

ABOUT US

The RFK National Resource Center for Juvenile Justice provides training, technical assistance and consultation to local, state, and national leaders, practitioners and youth-serving agencies.

In partnership with communities and jurisdictions across the nation, we guide and inform youth justice system improvement, leading to better outcomes for children and families, through our commitment to adolescent development science, best-practice methods and approaches, and evidence-based treatment and services.



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ROBERT F. KENNEDY NATIONAL RESOURCE CENTER FOR JUVENILE JUSTICE

<https://rfknrcjj.org/>



John A. Tuell, Executive Director

Michelle Darling, Senior Program Director/Senior Consultant

Jodi Martin, Senior Program Director/Senior Consultant



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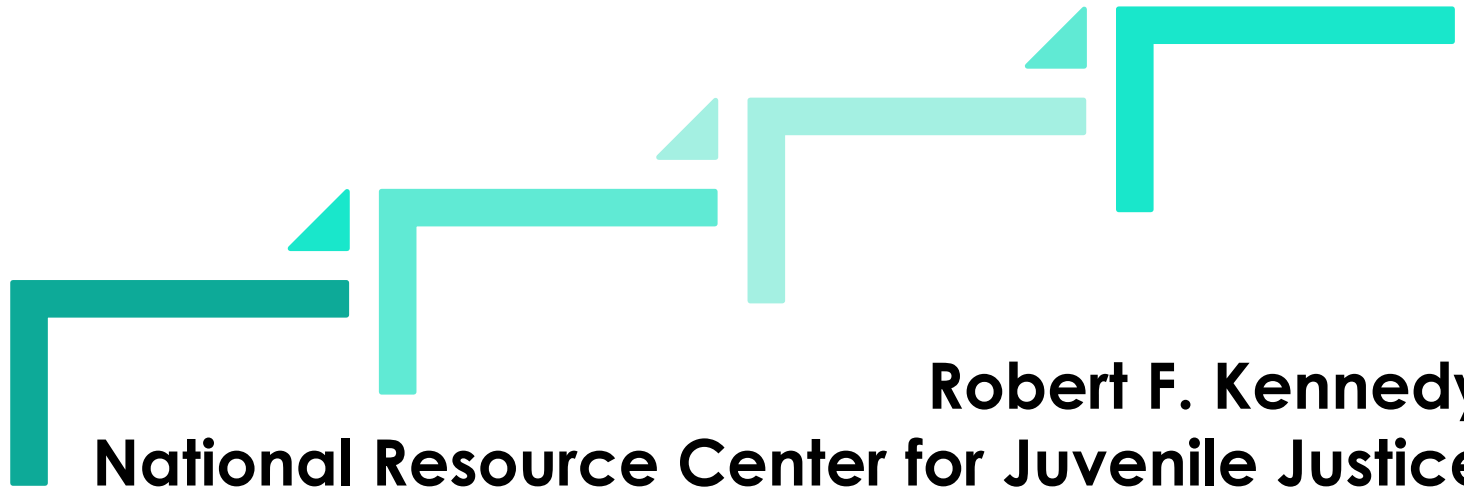
ABOUT YOU

(POLLING QUESTION)

- Probation Officer
- Probation Supervisor/Manager
- Youth Justice Stakeholder
- Legal Representative
- Youth Advocate



STEP-BY-STEP DECISION MAKING FOR YOUTH JUSTICE SYSTEM TRANSFORMATION



Robert F. Kennedy

National Resource Center for Juvenile Justice

The Dennis M. Mondoro Probation and Juvenile Justice System Enhancement Project is supported by Grant # 2018-CZ-BX-K002 awarded by the Office of Juvenile Justice and Delinquency Prevention, Office of Justice Programs, U.S. Department of Justice. The opinions, findings, and conclusions or recommendations expressed in this announcement are those of the author(s) and do not necessarily reflect those of the Department of Justice.



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LEARNING OBJECTIVES

1. Introduce the primary goals and objectives of the Dennis M. Mondoro Probation and Juvenile Justice System Enhancement Project (Mondoro Project), funded by the OJJDP FY 2018 Second Chance Act grant awarded to RFK NRC.

