



# PENNSYLVANIA JUVENILE JUSTICE

The Newsletter of the Pennsylvania Juvenile Court Judges' Commission

Volume 31, Number 9

September 2020

## 2020 JAMES E. ANDERSON PENNSYLVANIA CONFERENCE ON JUVENILE JUSTICE

### Reforming Juvenile Justice in a Rapidly Changing World

November 4-6, 2020

In partnership with the Pennsylvania Council of Chief Juvenile Probation Officers, the Pennsylvania Commission on Crime and Delinquency, and the Juvenile Court Section of the Conference of State Trial Judges, the Juvenile Court Judges' Commission is pleased to announce the 2020 James E. Anderson Pennsylvania Conference on Juvenile Justice will take place virtually Wednesday, November 4, 2020 through Friday, November 6, 2020.

Pennsylvania's juvenile justice system has shown great resiliency and adaptability while always striving to deliver the most effective services and therefore the theme for this year's Conference is **Reforming Juvenile Justice in a Rapidly Changing World**. The Conference will provide an opportunity to discuss a host of important issues that juvenile justice professionals contend with, and address the promising, innovative practices being developed in response to pandemic conditions and related social restrictions.

The opening plenary celebrates 10 Years of the Juvenile Justice System Enhancement Strategy (JJSES), the closing plenary concentrates on implicit bias, and a variety of professional workshops will focus on relevant and timely topics and prevailing issues facing juvenile justice professionals. The agenda (outlined on page 2 and 3) highlights best-practices, programs, and initiatives that exemplify Pennsylvania's Balanced & Restorative Justice (BARJ) mission and the JJSES. **All Conference events will be delivered LIVE.**

**Registration is FREE for all participants, presenters, and exhibitors!** From the comfort of your own space, we look forward to seeing you at the Conference!

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2020 James E. Anderson Pennsylvania  
Conference on Juvenile Justice  
**40th Annual Professional  
Awards Program - LIVE!**  
November 4th - 2:00 pm to 3:30 pm

## Wednesday, November 4th

**The 40th Annual Awards Program .....2:00 pm – 3:30 pm**

Join us at the awards ceremony as we recognize the 2020 Professional Award recipients.

All professional award winner biographies and projects submitted by youth award winners will be on display throughout the conference.

## Thursday, November 5th

**Conference Welcome & Opening Plenary .....9:00 am – 10:15 am**

Mark Carey and a number of key individuals involved in the JJSES initiative will be recognizing the 10 Years of the JJSES in Pennsylvania’s juvenile justice system. A “timeline of events” will highlight where we have been, where we are, and where we are going. Through a discussion of significant events in the progression of the JJSES, this plenary session will highlight what the JJSES has meant for Pennsylvania while also discussing the importance of this work from a national perspective.

**Professional Workshops .....10:30 am – 11:45 am**

Workshops will be offered on both Thursday and Friday mornings. The workshops feature a wide range of topics, including:

- Cultural Competence and RED
- Graduated Responses
- Juvenile Justice Task Force Update
- The Quality Assurance Position in Juvenile Justice
- Working with the LGBTQ population
- Internet Gaming and Juvenile Sex Offenders
- Using Technology for Probation Appointments and Cognitive-Behavioral Therapy
- Enhancing Communication via Listening Circles
- Restorative Practices in Juvenile Justice
- Trauma Informed Decision Protocol
- Feedback for Coaches, Coordinators, and Supervisors

**Chief/Provider Forum .....1:00 pm – 3:30 pm**

### **“Unifying Probation/Provider Collaboration: Resources and Practices in Establishing Continuity of Care”**

The Chief/Provider Committee of the Pennsylvania Council of Chief Juvenile Probation Officers, along with the JJSES Leadership Team, will lead a forum centered around best practices to create an effective partnership between probation and providers. Topics to be discussed will include:

- Expectations for probation and providers for the sharing of information related to a youth’s YLS risk assessment ● Collaborative case planning ● Behavior change interventions ● The Standardized Program Evaluation Protocol (SPEP™) ● Best practices related to the referral process, court reports, family involvement, monitoring youth in placement, and dosage and duration
- Aftercare planning

**This forum will provide practical take-aways for ALL Conference attendees.**

## Thursday, November 5th

**Judges/Hearing Officers Training.....1:00 pm – 4:00 pm**

### **“Understanding Implicit Bias and Promoting Fundamental Fairness”**

In a workshop tailored specifically for Judges and Hearing Officers, Afua Addo, the Deputy Director of Programs & Training at the Perception Institute, will discuss implicit bias, race equity, and fundamental fairness.

The Perception Institute is a consortium of researchers, advocates, and strategists who translate cutting edge mind science research on race, gender, ethnic, and other identities into solutions that reduce bias and discrimination and promote belonging.

Ms. Addo will combine stories, research, and practical strategies to engage attendees and provide them with tools to take back to the courtroom.

## Friday, November 6th

**Professional Workshops.....9:00 am – 10:15 am**

Workshops will be offered on both Thursday and Friday mornings. The workshops feature a wide range of topics (see previous page).

**Closing Plenary & Remarks.....10:30 am – 11:45 am**

The Conference will conclude with a plenary session on the topics of recognizing implicit bias and promoting equity in our professional space. The plenary will be delivered by Rachel D. Godsil, Co-Founder and Co-Director of the Perception Institute.

### **Exhibitors**

In lieu of the traditional Resource Day, exhibitors will have the opportunity to share their products and services throughout the Conference in the Virtual Exhibitor Area.

