

APPENDIX A

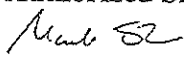
State of Maine  
Department of Corrections  
*Juvenile Justice Advisory Group*  
**PROPOSAL COVER PAGE**  
**RFP#201904064**

**Research, Writing and Facilitation Support for the  
Maine Juvenile Justice System Assessment and Reinvestment Task Force**

<b>Bidder's Organization Name:</b>	Center for Children's Law and Policy		
<b>Chief Executive - Name/Title:</b>	Mark Soler, Executive Director		
<b>Tel:</b>	202-637-0377 x 104	<b>E-mail:</b>	msoler@cclp.org
<b>Headquarters Street Address:</b>	1701 K St. NW, Suite 1100		
<b>Headquarters City/State/Zip:</b>	Washington, DC 20006		
<i>(Provide information requested below if different from above)</i>			
<b>Lead Point of Contact for Proposal - Name/Title:</b>			
<b>Tel:</b>		<b>E-mail:</b>	
<b>Headquarters Street Address:</b>			
<b>Headquarters City/State/Zip:</b>			

- This proposal and the pricing structure contained herein will remain firm for a period of 180 days from the date and time of the bid opening.
- No personnel currently employed by the Department or any other State agency participated, either directly or indirectly, in any activities relating to the preparation of the Bidder's proposal.
- No attempt has been made, or will be made, by the Bidder to induce any other person or firm to submit or not to submit a proposal.
- The above-named organization is the legal entity entering into the resulting agreement with the Department should they be awarded the contract.
- The undersigned is authorized to enter contractual obligations on behalf of the above-named organization.

*To the best of my knowledge, all information provided in the enclosed proposal, both programmatic and financial, is complete and accurate at the time of submission.*

<b>Name (Print):</b> Mark Soler	<b>Title:</b> Executive Director
<b>Authorized Signature:</b> 	<b>Date:</b> May 14, 2019

APPENDIX B

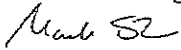
State of Maine  
Department of Corrections  
*Juvenile Justice Advisory Group*  
**DEBARMENT, PERFORMANCE and NON-COLLUSION CERTIFICATION**  
**RFP#201904064**  
**Research, Writing and Facilitation Support for the**  
**Maine Juvenile Justice System Assessment and Reinvestment Task Force**

<b>Bidder's Organization Name:</b>	Center for Children's Law and Policy
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*By signing this document, I certify to the best of my knowledge and belief that the aforementioned organization, its principals and any subcontractors named in this proposal:*

- a. Are not presently debarred, suspended, proposed for debarment, and declared ineligible or voluntarily excluded from bidding or working on contracts issued by any governmental agency.*
- b. Have not within three years of submitting the proposal for this contract been convicted of or had a civil judgment rendered against them for:*
  - i. Fraud or a criminal offense in connection with obtaining, attempting to obtain, or performing a federal, state or local government transaction or contract.*
  - ii. Violating Federal or State antitrust statutes or committing embezzlement, theft, forgery, bribery, falsification or destruction of records, making false statements, or receiving stolen property;*
  - iii. Are not presently indicted for or otherwise criminally or civilly charged by a governmental entity (Federal, State or Local) with commission of any of the offenses enumerated in paragraph (b) of this certification; and*
  - iv. Have not within a three (3) year period preceding this proposal had one or more federal, state or local government transactions terminated for cause or default.*
- c. Have not entered into a prior understanding, agreement, or connection with any corporation, firm, or person submitting a response for the same materials, supplies, equipment, or services and this proposal is in all respects fair and without collusion or fraud. The above-mentioned entities understand and agree that collusive bidding is a violation of state and federal law and can result in fines, prison sentences, and civil damage awards.*

**Failure to provide this certification may result in the disqualification of the Bidder's proposal, at the discretion of the Department.**

Name (Print): Mark Soler	Title: Executive Director
Authorized Signature: 	Date: May 14, 2019

APPENDIX C

State of Maine  
Department of Corrections  
*Juvenile Justice Advisory Group*  
**QUALIFICATIONS & EXPERIENCE FORM**  
**RFP#201904064**

Research, Writing and Facilitation Support for the  
Maine Juvenile Justice System Assessment and Reinvestment Task Force

<b>Bidder's Organization Name:</b>	Center for Children's Law and Policy
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**Present a brief statement of qualifications, including any applicable licensure and/or certification. Describe the history of the Bidder's organization, especially regarding skills pertinent to the specific work required by the RFP and any special or unique characteristics of the organization which would make it especially qualified to perform the required work activities. You may expand this form and use additional pages to provide this information.**

CCLP is a nonprofit national public interest law and policy organization focused on reform of juvenile justice and other systems impacting troubled and at-risk youth. Our work is currently focused on three main areas: eliminating racial and ethnic disparities in the youth justice system, reducing the unnecessary and inappropriate incarceration of children, and eliminating dangerous and inhumane practices for youth in custody. Our staff members pursue a range of different activities to achieve these goals, including training, technical assistance, administrative and legislative advocacy, research, writing, media outreach, and public education. CCLP has served a leading role in the largest and most influential juvenile justice reform initiatives in the country, including the John D. and Catherine T. MacArthur Foundation's Models for Change initiative and the Annie E. Casey Foundation's Juvenile Detention Alternatives Initiative (JDAI).

CCLP has assisted jurisdictions in over 30 states with efforts to improve their youth justice systems, and CCLP staff have conducted dozens of assessments of policies and practices in youth justice systems throughout the country. For example, in 2018 CCLP completed an assessment of New York's "Close to Home" initiative, which was designed to align New York State and New York City's juvenile justice system with research and nationally-recognized approaches to working with young people charged with crimes. As part of that assessment, CCLP engaged in document and data review from government agencies and contracted service providers; conducted site visits to programs that serve youth in the justice system; and interviewed over 40 system stakeholders. A copy of the report that CCLP produced is available at <http://www.cclp.org/wp-content/uploads/2018/02/Close-to-Home-Implementation-Report-Final.pdf>. CCLP also conducted listening sessions with young people and family members to obtain their insights about and recommendations for improving the Close to Home initiative going forward. A copy of that report is available at <http://www.cclp.org/wp-content/uploads/2019/05/Close-to-Home-Implementation-Youth-and-Family-Member-Insights.pdf>:

Also in 2018, the State of Arkansas's Division of Youth Services (DYS) chose CCLP to conduct a review of its residential service system for young people involved with the juvenile justice system. The review was designed to assist DHS with designing and planning for a residential services system that ensures safe, efficient, and effective services for the relatively small number of young people who require this level of restriction. As part of that project, CCLP (1) conducted a review of the current and historical

youth population served by DYS, including demographics, assigned risk levels, and identified treatment and service needs; (2) evaluated current and previous residential service programs operated by DYS and contracted providers; (3) presented models and best-practices employed by other states with needs and resources similar to that of the State of Arkansas, and (4) identified options for residential services delivery for the State of Arkansas based on the activities outlined above. A copy of this report is here: [https://humanservices.arkansas.gov/images/uploads/dys/Arkansas Residential Services Review - CCLP\\_Report.pdf](https://humanservices.arkansas.gov/images/uploads/dys/Arkansas_Residential_Services_Review_-_CCLP_Report.pdf). The report served as the basis for closing two of the state's seven residential programs and has supported a broader state plan to shift resources away from residential placement and toward community-based services in the coming year: [https://humanservices.arkansas.gov/images/uploads/dys/FY 2019 DYS Transformation Plan.pdf](https://humanservices.arkansas.gov/images/uploads/dys/FY_2019_DYS_Transformation_Plan.pdf).

CCLP also has particular expertise on analyzing jurisdictions' efforts to divert youth away from the juvenile justice system altogether, or away from deeper system involvement. For example, on April 1, 2019, CCLP published a comprehensive assessment of diversion from pre-arrest through adjudication in the City of Baltimore. The City hired CCLP to complete the assessment, which was required by a federal Consent Decree with the U.S. Department of Justice. The assessment received national media coverage in the Washington Post and has been received positively by the City's leaders. The diversion assessment is available here: <http://www.cclp.org/wp-content/uploads/2019/04/Baltimore-Youth-Diversion-Assessment-Final.pdf>. A press release from the Office of the Mayor is available here: <https://content.govdelivery.com/accounts/MDBALT/bulletins/23db6b7>.

Finally, as part of our work on JDAI, we have conducted JDAI "system assessments" in over a dozen jurisdictions. System assessments are conducted during the launch of a new jurisdiction's participation in JDAI. CCLP employs qualitative and quantitative data collection and analysis to assess strengths, gaps, and areas of concern with respect to a jurisdiction's youth justice system. The qualitative component relies upon information gathered through interviews and review of relevant policies and procedures. The quantitative component involves reviewing data to examine how the jurisdiction uses its juvenile court and detention resources. The system assessment helps identify where improvements to community-based services could better serve youth in their own homes or communities, as well identify policies that could lead to a more efficient and effective use of detention and community-based resources. We can provide examples of recent JDAI system assessments that we have completed upon request.

