

Planning & Implementation Guide

Second Chance Act

Smart on Juvenile Justice: Community Supervision

DESCRIPTION

This Planning & Implementation Guide is intended for recipients of the Second Chance Act Smart on Juvenile Justice: Community Supervision grants administered by the U.S. Department of Justice's Office of Juvenile Justice and Delinquency Prevention. Grantees will complete this guide in partnership with a technical assistance provider from the National Reentry Resource Center over the course of their grant.

The Council of State Governments Justice Center prepared this guide with support from the U.S. Department of Justice's Office of Juvenile Justice and Delinquency Prevention. The contents of this document do not necessarily reflect the official position or policies of the U.S. Department of Justice.

About the Planning & Implementation Guide

The National Reentry Resource Center (NRRC) has prepared this Planning & Implementation Guide (P&I Guide) to support grantees in developing and refining a Smart on Juvenile Justice: Community Supervision program that will support successful reentry and reduce recidivism. The guide is not intended to serve as a step-by-step blueprint, but rather to cultivate discussion on best practices, identify considerations for your collaborative effort, and help you work through key decisions and implementation considerations.

While the guide was developed as a tool for grantees, it also serves as an important tool for your NRRC technical assistance provider (“TA provider”) to understand the status and progress of your project, the types of challenges you are encountering, and the ways your TA provider might be helpful to you in making your project successful.

Technical assistance is available from the NRRC in partnership with the Robert F. Kennedy National Resource Center for Juvenile Justice (RFK NRCJJ) and the American Probation and Parole Association (APPA) to help Smart on Juvenile Justice: Community Supervision planning grantees complete the deliverables contained in this Guide. Examples of support provided through the NRRC and the RFK NRCJJ/APPA include:

- Facilitating strategic planning sessions or meetings of community supervision/reentry taskforces;
- Assistance with data collection and analysis;
- Providing training on what works to reduce recidivism and improve other youth outcomes; and
- Helping to translate research into proposed policy and practice improvements and implementation plans.

Any questions about this guide should be directed to your TA provider.

TA Provider Contact Information

Name:	
Phone:	
Email:	

The Smart on Juvenile Justice: Community Supervision Program is composed of two phases: planning and implementation. Grantees must complete the planning phase requirements set by the Office of Juvenile Justice and Delinquency Prevention (OJJDP) to be eligible for implementation funding.

The Planning Phase

Smart on Juvenile Justice planning grantees are awarded funds for a 12-month period to develop a comprehensive plan to align their policies and practices with evidence-based methods of reducing recidivism and improving other youth outcomes.

These planning grants allow local system leaders to assess their juvenile justice systems using this P&I Guide, and to develop a proposal to implement their strategic plans. As detailed below, during the planning phase, grantees are required to establish a community supervision/reentry taskforce; develop baseline recidivism and other outcome measures and a plan to track progress; craft a comprehensive strategic plan (or strengthen an existing one) to achieve the targeted outcome improvements; and develop an implementation plan to guide, operationalize, and sustain key policy and practice changes.

The Implementation Phase

Smart on Juvenile Justice planning grantees that successfully complete the planning phase are eligible to apply competitively for funding to implement their strategic plans. OJJDP’s vision is that these awardees will serve as models for other jurisdictions seeking to implement comprehensive community supervision/reentry improvement initiatives.

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SECTION 1: GETTING STARTED AND IDENTIFYING GOALS

While your TA provider has read the project narrative that you submitted in response to the SCA solicitation, there may have been updates or developments since your original application was submitted. This exercise is intended to give your TA provider a sense of your current project goals and your initial technical assistance needs.

Please provide the following documents, if available, to your TA provider:

- MOUs and information sharing agreements
- Program policy and procedure manual



EXERCISE 1: BASIC INFORMATION

A. Grantee Information

Lead Agency <i>(who applied for the grant?)</i>			
Primary Agency <i>(who is managing the day-to-day operations of the grant program)</i>			
Project Name:			
Primary Point(s) of Contact	Name:		Name:
	Title/Role:		Title/Role:
	Agency:		Agency:
	Email:		Email:
	Phone:		Phone:

B. Partner Inventory

Organization	Role in Program/Support Offered
Strategy for continued engagement:	
Strategy for continued engagement:	
Strategy for continued engagement:	
Strategy for continued engagement:	



EXERCISE 2: IDENTIFYING PROGRAM GOALS AND TRACKING PROGRESS

All SCA grant programs are tasked with working to reduce recidivism. Including reducing recidivism, list the goals for your program, the outcome indicators associated with those goals, and your strategy for tracking progress toward those goals.

