Proposal to the
Office of Juvenile Justice and Delinquency Prevention

OJJDP FY 2022 Second Chance Act Youth Reentry Program

Announcement: O-OJJDP-2022-171234

<u>Program Narrative</u>

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by the

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Building Local Youth Reentry Data and Performance Measurement Capacity Program Narrative

DESCRIPTION OF THE ISSUE

Since 2015, approximately $330 million[1] of Second Chance Act (SCA) grant funding has been allocated to support the implementation of reentry best practices with the belief those practices will result in positive outcomes, increase public safety and reduce recidivism. However, little is known about the effectiveness of the reentry programs for young people and recidivism rates for juvenile justice continue to be as high as 75%.[2] In 2015, the Office of Juvenile Justice and Delinquency Prevention, (OJJDP) Office of Justice Programs, US Department of Justice, launched two juvenile justice data improvement programs to identify reentry and best practice data to better understand what helps young people succeed after system involvement. The Initiative to Develop Juvenile Reentry Measurement Standards (RS) project was awarded to the Performance-based Standards Learning Institute, Inc. (PbS), and the Juvenile Justice Model Data Project (MDP) was awarded to the National Center for Juvenile Justice (NCJJ), the research division of the National Council of Juvenile and Family Court Judges (NCJFCJ). In 2018, OJJDP launched a subsequent data improvement project to further that work: Improving Juvenile Reentry Programs' Capacity for Reentry Data Collection, Analysis and Reporting. OJJDP selected PbS with partners NCJJ to provide training and technical assistance to build local capacities and increase the collection and use of the reentry data identified by the two 2015 data improvement programs.

The projects showed juvenile justice agencies struggle to collect, analyze and utilize reentry data, leading to ineffective decision-making and hindering positive reentry outcomes for young people. The necessary data are either nonexistent, inaccessible to pertinent staff members

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[1] Office of Juvenile Programs. 2021. Grants and Funding.

[2] Elizabeth Seigle, Nastassia Walsh, and Josh Weber, Core Principles for Reducing Recidivism and Improving Other Outcomes for Youth in the Juvenile Justice System (New York: Council of State Governments Justice Center, 2014)

or often lost in a communication breakdown between the varied departments and multiple agencies involved in the reentry process. Data collection and quality is impeded by differences in locations and responsibilities, inconsistent reporting and a lack of standardized definitions. Agencies with reentry data are looking for assistance selecting meaningful, accurate data to analyze and strategies and tools to effectively share the findings with the appropriate decision-makers. To persuade decision- and policy-makers to look beyond recidivism requires easy-to-read, high-level data reports of positive youth outcomes and the field is looking for examples and models.

PbS and NCJJ propose to once again partner to provide training and technical assistance to accelerate the implementation of youth reentry best practices and promote positive youth development by building reentry data capacity and performance measurement tools. PbS and NCJJ's experience and expertise gained from leading the previous data improvement projects make us uniquely qualified to accomplish the goals requested in OJJDP's FY 2022 Second Chance Act Youth Reentry Program solicitation for Category 4, Building Local Youth Reentry Data and Performance Measurement Capacity.

The two previous data improvement projects and subsequent reentry capacity-building project demonstrate that PbS and NCJJ have the experience and expertise to meet OJJDP's stated goal in this new project: To help a cohort of competitively selected local juvenile justice agencies improve their capacity to collect, analyze and use data in decision making and to measure and manage program performance to improve youth outcomes, reduce recidivism, promote public safety and demonstrate effective models that inform and inspire other jurisdictions. The previous work exposed additional needs for reentry data collection and practice resources for the field and for a mobile application to make reentry resources accessible to be used by young people. To do so, PbS proposes to expand its team for this new project to add three new partners:

- My New Leaf, Inc., a 501(c)(3) technology organization that creates applications for positive behavioral change and self-improvement through gamification and improved communication methods, developers of OctApp.

- American Institutes for Research (AIR), the host organization for the National Reentry Resource Center, working to advance the reentry field by identifying and promoting evidence-based and innovative practices;

- WestEd Justice & Prevention Research Center (JPRC), a non-profit organization that conducts research on programs that promote positive youth development; and

My New Leaf will use its experience to build a mobile application for young people modeled after OJJDP's "Reentry Starts Here" guide. My New Leaf successfully developed Octapp, a suite of applications designed to give young people a way to manage and monitor their goals and if they desire, use the tool to communicate with probation staff and their families, available for free on the internet. AIR and JPRC will bring their experiences and extensive networks to assist with the development of reentry resources for the field and local content for the proposed mobile reentry application. They are well-positioned to connect with reentry professionals in all 50 states for both gathering and disseminating reentry data collection and general resources.

Additionally, PbS will coordinate with and utilize the expert services of the OJJDP National Training and Technical Assistance Center (NTTAC) to coordinate activities and to enhance and promote resources.

PbS' RS project focused on identifying positive youth outcome data to promote the field's shift away from punitive practices and measures of failure – recidivism. The RS provide jurisdictions with a research-based reentry system framework of guiding principles, practices and youth outcome measures aimed at integrating adolescent development research and neuroscience

into juvenile justice reentry services.[3] Divided into 11 topical domains, the framework provides agencies with aspirational standards to guide reentry services and identifies tools and measures necessary to effectively assess and monitor the extent to which research-based reentry practices are implemented. The framework was developed after an almost two-year thorough and extensive period of reentry research and literature review, as well as a national field scan of existing reentry practices. The framework was field-tested in seven agencies over the course of 18 months for validity, value and ease of use. The framework provides juvenile justice agencies with a structure to design a research-based comprehensive reentry system from the time a young person comes into contact with the justice system to when they end their involvement, whether in the community or in placement. It promotes use of perceptions survey data in addition to administrative data, to bring the voices of the young people, their families and staff into reentry data collect and use for decision-making. Lastly it is designed offer jurisdictions multiple starting points or entrees to improve and enhance their current system.

