Welcome

I am excited to share with you the PbS 2018 Annual Report. In the pages that follow you'll see many highlights of the PbS team's work over the past year. I'm very, very proud of what we've accomplished together – you included – and am inspired every day to continue our commitment to treat all youths in custody as one of our own.

You'll notice our expansion focused on agencies, programs and youths moving from the deep-end of the juvenile justice system to the community. PbS' continuous improvement model for community residential programs was greatly enhanced this year (see page 18) and we are ready with research-based standards and outcome measures to guide and monitor the community programs now responsible for more and more youths. PbS is coordinating our existing community residential program with the new reentry standards under development that will be released by the Office of Juvenile Justice and Delinquency Prevention (OJJDP) in 2019 (see page 16).

When PbS was launched nearly 25 years ago by OJJDP through a grant to the Council of Juvenile Correctional Administrators (CJCA), we were very small – three part-time staff, little resources, limited national exposure. But we had big ideas and dreams to promote and support the best practices possible so youths leave juvenile justice facilities better able to succeed when they return to their families and communities. We seized every opportunity to learn, partner and try new approaches and then, to squeeze as much out of the experiences for many different purposes and continual improvement. This year we used PbS’ decades of field work and data collection, reporting and analysis experience to inform the design of the new reentry standards and used the learnings from the reentry standards project research and field testing to inform enhancements to PbS.

This is the first PbS Annual Report published since our project director and founding Board of Directors president Edward J. “Ned” Loughran passed. Ned was my mentor and friend and his leadership, wisdom and relentless pursuit of improving how juvenile justice agencies and directors serve the youths in their care is missed. We honor Ned with our commitment to treat all youths in custody as one of our own and will work hard to ensure that vision is realized.

There is more work to do. Please keep sharing your ideas and feedback with PbS. We are constantly searching for ways to make PbS better and count on your feedback to make decisions and improvements. We have a running list of suggestions we review twice a year and most of the enhancements made have come from you.

I am grateful for being able to work with extraordinary, dedicated and passionate juvenile justice colleagues and look forward to taking on 2019 together.

Kim
Kim Godfrey, Executive Director
Participants

PbS first implemented its continuous improvement model in 1997 working with 30 facilities across the United States. The number of participants peaked in October 2010 with 239 programs. Currently, despite the national trend closing facilities, PbS members total 192 (about 10 percent of the total 1,772 residential facilities nationally). Participants have joined in 36 states from 46 different juvenile justice agencies.

PbS participants join voluntarily and since federal funding for PbS ended about 15 years ago, have been paying a modest fee to participate. Participants spend the first year completing a rigorous Candidacy program that ensures the data collection, reporting and analysis processes are in place with intensive training and technical assistance. Together in 2018 they submitted a total of 15,816 incident reports, 14,128 staff climate surveys, 10,513 youth climate surveys, 9,479 youth records, 6,313 youth exit interviews and 3,414 family surveys.

PbS participants span all regions. In addition to providing participants with training and technical assistance (see page 8), PbS supports their work in smaller regional groups. These four regions — Northeast, South, Midwest and West — convene at regular intervals to keep the momentum and networking strong in between the annual PbS Agency Coordinators Trainings and to include more staff in PbS training opportunities. In 2018 20 regional meetings were convened and included presentations on successful approaches and discussions about issues such as improving family engagement, good assessment practices and how to create buy-in for staff. The PbS Help Desk and coaches provide support and resources as requested. Meeting times are posted on the PbS website timeline.

Past participants
PbS has been involved at some point in every state except for Wyoming.

Newest participants
PbS added participants from six states this past year as outlined in red on the map.

Current participants
PbS is currently being implemented in 36 different states as shown in dark blue on the map.