**Registration will open by Friday, October 9, 2020**

Registration Details Will Be Provided as They Become Available

**Visit: [www.jcjc.pa.gov](http://www.jcjc.pa.gov)**

General Conference Information:

Call: (717) 787-6910 or Email: [ra-jcicevents@pa.gov](mailto:ra-jcicevents@pa.gov)

# RESPONSE TO COVID-19 IN PENNSYLVANIA'S JUVENILE PROBATION DEPARTMENTS

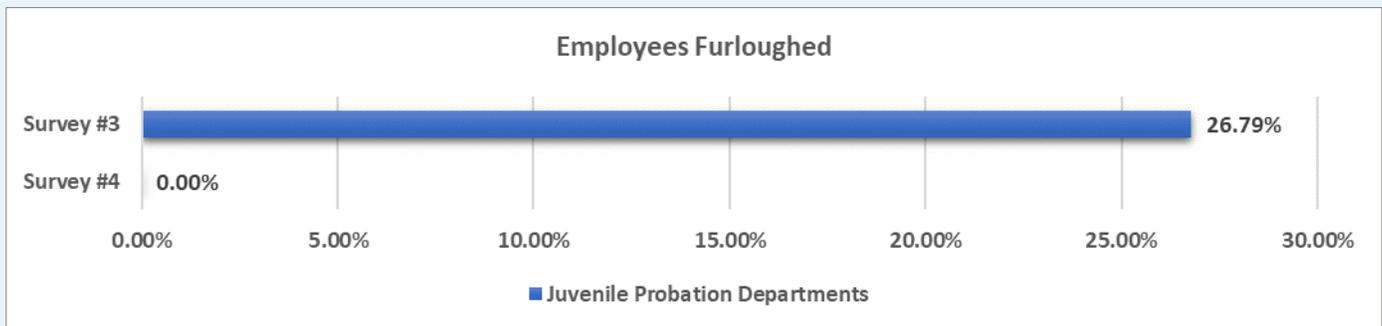
The Juvenile Court Judges' Commission (JCJC) remains interested in learning more about the impact the coronavirus (COVID-19) is having on the local business practices of Pennsylvania's juvenile probation departments and court proceedings. To continue to understand the impact of COVID-19 and represent these impacts statewide, the JCJC developed and distributed an updated survey in the COVID-19 series, *Juvenile Probation Updated Response to COVID-19*.

Sixty-seven chief juvenile probation officers were provided the most recent survey on August 28, 2020. They were asked to complete all questions to assist in the collection of this data. Forty-two surveys were completed during the pre-identified timeframe of Friday, August 28, 2020 through Friday, September 4, 2020, comprising 63% of the juvenile probation departments in the state.

While the primary focus of the analysis is to share the data from the most recent survey, key findings from each of the previous surveys are also included, allowing for an analysis of how juvenile probation departments have responded with modified business practices over time. An overview of the key findings is represented below.

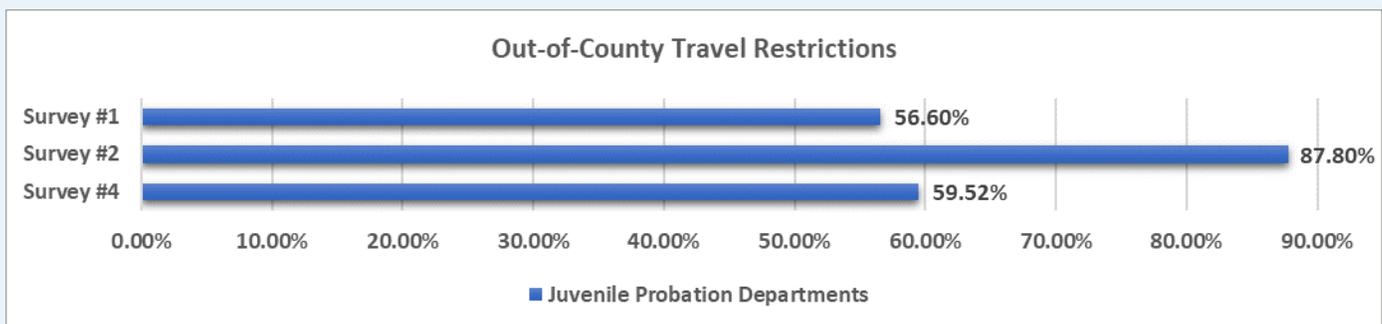
## Furlough

- Over a quarter of departments (27%) had employees furloughed in Survey #3 (April 13 – 15), which was administered early in the pandemic. By the time Survey #4 (August 28 – September 4) was completed, none of the responding departments reported employees were furloughed.