The framework (see Figure 1) identifies four guiding principles recommended to be integrated in all components of juvenile justice: fairness, accountability, family and collaboration. Those principles guide four research-proven reentry practices: assessment, reentry
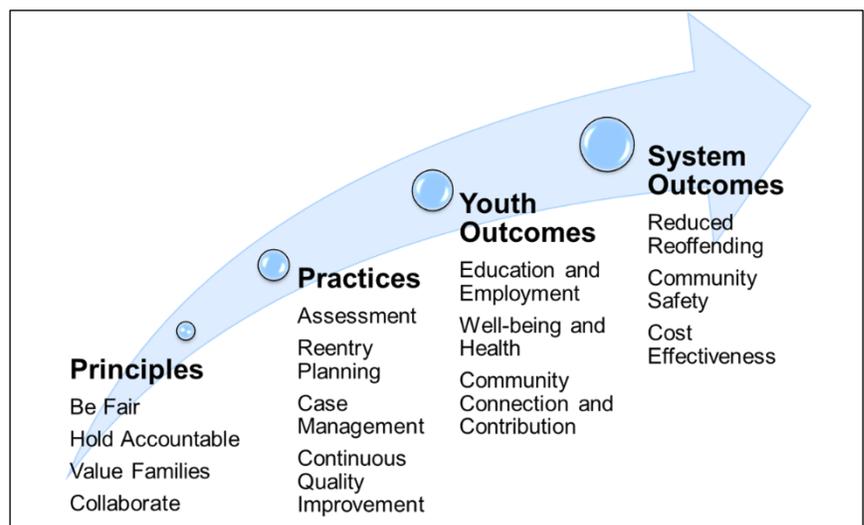

Figure 1: PbS Reentry Framework

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[3] Office of Juvenile Programs. 2020. Initiative to Develop Juvenile Reentry Measurement Standards: Final Technical Report.

planning, case management and continuous quality improvement. Implementation of the principles and practices are measured by the youth outcomes that promote positive youth development: education and employment, well-being and health and community connection and contribution, factors that research suggests have a profound impact on reentry success. The youth outcomes are interim indicators that provide specific and timely information for decision-making and course correcting to prevent negative outcomes from getting worse and to expand the number of young people experiencing positive outcomes. They provide a well-timed alternative to recidivism to learn about reentry programs' impact and focus practices on the skills, competencies, supports, resources, connections and beliefs needed for healthy adolescent development.

The MDP developed model measures from arrest through reentry and presented them to the field in 2018 as the Fundamental Measures for Juvenile Justice (FMJJ). FMJJ provides model data elements and methods for quantifying critical components of the juvenile justice system. FMJJ have been published to an interactive website where the measures are organized within 10 overarching questions that every juvenile justice system should be able to answer and measure specifications for 86 underlying measures and 40 youth and case characteristics. The FMJJ are complimented by a set of 3D Data Capacity Assessment tools[4] that have been the foundation of data capacity assessments in more than 15 jurisdictions nationally to see how they compare with the FMJJ framework. OJJDP recognized an opportunity for further refinement and expansion of the FMJJ to identify additional reentry measures and align these with the mostly qualitative measure framework that the RS represents. The Fundamental Measures are focused primarily on

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[4] Deal, T., Schiller, W., Taylor, M., & Boc, J. (2018). *Model Data Project 3D Data Capacity Assessment: Infrastructure.* Pittsburgh, PA: National Center for Juvenile Justice.
Deal, T., Schiller, W., Taylor, M., & Boc, J. (2018). *Model Data Project 3D Data Capacity Assessment: Data Use and Dissemination.* Pittsburgh, PA: National Center for Juvenile Justice.
Deal, T., Schiller, W., Taylor, M., & Boc, J. (2018). *Model Data Project 3D Data Capacity Assessment: Indicators of Juvenile Justice System Involvement.* Pittsburgh, PA: National Center for Juvenile Justice.

information gleaned from administrative data systems and the RS measures draw from information best obtained from surveys of youth.

Since 2018, PbS and NCJJ have been providing intensive technical assistance (TA) to competitively selected jurisdictions eager to grow beyond basic measures of reoffending to measure young peoples' readiness and preparedness more thoroughly for reentry. The sites selected have generally good data, yet the project shed light on several weaknesses in their reentry data capacity and need for TA:

1) They lacked adequate data to support or measure system or positive youth reentry performance;

2) They faced significant barriers to coordinating and making the reentry data available across the multiple agencies and locations responsible for providing reentry services or supervising young people in the community; and

3) There was a distinct need to support reporting the data in a meaningful way to be used by decision-makers at all levels to make data-informed reentry decisions.

Most young people who become entangled in juvenile justice systems have not had the advantages and opportunities necessary for healthy adolescent development – nurturing relationships, quality education and opportunities to thrive. Instead, they have experienced violence, poverty, discrimination, homelessness, abuse, trauma, addiction, unemployment and more. Until recently, research supported and promoted reentry approaches solely focused on preventing failure, measured as recidivism. This approach led to juvenile justice programs and services narrowly addressing a young person's "problem behaviors"[5] and highlighting misbehavior as a tool

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[5] Catalano, R. F., Berglund, M. L., Ryan, J. A. M., Lonczak, H. S., & Hawkins, J. D. (2004). Positive Youth Development in the United States: Research Findings on Evaluations of Positive Youth Development Programs. *The ANNALS of the American Academy of Political and Social Science*, 591(1), 98–124.

in preventing subsequent offending and encouraging surveillance practices to catch young people when they strayed from perfect behavior.

