



Justice Center

THE COUNCIL OF STATE GOVERNMENTS

The Council of State
Governments Justice Center
Response to:

**Maryland Juvenile Justice
Council – Technical Assistance**

Project Description

Project Summary

The Council of State Governments (CSG) Justice Center will support Maryland's Juvenile Justice Reform Council (JRC) to carry out its mission to develop tools and resources that facilitate statewide juvenile justice system improvement. In support of this mission, the CSG Justice Center will use a data-driven approach to conduct a comprehensive assessment of Maryland's juvenile justice system, from diversion through reentry, to assess alignment with what research and best practice show work to protect public safety, improve outcomes for youth, and reduce racial and ethnic disparities. The goal of this process is to help the JRC come to consensus on a research-based, statewide framework for statutory, administrative, and funding policies and practices that ensure that youth in Maryland's juvenile justice system are matched to the most appropriate and effective supervision and services; resources are used efficiently; and that all youth are treated equitably across the juvenile justice continuum.

Project Objectives and Activities

To accomplish the mission of the JRC and meet the goals of this statewide improvement process, the CSG Justice Center will focus on the following key objectives and related activities:

- A. *Assess the current functioning of Maryland's juvenile justice system and its alignment with what research shows works to improve outcomes for youth.*

A1: Facilitate an initial and ongoing conversations with the JRC and advisory group members on what research shows works to improve outcomes for youth and related challenges, gaps, and priorities for improving Maryland's juvenile justice system.

The CSG Justice Center will support the JRC to reach consensus on a statewide, research-based juvenile justice system improvement plan. In order to reach this goal, we will first work with the JRC and advisory group members to ensure stakeholders have a shared understanding of the science of adolescent development as well as what research shows works to reduce recidivism and improve outcomes for youth. At the first JRC and advisory group meetings, CSG Justice Center staff will present this research, and facilitate an initial, as well as ongoing discussions amongst members at each meeting, on to what extent current system functioning reflects this research and best practice. Key takeaways from this initial meeting, ideally scheduled before December 1, will inform the interim report submitted to the General Assembly by December 1, 2019.

CSG Justice Center staff have facilitated high-level, bi-partisan juvenile justice taskforces in multiple states and counties that include representation from diverse stakeholders and across branches of government. We will draw upon this experience to ensure that all voices are heard and respected during these discussions.

Additionally, as a key complement to meetings with the JRC and advisory group, we will have one-on-one meetings with key members of the JRC and with other juvenile justice leaders from across branches of government. These discussions with legislators, justice officials, and executive leadership will build

and sustain buy-in for the statewide assessment and improvement process, identify their priorities for system improvement, and seek their guidance for how to ensure that this effort has the best possible chance to result in systemic and sustainable change.

A2. Conduct extensive in-person focus groups with additional system stakeholders across the state.

CSG Justice Center staff will build upon discussions with JRC and advisory group members through extensive focus groups with management and line staff of key system agencies to further assess system responses, identify the gap between policy and actual practice, and to gather input on challenges and opportunities for improvement. We will conduct focus groups with: DJS intake, probation, detention, and facility staff across the state to reflect both urban and rural perspectives; judges; prosecutors; public defenders; legislators; community-based and residential service providers; law enforcement; behavioral health professionals; DHS, SDOE, and other state and local youth/family agencies; advocates; and researchers. Staff will also make a specific effort to facilitate discussions with youth and families that have been impacted by the system, as well as juvenile crime victims.

Based on experience conducting juvenile justice focus groups in more than half of all states across the country, we will create tailored interview guides for each focus group specific to Maryland's juvenile justice system, and document key themes and takeaways.

A3. Review current juvenile justice statutory and administrative policies and procedures.

CSG Justice Center staff will review current Maryland juvenile justice statute as well as DJS, DHS, SDOE, and other agency policies and court rules to determine to what extent system and individual agency responses, policies, and procedures align with what research shows works to improve outcomes for youth. We will facilitate this analysis using a research-based framework that the CSG Justice Center has established for conducting rigorous juvenile justice system assessments, with a focus on [four core principles](#) that we have identified for effective juvenile justice systems. Based on this framework, we will identify key challenges, gaps, and opportunities at the individual agency and system level for the adoption of more research-based practices as well as coordination and collaboration across agencies.

A4: Identify opportunities to build upon past and current Maryland juvenile justice reform efforts.

CSG Justice Center staff will partner with the JRC and other stakeholders to aggregate and review analyses and reports related to past and current juvenile justice system improvement efforts to ensure that the assessment and improvement process builds upon system strengths and is not duplicative. We will examine recent and current initiatives, including but not limited to the Juvenile Detention Alternatives Initiative, Department of Juvenile Services' efforts to institute graduated responses and a developmentally appropriate approach for youth, and the elimination of juvenile fines and fees, among others. We will also review relevant annual reports, research, and other materials that shed light on current priorities, challenges, and opportunities for improvement. These include annual statistical reports and data resources guides created by the Department of Juvenile Services, agencies' strategic planning reports, and research and legislative reports that have been produced on various topics, geographic regions, and parts of the juvenile justice continuum. Staff will also engage in conversations with other organizations and researchers who have partnered with state and local juvenile justice

stakeholders to conduct and lead improvement initiatives, such as the Annie E. Casey Foundation and the Abell Foundation.

