

CENTER FOR   
**Improving**  
**Youth Justice**

Research • Practice • Outcomes

Annual  
Report

2023

Formerly PbS Learning Institute



# Center for Improving Youth Justice

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## Who We Are

The Center for Improving Youth Justice, formerly known as the PbS Learning Institute, Inc., is a community of passionate professionals dedicated to turning around the lives of justice-involved young people.

## Our Mission

To improve juvenile justice outcomes for young people, their families and the community by integrating research into practice.

## Our Vision

We envision a world where a young person's circumstance doesn't determine their life course and where all young people have the opportunities and the resources they need to reach their full potential.

## Our Values

- **Courage:** We advocate for change and take risks to learn and grow.
- **Authenticity:** We show up as who we really are and communicate honestly.
- **Respect:** We honor and value the unique needs and perspectives of others.
- **Equity:** We are unwavering in our commitment to fairness and inclusivity.
- **Service:** We are dedicated to the well-being of the individuals and communities we serve.

CIYJ CARES.

# A Note from Our Executive Director

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Dear Friends,

We have a new name! We are now the Center for Improving Youth Justice (CIYJ). The Board of Directors were clear during their 2022 strategic planning retreat that we had outgrown the name PbS Learning Institute, Inc. The name didn't reflect the full scope of programs and services we provide and was too often confused with the public broadcasting service.

All the activities and services we have created since incorporating in 2004 have been natural extensions of our commitment to improving the outcomes and opportunities for justice-involved young people. Our founding and core work – the performance-based standards continuous improvement program – focuses on helping agencies and professionals responsible for incarcerated young people to better manage facilities so young people leave ready to be successful. That expanded to reentry standards and training and technical assistance. Our Education and Employment Foundation focuses on helping young people directly through scholarships, mentoring and financial support. Our Database for Researchers allows us to contribute to the current understanding of effective youth justice practices.

Focused solely on continuous improvement, we have been able to grow in all directions and respond to the field's emerging needs and we will continue to do so.

Our new name, the Center for Improving Youth Justice, with the tagline: Research. Practice. Outcomes, encompasses all of the many facets of who we are as an organization. The timing is perfect as we prepare to celebrate our 20th anniversary as an organization in 2024. I hope you read more about all these efforts and enjoy this annual report. I also hope to see and/or hear from you in 2024. Your work, stories and passion continue to inspire me.

Thanks,



**Kim Godfrey Lovett**  
Executive Director

# From Our President

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I am delighted to extend my warmest greetings to all of you as we celebrate a significant milestone in our journey toward improving the lives of youth in the juvenile justice system and community-based programs. 2024 marks the 20th anniversary of the PbS Learning Institute, and it is with great pride and excitement that I reflect on the impact this invaluable tool has had on juvenile justice facilities and community-based programming across the nation.

Now known as the Center for Improving Youth Justice (CIYJ), this organization has been an unwavering ally in our mission to ensure better outcomes for young people who are under the care or custody of our justice agencies. The PbS continuous improvement tool has proven itself time and again as an effective means for addressing critical and difficult challenges faced within the field of juvenile justice. By providing a platform for jurisdictions to scrutinize their data on conditions within facilities or programs, CIYJ will continue to empower us to establish action plans aimed at elevating standards that fall below the acceptable threshold.

What sets CIYJ apart is its foundation in the best research available in the field and the norming of data collected from diverse jurisdictions across the country. This ensures that our standards and thresholds are not only comprehensive but also reflective of the evolving landscape that is juvenile justice. It is a testament to our commitment to continuous improvement and adapting to the ever-changing needs of the young people in our care.

As the President of the Board, I am filled with hope and optimism for the future of the performance-based standards program and the new programs that have evolved. Looking ahead to 2024 and beyond, I am confident that CIYJ will continue to expand this reach, touching the lives of even more young individuals in state, county and local jurisdictions. Our collective efforts have already made a significant difference, and I believe the next 20 years will bring even more success stories, positive outcomes and transformative changes.

I'm sending my deepest gratitude to all our partners, stakeholders, dedicated individuals, staff, and board members who have contributed to the success of PbS as we transition into this next chapter. Your unwavering support has been instrumental in making our organization the beacon of excellence that it is today. Let us celebrate this milestone with pride and enthusiasm, knowing that together, we are making a lasting impact on the lives of the youth we serve.

Thank you for your continued dedication and support.



**Simon Gonsoulin**  
President

# Our Board

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Immediate Past  
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Board Member



# Our Members

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Our members across the country are dedicated to treating all young people as one of their own. Together they are shifting the youth justice field beyond a focus on preventing harm to promoting positive youth outcomes. They intentionally implement research-based practices to measure and monitor the impact on young people, families, staff and communities. Over the years we have worked in every state except one.