Research on adolescent development, neuroscience, strengths-based perspectives and community connections over the last decades have highlighted the need to shift the focus to preparing young people for success and promoting positive youth development rather than punitive approaches. Positive youth development (PYD) redirects juvenile justice professionals to concentrate on practices that recognize and promote each young person's ability to thrive. The PYD approach also makes clear the need to expand beyond recidivism as a single measure of program effectiveness.[6]

Juvenile justice leaders are recognizing the need to address the challenges young people face when they leave the structure and control of confinement, challenges which are largely a result of their system involvement. Leaders are interested in providing effective reentry services and programs focused on helping young people become purposeful, productive adults. Reentry services and program providers also need data to prevent the system from further exacerbating the discrimination and barriers young people face. The paradigm is shifting slowly, yet data is needed to both accelerate and sustain positive change. Data will allow agencies to measure the effectiveness of the strategies put in place to improve youth outcomes and prepare young people for success. Collecting data will allow leaders to monitor the performance of reentry programs and services, as well as give them the tools to recognize when an approach should be adjusted, expanded or eliminated. Using data to create reform has proven to be effective and led systems to amend sentencing laws, strengthening community services, reforming pretrial practices and

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[6] Butts, Jeffrey A., Gordon Bazemore, and Aundra Saa Meroe (2010) Positive Youth Justice: Framing Justice Interventions Using the Concepts of Positive Youth Development. Washington, DC: Coalition for Juvenile Justice.

reducing corrections populations. This first step in reforming the system is to collect, analyze and use the data.[7]

GOALS, OBJECTIVES AND PERFORMANCE MEASURES

The PbS team proposes to meet OJJDP's stated goal: "To help a cohort of competitively selected local juvenile justice agencies to improve their capacity to collect, analyze, and use data in decision making, and to measure and manage program performance to improve youth outcomes, reduce recidivism, promote public safety, and demonstrate effective models that inform and inspire other jurisdictions across the nation," by completing five objectives:

1) Competitively solicit local government agencies to receive data and performance measurement training and technical assistance;

2) Conduct intensive reviews of each selected jurisdiction's data and performance measurement policies, programs, and practices;

3) Develop findings, recommendations and concrete action steps and strategies for each selected jurisdiction to improve their reentry data capacity;

4) Provide coaching and support to the selected jurisdictions to complete those action steps; and

5) Publish and share the resulting outcomes, lessons learned, promising policies, programs and practices to inform as well as inspire other jurisdictions to take steps to improve their own data and performance measurement capacity.

Performance Measures

The PbS team will collect and submit regular performance data to OJJDP that demonstrate the results of the work carried out under the award. Performance measures will include (at

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[7] Reforming Sentencing and Corrections Policy: The Experience of Justice Reinvestment Initiative States. Samantha Harvell, Jeremy Welsh-Loveman, and Hanna Love with Julia Durnan, Josh Eisenstat, Laura Golian, Eddie Mohr, Elizabeth Pelletier, Julie Samuels, Chelsea Thomson, and Margaret Ulle, Nancy La Vigne (Principal Investigator) December 2016.

a minimum): number of training requests received, number of training events held, number of people trained, increases in knowledge, number of programs that reported using an evidence-based program and/or practice, number of programs served by training and technical assistance, percent of programs using evidence-based program and/or practice, number of TA requests received, number of program policies changed, number of program policies rescinded, number of organizations reporting improvements in operations, percent of organizations reporting improvements in operations, number of program materials developed and number of program materials disseminated.

PROJECT DESIGN AND IMPLEMENTATION

The project design is guided by three lessons from the first cohort of TA sites:

1) Systemic capacity building requires a multi-sector group of leaders committed to meaningful change. Agencies and departments involved should include, and are not limited to, the following stakeholders: courts, probation, education, job training and labor departments, foster care, child welfare and mental health systems and community service and residential care providers.

2) Time and resources must be dedicated to first guiding agencies to establish their vision for reentry success- what makes a young person successful. Then map that vision with the assessment of gaps and opportunities with the existing data, the processes and systems for collecting the data and how it is and integrated into decision-making. Finally build a clear action plan for improving the data capacity using the structured 7-step PbS improvement plan.

3) Agencies benefit greatly from continuous coaching, progress checks and connecting to resources, including other selected agencies. Monthly coaching calls and use of the 7-step improvement plan to set deadlines and make task assignments ensured progress and continuous improvement. It also provides the foundation for rigorous evaluations necessary in identifying successful reentry programs for replication and expansion.

The project design and implementation for TA to a second cohort of sites includes and enhances the lessons learned from the first cohort and previous reentry data projects.

Objective 1. Competitively solicit local government agencies to receive data and performance measurement training and technical assistance.

a. Develop TA plan

During the first 4 months of the project, the PbS team will review the lessons learned and barriers that emerged from the original cohort of TA sites with OJJDP to develop the TA plan. The review will include consideration of the impacts of the COVID pandemic, following economic crises and spotlight on racial injustice.

b. Determine criteria for successful TA applicants

The PbS team will collaborate with OJJDP to determine the criteria to select applicants for the second cohort of reentry data capacity-building TA. The criteria will be agreed to with OJJDP by month 3. Eligible agencies will have existing youth reentry services and a proven desire to improve their data capacity and readiness for sustainable change. The team will begin with the criteria used to select the first TA cohort, including: Commitment of team members representing reentry and related child-serving agencies; existing capacity for collection, reporting and use of reentry data; recipient of Second Chance Act grants; diversity in agency type, location and reentry responsibility; and a thorough and thoughtful application. Each application must identify a Reentry Project Coordinator (RPC) to serve as the liaison with the PbS team.

c. Work closely with OJJDP to establish a formal national invitation for competitive applications for intensive technical assistance

The PbS team will work closely with OJJDP to launch a formal national invitation for competitive applications from local government agencies by the end of month 4. Both organizations will use their existing national networks to disseminate the availability of the TA.

d. Select TA sites

In collaboration with OJJDP, the PbS team will review the applications submitted and

will select sites by the end of month 9. Selections will be based on results of a standardized scoring process. Up to four agencies who meet the eligibility requirements will be selected. All applicants will be notified of the results of the process and the selected second cohort will be announced publicly.

e. Engage selected TA sites in the Preparation phase

The PbS team established four phases to guide the TA for the first cohort of reentry data capacity-building sites: Preparation, Assessment, Development of Data Improvement Plan and Monitoring and Technical Assistance. The preparation phase (to be completed at the end of year 1) formalizes the agencies' commitment to the work by signing a participation agreement. The PbS team will next facilitate a virtual meeting with the agency representative (RPC) to review their role and the review the preparation phase tasks. The RPC will be asked to provide information about their reentry system in general, data systems and areas of interest in expanding their reentry data capacity to help the PbS team prepare.