PARTICIPANTS

<table>
<thead>
<tr>
<th>Active Users</th>
<th>States</th>
<th>Participants</th>
</tr>
</thead>
<tbody>
<tr>
<td>2,400</td>
<td>36</td>
<td>192</td>
</tr>
</tbody>
</table>

[Map showing states and regions]
The PbS Learning Institute was incorporated in February 2004 in Boston, MA to sustain and expand the successful Performance-based Standards (PbS) program at the conclusion of federal funding granted to the Council of Juvenile Correctional Administrators (CJCA) to operate PbS. It is governed by a nine person Board of Directors who advise and support the organization’s strategic planning, staff and finances. Ned Loughran served as the first Board of Directors president from 2004 to 2015. He was succeeded by Mike Dempsey and the current Board of Directors president, Barry Stoodley. The Board is led by four officers: president, vice president, treasurer and clerk, who are elected for three-year terms. The board reserves one seat for the current CJCA president to represent our partner organization and two seats for PbS agency coordinators to represent participants. The Board convenes quarterly by telephone and annually in-person.

Leadership takes work. It takes time and energy. The effects are not always easily measured and they are not always immediate. Leadership is always a commitment to human beings.”

(Simon Sinek, Leaders Eat Last)

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Retired - Former Associate Commissioner Maine Department of Corrections’ Division of Juvenile Services

Lisa Bjergaard
Vice President
Director, North Dakota Division of Juvenile Services

Velvet McGowan
Director
PbS Agency Coordinator, South Carolina Department of Juvenile Justice

Kelly Caralis, Esq.
Director
Associate, Ruberto, Israel & Weiner, P.C.

Megan Milner
Clerk
Director of Community Based Services, Kansas Department of Corrections - Juvenile Services

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One of the goals for PbS when it was launched in 1995 was to build participating agencies' internal capacity to use PbS’ continuous improvement system by providing training and technical assistance. Over the years, PbS has developed training and technical assistance offerings that include an annual national training conference, regular Distance Learning Webinars, a four-person, live Help Desk and online instruction manuals, reference guides, topical publications and connections to related resources.

In 2018 PbS held its annual Agency Coordinators Training from Aug. 2-4 in Minneapolis. About 80 agency leaders, coordinators and PbS staff attended. The training theme was Daring Greatly, referring to Theodore Roosevelt's “Man in the Arena” speech that honors and gives credit to those who continually work for a cause, despite many challenges and defeats. The training recognized how coordinators and leaders continually rise to the challenges they face and focused on building networks and resources to help them.

The training highlights included a keynote address by Joseph Dominick, Executive Director of Florida Parishes Juvenile Justice District in Louisiana, PbS Barbara Allen-Hagen Award winner and long-time PbS participant. He led a plenary session entitled “Challenges and Achievements of Staff Motivation and Retention” and offered strategies and tools to successfully hire and retain staff, especially millennials. Regional group work followed and teams from the Midwest, Northeast, South and West regions identified issues they faced and worked together as a group to determine creative strategies to overcome shared challenges.

Other highlights included the unveiling of PbS newest website technology: interactive reports. A panel of coaches offered their expertise on topics including PREA compliance, gangs and crisis management. A panel of PbS agency coordinators presented on quality assurance, trauma-informed care and leader engagement. Evaluations showed the training to be another great success.

In addition to the annual training and regional meetings (see page 4), PbS supports participants with expert coaches available by phone and e-mail throughout the year and who visit sites once a year. As veteran juvenile justice professionals, coaches are instrumental in helping agencies use and understand data and PbS as tools to manage risks, drive change and continually improve.

PbS’ training and technical assistance services also include the Help Desk, which is eagerly staffed during regular business hours to answer phone calls and respond to emails. The Help Desk team is highly respected for responding to emails promptly. During the April and October 2018 data collection periods, nearly 2,300 data quality emails were sent to and received from participants, ensuring more accurate data and robust reports for the field.
About Barbara Allen-Hagen
OJJDP Monitor

The PbS Barbara Allen-Hagen Award was established in 2007 to honor Barbara Allen-Hagen, PbS’ champion and project monitor at the Office of Juvenile Justice and Delinquency Prevention, upon her retirement. The award winners are selected for using the PbS improvement model to best exemplify PbS’ guiding principle: Treat all youths in custody as one of our own. All PbS participants who have participated for more than one year are eligible to apply. The applications seek to learn why, how and what the facility has done to achieve positive outcomes, culture change and system reform. The award is presented annually to one long-term correction facility, one short-term detention or assessment center and one community residential program. The applicants are reviewed and nine finalists, three in each category, are selected and presented to the Award Selection Committee (see page 23) to select the winners. Winners are honored and invited to attend the annual Awards Night, which is held in conjunction with the PbS Agency Coordinators Training and Council of Juvenile Correctional Administrators (CJCA) summer meeting. PbS covers the costs of an additional winning staff member to attend, which has allowed winners to accept the award as a team. The winners additionally receive short videos that feature the individuals, programs and youths telling the story of the successful improvement.

