

**Annual Report  
2020**

**CJJA**

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## About CJA

The Council of Juvenile Justice Administrators (CJA) is a national non-profit organization formed in 1994 to improve juvenile justice systems, local secure correctional and residential facilities, services, programs and, most importantly, long term outcomes for youth and their families. CJA represents the state juvenile justice system CEO's and various local jurisdictions across the country.



CJA fulfills its mission through educational activities and programs as well as research and technical assistance projects. Education activities include up to three annual meetings for members offering sessions on best practices and evidence-based approaches. The meetings convene leaders from each state and several large counties to share information, identify issues and strategies to address them and form a national voice for youth corrections. Education activities also include presentations at conferences hosted by other national organizations and disseminating written materials to the public and policymakers about the issues in youth corrections, describing the youths and their needs and the system's successes and shortcomings.

## ***Mission Statement***

To connect, develop and strengthen youth corrections leaders to maximize their capacities to implement and sustain reforms in their systems 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 corrections.
- Strengthen outcome measurement, accountability, and ongoing system improvement efforts.
- Prepare leaders to articulate a compelling vision and engage staff, families and partners in creating and implementing effective programs and practices.
- Equip leaders to facilitate culture change in programs, build supportive constituencies and implement effective communication strategies.
- Promote practices that hold youth accountable while preparing them for a safe return to the community as productive and law abiding citizens

## ***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.
- Rehabilitation – We believe that a youth can change and become an engaged, productive and healthy citizen.
- Parental 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 CJA Executive Board is led by four officers who are elected by the full membership to serve two-year terms. The 2020 Officers are:

President: Steve Lafrenierre (AL)

Vice President: Peter Forbes (MA)

Treasurer: Valerie Boykin (VA)

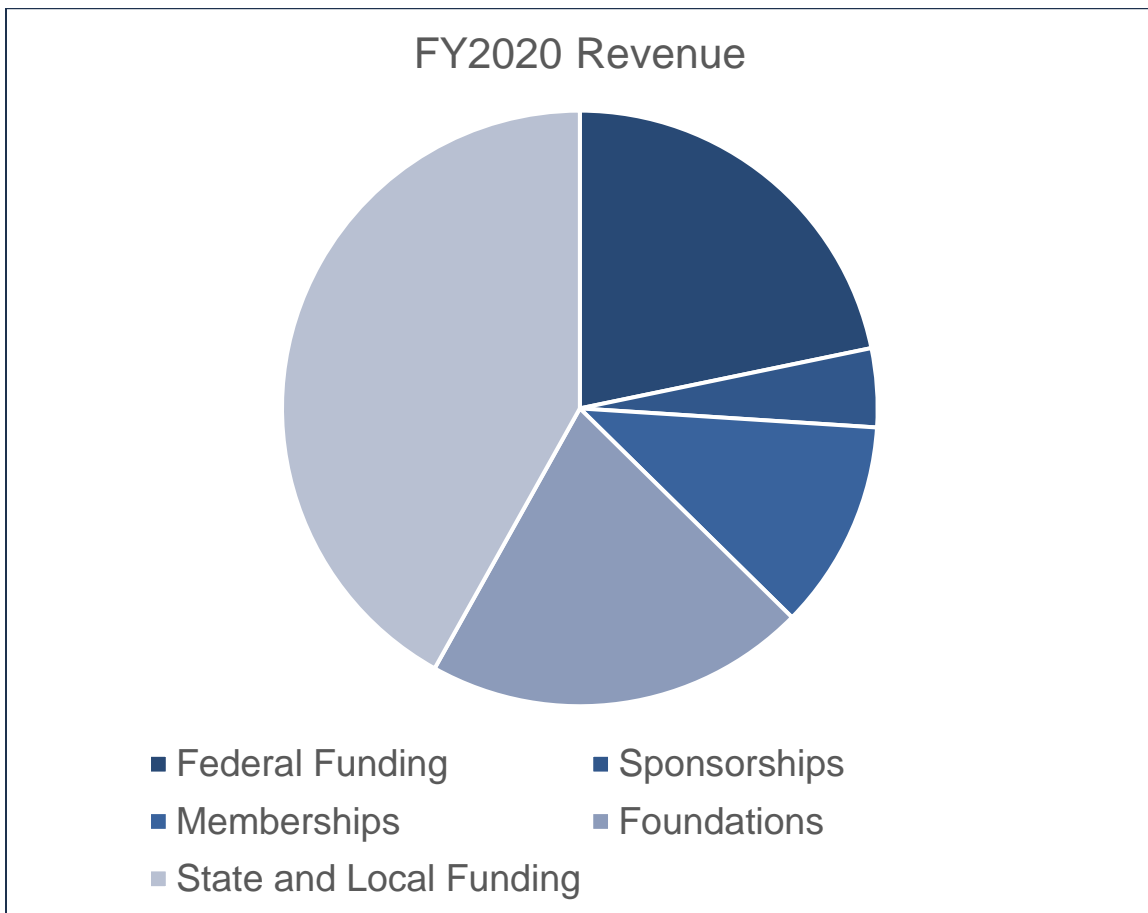
Secretary: Chris Blessinger (IN)