2. Identify key challenges and barriers encountered by the project's participating jurisdictions; encourage participants to identify the challenges/barriers that are similar within their own communities.

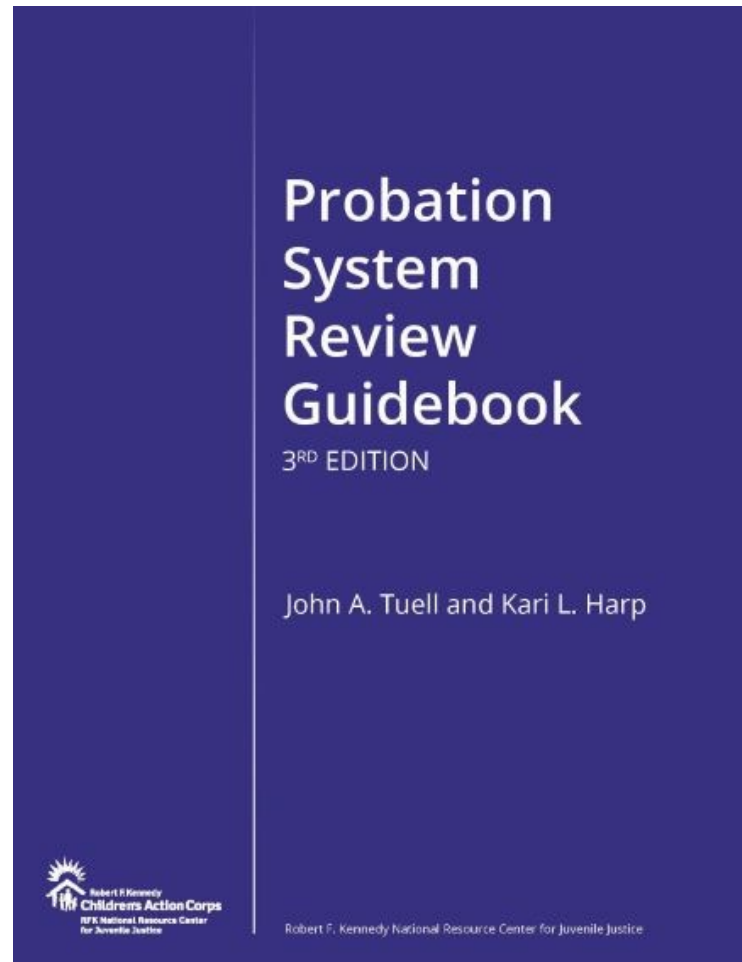
3. Identify innovative solutions and reform efforts that were applied in the participating sites to address identified challenges and barriers; discuss how these solutions and efforts may be replicated in their communities. Provide additional information about the tools and resources that are forthcoming or already available to the public and support the replication of successful efforts achieved through the Mondoro Project.



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PROBATION SYSTEM REVIEW GUIDEBOOK, 3RD EDITION



<https://rfknrcjj.org/resources/probation-system-reform/>



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RESEARCH FOUNDATION

Developmental Reform in Juvenile Justice: Translating the Science of Adolescent Development to Sustainable Best Practice



ADOLESCENTS DIFFER FROM ADULTS AND CHILDREN:

- Less capacity for self-regulation in emotionally charged contexts
- Heightened sensitivity to proximal external influences (e.g., peer pressure and immediate incentives)
- Less ability than adults to make judgments and decisions that require future orientation

Tuell et. al., 2017.