## 20+ Years

Hamilton County Juvenile Court, Ohio  
Idaho Department of Juvenile Corrections  
Massachusetts Department of Youth Services  
Nebraska Department of Health and Human Services - Division of Children and Family Services  
North Dakota Department of Corrections and Rehabilitation - Division of Juvenile Services  
Ohio Department of Youth Services  
Oregon Youth Authority  
Philadelphia Department of Human Services  
South Carolina Department of Juvenile Justice

## 16-20 Years

Alaska Division of Juvenile Justice  
Clark County Department of Juvenile Justice Services, Nevada  
Connecticut Court Support Services Division  
Illinois Department of Juvenile Justice  
Kansas Department of Corrections - Juvenile Services  
Maine Department of Corrections - Division of Juvenile Justice  
Pennsylvania Bureau of Juvenile Justice Services  
Washington Juvenile Rehabilitation Administration

## 11-15 Years

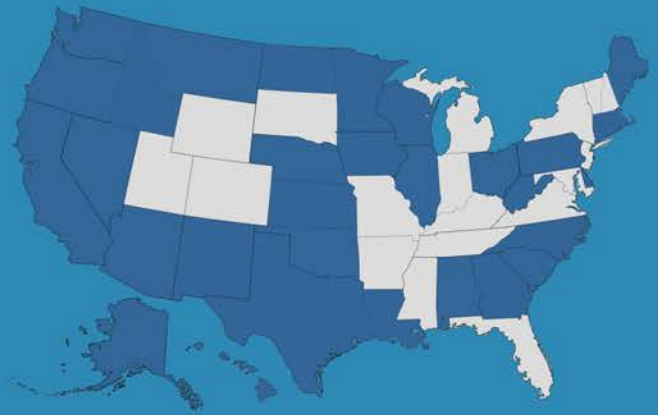
Community Solutions Inc., Rhode Island  
Delaware Department of Services for Children, Youth and their Families, Division of Youth Rehabilitative Services  
Florida Parishes Juvenile Justice District, Louisiana  
Fresno County Probation Department - Juvenile Services, California  
Louisiana Office of Juvenile Justice  
Montana Department of Corrections Youth Services Division  
Oklahoma Office of Juvenile Affairs  
Rutherford House, Louisiana  
Sacramento County Probation Department - Juvenile Probation Services, California  
Stanislaus County Probation Department - Juvenile Division, California  
West Virginia Bureau of Juvenile Services

## 6-10 Years

Alabama Department of Youth Services  
Dakota County Community Corrections, Minnesota  
Grand Forks County Juvenile Detention Center, North Dakota  
Hawaii Office of Youth Services  
Maricopa County Juvenile Probation Department, Arizona  
Minnesota Department of Corrections  
Multnomah County Department of Community Justice, Oregon  
Nevada Division of Child and Family Services  
New Mexico Juvenile Justice Services - Children, Youth and Families Department  
Wisconsin Department of Corrections - Division of Juvenile Corrections

# Our Members

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## Up to 5 Years

Anti-Recidivism Coalition, California  
Boys and Girls Village, Connecticut  
Community Partners in Action, Connecticut  
Connecticut Junior Republic  
Fulton County Juvenile Court, Georgia  
Iowa Department of Human Services  
Johnson County Juvenile Detention Center, Kansas  
Journey House Residential Treatment Center, Connecticut  
Lane County Youth Services, Oregon  
Muscogee Creek Nation Tribal Juvenile Justice  
North Carolina Division of Juvenile Justice and Delinquency Prevention  
Rhode Island Department of Children, Youth and Families - Division of Youth Development  
San Diego County Probation Department, California  
Southwest Key Programs, Texas  
Travis County Juvenile Probation Department, Texas  
Ward County Juvenile Detention Center, North Dakota

A special thanks to all our partners, who collect data and use it to improve the lives and life opportunities of the young people in their care. You also contribute to the national understanding of what works to help the lives of those young people and allow us to continue taking steps toward a more equitable and just world.

“Oregon Youth Authority’s partnership with PbS is integral in our pursuit of safe, healthy, and engaged environments for youth and staff. It helps us make value based, data informed decisions aimed at positive outcomes for youth. And it helps us see how we are doing compared to other jurisdictions. The regular feedback and ongoing collaboration with our Coach provides a clear and objective sense of where we are and opportunities for continuous improvement.”

- Joe O’Leary, Director, Oregon Youth Authority

# Our History

2004

**PbS Learning Institute, Inc. incorporates.**

2006-2008

**First research completed on facility safety.**

**Barbara Allen-Hagen Award is established.**

2010-2011

**Family-Youth Initiative developed standards and family survey.**

2015

**Reentry Measurement Standards launched.**

2016 - 2017

**Scholarships, Reentry and Employment Matching Awards established.**

2018-2019

**Education and Employment Foundation established.**

2020

**Database for Researchers launched.**

2021-2023

**Training and technical assistance on reentry expands.**

2024

**PbS Learning Institute becomes the Center for Improving Youth Justice.**





# Our Story

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We have dedicated our work to improving the lives of justice-involved young people. We work with the agencies charged with their care, we support them directly to overcome barriers to their success and we provide data for decision-makers and researchers to continue to expand our knowledge of what works in youth justice.

## For Agencies

Over the years, we adapted the original facility standards and continuous improvement program for use at community residential programs and community supervision programs, following young people as they moved from secure residential placement to community care.

We expanded the scope of the standards to include a family standards section to promote families as valued partners in rehabilitation. We developed a full set of reentry standards to integrate adolescent development research into practice standards. Our reentry work now includes intensive training and technical assistance, supported by OJJDP, to help agencies identify, collect and use data to better understand and improve reentry outcomes.