# Fiscal Report

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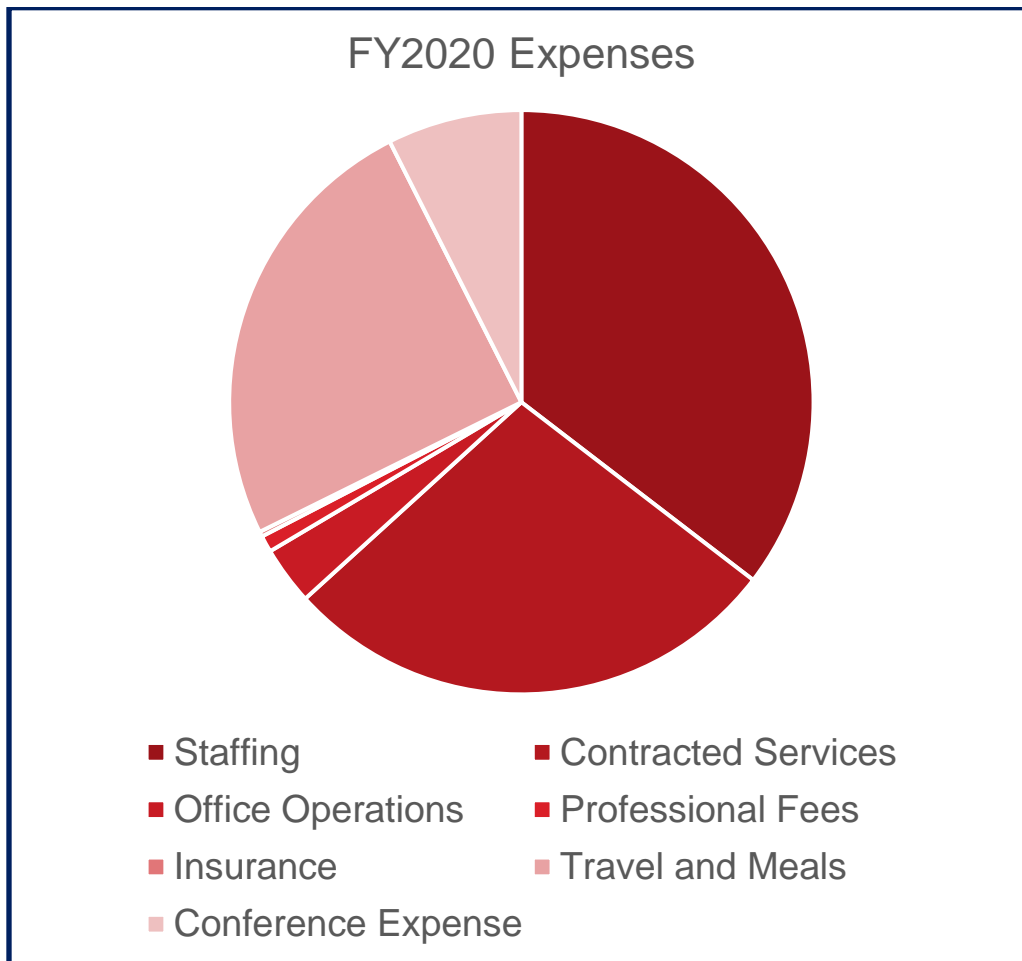
Federal Funding	\$438,429	22%
Sponsorships	\$86,100	4%
Memberships	\$228,937	11%
Foundations	\$417,861	21%
State and Local Funding	\$844,445	42%
<b>Total Revenue</b>	<b>\$2,015,772</b>	