Objective 2. Conduct an intensive review of each selected jurisdiction's data and performance measurement policies, programs and practices.

a. Identify members for each core TA site team

The PbS team will work with the RPC to identify team members to make up the core TA site team. Experience with the first cohort of TA sites showed successful teams included representation from the following groups: judges, probation, corrections, community providers, education, mental health and data analysts and providers. The core TA site team from each agency will be responsible for working closely with the team to identify personnel to be included in the data capacity assessment process ranging from administrators to practitioners who enter data or who support the information system.

b. Complete a data capacity assessment interview for each TA site

At the start of year 2, a minimum of two project staff will begin the Assessment Phase.

They will conduct intensive interviews via web meetings to examine the data infrastructure (policies, practices, and systems); data use and dissemination; the data elements collected and measures calculated. The interview focuses on four primary sections: Infrastructure, Data Use and Dissemination, Indicators of Juvenile Justice System Involvement, and Reentry. The interviews will be conducted in segments up to two hours long with staff identified by the RPC during (Activity 2a). Interviews will be completed with either a large group of various stakeholders or with smaller targeted groups focusing on certain topics. The interview protocols used to gather information are guided by NCJJ's 3D Data Capacity Assessment.

Conducting the interviews via virtual meetings will save on travel costs, ease the time burden on core TA site team members and result in recordings for assistance writing reports with minimal follow ups. Representatives on each call will be notified at the start that the meeting will be recorded and given an option to exit the call or request to stop the recording at any time.

Objective 3. Develop findings, recommendations, concrete action steps and strategies for each selected jurisdiction.

a. Write a reentry data report with findings and recommendations based on identified gaps and needs

Following each data capacity assessment, the PbS team will prepare a comprehensive report to map primary data systems and information collection practices that impact reentry and present findings and recommendations for improvements. The report will detail the findings of the PbS team. The findings will begin by highlighting strengths at the TA site that can be leveraged for improvement and followed by a section of reentry data capacity gaps and challenges. The assessment will serve as the foundation for developing site-based improvement plans.

b. Conduct site visits to TA sites to develop improvement plans

The PbS team will work with the core TA site teams to develop the reentry data improvement plans (ReDIPs) during on-site visits. Developing the ReDIPs in person will allow for more

questions, better understanding by the TA site team and enhance the relationships for the ongoing monitoring and TA. PbS' successful coaching model has shown higher engagement and better outcomes when the plans are developed in person. The process includes identifying the tasks, making assignments to TA site team members and setting deadlines.

The ReDIPs are web-based tools that can be accessed by the PbS team and the TA site team. The PbS team will provide a comprehensive training of the ReDIP process and use of the web-based technology. The ReDIP structure is a recognized improvement model consisting of stages to achieve both incremental and sustainable change. Training emphasizes that the goals selected should be Specific, Measurable, Attainable, Relevant, Time-bound (SMART) and sustainable. For more than 25 years, this model has offered PbS participating agencies and facilities a tool to support and guide the improvement process. Adapted from facility improvement to reentry data capacity enhancement, the steps are as follows:

Step 1: Assessment of Current Capacity. Completed by the reentry data capacity assessment.

Step 2: Create Buy-in. Engage staff and stakeholders who can facilitate or support change efforts. TA sites are directed to consider who within their teams, agencies and communities need to be engaged because they will be involved in the work or are a stakeholder in another capacity.

Step 3: Select Capacity Improvement Goals. Formulate both short and long-term goals for the TA. TA sites are asked to consider what their main goal to improve capacity will be and what it will look like after another 12 months.

Step 4: Identify Strategies and Specific Tasks. Develop action steps detailing the specific tasks that will be a part of the change process.

Step 5: Monitor Progress. Select specific intermediate measures to monitor performance. Identify interim measures to indicate progress. Monitor the measures and course correct as necessary.

Step 6: Ensure Data Use. Develop and implement strategies to support sustained improvement by integrating the use of the data into daily or regular operations. The PbS team will help identify best practices for sustaining positive change to be utilized as a part of a regular future process.

Step 7: Recognize Performance. Develop strategies to formally and informally recognize efforts put forth contributing to improved performance. It is important that the TA sites remember to engage and celebrate those who helped these efforts on a job well done. This contributes to staff job satisfaction, retention and engagement.

All TA sites will be encouraged to synchronize their ReDIPs with other initiatives that are in progress either at a site, agency, or top government level, such as strategic plans and legal monitoring agreements.

c. Implement surveys of young people, staff and families at TA sites

Work completed during the three previous grants showed most jurisdictions relied mostly on administrative data to measure reentry performance. Few agencies conduct standardized and comparable surveys of the young people, staff and families involved in juvenile justice reentry. The TA sites in the first reentry data capacity-building project requested use of the PbS Youth Reentry Survey as well as the Staff Survey and Family Survey, three research-based, time-tested surveys focused on bringing these important voices into reentry data and the decision-making process.

In the second cohort, the TA sites will be given the option to use the PbS Kiosk and PbS surveys at the outset of the TA. The information is invaluable to agencies as they improve their outcomes for young people PbS provides a wealth of information about the experiences, relationships, communications and overall connections of the young people, families and staff.