## For Young People

Our reentry work made clear young people need more support during the critical time of transition. They lacked meaningful opportunities to continue their educations and significant barriers to employment - two pillars of successful adulthood. We started the Education and Employment Foundation to promote opportunities for continued schooling and jobs and support three financial awards: Scholarships, reentry assistance and employment support.

Our reentry work also led us to apply for and receive support to build a mobile application to put reentry resources directly into the hands of young people.

## For Decision-Makers & Researchers

Recognizing the need for more research to guide youth justice practices, policies and procedures and with support from the Office of Juvenile Justice and Delinquency Prevention (OJJDP) and the Annie E. Casey Foundation, we built the Database for Researchers providing easy access to our national data and add to our current understanding of what works and what doesn't in youth justice.

# Our Work

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Our core program, performance-based standards, focuses on helping improve the care and treatment of incarcerated young people by working with the agencies charged with their care. The program combines juvenile justice research, best practices and extensive field experience to offer a data-driven continuous improvement process customized for youth facilities, residential programs, community supervision and reentry services. Our program provides a framework of goals and practice standards that set aspirational expectations for all areas of facility operations as well as staff-youth relationships, family engagement, reentry preparedness and connections to the community. Additionally, we provide a web-based system of data collection and reporting to continually monitor performance. The standards help agencies shift away from punishment and harm-reduction practices to a holistic positive youth development approach that includes families, communities and the voices of lived experience.

Our program provides information to agency leaders and professionals that they can use in real time to prevent potentially dangerous situations, make data-informed decisions, recognize successes and ensure the voices of young people, staff and families are heard. Different from the traditional measure of recidivism, just two weeks after information is entered, our program data shows how well the member site has implemented practices that the research has shown are most likely to set young people up for success. Different from traditional accreditation processes, we provide year-round expert coaching, training and technical assistance to help members use the data as a barometer to indicate changing conditions and climate, identify problems before they get worse and successes to be celebrated.

In 2023, our member agencies came from 29 states and 15 counties. Our home state of Massachusetts and neighboring Rhode Island were our first partners, helping to pilot test the standards. Alaska, Hawaii, Idaho, Kansas, Maine, Nebraska, North Dakota, Ohio and Washington were early adopters beginning a few years later and since, have made intentional, measurable and award-winning changes to how their young people are treated. They have transitioned away from the punishment-oriented practices and environments of the early 2000s to positive youth development approaches and cultures.

## Did you know?

- 86% of family members said staff value their opinion regarding their child's care
- 82% of staff said they value family members as partners
- 71% of young people said their family and staff get along



# What We Learned

Data only becomes information when it is used. We share our national data to help youth justice leaders, policy-makers and funders navigate changing times and to add information to national discussions of emerging issues. The performance-based standards program data is arguably the most comprehensive, accurate and timely information available for youth justice. It is updated twice a year and undergoes a multi-layered data quality assurance process.

The dominant issue facing youth justice agencies in 2023 was staffing shortages. The COVID-19 pandemic created unprecedented struggles to recruit and retain staff that continue to persist. Some of the creative approaches to attract new staff, including financial incentives, helped recruitment but failed to keep new employees. Veteran employees also left as demands were high and morale was low. What mattered to staff was being able to have an impact on the young people they work with and being recognized for their work.

Nearly 2,000 staff survey responses showed that every individual who said they “always” receive meaningful recognition also strongly agreed that they were satisfied with their job. Responses to a staff member’s ability to make a positive impact on young people’s lives were similar: 77% of staff who “Strongly Agreed” they are satisfied with their job also said they were making a positive impact on young people’s lives, while none (0%) of the staff who were dissatisfied with their job stated that they were making a positive impact on young people’s lives.

**100%**

of staff said they always receive meaningful recognition for their work also strongly agreed that they were satisfied with their job.

**77%**

of staff satisfied with their job say they are making a positive impact on young lives.

**45%**

of incarcerated young people in correction facilities are black.

## Population

The overall number of young people placed in residential facilities in the United States continues to decline. Unfortunately, the low average daily population in pre-trial detention centers caused by the pandemic has not been sustained but has doubled since 2021. The population at post-adjudication facilities remains low.

The population decline has not impacted the disproportionate number of incarcerated Black young people. In 2023, 45% of young people in correction facilities were Black and 29% were White. Hispanic young people comprised 18% of the population. The racial/ethnic composition of the remaining young people was 4% American Indian/Alaskan Native, 1% Asian, 1% Native Hawaiian/Pacific Islander and 2% Other race/ethnicity.