*Operating Revenue (in millions)*



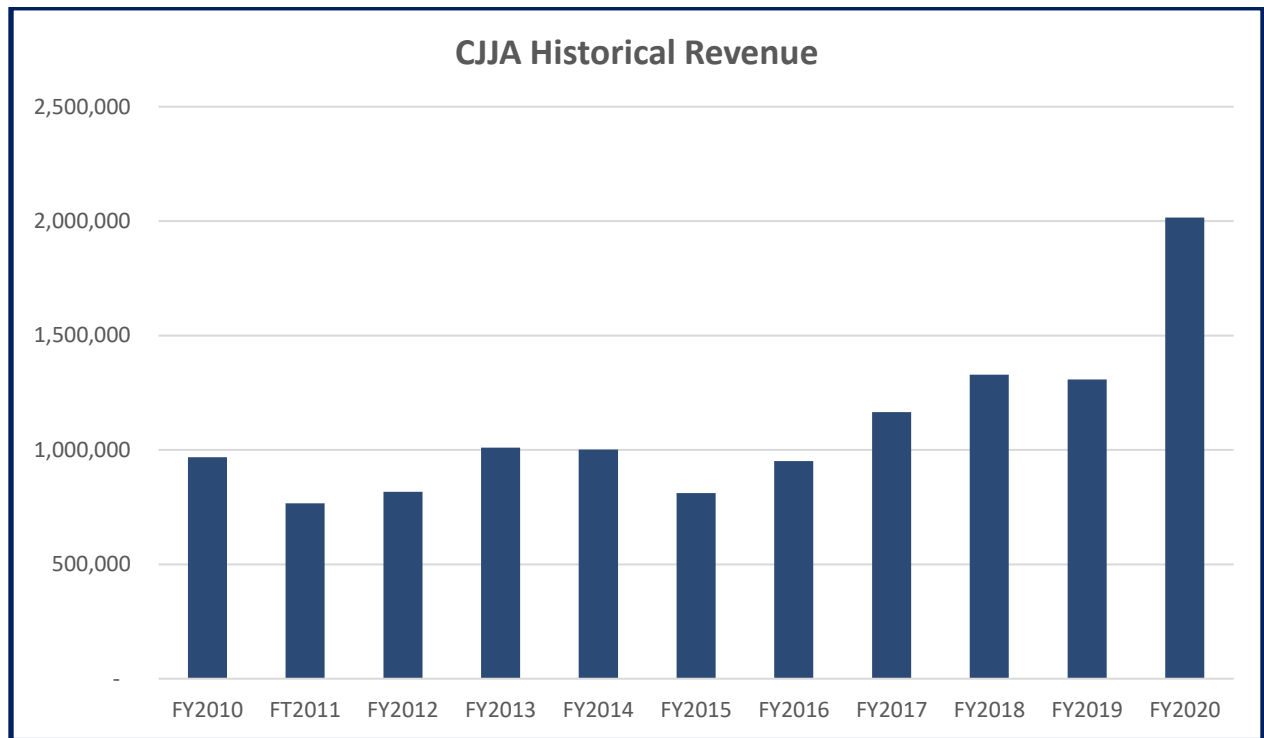
Staffing	\$682,408	35%
Contracted Services	\$536,603	28%
Office Operations	\$62,064	3%
Professional Fees	\$17,800	1%
Insurance	\$5,315	0%
Travel and Meals	\$479,362	25%
Conference Expense	<u>\$143,465</u>	7%
<b>Total Operating Expense</b>	<b>\$1,927,017</b>	

