

Implementing Change: *Enhancing Community Supervision for Justice-Involved Youth*

Office of Juvenile Justice and Delinquency Prevention's (OJJDP) Improving Community Supervision National Training & Technical Assistance Program

Overview

The program is designed to help local, regional, and Tribal community supervision agencies and community-based providers implement evidence-based and innovative community supervision policies, practices, and programs that achieve the following goals:

- | | |
|---|--------------------------------|
| 1 Improve outcomes for youth on supervision | 3 Reduce recidivism |
| 2 Reduce violation-related admissions to confinement | 4 Promote public safety |

Community Supervision for Justice-Involved Youth

- Includes youth placed on supervised probation at the time of disposition and youth released from a juvenile facility under juvenile corrections or court jurisdiction and placed on aftercare supervision
- Allows youth to remain in their community and maintain connections with their family, school, and community
- Provides an individualized approach to address identified needs while ensuring accountability






Opportunities for Improvement

Community supervision violations have become a significant driver of youth incarceration across the country. How the youth justice system responds to youth behavior can significantly influence a young person's future, and potentially lead to deeper involvement in the system. As a result, local jurisdictions across the country are evaluating their policies, practices, and data to gain a deeper understanding of the youth they serve and the impact of system interventions.

Many local jurisdictions struggle with limited staffing and resources, creating barriers that hinder their ability to deliver effective community supervision. In response, from 2023 to 2025 the Crime and Justice Institute (CJI) received support from OJJDP to provide six jurisdictions with training and technical assistance aimed at enhancing supervision practices and improving outcomes for youth, families, and communities.

Through the Improving Community Supervision National Training and Technical Assistance Program, CJI provided customized technical assistance to the following jurisdictions, tailored to the unique needs and goals of each. Selected jurisdictions include: **(1)** Restorative Justice Authority, Kansas, **(2)** 11th Judicial District Probation Department, Colorado, **(3)** Brown County Sheriff's Office Home Detention, South Dakota, **(4)** Juvenile Court of Memphis and Shelby County, Tennessee, **(5)** Juvenile Client Service Branch, Hawaii, and **(6)** Grayson County Department of Juvenile Services, Texas.

The types of training and technical assistance provided through this initiative include:

	System / Program Assessment: <ul style="list-style-type: none">• Evaluate policy, practice, and data to make recommendations for improvements and/or modification
	Policy Development <ul style="list-style-type: none">• Align policies and procedures with evidence-based practices to enhance the delivery of community supervision• Support stakeholders through implementation of community supervision policies, practices, and programs
	Stakeholder Collaboration & Information Sharing <ul style="list-style-type: none">• Support a diverse stakeholder group to establish, plan, and implement identified community supervision goals
	Training <ul style="list-style-type: none">• Conduct staff trainings that provide evidence-based skills to help reduce recidivism, and support sites in incorporating them into daily engagement with youth on community supervision
	Implementation Support <ul style="list-style-type: none">• Develop agency- and program-specific implementation plans, support the implementation of data-driven strategies, and analyze impact/outcomes• Assist with sustainability planning, including performance measurement and continuous quality improvement

In conducting this work, CJI observed similar challenges and successes across all six jurisdictions, irrespective of their size. The CJI team collaborated with each site to implement strategies aimed at enhancing the effectiveness of community supervision, based on a set of considerations informed by evidence-based practices. **CJI's work with each site revealed the following key themes:**

Challenges

- Limited support for training, staffing, funding, and partnerships needed for transformative change
- Lack of resources available for effective data collection and management
- Limited access to tools that can improve fidelity of evidence-based skills and interventions
- Use of compliance-based supervision and sanctioning in response to antisocial youth behavior
- Limited inter-agency collaboration among youth-serving stakeholders
- Lack of resources necessary to meaningfully engage justice-involved youth and families

Successes

- Increased internal capacity for staff training and quality assurance through train-the-trainer (TTT)
- Streamlined processes and improved capacity to collect and manage data
- Developed performance measures and concrete feedback strategies
- Enhanced communication between stakeholders
- Integrated positive reinforcement and incentives into agency policies and practices
- Expanded capacity for maintaining fidelity in the use of evidence-based skills and interventions

Currently, several agencies are successfully implementing organizational enhancements, driven by the strong leadership of champions and dedication of implementation teams. **The following pages summarize the training and technical assistance CJI provided to participating jurisdictions.**

This project was supported by Grant 15PJDP-22-GK-03263-SCAX 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 publication are those of the author(s) and do not necessarily reflect those of the Department of Justice.