# Training & Technical Assistance

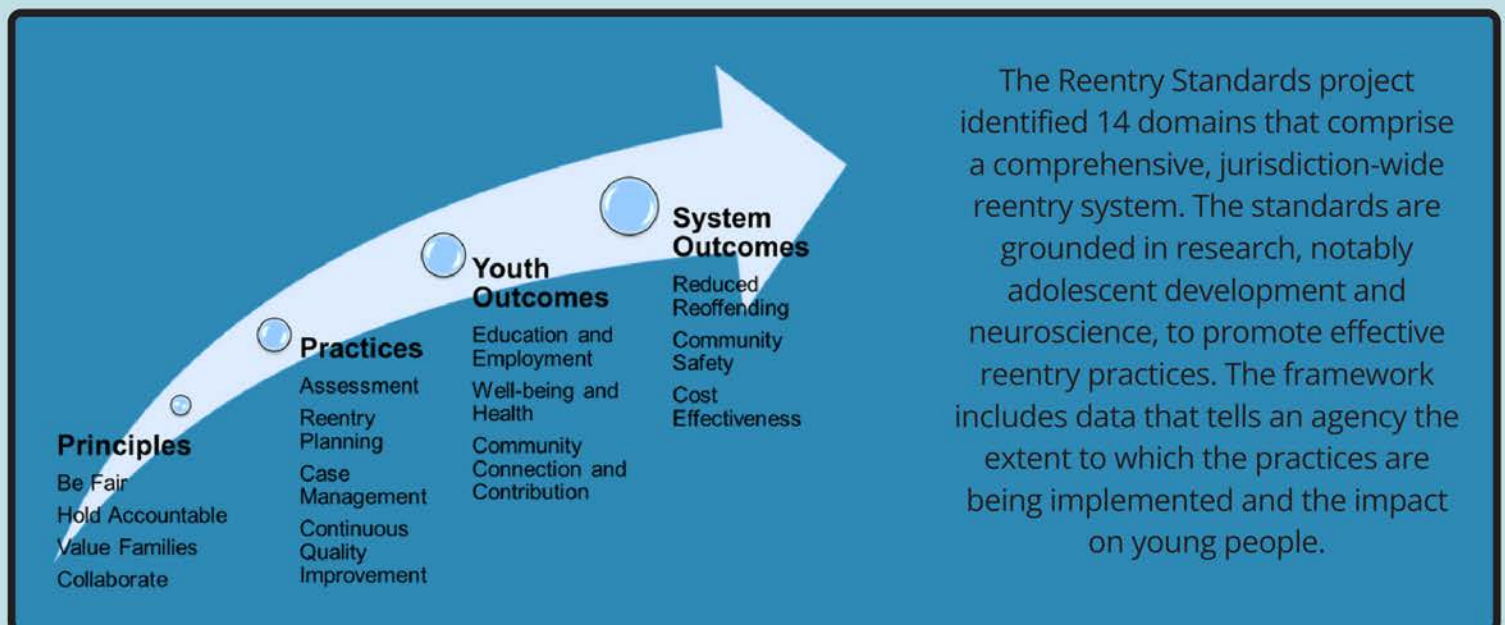
In 2023, we provided training and technical assistance support to states, counties, tribes, community providers and probation offices to implement the performance-based standards program and to build reentry data capacity to promote best practices. The reentry training and technical assistance work is supported by the Office of Juvenile Justice and Delinquency Prevention (OJJDP), Office of Justice Programs, US Department of Justice and grounded in a previous OJJDP project to develop Reentry Standards.

The reentry training and technical assistance includes an assessment of current reentry systems and data capacity, identifying gaps in information to measure the effectiveness of reentry practices and services and a structured plan and coaching to increase data collected, reported and used for decision-making and continuous improvement.

Our first four TA sites include two state agencies and two counties:

- Connecticut Support Services Division,
- Fulton County, GA, Juvenile Probation Department,
- Iowa Division of Criminal and Juvenile Justice Planning,
- Travis County, TX, Juvenile Probation Department.

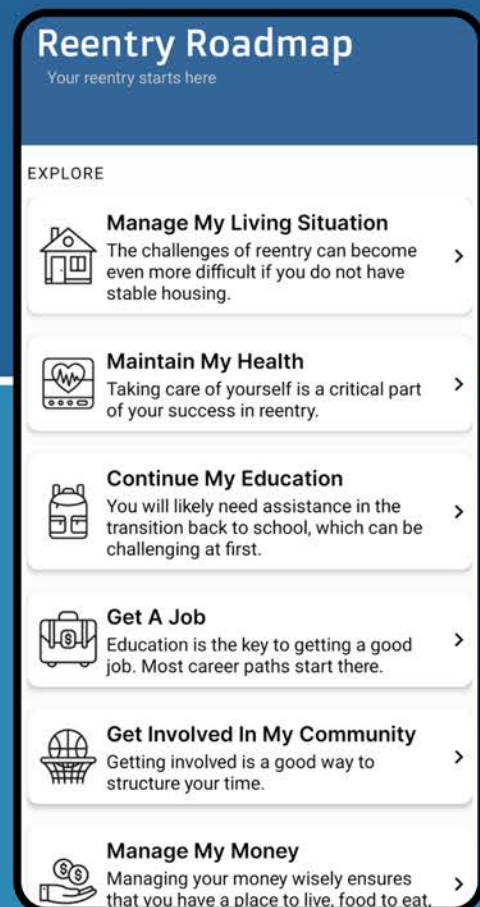
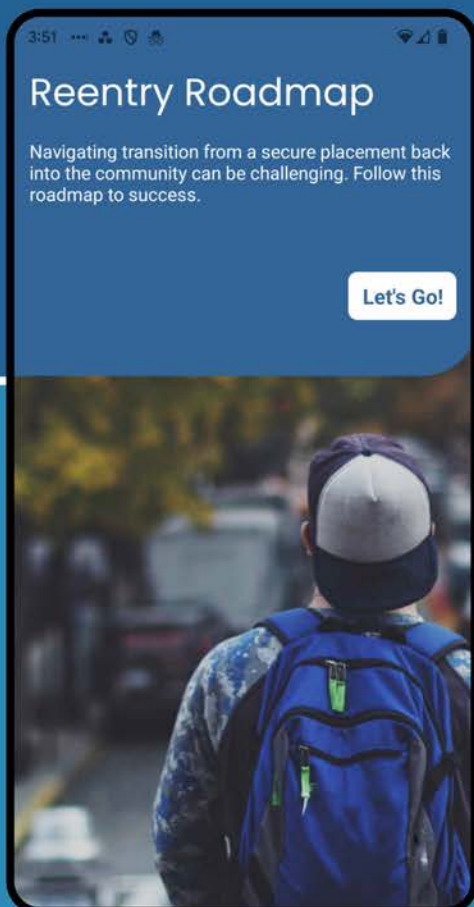
Additionally, the OJJDP funding for the second round of TA sites included support to develop a reentry mobile application for young people to connect them with resources as they leave facilities. The app is modeled after OJJDP's Reentry Starts Here Guide and will provide a roadmap with resources young people can explore to complete important parts of reentry such as: continuing education, getting a job, managing money, expunging records and much more. The app will be available for use in 2024.