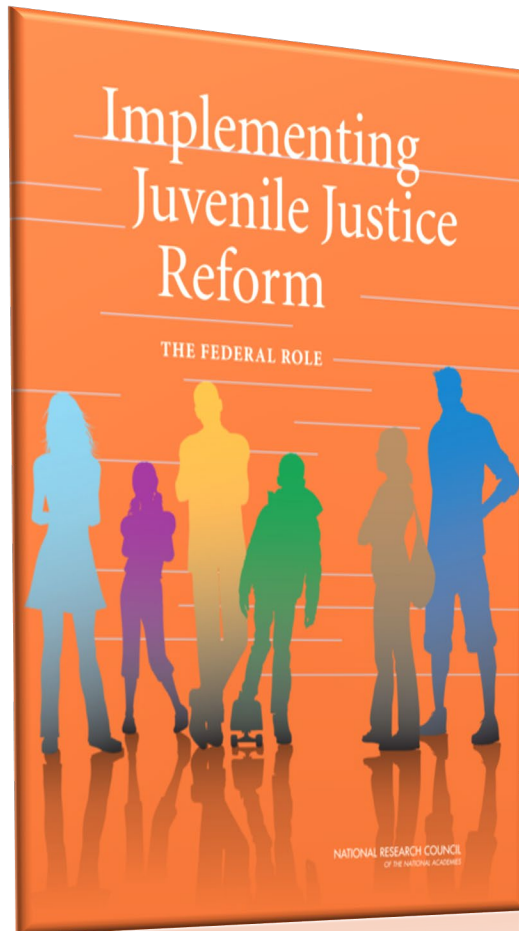
<https://rfkncjj.org/resources/special-topics-developmental-approach-to-reform/>



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STRATEGIC PLAN FOR DEVELOPMENTALLY INFORMED JUVENILE JUSTICE REFORM



7 HALLMARKS OF A DEVELOPMENTAL APPROACH TO JUVENILE JUSTICE:

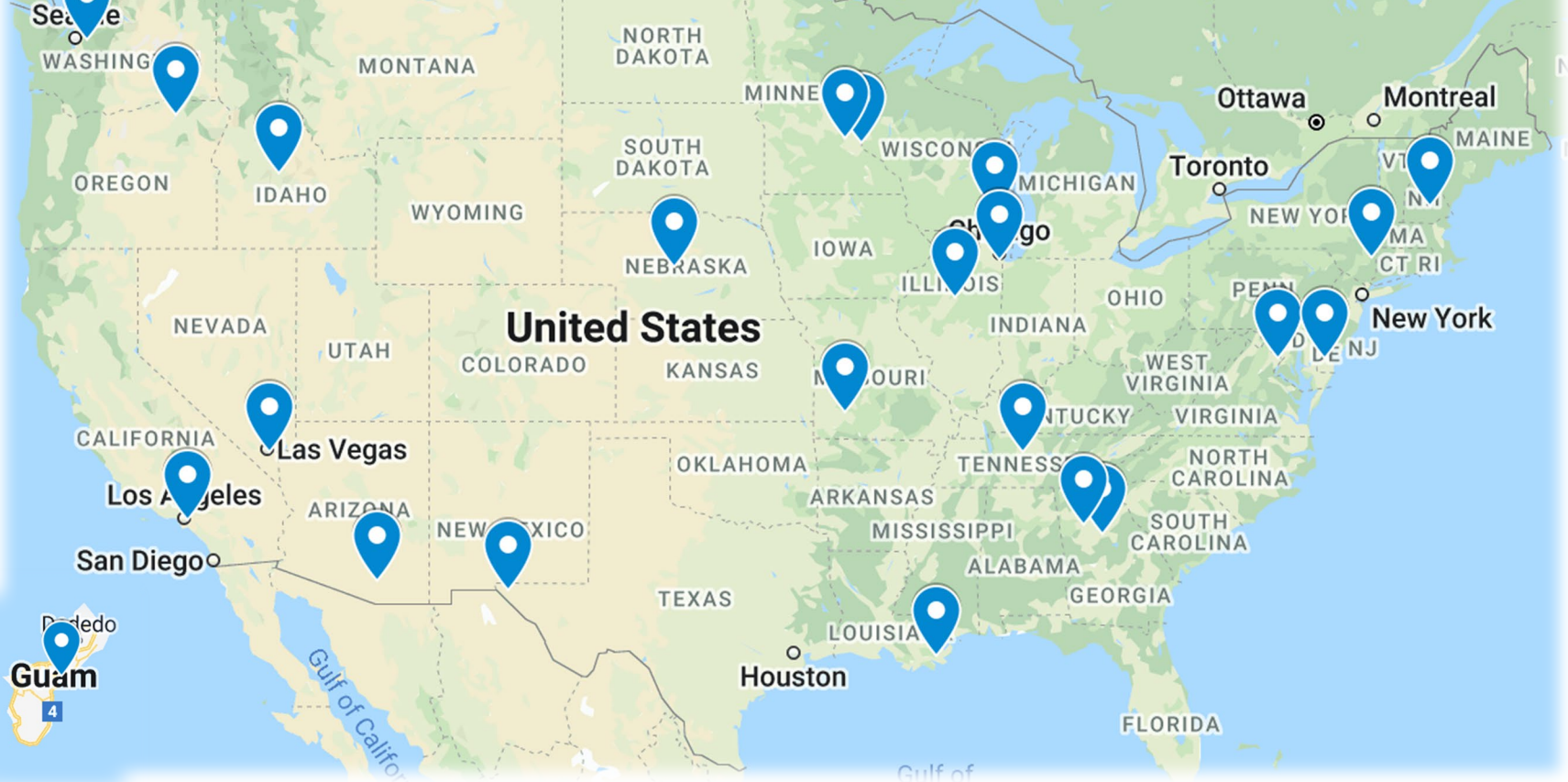
- Accountability without criminalization
- Alternatives to justice system involvement
- Individualized response based on assessment of needs and risks
- Confinement only when necessary for public safety
- A genuine commitment to fairness
- Sensitivity to disproportionality & disparate treatment
- Family engagement



