State Relations and Assistance Division Monthly Call with States
Juvenile Justice Call
May 13, 2020
2:00 to 3:00 P.M. EDT
U.S. Department of Justice, Office of Justice Programs
Office of Juvenile Justice and Delinquency Prevention

SUMMARY

The Office of Juvenile Justice and Delinquency Prevention's (OJJDP) **State Relations and Assistance Division (SRAD)** held its monthly call with designated state agency (DSA) personnel on May 13, 2020. The web-based meeting focused on and was open to Juvenile Justice Specialists and other interested DSA personnel. Lisa Hutchinson, Director of Center for the Coordinated Assistance to the States (CCAS), provided staff support for the call and Katie Penkoff, Deputy Director for CCAS, served as the moderator. James Antal, Associate Administrator of OJJDP's Special Victims and Violent Offenders Division provided an overview of the division's open solicitations.
Akin Fadeyi, Deputy Executive Director of the Performance-*based* Standards (P*b*S) Learning Institute, presented on measuring and monitoring performance through P*b*S and addressed questions from attendees.

WELCOME AND INTRODUCTIONS

Dr. Lisa Hutchinson opened the meeting and Dr. TeNeane Bradford, SRAD Associate Administrator, welcomed all participants to the call. The following OJJDP representatives, CCAS members, and DSA personnel were in attendance:

OJJDP	Name
X	Caren Harp
X	Chyrl Jones
X	TeNeane Bradford
X	Keisha Kersey
X	Nicole McCrae
	Alyssa Malcomson
X	Tina Borner
	Keith Towery
	Didier Moncion
	Keith Towery
X	Marisa Harris
X	Ricco Hall
X	Brittaney Ford
X	Ashley Washington
CCAS	
X	Lisa Hutchinson
X	Okori Christopher
X	Katie Penkoff

X	Cassy Blakely
X	Kia Jackson
X	Kenya Roy
State	**In Attendance/Mark with X**
1. Alabama	
2. Alaska	Ellen Hackenmueller
3. American Samoa	
4. Arizona	Steve Selover
5. Arkansas	Sheila Foster
6. California	Timothy Polasik, Eloisa Tuitama
7. Colorado	Kelly Abbott, Anna Lopez
8. Connecticut	
9. Delaware	
10. District of Columbia	Melissa Milchman, Kristy Love
11. Florida	
12. Georgia	Jay Neal, Stephanie Mikkelsen
13. Guam	
14. Hawaii	Shannessy M. Ahu
15. Idaho	Chelsea Newton
16. Illinois	Andrea Hall
17. Indiana	
18. Iowa	Dave Kuker
19. Kansas	Brock Landwehr
20. Kentucky	
21. Louisiana	Demetrius Joubert
22. Maine	
23. Maryland	William Jernigan
24. Massachusetts	Jim Houghton
25. Michigan	Paul Elam, Melinda Fandel
26. Minnesota	Callie Hargett
27. Mississippi	Jackie Ledger
28. Missouri	
29. Montana	Rachel Gemar
30. Nebraska	
31. Nevada	
32. New Hampshire	Pamela Sullivan
33. New Jersey	Shaniqua McRae
34. New Mexico	Bill Kearney
35. New York	Tom Andriola
36. North Carolina	Toni Lockley
37. North Dakota	
38. Northern Marianas Islands	Joylene Nasalik
39. Ohio	Kristi Oden
40. Oklahoma	
41. Oregon	Sonji Moore, Ryan Shands

42. Pennsylvania	Greg Young
43. Puerto Rico	
44. Rhode Island	Gina Tocco
45. South Carolina	Trevon Fordham
46. South Dakota	
47. Tennessee	Zanira Whitfield, Vicky Taylor
48. Texas	
49. Utah	
50. Vermont	Elizabeth Morris
51. Virgin Islands	
52. Virginia	Greg Hopkins
53. Washington	
54. West Virginia	John Stigall
55. Wisconsin	Allison Budzinski, Sabrina Gentile
56. Wyoming	Brandon Schimelpfenig

OJJDP Open Solicitations

Dr. Bradford introduced James Antal. Mr. Antal, Associate Administrator of OJJDP's Special Victims and Violent Offenders Division provided a brief overview and closing dates for several of the division's open solicitations and shared the solicitations are available on OJJDP's and the Office of Justice Programs' websites.