# Reentry App

As soon as a young person comes into contact with a youth justice agency, agency staff begin preparing them to leave and be successful – get jobs, start families and become purposeful citizens. Too often – as many as seven out of ten – young people leave without the support, resources, basic necessities and information they need to thrive. After living 24/7 in a confined environment, they now need a safe, stable place to live, a way to pay for and buy food, opportunities to get jobs and avoid old habits and trouble. We are building a reentry mobile application to help.

In 2023, we completed the first phase of the mobile application that will put reentry resources directly into the hands of young people as they leave a facility. It provides them with information, links, tools and tips about managing their living situation, getting a job, expunging their records and connecting them to their communities. It is designed based on our learnings starting in 2015 with the Reentry Standards project and has been informed by subsequent reentry technical assistance projects. It is being tested with young people who have been through the reentry process and will be available, for free, in late 2024. We are excited and proud to offer this app and thank the Office of Juvenile Justice and Delinquency Prevention (OJJDP), Office of Justice Programs, US Department of Justice for their support in allowing us to make it happen.



# Agency Coordinators Training

Each year we invite the individual who serves as our liaison with our partner agencies to attend the Agency Coordinators Training. It is an interactive conference for networking, mutual learning and collaborating to improve youth justice. The 2023 PbS Annual Agency Coordinators Training was attended by more than 80 youth justice professionals from across the country and held in Philadelphia Aug. 10-12.

The training featured special guest Marsha Levick, Chief Legal Officer and Co-Founder of the Juvenile Law Center. Marsha's presentation, *Adolescent Development Research and the US Supreme Court*, explained how discoveries in adolescent development research were used in the US Supreme Court cases that overturned the death penalty and life without parole for young people. During the awards gala later that night, Marsha hosted a panel of three formerly-life sentenced children who told their stories to a mesmerized audience.

Working sessions during the training focused on strategies to implement practices based on adolescent development research including the best ways to treat children like children, reducing how long they stay in a facility and increasing opportunities for their education, employment and community connections. Attendees also discussed the continuing struggles with staff shortages and recruitment and approaches to retain good staff. The rich conversation yielded a special publication: *Attracting and Keeping the Right Staff*.





# Database for Researchers

Research is needed to help improve our youth justice system practices and outcomes. The challenges facing justice-involved young people are ever-changing and continually require new approaches and solutions. We know what doesn't work and the harm the system can do. We have seen the benefits of practices and programs designed and implemented according to adolescent development research. We believe providing our data to researchers will help add to our current knowledge to improve youth justice practices and outcomes.

Research projects using the data have contributed important findings to guide good youth justice practices, including:

- Race and ethnicity is a significant predictor of a young person experiencing more control-oriented interventions, longer lengths of stays in confinement, and fewer reentry services. More specifically, the research found Black, Hispanic and minority young people were confined or restrained more often than others, stayed longer in facilities, and had fewer connections to reentry services, adding to the cumulative negative impact of system involvement on young people of color.
- The most significant predictor of a young person being ready to continue their education during reentry is having a positive behavioral outlook on their reentry goals. Namely, young people who felt they had the necessary supports, were confident in their goals and who understood and could comply with their reentry plan were significantly more likely to be prepared for educational reentry.
- Young people who receive aftercare programming and have access to structural supports (i.e., transportation, childcare, living expenses) were significantly more likely to be prepared for educational reentry.
- Family visitation and behavioral incidents are inversely related. More family visits lead to fewer incidents, which also impacts staff sense of safety and likely contributes to voluntarily staying or leaving their jobs.

The Database for Researchers was built thanks to the generosity of the Annie E. Casey Foundation and Office of Juvenile Justice and Delinquency Prevention (OJJDP), Office of Justice Programs, US Department of Justice. It is arguably the most timely, accurate and comprehensive set of data currently available.