Restorative Justice Authority | Kansas

In 2023, CJI selected the Restorative Justice Authority (RJA) as a local partner in the Improving Community Supervision National Training and Technical Assistance Program. Through this initiative, RJA received comprehensive training and technical assistance aimed at enhancing community supervision within its Juvenile Intensive Supervised Probation (JISP) program. Over the past two years, RJA has implemented strategies to strengthen supervision practices and support the long-term success of youth on JISP. These changes are sustained through improved data collection practices, which demonstrate the effectiveness of enhanced community supervision and inform future policy and practice improvements.

	RJA's Desired Changes	CJI's Technical Assistance	Results
Strengthening Graduated Responses	<ul style="list-style-type: none"> Increase positive reinforcement in response to youth behaviors 	<ul style="list-style-type: none"> Assisted in designing a graduated incentives response system and developing policy for use Supported identification of performance measures to evaluate the response systems' impact Supported RJA in developing a response system implementation plan, including staff training 	<ul style="list-style-type: none"> Developed a graduated incentives response system Formalized the use of the response system within RJA
Improving Stakeholder Collaboration	<ul style="list-style-type: none"> Enhance collaboration and communication among youth-serving stakeholders 	<ul style="list-style-type: none"> Presented findings and considerations to stakeholders Shared research and best practices Supported RJA in initial discussions about increased collaboration with stakeholders 	<ul style="list-style-type: none"> Shared understanding of identified opportunities to enhance stakeholder collaboration Initiated stronger partnerships with youth-serving stakeholders Increased communication regarding resources
Enhancing Model Fidelity	<ul style="list-style-type: none"> Create additional quality assurance procedures to monitor evidence-based skills and intervention delivery, and evaluate their effectiveness 	<ul style="list-style-type: none"> Facilitated a TTT program in Principles of Effective Intervention, Effective Case Management, and Graduated Responses Developed quality assurance procedures to monitor fidelity and measure staff practices Provided support in developing a training plan 	<ul style="list-style-type: none"> Strengthened staff knowledge and skills Expanded in-house capacity for training and quality assurance Expanded RJA's capacity to offer formal training opportunities on evidence-based practices for youth-serving stakeholders
Sustaining Change Using Data	<ul style="list-style-type: none"> Build data analysis capacity Improve data collection and management practices to measure performance of implementation strategies 	<ul style="list-style-type: none"> Created a data dictionary Developed a data collection form for consistent data collection Developed performance measures to monitor implementation strategies and track key system indicators Designed a data dashboard with key performance measures 	<ul style="list-style-type: none"> Expanded data collection and management practices Enhanced data analysis practices and provided measurable feedback to staff and stakeholders Expanded capacity to evaluate outcomes, implement new and improved policies and practices, and sustain changes

11th Judicial District Probation Department | Colorado

In 2023, CJI selected the 11th Judicial District (JD) Probation Department as a local partner in the Improving Community Supervision National Training and Technical Assistance Program. Through this initiative, CJI offered the Department comprehensive training and technical assistance aimed at implementing research-based and data-driven strategies to improve outcomes for youth and families, reduce recidivism, and improve trust between the community and youth-serving stakeholders. Due to several different unforeseen factors, the 11th JD withdrew from the national program during the system assessment process.

	11th JD's Desired Changes	Common Barriers Faced During Change Initiatives
Strengthening Supervision Strategies	<ul style="list-style-type: none"> Strengthen the effectiveness of community supervision practices and strategies Implement strategies to reduce risk factors leading to recidivism and increase protective factors to produce successful outcomes for youth 	<ul style="list-style-type: none"> Limited access to a wide variety of data necessary for comprehensive quantitative data analysis to analyze outcomes, trends, and relationships regarding youth on community supervision Challenges maintaining consistent engagement from staff, leadership, and other stakeholders — a key component of successful implementation, and necessary to identify problems, explore possible solutions, and define success Competing priorities and limited resources can be barriers to the level of stakeholder engagement necessary for implementing change
Improving Stakeholder Collaboration	<ul style="list-style-type: none"> Improve cross-stakeholder collaboration amongst youth-serving agencies and across counties Improve relationships between youth justice stakeholders and the community to build stronger supports 	
Sustaining Change Using Data	<ul style="list-style-type: none"> Build data collection and analysis capacity Improve data collection and management practices to measure performance of implementation strategies and sustain changes 	

Brown County Sheriff's Office | South Dakota

In 2024, CJI selected the Brown County Sheriff's Office (BCSO) as a local partner in the Improving Community Supervision National Training and Technical Assistance Program. Through this initiative, BCSO received targeted, short-term technical assistance aimed at enhancing community supervision within its Home Detention program. BCSO requested a program assessment to evaluate policies, practices, and data, and to provide recommendations for strengthening the community supervision program. Upon completion of the assessment, CJI collaborated with BCSO to develop a plan for implementing desired program improvements and initiated technical assistance in two areas: 1) improving system responses to delinquent behavior and 2) strengthening graduated responses.