Goal	Outcome Indicators	Strategy for Tracking Progress Toward Goal
<i>Example: Improve post-release outcomes for formerly incarcerated men.</i>	<i>Employed and/or enrolled in continuing education</i>	<i>Mentors and case managers will work with participants on employment/education goals and report on successes each month.</i>

Responses to Exercises 1 and 2 are due by email to your NRRC TA provider by Friday, January 29, 2016.



SECTION 2: COMMUNITY SUPERVISION TASKFORCE

To complete successfully all of the deliverables of the planning phase, representatives from all agencies and organizations critical to improving youth outcomes must participate in a collaborative planning process and oversee the implementation of system policy and practice improvements.

In Exercise 3, you will be prompted to answer questions about the composition of your taskforce, how it is structured and operates, and whether the key elements are in place to ensure it can serve as an effective planning, implementation, and oversight body.

Your TA provider can assist with questions you have about the composition, structure, and elements of an effective reentry task force; help develop taskforce agendas and facilitate meetings; and provide examples of the composition of other jurisdictions' taskforces, policies and protocols, and meeting agendas.

For guidance on the composition of the taskforce or decision-making entity, please see pages 5-7 of the RFK NRCJJ Probation Review Guidebook.



EXERCISE 3: FORMING AN EFFECTIVE COMMUNITY SUPERVISION TASKFORCE

Instructions

Please answer the questions below to demonstrate that your taskforce reflects OJJDP grant requirements.

Responses to Exercise 3 are due by email to your NRRC TA provider by Friday, February 26, 2016.

1. Will an existing decision-making entity be used for the taskforce? If not, how will the taskforce communicate/coordinate with other entities that are currently engaged in juvenile justice reform/reentry planning?

Answer:

List the current members of the reentry taskforce. Indicate whether they have decision-making authority over their agency organization, office, or division. Specify their role on the taskforce and the aspect of community supervision/reentry they represent.

Name	Title	Organization	Has decision-making authority?	Specific role on taskforce and community supervision/reentry area
			<input type="checkbox"/> Yes <input type="checkbox"/> No	
			<input type="checkbox"/> Yes <input type="checkbox"/> No	
			<input type="checkbox"/> Yes <input type="checkbox"/> No	
			<input type="checkbox"/> Yes <input type="checkbox"/> No	
			<input type="checkbox"/> Yes <input type="checkbox"/> No	
			<input type="checkbox"/> Yes <input type="checkbox"/> No	
			<input type="checkbox"/> Yes <input type="checkbox"/> No	
			<input type="checkbox"/> Yes <input type="checkbox"/> No	
			<input type="checkbox"/> Yes <input type="checkbox"/> No	
			<input type="checkbox"/> Yes <input type="checkbox"/> No	
			<input type="checkbox"/> Yes <input type="checkbox"/> No	

What formal processes are in place to ensure that agency leadership and leadership across branches of government are involved in the taskforce and kept informed of its activities?

Answer:

1. What are the vision/mission and specific goals of the taskforce?

Answer:

2. How are members' roles and responsibilities documented?

Answer:

3. How often does the taskforce meet?

Answer:

4. Are there sub-groups or subcommittees of the taskforce? If so, please list the chairs and members of each subcommittee, how often they meet, and how they will keep the larger planning team informed and engaged in their work and planning process.

Answer:

5. How are taskforce meeting agendas developed and shared with members? Who is responsible for this task?

Answer:

6. What staffing and other resources are devoted to the taskforce to keep its work on track and hold members accountable?

Answer:



SECTION 3: TRACKING RECIDIVISM AND OTHER YOUTH OUTCOME IMPROVEMENTS

The community supervision taskforce is responsible for ensuring the achievement of the ultimate goals of this plan: measurable reductions in recidivism and improvements in other outcomes for youth. To be sure that you are making progress and using your time and system resources efficiently, you must collect these outcome data from the outset of the initiative and at regular intervals along the way, share them with members of your taskforce, and use them to guide ongoing policy, practice, and resource allocation decisions.

In Exercise 4, you will be prompted to answer questions about your current recidivism rates and other youth outcomes; how you will track and analyze change to these outcomes; and how you will report and use these data to guide the implementation of your strategic plan and hold taskforce members accountable.



EXERCISE 4: DEVELOPING A PLAN TO TRACK RECIDIVISM AND OTHER YOUTH OUTCOME IMPROVEMENTS

Instructions

Please collect and analyze the data necessary to answer the questions below. You will be asked to identify quantifiable goals for recidivism reductions and improvements in positive youth outcomes. These goals should be clearly defined, measurable, ambitious, and achievable. To the extent possible, the goals should be established using baseline rates that account for the risk level of the populations served. If you are unable to access or analyze the data requested, please reach out to your TA provider for guidance on how to proceed.