Objective 4. Help participating jurisdictions implement those action steps and strategies.

a. Monitor TA process

After the ReDIP is developed, monthly calls will be scheduled with the site's multiagency team to discuss progress achieving action plan targets, provide consultation, identify strategies for data improvements with practice application to the delivery of programs and services. The PbS team learned early on that monthly meetings were essential to keeping the TA sites moving toward their goals. The call agendas were simple and kept everyone on the same page: Share actions taken since last month, describe activities that are planned, discuss TA needs at and identify what will be accomplished before the next call. The PbS team used the time to listen, offer strategies and tools and connect the TA site teams to national resources and resources from other jurisdictions to reentry and data experts and research and to their colleagues.

The PbS team will help the TA site teams to use the data and measurement tools identified the RS and MDP projects to make progress within the first few months of the TA. The TA site teams will be encouraged to collect and report specific data that will improve the site's capacity and provide insight to the PbS team about the ease and challenges sites experience when implementing the recommended measures. If needed, the PbS team will build a survey or ad hoc data entry tool the site can use to enter data to practice analyzing and reporting. The PbS team will guide sites to understand how data regarding reentry, program services and system level outcomes can inform the decision-making process. Sites will review their performance collecting and reporting the selected measures at least quarterly (or as appropriate) throughout the TA process through the middle of year 3 to identify and describe issues and track progress. The coaches will encourage a continuous quality improvement process so adjustments can be made to achieve the quarterly and long-term goals. Additionally, the PbS team will facilitate the writing of case studies to share the findings from the TA sites and offer recommendations for the larger field.

b. Evaluate training and technical assistance

NCJJ staff will develop and implement a plan in the first 6 months of the project to assess the TA and measure change in site awareness, knowledge, and behaviors. The plan will include descriptions of methods, plans for analysis, and how results will inform improvements to TA. The findings will not only describe the amount of TA and the audience and training topics, but also increases in awareness and knowledge for all recipients and changes in behavior when appropriate. Methods will be reviewed by NCJJ's IRB Committee and the NCJJ staff person assigned to the task will not be involved in delivering the TA.

The evaluation plan will be implemented starting with the preparation phase and continue throughout the TA activities in the project. Data will be continuously reviewed and shared both with the team in project meetings and with OJJDP.

Objective 5. Demonstrate resulting outcomes, lessons learned, promising policies, programs, and practices to inform as well as inspire other jurisdictions to take steps to improve their own data and performance measurement capacity.

a. Widely disseminate new and improved tools, trainings, policies and practices learned by TA sites

The PbS team will share the stories, lessons learned, strategies and specific tools the TA sites used and/or developed through national webinars, blogs and publications throughout the course of the project. The team will establish a webinar series, comparable to the "Raising the Bar on Juvenile Reentry" series completed in 2022, to showcase TA sites and leaders who can inspire their colleagues. The webinar series engaged between 200-500 professionals on each event. Webinars through this project will adhere to the OJJDP webinar guidelines as described in the Core Performance Standards. Blogs and publications will be written throughout the duration of the cooperative agreement as topics arise and/or are requested by OJJDP. The PbS team will utilize the services of the NTTAC to enhance and promote resources. Resources will be Section 508 compliant and cataloged on OJJDP's website, as well as the PbS and NCJJ sites.

b. Write a final report for each TA site

During the final 6 months of year 3, the PbS team will compose a final report for each participating jurisdiction, prepared collaboratively by the core TA site and PbS teams. It will include specific improvements and early outcomes for that local jurisdiction, the TA activities, lessons learned, tools and trainings improved or developed, and recommendations for the future.

c. Write a project summary for national publication

In the final months of the project, the PbS team will compose a national publication summarizing the project to inform, engage and inspire all juvenile justice reentry agencies and services to improve their own data and performance-measurement capacity. The summary will include the strategies used and showcase innovations and successes. It will emphasize the benefits of high-quality, comprehensive reentry data in improving positive outcomes for young people.

d. Publish and disseminate the national project summary

The team will publish and disseminate the national summary using the national networks of PbS, NCJJ, OJJDP and our partners. Team members will seek out opportunities to present on the project at national conferences and explore new dissemination strategies and channels.

e. Develop, pilot test and implement a mobile application with reentry resources for youth

One of the lessons learned working with the first cohort of reentry data capacity-building sites was the need to put community resources directly into the hands of young people. Agencies offered services and financial support, yet young people either weren't aware of them, didn't want continued connection to the justice system or simply did not know how to access or use the assistance. To put resources directly into the hands of the young people, the PbS team proposes to build a mobile application with the belief using technology to link young people to services, supporters and opportunities would help many young people understand what they need and where they can get help to avoid subsequent offending. This reentry application (reentry app)

will turn OJJDP's "Reentry Starts Here: A Guide for Youth in Long-Term Juvenile Corrections or Treatment Programs" toolkit[8] into a resource available on a young person's mobile phone. The mobile application will provide local information about where to find jobs and job training, doctors, pharmacies and health insurance, transportation, housing and finance assistance, treatment providers, as well as offer a platform for goal setting, journaling and survey participation. It will be customized to specific jurisdictions where the young person lives.

The reentry app will be built during year 1, with functionality including ███████████ ██ ██ ███████████████████████████████████ The PbS team will also plan for sustainability and the support system needed. Consulting with OJJDP, the PbS team will look at the opportunity the app presents to collect real time, de-identified data reported by young people about their activities, accomplishments and to offer them incentives to help them stay on track and out of trouble.

The PbS team looked at several similar apps available or under development for veterans (military transition app), young people on probation with substance use needs (Octapp) and for people on parole and probation (evolve). Octapp was most similar to what PbS envisioned because it was built for the young person and they choose to use it alone or to invite family and/or probation agencies to use it with them. PbS asked its developers, My New Leaf, to join the project and use the Octapp technology as the starting point for the reentry app rather than having to build it from scratch.

