

Ready for youth justice transformation?
Moving research into practice takes strategy and courage. These tools drive the evidence off the page and into practice — it's time to use them!

Sustainable Change in Youth Justice

Implementation Science

Introducing change without first creating capacity and readiness can inhibit its uptake, regardless of how evidence-based it is. Using implementation science, jurisdictions can employ methods that promote ongoing integration of new policies and practices into routine activities.



Tailored Recommendations

RECIPE FOR SUSTAINABILITY

TOOLS

- Process mapping
- Documents & data
- Observation
- Interviews & focus groups



INGREDIENTS

- Priorities & goals
- Context & environment
- Stakeholder input
- Shared values
- Culture
- Capacity



INSTRUCTIONS

Using tools to understand ingredients, adjust technical assistance and recommendations to taste.

What works on paper or in another locality may not fit the environmental context of another. Using this context to inform the adoption of best practices is a strong strategy for sustainability.

Adaptive Leadership

Adaptive leaders create space for the people closest to the work to identify problems and drive solutions, recognizing that the expertise needed to navigate change already exists within their system.

Traditional Authority



Authority Flows Down

Adaptive Leadership



Influence Flows Everywhere

Change Management

Communicate the value of the change and a compelling vision



Communicate the change's impact on stakeholders and address concerns



Manage barriers and resistance



How change is introduced and structured matters just as much as *what* is being changed. Change management provides the structure to overcome barriers, support staff through transition, and deeply embed new practices to survive leadership transitions, shifting priorities, and the pull of comfortable practices.

Show progress and reinforce adherence to the change



Sustained system transformation



Stakeholders

Involving stakeholders in the change process is invaluable to the successful and sustained adoption of the change. Meaningfully engaging stakeholders builds trust, promotes buy-in, and moves jurisdictions beyond silos and toward a culture of collaboration and collective action.



Design change with the people who will feel its impact

Shared Values

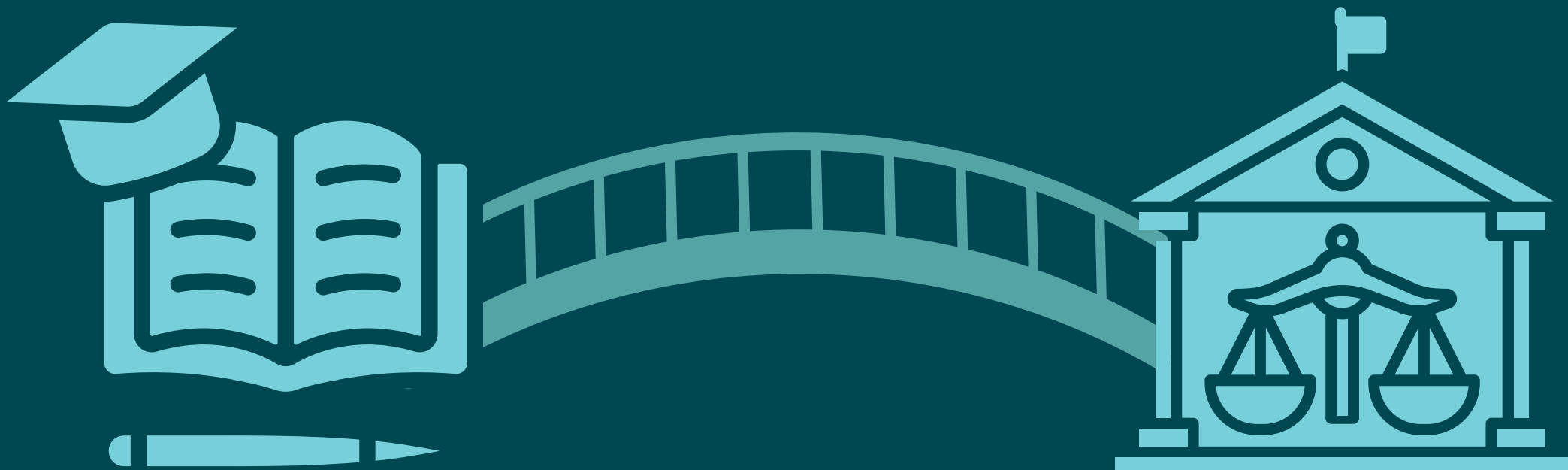


Different roles, shared goals

Finding alignment in shared values and goals builds momentum for shared action and lasting change through a sense of unity and collective responsibility to achieve those goals.

Additional Resources:

Implementation science bridges the gap between research and the contextual factors in a jurisdiction



Data alone doesn't guarantee successful change. Without effective implementation, even the strongest evidence-based practices can fail.