We will review all of this information to ensure that the assessment process, findings, and consensus-based recommendations build upon and leverage lessons learned from past and current reform initiatives as well as to identify areas that warrant further attention.

B. Conduct a data-driven analysis of Maryland's juvenile justice system functioning, from diversion through reentry, that complements the qualitative assessment and JRC discussions.

B1: Collect and analyze case level data on statewide juvenile justice system functioning, and also identify key data challenges and gaps.

CSG Justice Center research staff will partner with DJS, Maryland Judiciary, the Office of the Public Defender, County State's Attorneys, Department of Corrections, service providers, local education agencies, DHS, MDH, and other agencies as needed to collect available case-level juvenile justice data, including information on arrests, system referrals/intakes, diversion, detention, dispositions, risk/needs, probation, out-of-home placements, service delivery, and aftercare/reentry. The CSG Justice Center research team has over a decade of experience in working with corrections and supervision agencies to collect these data through a secure portal that adheres to confidentiality and other system restrictions, and in using sophisticated methods of analysis to match disparate data sets and identify multi-year system trends related to system performance and youth outcomes.

CSG Justice Center research staff will analyze Maryland's juvenile justice system data, and to the extent possible, distill key findings to identify: who are the youth that come into contact with the juvenile justice system; their risks and needs; and whether youth are being matched to the appropriate level, type, and quality of supervision and services. We will also identify current recidivism and technical violation rates, and other outcomes for youth in the community as well as returning from incarceration, which can serve as key indicators of system performance as well as baselines for establishing performance targets for system improvement. Additionally, all data analysis, to the extent possible, will include an assessment of geographic and demographic distinctions at multiple decision points, including age, race, ethnicity, and gender as well as LGBTQ, disability, ESL, family, educational, and child welfare status, to identify disparities at each point in the juvenile justice continuum.

Finally, as part of this analysis, CSG Justice Center research staff will work directly with agency data and IT staff to assess the state's current capacity to collect key juvenile justice data critical for positioning DJS, the General Assembly, Courts, JRC, and other system stakeholders to measure system performance and progress and make data-driven policy and resource allocation decisions. CSG Justice Center staff will leverage the insights from these conversations and from conducting the case-level data analysis to identify opportunities to improve Maryland's collection, analysis, reporting, and use of juvenile justice data at the individual agency and system levels.

B2. Analyze Maryland’s juvenile justice system expenditures and funding streams.

CSG Justice Center staff will review state juvenile justice appropriations, and other youth serving system appropriations that are relevant to the juvenile justice population, as well as whether Maryland has leveraged related federal funding streams—such as Medicaid, the Workforce Investment Opportunity Act, and ESSA Title I Part D—to support programs and services that could be used for youth (and families) in the juvenile justice system. Research staff will also directly collect data from DJS on system appropriations, costs, and expenditures for community-based supervision and services, as well as out-of-home placements, and facilitate discussion with DJS and other agency fiscal staff to better understand the true nature of these costs and how they relate to administrative operations, as well as how systems are leveraging each other’s resources and fostering interagency collaboration to improve outcomes for system involved youth.

B3. Identify opportunities for resource efficiencies across Maryland’s juvenile justice system and develop cost-benefit models.

Based on the fiscal and policy analysis, we will identify concrete opportunities to use existing fiscal and human resources more efficiently across the juvenile justice continuum. In particular, research and policy staff will seek to identify whether: youth that have a low risk of reoffending are diverted from system involvement; detention is used sparingly only for youth that are a public safety or flight risk; youth are matched with the appropriate level and length of supervision based on their risk of reoffending, including opportunities to reduce system reliance on out-of-home placement; and service resources are reserved for moderate and high-risk youth and for programs that are proven effective.

In order to present clear findings to the JRC, CSG Justice Center research staff will leverage their long history of developing justice reinvestment and other types of cost-benefit models for almost half of all states across the country to develop a cost-benefit model tailored to Maryland’s juvenile justice system. The model will forecast the impact of potential recidivism reduction and investment strategies, including how more consistent, research-based approaches to key system decisions, the efficient use of existing resources, and potential new investments could result in short and long-term cost savings and improved youth outcomes, with substantial implications for public safety and resource efficiencies in both the juvenile and adult justice systems

C. Facilitate the JRC in reaching consensus on a set of data-driven policy, practice, and funding recommendations for statewide system improvement.

C1. Distill and present an integrated set of data, qualitative, and fiscal assessment findings and recommendations for statewide juvenile justice system improvement to the JRC.

The CSG Justice Center policy and research staff will synthesize the key takeaways from the case-level data analysis; review of policies and procedures; discussions with JRC and advisory members as well as other key system stakeholders across the state; and fiscal analysis and cost-benefit modeling. Staff will present this integrated set of findings to the JRC through three separate presentations so that the information is easily digestible, including presentations on: 1) arrests/system referrals/diversion/use of secure detention and alternatives; 2) assessments and dispositions; and 3) community and out-of-home

supervision and services. Each presentation will include a primer on research and best practice; key assessment findings and takeaways; and concrete recommendations for system improvement, including legislative, administrative, fiscal, and data strategies for improving public safety, youth outcomes, and racial and ethnic and other types of potential disparities.