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PROBATION SYSTEM REVIEW JURISDICTIONS WE SERVE



2005 Los Angeles Co., CA
 2010 Newton Co., GA
 2010 Jefferson Parish, LA
 2012 New Hampshire
 2014 Hammond Region, LA
 2015 Territory of Guam
 2015 Illinois (3 sites)
 2016 Idaho (2 sites)
 2016 Arkansas (3 sites)
 2017 Milwaukee Co., WI
 2017 El Paso Co., TX

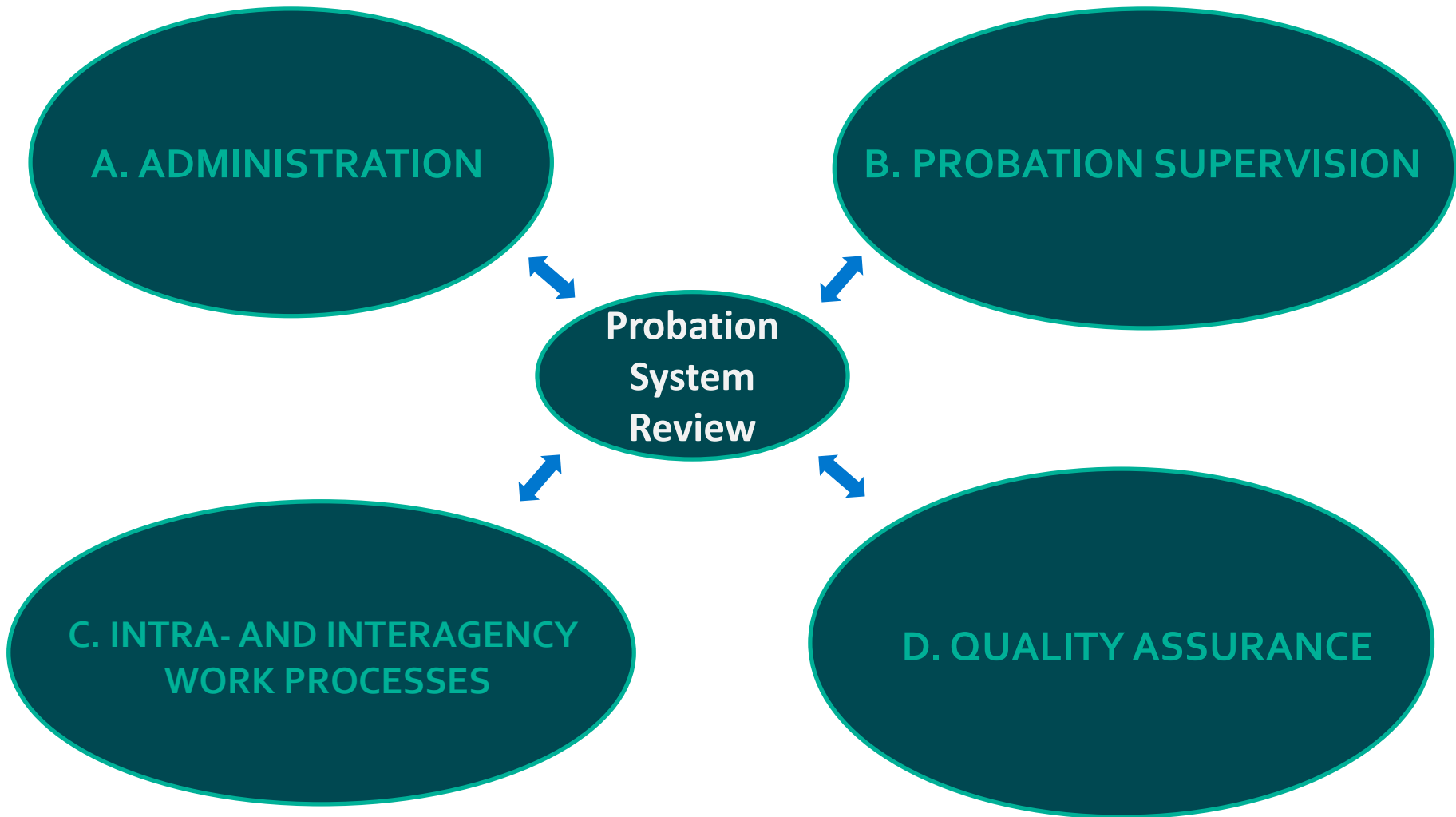
2017 Clark Co., NV (Las Vegas)
 2017 Fairfax Co., VA
 2017 Lancaster Co., NE
 2017 Davidson Co., TN
 2018 Delaware
 2018 Cook Co., IL (Chicago)
 2018 Cobb Co., GA
 2018 Washington Co., MN
 2018 Pascua Yaqui Tribe, AZ
 2019 Hennepin Co. MN
 2019 Umatilla Indian Tribes, OR