1. OJJDP FY 2020 Comprehensive Anti-Gang Programs for Youth (Close date: May 26, 2020)
   The first opportunity Mr. Antal shared was the *Comprehensive Anti-Gang Programs for Youth Solicitation*. He explained that there are two categories of funding for this solicitation. The first category is focused on intervention approaches such as programs for youth that are at risk for joining gangs or programs for youth in communities with a gang presence. For this category, Mr. Antal shared non-profits, units of local governments, and states and territories are all eligible to apply and the awards are up to $500,000 per award for a three year period. The second category is for suppression and is for communities to develop strategies to prevent and reduce youth gang violence. Again in this category, non-profits, units of local government including law enforcement agencies, states and territories, federally recognized Indian tribal governments, and institutions of higher education are eligible to apply.

2. OJJDP FY 2020 Preventing Trafficking of Girls (Close date: May 26, 2020)
   Mr. Antal explained that this solicitation is intended to provide services for preventing the trafficking of girls. He explained OJJDP will make up to four awards under two categories. The first category is for up to three project sites to provide prevention and early intervention services with awards up to $400,00. The second category is for one award for training and technical assistance with a maximum award of $600,000. The focus of the project sites is the replication or expansion of prevention and early intervention programs for girls who are at risk of or are victims of sex trafficking. Mr. Antal noted that there a lot of good programs across the country that are engaged in prevention and early intervention work and communities that have this interest and issue.

3. (Close date: June 1, 2020)

The third opportunity Mr. Antal shared focuses on reducing risk for girls in the juvenile justice system. He explained that OJJDP will provide up to four awards of up to $425,000 each and that states and territories, units of local government, non-profits, institutes of higher education and tribes are all eligible to apply. Mr. Antal stated that goal of the solicitation is work with girls that are involved in the juvenile justice system to develop direct service programs and expand existing programs around early intervention. He provided examples of possible applicants such as programs operated within local juvenile detention centers or within juvenile probation departments and offered that such programs could be in partnership with non-profits across the country.

Performance-*based* Standards (P*b*S)

Brittaney Ford, OJJDP SRAD Program Manager, introduced presenter Akin Fadeyi. Mr. Fadeyi, Deputy Executive Director of the P*b*S Learning Institute, presented on measuring and monitoring performance through Performance-*based* Standards and shared the work in which the institute engages to support data-driven juvenile justice system improvement efforts. Mr. Fadeyi discussed the P*b*S model, its values and guiding principles, the benefits of participation, the domains and goals included in the standards, the P*b*S improvement cycle, the data collected and outcomes measured, and the reports generated to assist juvenile justice system stakeholders in engaging in data based decision making and continuous quality improvement efforts.   Mr. Fadeyi also responded to questions from call attendees on P*b*S.

As presented by Mr. Fadeyi:

What is PbS?

What is P*b*S? P*b*S is a data-driven improvement model primarily geared toward juvenile justice agencies, juvenile justice programs, and facilities. The P*b*S model is used in detention centers, short-term placements for youth, pre- and sometimes post-disposition, facilities for kids who are waiting placement, corrections programs, corrections facilities, long-term facilities, post disposition. Additionally, P*b*S has a model for assessment facilities around the country, programs to determine appropriate placement for youth, and also serves community based residential programs. The new foray for P*b*S is on re-entry services.

PbS provides very comprehensive goals and standards that facilities should strive to meet. The goals and standards are aspirational, not pass or fail. Rather than providing just goals and standards, P*b*S provides blueprints of best practices, based on research over the years and field experience to guide those agencies, the facilities, the programs to meet the very high standards. P*b*S also provides outcome reports and data summaries in a way that facilities can easily comprehend. The reports and summaries are presented in a way for facility personnel to have a good idea, a good gauge of what is going on in their programs. Based on this information, P*b*S provides participating entities improvement plan templates designed to provide guidance on what aspects of programs and operations can be improved upon. Through the improvement plan templates and guidance, participants are connected to network of professionals in the field, others engaged in similar efforts. The P*b*S Learning Institute provides a great deal of technical assistance coaching, current research in juvenile justice, and connections to resources as well to help facility staff and agency leadership in their work.