The NRC uses a structured, collaborative, research-driven approach grounded in a thorough exploration of each jurisdiction's unique environment to make change last

With Implementation Science

✓ **Context-responsive strategies**

✓ **Stakeholder buy-in**

✓ **Facilitated uptake**

✓ **Lasting change**

Without Implementation Science

✗ **One-size-fits-all checklist solutions**

✗ **Resistance to change**

✗ **Disrupted uptake**

✗ **Limited impact**



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FOR THE TRANSFORMATION OF YOUTH JUSTICE**

Interested in partnering with us?

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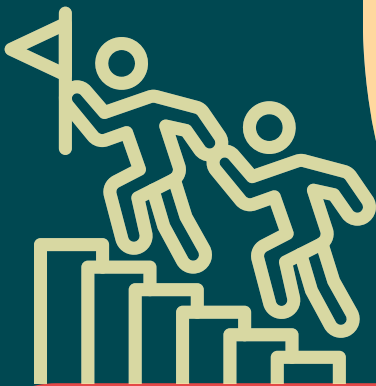
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Different roles, shared goals

Service
Providers

Court
Services

Public Safety
Thriving
Communities
Healthy Youth
& Families



Community
Stakeholders



System
Practitioners

Building Momentum for Lasting Change

**Shared Action
Toward Goals**

**Collective Sense of
Responsibility**

**Connecting Shared
Values to Shared Goals**

Identifying Shared Values

What responsibilities do systems have to the communities they serve?

What do fairness, accountability, & growth mean to you?

What does the system do well, where is there room for improvement?



Prompts for Common Ground

When a young person reoffends, what do you think that tells us?

What does success look like if we get this right?



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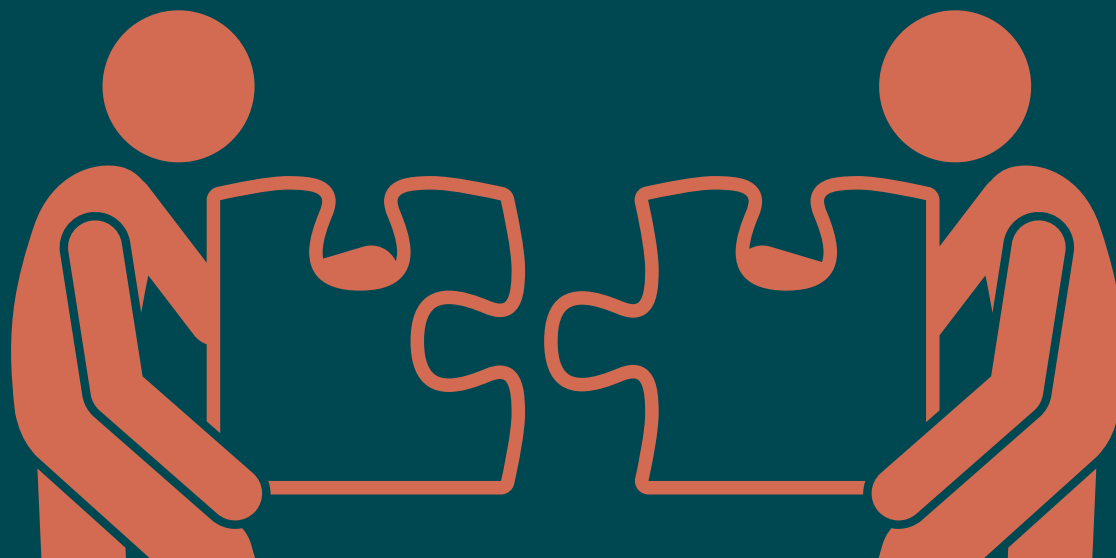
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Jurisdictions that invite stakeholders to the table when thinking about change are more likely to see that change last



By pairing stakeholder insight with evidence-based practice, change efforts are grounded in the context, priorities, and goals of those most impacted by policy, practice, and system reform

Design change with the people who will feel its impact



Child
Welfare

Youth &
Families

Judges

Education

Attorneys

Law
Enforcement

Community
Partners

Mental &
Behavioral
Health

Probation
& Parole

“**The impact of [working with the NRC] was clear. They created an environment where all voices mattered and were heard, from judiciary to probation officers in the field.**”

– Kari Rambaugh,
Assistant Deputy
Administrator

Administrative Office of
the Courts and Probation,
Juvenile Services Division |
Lancaster County, NE

– Honorable Sheila
Calloway,
Juvenile Court Judge

Davidson County Juvenile
Court | Nashville, TN

“**[The NRC] pushed us to think more globally about our system. Encouraging us to include different people and agencies in the review process.**”



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Through the Mondoro Project, the NRC supported six jurisdictions with probation and youth justice system reviews to improve critical outcomes for justice-involved youth through evidence-based practice.

