office for Research Integrity (ORI) at (503) 725-2227 or 1(877) 480-4400. The ORI is the office that supports the PSU Institutional Review

Board (IRB). The IRB is a group of people from PSU and the community who provide independent oversight of safety and ethical issues related to research involving human participants. For more information, you may also access the IRB website at https://sites.google.com/a/pdx.edu/research/integrity.

**Participation and Withdrawal:** *They DO NOT have to participate in this focus group. It will NOT prevent your dependent from completing their supervision or receiving services. If you do give permission for them to volunteer, they do not have to answer any questions in the focus group that they do not want to. They may change your mind and withdraw at any time.*

**Consent:** You are making a decision whether to allow your dependent to participate in this study. Your signature below indicates that you have read the information provided (or the information was read to you). By signing this consent form, you are not waiving any of their legal rights as a research participant.

You have had an opportunity to ask questions and all questions have been answered to your satisfaction. By signing this consent form, you agree to allow your dependent to participate in this study. A copy of this consent form will be provided to you.

**Legal Guardian of Participant's Signature:** By signing below, you agree to allow your dependent to take part in recording their sessions. This research study has been explained to you and all of your questions have been answered. You understand the information described in this consent form and freely consent to allow your dependent to participate. You understand that all information will be kept confidential, and will not become part of their case file or formal record.

*Name of Your Dependent:* _____

| _____ | _____ | _____ |
|---|---|---|
| *Name of Legal Guardian of Participant (type or print)* | *Signature of Legal Guardian of Participant* | *Date* |

**Investigator Signature:** This research study has been explained to the legal guardian of the participant and all of his/her questions have been answered. The legal guardian understands the information described in this consent form and freely consents to allow their dependent's participation.

| _____ | _____ | _____ |
|---|---|---|
| *Name of Investigator/Research Team Member (type or print)* | *Signature of Investigator/Research Team Member* | *Date* |

***Interest in Learning the Results of this Study:*** *If you would like to be informed about the outcome of their participation in this study and any research findings, please provide your email address below. Results may not be available until 2018, when this study ends.*

Email Address: _____

# Appendix C - Interview Questions

## Q1. Relationship with JCC/PPO

*I would like to start by asking you a few questions about your relationship with your PO/JCC.*
How comfortable are you talking about a personal problem with your PO/JCC?
Probe: Do you feel like you are treated as a person (with respect)?
Probe: Does your PO/JCC listen closely to your stories?
Do you believe that your PO/JCC wants you to succeed in life?
Probe: Why or why not?
Probe: Are the POs/JCCs generally acting in agreement with your family/natural supports?

## Q2. Trauma Informed Care & Cultural Competency

*Now I'd like to ask you a few questions about your experiences on supervision.*
Does your PO/JCC take time to fully explain to you what is happening in your casework?
Probe: Do you often feel rushed when you meet with your PO/JCC?
Probe: Do you understand what you need to do in between appointments with your PO/JCC?
Probe: Are you given multiple options or usually presented with one choice by your PO/JCC?
Have you talked with your PO/JCC about your cultural, racial, or gender identity?
Probe: Does your PO/JCC understand how you like to be treated?
Probe: What about your life do they not understand?

## Q3. JCC/PPO Effectiveness

*How has your PO/JCC connected you to other services? Have you found those services helpful/unhelpful?*
Probe: Has your probation experience been consistent all the way through?
Probe: Have you gotten access to all of the services you feel you need?
If you were the boss of your PO/JCC, what additional job training do you think they need?
Probe: what skills do they still need to learn?
Probe: what knowledge do they need to do their jobs better?

*Is there anything else you would like to add about your experiences on supervision?*

## Wrap Up

Thank participant for their time, remind them that their responses will be kept confidential, and remind them that there is contact information on the informed consent form should they have additional questions in the future.