Winners

Kansas Female Correction

Kansas Juvenile Correctional Complex-West Female in Topeka, KS was selected for their comprehensive Facility Improvement Plan (FIP) to develop a more effective, responsive and attentive suicide precaution program. The administrative team has long understood the importance of suicide assessment, detection, and prevention and started this FIP in 2012 to improve all aspects involved in this process. The team has been working diligently on this improvement plan for over five years and continues to see positive results in their data.

Sacramento County Detention

Sacramento County Youth Detention Facility in Sacramento, CA was selected for their coordinated and thoughtful approach to reducing the use of force and injuries. The facility leadership team, in partnership with line staff, established a cutting-edge culture reinforcement program based on Probation’s mission statement, Supporting Positive Change, through the successful implementation of the empowering Culture Card for staff and the strength-based Behavior Motivation System for youths.

White’s Residential Community Residential

White’s Residential and Family Services in Wabash, IN was selected for their forward-thinking improvement plan to strengthen staff and youth relationships by empowering youths. After reviewing their PbS data, White’s Residential and Family Services’ residential team knew they wanted to focus on the amount of youths who felt that staff showed respect for their next FIP. The team worked tirelessly to implement cottage councils and clear behavior reward systems consistently across the campus.
SCHOLARSHIP

PbS supports learning by providing tuition assistance to youths and staff who wish to further their education. The PbS Scholarship Fund was established in 2016 by the PbS Board of Directors to inspire, encourage and support youths and staff in PbS facilities in pursuing post-secondary education. PbS received a record-high 62 applications for four awards (two for youths, two for staff) of up to $2,000 each. The winners were selected based on application essays that describe how the scholarship will be used to further their education and “pay it forward.”

EMPLOYMENT MATCHING AWARD

PbS believes stable and fulfilling employment for youths leaving secure placement serves as a bridge to living successfully in the community. The PbS Employment Matching Award was developed in 2017 to promote the practice of connecting incarcerated youths with work opportunities and experiences while in custody. PbS offers to match up to $1,000 of what selected youths earn from July 1 - Sept. 1, 2018. PbS received applications from 25 youths at nine different facilities in four states reflecting many different work situations, including some off facility grounds and engaged with non-government employers. Winners were selected by random drawing and the winners received the funds upon release.

Congratulations to all who participated. We look forward to next year’s entries.

KIDS GOT TALENT CONTEST

PbS understands the importance of recognizing youths and their talents which led to the PbS Kids Got Talent Contest, established in 2015 as a way to showcase those talents. Staff and leaders from 26 facilities and residential programs in 18 states created opportunities for youths to sing, dance, read poetry, play instruments, perform card tricks and show off basketball skills by being recorded for submission to the national talent contest. After careful review and deliberation, 15 finalists were selected and presented to the PbS Kids Got Talent Contest judges. The judges selected Saul C. from Rogue Valley Youth Correctional Facility as the 2018 PbS Kids Got Talent Contest winner. Saul performed an original song playing the ukulele and impressed all of the judges with his insightful lyrics and technical skills. Saul also performed as the lead vocalist in a group finalist entry from RVYCF on their version of Tim McGraw’s “Humble and Kind.” The winning group performance was a creative news piece by a group from Snowden Cottage in Delaware sharing advice for staff.

AWARDS NIGHT LIVE PERFORMANCE

Kaitlyn C. from Echo Glen Children’s Center in Washington State performed as part of the CJCA and PbS Awards Night ceremony. As a runner-up, Kaitlyn dazzled the judges with her versatility as a performer, sharing songs on the piano and the guitar and wowed the awards night audience with her heartfelt performance.