During each meeting, we will facilitate JRC members to engage in a robust discussion of the findings and recommendations to identify questions, concerns, and areas of consensus and disagreement. As follow-up in-between each meeting, we will provide relevant examples of other states' legislative, administrative, and appropriation reforms; connect Maryland leaders with counterparts in these states to learn from their experiences; and engage in conversations to address individual JRC members questions/concerns and to help facilitate the system-improvement consensus building process.

C2. Forge consensus amongst the JRC and other stakeholders on a set of key legislative, administrative, and fiscal system improvement strategies.

Based on the assessment findings, CSG justice Center staff will strive to facilitate consensus amongst the JRC, advisory group, and other stakeholders as directed on specific legislative, fiscal, and administrative strategies for improving the juvenile justice system. Our goal is to ensure that the development of these recommendations is a state-driven, state-led process. As such, we will partner with individual agency leaders and stakeholders to thoroughly vet potential system improvement strategies before they are brought forward to the JRC, and encourage and facilitate a formal consensus-building and voting process on these strategies during JRC meetings.

C3. Prepare and submit a final report to the Governor and General Assembly that reflects consensus improvement strategies and that includes an action plan and best practice models for system reform.

Based on the consensus established by the JRC, CSG Justice Center staff will prepare a final report to the Governor and General Assembly by December 1, 2020. The report will include the following:

- Key findings from the assessment process, from diversion through reentry, with a focus on the most significant policy, practice, funding, and data obstacles to improving public safety, outcomes for youth, and reducing disparities;
- Recommendations adopted by consensus by the JRC for addressing these challenges and improving juvenile justice system performance and outcomes statewide;
- A recommended set of key performance measures that the juvenile justice system should track related to these system improvement strategies, potentially mandated through legislation, to ensure state leaders can measure system progress, make data-driven decisions, and hold system stakeholders accountable;
- Examples/model juvenile justice legislation, funding formulas, performance measures, and administrative policies from other states; and finally
- Key lessons learned and related recommendations—based on our review of past and current system improvement efforts in Maryland as well as our experience facilitating juvenile justice reform across the country—for adopting and ultimately successfully implementing legislative,

administrative, and fiscal improvement strategies. As part of these lessons learned, we will detail a potential action plan with key deliverables, timelines, and a recommended oversight structure for implementation.

A full timeline for the report development, other project deliverables, and key project activities is detailed at the end of the proposal.

CSG Justice Center Experience, Expertise, and Staffing

The Council of State Governments Justice Center is uniquely qualified to perform the activities detailed in this proposal due to: 1) proven juvenile justice research and data analysis capacity; 2) significant experience partnering with state and local juvenile (and adult) justice systems to conduct comprehensive, data-driven assessments, and help to advance system-wide reforms; 3) in-depth subject matter expertise; and 4) robust organizational capacity and experienced policy and research staff.

Proven Research and Data Analysis Capacity

The CSG Justice Center has an unmatched team of researchers and analysts who have significant experience conducting rigorous case-level juvenile and criminal justice data analysis and answering complex research questions through individual research projects. In conducting statewide assessments of juvenile and criminal justice systems, CSG Justice Center research staff are skilled at requesting access to case level data through memoranda of agreement, conversing with state data analysts and IT staff to understand complex agency data infrastructures, and engaging in ongoing collaboration to ensure accuracy of the analyses conducted. Research staff always disaggregate data at each decision point, whenever possible, by race, ethnicity, gender, and other demographic factors to identify disparities.

In addition to jurisdiction-specific data analysis, research staff conduct individual research projects aimed to address complex challenges and answer key questions about the juvenile justice system for the broader field. Examples of these research projects and resulting reports include:

- *Breaking Schools' Rules: A Statewide Study on How School Discipline Relates to Students' Success and Juvenile Justice Involvement* is a groundbreaking study that examined records of nearly 1 million Texas public secondary school students, followed for at least six years, to identify how school discipline impacts future justice system involvement and other youth outcomes.
- *Closer to Home: An Analysis of the State and Local Impact of the Texas Juvenile Justice System Reforms* is the most comprehensive study ever conducted on the impact of statewide juvenile justice reforms, and identifies a host of lessons learned on justice reinvestment strategies and developing an effective, state-wide continuum of community-based services.

Juvenile Justice System Assessment and Improvement Experience

The Council of State Governments (CSG) Justice Center has unparalleled experience in facilitating over a dozen states to conduct the juvenile justice system assessment, data analysis, and policy review and reform activities outlined in the RFP, and can leverage the lessons learned from these experiences to

ensure a successful process in Maryland. In particular, the CSG Justice Center operates the Improving Outcomes for Youth Initiative (IOYouth), which supports states to align juvenile justice policies, practices, and funding with what research shows works to improve outcomes for youth and young adults. The CSG Justice Center has partnered with Nevada, New Mexico, Colorado, and Connecticut through IOYouth. As part of this initiative, states have successfully reached consensus on and advanced legislative strategies for system-wide improvement that are aligned with Maryland priorities such as: expanding diversion opportunities for low-risk youth; requiring the use of risk and needs screening and assessment tools to guide diversion and disposition decisions and case planning, including how to address issues of assessment bias; reinvesting resources into community-based services and requiring that all such services are evidence-based and targeting towards higher risk youth; and establishing statewide performance measures and reporting requirements for service providers and state and local agencies, including the collection and review of comprehensive data on race, ethnicity, and gender among other factors.