*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





# Training and Technical Assistance (TTA)

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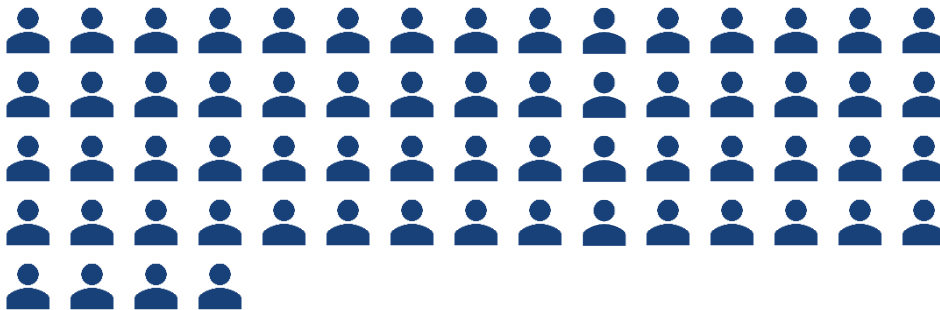
## New Director

Since 1994, the Council of Juvenile Justice Administrators (CJJA) has conducted the annual New Directors Seminar for newly appointed youth corrections chief executive officers. Originally sponsored by the National Institute of Corrections (NIC) and the Office of Juvenile Justice and Delinquency Prevention (OJJDP). The seminar is supported by funding from the Center for Coordinated Assistance to the States (CCAS). 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. In June 2020, New Director pivoted to a virtual platform. The training consisted of a combination of pre-recorded presentations (6 hours) and interactive virtual networking sessions (4 hours).

2020 New Director Participants: 16



Total Number of New Director Participants (as of December 2020): 64



## 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. Deputy Director training was scheduled to be an in-person conference. Due to the pandemic, the training pivoted to a virtual platform. The inaugural Deputy Director training occurred on October 30, 2020. Participants engaged in distance learning opportunities through pre-recorded presentations (6 hours) and interactive opportunities with peers and content experts (5 hours).

2020 Deputy Director Participants: 32



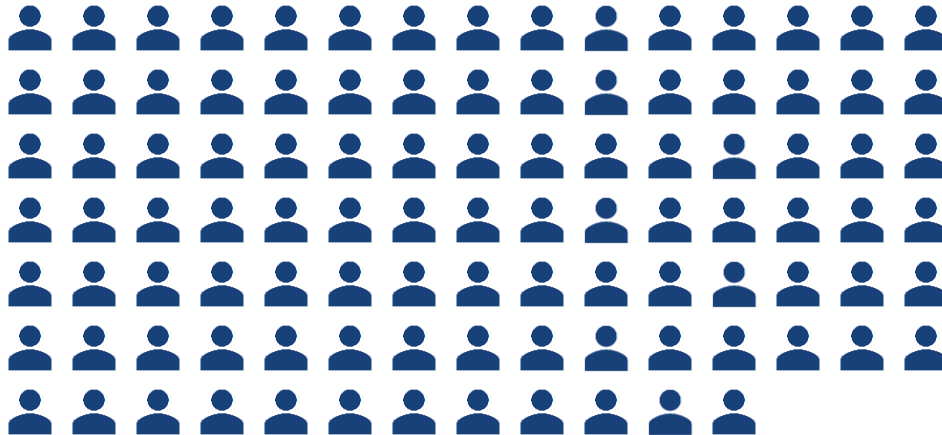
Total number of Deputy Director participants (as of December 2020): 32