GRANTEE RESOURCE: The CSG Justice Center's report titled *Measuring and Using Juvenile Recidivism Data to Inform Policy, Practice, and Resource Allocation*: <https://csgjusticecenter.org/youth/publications/measuring-juvenile-recidivism/> provides key recommendations and guidance for improving jurisdictions' approach to the measurement, analysis, collection, reporting, and use of recidivism data for youth involved in the juvenile justice system.

Additionally, the RFK NRCJJ provides practical guidance for identifying key data questions and supports to improve outcomes for this population of youth. Please see <http://rfknrcjj.org/wp-content/uploads/2014/04/Data-Planning-WorkGrid-Probation-Re-entry-1.26.16.docx> and for more information.

Responses to Exercise 4 are due by email to your NRRC TA provider by Thursday, March 31, 2016.

What is the target population for the community supervision initiative, and what is the justification for choosing this target population?	
Answer:	
Considerations & Examples:	<i>Example: Our target population is all youth released from state-run secure facilities who have been assessed as high-risk. Although they represent only 25 percent of the youth released from confinement, these youth are responsible for 75 percent of the recidivism for all youth in custody.</i>

2. What definition of recidivism will you use for the target population? Please indicate whether this definition includes recidivism that occurs in the adult corrections system.	
Answer:	
Considerations & Examples:	<i>Example: A re-adjudication or conviction within 12 months of release from confinement.</i>

3. Based on your definition of recidivism, what is the most recently measured recidivism rate for the target population (i.e., the baseline recidivism rate)? To the extent possible, disaggregate the baseline recidivism rate by youth's assessed risk levels.	
Answer:	
Considerations & Examples:	<i>50 percent of high-risk youth released in 2010 from the state's secure facilities were re-adjudicated or convicted of a new offense within 12 months of release. Additional baseline rates provided should ideally include re-arrest, re-incarceration, and technical violation rates.</i>

4. Based on your definition of recidivism, what are your specific targets for improving recidivism rates? To the extent possible, disaggregate the baseline rate by youth's assessed risk levels.	
Answer:	
Considerations & Examples:	<i>Example: The short-term goal is to reduce the recidivism rate for the target population by 10 percent (i.e., from 50 percent to 45 percent) and the long-term goal is 30 percent (i.e., from 50 percent to 35 percent).</i>

5. Does your agency collect data on youth outcomes other than recidivism? If so, describe the priority positive youth outcomes that you will track for the target population and provide any known baseline outcomes for the target population.	
Answer:	
Considerations & Examples:	<i>Example: We will track credits earned and high school degree obtainment. Currently, the target population averages an increase of 12 high school credits while in confinement, and 30 percent of youth obtain their high school degrees while in state custody.</i>

6. What are your short-term (1-year) and long-term (5-year) positive youth outcome improvement goals for the target population?	
Answer:	
Considerations & Examples:	<i>Example: The short-term goals are to increase the average number of credits earned to 15, and increase high school obtainment to 40 percent. The long-term goals are an average of 20 high school credits and 60 percent high school degree obtainment.</i>

7. Describe your existing electronic infrastructure, data-sharing agreements, staffing capacity, and process to support tracking changes in recidivism rates and other youth outcomes. If this infrastructure does not exist, describe your plan to track these outcomes.	
Answer:	
Considerations & Examples:	<i>Example: We have an electronic case management system that tracks and connects youth assessments, dispositions, service provision, involvement in other service systems, and recidivism events captured by a range of law enforcement, juvenile justice, and adult corrections agencies. We have a dedicated team of IT and research staff that uses this system annually to review recidivism and other youth outcomes.</i>

8. Are you currently able to analyze recidivism and other youth outcomes by key youth characteristics and variables? If so, identify the variables that you currently analyze and your capacity/process for doing so. If you are currently unable to conduct this analysis, explain how you will develop the internal capacity or partner with an external entity to conduct this analysis.	
Answer:	
Considerations & Examples:	<i>Example: We are not currently able to conduct this analysis, but we are partnering with our local university to analyze recidivism rates and other youth outcomes by risk level, demographic groups, and facility.</i>

9. Describe how you will report your recidivism and other youth outcome data, including to whom, how often, in what form, and through what processes.	
Answer:	
Considerations & Examples:	<i>Example: We will provide annual reports to the community supervision taskforce members, governor's office, state legislature, and state advisory group through a written report and a high-level presentation.</i>