Through IOYouth, as well as numerous other juvenile justice technical assistance initiatives supported by the Office of Juvenile Justice and Delinquency Prevention and the Bureau of Justice Assistance over the past decade, the CSG Justice Center has significant experience conducting the following activities:

- *Assembling and facilitating high-level, cross-branch taskforces of system stakeholders.* The CSG Justice Center works with state leadership to establish a diverse statewide taskforce consisting of state and local policymakers, agency leaders and other juvenile justice and youth serving system stakeholders to oversee and guide the assessment process and to reach consensus on policy recommendations for improvement.
- *Conducting unprecedented case-level data analysis and qualitative assessment.* Drawing upon our dedicated team of juvenile justice researchers—capacity which few juvenile justice organizations can match—the CSG Justice Center has experience analyzing case-level juvenile justice data and system-wide expenditures to identify system trends, gaps for improvement, and to identify cost-benefit/reinvestment models for system improvement. Analyses conducted always disaggregate data by race, ethnicity, gender, child welfare involvement, and other factors to the extent possible, at each decision point in the juvenile justice system. Additionally, comprehensive assessments always include focus groups and interviews with system stakeholders and those most impacted by the system.
- *Reviewing state statutes, policies, and recent improvement efforts.* The CSG Justice Center has significant experience reviewing juvenile justice and related state statutes, as well as conducting a close examination of administrative and court policies and practices and service availability and quality, from diversion through reentry. Additionally, assessment strategies always include a comprehensive review of previous and ongoing improvement efforts to ensure alignment.
- *Working with all branches of government to identify and implement recommendations.* The CSG Justice Center has significant experience working with leadership from the legislature, executive branch, and judicial branch, and across local and state governments to prioritize areas for

improvement, identify and vet specific recommendations based on research and best practices, establish consensus on policy change, and translate recommendations into legislative proposals and administrative and other policy changes.

In addition to IOYouth, the CSG Justice Center has and continues to work extensively at both the state and local levels to analyze juvenile and criminal justice policy, practice, and case level data; identify opportunities for system-wide improvement; and facilitate and help to implement legislative, appropriation, and administrative reforms. Key recent initiatives that exemplify this work include:

- *Probation Systems Reviews*: Staff conduct intensive, data-driven assessments of state and local juvenile probation and related service systems to identify and present opportunities for improvement to county/state-wide taskforces and to help them to develop action plans for reform. The CSG Justice Center is currently conducting such reviews in multiple counties across the country in urban and rural jurisdictions, and has worked with states such as Nebraska, Massachusetts, Indiana, and Ohio.
- *Statewide Planning and Reform Initiatives*: Staff provide technical assistance, through funding from the federal Office of Juvenile Justice and Delinquency Prevention, to help states to develop and implement comprehensive plans to improve their juvenile justice systems. Separate initiatives have focused on: diversion/detention reform and reducing racial and ethnic disparities at these decision points in the system; improving community supervision and services, including through identifying reinvestment strategies; and improving correctional services and juvenile reentry outcomes. For each initiative, staff have worked with jurisdiction-wide taskforces, conducted data-driven system assessments, and helped to identify and advance system-wide policy and practice improvements. Among other locales, staff have partnered with Delaware, Iowa, Washington, North Carolina, Virginia, Utah, and Pennsylvania to facilitate statewide assessment and improvement initiatives.
- *Justice Reinvestment*: The CSG Justice Center helped pioneer the concept of justice reinvestment (JR) and has assisted nearly half of all states in pursuing a JR approach. As a result, the CSG Justice Center is uniquely qualified to help Maryland policymakers and system leaders to make data-driven decisions on the costs and benefits of current and alternative approaches to juvenile incarceration and to identify investment strategies for building a more robust and effective continuum of community-based services.

Juvenile Justice Subject Matter Expertise

The CSG Justice Center complements its extensive experience in facilitating state-wide juvenile justice policy, practice, and funding reform with deep content knowledge on what research shows works to improve public safety and outcomes for youth and young adults in the justice system. Just a sampling of the reports and resources that the CSG Justice Center has developed that demonstrates this expertise and that will benefit the assessment and system improvement process in Maryland, includes:

- *Core Principles for Reducing Recidivism and Improving Other Outcomes for Youth in the Juvenile Justice System* synthesizes the research on what works to reduce recidivism and improve outcomes for youth in the juvenile justice system into four core principles, and provides lessons learned from states and counties on how to implement the principles with fidelity.
- *Measuring and Using Juvenile Recidivism Data to Inform Policy, Practice, and Resource Allocation* synthesizes the results of a 50-state survey of states' approaches to measuring juvenile recidivism, and provides recommendations to improve the collection, analysis, reporting, and use of these data.
- *Transforming Juvenile Justice Systems to Improve Public Safety and Youth Outcomes* provides a roadmap of six innovative strategies that states can follow to make sweeping changes to their juvenile justice systems regarding who is supervised and served by the system; how those youth are supervised and served; and to what extent agencies are held accountable for performance.
- *Reducing Recidivism and Improving Other Outcomes for Young Adults in the Juvenile and Adult Criminal Justice Systems* identifies young adults' distinct needs (an area of priority for Maine), summarizes the research available on what works to address those needs, and provides recommendations for how states and the field can improve outcomes for this population.
- *Locked Out: Improving Educational Outcomes for Incarcerated Youth* details survey findings on the educational services provided for youth in state juvenile correctional facilities and provides recommendations for how agencies can improve educational services and outcome tracking.
- *On Track: How Well Are States Preparing Youth in the Juvenile Justice System for Employment?* Provides findings from a 50-state survey to establish an unprecedented baseline for how juvenile correctional agencies are preparing youth for employment, as well as a best practices checklist to improve workforce development outcomes for youth in the justice system.