# Education & Employment Foundation

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Experience and data showed us how barriers to education, jobs and access to basic necessities prevent young people from moving forward in their lives and keep them stuck in cycles of crime, poverty, homelessness and unemployment. As an organization with arguably the most comprehensive database in juvenile justice, we are uniquely qualified to understand the barriers that young people face as they move through the system. As such, we created a continuum of support providing opportunities for young people to gain confidence through work, advanced education and assistance in the reentry phase. These programs are made possible through the generous support of individuals who share our beliefs and our hope for a more equitable world.

We find inspiration in our award winners and their efforts to move forward despite the barriers they face and their determination to overcome them.

In 2023 we proudly awarded:

- Two J. Russell "Russ" Jennings scholarships, \$15,000 each, for two years: E.F. from Oregon and Dalton from Alabama. E.F. is completing a master's degree en route to a law degree and Dalton will be finishing his associate's degree on his way to becoming a marine biologist. Two lived experience experts serve as their mentors: Jaclyn Cirinna, formerly our first Youth Coordinator, and Stephen Kaplan.
- 24 Employment Matching Awards, matching what young people earned over the summer months up to \$1,000 each.
- 12 Reentry Awards, \$500 each, to purchase basic necessities to ease the transition to living in the community.

“

Kids like me don't have hope and we always think our current situation is all there is. The fact things can and will be better is far beyond our thinking. This is just an example of why we re-offend because we don't have support when we get out. I would like the opportunity to feel like I'm somebody in the world and not feel like I'm nobody. It also makes me feel good to see that someone is out there trying to help me. This money will give me the motivation to work hard and to provide for myself... it will also teach me to help others the way I have been helped.

”

- Dijon, Reentry Award Winner



# Education & Employment Foundation

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**Thank you to our donors! You are creating a more equitable world by giving justice-involved young people real second chances. We are very grateful for your generosity.**

## **Individual Donors**

Margaret and Stephen Alford, Tom Allen, Thomas and Rosemary Bachman, Deanna and Milan Berry, Robert Beymer, Hayden Blood, Joyce Burrell, Jaclyn Cirinna, Erin Condon, John and Janet Doll, Joseph Dominick, Brendan Donahue, Mike and Kelli Dossett, Shantae J. Edwards, John and Deborah Eplee, Akin Fadeyi, Dan and Vivian Fankhauser, Bruce and Katharine "Kipp" Freeman, Winona Gebauer, Doug and Stacey Geubelle, David Giordano, Simon Gonsoulin, Ernestine S. Gray, Hunter Hurst, Hannah Jenkins, John and Jana Jenkins, Lois Jenkins, Amy Jennings, Judy Jennings, Carl and Sue Jennings, Michael Jennings, Stephen Kaplan, James Komro, Karen Kremer, Clearthur Lane, John Larivee, Michael and Rosemary Lott, Kim Godfrey Lovett, Peter Lovett, Taylor MacElhiney, Eric MacLeish, Dan Maldonado, Velvet McGowan, Bruce and Theresa Meyer, Megan Milner, Mariclare and Robert O'Neal, Barbara Pierce, Barbara Piette, Madeleine Pullman, Shelley Randall, Randy Rictor, Bethany Savela, Melissa Sickmund, Gary and Karen Stansberry, Barry Stoodley, Jill Talladay, Brad and Ann Tate, Christine Thibeault, Cherie Townsend, Thomas and Barbara Wasinger, Troy and Crystal Waymaster, Shannon Weston, Angela Williams, Terri Williams, Jennie Wilson, and Ron and Dana Worley

## **Corporate and Foundation Donors**

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Handel Information Technologies, Kansas Claims Service,  
Moxley Ranch, and Sallop Insurance



“Everyone told me growing up I'll end up in prison or dead or be homeless... I don't want to live life like this. I want to prove everyone wrong and show them I can be someone.”

- Enrique, Reentry Award Winner



Join our community of donors.

# Kids Got Talent Contest

The Kids Got Talent contest was launched in 2015 to celebrate and showcase the creative talents of young people involved in the youth justice system. We received more than 50 entries from young people across the country this year. Thank you so much to our judges for taking on the difficult task of selecting our winners and finalists.



Janorion, Maricopa Juvenile Detention Center - Durango, AZ  
Individual Performance Winner  
"Say You Won't Let Go" by James Arthur.



Gary & Mee'Cour, Ferris School, DE  
Group Performance Winners  
Original rap "Another Chance."