10. How will you ensure that recidivism and other youth outcome data are used by the taskforce and other parties to guide community supervision policy, practice, and resource allocation decisions, and to hold taskforce members and other stakeholders accountable for results?	
Answer:	
Considerations & Examples:	<i>Example: Based on the annual outcome reports mentioned above, the taskforce will develop annual addenda to the community supervision strategic plan that identify needed policy and practice improvements and an action plan for accomplishing them with quarterly progress reviews.</i>



SECTION 4: A COMPREHENSIVE COMMUNITY SUPERVISION STRATEGIC PLAN

States and counties can only accomplish their ambitious outcome improvement goals by adopting and effectively implementing the policies and practices proven to reduce recidivism and improve other youth outcomes. The NRRC has identified four core principles, and associated policies and practices, for improving youth outcomes. To access the Whitepaper entitled Core Principles for Reducing Recidivism and Improving Other Outcomes for Youth in the Juvenile Justice System click here:

<https://csgjusticecenter.org/youth/publications/juvenile-justice-white-paper/>

Self-Assessment Process

Additionally, the NRRC has developed an interactive online checklist: <https://csgjusticecenter.org/youth/reducing-juvenile-recidivism-interactive-checklists/> to help you assess your current community supervision efforts and guide the development of your strategic plan. As you complete the checklist and review your scores, keep in mind that the goal of the assessment is to understand more fully agency practices and how they compare with effective, research-based methods of reducing recidivism. Accurate identification of agency and system needs will allow you to develop targeted plans for improvement.

You can also access a series of practical exercises and narrative guidance from the RFK NRCJJ focused on administrative supports through the following link:

<http://rfknrcjj.org/our-work/probation-system-review/>

On-Site Technical Assistance

In addition to monthly phone calls or videoconferences, all grantees will receive a site visit from their TA provider to support this assessment process. As part of the site visit, the TA provider will hold a series of focus groups to determine how well evidence-based policies and practices are being implemented in your jurisdiction.

The key findings and recommendations of the site visit will be shared with your taskforce, and in conjunction with your self-assessment, should be used to identify priority areas for improvement.

Your strategic plan (which should include the recommendations identified during your site visit) are due by email to your NRRC TA provider by Friday, May 27, 2016.



SECTION 5: IMPLEMENTATION AND SUSTAINABILITY PLAN

The final section of this Guide will help your taskforce develop an implementation plan to address priority improvement areas identified during the self-assessment and site visit processes. For sites with well-established community supervision strategic plans, the implementation plan serves to update the existing strategic plan based on the assessment results. For sites developing a new strategic plan, the implementation plan provides a framework for this larger effort. In either case, the implementation plan should serve as the basis for grantees' proposals to OJJDP for community supervision implementation funding.

It is also critical that your juvenile justice system commits to sustaining the taskforce's efforts to develop the community supervision strategic plan, advance the implementation plan and oversee progress, and track outcome improvements. Whether or not grantees receive implementation funding from OJJDP, they should establish a plan to identify and secure the resources needed to advance policy and practice improvements. Exercise 6 will guide you to develop the implementation plan and to identify your plan for supporting and sustaining implementation.

Key Considerations for Developing an Effective Implementation Plan

Given the expansive set of policies, practices, and implementation structures and supports reflected in the checklist described above, the community supervision system assessment may uncover many opportunities to advance recidivism reduction and improvements in other youth outcomes. However, juvenile justice systems are more likely to achieve results by using the NRRC's four core principles to prioritize a limited number of policy and practice changes that they have the resources, capacity, expertise, and willingness to address.

During the technical assistance process, your jurisdiction will have the opportunity to join an online Smart on Juvenile Justice: Community Supervision Learning Community, which allows grantees to share resources and best practices in the development of implementation plans.

The online community will allow you to take a deeper dive into specific subject areas such as family engagement, educational and vocational services, and positive youth development. It will contain access to tools, webinars, and peer-led exchanges, which are intended to strengthen your implementation plan.



EXERCISE 6: DEVELOPING AN IMPLEMENTATION AND SUSTAINABILITY PLAN

Instructions

Based on the review and synthesis of your community supervision system assessment results, the taskforce should collaboratively identify priority policy and practice changes within each of the four core principles to reduce recidivism rates and improve other youth outcomes for the target population. Subsequently, the taskforce or assigned subcommittee(s) should complete the implementation plan template provided below by identifying the key tasks, responsible parties, resource requirements, and deadlines needed to advance these improvements. This implementation plan can also be used by the taskforce on an ongoing basis to review progress and track completion status.