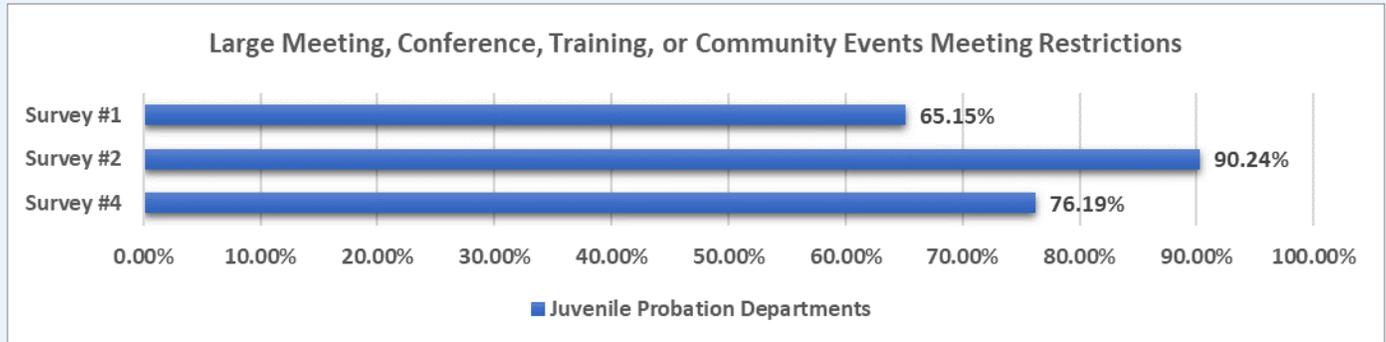


## Office Operations

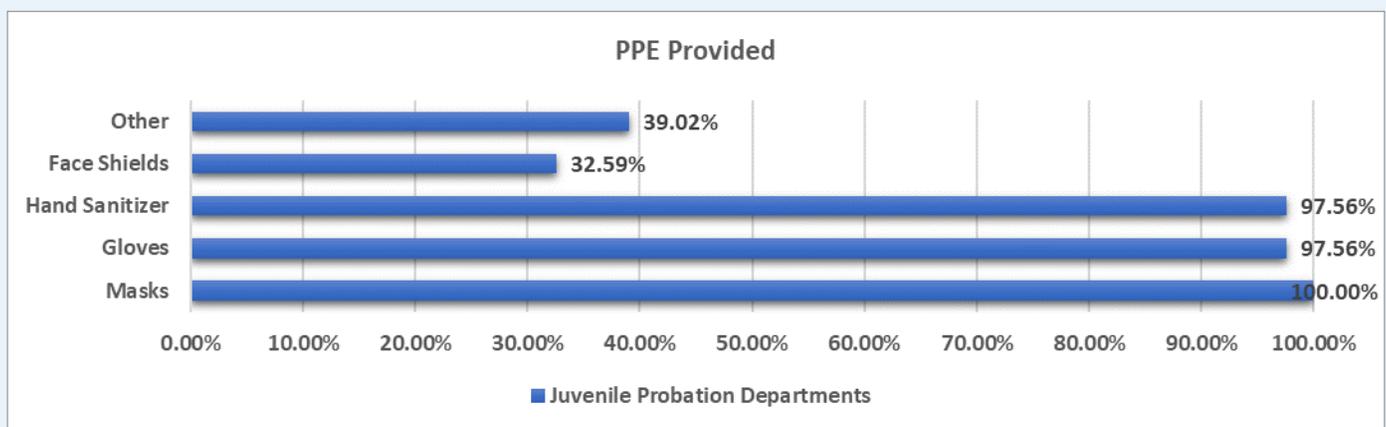
- Travel restrictions were put into place early in the pandemic by more than half of the departments (57%). Following the intensification of the pandemic and the Pennsylvania Supreme Court orders directing courts to be closed to the public for non-essential business, the great majority of departments (88%) were restricting travel by late March. By late August-early September, this number had declined, but 60% (25/42) of counties still reported having travel restrictions in place.



- Restrictions on large meetings, conferences, trainings, or community events were being put into place early in the pandemic by the majority of departments (65%). Again, following the intensification of the pandemic and the Pennsylvania Supreme Court orders directing courts to be closed to the public for non-essential business, the great majority of departments (90%) were restricting travel by late March. By late August-early September, this number had declined, but over three-quarters (76%) of counties still reported having restrictions in place on meetings, conferences, trainings, or community events.



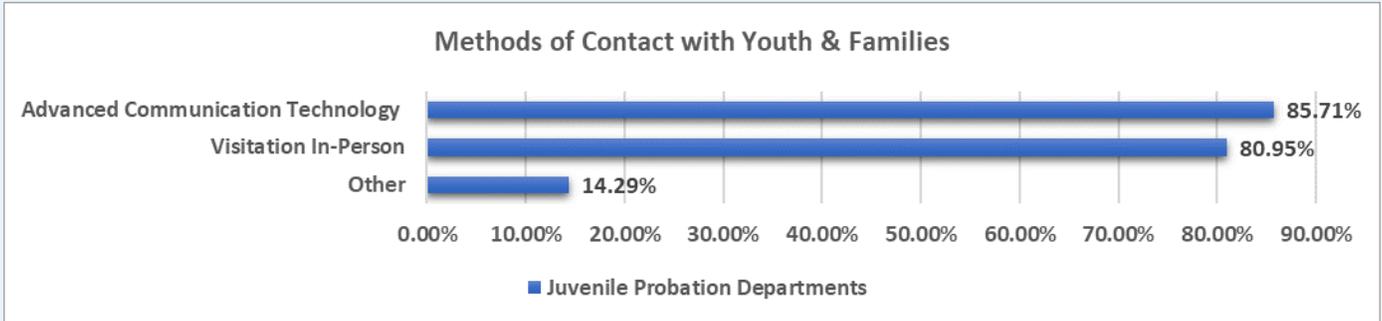
- At the beginning of the pandemic, almost no departments were operating their offices without changes or modifications. More recently, over half of departments (55%) report their office coverage is back to what it was pre-pandemic. Other departments have adapted by having only select staff working in the office daily and by rotating shifts in the office for all staff or for certain staff. Only one department reported all staff are working remotely.
- All but one probation department reported staff were provided with Personal Protective Equipment (PPE). Almost all departments had basic PPE including masks, gloves, and hand sanitizer. One-third of departments had face shields. Thirty-nine percent of departments selected “Other”, which included goggles and face shields, desk shields, Clorox wipes, and disinfectant sprays.



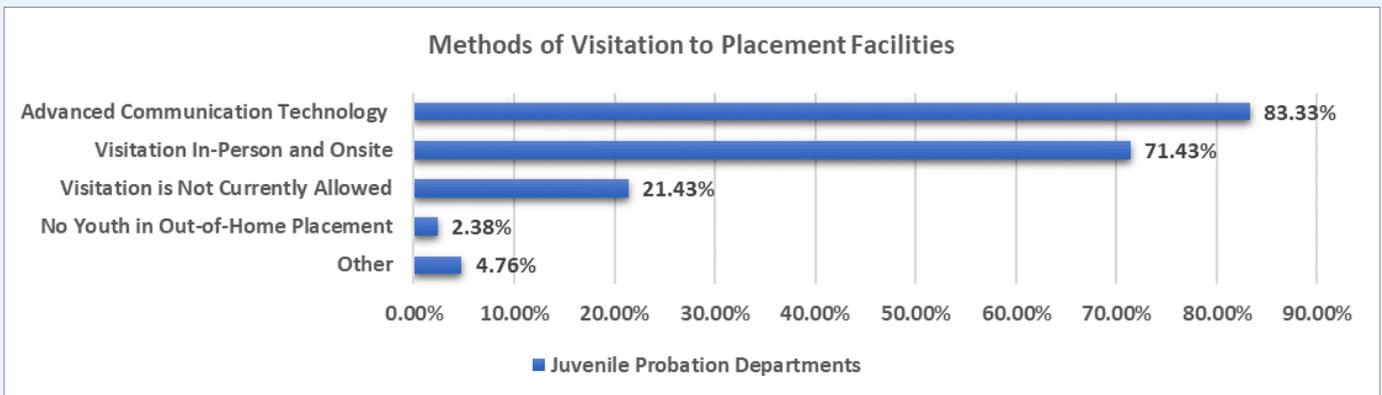
- The majority of departments (60%) reported making physical modifications to their office space, while an even greater number of respondents (67%) reported making physical modifications to courtrooms. Common ways in which office spaces have been modified include putting up Plexiglass barriers at desks and in interview rooms; moving furniture around to free up space for social distancing; and moving staff offices to allow for social distancing. Common ways in which courtrooms have been modified are: spacing out where people sit for court hearings to accommodate social distancing; putting up Plexiglass shields for judges and in other places where social distancing is difficult; and limiting the number of people who can be in the courtroom at one time.