2019 Dutchess Co., NY
 2019 Greene Co., MO
 2019 King Co., WA (Seattle)
 2020 Hennepin Co., MN - Implementation
 2020 Cobb Co., GA – Implementation
 2020 Milwaukee Co., WI – Implementation
 2021 Nebraska



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ELEMENT A: ADMINISTRATION

Mission
Vision
Policies
Procedures
Youth Outcomes
Managerial Oversight
Training
Communication



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ELEMENT B: PROBATION SUPERVISION

Probation Officer Approach to Supervision
Role of Probation Officer
Assignment of Cases
Day-to-Day Tasks
Expected Products and Outcomes
Decision Making Procedures / Criteria
Case Plan Development
Matching Services



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ELEMENT C: INTRA- AND INTERAGENCY WORK PROCESSES

Identification of Stakeholders
Relationship with the Court
Effective Court Processes
Roles and Responsibilities
Interchanges of Information
Communication
Linkages
Service/Treatment Referral Protocols



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ELEMENT D: QUALITY ASSURANCE

Recidivism Measures
Measurement of Other Youth Outcomes
System Performance & Evaluation
Worker Performance & Evaluation
Fidelity to Risk Screening Tools / Risk-Needs-
Assessment Tools
Fidelity to Best Practice Models
Effective Data Collection System
Reports & Analysis



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DENNIS M. MONDORO

PROBATION AND JUVENILE JUSTICE SYSTEM ENHANCEMENT PROJECT



A word cloud graphic with a teal border. The words are arranged in various sizes and orientations. The most prominent words are 'assessment' (large, dark green), 'data' (large, red), 'reorganization' (large, purple), and 'leadership' (large, dark red). Other visible words include 'implementation', 'culture', 'informed', 'diversion', 'training', 'cqi', 'trauma', 'mindset', 'quality', 'education', 'unit', 'individualized', 'organization', 'development', and 'assurance'.