Values and Guiding Principles

P*b*S is based on a set of values and guiding principles. The most central of these values and principles is that programs should be run as if the next child coming in is one of our own. This value in particular guides a lot of the standards, the way P*b*S would like facilities to collect data, to measure what they are doing. PbS was founded on these strong values and principles and continues to operate on these values and principles today.

P*b*S standards are very comprehensive. The standards cover everything from the time of admission to release that a youth should experience in the facility, the work environment for staff, and the atmosphere for visitors and volunteers when they visit the programs. P*b*S is based on a common core:

- Performance not process outcomes
- Uniform data definitions
- Standardized processes
- Protect privacy
- Use information to create change, reform and improvement

Benefits of Participation

P*b*S allows programs, agencies to always improve, so they are not static. Personnel have an idea of what is going on in their programs and facilities and can use P*b*S data to always drive improvement. Based on the data collected, PbS provides information that serves as a good tool to measure and track performance indicators. Performance indicators get to the heart of making facilities and programs safe for the youth, work environment for staff, for families, for volunteers, and PbS also fosters the effort of monitoring effectiveness of those programs provided for the kids and ensuring accountability.

When considering some of the goals of OJJDP itself, enhancing safety, ensuring accountability, P*b*S gets into the heart of that, but most importantly, for the work of Juvenile Justice Specialists, and especially when it comes to empowering youth, making sure that youth have a voice, what P*b*S does also is to measure and track key indicators to foster achieving positive outcomes for those youth who are involved in the juvenile justice system. This is reported every six months so participants can track their progress over time and they are able to compare themselves to others around the country engaged in similar work.

With PbS, the data that is provided based on the data driven improvement model helps participating entities increase their transparency, accountability, and to gain that public support that is needed especially when funding is required. You want to justify when you ask them as Juvenile Justice Specialists, when you visit the programs or the facilities, they are able to show with their data how effectively they are utilizing the public fund available to them. As a strong benefit of participating in P*b*S is the ability to access best and research based practices and to access a wealth of resources to to help participants do what they do best, which is providing programming, services for kids, in an environment that is conducive to staff, to volunteers, and that public tax payers will be satisfied that their funds are being used in the right way.

History of P*b*S

P*b*S started in a reaction to things going on in the late '80s. Some will remember the Crack Epidemic

where a lot of kids were locked up and all of that and that led to the Conditions of Confinement study that was done between 1990 and 1993 by Abt Associates out of Cambridge, Massachusetts. Their report led to OJJDP putting out a request for proposals that the Council of Juvenile Correctional Administrators, CJCA responded to. CJCA is now known as CJJA, Council of Juvenile Justice Administrators. They responded to the request for proposals and they were selected to develop and with the able guidance of OJJDP to then bring out the standards that the P*b*S Learning Institute now uses today. Over the years, the standards have been revised, improved on, and to continue to be very useful to P*b*S participants. So all of that was launched as a paper and pencil project, system, and process in 1995.

Around the millennium, late in 1999, all of that moved from paper and pencil to web based. Everything in P*b*S now is web based. If your role as a Juvenile Justice Specialist, if you request and are granted access to data from the agencies in your jurisdiction, you will be able to view the data online. The data is all available and in some states, based on the mandate of the Governor, they have been able to put all of their data online for the public to be able to see.

These are some key milestones over the years of P*b*S. In 2004, P*b*S won the Innovations in American Government Award. This is something out of Harvard University in Cambridge, Massachusetts where they are looking at public programs that are innovative and easily replicable around a country. In 2010, P*b*S celebrated its 15th anniversary. P*b*S will celebrate its 25th anniversary this year. In 2015, P*b*S was awarded a cooperative agreement to develop re-entry standards and in 2018 through another cooperative agreement was able to build the capacity for data collection and reporting of re-entry data.