Staffing Plan and Organizational Capacity

A team of exceptionally experienced juvenile justice professionals from the CSG Justice Center will staff the project. Key project staff include:

Josh Weber, Director, Juvenile Justice Program, will provide overall oversight for the project. Mr. Weber has over 20 years of experience working within and across all three branches of government as well as with research, nonprofit, and technical assistance organizations to help juvenile justice systems to reform their policies and practices and improve outcomes for youth. Over the past six years, Mr. Weber has led the CSG Justice Center juvenile justice program, leading efforts in multiple states—including in North Dakota—to assess juvenile justice system strengths and challenges, and help state policymakers and system leaders to identify, adopt, and effectively implement comprehensive system reforms that align with research and best practice—including legislative drafting and enactment, administrative

policy and practice improvements, and the adoption of justice reinvestment strategies. As part of this work, Mr. Weber has become an expert at facilitating jurisdiction-wide, multi-system taskforces; conducting data-driven system assessments and identifying key findings; presenting these findings and recommendations to taskforces and policymakers in a clear and compelling way; and partnering with systems to develop tailored improvement strategies that reflect research and lessons learned from other locales. Prior to joining the CSG Justice Center, Mr. Weber spent 15 years working for city government, research organizations, and as a technical assistance provider to build the capacity of programs and systems that serve vulnerable youth in the juvenile justice, youth development, workforce development, education, and child welfare systems.

Nina Salomon, Deputy Program Director, Juvenile Justice Program, will serve as the primary staff member to help the JRC carry out its mission and goals and serve as the day-to-day point of contact for the JRC and other state leaders in Maryland. Ms. Salomon has over 15 years of experience working with national, state, and local policymakers, as well as with local community-based organizations, to improve education and juvenile justice systems. At the CSG Justice Center, Ms. Salomon leads the Improving Outcomes for Youth (IOYouth) initiative, partnering with states to assess juvenile justice system strengths and challenges, and help state policymakers and system leaders to identify, adopt, and effectively implement comprehensive system reforms that align with research and best practice—including legislative drafting and enactment, administrative policy and practice improvements, and the adoption of justice reinvestment strategies. As part of this work, she has become an expert at facilitating statewide, multi-system taskforces; conducting data-driven system assessments and identifying key findings; presenting these findings and recommendations to taskforces and policymakers; and partnering with systems to develop tailored improvement strategies that reflect research and lessons learned from other jurisdictions. Additionally, Ms. Salomon leads the organization's efforts to improve educational outcomes for youth in the juvenile justice system, and was a lead author of the *School Discipline Consensus Report* and *Locked Out: Improving Educational and Vocational Outcomes for Incarcerated Youth*. Prior to the CSG Justice Center, Ms. Salomon worked for national education and youth development policy organizations and local foundations to influence and advance policy change at the federal and state levels.

Courtney Warren, Policy Analyst, will provide key support for the system assessment activities. As part of the Juvenile Justice Program, Courtney has provided technical assistance to states and counties across the country on assessing their juvenile justice policies and practices and implementing and evaluating research-based approaches. Prior to joining the CSG Justice Center, she worked with Pew's Public Safety Performance Project, supporting states in the adoption of juvenile sentencing and corrections reforms, in the Office of the Governor of Virginia as a fellow in the Secretariat of Public Safety and Homeland Security, and as a policy analyst at the Virginia Department of Juvenile Justice.

Monica Peters, Research Division Director, will oversee the data analysis and directly assist with cost benefit modeling. Monica oversees the CSG Justice Center research division and has led statewide data analysis and cost benefit modeling for a wide variety of CSG Justice Center system assessment and justice reinvestment projects. Prior to joining the organization, she was a research analyst with the

Texas Juvenile Justice Department, where she where she maintained and analyzed data for all juvenile probation departments in the state.

Emily Rogers, Senior Research Associate, will conduct the case-level data assessment of Maryland's juvenile justice system and directly liaison with state and local data and IT staff. Ms. Rogers has served as the lead data analyst on multiple IOYouth, Probation System Review, and technical assistance initiatives, and has a decade of experience serving as a juvenile justice data analyst and researcher.

Hannah Sosland, Program Associate, External Affairs, will support the editing and formatting of all presentations and the final report to ensure these communications are clear, concise, and well organized. Hannah provides organizational support to the communications and external affairs teams, and has worked in communications and public relations for a number of years.