## 2023 Finalists

- Ezekiel, Drum Solo, Central Oklahoma Juvenile Center
- Shanteyja, Spoken Word, Kansas Juvenile Correctional Complex
- Siuqram, Original Song, Lincoln Hills School, WI
- Cody, Singing, Minnesota Correction Facility Red Wing
- Colby, Devon, Janorion, Dylan, Singing & Spoken Word, Maricopa Juvenile Detention Center - Durango, AZ
- Allan & Clifton, Original Song & Guitar Song, Kenneth "Honey" Rubenstein Center, WV
- Bryonetae & Siuqram, Original Song, Lincoln Hills School, WI
- Julius & Elija, Original Rap Duet, Stevenson House Detention, DE

# Barbara Allen-Hagen Award

The Barbara Allen-Hagen Award recognizes agencies and teams who demonstrate extraordinary improvement using data and dedication to treating all young people like one of our own. Congratulations to the 2023 Finalists:

## Ferris School, Wilmington, DE

Recognizing that the time a young person arrives at a facility is traumatic and when behaviors can escalate resulting in isolation or restraints, the Ferris School PbS team developed "CARE" teams for each young person to support them as they adjust to the facility environment. The young person selects their CARE team members, which can include families as well as staff from various departments. These efforts resulted in a 10% jump from 82% to 92% of young people who said they have at least one person at home or in the community to talk when they need help and the use of isolation and restraints remained below the PbS field average at Ferris School.



## Hartford Juvenile Detention Center, Hartford, CT



Adding the responsibility to care for post-adjudicated young people who are older and stayed longer than the usual population at the Hartford Juvenile Detention Center (HJDC) caused an increase in staff fearing for their safety. The HJDC PbS team responded by offering training on de-escalation and Restorative Circles and formed a Safety Committee allowing for suggestions and discussions. In October 2022, the percentage of staff who feared for their safety dropped to 15%, from the high of 50% in 2018 and 25% in 2020.

## Stevenson House Detention Center, Milford, DE

The PbS team at Stevenson House Detention Center wanted to maximize time young people participate in school and programs and minimize the time they spend confined to their rooms. They increased training for new staff on the traumatic impact of room confinement on the young people, changing the process to allow young people who are placed on room confinement status to process their behavior and return to usual activities on their time. The average time a young person spent confined to their rooms dropped by two-thirds between 2021 and 2023.



# 2023 Barbara Allen-Hagen Award Correction Winner

## Illinois Youth Center - Pere Marquette, Grafton, IL

Located a stone's throw from the Mississippi River in rural Grafton, IL, the Illinois Youth Center (IYC) - Pere Marquette serves as a step-down program for the Illinois Department of Juvenile Justice (IDJJ) and has long recognized the importance of family and community for the young men they work with. When they were tasked with doing their part to strengthen families as part of IDJJ's Family Engagement Initiative in 2021 and as COVID-19 restrictions eased, they created a PbS Facility Improvement Plan (FIP) to increase the rate of contacts between staff and families during the last full month of a young man's stay.

This year the Pere Marquette team increased family contacts by:

- Expanding the definition of family to include 'fictive family' including friends, mentors, staff, paramours, and caregivers.
- Engaging Transitional Support Therapy and facility staff to serve as facility family.
- Providing staff trainings on trauma-informed care.
- Maximizing WebEx technology allowing cameras on computers, which increased communications with family.
- Establishing community connections to support mental health treatments, substance use risks and transitions back to school.

**IYC - Pere Marquette increased its contacts with families during the last full month of placement from about two per young person to about seven per young person, exceeding the PbS field average and proving change and data continue to go hand-in-hand.**



# 2023 Barbara Allen-Hagen Award Detention Winner

## Florida Parishes Juvenile Detention Center, Covington, LA

To prepare for Louisiana's Raise the Age to take effect in March 2019, the PbS team at Florida Parishes Juvenile Detention Center (FPJDC) filled vacancies, created more direct care staff positions and increased training and communications. After the law went into effect the 133-bed co-ed facility's population jumped from 42 to 69 young people with the number of assaults and fights doubling and more injuries occurring.

The team at FPJDC immediately launched a multi-pronged initiative to ensure everyone in the facility was safe. They focused their PbS Facility Improvement Plan (FIP) on reducing assaults and fights while eliminating injuries to young people by other young people.

**As of October 2022, the number of fights and assaults at Florida Parishes Juvenile Detention Center dropped from 10 a month to 2 and there were no injuries to young people.**

This year FPJDC reduced assaults, fights, and injuries by:

- Creating a 5-day orientation housing unit allowing for a positive first experience while beginning to establish trust with staff. Young people are able to learn facility rules, expectations, programs and begin setting goals.
- Learning that gang activity was a catalyst for fights and assaults, FPJDC quickly developed expertise in gang names and territories and identified young people affiliated with gangs, keeping them separate to prevent altercations.
- Conducting mediation sessions to quell disagreements, teach problem solving and avoid incidents. Unit competitions and parties were added for positive behavior.
- Providing verbal de-escalation training including role playing, peer support, Tension/Tension Reduction Cycle as part of their Handle with Care Behavior Management System.