## Contact with Youth & Families

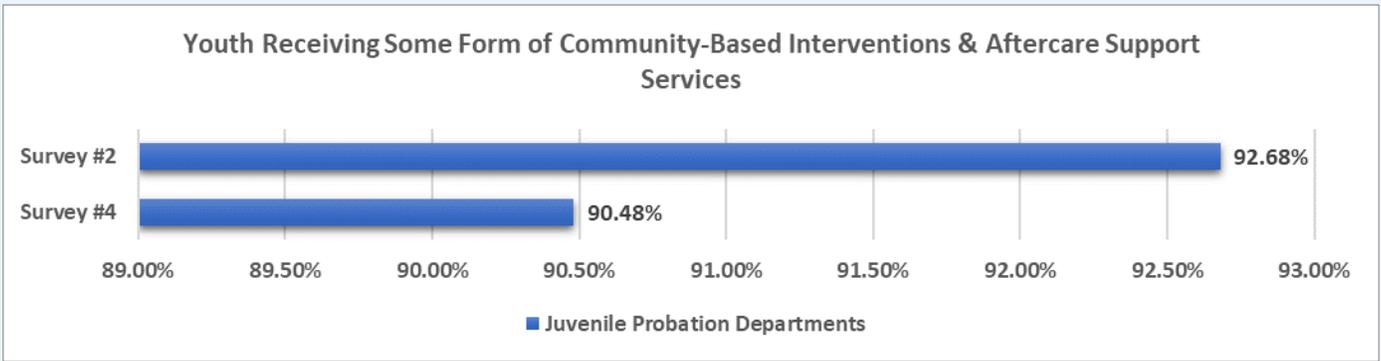
- In mid-to-late March, departments moved to limit or eliminate juvenile probation officer contact with youth/families in the community in response to the pandemic. By the end of March, no departments were meeting with youth/families in person. This situation changed as Pennsylvania gradually reduced its shelter-in-place restrictions. By the end of August, 81% of departments reported visiting youth in-person in the community or home. Even so, the majority of departments reported the frequency of contact with youth has been altered, and 86% are using advanced communication technology, including telephone contact, as a way to communicate with youth.



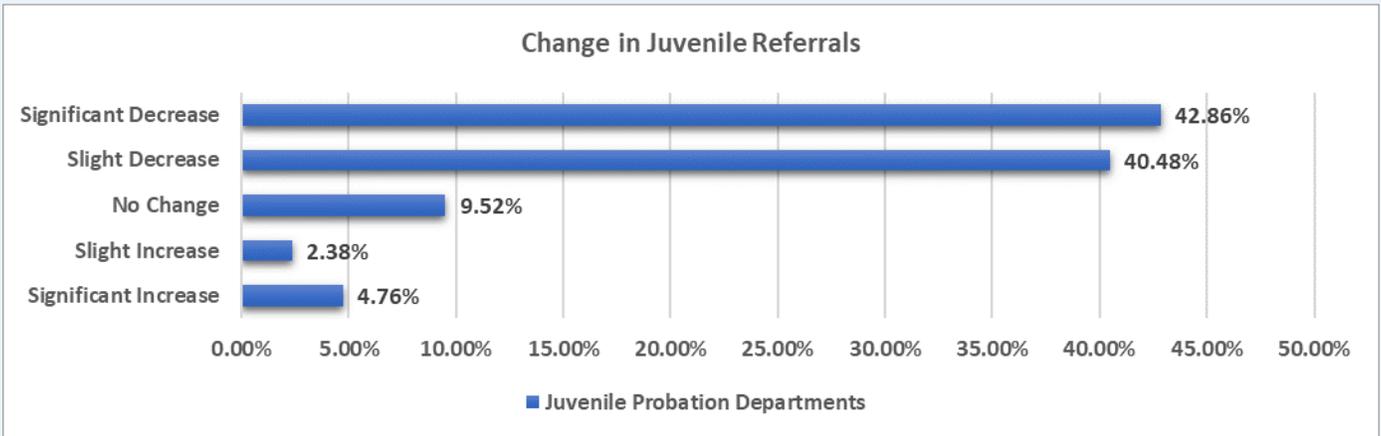
- At the very beginning of the pandemic in mid-March, most departments (70%) had already limited or eliminated probation officer visits to placement facilities. By the end of March, as the pandemic intensified and after the Pennsylvania Supreme Court issued its orders and recommendations, the great majority of departments (93%) were not sending probation officers to visit youth in out-of-home placement. By late August-early September, the majority of counties (71%) were back to doing in-person and onsite visits. Only 29% of counties were not having juvenile probation officers visit youth in placement, and it appears that one reason for this is that in-person visitation was not allowed by certain facilities (21%). Most respondents reported using advanced communication technology for placement visits, and this was more common than having in-person and onsite visits (83% vs. 71%).



- In both the early stages of the pandemic and more recently, departments reported youth are receiving community-based interventions and aftercare support services. The open-ended comments by 17 departments suggest that much has changed in how services are delivered. Some departments reported most of their therapy programming is being conducted online, while others report that some or most of their community-based providers are now seeing youth in person. Several respondents believed that, while the manner in which services were delivered was different, juveniles were still receiving the same amount and quality of services. Six out of 17 open-ended responses (35%) indicated their community-based services to youth were negatively affected by the pandemic in some way. Examples of this include not being able to provide ART or other group therapy, and not offering community service opportunities.



- Most departments reported a significant or slight decrease in referrals (83%) as a result of COVID-19. Some departments reported referrals continued to remain substantially below levels seen in prior years, whereas others observed referrals were ramping back up.