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OUR PARTNERS AND THEIR ROLES

The Gault Center

- Probation Orders Analysis

National Center for Juvenile Justice

- 3D Data Assessment

Dr. Keith Cruise, Fordham University

National Youth Screening and Assessment Partners affiliate

- Trauma screening

Impact Center, University of North Carolina – Chapel Hill

- Implementation science

PROJECT SITES

Cohort #1:

- Clark County, NV
- Fairfax County, VA
- Lancaster County, NE

Cohort #2:

- Dutchess County, NY
- Greene County, MO
- King County, WA



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MONDORO PROJECT REPRESENTATIVES

Greene County Juvenile Office:

- **Stacey Dennis, Director of Youth & Family Services**
- **Julie Austin, Director of Youth and Family Programming**
- **Rachel Hogan, Director of Quality Services**

King County Superior Court:

- **Paul Daniels, Director, Juvenile Court Services**
- **Robert Gant, Juvenile Court Services Manager**
- **Aaron Parker, Juvenile Court Services Manager**

FOUR AREAS FOR SUCCESSFUL SYSTEM TRANSFORMATION

- Focus on Adolescent Brain Development
- Commitment to Risk Need Responsivity
- Importance of Change Management
- Commitment to Continuous Quality Improvement



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FOCUS ON ADOLESCENT DEVELOPMENT

Start with adolescent development training for each practitioner, manager, and affiliated stakeholder leader with an accompanying evaluation of their demonstrated knowledge, aptitude, and proficiency upon completion of this core competency.

- Collaborative Leadership • Alternative Responses / Diversion
 - Risks-Needs-Responsivity • Positive Youth Development
 - Case Processing Timeline Standards
 - Graduated Response/Sanctions and Incentives • Trauma Screening & Treatment • Family Engagement • Quality Assurance

COMMITMENT TO RISK-NEEDS-RESPONSIVITY

Risk, Need, and Responsivity – Definition and Purpose

Risk Principle

Identify and focus supervision and services on those youth most likely to reoffend

Need Principle

Identify and address the key needs that are the primary causes of youth's delinquent behaviors

Responsivity Principle

Match youth to services based on their strengths and how they respond to treatment

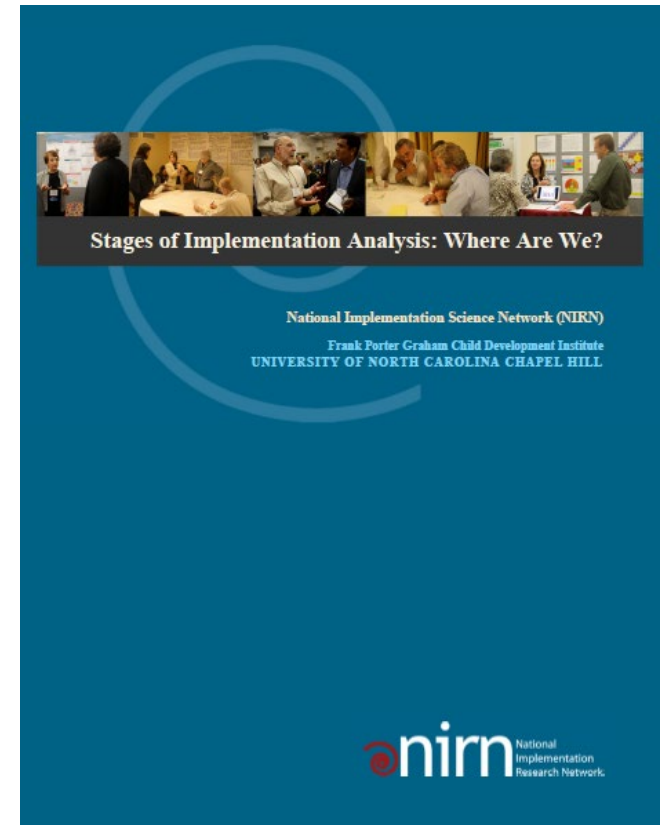
A risk assessment is an evaluation of both dynamic and static factors that predict risk of recidivism. A risk assessment is considered validated if it has been statically proven through multiple research studies to demonstrate a high probability of predicting whether youth will reoffend.

IMPORTANCE OF CHANGE MANAGEMENT

“Implementation Science is the study of factors that influence the full and effective use of innovations in practice.

The goal is not to answer factual questions about what is, but rather to determine what is required.”