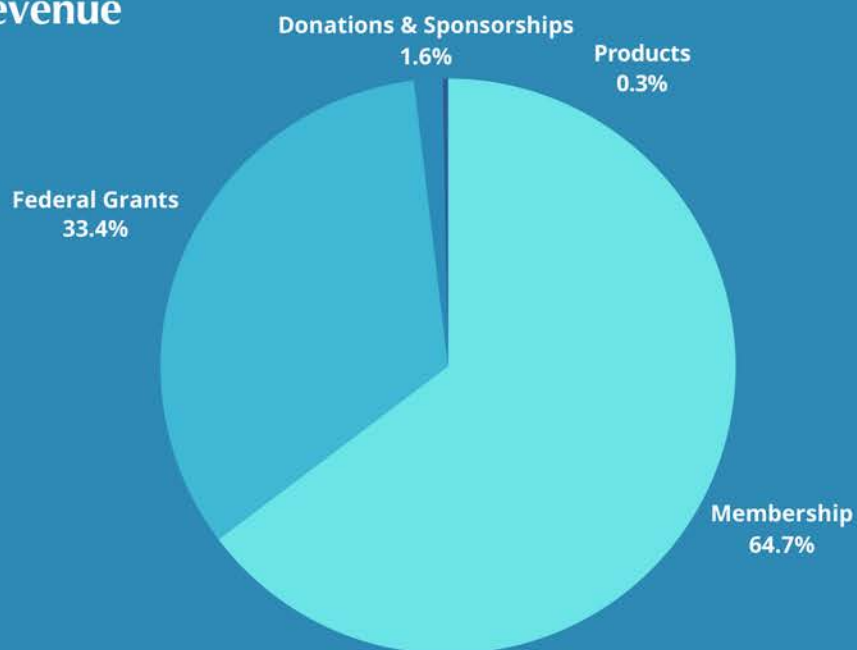


# Revenue & Expenses

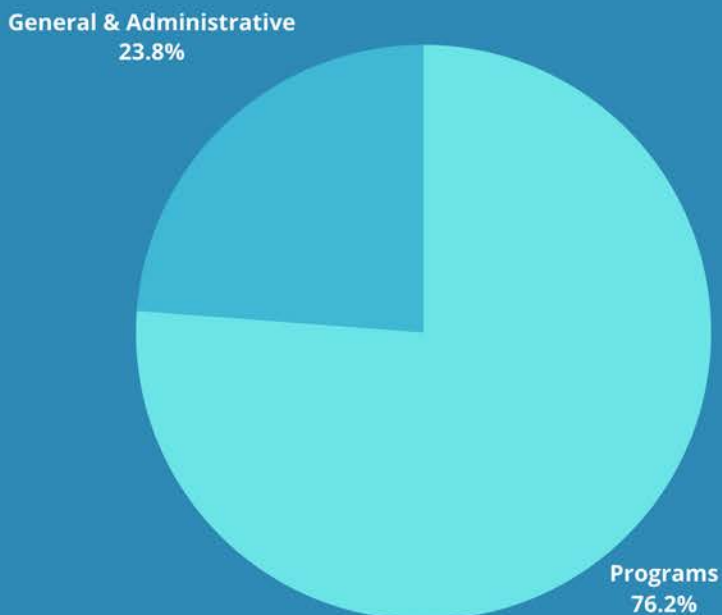
In Fiscal Year 2023 our operating budget was \$2.2 million dollars. Total revenue was \$2,232,435. Total expenses were \$2,201,062.

Annual audits are conducted by the firm Baker Tilly US and are available upon request.

## Total Revenue



## Total Expenses



# Thank You!

## BARBARA ALLEN-HAGEN AWARD SELECTION COMMITTEE

Joe Coccozza, National Center for Mental Health and Juvenile Justice (retired)  
Simon Gonsoulin, American Institutes for Research

The Hon. Ernestine Gray, Orleans Parish Juvenile Court (retired)

Melissa Sickmund, National Center for Juvenile Justice (retired)

Barry Stoodley, Maine Department of Corrections (retired)

## KIDS GOT TALENT SELECTION COMMITTEE

Nate Balis, Annie E. Casey Foundation  
Naomi Evans, Coalition for Juvenile Justice  
TJ Griffin, Creative Hope Studios  
Jose Rios, Creative Hope Studios  
Stacey Ryan, School of Rock

## SPECIAL THANKS

\*David Kindler, DTKindler Photography, videographer, photographer and great friend for producing the Barbara Allen-Hagen Award videos and photographing Awards Night Gala.

\*Clayton Cone for the wonderful design of this Annual Report and year-long support.

## THE TEAM

Karl Alston, Coach

Anne Marie Ambrose, Coach

Hayden Blood, Development Director

Joyce Burrell, Coach

Stacey Busby, Controller

Jaclyn Cirinna, Mentor

Loura Coons, Web Developer

Brendan Donahue, Associate Director for Data and Technology

Akin Fadeyi, Advisor

Stephen Kaplan, Mentor

Kapiolani Kassal, Communications Director

Kim Godfrey Lovett, Executive Director

Patricia Seekell, Project Manager

Janice Shallcross, Coach

James Smith, Coach

Nahom Woldesenbet, Technical Support Associate

### **Thank you, congratulations and best wishes, Coach Dan!**

Coach Dan Maldonado retired at the end of 2023 after seven years as a coach, following nearly four decades working in juvenile justice. He was a champion, using PbS in all of Utah's secure facilities during his 10 years as the Utah Division of Juvenile Services deputy and then director. We will all miss his love of young people and data, as well as his wisdom, thoughtfulness, thoroughness and humor. Dan was coach to Maricopa County, AZ, Clark County, NV, Nevada Division of Child and Family Services, New Mexico Juvenile Justice Services Division, Lane and Multnomah Counties, OR and the Oregon Youth Authority.



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