**Probation Intake & Court Proceedings**

- At the beginning of the pandemic, almost half (49%) of departments reported their Intake process was on hold, whereas 39% were conducting intakes by phone. In the most recent survey, after the easing of shelter-in-place restrictions, all departments were conducting intakes and over three-quarters (79%) were doing at least some of them in-person. Telephone and video technology were also used by many departments (57% and 43%, respectively).
- At the beginning of the pandemic in late March, departments were mainly not conducting in-person court hearings, with the exception that 38% of counties reported holding in-person detention hearings. At that point, over three-quarters of counties (76%) reported adjudication and dispositional review hearings were being postponed, and almost half of counties (46%) were postponing placement review hearings. A large share of counties reported utilizing video technology and telephone for each hearing type. By late August and early September, postponing hearings was very uncommon, and the majority of departments had resumed in-person hearings for each hearing type—and especially for adjudications, which 88% of departments reported handling in-person. The use of video technology by counties increased substantially between late March and late August for each hearing type except for detention.

Detention/Emergency Shelter Hearings	Survey #2 (March 26 – 27)	Survey #4 (August 28 – September 4)
In-Person	38.46% (15)	66.67% (28)
Video Technology	71.79% (28)	57.14% (24)
Telephone	41.03% (16)	26.19% (11)
Via Memo	2.56% (1)	0.00% (0)
Hearing Type Postponed	2.56% (1)	0.00% (0)

Adjudication Hearings	Survey #2 (March 26 – 27)	Survey #4 (August 28 – September 4)
In-Person	14.63% (6)	88.10% (37)
Video Technology	26.83% (11)	45.24% (19)
Telephone	14.63% (6)	23.81% (10)
Via Memo	0.00% (0)	0.00% (0)
Hearing Type Postponed	75.61% (31)	4.76% (2)

Dispositional Review Hearings	Survey #2 (March 26 – 27)	Survey #4 (August 28 – September 4)
In-Person	4.88% (2)	73.81% (31)
Video Technology	34.15% (14)	57.14% (24)
Telephone	21.95% (9)	33.33% (14)
Via Memo	12.05% (5)	0.00% (0)
Hearing Type Postponed	75.61% (31)	2.38% (1)

Placement Review Hearings	Survey #2 (March 26 – 27)	Survey #4 (August 28 – September 4)
In-Person	2.44% (1)	69.05% (29)
Video Technology	53.66% (22)	78.57% (33)
Telephone	36.59% (15)	30.95% (13)
Via Memo	9.76% (4)	2.38% (1)
Hearing Type Postponed	46.34% (19)	0.00% (0)

## PENNSYLVANIA JUVENILE JUSTICE TASK FORCE STAKEHOLDER ROUNDTABLE MEETINGS

Leaders from all three branches of state government formed the Pennsylvania Juvenile Justice Task Force at the end of 2019 and charged the Task Force with using data and research, and input from juvenile justice stakeholders to develop a final report with consensus recommendations for legislative, administrative, and budgetary improvements to the state’s juvenile justice system. The goal of the Task Force is to issue recommendations that will: protect public safety; ensure accountability; contain costs; and improve outcomes for youth, families, and communities in Pennsylvania.

As part of their study of Pennsylvania’s juvenile justice system, beginning in August 2020 the Task Force started hosting virtual roundtable discussions to collect input from a wide range of stakeholders across the state. General themes from these meetings will be reported back to the Task Force. The information that is collected from these roundtables will then be used by the Task Force for consideration in the policy development process.

To date, virtual roundtable meetings have been held with the following groups:

- Juvenile Court Judges
- Service Providers
- Dually Adjudicated Youth
- Defense Attorneys
- Crime Victim/Survivors
- Advocates
- Juvenile Probation Officers
- BJJS Facility Staff
- Education Stakeholders
- County Commissioners
- JJSES Leadership Team
- Service Providers
- Restorative Justice Practitioners

Roundtable meetings are also planned for the Executive Committee of the Pennsylvania Council of Chief Juvenile Probation Officers, District Attorneys, Juvenile Justice-Involved Youth, Child Welfare Staff, and Family Members.

A summary from each roundtable event will be placed on the Task Force’s website at <http://www.pacourts.us/pa-juvenile-justice-task-force>.

All juvenile justice stakeholders are encouraged to visit the website to obtain additional information regarding the Pennsylvania Juvenile Justice Task Force and are invited to attend future online meetings of the Task Force. Upcoming meeting dates are listed on the Task Force’s website.

## COUNTY SPOTLIGHT

### **WELCOME CHIEF DAVID A. GOODWIN LYCOMING COUNTY JUVENILE PROBATION**



On July 27, 2020, David A. Goodwin was appointed Chief Juvenile Probation Officer in Lycoming County. Mr. Goodwin was appointed by the Honorable Nancy L. Butts, President Judge, along with the Honorable Joy Reynolds McCoy, Administrative Juvenile Court Judge.

Mr. Goodwin comes to Lycoming County after a decade-long tenure with the Clinton County Adult Probation Department. In Clinton County, he served as a Probation Officer, a Specialty Courts Coordinator, and a Senior Probation Supervisor. Since 2017, his major responsibilities involved the oversight of Clinton County's Treatment Court, Veteran's Court, Behavioral Health Court, Day Reporting Center, Bail Supervision Program, and Mental Health Diversion Program. Mr. Goodwin graduated from Lockhaven University in 2010 with a Bachelor of Science Degree in Criminal Justice. Please join us in welcoming David A. Goodwin to the Commonwealth's juvenile justice system.

### **WELCOME CHIEF JOSHUA J. LESKOVAC MERCER COUNTY JUVENILE PROBATION**

On August 8, 2020, Joshua "Josh" J. Leskovac started work as Chief Juvenile Probation Officer in Mercer County. He was appointed to the position by the Honorable Robert G. Yeatts, President Judge.

Mr. Leskovac first entered the criminal justice field as a House Arrest Officer with Mercer County's Intermediate Punishment Program prior to transitioning to the Mercer County Juvenile Probation Department in 2006. During his tenure with Mercer County Juvenile Probation, he served as a Line Probation Officer, and, more recently, as the Deputy Chief Juvenile Probation Officer.