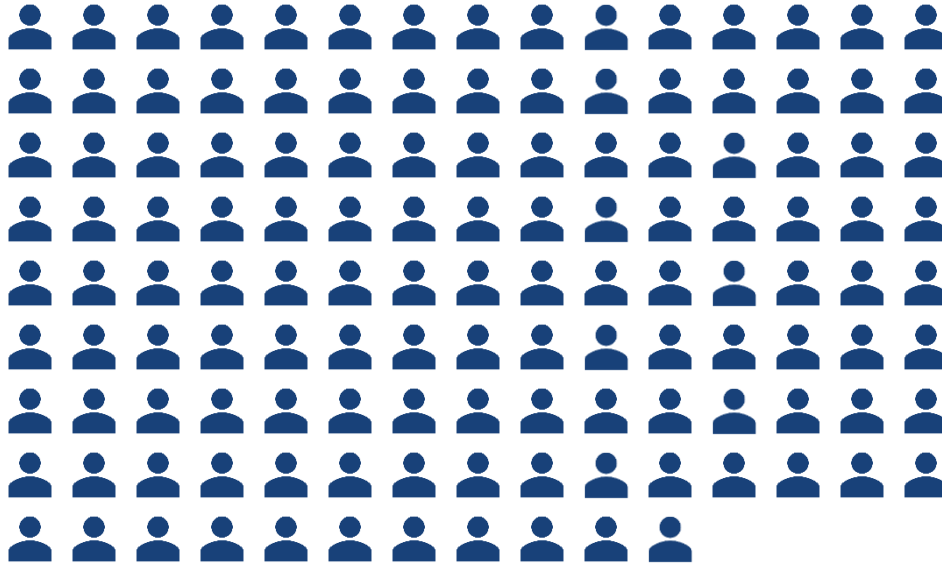
### Facility Director/Superintendent Training (FST)

*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 Office of Juvenile Justice and Delinquency Prevention, 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. In August 2020, the FST program pivoted to virtual training platform. The training consisted of a combination of pre-recorded material, live webinar sessions and monthly coaching calls facilitated by subject matter experts.*

2020 Facility Director/Superintendent Training Participants: 102



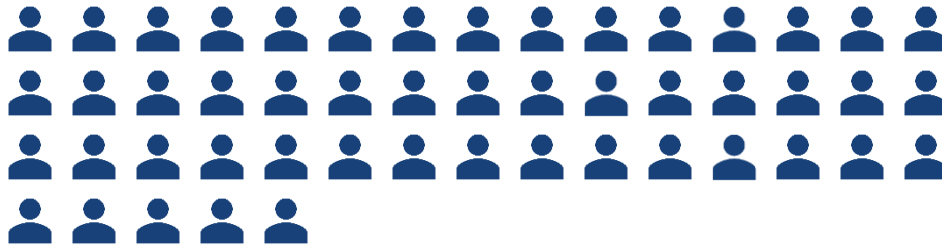
Total Number of FST Participants (as of December 2020): 131



### **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 selected jurisdictions included Idaho, Maryland, New York City, Oklahoma, and Bexar County (Texas). LOS Policy Academy jurisdictions have participated in ten (10) virtual training modules (28 total hours) and technical assistance calls (10 hours to date) with their identified collaborators.*

2020 LOS Policy Academy Participants: 50



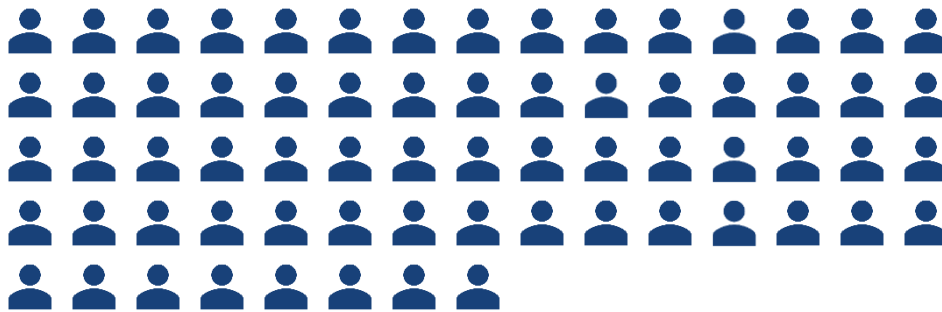
Total Number of LOS Policy Academy Participants (as of December 2020): 50