National Implementation Research Network (2015)



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COMMITMENT TO CONTINUOUS QUALITY IMPROVEMENT

- Booster trainings, unit or staff meetings, brown bag lunches, and learning teams
- Peer-to-peer case staffing(s)
- Individual coaching
- Share outcome data with staff and stakeholders

CQI Plan:

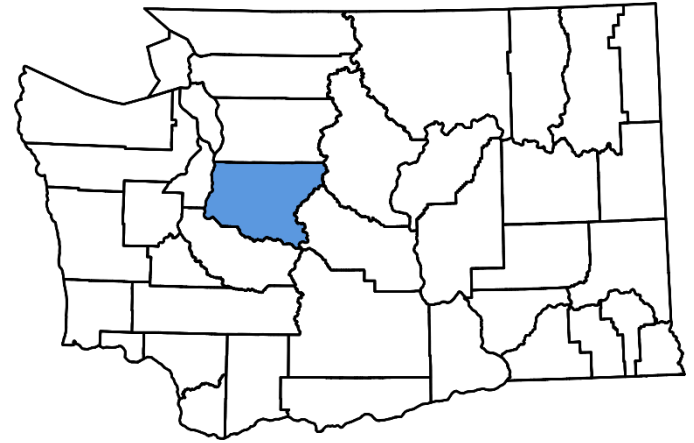
Must include a number of these activities to ensure that practices, processes, and services are administered as intended and in concert with the research that supports their fidelity. These activities can take place in combination with one another or sequentially.



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King County, WA



Innovative Solutions and Reform Efforts



Greene County, MO



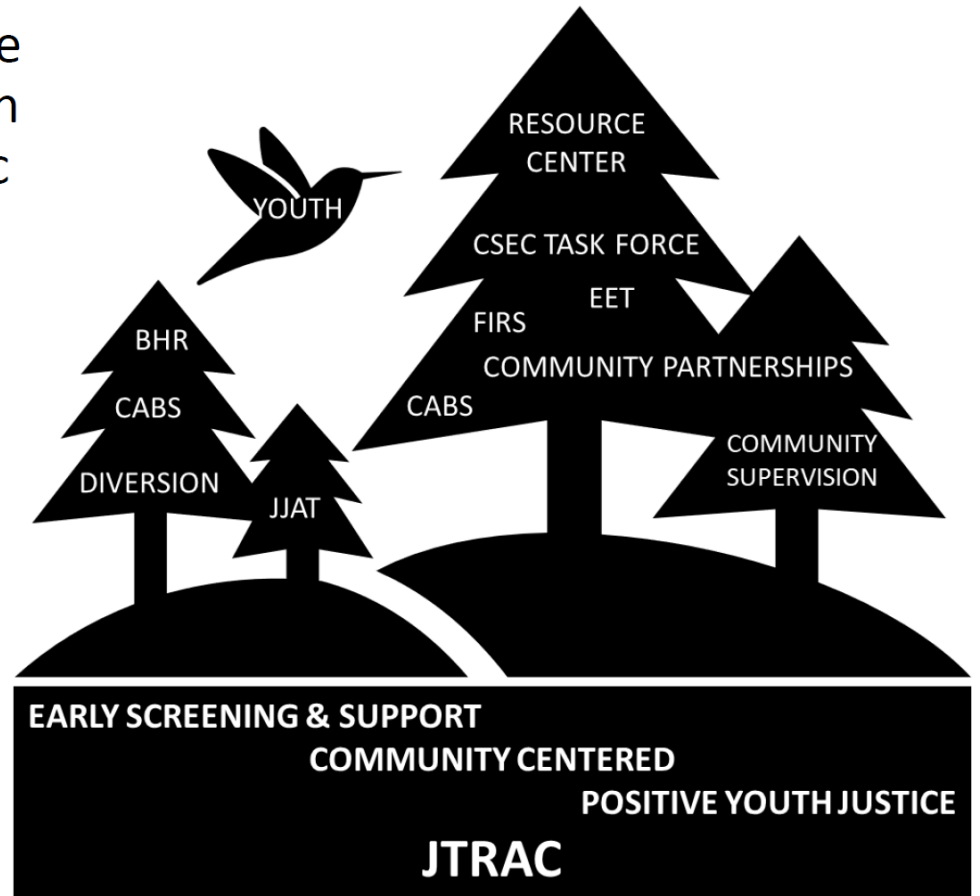
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King County, Washington

We designed JTRAC to align efforts under a single framework to continue to advance progress, amplify the high quality, research-backed, therapeutic approaches that we know work, and to eliminate disparities that some youth and families experience.