Mr. Leskovac brings a wealth of juvenile justice experience and expertise to his new role as Chief. For example, he is a certified YLS Master Trainer, as well as an active member of both the Assessment Committee of the Pennsylvania Council of Chief Juvenile Probation Officers, and the Statewide Motivational Interviewing Committee. He is also a facilitator for the National Curriculum and Training Institute Crossroad Curricula (NCTI), and the Strengthening Families Program. Additionally, he is the Chair of the Mercer County Communities That Care (CTC) collaborative board, as well as a member of the Pennsylvania Commission on Crime and Delinquency's Prevention Committee, Diversion Committee, and Cross-Systems Prevention Workgroup.

Mr. Leskovac graduated from the Indiana University of Pennsylvania with Bachelor's Degrees in Criminology and Psychology. He also earned a Master of Science Degree in Administration of Justice through the Juvenile Court Judges' Commission-sponsored graduate education program at Shippensburg University. Following his graduation from Shippensburg in 2010, he received the Anthony F. Ceddia Award for Academic Excellence in Juvenile Justice. In his free time, Josh enjoys spending time with his wife and three children and being an active member of the community where he is the President of Greenville Little League, manages a county-wide youth travel baseball team, and is an assistant coach for Junior High Football and Junior High Basketball at Greenville Area School District. We wish Mr. Leskovac the best in his new role as Chief.

# JOHN BOECKMAN RETIRES

## CRAWFORD COUNTY JUVENILE PROBATION



On August 21, 2020, John Boeckman retired as the Chief Juvenile Probation Officer in Crawford County Juvenile Probation following 2 ½ years of service to the county and 15 years of dedicated service working with youth.

Mr. Boeckman began his juvenile justice career with Keystone Adolescent Center in 2006, working to the position of Director of Evidence-Based Intervention and Prevention Programs. He joined the Crawford County Juvenile Probation Department on February 5, 2018 where he was appointed to the position of Chief Juvenile Probation Officer.

For the past 2 ½ years, Mr. Boeckman was closely involved in the work occurring within Crawford County as chairperson of the Children’s Advisory Council, co-chair of the local Systems of Care committee, and member of the Children’s Services Permanency Roundtable. He was also a member of the JCJC’s Awards Committee. He was eager to learn and committed to enhancing the internal policies and procedures in Crawford County. Throughout the past few months, he was instrumental in establishing protocols for office staff and juvenile probation officers to be able to perform their duties admirably while remaining healthy amidst the COVID-19 pandemic.

Mr. Boeckman received his Bachelor of Arts Degree in Social Work from Gannon University and his Master’s Degree in Arts, with a focus in counseling from Mount St. Mary’s University. He is a Master’s level therapist and is honored to be Chaplain to the Sharon Police Department.

Mr. Boeckman is looking forward to visiting family who live out-of-state and working with the local Hospice. John, we wish you well in your retirement!

## GOVERNOR WOLF PROCLAIMS JUVENILE JUSTICE WEEK OCTOBER 4 - 10, 2020

Governor Tom Wolf proclaimed the week of October 4 – October 10, 2020 as Juvenile Justice Week in Pennsylvania. Juvenile probation departments across the Commonwealth are encouraged to utilize Juvenile Justice Week as an opportunity to engage the public about the mission and outcomes of Pennsylvania’s juvenile justice system.

The proclamation notes that Pennsylvania’s juvenile justice system is charged with “providing programs of supervision, care, and rehabilitation, as well as providing balanced attention to the protection of our communities, the imposition of accountability for offenses committed by juveniles, and the development of competencies to enable children within the jurisdiction of the juvenile justice system to become responsible and productive members of their communities.”

**We encourage Chief Juvenile Probation Officers to send media accounts of local Juvenile Justice Week activities to [ra-oajjcnews@pa.gov](mailto:ra-oajjcnews@pa.gov) for publication in a special section celebrating Pennsylvania Juvenile Justice week. Please have all entries submitted by October 23, 2020.**