Participating Entities

As shown on the map, there are 113 juvenile correctional facilities, 42 detention facilities, 12 assessment facilities, and 25 community residential programs across the United States participating in P*b*S. The states that are blue are states where there is at least one entity participating in P*b*S. The blue states that are outline in red represent new facilities and states that just started P*b*S in October 2019.

Domains and Goals

The domains and goals of P*b*S get into the heart of what OJJDP is expecting, what Juvenile Justice Specialists in their roles should be expecting of programs in regards to making facilities safe, monitoring program effectiveness and achieving positive outcomes for youth, safety of youth of staff, family volunteers and visitors, how orderly the facility is. Yes, we want them to have behavior management system, but how well is that going, with the outcomes as you present that. Look at the goals on the security, how they protect for public safety in a safe environment for youth staff, because things are to go well, for them to be able to learn and for the treatment that's expected to be delivered. Look at the goal under programming, to provide meaningful opportunities and services to youth to improve their educational, vocational competence, so that they become productive citizens.

Look at health, behavioral health, and most importantly, preparing them for life after release, reintegration measures, which are now going to be, which will be tied to re-entry measures and something that is new and I know this goes into what you do as Juvenile Justice Specialists as well. It gets into the family and social support, which should begin while the kid is in custody and enhanced when they are released back to the community. You might want to know that sometimes the data that we expect agencies, facilities to collect lends itself to constant improvement. As of October 2019, if I can just share this rather quickly, because of our expectations of staff, of these facilities and programs, we

have more than 16 agencies now reporting that they have family counsels in their facilities, which is very good.

How P*b*S Works: Improvement Cycle

P*b*S fosters facilities to take action towards goals, gather evidence of achievement, to study, to reflect, and to take action that will lend itself to enhancing confidence in what they are doing, in providing programming services for kids in an atmosphere conducive to rehabilitation or habilitation.

This is how P*b*S works, data is collected primarily two months of the year and some data collection is ongoing. and I say primarily because there's some data that's on going. The three part cycle includes collecting data; analyzing performance; and creating improvement. Sites data is collected online to get their reports online, with the help of an assigned coach, they are able to analyze and then develop and implement an improvement plan.

Measures

Within the cycle, data is separated in two ways. There is administrative data and then data obtained from surveys. Participating facilities are trained to collect all of that data, and in the survey data of youth, of staff, of families, which are just perception climate surveys, they check on what is reported by sites as well and all of that fosters good data that again will help the field, help facilities to manage for improvement.

Support with Data Entry

Close to 99% of the data can be entered freely without effort, too much effort by the agencies or facilities, because P*b*S something that is called the Application Program Interface that can be uses to extract data if participants are collecting data in the facilities, in the programs. And also P*b*S uses what looks like a iPad, small mini pad. The devices are called P*b*S kiosks that are given to youth, to staff, and families to directly enter and then that data is uploaded to P*b*S. That cuts down a lot of data entry and what it does, the kiosk also fosters confidentiality, privacy, that P*b*S feels is very, very important so that the staff, the youth, and families feel that their data is anonymous and is being directly submitted to P*b*S.

Blueprint: Standards and Outcome Measures

The Blueprint which contains PbS Standards and Outcome Measures is a small bible to guide programs, facilities in what they do. The way the Blueprint is laid out helps participants not only to understand the standards and the outcome measures but to use the information to drive improvement, which is the goal, a data driven improvement model. For example, in the P*b*S domain areas shown earlier, if you take safety, there are seven key points that P*b*S wants facilities to pay attention to. Key points include such things as injuries to youth and staff, preventing suicidal behavior, youth and staff fear for safety, assault and fights, zero tolerance for sexual abuse, staff-youth ratio, and staff-youth relationships. These are key salient points that P*b*S feels drives safety in a program, a facility. P*b*S expounds on the key points by letting participants know why, for example, injuries should not be tolerated and why injuries should be reported and why participants need to pay attention to injuries. The outcome measures on the blueprint are designed to guide facilities to reduce injuries, prevent suicidal behavior, give youth a say, give staff a say, and take youth and staff voice into consideration.