Octapp was built using funding from the Annie E. Casey Foundation and is owned by My

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[8] OJJDP. 2018. *Reentry Starts Here: A Guide for Youth in Long-Term Juvenile Corrections and Treatment Programs*. https://ojjdp.ojp.gov/sites/g/files/xyckuh176/files/pubs/251193.pdf

New Leaf. It is free to use for young people. It includes goal setting/tracking, structured jour-

naling, self-evaluations in a gamified setting with in-app and customized external rewards.

Young people earn coins for doing daily activities that unlock new customizations for the app

and gems that can earn external reviews. It also includes calendar-integrated reminders, sliding

scales to track mood, digitized homework assignments and maps of local resources and events.

The PbS team will draw on the expertise of AIR, operators of the National Reentry Re-

source Center (NRRC), and WestEd's JPRC to develop resources for the field and for the app,

draw on their local partners for content for the app in different jurisdictions and consider addi-

tional survey possibilities. The app will have the ability for quick polls and checklists that would

provide additional self-reported data from the young people.

Once built, the PbS team will work with OJJDP to finalize a plan to pilot test the app for

usability, functionality and emotional engagement. Options to discuss include beta testing with

one or more of the TA sites with volunteers and recruiting young reentry experts to use the app

for a few months and connect with them for their feedback. All feedback will be reviewed and

used to finalize the app before dissemination.

Once the PbS team and OJJDP feel the app is ready to go (sometime in year 3 of the pro-

ject), the PbS team will promote the reentry app within its national networks. It will be free and

publicly available to young people via the iOS and Android application stores. The PbS team

will leverage opportunities in their networks in juvenile justice and technology to find additional

agencies after the pilot group to promote and use the mobile application beyond the length of this

project in the hopes of creating a sufficient pool of users to support an evaluation.

f. Develop and implement process for responding to TA requests

The PbS team will develop a range of one-time technical assistance strategies to respond

to requests from generated by OJJDP's TTA portal, TTA360. The strategies will include consultation, web-based trainings, and resources. We will tap into our professional networks to connect TA requestors with practitioners who have addressed similar issues. In the first quarter of the proposed project, the PbS team will design a process for responding to TA requests that ensures that data is collected on the requests to inform the evaluation of training and technical assistance as well as emerging issues for trainings, webinars, and publications. We anticipate most of these requests will come through OJJDP's NTTAC, though some may come directly from sites. We will coordinate with OJJDP to determine how to apply resources to addressing TA requests. Information on TA delivered will be regularly entered into OJJDP's TTA360.

CAPABILITIES AND COMPETENCIES

PbS Learning Institute

The PbS Learning Institute (PbS) is a 501(c)(3) corporation founded in 2004 to sustain and expand the national performance-based standards project at the conclusion of federal funding. PbS has extensive experience and capacity to implement this project and demonstrated reliability producing high-quality deliverables that improve juvenile justice outcomes. Since then, PbS has been the recipient of three federal cooperative agreements:

- Initiative to Develop Juvenile Reentry Measurement Standards (#2015-CZ-BX-K002). PbS and partners the Council of Juvenile Correctional Administrators (CJCA) and the Vera Institute of Justice developed a set of national performance standards and performance measures for juvenile reentry programs and services. The $1.5 million, 36-month award included a research review, national field scan, pilot testing and recommendations for implementation.

- Improving Juvenile Reentry Programs' Data Collection, Analysis and Reporting (#2018-CZ-BX-K001). PbS and partners the National Center for Juvenile Justice, American Institutes for Research and Council of State Governments collaborated to provide training and technical

assistance to selected jurisdictions to increase their data collection capacities. The project se-

lected a cohort of four agencies for TA and provided training available publicly through na-

tional webinars and sharing resources, tools, and continuous improvement strategies.

- Performance-based Standards for Juvenile Programs Initiative (#2020-MU-MU-K021). PbS
  is providing technical assistance to agencies responsible for residential placement and com-
  munity supervision agencies to implement the PbS continuous improvement model. The pro-
  ject includes working closely with OJJDP to identify emerging issues and data needs to cre-
  ate a robust national dataset to be used in decision-making and monitoring. The project also
  supports improving the technology and available data to engage researchers to contribute to
  the current understanding of juvenile justice practices.

Currently PbS works with 55 agencies, 150 facilities in 31 states to implement PbS stand-

ards for correction, detention, community residential or community supervision services.

Launched by OJJDP in 1995, PbS has a long track record of leading and managing national pro-

jects and delivering tools, resources, training and technical assistance to juvenile justice agencies

and is fully capable of responsibly administering the funding requested.

PbS is the only juvenile justice program to be selected a winner of the Innovations in

American Government Award (2004) by the Ash Institute of Democratic Governance and Inno-

vation, Harvard University, Massachusetts.

See the attachments for organizational charts and resumes of key project staff members.

PbS Learning Institute's Key Staff

Kim Godfrey Lovett, **MS**., PbS executive director, will serve as project director and be

responsible for meeting the project requirements, deadlines and expectations. She will oversee

the staff and subcontracts, serve as a primary liaison with the TA sites and with OJJDP. Kim's

responsibilities include sharing the lessons learned and inspiring agencies around the country to

improve their reentry data capacities through presentations, webinars and various publications.