Finally, as an organization, the CSG Justice Center has substantial capacity and experience managing similar, system-wide improvement initiatives. For over two decades, the CSG Justice Center has served as one of the foremost national organizations in promoting juvenile and criminal justice reform, combining the power of a membership association, representing state officials in all three branches of government, with the expertise of a policy and research team focused on assisting state leaders to attain measurable results. As part of these efforts, the CSG Justice Center has extensive experience managing a wide range of grants and contracts focused on facilitating system-wide justice policy, practice, and funding improvements—ranging from millions of dollars to small technical assistance projects—and has established robust financial and administrative systems to manage these awards and ensure initiative deliverables are completed on time, on budget, and with high quality.

Activity	Month										Aug	Sep	Oct	Nov	Dec
	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul						
Key Deliverables															
1. <i>Interim Report to the General Assembly</i>	X														
2. <i>Juvenile Justice Reform Council Facilitation</i>	X	X	X	X	X	X	X	X	X	X	X	X	X	X	
3. <i>Comprehensive Systems Assessment</i>		X	X	X	X	X	X	X	X	X	X	X	X	X	
4. <i>Council Presentations</i>	X						X			X				X	
5. <i>Final Report to the General Assembly</i>														X	X
Objective A: Assess the current functioning of Maryland’s juvenile justice system and its alignment with what research shows works to improve outcomes for youth															
A1: Facilitate an initial and ongoing conversations with the JRC and advisory group members on what research shows works to improve outcomes for youth	X	X	X	X	X	X	X	X							
A2: Conduct extensive in-person focus groups with additional system stakeholders across the state.			X	X	X	X	X	X	X	X					
A3: Review current juvenile justice statutory and administrative policies and procedures.	X	X	X	X	X										
A4: Identify opportunities to build upon past and current Maryland juvenile justice reform efforts.	X	X	X	X	X										
Objective B: Conduct a data-driven analysis of Maryland’s juvenile justice system functioning, from diversion through reentry, that complements the qualitative assessment and JRC discussions.															
B1. Collect and analyze case level data on statewide juvenile justice system functioning, and also identify key data challenges and gaps.		X	X	X	X	X	X	X	X	X	X	X			
B2. Analyze Maryland’s juvenile justice system expenditures and funding streams.					X	X	X	X	X	X					
B3. Identify opportunities for resource efficiencies across Maryland’s juvenile justice system and develop cost-benefit models.									X	X	X	X			

Objective C: Facilitate the JRC in reaching consensus on a set of data-driven policy, practice, and funding recommendations for statewide system improvement.														
C1. Distill and present an integrated set of data, qualitative, and fiscal assessment findings and recommendations for statewide juvenile justice system improvement to the JRC					X	X	X	X	X	X	X	X	X	
C2. Forge consensus amongst the JRC and other stakeholders on a set of key legislative, administrative, and fiscal system improvement strategies.						X	X	X	X	X	X	X	X	X
C3. Prepare and submit a final report to the Governor and General Assembly that reflects consensus improvement strategies and that includes an action plan and best practice models for system reform.													X	X

Projected Start Date	11/1/2019	
Projected End Date	12/31/2020	215,000
Project Expenses for	14	215,000
Surplus/(Deficit)		0

Item	Updated 10/17/19		Description				Projected Expenses
Project Staff	Job Title	Salary	FTE	Mos.	Days		
1 Benedict, Monica P.	Interim Division Director, Research	118,000.00	0.07	14	22	0.07 FTEs / 14 months	10,266
2 Rogers, Emily	Senior Research Associate, TX	83,279.04	0.40	6	52	0.40 FTEs / 6 months	16,656
3 Salomon, Nina R.	Deputy Program Director, DC	112,002.00	0.40	14	122	0.40 FTEs / 14 months	53,093
4 Sosland, Hannah D.	Associate Public Affairs Specialist, NY	60,633.12	0.02	14	7	0.02 FTEs / 14 months	1,770
5 Warren, Courtney L.	Policy Analyst, DC	72,100.08	0.30	14	91	0.30 FTEs / 14 months	25,634
6 Weber, Joshua	Deputy Division Director, DC	155,320.08	0.07	14	22	0.07 FTEs / 14 months	13,437
7 Administrative Support		80,955.60	0.02	14	7	0.02 FTEs / 14 months	2,301
	<i>Subtotal</i>		1.066				123,157
Benefits						25%	30,789
<i>Staff Subtotal</i>							153,946
Supplies	Estimate	Months	FTEs				
Supplies, postage and printing	89	14	1.066	14 months * 1.07 FTEs * \$89/month			1,332
<i>Supplies Subtotal</i>							1,332
Staff Travel	Estimate	Count	Persons	Trips			
<i>5 Site Visits for 1 night, 2 days - Approx. \$137/trip</i>							
Meals - Travel Days	49.50	1	2	5 Meals @ \$50/day * 1 days/trip * 2 persons * 5 trips			495
Local Travel - Mileage	0.58	150	2	5 Local Travel - Mileage @ \$.58/mile * 150 miles/trip * 2 persons * 5 trips			870
Local Travel - Parking	25	1	2	5 Local Travel - Parking @ \$25/day * 1 days/trip * 2 persons * 5 trips			250
<i>2 Site Visits for 1 night, 2 days - Approx. \$413/trip</i>							
Lodging	140	1	2	2 Hotel nights @ \$140/night * 1 nights/trip * 2 persons * 2 trips			560
Meals - Travel Days	49.50	2	2	2 Meals @ \$50/day * 2 days/trip * 2 persons * 2 trips			396
Local Travel - Mileage	0.58	300	2	2 Local Travel - Mileage @ \$.58/mile * 300 miles/trip * 2 persons * 2 trips			696
Local Travel - Parking	25	2	2	2 Local Travel - Parking @ \$25/day * 2 days/trip * 2 persons * 2 trips			200
<i>Staff Travel Subtotal</i>							3,467
Other Costs	Estimate	Months	FTEs				
Computer Service and Support	202	14	1.066	14 months * 1.07 FTEs * \$202/month			3,023
Insurance	48	14	1.066	14 months * 1.07 FTEs * \$48/month			718
Telecommunications & MIS	170	14	1.066	14 months * 1.07 FTEs * \$170/month			2,544
Rent & Facilities	944	14	1.066	14 months * 1.07 FTEs * \$944/month			14,126
<i>Other Costs Subtotal</i>							20,411
Direct Total							179,156
Indirect	21.72% - NICRA						35,844
Grand Total							215,000