# PENNSYLVANIA'S 2019 JUVENILE COURT ANNUAL REPORT

## Delinquency Dispositions – Most Serious Alleged and Substantiated Offenses

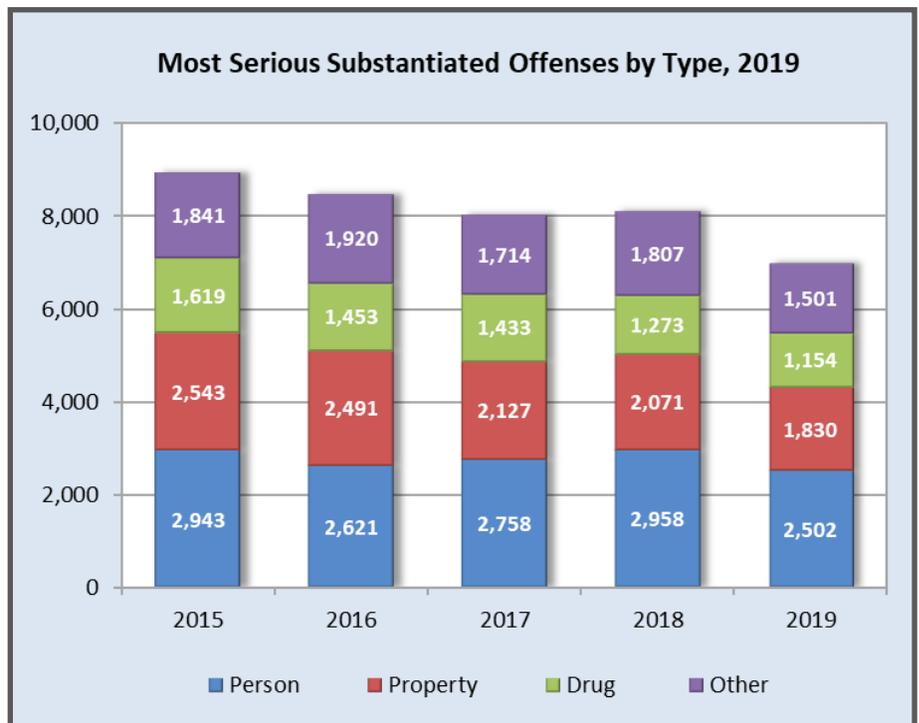
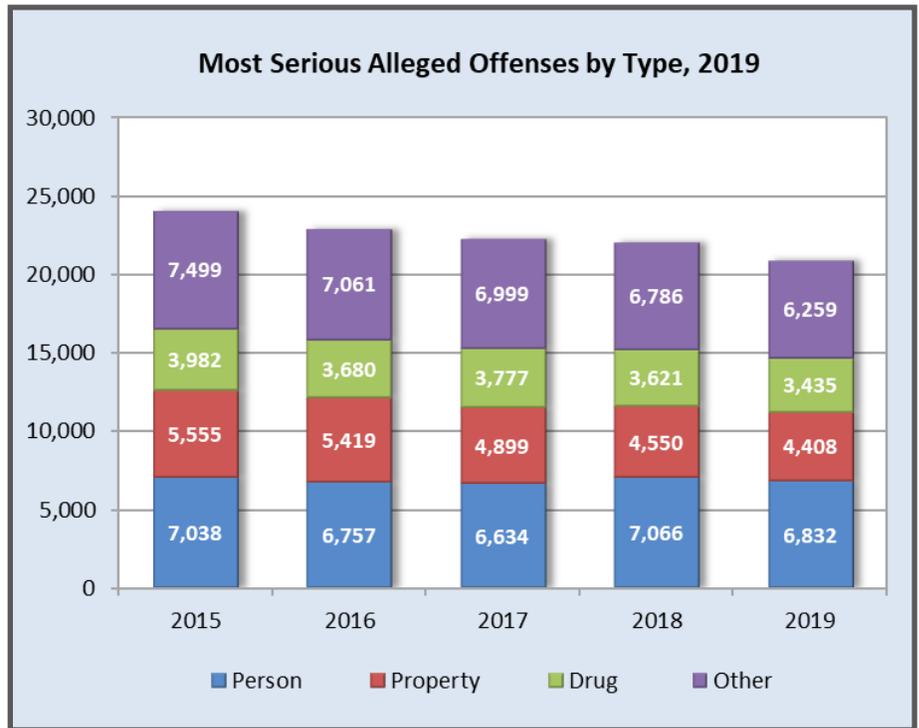
Most serious alleged offenses\* in Pennsylvania have decreased by 4.9% from 2018 to 2019 and have decreased by 13.0% since 2015. The number of alleged offenses within the “Other” offense category has shown the largest decrease (7.8%) from 2018 to 2019, followed by Drug offenses (5.1%), Person offenses (3.3%), and Property offenses (3.1%). Since 2015, Property offenses have shown the sharpest decline (20.6%). “Other” and Drug offenses have also declined considerably, 16.5% and 13.7%, respectively. Person offenses decreased 2.9% over this five-year time period.

\*Most serious alleged offenses are compiled based on the most serious alleged offense for each juvenile delinquency disposition.

Similar to the most serious alleged offenses, the number of substantiated offenses\* also declined in this time period. From 2018 to 2019, the largest decrease occurred in the “Other” offense category (16.9%), followed by Person offenses (15.4%), Property offenses (11.6%), and Drug offenses (9.3%). The total number of substantiated offenses in 2019 remains well below 2015 levels. Similarly, each category of substantiated offenses (Person, Property, Drug, and “Other”) remained below their respective 2015 levels.

\*A substantiated offense is any petitioned offense the court finds the juvenile committed.

County-specific data on Most Serious Alleged and Substantiated Offenses can be found in the appendices of the Pennsylvania 2019 Juvenile Court Annual Report at <https://www.jcjc.pa.gov/Research-Statistics/Disposition%20Reports/2019%20Juvenile%20Court%20Annual%20Report.pdf>.



## Annual Report Dashboard

The Juvenile Court Judges' Commission (JCJC) is pleased to announce the release of the Pennsylvania Juvenile Court Annual Report Dashboard. This is the first publicly accessible JCJC iDashboard and is designed to mirror many of the key charts and tables from the published JCJC Annual Report.

The dashboard will be accessible from a link on the JCJC website which will redirect viewers to the iDashboard Application. The first page is a Welcome Page which displays clickable icons in five topic areas: Allegations, Detentions, Dispositions, Demographics, and Placements.



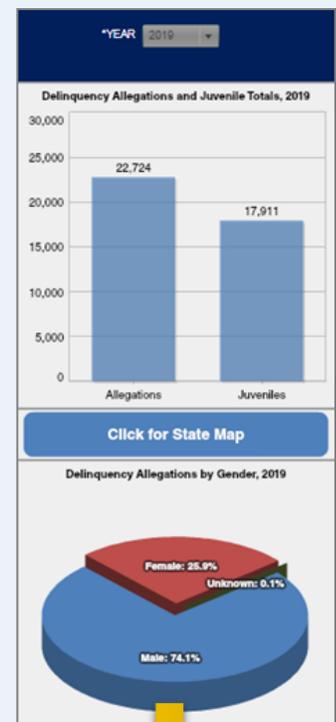
After selecting one of the icons, viewers are shown additional pages that display charts and tables for the topic selected. All pages will default to the most current reporting year, but include a drop-down selector to allow viewers to see historical report data for previous years.

Most of the charts will display statewide totals, but they are interactive, allowing viewers to click on a specific chart and iDashboards will open another chart with more detailed information on the topic. There is a separate page that shows a county-based statewide map for each topic area.

Currently, the dashboard is in the initial stages, with additional development planned.

The dashboard can be accessed by clicking the Data Dashboard icon on the JCJC website at <http://jcjc.pa.gov> or:

<https://www.jcjc Dashboards.pa.gov/idashboards/viewer?guestuser=guest&dashID=507>



COUNTY	TOTAL	STATE PCT	MALE	FEMALE	GENDER UNK	WHITE NH	BLACK NH	HISPANIC	OTHER	ET
Adams	154	0.7%	123	30	1	103	16	29	2	
Allegheny	2,259	9.9%	1,588	671	0	685	1,465	26	78	
Armstrong	77	0.3%	59	18	0	67	3	2	5	
Beaver	408	1.7%	277	131	0	189	188	8	21	
Bedford	43	0.2%	35	8	0	41	1	1	0	



## Working Together in the Pandemic: Tips for Juvenile Justice Administrators and Supervisors in Preparing for the Future

The challenges currently facing juvenile justice settings around the U.S. are abundant and the impact of these challenges will have implications for how well youth, families, and staff ultimately respond and recover. Personal loss already is and will continue to be a major theme that many will experience during and after the pandemic. Many have experienced the death of someone close to them due to COVID-19 as well as significant disruptions to their social support. Colleagues and family members may be experiencing lost income and/or employment. Youth in particular, may be experiencing disruptions to important life events (e.g., lack of employment opportunities, graduation, family visits and events).

As a juvenile justice professional, you will be facing a changing workplace landscape. Staffing patterns may be altered during the pandemic for safety reasons and permanently changed due to mandated reductions in workforce because of hiring freezes, furloughs, or layoffs. Staff positions may be repurposed, moving colleagues into different roles and responsibilities in the short-term that end up more or less permanent in the long-term. Community agencies that were once essential partners in providing services to youth and families may no longer be accessible due to the changing economic and financial realities.

Anticipating how youth, their families, and staff will manage the next wave of stress connected to these losses, as well as the potential trauma from this experience, is important to consider now. In many ways, as a juvenile justice professional, you probably have been managing responses to this pandemic as a sprint – asking yourself questions like how do you make quick decisions to get through the immediate crisis of the moment? Like long distance runners, you need to pace yourself, however, and the overall response to it should be viewed as a marathon. The implications of the pandemic could last for some time. Just as a marathon, you need to pace yourself, keep moving, and know that many new stressors may emerge along the overall path to recovery.

### Questions to Consider in Preparing Juvenile Justice Programs for the Future

- What resources have been provided to staff focused on responding to the short-term stress associated with the pandemic? Are these resources appropriate and responsive to managing chronic stress?
- Are the mental health resources available to agency staff (e.g., Employee Assistance Programs, mental health coverage via insurance plans) accessible and adequately staffed/trained to respond to stress and current mental health needs related to the pandemic?
- Is the leadership or supervision team within the agency proactively mapping out an agency response plan that takes into account the changing professional landscape? Is this plan being communicated regularly to agency staff?
- Is there outreach to the array of community service providers and/or active collaboration with other cross-discipline stakeholders (e.g., child welfare, education, health) to consider how impacts on one part of the overall system may affect your agency activities in the short-term and long-term?
- What level of communication about specific organizational challenges is occurring with the overall juvenile justice system? For example, as a juvenile detention administrator, are you communicating with the director of community services probation, the court, and law enforcement about the unique challenges and impacts you are facing?
- How have you, as a supervisor, taken extra steps to support your work team in this time of crisis, and how could they do this in other ways that haven't yet occurred?
- How have you, as an administrator, taken extra steps to support all of the center's staff, particularly front-line workers, as they do this in other ways that haven't yet occurred?

## Do's and Don'ts for Being Proactive and Preparing for Future Challenges

**DO** adopt a clear and consistent communication style with your agency staff, taking the time to identify problems and outline the methods to solve those problems.

**DON'T** issue administrative edicts that lack appropriate context and reasoning. These will exacerbate stress and uncertainty. Just like youth, staff need to have a sense of structure and predictability in the workplace and will look to agency leaders and supervisors as role models in responding to pandemic-related stress.

**DO** consider both the short-term and long-term impacts of pandemic-related stress on agency staff related to staff loss, burnout, job duty changes, and what resources can be made available for agency staff to adjust and respond.

**DON'T** assume that your level of coping and/or the coping demonstrated by other administrative/supervisory staff reflects the experiences of all staff across your agency.

**DO** actively engage in cross-system collaboration recognizing that other partners (e.g., behavioral health, child welfare, education, healthcare) are facing many of the same budgetary and staffing changes as your agency.

Recognize that collaborative engagement and response is needed to ensure some level of consistency and continuity in how all systems are responding to the needs of youth and families they serve.

**DON'T** operate with an emphasis on “taking care of my own.” Improving the overall functioning of youth and families, by appropriately responding to their needs, is one of the best methods of protecting the public and reducing further system contact. This will require a collaborative effort by all child-serving systems.

**DO** reach out to youth and families to gauge how well the agency is meeting their needs and responding to ongoing challenges and stressors impacting them.

**DON'T** assume that as your agency has settled into a new business-as-usual mode the lives of the youth and families you serve have also reached a comparable level of acceptance and functioning.



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## NATIONAL JUVENILE JUSTICE ANNOUNCEMENTS

The following announcements are reprinted from JUVJUST, an OJJDP news service:

### PRESIDENT TRUMP ISSUES PROCLAMATION FOR NATIONAL GANG VIOLENCE PREVENTION WEEK

President Donald J. Trump has issued a [proclamation](#) recognizing September 20 to 26, 2020 as National Gang Violence Prevention Week. This week-long observance is dedicated to combating gang violence in communities nationwide. OJJDP supports a range of [programs and activities](#) designed to prevent and suppress gang violence and recruitment. OJJDP also assists young victims and witnesses of gang violence. The OJJDP-supported [National Gang Center](#), co-funded with the Bureau of Justice Assistance, provides information, training, and technical assistance to help communities address gang problems.

#### RESOURCES:

- Learn more about OJJDP's [Comprehensive Gang Model](#).
- View and download OJJDP's [youth gangs fact sheet](#).
- View and download "[A Law Enforcement Official's Guide to the OJJDP Comprehensive Gang Model](#)."
- View and download the National Gang Center's "[Gangs in Schools](#)" bulletin.
- Watch the OJJDP video webinar "[Comprehensive Gang Model: Building Impactful Collaboration Through Community Mobilization](#)."
- Follow OJJDP on [Twitter](#) and [Facebook](#).

### OJJDP ANNOUNCES UPCOMING WEBINARS

Register for upcoming juvenile-justice related webinars on funding, programs, and initiatives.

- October 1, 2020  
[He Said, She Said, We Looked: How to Find Corroborating Evidence](#)  
[-Register](#)
- October 6, 2020  
[Creating Trauma-Informed Child Welfare Organizations](#)  
[-Register](#)
- October 13, 2020  
[Defending the Forensic Interview in Court: The Importance of Preparing with Your Prosecutor and What the Conversation Should Look Like](#)  
[-Register](#)
- October 14, 2020  
[SHIFT Effective Leadership Series 2: Self-Compassion for Effective Leaders](#)  
[-Register](#)

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