	BCSO's Desired Changes	CJI's Technical Assistance	Results
Strengthening Graduated Responses	<ul style="list-style-type: none"> • Increase positive reinforcement in response to youth behaviors 	<ul style="list-style-type: none"> • Assisted in designing a graduated incentives response system and developing policy for use • Supported the identification of performance measures to evaluate the response systems' impact on outcomes • Supported BCSO in developing a plan for implementing the response system, which includes staff training 	<ul style="list-style-type: none"> • Determined meaningful incentives staff will use to reward youth, and when / how to apply them • Developed a graduated incentives response grid • Formalized the use of the response system within BCSO
Improving System Responses	<ul style="list-style-type: none"> • Reduce any unneeded use of Home Detention and increase alternative responses to detention 	<ul style="list-style-type: none"> • Developed a system map to depict the current Home Detention process • Outlined a plan for the BCSO to identify alternatives, assess system responses, and evaluate the current use of Home Detention • Shared research and best practices 	<ul style="list-style-type: none"> • Created an intra-agency working group to assess system responses and analyze how a youth flows through the system • Identified criterion for pre- and post-adjudication Home Detention • Communicated changes to staff and relevant stakeholders

Grayson County Department of Juvenile Services | Texas

In 2024, CJI selected the Grayson County Department of Juvenile Services (GCDJS) as a local partner in the Improving Community Supervision National Training and Technical Assistance Program. Through this initiative, GCDJS received targeted, short-term technical assistance aimed at enhancing community supervision within probation. GCDJS requested training to learn evidence-based skills and how to incorporate them into daily engagement with youth on community supervision, as well as a train-the-trainer initiative to build their in-house capacity for sustainable training. Upon acceptance into the program, CJI collaborated with GCDJS to create a tailored training plan for community supervision staff and leadership. The training and technical assistance focused on effective community supervision tools, strengthening graduated responses, and enhancing fidelity to the evidence-based model's design.

	GCDJS's Desired Changes	CJI's Technical Assistance	Results
Strengthening Graduated Responses	<ul style="list-style-type: none"> Increase positive reinforcement in response to youth behaviors 	<ul style="list-style-type: none"> Assisted in designing a graduated incentives response system and developing policy for use Supported the identification of performance measures to evaluate the response systems' impact on outcomes Supported GCDJS in developing a plan for implementing the response system, which includes staff training and quality assurance 	<ul style="list-style-type: none"> Determined meaningful incentives staff will use to reward youth, and when / how to apply them Developed a graduated incentives response grid Formalized the use of the response system within GCDJS to emphasize incentives
Implementing Community Supervision Tools	<ul style="list-style-type: none"> Train staff in research- and evidence-based content and skills for effective community supervision Build in-house capacity for training 	<ul style="list-style-type: none"> Provided training and facilitated an in-person TTT event in Principles of Effective Intervention, Effective Case Management, Motivational Interviewing, and Behavioral Health 	<ul style="list-style-type: none"> Strengthened staff knowledge and skills in tools to reduce recidivism and improve public safety Expanded GCDJS's in-house capacity for training staff and other community partners
Enhancing Model Fidelity	<ul style="list-style-type: none"> Create quality assurance procedures to monitor evidence-based skills and interventions delivery, and evaluate their effectiveness 	<ul style="list-style-type: none"> Supported GCDJS in developing quality assurance procedures and performance measures to evaluate the effectiveness of organizational enhancements 	<ul style="list-style-type: none"> Developed quality assurance procedures to monitor fidelity and routinely measure staff practices, ensuring the program promotes successful outcomes for youth on community supervision

Juvenile Client Services Branch | *Hawai'i*

In 2024, CJI selected the Hawai'i State Judiciary Juvenile Client Service Branch (JCSB) as a local partner in the Improving Community Supervision National Training and Technical Assistance Program. Through this initiative, JCSB received targeted, short-term technical assistance aimed at enhancing community supervision within the youth justice system. JCSB requested training to learn evidence-based skills and how to incorporate them into daily engagement with youth on community supervision, as well as a train-the-trainer program to build their in-house capacity for training. Upon acceptance into the program, CJI collaborated with JCSB to create a tailored training plan for community supervision staff and leadership. The training and technical assistance focused on effective community supervision tools, strengthening graduated responses, and enhancing fidelity to the evidence-based model's design.