The Council of State Governments Justice Center

Budget Narrative: Maryland Juvenile Justice Council – Technical Assistance

Personnel

The Council of State Governments Justice Center operates on a July 1 to June 30 Fiscal Year. Salaries have been prorated to include a 3% Cost-of-Living Adjustment (COLA) beginning July 1 annually for potential adjustments to salaries.

Josh Weber, Director, Juvenile Justice Program, will provide overall oversight for the project.

Nina Salomon, Deputy Program Director, Juvenile Justice Program, will serve as the primary staff member to help the JRC carry out its mission and goals and serve as the day-to-day point of contact for the JRC and other state leaders in Maryland.

Courtney Warren, Policy Analyst, will provide key support for the system assessment activities.

Monica Peters, Research Division Director, will oversee the data analysis and directly assist with cost benefit modeling

Emily Rogers, Senior Research Associate, will conduct the case-level data assessment of Maryland's juvenile justice system and directly liaison with state and local data and IT staff for only six months of the project.

Hannah Sosland, Program Associate, External Affairs, will support the editing and formatting of all presentations and the final report to ensure these communications are clear, concise, and well organized.

The administrative staff will coordinate logistics for site visits, and other conferences and meetings. The administrative staff will also provide the support necessary (e.g., copies, mailings, conference calls, etc.) to enhance coordination and communication throughout the course of the project and for all written deliverables.

Other Key Staff Providing Oversight & Support Not Included in Salary and Benefits Line

Executive Director of CSGJC: Megan Quattlebaum, will work with the Division Director to ensure that the overall vision for the project aligns with other Justice Center efforts and national best practices and trends. She will provide critical input on strategic aspects of content development. She will also act as liaison to representatives of core constituencies, including identifying potential additional organizations, associations, and individuals to advance product distribution, developing appropriate messaging, and identifying supplemental areas for development as needed.

Deputy Director for Finance, Operations & Government Affairs: Margaret Schramm Horn will oversee all financial operations, government affairs teams and overall operations of the Center, which include grant compliance and financial reporting, human resources functions and staff training and development.

Deputy Director for Policy and Strategic Planning: Marshall Clement provides strategic leadership across the breadth of the CSG Justice Center's policy and programmatic work to increase public safety and strengthen communities. He will oversee all policy, programs, training and technical assistance, and strategic planning at the Center.

Fringe Benefits

The CSG benefit rate is 25 percent. This is calculated by adding 7.65 percent of personnel and direct labor cost for FICA of which 6.2 percent is for social security and 1.45 is for Medicare. The additional 17.35 percent is 0.42 percent for unemployment insurance; 0.26 percent for worker's compensation insurance; 8.72 percent for employer retirement contributions; 6.91 percent for employer contributions to health, 0.47 percent for dental, 0.07 percent for vision, 0.08 percent for life, and 0.42 percent disability insurance for all personnel. Some benefits are optional and actual charges are based on the employee's choice.

Travel

The budget allows for 2 CSG Justice Center staff member to attend 5 site visits. During site visits, CSG Justice Center staff will conduct focus groups, interviews, and regional roundtable discussions with juvenile justice stakeholders to identify shared values and goals for the juvenile justice system, and identify challenges and gaps to improving outcomes for youth, and potential policy solutions; facilitate and participate in JRC and advisory stakeholder meetings; and present assessment findings and recommendations to the JRC.

Site visits are estimated to be 1 days with an estimated cost of \$137 per trip. This estimated cost contains mileage for up to 150 miles, parking, and meals for 1 travel day.

The budget allows for 2 CSG Justice Center staff to attend 2 site visits that include an overnight staff to allow staff to be able to make in-person visits with system stakeholders across geographic regions of the state for conducting focus groups.

Site visits are estimated to be 2 days and 1 nights with an estimated cost of \$413 per trip. This estimated cost contains hotel for 1 night, mileage for up to 300 miles, parking, and meals for 2 travel days.

Per diem rates will not exceed federally authorized rates; none of the federal funds will be used for the purchase of alcohol. In cases where local ground travel is required, CSG Justice Center will follow the federal per diem rate for mileage.