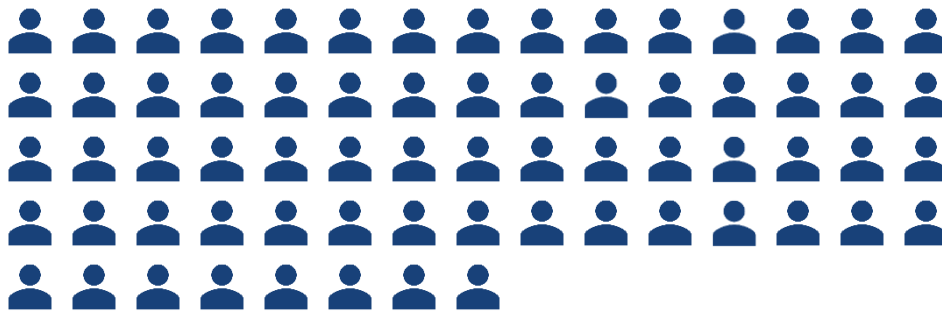
## Emergency Planning

*CJJA and American Institutes for Research® (AIR®) has been 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 Alaska, Kansas, Nevada, and Virginia.*

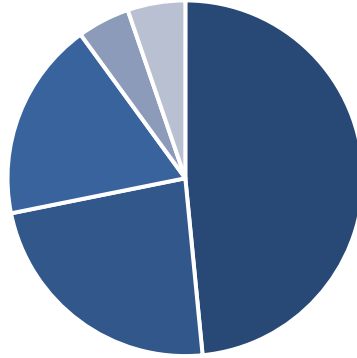
2020 Number of Emergency Planning Participants: 68



Total Number of Emergency Planning Participants (as of December 2020): 68



## Total Number of Participant Hours per TTA Project



- Facility Superintendent Training FST (101.5 hours)
- Emergency Planning EP (49 hours)
- Length of Stay Policy Academy LOS (38 hours)
- New Directors Training (10 hours)
- Deputy Directors (11 hours)

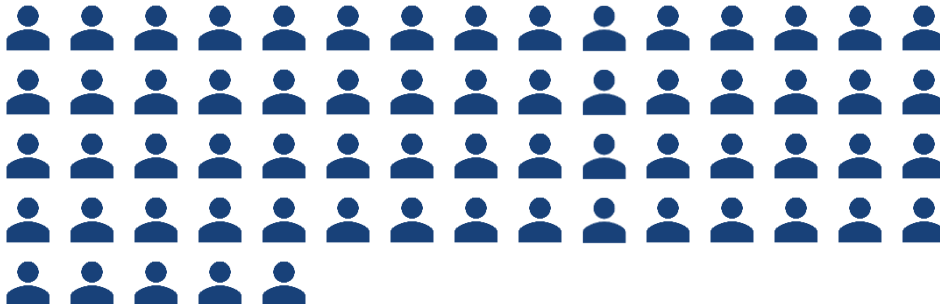
## Annual Meetings

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### 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 to 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.*

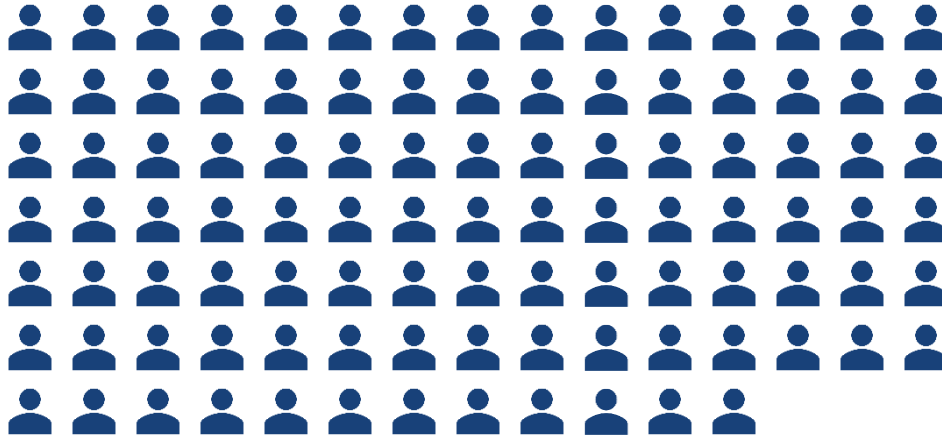
2020 Winter Business Meeting Participants: 65