	JCSB's Desired Changes	CJI's Technical Assistance	Results
Strengthening Graduated Responses	<ul style="list-style-type: none"> • Increase positive reinforcement in response to youth behaviors 	<ul style="list-style-type: none"> • Assisted in designing a graduated incentives response system and developing policy for use • Supported the identification of performance measures to evaluate the response systems' impact on outcomes • Supported JCSB in developing a response system implementation plan, which includes staff training and quality assurance 	<ul style="list-style-type: none"> • Determined meaningful incentives staff will use to reward youth, and when / how to apply them • Developed a graduated incentives response grid • Formalized the use of the response system within JCSB to emphasize incentives
Implementing Community Supervision Tools	<ul style="list-style-type: none"> • Train staff in research- and evidence-based content and skills for effective community supervision • Build in-house capacity for training 	<ul style="list-style-type: none"> • Provided training and facilitated an in-person TTT event in Principles of Effective Intervention, Cognitive Interaction Skills, Effective Case Management, Graduated Responses, Behavioral Health, and Trauma-Informed Care 	<ul style="list-style-type: none"> • Strengthened staff knowledge and skills in tools to reduce recidivism and improve public safety • Expanded JCSB's in-house capacity for training
Enhancing Model Fidelity	<ul style="list-style-type: none"> • Create quality assurance procedures to monitor evidence-based skills and interventions delivery, and evaluate their effectiveness 	<ul style="list-style-type: none"> • Supported JCSB in developing quality assurance procedures and performance measures to evaluate the effectiveness of organizational enhancements 	<ul style="list-style-type: none"> • Developed quality assurance procedures to monitor fidelity and routinely measure staff practices, ensuring the program promotes successful outcomes for youth on community supervision

Juvenile Court of Memphis & Shelby County | Tennessee

In 2024, CJI selected the Juvenile Court of Memphis and Shelby County (JCMSC) as a local partner in the Improving Community Supervision National Training and Technical Assistance Program. Through this initiative, JCMSC received targeted, short-term technical assistance aimed at enhancing community supervision within their youth court. JCMSC requested training to learn evidence-based skills and how to incorporate them into daily engagement with youth on community supervision. Upon acceptance into the program, CJI collaborated with JCMSC to develop a training plan tailored to their jurisdiction, geared toward staff providing community supervision and leadership. The training and technical assistance focused on effective community supervision tools, strengthening graduated responses, and enhancing fidelity to the evidence-based model's design.

	JCMSC's Desired Changes	CJI's Technical Assistance	Results
Strengthening Graduated Responses	<ul style="list-style-type: none"> • Increase positive reinforcement in response to youth behaviors 	<ul style="list-style-type: none"> • Assisted in designing a graduated incentives response system and developing policy for use • Supported the identification of performance measures to evaluate the response systems' impact on outcomes • Supported JCMSC in developing a response system implementation plan, which includes staff training and quality assurance 	<ul style="list-style-type: none"> • Determined meaningful incentives staff will use to reward youth, and when / how to apply them • Developed a graduated incentives response grid • Formalized the use of the response system within JCSB to emphasize incentives
Implementing Community Supervision Tools	<ul style="list-style-type: none"> • Train staff in research- and evidence-based content and skills for effective community supervision 	<ul style="list-style-type: none"> • Provided in-person training in Principles of Effective Intervention, Cognitive Interaction Skills, Cognitive Restructuring Tools, and Effective Case Management 	<ul style="list-style-type: none"> • Strengthened staff knowledge and skills in tools to reduce recidivism and improve public safety
Enhancing Model Fidelity	<ul style="list-style-type: none"> • Create quality assurance procedures to monitor evidence-based skills and interventions delivery, and evaluate their effectiveness 	<ul style="list-style-type: none"> • Supported JCMSC in developing quality assurance procedures and performance measures to evaluate the effectiveness of organizational enhancements • Provided support in developing a training plan 	<ul style="list-style-type: none"> • Expanded JCMSC's in-house capacity to conduct quality assurance coaching and monitoring • Developed quality assurance procedures to monitor fidelity and routinely measure staff practices, ensuring the program promotes successful outcomes for youth on community supervision