Other Direct Expenses:

The monthly cost of the expenses is calculated based on a per FTE (full-time equivalent) dollar amount which is derived by taking the total cost from each expense category from the prior fiscal year's actual cost-plus escalations and other estimated projections and dividing it by the total number of FTEs for Fiscal Year 2020. This generates an average per FTE cost which is multiplied by the total number of FTEs allocated to each grant that the employee works on monthly. Each expense category is adjusted semi-monthly so that the CSG Justice Center is only recovering the actual cost needed to perform grant deliverables during that period.

Supplies:

Expenses for office supplies are calculated on a per month basis (\$89/month/FTE) over the course of 12 months and the total FTEs working on the project. Supplies include office supplies, business cards, laptops, warranties, books and periodicals, and clipping services @ \$41/month/FTE; software purchase and maintenance @ \$14/month/FTE; advertising/promotion @ \$3/month/FTE; depreciation expense @ \$18/month/FTE; postage/express shipping @ \$2/month/FTE and printing/photocopying/graphic art/photography @ \$11/month/FTE.

Computer Service and Support:

Computer service and support is calculated on a per month basis (\$202/month/FTE) over the course of 12 months and the total FTEs working on the project. Computer service and support includes email server

management and maintenance, data storage server management and maintenance, DHCP, networking, and IT infrastructure management, 24-hour helpline and troubleshooting services, staff time for hardware and software purchasing and updates, active directory management, among other technology services as needed.

General Liability Insurance:

Insurance for property and casualty insurance is calculated on a per month basis (\$48 per employee) over the course of 12 months and the total FTEs working on the project.

Telecommunications and Management Information Systems:

Telecommunications and management information systems are calculated on a per month basis (\$170/month/FTE) over the course of 12 months and the total FTEs working on the project.

Telecommunication expenses include direct telephone expenses @ \$46/month/FTE; cell phone expenses @ \$15/month/FTE; conference calls @ \$1/month/FTE; webinar and survey @ \$13/month/FTE; web page and internet access @ \$36/month/FTE; computer online services @ \$5/month/FTE and management information systems (outside web support) @ \$54/month/FTE.

Rent and Facilities:

Expenses for facilities are calculated on a per month basis totaling \$944/month/FTE over the course of 12 months and the total FTEs working on the project. This includes rent @ \$817/month/FTE is calculated based on the average size of office space that the staff assigned to this project will occupy, in addition to the pro-rated percentage of common space allocated in each office; utilities and operating expenses @ \$77/month/FTE; maintenance @ \$17/month/FTE (ex. office lighting, janitorial); equipment repairs and maintenance @ \$1/month/FTE (ex. office equipment including server room air conditioning, copiers, telephone equipment), and equipment lease/rental @ \$32/month/FTE. Also, not limited to leasehold and building improvements, real estate taxes and corporate franchise taxes.

- New York = \$45.30/square foot/FTE; Space Occupied + Common Space = 14,799.57 square feet
- Austin = \$31.83/square foot/FTE; Space Occupied + Common Space = 3,200 square feet
- Washington, DC = \$32.18/square foot/FTE; Space Occupied + Common Space = 4,167 square feet
- Seattle = \$34.57/square foot/FTE; Space Occupied + Common Space = 4,093 square feet

Indirect Costs

The Council of State Governments Justice Center has an approved negotiated indirect cost rate of 21.72%, allowable on all total direct costs excluding equipment, capital expenditures, tuition remission, scholarships and fellowships, participant support costs, and the portion of each subaward in excess of \$25,000.

Calculation: \$179,156 less \$14,126 multiplied by 21.72% = \$35,844

CINCINNATI OH 45999-0038

In reply refer to: 0248119434
June 17, 2016 LTR 4168C 0
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COUNCIL OF STATE GOVERNMENTS
1776 AVE OF THE STAES
LEXINGTON KY 40511



033444

Employer ID Number: 36-6000818
Form 990 required: Yes

Dear Taxpayer:

This is in response to your request dated June 08, 2016, regarding your tax-exempt status.

We issued you a determination letter in November 1993, recognizing you as tax-exempt under Internal Revenue Code (IRC) Section 501(c)(3).

Our records also indicate you're not a private foundation as defined under IRC Section 509(a) because you're described in IRC Sections 509(a)(1) and 170(b)(1)(A)(vi).

Donors can deduct contributions they make to you as provided in IRC Section 170. You're also qualified to receive tax deductible bequests, legacies, devises, transfers, or gifts under IRC Sections 2055, 2106, and 2522.

In the heading of this letter, we indicated whether you must file an annual information return. If a return is required, you must file Form 990, 990-EZ, 990-N, or 990-PF by the 15th day of the fifth month after the end of your annual accounting period. IRC Section 6033(j) provides that, if you don't file a required annual information return or notice for three consecutive years, your exempt status will be automatically revoked on the filing due date of the third required return or notice.

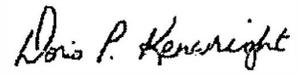
For tax forms, instructions, and publications, visit www.irs.gov or call 1-800-TAX-FORM (1-800-829-3676).

If you have questions, call 1-877-829-5500 between 8 a.m. and 5 p.m., local time, Monday through Friday (Alaska and Hawaii follow Pacific Time).

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June 17, 2016 LTR 4167C 0
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COUNCIL OF STATE GOVERNMENTS
1776 AVE OF THE STAES
LEXINGTON KY 40511

Sincerely yours,



Doris Kenwright, Operation Mgr.
Accounts Management Operations 1