69%

Recommendations
unique to
individual sites



31%

Recommendations
common among
2+ sites

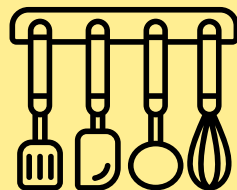
The cohort spanned diverse communities nationwide, each with distinct challenges that required unique recommendations.

What works in one jurisdiction may not fit the contextual factors of another.

RECIPE FOR SUSTAINABILITY

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- Shared values
- Culture
- Capacity



INSTRUCTIONS

Using tools to understand ingredients, adjust technical assistance and recommendations to taste.

Tailoring technical assistance and recommendations to reflect local needs and goals makes sustainability far more attainable.

“

Recommendations were clear, practical, and individualized to our jurisdiction, incorporating the statutes and structure of our system.

”

– Honorable Sheila Calloway, Juvenile Court Judge
Davidson County Juvenile Court | Nashville, TN



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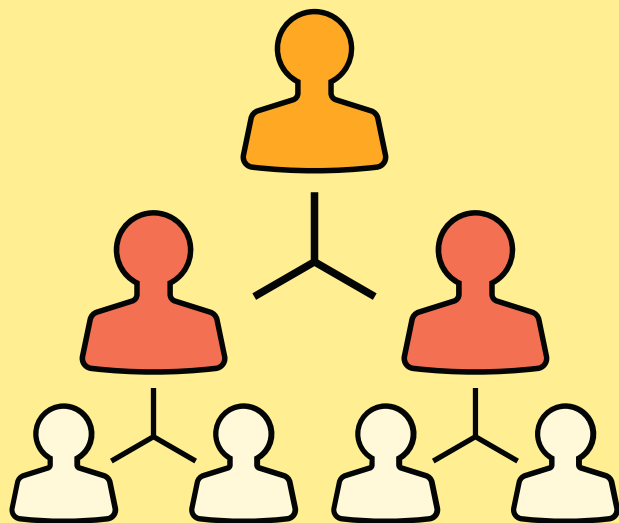


Adaptive leadership is designed to build capacity for organizational change and navigate complex problems.

The leader's role shifts from offering solutions/support based on past success and norms, to creating spaces for those around them to identify and solve problems through innovation.

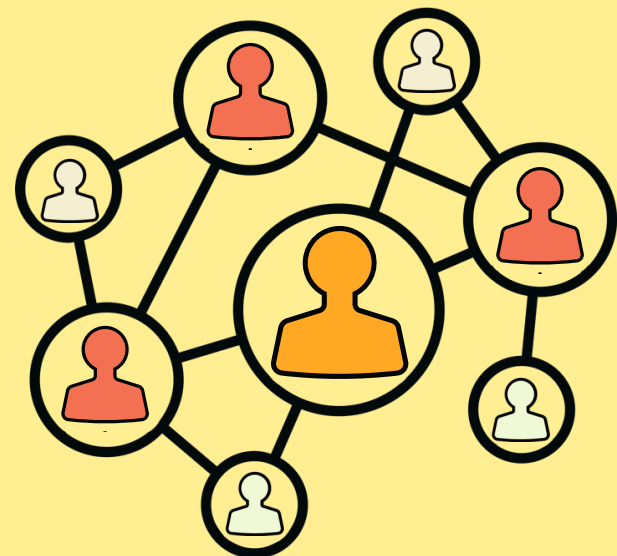
Traditional authority can work well when things are stable, but in times of change, top-down decisions often miss the ground-level reality of the people expected to carry them out.

Traditional Authority



**Authority
Flows Down**

Adaptive Leadership



**Influence Flows
Everywhere**

“ A critical achievement [in] our system transformation ... was **creating a ... team comprised of system stakeholders ... we learned that our goals are not mutually exclusive and that **we could achieve more working together** ”**

– Robert A. Bermingham, former Court Services Unit Director
Fairfax County Juvenile and Domestic Relations Court | Fairfax County, VA



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Sustainable Change in Youth Justice

Topic #6: Change Management



Communicate the value
of the change and a
compelling vision



Communicate how the
change will impact
stakeholder efforts and
address concerns



Manage barriers
and resistance



**The path to sustainable
change in youth justice
starts with
acknowledging that
how we introduce and
structure change
matters just as much as
what we are changing.**

Show progress and
reinforce adherence
to the change



Sustained system
transformation



Barriers to transformation are rarely just technical; they are often cultural, relational, and historical.



Change management can help overcome barriers through trust, communication, and accountability.

How can administrators support...

Supervisor Needs?

- **Clarity of goals and expectations**
- **Opportunities for leadership**
- **Permission to navigate the pace of change**
- **Capacity to measure progress and provide quality assurance**

Staff Needs?

- **Opportunity to give input and show commitment**
- **Assurance that proposed reforms will result in greater efficacy and improved practice**
- **Clear communication of expectations**
- **Tangible assurances that new practices and protocols will be sustained**



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