## 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 to share information, identify issues and strategies to address them and form a national voice for youth corrections. The 2020 Summer Business Meeting was conducted on a virtual platform due to the current pandemic.*

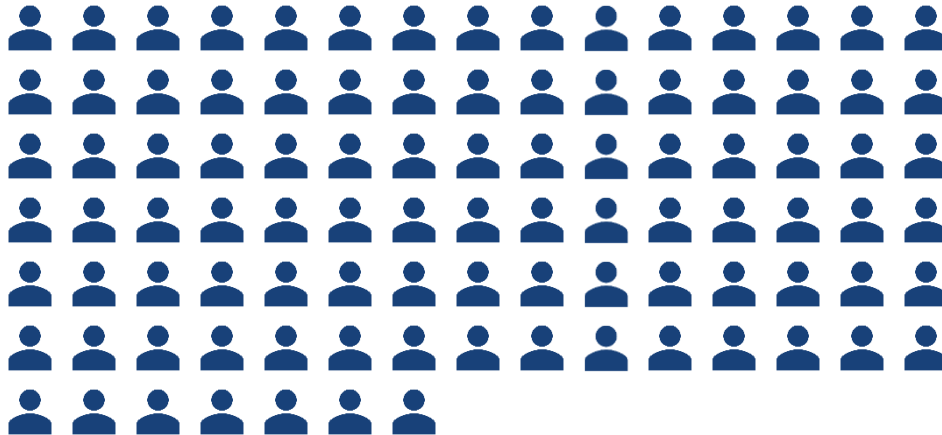
2020 Summer Business Meeting Participants: 102



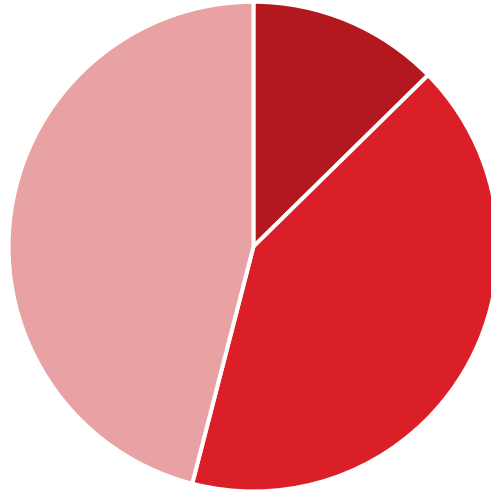
## Leadership Institute

*The 2020 Leadership Institute focused on Youth Voice and Perspective. The 2020 Leadership Institute virtual agenda comprised of a combination of pre-recorded presentations (2.5 hours) and panel presentation (3 hours) with discussion regarding "Connecting Systems and Community to Support Justice-Involved Young People". The Leadership Institute conference is supported by funding from Annie E. Casey Foundation.*

2020 Leadership Institute Participants: 97



### Total Number of Hours per Annual Meeting



- Leadership Institute (5.5 hours)
- Summer Business Meeting (18 hours)
- Winter Business Meeting (20 hours)