Kim has more than 27 years' expertise directing and managing a national standards and data collection program and experienced the development and implementation of national standards and outcome measures several times as described above. Her leadership experience includes the programmatic development of PbS and the organizational structure, mission and team of the PbS Learning Institute and its national network of professionals. She led the team developing the RS for OJJDP, the subsequent reentry data capacity-building project and the PbS for juvenile programs initiative. Her strengths include taking research and translating it into something the field can use – a practice, resource or report – and facilitating its implementation through communications that link positive outcomes to research, practices and standards. Under her leadership, PbS has grown from a "paper and pencil" pilot project in 18 facilities in nine states with an annual grant of $125,000 to the current program adopted in more than 150 facilities in 31 states, a state-of-the-art web-based data collection and reporting system and arguably the largest and most timely juvenile justice database. PbS has continually improved its program keeping aligned with research to promote positive youth development approaches over punishment. Kim led the creation of PbS' awards program and the Education and Employment Foundation to raise money and awareness to support young people with system experience to further their education, ease their reentry transitions and promote employment opportunities and experiences. She also led the development of the PbS Database for Researchers, arguably the most timely, comprehensive national juvenile justice data available, to ensure the PbS data is used to increase our understanding of what works to turn around young lives.

Kim's technical assistance experience includes serving as subject matter expert to the NRRC and a member of the John D. and Catherine T. MacArthur Foundation Models for Change

National Resource Bank, focusing on collaborations to bring mental health services to youths in contact with juvenile justice. She has worked for nearly 30 years to improve the lives of young people involved in juvenile justice and is committed to creating a more equitable world. Her passion for reentry work started with her graduate school thesis interviewing young people leaving secure care to better understand the impact of shame, remorse and empathy on their preparedness and readiness.

Patricia Seekell, project manager, will serve as project manager and will be responsible for tracking, managing and ensuring the project activities are completed. She will serve as the project's communication hub, connecting the partners, TA sites and external networks. Patricia will be part of the team providing technical assistance to the TA sites, developing resources and trainings and completing the on-site visits. She will be responsible for meeting all OJJDP reporting requirements. Patricia handled similar responsibilities as the project coordinator of the team for the RS and IJRD projects (#2015-CZ-BX-K002 and #2018-CZ-BX-K001). As a member of the RS team, she collected and tracked the results of the field scan and literature review to support the synthesis and analysis of the findings, which led to the first draft of the reentry measurement standards. She also served as the liaison to field test participants by working with their designated coordinator to gather pre-visit data and set on-site agendas. As the project manager for PbS' previous reentry projects and PbS for Juvenile Programs Initiative (#2020-MU-MU-K021), she has demonstrated ability to manage national grant projects. Patricia also serves as the manager of the PbS Help Desk, managing a team, monitoring data collection activities and responding to TA requests.

National Center for Juvenile Justice

NCJJ is the research division of the National Council of Juvenile and Family Court Judges (NCJFCJ), a Nevada-based non-profit corporation with a tax classification of 501(c)(3).

The NCJFCJ has received grants and successfully completed major projects for several federal entities as well as for state and local governments and private foundations. Founded in 1973, NCJJ has been a full-time juvenile justice research center that has directed its attention exclusively to the improvement of juvenile courts and the juvenile justice system for nearly 50 years. During many years of managing grants and contracts, NCJJ staff has developed the skills necessary for successful project management. Systems, procedures, and standards are well established and have operated to the satisfaction of NCJJ's clients.

NCJJ is the foremost expert in juvenile justice data. For nearly 5 decades, NCJJ has been involved in national data collections and in increasing the capacity of local jurisdictions to collect meaningful data and apply it with an aim of improving system performance. OJJDP has come to rely on NCJJ to supply the agency with data needed to support state DMC analytics, state Formula Grant and tribal funding allocations. OJJDP has turned to NCJJ for data to support solicitation development, speeches, and policy decision-making. Beyond OJJDP, the White House, Congressional offices, federal agencies, major news media, and even the US Supreme Court have come to NCJJ as a trusted source of juvenile justice statistical information. NCJJ has also been the go-to source for information when jurisdictions want to see how they compare to other places. NCJJ produces data used by the *Kids Count* reports, the Pew Center on the States, Justice Policy Institute, the Burns Institute, and by jurisdictions large and small across the U.S. to show how states and counties compare and to chart change over time. NCJFCJ brings expertise in implementing CQI and a membership of juvenile and family court judicial leaders who are key system stakeholders interested in learning and advancing best practices and reforms. Because of its long-standing leadership of the National Juvenile Court Data Archive, NCJJ has a

broad network of juvenile justice practitioners who can be called on to provide practical exam-

ples and to engage in peer-to-peer learning.

In 2015, OJJDP awarded NCJJ/NCJFCJ the Juvenile Justice Model Data Project men-

tioned in this solicitation. NCJJ applied a systematic approach in the MDP to reviewing existing

research and data recommendations from system stakeholders to inform the FMJJ and their re-

quired data elements and coding categories. The project focused on measures that were useful at

the local level, that could be aggregated at the state or national level. NCJJ also worked to ensure

the measures would benefit both jurisdictions with little data capacity and those with high data

capacity. NCJJ joined with PbS on the reentry data improvement work using the data capacity

assessment protocols developed under MDP with the four reentry sites. Since 2015, NCJJ has

conducted data capacity assessments in more than a dozen jurisdictions, including four statewide

assessments, and provided coaching on data improvement. NCJJ proposes a uniquely qualified

team for this project.

National Center for Juvenile Justice's Key Staff

Hunter Hurst, MS., a Senior Research Associate at NCJJ will serve as NCJJ's project

director. Hunter will be responsible for coordinating the work of NCJJ's PbS team. He will have

daily responsibility for leading the site-based data capacity assessments and work with the juris-

dictions on their reentry data improvement plans. He will assist PbS in developing publications,

webinars and conference presentations to disseminate information about the project. Hunter has

managed juvenile justice technical assistance and data improvement projects for more than 25

years and was integral to NCJJ's work on the Model Data Project. To date, he has conducted

data capacity assessments in 14 jurisdictions using the FMJJ framework and has worked exten-

sively to coach them to improve their data capacity. Hunter has extensive knowledge of how ju-

risdictions involved in data capacity assessments can increase their capacity to produce and use

juvenile justice performance measures.