Additionally, CCLP is familiar with juvenile justice in the State of Maine. In August and September 2017, through a contract with the Maine Juvenile Justice Advisory Group (JJAG), the Center for Children's Law and Policy (CCLP) conducted a comprehensive assessment of conditions, policies, and practices at the Long Creek Youth Development Center in South Portland, Maine. CCLP staff and a team of experts in medical care, mental health, and education prepared an extensive report to the JJAG and the Department of Corrections (DOC) on the facility.

Our assessment of Long Creek, which is cited in this RFP, raised broader questions about the effectiveness of the juvenile justice system in Maine, which we discussed in the "Final Recommendations" section of the report. In that section, we said that several factors demonstrated the need for a comprehensive assessment of the juvenile justice system in the state, including the incarceration of many youth at Long Creek for low-level offenses, the high rate of referrals of youth to Long Creek from mental health placements, the limited number of community-based mental health services for Maine's adolescent population, questions about the quality and effectiveness of existing community-based mental health services, the high cost of keeping a youth at the facility (\$250,000 per year per youth), and the availability of federal funds (e.g., through Medicaid) to support community-based programs but not institutional care. We also recommended considering whether a different model of residential care for juvenile justice-involved youth would achieve better results for Maine's youth and their communities. We noted that states such as Missouri and New York have moved away from large

juvenile justice facilities toward smaller, home-like settings of 8-12 youth with intensive staffing. The "Missouri Model" has achieved significantly better results by way of decreased recidivism and increased skill-building than traditional correctional facilities.

CCLP's experience in planning for and conducting large-scale youth justice system reviews, coupled with our familiarity with Maine's youth justice system, means that we are well positioned to complete the activities outlined in the RFP.

## APPENDIX C (continued)

Provide a description of projects that occurred within the past five years which reflect experience and expertise needed in performing the functions described in the "Scope of Services" portion of this RFP. For each of the project examples provided, a contact person from the client organization involved should be listed, along with that person's telephone number and email address. Please note that contract history with the State of Maine, whether positive or negative, may be considered in rating proposals even if not provided by the Bidder.

*If the Bidder has not provided similar services, note this, and describe experience with projects that highlight the Bidder's general capabilities.*

Project One	
<b>Client Name:</b>	New York City Administration for Children's Services
<b>Client Contact Person:</b>	Felipe Franco, Deputy Commissioner, Division of Youth and Family Justice
<b>Telephone:</b>	(212) 341-095
<b>E-Mail:</b>	Felipe.Franco@acs.nyc.gov
Brief Description of Project	
<p>In 2018, CCLP completed an assessment of New York's "Close to Home" initiative, which was designed to align New York State and New York City's juvenile justice system with research and nationally-recognized approaches to working with young people charged with crimes. As part of this assessment, CCLP engaged in document and data review from government agencies and contracted service providers; conducted site visits to programs that serve youth in the justice system; and interviewed over 40 system stakeholders. CCLP also conducted separate listening sessions with young people and family members to obtain their insights about and recommendations for improving the Close to Home.</p> <p>CCLP released a written report in 2018 that includes guidance for other jurisdictions looking to replicate aspects of Close to Home by describing the factors that led to implementation of Close to Home, summarizing the core principles behind the initiative, outlining the achievements of Close to Home to date, and identifying lessons learned and opportunities for enhancements to the initiative going forward. A copy of the report that CCLP produced is available at <a href="http://www.cclp.org/wp-content/uploads/2018/02/Close-to-Home-Implementation-Report-Final.pdf">http://www.cclp.org/wp-content/uploads/2018/02/Close-to-Home-Implementation-Report-Final.pdf</a>. CCLP also conducted listening sessions with young people and family members to obtain their insights about and recommendations for improving the Close to Home initiative going forward. A copy of that report is available at <a href="http://www.cclp.org/wp-content/uploads/2019/05/Close-to-Home-Implementation-Youth-and-Family-Member-Insights.pdf">http://www.cclp.org/wp-content/uploads/2019/05/Close-to-Home-Implementation-Youth-and-Family-Member-Insights.pdf</a>. The Annie E. Casey Foundation supported the completion and publication of the reports.</p>	

State  
When  
review

Project Two	
<b>Client Name:</b>	Arkansas Department of Human Services, Division of Youth Services
<b>Client Contact Person:</b>	Betty Guhman, Director
<b>Telephone:</b>	(501) 682-8755
<b>E-Mail:</b>	Betty.Guhman@dhs.arkansas.gov
Brief Description of Project	
<p>In 2018, the State of Arkansas's Department of Human Services, Division of Youth Services (DYS) selected CCLP to conduct a review of its residential service system for young people involved with the juvenile justice system. The review was designed to assist DHS with designing and planning for a residential services system that ensures safe, efficient, and effective services for the small number of young people who require this level of restriction. As part of that project, CCLP (1) conducted a review of the current and historical youth population served by DHS, including demographics, assigned risk levels, and identified treatment and service needs; (2) evaluated current and previous residential service programs operated by DHS and contracted providers; (3) presented models and best practices employed by other states with needs and resources similar to that of the State of Arkansas, and (4) identified options for residential services delivery for the State of Arkansas based on the activities outlined above. CCLP drew upon data, documents, site visits to each of the state's residential programs, interviews with youth justice stakeholders, and review of national best practices when preparing its report and recommendations. The report also included a short-term (12-24 month) and long-term (3-5 year) roadmap for DHS and other youth justice partner agencies within the state.</p> <p>A copy of this report is available here: <a href="https://humanservices.arkansas.gov/images/uploads/dys/Arkansas_Residential_Services_Review_-_CCLP_Report.pdf">https://humanservices.arkansas.gov/images/uploads/dys/Arkansas Residential Services Review - CCLP Report.pdf</a>. The report served as the basis for closing two of the state's seven residential programs and has supported a broader state plan to shift resources away from residential placement and toward community-based services in the coming year: <a href="https://humanservices.arkansas.gov/images/uploads/dys/FY_2019_DYS_Transformation_Plan.pdf">https://humanservices.arkansas.gov/images/uploads/dys/FY 2019 DYS Transformation Plan.pdf</a>.</p>	

APPENDIX C (continued)

Project Three	
<b>Client Name:</b>	Maine Juvenile Justice Advisory Group
<b>Client Contact Person:</b>	Barry Stoodley
<b>Telephone:</b>	207-679-7142
<b>E-Mail:</b>	bstoodley@gmail.com
Brief Description of Project	
<p>In August and September, 2017, through a contract with the Maine Juvenile Justice Advisory Group (JJAG), CCLP conducted a comprehensive assessment of conditions, policies, and practices at the Long Creek Youth Development Center in South Portland, Maine. CCLP staff and a team of experts in medical care, mental health, and education prepared an extensive report to the JJAG and the Department of Corrections (DOC) on the facility. Our assessment of Long Creek raised broader questions about the effectiveness of the juvenile justice system in Maine, which we discussed in the "Final Recommendations" section of the report. CCLP can provide final copies of the reports upon request, which are also available through the JJAG.</p>	

Section I  
Organization Qualifications and Experience  
RFP#201808178  
Center for Children's Law and Policy

2. Subcontractors

*Dr. Andrea Weisman*

Name and Contact Person: Andrea Weisman

Address: 3920 Livingston Street, NW, Washington, DC 20015

Email: [aweisman@aol.com](mailto:aweisman@aol.com)

Phone Number: (202) 532-0488

Qualifications: Andrea Weisman, Ph.D., a clinical psychologist, has over 30 years of clinical experience and nearly 20 years of on-the-ground experience in designing and implementing juvenile justice and adult correctional health and mental health programs. Her experience includes serving as Chief of Health Services for the Department of Youth Rehabilitation Services in Washington, DC. Prior to that, she was the Director of Mental Health Services for the Maryland Department of Youth Services, the Director of Mental Health Services for DC's Youth Services Agency and the Director of Mental Health Services at the DC Jail.

*Gladys Carrion*

Name and Contact Person: Gladys Carrion

Address: 2250 Quimby Avenue, Bronx, NY 10473

Email: [gcarrion52@hotmail.com](mailto:gcarrion52@hotmail.com)

Phone Number: (347) 439-9162

Qualifications: Gladys Carrion has been recognized as a national leader in her efforts to reform the juvenile justice in New York State and a fearless advocate for children and families involved in the child welfare system. She has received numerous awards and has served on several national advisory committees focused on reforming the juvenile justice and promoting the well-being of young adults. She was appointed Commissioner of the New York City Administration for Children's Services (ACS) in January 2014, where she was charged with providing child welfare, early childhood care and juvenile justice services to the City's most vulnerable children and families. She was also responsible for implementing Close to Home, the City's juvenile justice program. Prior to her appointment to ACS, Gladys was Commissioner of the Office of Children and Family Services (OCFS), overseeing New York State's child welfare, early childhood care and juvenile justice systems. As OCFS Commissioner, Gladys is credited with overhauling the juvenile justice system. Under her leadership, 21 juvenile facilities were shut down, diverting juvenile justice-involved youth to less costly and more effective therapeutic programs located closer to home.

*Dr. Naomi E. Goldstein*

Name and Contact Person: Naomi E. Goldstein

Address: Drexel University, Department of Psychology – Stratton 328, 3141 Chestnut Street, Philadelphia, PA 19104

Email: [naomi.goldstein@drexel.edu](mailto:naomi.goldstein@drexel.edu)

Phone Number: (215) 571-4299

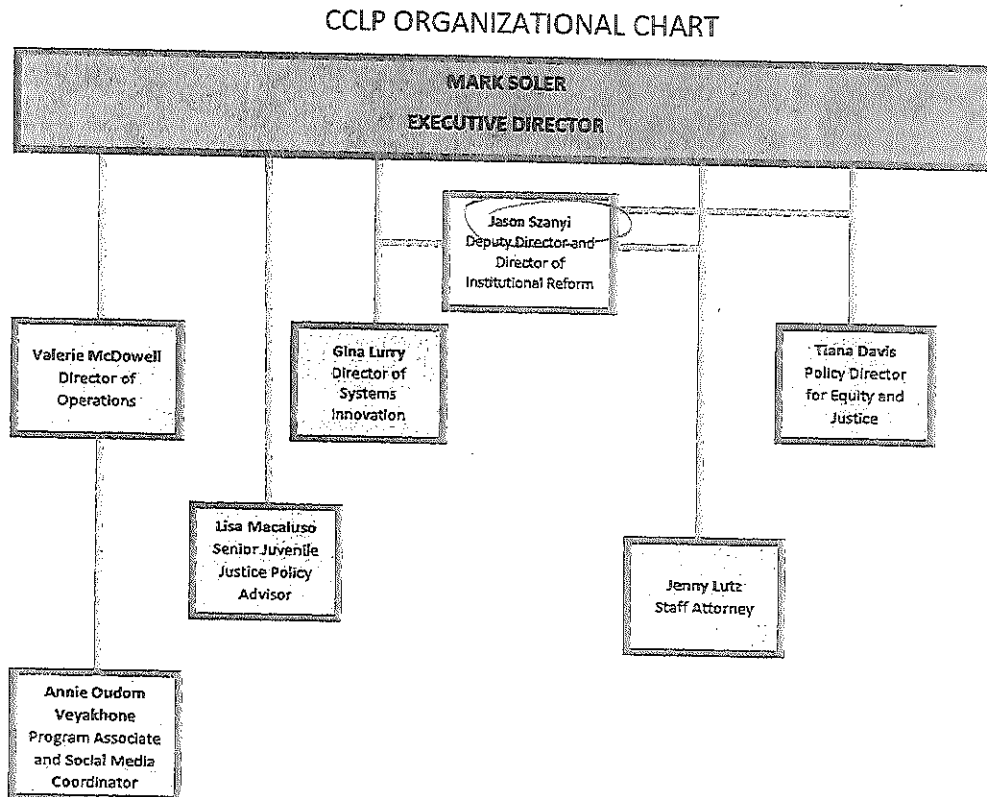
Qualifications: Naomi Goldstein, Ph.D., is Professor of Psychology at Drexel University, Co-Director of Drexel's JD/PhD Program in Law and Psychology, and a Stoneleigh Foundation Fellow. An applied researcher and Director of the Juvenile Justice Research and Reform Lab at Drexel, Goldstein seeks to improve juvenile justice policy and practice to promote positive outcomes for youth. For the past 15 years, her work has focused on adolescents' capacities to make legal decisions, their abilities to fulfill



behavioral requirements of the law, and the development of juvenile justice interventions and procedures to promote youths' long-term well-being. Goldstein is collaborating with juvenile probation departments to reform juvenile probation systems in Philadelphia and across the state to make them more responsive to adolescent development and to promote youths' successful completion of probation.

*Funding stream consultant and Maine local coordinator to be chosen in consultation with Task Force.*

### 3. Organizational Chart



### 4. Litigation

None.

### 5. Licensure/Certification

There are no licenses/certifications or any specific credentials required to provide the proposed services.

### 6. Certificate of Insurance

We have attached certificates of insurance as an attachment.

Section I  
Organization Qualifications and Experience - Section 6, Certificates of Insurance  
RFP#201808178, Center for Children's Law and Policy

**LAWYERS PROFESSIONAL LIABILITY  
VERIFICATION OF INSURANCE**

Endorsement: No: 929798

We, the undersigned insurance brokers, hereby certify that the following described insurance is in force at this date of which 100% is insured with UNDERWRITERS AT LLOYD'S, LONDON.

**NAME AND ADDRESS OF INSURED**

Attn: Ms. Valerie McDowell  
CENTER FOR CHILDREN'S LAW AND POLICY  
1701 "K" Street NW Suite 1100  
Washington, DC 20006

**LIMITS OR AMOUNTS OF COVERAGE**

- |                  |  |
|------------------|--|
| Coverage A       | 1. Professional Liability Coverage - \$1,000,000.00/\$1,000,000.00<br>Deductible - \$1,000.00 each claim - Retroactive Date: Refer to Endorsement(s)       |
|                  | 2. Personal Injury Liability Coverage - \$100,000.00/\$300,000.00<br>Deductible - \$1,000.00 each claim - Retroactive Date: April 4, 2006                  |
|                  | 3. Disciplinary Proceedings Costs - \$25,000.00/\$25,000.00<br>Deductible - \$500.00 each claim - Retroactive Date: April 4, 2006                          |
|                  | 4. Contempt Defense - \$10,000.00/N/A<br>Deductible - \$100.00 each claim - Retroactive Date: April 4, 2006  |
| Coverage B       | Management Errors and Omissions Coverage - \$1,000,000.00/\$1,000,000.00<br>Deductible - \$1,000.00 each claim - Retroactive Date: Refer to Endorsement(s) |
| Coverage C       | Employment Practices Coverage - \$25,000.00/\$75,000.00<br>Deductible - \$500.00 each claim - Retroactive Date: April 4, 2008                              |
| Coverage D       | Punitive Damages Coverage - N/A/N/A<br>Deductible - N/A each claim - Retroactive Date: N/A   |
| Coverage E       | Criminal Defense Coverage - N/A/N/A<br>Deductible - N/A each claim - Retroactive Date: N/A   |
| Coverage F       | Injunctive Relief Defense Coverage - N/A/N/A<br>Deductible - N/A each claim - Retroactive Date: N/A  |
| Discovery Demand | Defense Costs Coverage - \$5,000.00/\$5,000.00<br>Deductible - \$1,000.00 each claim - Retroactive Date: April 4, 2015                                     |

**POLICY PERIOD**

April 4, 2019 12:01 a.m. to April 4, 2020 12:01 a.m.

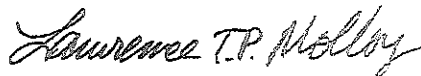
This document is furnished to you as a matter of information only. The issuance of this document does not make the person or organization to whom it is issued an additional assured, nor does it modify in any manner the contract of insurance between the Assured and the Insurers. Any amendment, change or extension of such contract can only be effected by specific Endorsement attached thereto.

Print Date: March 28, 2019

COMPLETE EQUITY MARKETS, INC.

LIB\*34 (rev 6/99)

By



Lawrence T.P. Molloy

Section I  
Organization Qualifications and Experience - Section 6, Certificates of Insurance  
RFP#201808178, Center for Children's Law and Policy



## CERTIFICATE OF LIABILITY INSURANCE

DATE (MM/DD/YYYY)

03/19/19

THIS CERTIFICATE IS ISSUED AS A MATTER OF INFORMATION ONLY AND CONFERS NO RIGHTS UPON THE CERTIFICATE HOLDER. THIS CERTIFICATE DOES NOT AFFIRMATIVELY OR NEGATIVELY AMEND, EXTEND OR ALTER THE COVERAGE AFFORDED BY THE POLICIES BELOW. THIS CERTIFICATE OF INSURANCE DOES NOT CONSTITUTE A CONTRACT BETWEEN THE ISSUING INSURER(S), AUTHORIZED REPRESENTATIVE OR PRODUCER, AND THE CERTIFICATE HOLDER.

IMPORTANT: If the certificate holder is an ADDITIONAL INSURED, the policy(ies) must have ADDITIONAL INSURED provisions or be endorsed. If SUBROGATION IS WAIVED, subject to the terms and conditions of the policy, certain policies may require an endorsement. A statement on this certificate does not confer rights to the certificate holder in lieu of such endorsement(s).

<b>PRODUCER</b> <b>COMPLETE EQUITY MARKETS INC</b> 1190 Flex Court Lake Zurich, IL 60047	<b>CONTACT</b> NAME: PHONE (A/C No. Ext.): <b>(847)541-0900</b> FAX (A/C No.): <b>(847)541-0444</b> E-MAIL: ADDRESS:														
<b>INSURED</b> <b>Center for Children's Law &amp; Policy</b>  <b>1701 "K" Street NW Suite 1100</b> <b>Washington, DC 20006</b>	<b>INSURER(S) AFFORDING COVERAGE</b> <table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <th style="width: 80%;">INSURER A:</th> <th style="width: 20%;">NAIC #</th> </tr> <tr> <td>The Travelers Indemnity Company</td> <td></td> </tr> <tr> <td>INSURER B:</td> <td></td> </tr> <tr> <td>INSURER C:</td> <td></td> </tr> <tr> <td>INSURER D:</td> <td></td> </tr> <tr> <td>INSURER E:</td> <td></td> </tr> <tr> <td>INSURER F:</td> <td></td> </tr> </table>	INSURER A:	NAIC #	The Travelers Indemnity Company		INSURER B:		INSURER C:		INSURER D:		INSURER E:		INSURER F:	
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THIS IS TO CERTIFY THAT THE POLICIES OF INSURANCE LISTED BELOW HAVE BEEN ISSUED TO THE INSURED NAMED ABOVE FOR THE POLICY PERIOD INDICATED. NOTWITHSTANDING ANY REQUIREMENT, TERM OR CONDITION OF ANY CONTRACT OR OTHER DOCUMENT WITH RESPECT TO WHICH THIS CERTIFICATE MAY BE ISSUED OR MAY PERTAIN, THE INSURANCE AFFORDED BY THE POLICIES DESCRIBED HEREIN IS SUBJECT TO ALL THE TERMS, EXCLUSIONS AND CONDITIONS OF SUCH POLICIES. LIMITS SHOWN MAY HAVE BEEN REDUCED BY PAID CLAIMS.																																																						
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DESCRIPTION OF OPERATIONS / LOCATIONS / VEHICLES (ACORD 101, Additional Remarks Schedule, may be attached if more space is required)

1701 K LLC is listed as an Additional Insured with respect to their interest as a Manager or Lessor of the Premises located at 1701 K Street NW, Suite 1100, Washington DC, 20006, per the terms and conditions of the policy.

CERTIFICATE HOLDER	CANCELLATION
1701 K LLC c/o Zuckerman Gravely 2 Wisconsin Circle Chevy Chase MD 20815	SHOULD ANY OF THE ABOVE DESCRIBED POLICIES BE CANCELLED BEFORE THE EXPIRATION DATE THEREOF, NOTICE WILL BE DELIVERED IN ACCORDANCE WITH THE POLICY PROVISIONS.  AUTHORIZED REPRESENTATIVE <div style="text-align: right;"><i>Laurance TP Holley</i></div>

Section I  
Organization Qualifications and Experience - Section 6, Certificates of Insurance  
RFP#201808178, Center for Children's Law and Policy



WORKERS COMPENSATION  
AND  
EMPLOYERS LIABILITY POLICY

TYPE AR INFORMATION PAGE WC 00 00 01 ( A)

POLICY NUMBER: (6JUB-1K31285-6-19)

RENEWAL OF (6JUB-1K31285-6-18)

INSURER: TRAVELERS PROPERTY CASUALTY COMPANY OF AMERICA

1.

NCCI CO CODE: 13579

INSURED:

CENTER FOR CHILDREN'S LAW AND  
POLICY INC  
1701 K STREET NW SUITE 1100  
WASHINGTON DC 20006

PRODUCER:

COMPLETE EQUITY MARKETS  
1190 FLEX COURT  
LAKE ZURICH IL 60047

Insured is A CORPORATION

Other work places and identification numbers are shown in the schedule(s) attached.

2. The policy period is from 04-13-19 to 04-13-20 12:01 A.M. at the Insured's mailing address.

3. A. **WORKERS COMPENSATION INSURANCE:** Part One of the policy applies to the Workers Compensation Law of the state(s) listed here:

DC

B. **EMPLOYERS LIABILITY INSURANCE:** Part Two of the policy applies to work in each state listed in item 3.A. The limits of our liability under Part Two are:

Bodily Injury by Accident:	\$	100000	Each Accident
Bodily Injury by Disease:	\$	500000	Policy Limit
Bodily Injury by Disease:	\$	100000	Each Employee

C. **OTHER STATES INSURANCE:** Part Three of the policy applies to the states, if any, listed here:

COVERAGE EXCLUDED - REFER TO RESIDUAL MARKET LIMITED OTHER STATES  
INSURANCE ENDORSEMENT WC 00 03 26

D. This policy includes these endorsements and schedules:

SEE LISTING OF ENDORSEMENTS - EXTENSION OF INFO PAGE

4. The premium for this policy will be determined by our Manuals of Rules, Classifications, Rates and Rating Plans. All required information is subject to verification and change by audit to be made ANNUALLY.

DATE OF ISSUE: 03-13-19 WC

OFFICE: ORLANDO

870

PRODUCER: COMPLETE EQUITY MARKETS

ST ASSIGN: DC

422CS

## Section II

### Proposed Services RFP#201904064 Center for Children's Law and Policy



#### 1. SERVICES TO BE PROVIDED

CCLP will engage in the following activities, consistent with those outlined in this RFP. The activities will fall within four main areas, all in the service of completing an assessment of Maine's juvenile justice system and facilitating and supporting the activities of the Maine Juvenile Justice System Assessment and Reinvestment Task Force ("Task Force"). Throughout all of the services and activities outlined below, CCLP will ensure that there is an assessment of the impact of race, gender, disability status, child welfare system involvement and the differential experiences and needs of youth with those characteristics.

##### a. Identifying the Fundamental Goals and Values of the Juvenile Justice System.

Some of the goals and values of the juvenile justice system are set out in state law in the "Purposes" section of the Maine Juvenile Code (Title 15, §3002, Maine Revised Statutes):

- To secure for each juvenile subject to these provisions such care and guidance, preferably in the juvenile's own home, as will best serve the juvenile's welfare and the interests of society;
- To preserve and strengthen family ties whenever possible, including improvement of home environment;
- To remove a juvenile from the custody of the juvenile's parents only when the juvenile's welfare and safety or the protection of the public would otherwise be endangered or, when necessary, to punish a child adjudicated, pursuant to chapter 507, as having committed a juvenile crime;
- To secure for any juvenile removed from the custody of the juvenile's parents the necessary treatment, care, guidance and discipline to assist that juvenile in becoming a responsible and productive member of society;
- To provide procedures through which the provisions of the law are executed and enforced and that ensure that the parties receive fair hearings at which their rights as citizens are recognized and protected; and
- To provide consequences, which may include those of a punitive nature, for repeated serious criminal behavior or repeated violations of probation conditions.

In practice, some of these goals and values compete with each other, e.g., the desire to provide care and guidance for youth in their own homes vs. the use of incarceration to provide punishment and consequences for youth who commit delinquent acts. Thus, it would be worthwhile to determine where there is consensus and how key stakeholders, as well as youth and families directly impacted by the system, prioritize the various goals of the system. In addition, there are other goals for the system, e.g., to use public funds as efficiently and effectively as possible, and to have various state agencies coordinate and work with the Division of Juvenile Services in the Department of Corrections, such as the Department of Education and the Department of Health and Human Services, as noted in Recommendation 22 in "Children's Behavioral Health Services Assessment: Final Report" (December 15, 2018), released by the Office of Child and Family Services of the Maine Department of Health and Human Services.  

The prioritization of goals and values has critical implications for the juvenile justice system in Maine, particularly for thinking about the implementation of reforms. Prioritizing care and guidance for youth in their own homes, for example, means less expenditures on secure facilities and more expenditures on community-based programs and services. On the other hand, prioritization of incarceration to provide punishment and

consequences means more expenditures on secure facilities and less expenditures on community-based programs. In practice, there is a balancing of these and other goals. With the data we will collect, we will be able to forecast the likely costs and savings for the state through a variety of scenarios that represent differing prioritization and balancing of the goals and values of the system.

**b. Examine the Needs of Youth Involved in the Juvenile Justice System.**

The limited data we reviewed for the Long Creek assessment indicated that a number of youth incarcerated in Maine are charged with low-level offenses. In other states, such youth are supervised in community-based programs rather than in corrections facilities. In addition, interviews with youth, clinicians, and unit staff revealed that many incarcerated youth are low-risk but high-needs, i.e., at low risk of recidivism or danger to others but with serious mental health problems, often as a result of trauma and parental neglect due to the opiate crisis. It may be that such youth are better served in small, specialized treatment programs than in a large facility that is very stretched in resources.

We propose taking a close look at all youth who entered the juvenile justice system during 2018 to answer questions such as the following, to the extent that the available data allows. We have reviewed the Data Availability Memo prepared by the Urban Institute and believe that we can complete useful analyses to answer many of the questions below, notwithstanding limitations at certain data points:

- How many youth entered the system?
- What was the reason they entered the system?
- What was their most serious offense or violation of court order or community supervision terms?
- Was their most serious charge plea bargained down from a more serious offense?
- What was their race, ethnicity, gender, age, and residence (i.e., demographics)?
- Who referred them to the juvenile justice system (including mental health placements)?
- Did they have a mental health diagnosis?
- Were they identified as lesbian, gay, bisexual, transgender, questioning, or intersex?
- What was their education level and did they have any educational disabilities?
- Did they have any other kind of disabilities?
- Did they speak English as a second language?
- Do they have family members who can provide care and supervision?

From this data, we will conduct analyses such as the following:

- How are demographics related to offense, violation of court order or community supervision terms, or other reason that youth entered the system?
- How well does the detention screening instrument work in limiting detention to youth who are likely to reoffend before their adjudication hearing and youth who are likely to fail to appear in court?
- Are there delays in case processing that could be reduced, thereby reducing the average daily population of incarcerated youth?
- What does a criminogenic risk analysis show regarding these youth?
- What are the needs of these youth in terms of mental health treatment, intellectual or developmental disabilities, substance abuse, special education, health, and treatment for problem sexual behaviors?
- What are the educational needs of these youth?
- How much family involvement do these youth have?
- What is the trend analysis for incarceration decisions in the juvenile justice system?

**c. Identify Current Responses to System Involved Youth and Their Needs (both Prior to and After Contact with the System)**

To understand how the juvenile justice system responds to these youth both prior to and after contact with the system, we will ask questions such as the following:

- How does the system work now (including a flowchart of the system)?
  - Which policies and practices guide the system?
  - How does the system determine risk and needs of individual youth?
  - What programs are available now for youth in the juvenile justice system (e.g., detention, alternatives to detention, Long Creek, residential treatment facilities, other mental health placements)?
  - What is the capacity of existing programs to meet the needs of youth who come into the system (e.g., bed space, program slots)?
  - How are families involved in the system and how could they be involved more?
  - How effective are existing programs with respect to (1) safety of the community, (2) short-term youth outcomes, (3) long-term youth outcomes, (4) mental health treatment (e.g., recidivism, performance measures, future treatment, future institutionalization)?
  - Are there other programs that have been shown to be more effective?
  - What are the gaps in existing programming and what other types of programs are needed to meet the needs of Maine youth?
  - Where do those programs exist as models?
  - What would it take to implement additional programs?
  - How should other systems be involved in this effort (e.g., Department of Education, Department of Health and Human Services)?
  - What does it cost to maintain the system as it is?
  - What cost savings could be achieved by changing the system?
- d. **Review funding streams and costs, and forecast the impacts of potential reforms that might be made to improve efficiency and effectiveness in meeting the needs of youth involved in the juvenile justice system, including how dollars currently used for incarceration could be reinvested in community-based alternatives, to inform a reinvestment plan that ensures resources match the needs of youth and their communities.**

To set the stage for potential reforms, CCLP will identify and examine potential reforms that could be used to enhance the efficiency and effectiveness of services for youth involved in the juvenile justice system, including how dollars currently used for incarceration and other services could be reinvested or re-allocated to community-based alternatives. This will inform a reinvestment plan that ensures resources match the needs of youth and their communities.

We will ask questions such as the following:

- Which goals and values should be prioritized in reforming the system?
- What programs and responses not currently used in Maine could improve efficiency and effectiveness of the system?
- How can the state develop a system that is developmentally appropriate for youth and oriented toward positive youth development?
- Who needs to be involved in such system reforms (i.e., DHHS, DOE)?
- What staff training would be needed?
- How can the system ensure transparency and accountability for its actions?
- How can the system promote successful reentry for youth?

- How can we quantify the costs and benefits of sending youth to alternative programs instead of secure facilities?
- What part could Medicaid or other federal programs play in providing financial support?
- How can dollars currently invested in incarceration be effectively reinvested in community-based alternatives?

## PLANNED ACTIVITIES

**Overview, Staffing, and Coordination.** To obtain the needed information, we propose a variety of activities, as outlined below. Overall, CCLP proposes to make nine visits to Maine during the nine-month period of this project, one visit to coincide with each of the nine Task Force meetings scheduled between June 2019 and February 2020. We plan for four of those visits to involve 3- or 4-day-site visits to Portland/South Portland, Augusta, Lewiston, and Bangor (the locations could be changed based on feedback from the Task Force), in addition to attending the Task Force meeting. At each of the four site visits, CCLP staff and one or more consultants will interview stakeholders, learn about available data, conduct focus groups with youth and family members, visit local programs for juvenile justice-involved youth, and have other meetings needed to complete the assessment.

In addition, CCLP staff and one or more consultants will make one other site visit to Portland/South Portland, because there are a larger number of interested advocates and practitioners there than at other locations, and one other site visit to Augusta, to enable CCLP and consultants to meet with state agency administrators and their staffs, and legislative leaders and their staffs. In addition, one or two CCLP staff members will attend two other Task Force meetings. Finally, CCLP staff and one or more consultants will attend the meeting of the Task Force in February to present the assessment and recommendations, and to answer questions from Task Force members.

Ideally, three of the Task Force meetings will also coincide with the required public hearings, so that CCLP staff can conduct the local site visit and attend the Task Force meeting and public hearing all in one week.

Our behavioral and mental health consultant, Dr. Andrea Weisman, will attend four site visits for two days each to meet with mental health professionals and assess the availability and quality of behavioral health and mental health services in each of the four locations listed above and statewide. She will compare the behavioral health needs of youth in the juvenile justice system with the treatment services that are currently available. She will also compare existing services with behavioral health treatment modalities that have been effective in other jurisdictions, to provide a picture of what additional services, if any, could be effective and efficient in Maine.

Our data consultant, Dr. Naomi Goldstein, will work with her research team to conduct the data collection, analysis, and forecasting activities outlined below. As much as the available data allows, she will develop a detailed portrait of youth in the Maine juvenile justice system, including their demographics, the reasons they entered the system, where they went in the system, and what happened to them. She will also make recommendations for improving data collection and analysis in the system.

Our funding stream consultant, to be selected in consultation with Task Force members, will conduct the analysis of funding streams and potential cost savings from reallocation of resources to community based services, in consultation with CCLP staff. The consultant will identify how much money now goes into the system, how it is used, what each component of the system costs, and whether alternative programs and services that have been shown to be effective would be more cost-efficient for the state.

Similarly, our systems reform expert, Gladys Carrion, will draw upon her experience closing institutions and reinvesting resources into community-based services to review the current array of services in Maine and identify opportunities for reform. She will provide strategic advice to CCLP staff on how to frame issues, how



to work effectively with key stakeholders, whose buy-in is required, how to develop relevant and realistic recommendations, and how to present the report and recommendations in ways that are accessible, meaningful, and pragmatic.

All consultants will plan to attend the final Task Force meeting in February 2020 to present findings and recommendations and answer questions from Task Force members.

Thus, a schedule of meetings might look something like this (specific locations are subject to change):

- Visit 1, June 2019: Meet with Task Force, meet with stakeholders and others in Portland/South Portland.
- Visit 2, July 2019: Meet with Task Force, attend public hearing, meet with stakeholders and others in Augusta.
- Visit 3, August 2019: Meet with Task Force, meet with stakeholders and others in Bangor.
- Visit 4, September 2019: Meet with Task Force, attend public hearing, meet with stakeholders and others in Lewiston.
- Visit 5, October 2019: Meet with Task Force
- Visit 6, November 2019: Meet with Task Force, meet with additional stakeholders and others in Portland/South Portland.
- Visit 7, December 2019: Meet with Task Force, attend public hearing, meet with additional stakeholders and others in Augusta.
- Visit 8, January 2020: Meet with Task Force.
- Visit 9, February 2020: Meet with Task Force to present assessment and recommendations, and answer questions from Task Force members.

We see the need for two types of assistance on the ground. First, we have included a line item in the budget to contract with a Maine-based high-level consultant who would ideally be familiar with and knowledgeable about major players in the youth justice system and related systems in Maine, including agency administrators and the legislators who will ultimately be responsible for considering the Task Force recommendations. This individual will also provide CCLP with strategic advice for working effectively with key stakeholders. This type of position has been very helpful in similar undertakings in other states. We would rely on the Task Force members to identify the best candidates for this role. CCLP will devote part of the funding available through the RFP to contract with that individual.

Second, we hope that the JJAG or DOC can make a part-time staff member available or designate part of a current full-time staff member's time to assist with administrative coordination (e.g., sending out calendar invitations, agendas and handouts for Task Force Meetings; printing materials and coordinating meeting logistics; assisting in collecting data and documents). This position may not take a large amount of time, but we've found that an on-site logical coordinator is invaluable in these type of assessments.

**Project Activities.** In general, the activities described here are designed to assess the system for effectiveness and efficiency. "Effectiveness" means how well existing programs and services meet the tasks assigned to them. For example, if an Alternative to Detention (ATD) program is supposed to supervise youth in the community

and ensure that the youth make all court appearances and do not commit additional offenses before their adjudication hearings, then we want to know what percentage of youth in the program successfully make their court appearances and do not commit additional offenses. Our experience in JDAI is that many ATD programs have success with 90% or more of the youth involved, which is certainly considered effective. "Efficiency" means whether public dollars are spent in the most productive ways. For example, programs like Multisystemic Therapy (MST) have been found to return \$12 to \$28 in benefits for every \$1 spent. Consequently, there is a strong incentive to use evidence-based programs and services that have been shown to yield positive results at lower cost than traditional system responses such as incarceration. We want to know whether the public money the state is spending on its juvenile justice system is used in the most productive way, and if not, how the money could be used more productively. We believe that public officials want to ensure that the programs and services available for justice-involved youth have strong records of effectiveness, and that those programs demonstrate wise use of state resources.

The "assessment" of the juvenile justice system in this project is different from (and much broader than) the "assessments" or "screenings" that are done at particular points in the system, usually using objective and validated instruments such as the Massachusetts Youth Screening Instrument (MAYSI-2) to determine whether there is an immediate need for a psychological evaluation at intake or the Youth Level of Service/Case Management Inventory (YLS/CMI) to determine level of risk for youth ages 12-17. The assessment in this project will review the criminogenic risks and needs reported for youth in the system (e.g., looking for patterns), but will primarily focus on the policies and practices of local and state officials who operate the juvenile justice system as they respond to the needs of youth.

The following is a complete list of all activities.

1. **Review of reports on juvenile justice programs and services, DOC policies, and other documents.** To give us background and context, we will begin by reviewing relevant statutes and regulations, reports, agency policies, descriptions of existing programs, and other documents relevant to this assessment.
2. **Support the development and work of the Task Force.** We believe that development and support of the statewide Task Force will provide engagement by key stakeholders, valuable advice for the assessment team, and enhanced credibility for the assessment process and report. We are very happy to see that the Task Force has broad membership across agencies, disciplines, stakeholders, and consumers involved in the juvenile justice system (judiciary, prosecution, defense, probation, law enforcement, mental health, substance abuse, advocates, families, community representatives).
3. **Planning and assistance in hosting public hearings.** CCLP staff will provide assistance and support to the Task Force members with the preparation and execution of three public hearings, one in each DOC region. CCLP will assist with planning of agendas and presentations for these meetings to be helpful to the Task Force.
4. **Visits to Augusta, Portland, Lewiston, and Bangor to interview key local stakeholders, conduct focus groups, and visit local programs.** In each location, we will interview key stakeholders such as judges, chief probation officers, prosecutors, defense attorneys, law enforcement officials, local advocacy groups, and community organizations, using the questions listed above. We will also conduct focus groups with parents and youth, and with other groups such as juvenile community corrections officers. We have built in a budget to compensate young people and family members for their time participating in focus groups, as well as a budget to provide food during the focus groups (which would ideally take place after school or after working hours).
5. **Meetings with Department of Corrections administrators and staff, and other state agency**

administrators as appropriate. In Augusta, we would like to interview the Department of Corrections Commissioner and Associate Commissioner and other DOC administrators and staff as recommended by the Task Force and the JJAG. If possible, we would also like to interview administrators at the Department of Education and the Department of Health and Human Services and other key state officials.

6. Interviews with others interested in juvenile justice reform. There are a number of individuals and groups in Maine interested in juvenile justice reform, including members of the JJAG, mental health clinicians, attorneys who represent youth charged with delinquent or criminal offenses, advocates for individuals with disabilities, advocates for LGBTQI youth, and advocates working with the Youth First campaign. In Portland, we will interview representatives of each group, again using the questions listed above.
7. Interviews with legislative leaders. In Augusta, to the extent possible, we would also like to interview legislative leaders such as committee chairs who have responsibility for legislation affecting the juvenile justice system.
8. Visits to existing programs. In conjunction with our meetings in the four cities, we would like to visit a selection of existing programs that serve juvenile justice-involved youth and their families. As noted above, Dr. Weisman will visit local programs providing mental health services. We will look to the JJAG and others for recommendations to visit specific programs.
9. Collection and analysis of data. We will work with the Department of Corrections and the other entities listed in the Data Availability Memo to collect and analyze data on youth in the juvenile justice system. We will work with Dr. Naomi Goldstein, our data consultant, and her team to make sure the data is “clean” and accessible. We will focus on data analyses that are most relevant to assessing the effectiveness of existing services and gaps in available programs and interventions. We will also collect and analyze data that will help generate estimates of the impact of shifting resources away from incarceration and toward a more robust continuum of community-based services. As mentioned previously, to the maximum extent possible with existing data, CCLP will ensure that there is an analysis of the impact of race, gender, disability status, child welfare system involvement and the differential experiences and needs of youth with those characteristics.
10. Analysis of funding streams and costs to help predict potential impacts of reforms. We will analyze current funding allocations for existing services. We will also compare resource allocations in Maine with other jurisdictions that have shifted funding away from out-of-home placements and toward community-based services to help identify potential vehicles for reinvestment of resources currently used for incarceration. This analysis will also review how the state could capitalize on federal funding streams to support increased or more robust community-based services for youth and families.
11. Meeting with key stakeholders and forecasting implications for reform and resources needed. Once we have reviewed documents, conducted interviews and focus groups, visited programs, and collected and analyzed data in conjunction with our data consultant, we would like to meet with the Task Force members and others to do forecasting about how the system would look different based on the interplay of goals and values. This will enable us to demonstrate, for example, the financial savings that would accrue from putting more youth in community-based programs.
12. Preparation of a report to the Task Force. Following all of the previous steps, CCLP will prepare a comprehensive report on what we did in the assessment, what we found, and what we recommend by way of statutory, regulatory, and practice changes, with attendant costs and savings, for juvenile justice reform in Maine.

13. **Final Meeting with the Task Force.** After we have prepared the report, we will meet with the Task Force and JJAG Members to present our findings and to answer any questions.

## PROJECT STAFFING

The CCLP staff members who will undertake the activities outlined above are Mark Soler (Executive Director), Jason Szanyi (Deputy Director), Lisa Macaluso (Senior Juvenile Justice Policy Advisor), and Jennifer Lutz (Staff Attorney). Biographical information for each individual is listed below.

### Mark Soler

Mark Soler is the Executive Director of the Center for Children's Law and Policy. From 1978 until 2006, Mark was Senior Staff Attorney, Executive Director, then President of the Youth Law Center, a national public interest law firm. At the Youth Law Center, he and his colleagues worked in more than 40 states on juvenile justice, child welfare, health, mental health, and education issues, and litigated successfully in 16 states on behalf of children whose rights have been violated in juvenile justice and child welfare systems. He has written more than 20 articles and book chapters on civil rights issues and the rights of children, and has taught at Boston College Law School, the Washington College of Law at American University, Boston University School of Law, the University of Nebraska Law School, and San Francisco State University. He has received awards for his work from the American Psychological Association, American Bar Association, Alliance for Juvenile Justice, and Office of Juvenile Justice and Delinquency Prevention. Mark graduated from Yale University and Yale Law School.

### Jason Szanyi

Jason Szanyi is the Deputy Director of the Center for Children's Law and Policy, where he works to achieve the Center's mission of eliminating racial and ethnic disparities in the youth justice system, implementing alternatives to incarceration, and ending dangerous and inhumane conditions for youth in custody. Since joining the Center in 2009, Jason has worked with or trained officials in over two dozen states, cities, and counties. He provides long-term technical assistance to jurisdictions that are implementing systems change, in addition to engaging in research, writing, and administrative and legislative advocacy for youth justice reform. In 2015, Jason was recognized by the John D. and Catherine T. MacArthur Foundation as a Next Generation Champion for Change for his leadership in youth justice reform. Jason originally joined the Center as a Skadden Fellow through a partnership with the District of Columbia Public Defender Service's Juvenile Services Program. Jason has lectured on the juvenile justice system at several law schools and universities, and he has served as a Wasserstein Public Interest Fellow at Harvard Law School. Jason is a graduate of Northwestern University and Harvard Law School.

### Lisa Macaluso

Lisa Macaluso is the Senior Juvenile Justice Policy Advisor at the Center for Children's Law and Policy. Prior to joining the CCLP, Lisa was the Deputy Director of Crime Prevention for the New Jersey Attorney General's Office implementing New Jersey's Strategy for Safe Streets and Neighborhoods. She also served as the Director of the Office of Local Programs and Services with the New Jersey Juvenile Justice Commission, where she led the development and implementation of a number of innovative policies and practices including the state level replication of the Juvenile Detention Alternatives Initiative. In addition to her work at the CCLP, Lisa is also a consultant with the Annie E. Casey Foundation as a JDAI Team Leader. Lisa earned her Bachelor of Arts degree in Criminal Justice from Stockton State College, and her Master's degree from Rutgers University School of Criminal Justice.

*Jennifer Lutz*

Jennifer Lutz is a Staff Attorney at the Center for Children's Law and Policy. In this capacity, she leads CCLP's campaign to end the practice of solitary confinement of youth. She also assists jurisdictions reduce racial and ethnic disparities in the juvenile justice system, reduce the use of detention, and protect the rights of youth in custody. Prior to joining CCLP, Jennifer was the Juvenile Justice Policy Attorney and Director of Juvenile Training at the Defender Association of Philadelphia. In that position, she engaged courts, prosecutors, child advocates, treatment providers, and other stakeholders on policy issues to improve the quality of representation for indigent children in Pennsylvania. From 2008 to 2011, she supervised all trial and post-dispositional representation of juveniles charged with sexual offenses and tried dozens of complex sexual assault cases. Jennifer has developed training materials and conducted trainings across the country on representing children charged with sexual offenses, juvenile sex offender registration laws, collateral consequences of delinquency adjudications, and protecting the rights of children in conflict with the law. Prior to joining the Juvenile Unit of the Defender Association, Jennifer worked in the adult unit of the Defender Association from 2005-2008, where she represented adults charged with felonies in bench and jury trials. Jennifer received her undergraduate degree from Duke University and her J.D. from the University of North Carolina at Chapel Hill.

We will also employ several experts and former juvenile justice practitioners to assist with the assessment in targeted ways. We have also listed those individuals below, along with their qualifications.

*Dr. Andrea Weisman*

Andrea Weisman, Ph.D., a clinical psychologist, has over 30 years of clinical experience and nearly 20 years of on-the-ground experience in designing and implementing juvenile justice and adult correctional health and mental health programs. Her experience includes serving as Chief of Health Services for the Department of Youth Rehabilitation Services in Washington, DC. Prior to that, she was the Director of Mental Health Services for the Maryland Department of Youth Services, the Director of Mental Health Services for DC's Youth Services Agency and the Director of Mental Health Services at the DC Jail. In each of these positions, she was brought in to develop and implement remedies to address deficiencies in health and mental health services with agencies under receiverships, consent decrees, and Memorandums of Understanding developed by the Department of Justice under the Civil Rights for Institutionalized Persons Act. She has served as an expert mental health consultant and monitor for the U.S. Department of Justice in several matters and regularly serves as a consultant and expert in other litigation. She received her Ph.D. from Clark University.

*Dr. Naomi Goldstein*

Naomi Goldstein, Ph.D., is Professor of Psychology at Drexel University, Co-Director of Drexel's JD/PhD Program in Law and Psychology, and a Stoneleigh Foundation Fellow. An applied researcher and Director of the Juvenile Justice Research and Reform Lab at Drexel, Goldstein seeks to improve juvenile justice policy and practice to promote positive outcomes for youth. For the past 15 years, her work has focused on adolescents' capacities to make legal decisions, their abilities to fulfill behavioral requirements of the law, and the development of juvenile justice interventions and procedures to promote youths' long-term well-being. Goldstein is collaborating with juvenile probation departments to reform juvenile probation systems in Philadelphia and across the state to make them more responsive to adolescent development and to promote youths' successful completion of probation. Collaborating with the Philadelphia Police Department, School District of Philadelphia, and Philadelphia Department of Human Services, Goldstein is evaluating a city-wide, school-based police diversion program that was designed to disrupt the school-to-prison pipeline; the Police School Diversion Program resulted in a 54% reduction in the number of school-based arrests in Philadelphia from the 2013-2014 school year to the 2014-2015 school year and approximately a 75% reduction in the number of school disciplinary transfers in the district. She earned her Ph.D. at the University of Massachusetts at Amherst.

### *Gladys Carrion*

Gladys Carrion has been recognized as a national leader in her efforts to reform the juvenile justice in New York State and a fearless advocate for children and families involved in the child welfare system. She has received numerous awards and has served on several national advisory committees focused on reforming the juvenile justice and promoting the well-being of young adults. She was appointed Commissioner of the New York City Administration for Children's Services (ACS) in January 2014, where she was charged with providing child welfare, early childhood care and juvenile justice services to the City's most vulnerable children and families. She was also responsible for implementing Close to Home, the City's juvenile justice program. Prior to her appointment to ACS, Gladys was Commissioner of the Office of Children and Family Services (OCFS), overseeing New York State's child welfare, early childhood care and juvenile justice systems. As OCFS Commissioner, Gladys is credited with overhauling the juvenile justice system. Under her leadership, she shut down 21 juvenile centers, diverting juvenile justice-involved youth to less costly and more effective therapeutic programs located closer to home. Gladys began her legal career as an attorney with the Bronx Legal Services Corporation and rose to become the Managing Attorney for the South Bronx Office. Born and raised in the Bronx, Gladys is a graduate of Fordham University and New York University School of Law.

### *Funding Stream Consultant*

To be selected in consultation with Task Force members.

### *Local Maine Consultant*

To be selected in consultation with Task Force members.

## **2. IMPLEMENTATION - WORK PLAN**

The work plan on the following page outlines the major activities described above.

## Work Plan

Except where otherwise indicated (e.g., work by behavioral health consultant, data consultant, funding stream consultant), Mark Soler and Jason Szanyi will have primary responsibility for all tasks, with assistance from Lisa Macaluso and Jenny Lutz.

June 2019	<ul style="list-style-type: none"> <li>Conduct initial planning teleconferences/videoconferences with JJAG and Task Force members</li> <li>Site Visit 1: June 2019: Meet with Task Force, meet with stakeholders and others in Portland/South Portland (including behavioral health consultant)</li> <li>Obtain recommendations for stakeholder interviews from JJAG and Task Force members</li> <li>Contract with funding stream and local consultants and outline scopes of work, in consultation with JJAG and Task Force members</li> <li>Submit document, data, and information request to support analysis of juvenile justice system</li> <li>Establish infrastructure to support assessment and Task Force activities, developing detailed roles and responsibilities for CCLP, local consultant, additional support staff from DOC or the JJAG, and Task Force leadership</li> </ul>
July 2019	<ul style="list-style-type: none"> <li>Collect documents, data, and information to support assessment activities and provide them to CCLP staff and data consultant, behavioral health consultant, funding stream consultant, and youth justice consultant for review</li> <li>Prepare youth and family focus group questions and methodology and begin scheduling focus groups for site visits</li> <li>Discuss format and logistics for public hearings with JJAG and Task Force members</li> <li>Site Visit 2: Meet with Task Force, attend public hearing, co-facilitate focus groups, meet with stakeholders and others in Augusta (including behavioral health consultant)</li> <li>Prepare summary of feedback from public hearing and focus groups</li> <li>Work with local consultant and local coordinator to schedule next month's meetings, interviews, and focus groups, as well as undertake any other needed project support activities</li> </ul>
August 2019	<ul style="list-style-type: none"> <li>Data consultant to clean and prepare data for analyses needed for assessment, including forecasting</li> <li>Site Visit 3: Meet with Task Force, co-facilitate focus groups, meet with stakeholders and others in Bangor (including behavioral health consultant)</li> <li>Prepare summary of feedback from focus groups</li> <li>Behavioral health consultant, funding stream consultant, and youth justice consultant to review data and other information provided to begin developing recommendations</li> <li>Work with local consultant and local coordinator to schedule next month's meetings, interviews, and focus groups, as well as undertake any other needed project support activities</li> </ul>
September 2019	<ul style="list-style-type: none"> <li>Data consultant to prepare initial feedback to Task Force and obtain suggestions for forecasting analyses</li> <li>Site Visit 4: Meet with Task Force, attend public hearing, co-facilitate focus groups, meet with stakeholders and others in Lewiston (including behavioral health consultant)</li> <li>Prepare summary of feedback from public hearing and focus groups</li> <li>Work with local consultant and local coordinator to schedule next month's meetings, interviews, and focus groups, as well as undertake any other needed project support activities</li> </ul>

<i>October 2019</i>	<ul style="list-style-type: none"> <li>■ Site Visit 5: Meet with Task Force</li> <li>■ Data consultant to conduct additional analyses, including forecasting</li> <li>■ Work with local consultant and local coordinator to schedule next month's meetings, interviews, and focus groups, as well as undertake any other needed project support activities</li> </ul>
<i>November 2019</i>	<ul style="list-style-type: none"> <li>■ Data consultant to prepare further feedback to Task Force</li> <li>■ Site Visit 6: Meet with Task Force, meet with additional stakeholders and others, co-facilitate focus groups in Portland/South Portland</li> <li>■ Prepare summary of feedback from public hearing and focus groups</li> <li>■ Behavioral health and funding stream consultant to prepare initial findings and recommendations for assessment</li> <li>■ Work with local consultant and local coordinator to schedule next month's meetings, interviews, and focus groups, as well as undertake any other needed project support activities</li> </ul>
<i>December 2019</i>	<ul style="list-style-type: none"> <li>■ Prepare initial assessment findings and recommendations for presentation to Task Force</li> <li>■ Data consultant, behavioral health consultant, and funding stream consultant to provide initial findings and recommendations for assessment</li> <li>■ Site Visit 7: Meet with Task Force, attend public hearing, meet with additional stakeholders and others in Augusta</li> <li>■ Prepare summary of feedback from public hearing</li> <li>■ Work with local consultant and local coordinator to schedule next month's meetings, as well as undertake any other needed project support activities</li> </ul>
<i>January 2020</i>	<ul style="list-style-type: none"> <li>■ Site Visit 8, January 2020: Meet with Task Force</li> <li>■ Data consultant, behavioral health consultant, and funding stream consultant to provide final findings and recommendations for assessment</li> <li>■ Finalize draft of assessment report findings and recommendations</li> <li>■ Work with local consultant and local coordinator to schedule next month's meetings as well as undertake any other needed project support activities</li> </ul>
<i>February 2020</i>	<ul style="list-style-type: none"> <li>■ Submit assessment report to Task Force</li> <li>■ Site Visit 9: Meet with Task Force to present assessment and recommendations, and answer questions from Task Force members (including funding stream consultant, data consultant, youth justice consultant, and behavioral health consultant)</li> </ul>



**Section III  
Cost Proposal  
RFP#201904064  
Center for Children's Law and Policy**

**1. Response**

A line-item budget is included as an Excel document. It is also pasted below.

**BUDGET FOR RESEARCH, WRITING, AND FACILITATION SUPPORT FOR  
THE MAINE JUVENILE JUSTICE SYSTEM ASSESSMENT AND  
REINVESTMENT TASK FORCE  
SUBMITTED BY THE CENTER FOR CHILDREN'S LAW AND  
POLICY**

Period of Performance: June 15, 2019-February 15, 2020

<b>RATES</b>	Mark Soler, CCLP Executive Director	\$1,750/day
	Jason Szanyi, CCLP Deputy Director	\$1,600/day
	Lisa Macaluso, CCLP Senior Juvenile Justice Policy Advisor	\$1,500/day
	Jennifer Lutz, CCLP Staff Attorney	\$1,500/day
	Andrea Weisman, Ph.D., Clinical Psychologist Consultant	\$1,650/day
	Gladys Carrion, Youth Justice Consultant	\$2,000/day
	Funding streams/Financial Consultant - To be determined	\$1,500/day
	Naomi Goldstein, Researcher/Data Consultant	\$1,500/day
	Maine-based consultant and coordinator	\$18,000

**PERSONNEL**

**1. Review of statutes, regulations, policies, reports, programs used in other jurisdictions, etc.**

Soler	2 days
Szanyi	3 days
Macaluso	2 days
Lutz	2 days
Weisman	2 days
Carrion	1 day
Funding	1 day
Goldstein	2 days

**2. Prep/planning for interviews, focus groups, site visits, Task Force meetings, public hearings**

Soler	2 days
Szanyi	3 days
Macaluso	2 days
Lutz	2 days
Weisman	2 days
Funding	2 days
Goldstein	2 days

3. Six 3-day site visits for interviews, focus groups, site visits, Task Force meetings, public hearings

Soler	3 days/site x 3 site visits = 9 days
Szanyi	3 days/site x 3 site visits = 9 days
Macaluso	2 days/site x 3 site visits = 6 days
Lutz	2 days/site x 3 site visits = 6 days
Weisman	2 days/site x 4 site visits = 8 days
Funding	2 days/site x 1 site (Augusta) = 2 days
Goldstein	2 days/site x 1 site (Augusta) = 2 days

4. Two one-day visits for task force meetings and other needed activities between site visits

Soler	2 days
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5. Collection and analysis of data

Soler	2 days
Szanyi	2 days
Macaluso	1 day
Lutz	1 day
Weisman	2 days
Funding	2 days
Goldstein	7 days

6. Preparation of report and recommendations

Soler	3 days
Szanyi	5 days
Macaluso	2 days
Lutz	2 days
Weisman	2 days
Carrion	1 day
Funding	1 day
Goldstein	3 days

7. One final meeting with Task Force to report on assessment

Soler	1 day
Szanyi	1 day
Weisman	1 day
Carrion	1 day
Funding stream	1 day
Goldstein	1 day

Summary	Soler	21 days x \$1,750/day	36,750
	Szanyi	23 days x \$1,600/day	36,800
	Macaluso	14 days x \$1,500/day	19,500
	Lutz	14 days x \$1,500/day	19,500
	Weisman	17 days x \$1,650/day	28,050
	Carrión	3 days at \$2,000/day	6,000
	Fund streams	9 days at \$1,500/day	13,500
	Goldstein	17 days at \$1,500/day	25,500
	ME consultnt		<u>18,000</u>
	Total		203,600

TRAVEL	Each trip:	Airfare	\$300	
		Hotel	\$200/night	
		Food	\$60/day	
			\$100/tri	
		Parking, taxi	p	
		Car rental	\$90/day	
	Soler:	3 site visits x 3 days/site 300+600+180+100+270=1450x 3		4,350
		Two one-day meetings with Task Force 300+60+100 = 460 x 2		920
		Final meeting with JJAG/Task Force 300+60+100		<u>460</u>
				5,730
	Szanyi	3 site visits x 3 days/site 300+600+180+100+270=1450x 3		4,350
		Final meeting with JJAG/Task Force 300+60+100		<u>460</u>
				4,810
	Lutz	2 site visits x 3 days/site 300+600+180+100=1,180 x 2		<u>2,360</u>
				2,360
	Macaluso	2 site visits x 3 days/site 300+600+180+100+270=1,180 x 2		<u>2,360</u>
				2,360

Weisman	4 sites x 2 days/site 300+400+120+100=920x4 Final meeting with JJAG/Task Force 300+60+100	3,680  <u>460</u> 4,140
Carrion	Final meeting with JJAG/Task Force 300+60+100	460
Fund streams	Final meeting with JJAG/Task Force 300+60+100	460
Goldstein	Final meeting with JJAG/Task Force 300+60+100	460
TOTAL TRAVEL		20,780
FOCUS GROUP STIPENDS FOR YOUTH AND FAMILY MEMBERS		
1. \$15 gift cards/hour per participant		
Youth	50 participants x 1 hour	750
Family members	50 participants x 1 hour	750
2. Food for focus group sessions		
\$120 per session x 10 sessions		1200
FOCUS GROUP EXPENSES		2,700
TOTAL COSTS		227,080

APPENDIX D

State of Maine  
Department of Corrections  
*Juvenile Justice Advisory Group*  
**COST PROPOSAL FORM**  
**RFP#201904064**  
Research, Writing and Facilitation Support for the  
Maine Juvenile Justice System Assessment and Reinvestment Task Force

<b>Bidder's Organization Name:</b>	Center for Children's Law and Policy
<b>Proposed Cost:</b>	\$ 227,080

State Of Maine Department of Corrections <i>Juvenile Justice Advisory Group</i>		
Bidder's Organization Name: Center for Children's Law and Policy		
Contact Person: Mark Soler, Executive Director		
	Column 1	Column 2
	<b>EXPENSES</b>	<b>BUDGET AMOUNT</b>
Line		
1	<b>PERSONNEL EXPENSES</b>	
2	CCLP Staff	\$112,550
3	Project Consultants	\$91,050
4		
5		
6		
7	<b>TOTAL PERSONNEL EXPENSES</b>	
8	<b>ALL OTHER EXPENSES</b>	
9	Travel	\$20,780
10	Focus Group Expenses	\$2,700
11	<b>TOTAL OTHER EXPENSES</b>	
12*	<b>TOTAL EXPENSES</b>	\$227,080

APPENDIX D: BUDGET FOR RESEARCH, WRITING, AND FACILITATION  
SUPPORT FOR THE MAINE JUVENILE JUSTICE SYSTEM ASSESSMENT AND  
REINVESTMENT TASK FORCE (State of Maine RFP#201904064)  
SUBMITTED BY THE CENTER FOR CHILDREN'S LAW AND POLICY  
Period of Performance: June 15, 2019-February 15, 2020

RATES	Mark Soler, CCLP Executive Director	\$1,750/day
	Jason Szanyi, CCLP Deputy Director	\$1,600/day
	Lisa Macaluso, CCLP Senior Juvenile Justice Policy Advisor	\$1,500/day
	Jennifer Lutz, CCLP Staff Attorney	\$1,500/day
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	Naomi Goldstein, Researcher/Data Consultant	\$1,500/day
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Lutz	2 days
Weisman	2 days
Carrion	1 day
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Goldstein	2 days

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Goldstein	2 days/site x 1 site (Augusta) = 2 days

4. Two one-day visits for task force meetings and other needed activities between site visits

Soler 2 days

5. Collection and analysis of data

Soler 2 days

Szanyi 2 days

Macaluso 1 day

Lutz 1 day

Weisman 2 days

Funding 2 days

Goldstein 7 days

6. Preparation of report and recommendations

Soler 3 days

Szanyi 5 days

Macaluso 2 days

Lutz 2 days

Weisman 2 days

Carrion 1 day

Funding 1 day

Goldstein 3 days

7. One final meeting with Task Force to report on assessment

Soler 1 day

Szanyi 1 day

Weisman 1 day

Carrion 1 day

Funding stream 1 day

Goldstein 1 day

Summary	Soler	21 days x \$1,750/day	36,750
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	Macaluso	14 days x \$1,500/day	19,500
	Lutz	14 days x \$1,500/day	19,500
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	ME consultnt		<u>18,000</u>
	Total		203,600

TRAVEL

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	Hotel	\$200/night

Food	\$60/day
Parking, taxi	\$100/trip
Car rental	\$90/day

Soler:	3 site visits x 3 days/site	
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	Two one-day meetings with Task Force	
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		2,360

Weisman	4 sites x 2 days/site	
	$300+400+120+100=920 \times 4$	3,680
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	$300+60+100$	<u>460</u>
		4,140

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	$300+60+100$	460

Fund streams	Final meeting with JJAG/Task Force	
	$300+60+100$	460

Goldstein	Final meeting with JJAG/Task Force	
	$300+60+100$	460

TOTAL TRAVEL		20,780
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#### FOCUS GROUP STIPENDS FOR YOUTH AND FAMILY MEMBERS

1. \$15 gift cards/hour per participant

Youth	50 participants x 1 hour	750
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Family member 50 participants x 1 hour	750
2. Food for focus-group sessions	
\$120 per session x 10 sessions	1200
FOCUS GROUP EXPENSES	2,700
TOTAL COSTS	227,080