P*b*S Website and Data Dashboards

The P*b*S website is very robust. The website is where agencies, facilities, and programs collect data. The way in which the site/data dashboard is organized is customizable and can be shaped to reflect the needs and preferences of participants. The site includes data collection, surveys, news items, current events or topics, announcements for P*b*S.

All data is entered and housed on the P*b*S website as to not take up space on participating entities' systems. The kiosk, all the entries using application programming interface, and the reports are produced based on an all of the P*b*S domains. In the process, there is a lot of data quality assurance that comes into play. P*b*S is always checking. Systems are developed to check a lot of the data, the surveys looking at the perceptions of youth, looking at the actual data, and whether things are matching. The data quality assurance is designed also to make sure that what facilities are reporting are what they feel comfortable with to say, "This is what happened in our facilities, in our programs during the data collection months," and also that would inform the field average, because facilities are always being compared over time, every six months, and they are being compared to the field. Let me use this slide as an example.

Reports

The reports are presented in a way that participating facility and program personnel should be able to relate to and again, they do not have to be a statistician to be able to understand what the report pertains to, what it portrays about what is going on in the facility or program and to use it to analyze and then to foster development of improvement plans. Some of the reports, in regards to the perception, this is a question that P*b*S asks kids. Within the past six months at this facility kids are asked if they have feared for their safety. As a Juvenile Justice Specialist, when you do visit these programs, ask for this. They should be able to show you what is going on in regard to what kids said within the last six months, what they see as what is going on. There is a lot of information within PbS that can help Juvenile Justice Specialists in meeting the requirements of your position and enhancing public safety in your jurisdiction.

Youth Activity Log/Unit Log Summary

Interactive reports provide a snapshot of the activities in which you are engaged on a daily basis during the data collection. Specifically, the amount of time youth spend in education, programming, recreation, leisure, and in sleeping rooms is tracked. The P*b*S generated reports provide leadership and direct service personnel a picture of how well they are engaging young people in custody during that period. If youth are not very well engaged, then facilities or programs might start seeing a lot of confinement going on.

Use of Youth Confinement

Confinement is also presented as P*b*S reports help explore the events that led to confinement. Is it a consequence of rule violation? A kid requesting to his or her room to cool off? Is it to protect kids from each other or for medical reasons? For suicidal behavior? P*b*S seeks to know anytime confinement is used, and this information may also be helpful to Juvenile Justice Specialists. Additionally, P*b*S seeks to collect the duration of confinement when it is used and the number of times a particular youth was confined during the reporting period. These data are presented to foster good analysis of data to not

only know why kids are being confined, but also to engage in a plotting process and develop action plans to mitigate against continued high confinement of kids.

Use of Restraints

P*b*S also collects information on the use of restraints. want to know about restraints. Agencies, programs, and facilities are expected to have a good behavior management system, but how well is that going? That could inform observations on the use of confinement, that could come also from how the restraints being used on those young people. Data in the PPT is from the October 2019 data collection. P*b*S seeks to know all times restraints are used in an incident: physical restraints, mechanical restraints, other restraints, whether it is chemical restraints. P*b*S is not endorsing any type of restraints. Data on when restraints are used help agencies, facilities, and programs know how well their behavior management is working or not working, how well kids are being engaged, so that the juvenile justice system fosters the goal of empowering youth and empowering youth for positive youth development, positive youth outcomes.

Improvement Plan Templates

P*b*S is not accreditation or certification, but the improvement plan is the lynch pin. This is what P*b*S want agencies, facilities, and programs to pay attention to, things that are not going well. They work on their action plans with their assigned coach, develop good action plans based on a seven point logic model to develop a robust plan, implement those plans, collect data to see how well those plans are going, and if things are not going well, based on research, based on data, continue moving towards the desired improvement.

Youth, Family, and Staff Perceptions

The data collected through PbS helps agencies, facilities, and programs understand youth, staff, and family perceptions and explore youth outcomes over time. What youth are saying and their reflections on positive experiences while in custody informs the fact that when youth have positive experience it reduces the likelihood of reoffending. Youth, staff, and family perceptions of safety and youth outcomes are broken down by race and ethnicity.

Reentry Preparedness

P*b*S is making great strides in developing and analyzing youth reentry surveys assessing youth perceptions on reentry preparedness and fairness of the services received. In your role as Juvenile Justice Specialists, especially in preparing kids for life after custody, these indicators are reports provide information that you might find useful and helpful.

Family Readiness and Preparedness

In addition to youth readiness, PbS also examines how ready and prepared families are to engage in youth treatment and support youth their reentry. Family surveys ask family members to reflect on their level of awareness of, agreement with, and/or participation in treatment plans, release date decisions, discharge plans, and post-release supports.

Conclusion

The ultimate purpose of collecting the data is to provide a basis for action and a recommendation to drive improvement. P*b*S is all about a data driven improvement model to improve what happens to youth in custody and also to ensure that taxpayers' money is being well used.

Questions from the States

John Stigall, WV – Can you discuss what the differences between what PbS collects and what the American Correctional Association helps members collect?

Akin Fadeyi: Thank you for the question. We have very detailed information on our website about what P*b*S does, but let me just be quick to respond this way. P*b*S is collecting data twice a year. We've been doing this now for, this is our 25th year as I said and ours is based on purely on data. We are not an accreditation body like ACA. What we try to do is this, let your data do the talking for you. How well are you trying to meet those policies? How well are you practicing what you said? Your data should speak for you. How our standards are being compared to ACA is that ours are geared toward juvenile justice facilities and we do that very well based on the guiding principles that I alluded to earlier. This is done every six months, not every three years, the way ACA is. Most kids are not there long enough every three years. They don't stay three years anymore. On the average now, kids stay less than a year, so P*b*S is geared towards that, so you can get an update every six months on what's going on and, again, and this is very, very important. We are not just looking at what's policy. It's what you do with policy that's very, very much important to P*b*S and your data is what speaks to that. Every facility is assigned a coach as well to help facilities to not only meet the standards but to guide their process in the analysis of their data, to help them with developing and implementing those plans. So those are the things that P*b*S brings to the field, that's I think very different from what ACA does. I hope I answered your question, sir.

Katie Penkoff, CCAS: How would a Juvenile Justice Specialist learn what systems, what juvenile systems, short term, long term systems within their state may be participating in P*b*S?

Akin Fadeyi: Thank you again for the very good question. Because of what we do with agencies, I would rather you just email me and then I'll be able to tell you the programs that are in your state or the facilities in your state that are participating. Please take advantage of that and I understand from OJJDP that now you can use, if your state or facilities in your state, jurisdictions are not participating, you can use your Title IV E money to fund, to pay for their participation, but please just email and then we will be able to respond to that. My email is at the bottom of the slide (afadeyi@pbstandards.org) and I will be quick to respond to you to let you know the programs, the facilities that are participating in P*b*S in your jurisdiction. I hope that is helpful.

Greg Hopkins, VA: What does P*b*S use to track performance data? What are some of the performance key indicators that you suggest should be tracked when implementing juvenile community programs?

Akin Fadeyi: Right, thank you again, and that's a very good question. We have so many outcomes that we want facilities to track and they are all around a fact of, again, ensuring safety of the kids in custody and in doing that, right, we want to know how those agencies promote best practices in regards to the

safety, well-being, and the data that we will be requiring would be in terms of all incidents during, you know, that happened in the program, we want to how well they are using their behavior management protocols, behavior management system, their behavior management practice. And also we would like to know how well staff, youth, visitors, families perceive what is going, because we feel that those are key data that facilities should want to know, should be aware of, because they are the key indicators to not only how safe the facility is, how effective they are in delivering on what that should be and, which is the goal of having those kinds in the programs is to promote positive youth outcomes, positive youth development. So those are a few key indicators.

Again, please reach out, I can always get more into that and even give you much more than what we can talk about now. I hope that's helpful.

Closing Remarks

Associate Administrator Dr. Bradford expressed her deep gratitude to Mr. Fadeyi for facilitating the presentation and being a resource to the Juvenile Justice Specialists. She also encouraged Juvenile Justice Specialists to reach out with questions or concerns about their work. Dr. Bradford also noted that SRAD is collecting and tracking questions, particularly about COVID, and that information related to those questions will be shared with Juvenile Justice Specialists when allowed.