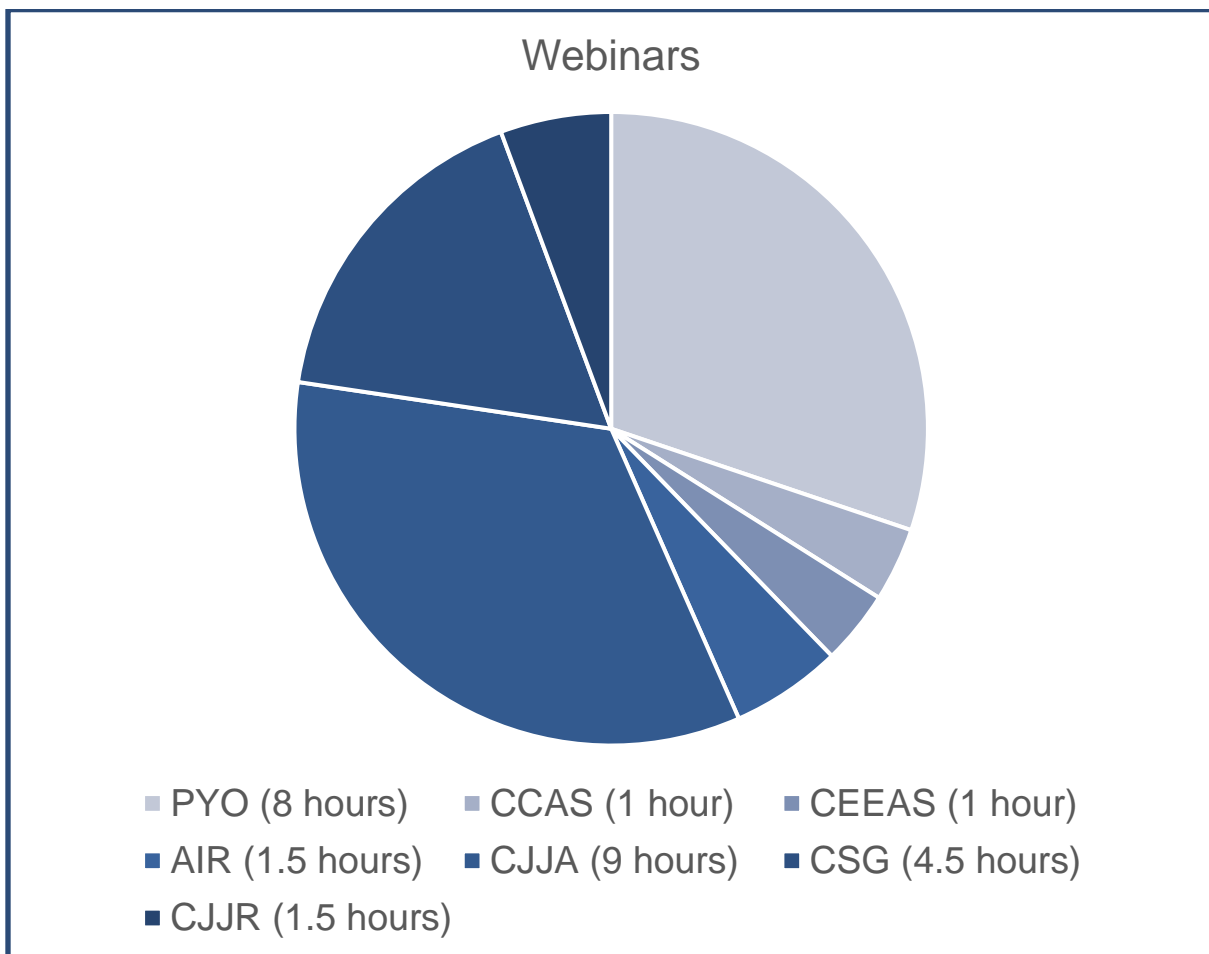
## Webinars

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*CJJA partners with additional agencies to present learning seminars to the juvenile justice field. The agencies include American Institutes for Research (AIR), Center for Coordinated Assistance to the States (CCAS), Center for Educational Excellence in Alternative Settings (CEEAS), Center for Juvenile Justice Reform (CJJR), and Council of State Governments (CSG). CJJA Positive Youth Outcome (PYO) committee, comprised of CJJA members, research, and clinical staff, develop webinar series to assist juvenile justice individuals improve in the collection and utilization of positive youth outcome data to identify programs and services that effectively rehabilitate delinquent youths.*

*The following is the total data regarding 2020 CJJA webinars:*

- 29 webinars
- 35 hours
- 4,154 attendees





## Member Engagement

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*CJJA committees are comprised 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
- Continuous Quality Improvement & Outcome Measures
- Positive Youth Outcomes
- PREA
- Research and Data Analysis

The following is the total data regarding 2020 CJJA Committee meetings:

- 36 meetings
- 40 hours
- 236 committee members

*Members connect and network through regional meetings. Regional meetings allow additional opportunities for juvenile justice administrators to network and collaborate with their peers, which has been essential during the Covid-19 pandemic.*

### Regions:

- Northeast
- Midwest
- South
- West

The following is the total data regarding 2020 CJJA Region Meetings:

- 21 meetings
- 21 hours
- 87 members