62
Staff and youths who applied for scholarships

12
Applications for reentry awards

25
Applications for employment matching awards

118
Youths who participated in the talent contest
TECHNOLOGY

SURVEY KIOSKS

Touch-screen collection of youth, staff and family surveys

The PbS kiosk is a touch-screen terminal that youths, staff and families can use to answer survey questions directly into the website and replaces the need for staff to collect and enter paper surveys. Users have reported that taking a survey at a kiosk takes less time to complete, helps to foster anonymity and increases overall participation. In 2018 PbS facilities collected 18,086 surveys using the kiosk. This is estimated to save over 1,500 hours of staff time from performing data entry of paper surveys.

DATA INTEGRATION

Direct transfer of data from existing reporting systems

The PbS Application Programming Interface (API) gives software developers the tools and information needed to create a program that sends data from the existing data system over to PbS. PbS’ API is completely free. The API accepts incident and youth record data. The Oregon Youth Authority is the latest state agency to take advantage of this technology to automate the transfer of incident data from their JJIS system. PbS has also partnered with Handel IT, makers of the RiteTrack case management software, to integrate with the API giving facilities the ability to purchase a system off-the-shelf with it already being fully integrated to PbS.

REPORTING

Interactive analysis tools

Interactive reporting takes out a lot of the back and forth needed to manipulate data. The emergence of more interactive capabilities empowers users to take their data into their own hands. As part of PbS’ initiative to capture more in-depth information related to confinement, there are now three separate interactive reports available on the website. These allow for users to dive deeper into the data than ever before.

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ENHANCED PERFORMANCE IN THE CLOUD

In 2018 PbS moved the entire web-based platform from the existing servers to a cloud computing system.

More information
To read more about our continued efforts to using cutting-edge technology
Visit pbstandards.org/about-us/initiatives
In 2015 the Office of Juvenile Justice and Delinquency Prevention (OJJDP) within the Department of Justice, Office of Justice Programs, launched the Juvenile Reentry Measurement Standards project to provide agencies and reentry service providers with a framework to monitor and assess their effectiveness. The federal government had invested in a variety of initiatives over the previous decade to deliver reentry services and provide training and technical assistance to reduce recidivism and improve outcomes for youths leaving juvenile facilities, yet reoffending rates remain high. OJJDP awarded the cooperative agreement to the PbS Learning Institute and its partners the Council of Juvenile Correctional Administrators (CJCA) and the Vera Institute of Justice.

The first two years were devoted to researching existing literature and assessing the level of implementation of reentry practices and services in the field. PbS developed a first draft of the standards and data and spent most of 2018 field testing the work to ensure it was meaningful, feasible and addressed the field’s needs. The final recommendations will be presented to OJJDP this spring and OJJDP will launch the final product after its review.

Similar to the list of items parents would pack in a child’s backpack for school or a trip, the standards and measures identify the competencies, connections and experiences youths need to take with them when they leave secure custody and community supervision that give them the best chances of success.

Based on research and field testing, PbS’ new reentry standards identify competencies, connections and experiences youths need to take with them when they leave secure custody and community supervision that give them the best chances of success.

Training
Develop training opportunities for multi-agency, multidisciplinary teams composed of key stakeholders who are involved in the collection, sharing and use of data related to the reentry process at the state and/or local level

Technical Assistance
Provide technical assistance at the state and local levels to implement effective strategies for cross-agency collaborations in data-sharing and measuring reentry services and outcomes, including best practices for measuring reoffending

Resources
Develop and widely disseminate documents, tools and other resources in a variety of media to promote the data improvement recommendations

Coordination
Promote ongoing coordination with OJJDP, the National Reentry Resource Center (NRRC) and site teams, including any research and evaluation partners

Additional partners will join in year two to provide further training opportunities: American Probation and Parole Association (APPA), Coalition for Juvenile Justice (CJJ) and Council of Juvenile Correctional Administrators (CJCA).
COMMUNITY STANDARDS REVIEW

Committed to continuous improvement, PbS convened a panel of national experts and practitioners to review the standards for PbS for Community Residential Programs. PbS held the meeting on Sept. 18-19, 2018 in Boston. The panel’s thoughtful consideration, extensive experience and insightful input resulted in two new areas of goals and standards – Family and Community Connections and Education and Employment – as well as many helpful revisions that ensure PbS for community residential programs continues to be meaningful to the field.