Melissa Sickmund, Ph.D., NCJJ Director will serve as the project's senior researcher. Dr. Sickmund will provide technical and substantive expertise to plan, implement, and complete project tasks. She will participate in an advisory role in project meetings and will assist PbS in developing publications, webinars, and conference presentations to disseminate project information. She has been with NCJJ since 1986 and leads NCJJ's work on national data collections, such as the National Juvenile Court Data Archive and OJJDP's National Juvenile Corrections data collections. She was involved in the project that guided OJJDP on national statistical data improvement to meet the agency's information needs. She has been involved in the Statistical Briefing Book project for OJJDP since its inception. Her work at NCJJ has had the goal of improving JJ statistical information and facilitating the use of data to support decision-making at the national, state, and local levels.

My New Leaf, Inc.

My New Leaf, Inc is a 501(c)(3) technology non-profit that creates applications for positive behavioral change and self-improvement through gamification and improved communication methods. They successfully launched the Octapp app suite for gamified collaborative development planning containing Octapp Juvenile Justice, Octapp Insights, and Octapp Support. The Juvenile Justice app helps young people to manage goals, communication, and daily self-evaluations. The Insights web application is a dashboard for juvenile probation officers and counselors. The Support app is a mobile application for the family and guardians of justice-involved young people. Similarly, the My New Leaf suite for gamified recovery and lifestyle planning for those going through substance use disorder recovery has an app for personal tracking, a web application dashboard for therapists and counselors as well as a support app for loved ones.

Currently Octapp is being used by three agencies and is in the early stages with about 20

young people and staff using it. It was developed using funding from the Annie E. Casey Foundation.

My New Leaf's Key Staff

Ryan Brannon, Executive Director of My New Leaf, Inc. He will be the primary liaison with the PbS team to support the development of the mobile application and related project activities. Ryan is the founder of My New Leaf and has led the company since 2014, overseeing project management and development staff. He has won various awards for the My New Leaf technology and has secured numerous partnerships with research institutions to perform effective program evaluation and analysis.

Rolando Schneiderman, Lead iOS Engineer. He will be the lead developer on the reentry mobile application. Rolando has been working with My New Leaf since 2015 and was the lead developer of Octapp. He was responsible for setting progress timelines, designing and implementing the app, and interfacing the app with existing webapps.

American Institutes for Research

AIR is a nonpartisan, not-for-profit organization that conducts behavioral and social science research and delivers technical assistance to solve some of the most urgent challenges in the US and around the world. The NRRC at AIR supports the provision of a comprehensive response to the adults and juveniles who leave prisons, jails and juvenile residential facilities and return to their communities with support from the SCA. Funded by the US Department of Justice's Bureau of Justice Assistance (BJA), and in partnership with OJJDP, the purpose of the NRRC is to advance the reentry field by identifying and promoting evidence-based and innovative practices.

American Institute's for Research's Key Staff

Nicholas Read, M.A., is a Senior Crime and Justice Researcher for AIR, where he serves as the Interim Director of the NRRC. For the proposed project, he will provide expertise to help

identify local content for the mobile reentry application being built for young people and serve as a thought partner in consideration of additional data to be collected as part of the reentry application to advance juvenile justice research. Mr. Read will also provide targeted technical assistance to selected sites for reentry data capacity improvement and support other tasks as appropriate. For more than 18 years, Mr. Read has provided training and technical assistance to federal, state, and local administrators and practitioners, and has led the development and developed research, TA, and other informational resources in support of improved outcomes for individuals involved with the juvenile and criminal justice systems.

WestEd Justice and Prevention Research Center

The WestEd Justice & Prevention Research Center (JPRC) conducts research and evaluation and provides training and technical assistance in the areas of juvenile and criminal justice, violence and crime prevention, school safety, and public health. WestEd staff have demonstrated experience in providing high quality training and technical assistance to state and local education, mental health, and justice agencies, community-based organizations, and regional consortia of youth-serving partners on a variety of topics. Specifically, WestEd staff have provided expert technical assistance around community-led as well as government-led efforts to prevent and reduce violence in localities across the world. Across those experiences, WestEd staff have taken comprehensive approaches that require close collaboration with all stakeholders involved, including community-based organizations, local, state, and federal governments and leaders, justice agencies, and agencies adjacent to the justice system, such as education and health systems.

WestEd Justice and Prevention Research Center's Key Staff

Jennifer Loeffler-Cobia, M.S., is the Justice and Public Health Policy and Practice Director at the WestEd Justice and Prevention Research Center and is a part of the leadership team for the center. She will provide expertise around the identification of local content for the mobile

reentry application being built for young people and consideration of additional data to be collected as part of the reentry application to advance juvenile justice research. She will also provide targeted technical assistance to selected sites for reentry data capacity improvement and support other tasks as appropriate. Jennifer has more than 20 years of experience in conducting evaluation studies, particularly in areas relevant to juvenile and adult criminal justice evidence-based practices, substance misuse prevention and intervention, violence prevention, and public health and prevention. She is an experienced technical assistance provider and she has directed numerous TTA centers such as the NRRC and Children Exposed to Violence TTA Center, both funded by the US Department of Justice. She specializes in multi-sector, evidence-based practices to translate research into actionable outcomes to reduce recidivism, violence, and substance abuse. She also has expertise building organizational capacity to determine and implement evidence-based practices that advance system change through evaluation, training, and collaboration. Jennifer has served as a subject matter expert and researcher on extensive studies funded by organizations including the National Institute of Justice, BJA, the US Department of Education, and the Annie E. Casey Foundation. She has developed and published organizational assessments and evidence-based practice resources for use in community-based and justice organizations to support the identification of barriers to effective practice implementation and to build strategic plans for system change. She has also conducted Capitol Hill briefings for the US Congress regarding the application of criminal justice and public health policy reforms in real-world settings.