JTRAC is a way we do our work; all of Juvenile Court Services programs and services follow the JTRAC framework. JTRAC is not a program or a service.



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King County, Washington

JTRAC 1-3-9 STRATEGIC PLAN

What: Implementation of Juvenile Therapeutic Response and Accountability Court (JTRAC) and expanding therapeutic response to support the overall well-being of young people. The approach, rooted in Trauma-Informed care practices and healing, focuses on early screening and support, community-centered connections, and Positive Youth Justice & skill development.

Why: To improve outcomes for youth and families by connecting them with timely, appropriate interventions that build strengths, foster desistence, and reduce contact with the criminal legal system, especially for youth of color, who are disproportionately engaged by the criminal legal system.

Constraints: Effective collaboration across the legal system and with youth and families can be complex and require time for relationship- and trust building. Resistance to new approaches, both from internal staff and external parties, can lead to delays in implementation. Appropriate resources in community may be limited or unavailable.

To create a web of support that honors the dignity, agency, belonging, and safety for all young people engaged with Juvenile Court and to help them develop skills needed to achieve their goals and avoid future engagement with the Court

One Goal

Three Critical Priorities

Nine Tactics

Early Screening and Support

Behavioral Health Screening Tools and Needs Assessments

Youth & Family Centered

Comprehensive and Responsive Case Plan Development

Community Centered Approach

Resource Navigation and Engagement

Culturally Responsive Skill Development

Families/Communities/System Collaboration

Positive Youth Justice

Using Positive Youth Development as a Framework for Serving Youth

Incentive-Based Supervision to Promote Behavior Change

Using Care Team Model to Improve Service Delivery



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Greene County, Missouri

ORGANIZATIONAL CHANGE & CULTURE

- **Problem:** Archaic organizational structure resulted in limited ability to effect meaningful change and build healthy culture
 - 1 Organizational Head for 100 Employees
- **Solution:** Reorganize to create an executive team of 7 Dept Heads reporting into the former single decision maker
 - Distributed decision making
 - Departments strategically created to influence culture
 - Case Management & Programming – Service Delivery, Clinical – Trauma Informed Care, Quality - Data Management, Legal – we are structured to focus on what we want everyone to focus on
- **Result:** Evidence Based Practice is embraced by leadership and permeates the workplace through right-sized reporting structures



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Greene County, Missouri

Problem: Detention practices were not evidence based and were not restorative – operating in a punitive fashion

JUVENILE DETENTION OVERHAUL

Solution: Restructure to create a leadership team that embraced adolescent brain development science and other restorative practices

An incident resulted in a change in leadership allowing us to place visionary leaders in the detention center

The center was closed and youth were diverted to other facilities for 3 months while new practices and policies were developed, new staff hired, and training took place

Result: Detention is a part of the continuity of care we provide our kids and not a “baby jail” where kids are simply housed. Our relationship-based focus aims to mitigate damaging identity formation inherent in being in a secure facility



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Greene County, Missouri

CONTINUOUS QUALITY IMPROVEMENT - CQI

- **Problem:** Data and quality not a historical focus of the office resulting in decision making based on 'gut feel' rather than quantitative data
- **Solution:** Create a dedicated department to Quality and Data Integration
 - Added an Executive position as well as two data analyst positions to legitimize and normalize the office's use of data in making informed decisions
 - Enhance data structures to accurately transform the data into information that matters and can be used and understood to make meaningful change to process
 - Implement the Plan-Do-Study-Act PDSA cycle of decision making to incorporate data
- **Result:** Leadership understands the importance of data and quality decision making and therefore, takes the steps necessary to ensure data acquisition, analysis, and implementation is a part of every process



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Contact Us

Robert F. Kennedy National Resource Center for Juvenile Justice

<https://rfknrcjj.org/>

John A. Tuell, Executive Director

jtuell@rfkcommunity.org / 571-261-0435

Michelle Darling, Senior Program Director/Senior Consultant

mdarling@rfkcommunity.org / 302-943-9315

Jodi Martin, Senior Program Director/Senior Consultant

jmartin@rfkcommunity.org / 360-241-4860



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