Following the success of PbS in youth correction centers, PbS for community residential programs was developed and launched in the spring of 2008. Over the past 10 years, the program has helped state, local and private agencies measure and monitor the services provided to juvenile justice youths in residential care in the community. This review was two days devoted to going standard-by-standard, considering the changes submitted by PbS participants, the most recent research and also lessons learned from PbS project developing reentry measurement standards.

NEW STANDARDS

Below is an example from the newly developed education and employment standards for community programs which incorporates research and findings from the reentry work.

GOAL
To develop a long-term employment or career pathway with primary input from the youths that lays out the age-appropriate sequence of education, training and workforce skills they need to obtain and retain employment.

Ensure all youths have a clear plan for their long-term education and employment.

Ensure all youths complete their academic and technical education goals including higher education, as identified in their individual service plan (ISP).

Ensure all youths master employability and social skills necessary to obtain and sustain employment.

Ensure all youths have/ have access to the documents and supports necessary to obtain and retain employment.

Ensure equitable educational opportunities are open to all youths that are comparable to those of non-system involved youths.

Help all youths develop a sense of themselves as learners.

ASIDE FROM THE IMPORTANCE OF INVOLVING PARENTS AND LIMITING AND STRUCTURING CONTACT WITH ANTSOCIAL PEERS... [COMMUNITY-BASED PROGRAMS] CAN MORE READILY BE DESIGNED TO PROVIDE A SOCIAL CONTEXT WITH OPPORTUNITY STRUCTURES FOR HEALTHY DEVELOPMENT AND THE TOOLS TO DEAL WITH NEGATIVE INFLUENCES IN THE SETTING IN WHICH THE YOUTH WILL LIVE IN THE FUTURE.”

(National Research Council, 2013)
To meet our founding mission to expand and sustain, PbS practiced excellent financial stewardship to provide maximum benefits to our participants and advance our commitment to challenge youth-serving agencies to meet the highest standards of operations, programs and services using the PbS data-driven improvement model.

In 2018 PbS was awarded a second cooperative agreement with the Office of Juvenile Justice and Delinquency Prevention (OJJDP), Office of Justice Programs, US Department of Justice for $1 million over three years (see page 16). PbS’ first OJJDP award, which began in 2016, will end in the summer of 2019. While fees for participation remain the primary source of income for PbS, we continue to seek additional revenue sources to ensure continued growth.

PbS operates a fair pricing model and has worked steadily over the years to spread the costs of services evenly among participants. Increasing numbers of participants, grant income and careful spending has allowed PbS to avoid price increases over the past three years.

As part of the annual Agency Coordinators Training, PbS celebrates winners of several award competitions including all-expenses paid trips to attend the annual awards night (see page 10). As a Massachusetts based 501(c)(3), PbS reinvests fund balances directly back into programs for participants. The Board of Directors Finance and Audit Committee regularly reviews financial statements and reports. The full board votes to approve the annual budget and annual independent audit. The fiscal year 2018 audit was completed by Moody, Famiglietti & Andronico, Certified Public Accountants & Consultants.

### OPERATING BUDGET

**Revenue**

- 90% Membership
  - $1,937,256 in subscription revenues
- 10% Federal Grant
  - $220,104 in OJJDP reentry funding

Total: $2,157,360

**Expenses**

- 47% Salaries
- 28% Coaches
- 7% Office Operations
- 8% Agency Coordinators Training
- 8% Travel
- 2% Marketing

Total: $2,136,127
About Us

The PbS Team shares passion and dedication to improving the conditions and quality of life for youths, staff and families in our nation’s juvenile justice facilities and community residential programs. The team designs projects, develops new tools and creates innovative solutions to support participants. PbS currently employs nine full-time team members and nine coaches.

OUR TEAM

Committed to treating all youths in custody as one of our own

DAVID KINDLER
photographer

DAVE CROWLEY
PbS Coach, retired

CHRISTOPHER ANDREW
video producer

RIAN SOUZA
web developer

Edward “Ned” Loughran
1939-2016

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In Memory of

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