Following the implementation plan template, please provide answers to the sustainability plan questions. These questions are designed to ensure that the taskforce has discussed and developed a plan for sustaining implementation activities, providing the necessary implementation oversight and accountability, and securing the resources needed to advance improved reentry outcomes.

GRANTEE TA PROVIDER: Your TA provider can help analyze your community supervision assessment results and assist in identifying priorities for policy and practice change; identify evidence-based strategies from other systems to implement needed policy and practice changes; connect you with additional research and peer-learning partners to support your efforts; help develop formal processes for sustaining improvement efforts; and identify additional potential funding opportunities. An excellent resource to support this process is http://rfknrcjj.org/images/PDFs/Sustaining_Change_A_Models_for_Change_Guidebook.pdf which was developed by a group of organizational leaders who participated in the MacArthur Foundation's Models for Change Initiative. An additional resource describing the successful sustainability of reform efforts in Jefferson Parish, Louisiana can be read here <http://rfknrcjj.org/wp-content/uploads/2014/04/Sustaining-the-Momentum-of-Probation-System-Reform-in-Jefferson-Parish-Dec2015.pdf>

Responses to Exercise 6 are due by email to your NRRC TA provider by Friday, June 24, 2016.

IMPLEMENTATION PLAN TEMPLATE

Principle 1: Base supervision, service, and resource-allocation decisions on the results of validated risk and needs assessments.	Responsible Staff/Agency	Resource Requirements	Deadline	Status	How Will This Be Measured?	Data to Collect
Priority Policy/Practice Change # 1						
Key Task:						
Key Task:						
Key Task:						
Priority Policy/Practice Change # 2:						
Key Task:						
Key Task:						
Key Task:						
Priority Policy/Practice Change #3:						
Key Task:						
Key Task:						
Key Task:						

Principles 2: Adopt and effectively implement programs and services demonstrated to reduce recidivism and improve other youth outcomes, and use data to evaluate the results and direct systems improvements.	Responsible Staff/Agency	Resource Requirements	Deadline	Status	How will this be measured?	Data to Collect
Priority Policy/Practice Change # 1:						
Key Task:						
Key Task:						
Key Task:						
Priority Policy/Practice Change # 2:						
Key Task:						
Key Task:						
Key Task:						
Priority Policy/Practice Change #3:						
Key Task:						
Key Task:						
Key Task:						

Principle 3: Employ a coordinated approach across service systems to address youth's needs.	Responsible Staff/Agency	Resource Requirements	Deadline	Status	How will this be measured?	Data to Collect
Priority Policy/Practice Change # 1:						
Key Task:						
Key Task:						
Key Task:						
Priority Policy/Practice Change # 2:						
Key Task:						
Key Task:						
Key Task:						
Priority Policy/Practice Change #3:						
Key Task:						
Key Task:						
Key Task:						

Principle 4: Tailor system policies, programs, and supervision to reflect the distinct developmental needs of adolescents.	Responsible Staff/Agency	Resource Requirements	Deadline	Status	How will this be measured?	Data to Collect
Priority Policy/Practice Change # 1:						
Key Task:						
Key Task:						
Key Task:						
Priority Policy/Practice Change # 2:						
Key Task:						
Key Task:						
Key Task:						
Priority Policy/Practice Change #3:						
Key Task:						
Key Task:						
Key Task:						

SUSTAINABILITY PLAN QUESTIONS

1. How was the taskforce involved in developing the implementation plan? How will taskforce members, including any subcommittees, guide and oversee implementation progress?

Answer:

2. What, if any, external stakeholders were involved in the development of the implementation plan? How will these stakeholders be engaged and informed throughout the implementation period?

Answer:

3. Was the implementation plan shared with executive, judicial, and legislative leaders? If so, has it received formal approval/support from them? How will these leaders be kept informed about progress?

Answer:

4. What are the most significant internal and external barriers to advancing the implementation plan? What strategies have been identified to overcome these barriers?

Answer:

5. What strategies have you identified to engage and educate agency supervisors, line staff, and other key partners affected by the recommendations? What training/support will they receive?

Answer:

6. How will the taskforce and associated subcommittees track implementation progress? Who will be responsible? How will those responsible for the implementation plan be held accountable?

Answer:

7. What resources are required to support the implementation plan in the short- and long-term? What funding will be re-allocated? What additional funding is needed and what are the anticipated and potential sources? (Attach a chart that details required funding and funding sources.)

Answer:

8. What is the taskforce's plan for securing funding in the short and long term?

Answer: