

**Annual Report
2023**

CJJA

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Mission Statement

To provide opportunities to connect, develop and support juvenile justice leaders to strengthen their abilities to implement and sustain transformational practices that will improve outcomes for youth, families and communities.

Goals

- Connect members and partners through meetings for networking, knowledge exchange and sharing of research and promising reform initiatives.
- Expand the use of evidence-based principles and best practices in juvenile justice by collaborating with national organizations to support and engage in research-related reform efforts.
- Strengthen outcome measurement, accountability, and ongoing system improvement.
- Promoting and facilitating the development of leadership capabilities of juvenile justice administrators allowing them to effectively lead and achieve the agency's mission.
- Generating public support for and understanding of juvenile justice with emphasis on effective treatment and rehabilitation.
- Sustaining CJA operations.

Values

- Continuous Learning/Continuous Improvement – We promote continuous learning, improvement and sharing of knowledge, seeking ways to achieve better outcomes and results.
- Diversity – We value the richness of diversity in all its forms, as is represented in our shared communities, employees and the children and families we serve. Understanding, appreciating and respecting diversity enhances our individual and collective capacity and efficacy.
- Skill Development – We believe that a youth can change and become an engaged, productive and healthy citizen.
- Family Engagement – We will engage, collaborate with and support families as valued partners in youths' rehabilitation.
- Supportive Communities – We believe in returning youths to supportive communities in order to achieve their full potential.
- Collaboration – We promote collaboration between national organizations, federal and state governmental agencies to improve outcomes for youth, families and communities.

Governance and Leadership

CJJA is governed by a nine-member Executive Board of directors who oversee the organization operations - review of strategic goals, financial status and director performance. The board is responsible for serving as the guardian of CJJA's mission. The board ensures the organization lives up to its basic commitment, assesses its performance at regular intervals and makes sure the staff has the resources needed to fulfill its mission, including fundraising. The board members support the recruitment and retention of capable staff and technical resources and listens to the changing needs and realities of the members.

The CJJA Executive Board is led by four officers who are elected by the full membership to serve two-year terms. The current Officers are:

President: Brett Peterson (UT)

Vice President: Christine Blessinger (IN)

Treasurer: Felice Upton (WA)

Secretary: Heidi Mueller (IL)

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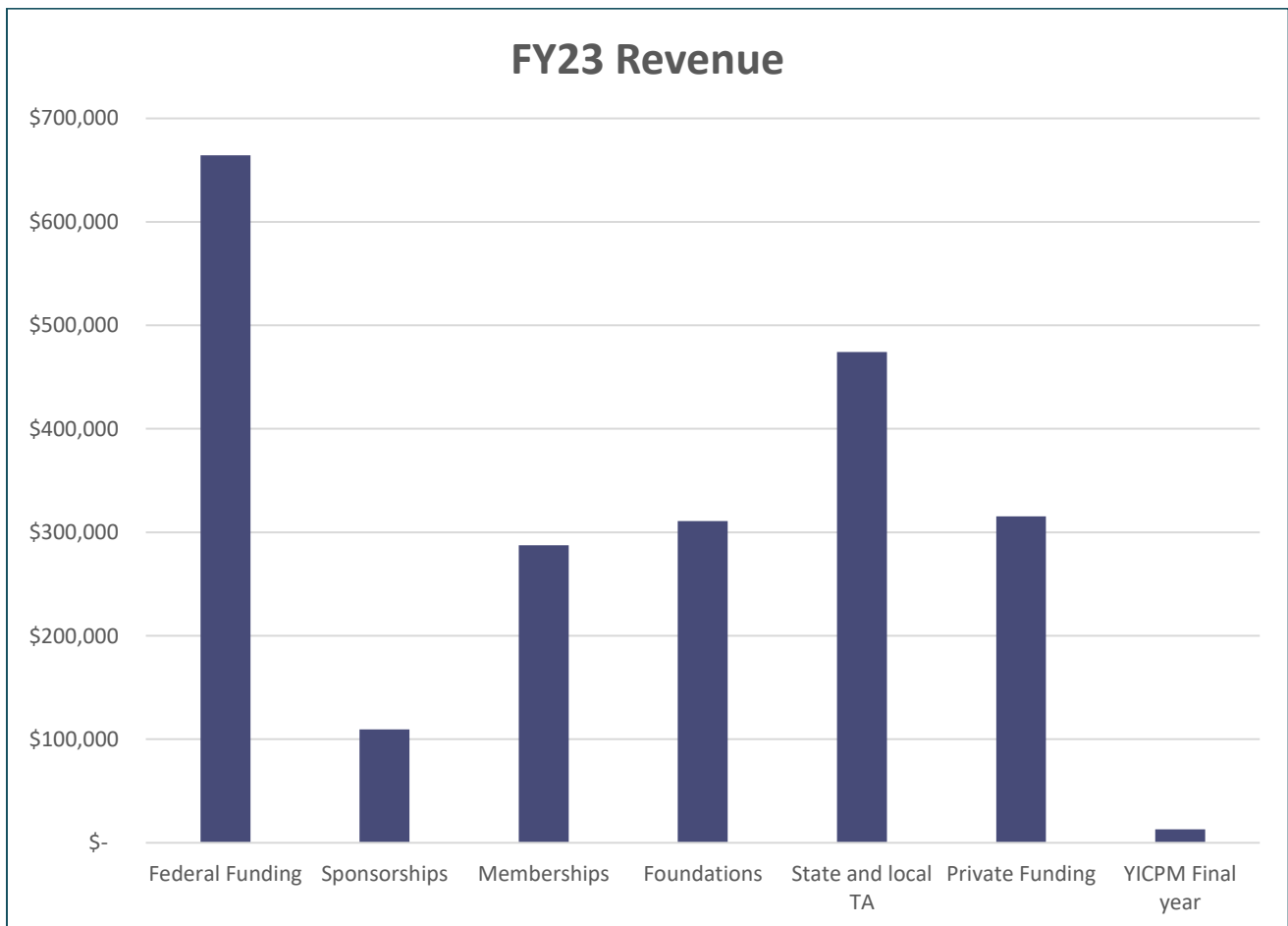
Fiscal Report

CJJA Fiscal Year 2023 (July 1, 2022 – June 30, 2023)

Revenue

Federal Funding	\$664,459	31%
Sponsorships	\$109,416	5%
Memberships	\$287,558	13%
Foundations	\$310,847	14%
State and Local TA	\$474,243	22%
Private Funding	\$315,326	14%
YICPM Final Year	\$13,000	1%
Total Revenue	\$2,174,849	

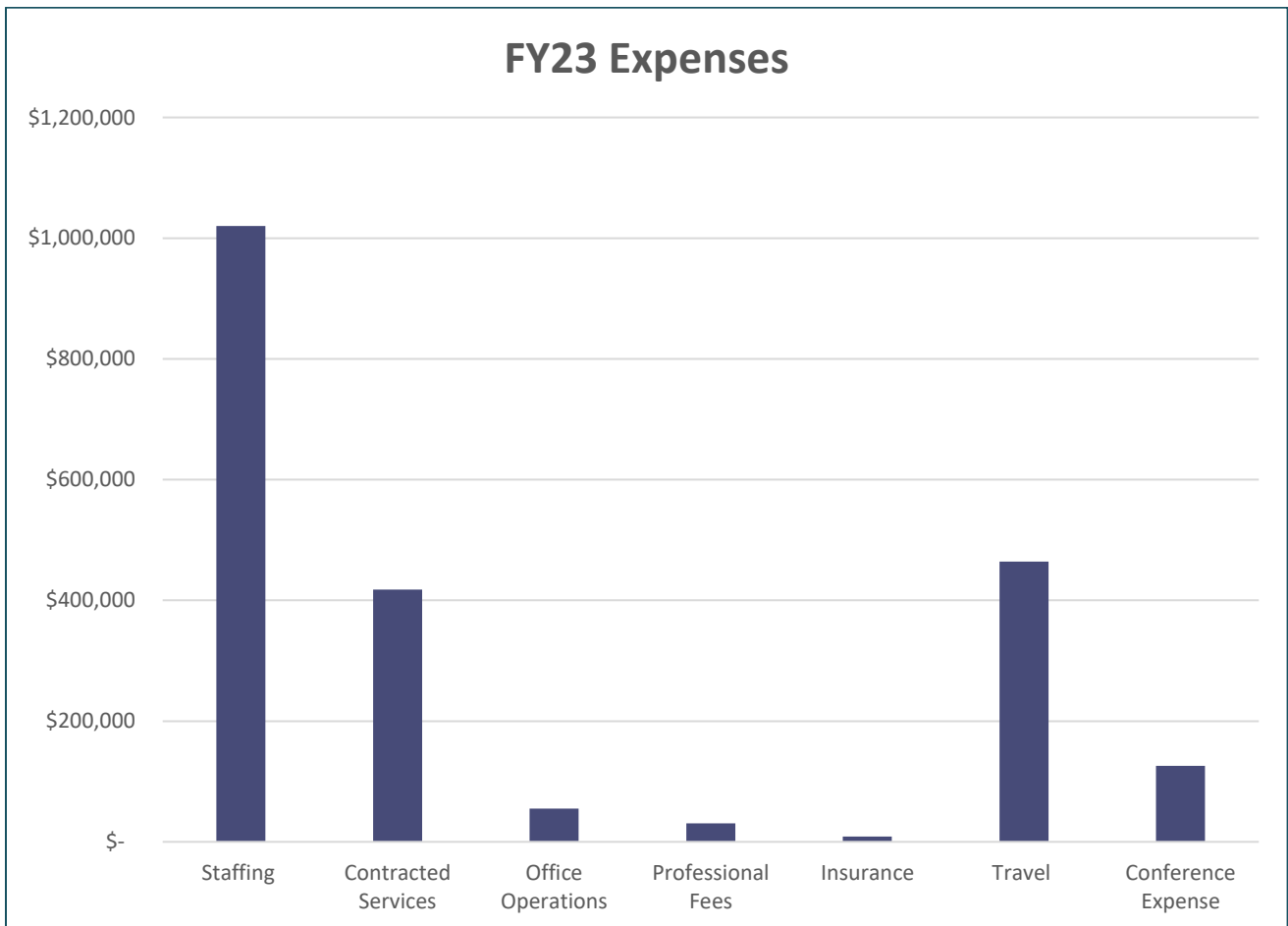
Operating Revenue (in millions)



Expenses

Staffing	\$1,019,994	48%
Contracted Services	\$417,726	20%
Office Operations	\$54,892	3%
Professional Fees	\$30,750	1%
Insurance	\$8,876	0%
Travel	\$464,491	22%
Conference Expense	\$125,770	6%
Total Operating Expense	\$2,122,499	

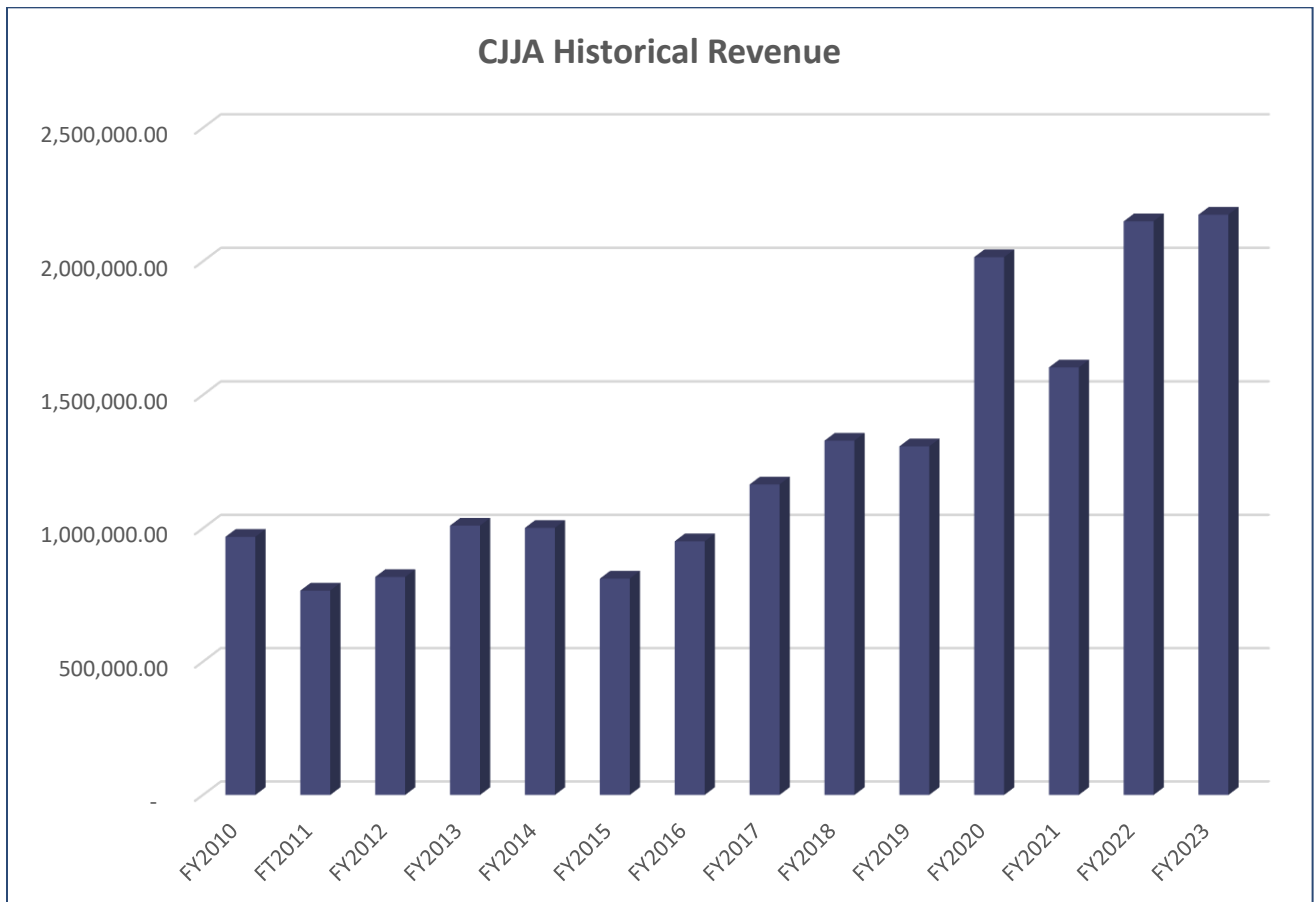
Operating Expenses (in millions)



Historical Revenue Growth

FY2010	\$968,077
FT2011	\$766,516
FY2012	\$817,427
FY2013	\$1,010,321
FY2014	\$1,001,751
FY2015	\$811,488
FY2016	\$951,382
FY2017	\$1,164,600
FY2018	\$1,328,818
FY2019	\$1,307,513
FY2020	\$2,015,772
FY2021*	\$1,602,928
FY2022	\$2,015,772
FY2023	\$2,174,849

*No travel due to Covid



Training and Technical Assistance (TTA)

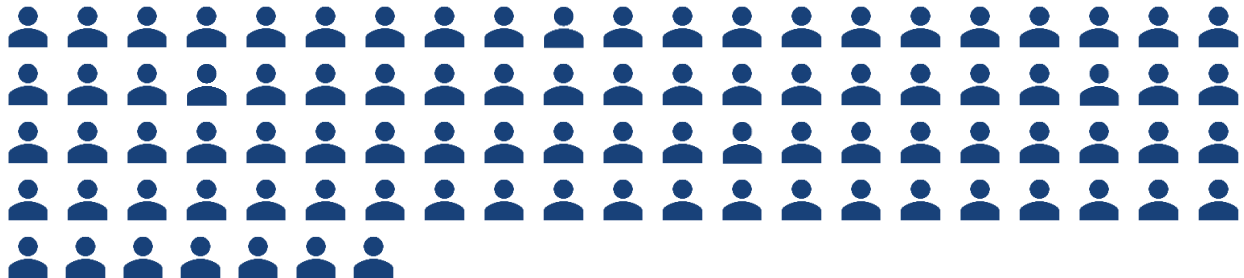
New Director

Since 1994, the Council of Juvenile Justice Administrators (CJJA) has conducted the annual New Directors Seminar for newly appointed youth corrections chief executive officers. The seminar is supported by funding from the Office of Juvenile Justice and Delinquency Prevention (OJJDP). The New Directors Seminar, a proven training vehicle for new directors, uses a peer-to-peer training forum that connects veteran administrators with newly appointed administrators. The New Director training is a 2-day in-person conference. The 2023 New Director training was conducted on September 19-20, 2023.

2023 New Director Participants: 6



Total Number of New Director Participants (as of December 2023): 91



Deputy Director

Over the past several decades, the juvenile justice field has recognized and discussed the need for coach supported, peer-learning training for Deputy Directors. In recent years, juvenile justice agencies throughout the country have expressed increased need and asked that attention and resources be earmarked for this type of training effort. Deputy Director training is supported by funding through CCAS. The inaugural Deputy Director training occurred on October 30, 2020 (virtually). Deputy Director training is a 2-day in-person conference. The 2023 Deputy Director training was conducted on March 9-10, 2023.

2023 Deputy Director Participants: 13



Total number of Deputy Director participants (as of December 2023): 63



Facility Director/Superintendent Training (FST)

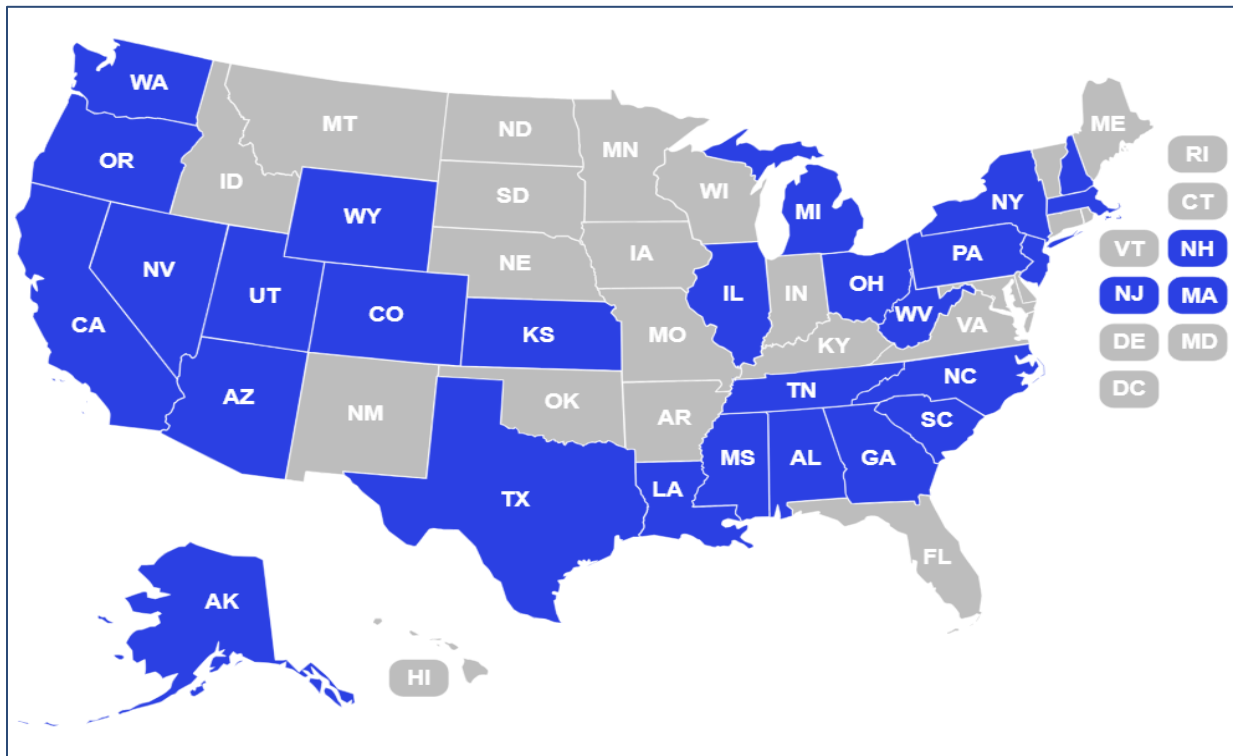
In response to the juvenile justice field's growing need for a juvenile focused training for facility directors and superintendents, CJA in partnership with the OJJDP, developed a training program for facility leadership overseeing facility operations. The FST program comprised of a 4-day in-person conference and 6-month training and technical assistance program consisting of webinar series and monthly coaching calls. There were two training classes in 2023: cohort #8 (March 21-24, 2023) and cohort #9 (November 6-9, 2023). Presentation topics included conditions of confinement, understanding and responding to trauma, gender-responsive care, promoting positive youth development, and leadership in youth facilities.

2023 Facility Director/Superintendent Training Participants: 70



Total Number of FST Participants (as of December 2023): 342

The states participating in the 2023 Facility Director/Superintendent Training are represented on the below map in blue.



Length of Stay Policy Academy

The Length of Stay (LOS) Policy Academy's goal is to support jurisdictions to identify and address key factors contributing to lengths of stay for youth in post-adjudication placement. Georgetown University's Center for Juvenile Justice Reform and the Council of Juvenile Justice Administrators, with funding and support from The Pew Charitable Trusts, are assisting jurisdictions by providing education, consultation, and technical assistance (TA). The second Length of Stay TTA began in July 2022. The selected jurisdictions are Nevada and Washington. LOS TTA jurisdictions participated in three virtual training modules (5 total hours). Jurisdictions received three virtual training modules (4 hours). TA providers conducted in-person site visits to collaborate with the jurisdictional teams and provide additional support in their plan development and implementation. Jurisdictions have participated in monthly technical assistance calls with their TA providers.

2022-2023 LOS Policy Academy Participants: 27



Total Number of LOS Policy Academy Participants (as of December 2021): 77



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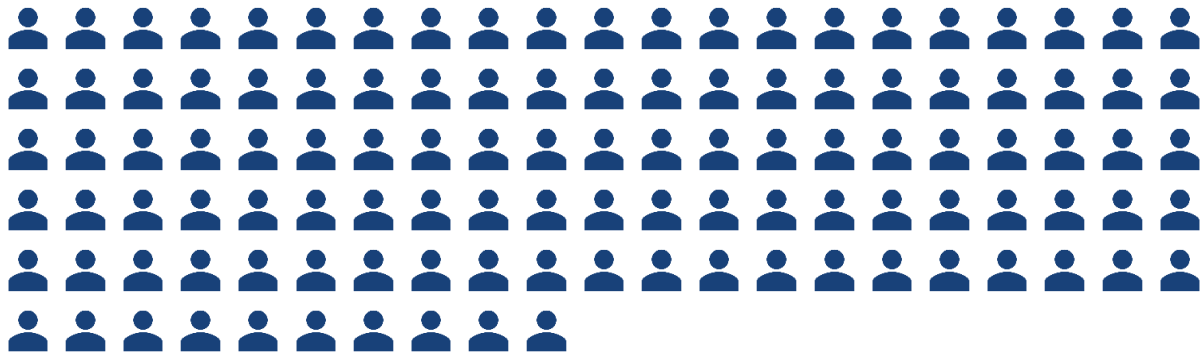
Emergency Planning

CJJA and American Institutes for Research® (AIR®) were awarded funding by OJJDP to assist up to four sites in their development and implementation of an emergency plan for juvenile residential facilities. The goal of the 2019 Emergency Planning Technical Assistance (TA) Program will be to provide training and TA for selected sites to facilitate their development of comprehensive emergency plans that address the specific needs of children, youth, and families involved in the justice system, including preparation for an emergency, immediate response to an emergency, and recovery from an emergency. The selected state jurisdictions include Clark County (NV), Maricopa County (AZ), New York, and Sacramento County (CA). In 2022, the jurisdictions participated in virtual emergency planning training and monthly technical assistance calls. CJJA and AIR reviewed and provided feedback to jurisdictions regarding their revised emergency plans. The Emergency Planning TA Program continues into 2023.

2022-2023 Number of Emergency Planning Participants: 47



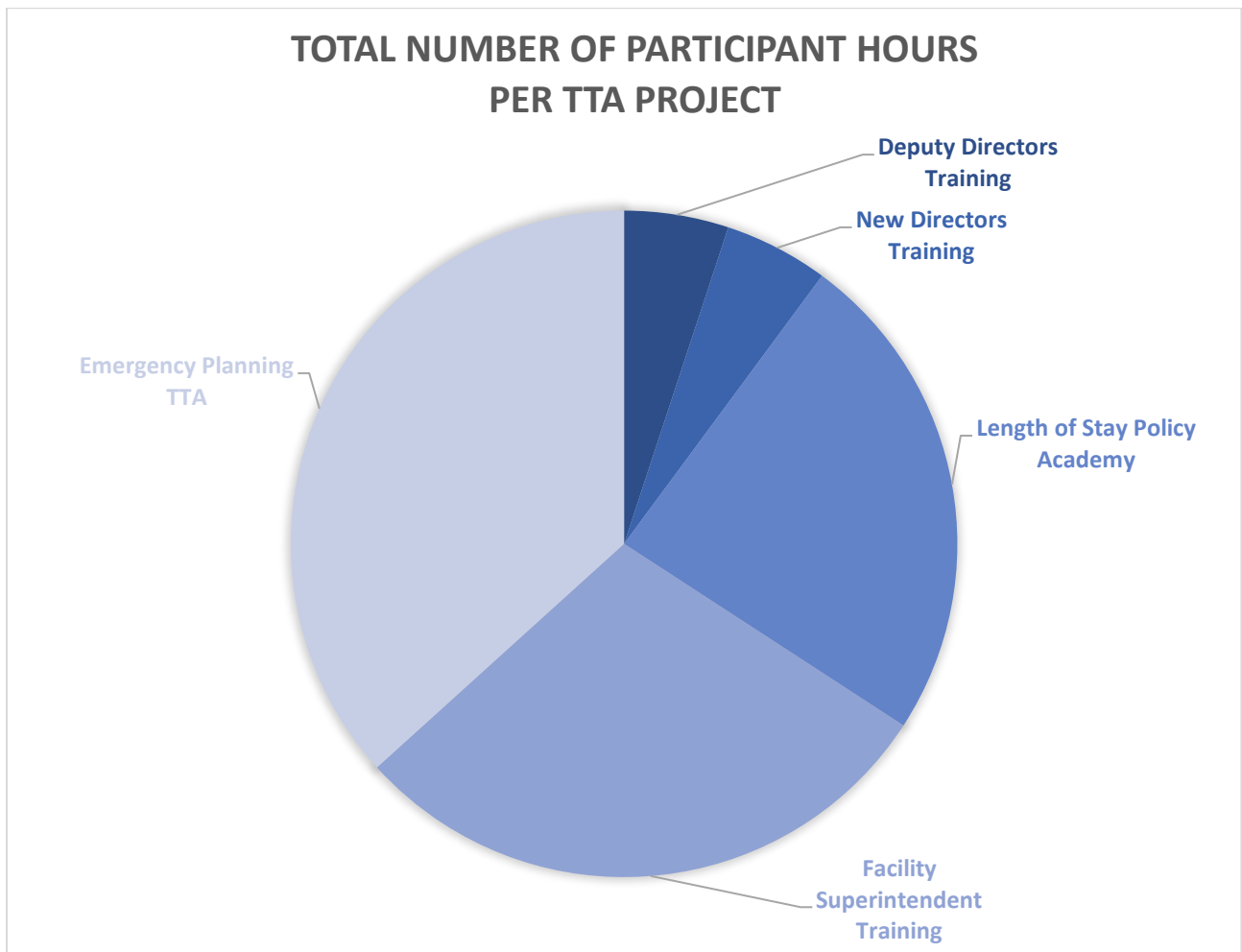
Total Number of Emergency Planning Participants (as of December 2022): 115



Contract Agency/Facility Training and Technical Assistance

CJJA continues to expand its work through contractual training and technical assistance to provide tools and support to agency/facility leadership. Our TTA services include, but not limited to, culture/staffing assessments, policy and procedure review and development, civil rights litigation avoidance and monitoring, and child welfare consultation.

Total Number of Hours of TTA Provided: 2304



Annual Meetings

Winter Business Meeting

CJJA's Winter Business Meeting is held in January and is one of three national meetings convened annually as part of CJJA's mission to promote and facilitate leadership development and the exchange of knowledge and philosophies at the top administrative levels of juvenile justice and juvenile corrections. The Winter Business Meeting convenes leaders from each state and several large counties share information, identify issues and strategies to address them and form a national voice for youth corrections. This meeting also provides a forum for CJJA's committees to meet, plan and present their work to the entire organization. The 2023 Winter Business Meeting was held in Orlando, FL.

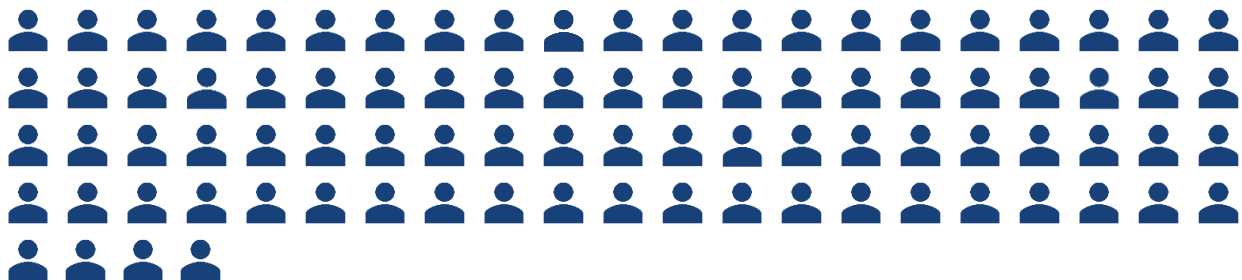
2023 Winter Business Meeting Participants: 54



Summer Business Meeting

CJJA's Summer Business Meeting is held in August and is another annual national meeting to further CJJA's mission to support leadership development and engage juvenile justice leaders in the exchange of knowledge and philosophies. During the Summer Business Meeting, juvenile justice leaders from each state and several large counties share information, identify issues and strategies to address them and form a national voice for youth corrections. The 2023 Summer Business Meeting was held in Philadelphia, PA.

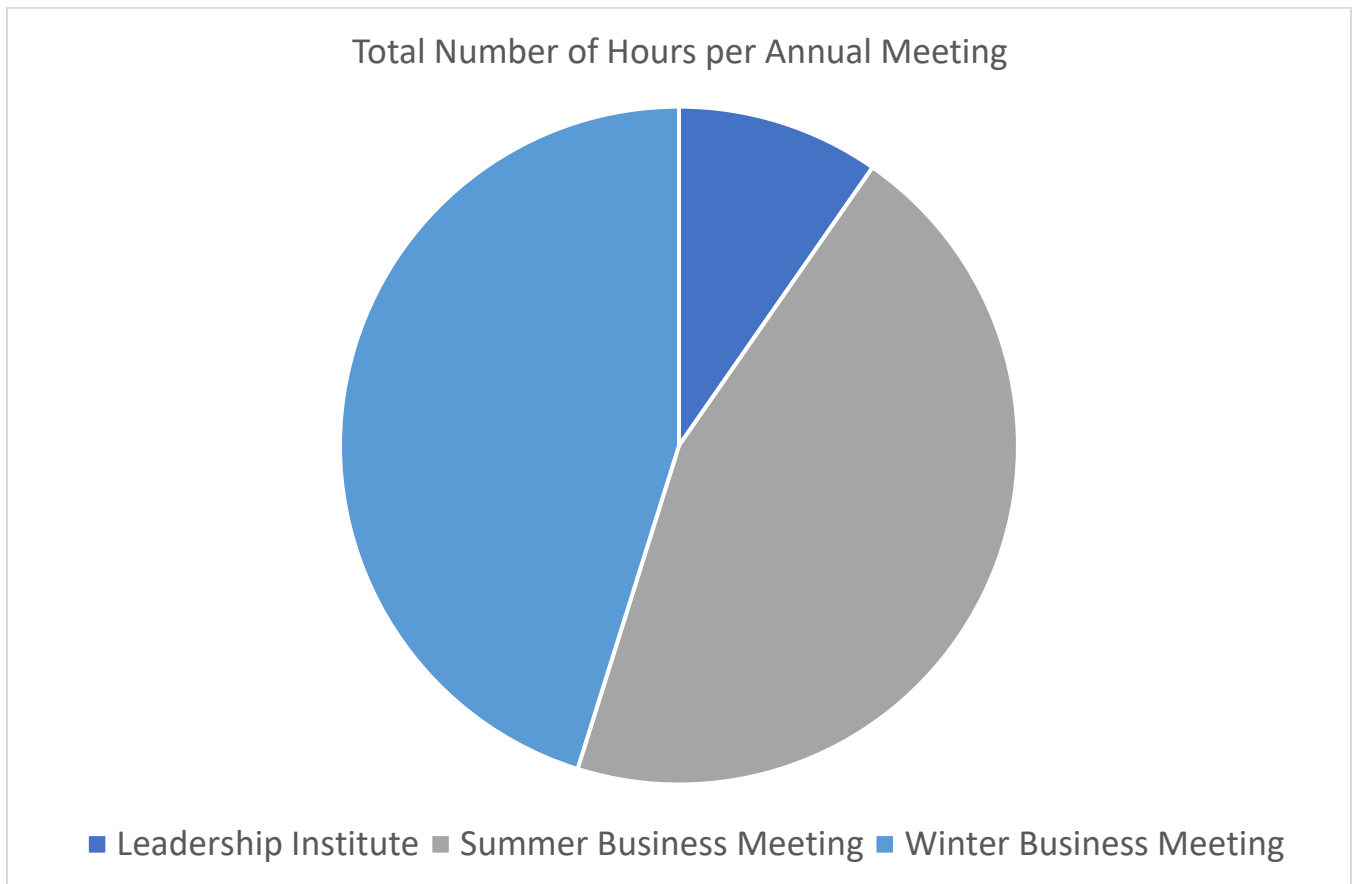
2023 Summer Business Meeting Participants: 88



Leadership Institute

The 2023 Leadership Institute theme was H.O.P.E. (Helping [our] Older Population Elevate). During 2023 Leadership Institute virtual agenda consisted of a presentation on adolescent development and juvenile justice, a H.O.P.E. young adult panel to discuss their needs within the facility and preparing to transition to the community. The second panel will consist of juvenile justice agency leaders to discuss their experiences and innovative practices and programming for the older youth population (4 hours). The Leadership Institute conference is supported by funding from Annie E. Casey Foundation.

2023 Leadership Institute Participants: 41

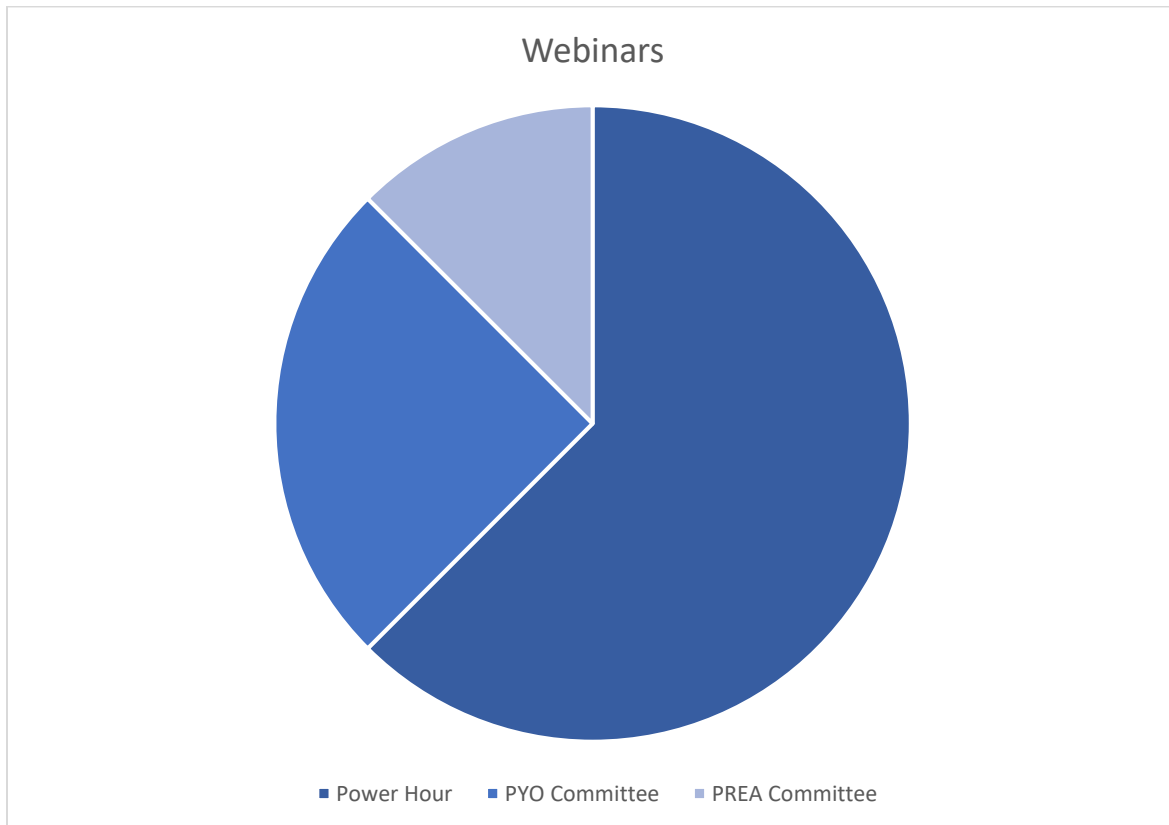


Webinars

CJJA partners with additional agencies to present learning seminars to the juvenile justice field. CJJA Positive Youth Outcome (PYO) and PREA committees developed and conducted webinars to provide members with innovative practices and guidance. CJJA Affiliate members participate in Power Hour, which are bi-monthly sessions focused on specific topics and provide an opportunity for discussion.

The following is the total data regarding 2023 CJJA webinars:

- 8 webinars
- 9 hours
- 969 attendees



Member Engagement

CJJA members connect and network throughout the calendar year through regional meetings (two in-person meetings and four virtual meetings). Regional meetings allow additional opportunities for juvenile justice administrators to network and collaborate with their peers.

Regions:

- Associates
- Midwest
- Northeast
- South
- West

The following is the total data regarding 2023 CJJA Region Meetings:

- 27 meetings
- 30 hours
- 177 members

CJJA committees are composed of CJJA members and juvenile justice individuals, including research and clinical staff. During the meetings, committee members discuss best-practices and develop guidelines to assist and inform juvenile justice agencies. The frequency of committee meetings is determined by the Committee Chair.

CJJA Committees:

- Behavioral Health
- Best Practices
- Code of Practice
- Communications
- Diversity, Equity and Inclusion (DEI)
- Positive Youth Outcomes (PYO)
- Position Paper
- PREA
- Research and Data Analysis

The following is the total data regarding 2022 CJJA Committee meetings:

- 39 meetings
- 42 hours
- 370 committee members

Committee Descriptions and Updates:

Behavioral Health Committee includes mental health directors and persons directly overseeing mental health programming within jurisdictions to discuss current issues and best practices in delivering mental health services to youth. In 2023, the Behavioral Health Committee welcomed new committee members and engaged in learning about jurisdictional programs and processes. Presentations included dashboards to improve behavior management and motivation for youth, Pawsitive Dog Program that brings shelter dogs into facilities, staffing issues, music program, relationships between risk factors and mental health needs, youth PREA screener through behavioral health lens, and career technology programs offered to youth. The presentations have led to lively discussions and new ideas. Behavioral Health Committee published policy recommendations regarding personal searches (located on Resources page of CJA website).

Best Practices Committee continually seeks out information about programs and research that would be of significant interest to directors.

Code of Practice Committee emphasizes the need for facility safety which involves reducing the use of all forms of restraints (physical, mechanical, and chemical) and reducing or eliminating the use of isolation. This working committee examines data and research on best practices; reviews existing policies and procedures; discusses the most effective practices in the field. The committee's main purpose is to develop national standards to reflect the least restrictive and most effective intervention strategies for each of the identified practice areas. Establishing national standards will provide guidance to juvenile justice leaders and staff with the goal of encouraging staff to employ effective strategies when working with youth and families. Ultimately, setting national expectations will improve the safety of facilities and positively impact youth and family outcomes.

Communications Committee seeks to provide policy and guidance on engaging with internal and external stakeholders, to include youth and their families, through various media and social platforms. Committee members include public information officers, the individuals responsible for preparing and disseminating agency messages. In 2023, the Communication Committee discussed agency communication plans and developed communication resources for the CJA New Directors Guide. Committee members are currently drafting a communications presentation to be utilized for CJA New Directors Training.

Diversity, Equity and Inclusion (DEI) Committee works to develop best practices pertaining to diversity, equity, and inclusion to integrate into juvenile justice policies, procedures and practices. The CJA DEI Committee, now in its second year, began by presenting at a CJA conference and subsequently focused on engaging directors from juvenile justice agencies across the country through impactful focus group sessions. We've also navigated the challenging political climate to ensure the continuity of our DEI efforts. We also presented at superintendent trainings in Ohio and Florida. In the coming year, we intend to sustain our work while actively

recruiting members from various regions to ensure diverse perspectives drive our initiatives and contribute to the promotion of DEI within juvenile justice systems nationwide.

Position Paper Committee prepares statements on behalf of the association which is accompanied by a supporting article regarding issues of importance for the juvenile justice field. This year, the committee completed a position paper regarding organizational wellbeing and staff wellness. The paper includes key considerations to ensure a well-functioning juvenile justice system.

Positive Youth Outcomes (PYO) Committee, made up of CJA members, research and clinical staff. The committee seeks to improve juvenile justice agencies' capacities to collect and utilize positive youth outcomes data as well as highlight promising practices aimed at better ensuring that young people leave our systems not just crime free, but also as productive members of their communities. The information will help CJA come to consensus, and develop guidelines, on the most appropriate and useful methods and practices for collecting and analyzing positive outcome data within juvenile justice agencies. The PYO committee conducted webinars on the STRENGTH model under development, Oregon Youth Authority's Positive Human Development approach, and a non-clinical CBT practice utilized by a community-based organization, Roca, that supports change with young adults at the center of urban violence. The PYO Committee is currently identifying topics for 2024 webinars.

PREA Committee includes CJA members, their state PREA Coordinators and national representatives from the PREA Resource Center and Bureau of Justice Assistance (BJA). The Committee provides a forum for members to network, share promising practices, hear from national leaders and gain knowledge from peer discussions focused on addressing the PREA standards. In 2023, the PREA Committee worked with the PRC to identify specific learning opportunities for the PREA practice community. Based on member input and practice areas identified by the PRC, key trainings were provided by subject matter experts addressing attorney/ guardian access, administrative investigations (recorded webinar), and annual staffing reviews. In addition to maintaining an opportunity for open forum discussion, upcoming areas of focus include establishing healthy boundaries, vulnerable populations, and fostering productive rape crisis center relationships.

Research and Data Analysis Committee is comprised of CJA members and research/analyst staff. The goal of the committee is to expand the use of data and analysis to enhance the effectiveness of practices, guide policy and practice decisions of juvenile justice leaders, and increase research partnerships. Outcome data provide the basis for designing more effective programs and services, inform decision makers about levels of success related to objectives and examine the effects of programmatic and/or policy changes, and demonstrate accountability for juvenile justice agencies. The committee strives for standardization of measurement and terms to ensure possible comparisons across studies and jurisdictions.