

**Annual Report
2021**

CJJA

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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 2021 Officers were:

President: Steve Lafrenierre (AL)

Vice President: Peter Forbes (MA)

Treasurer: Valerie Boykin (VA)

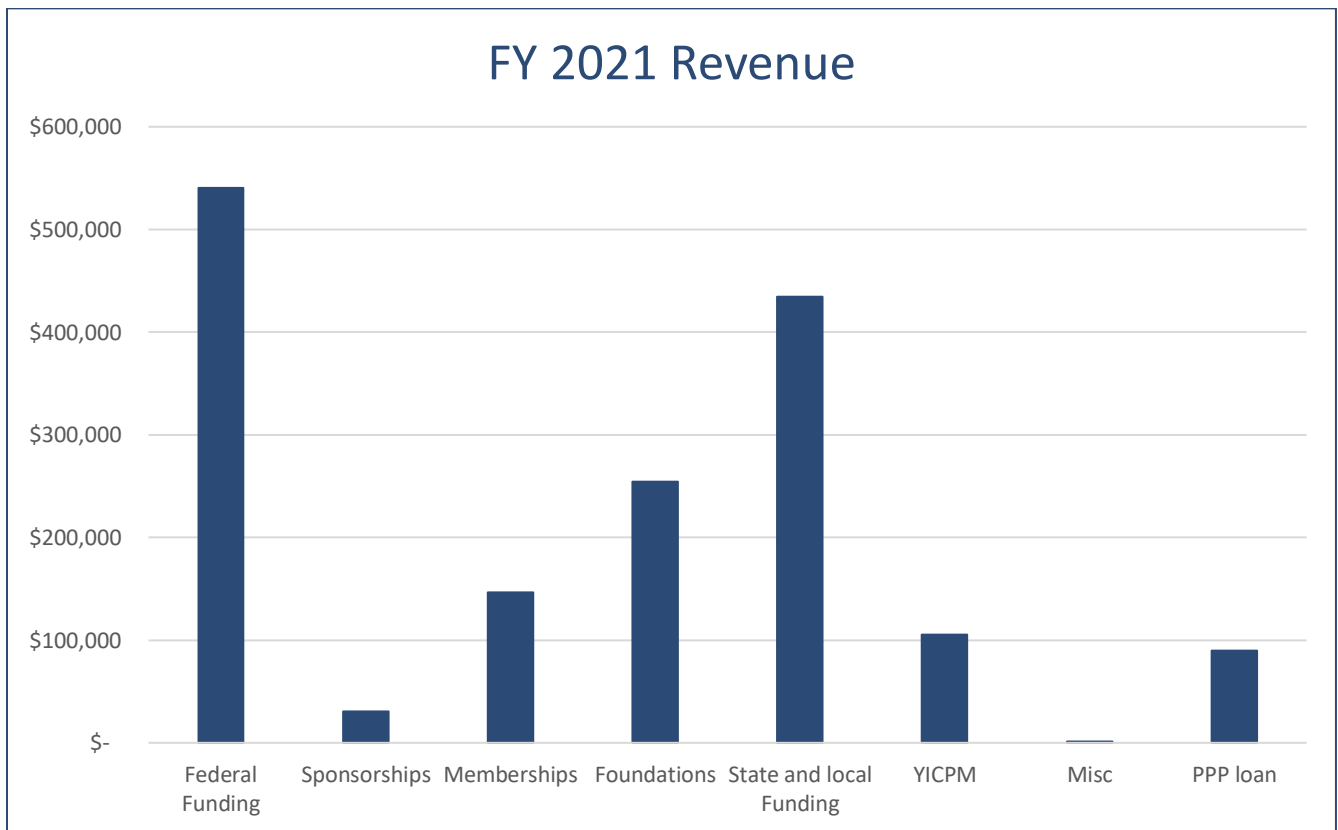
Secretary: Chris Blessinger (IN)

Fiscal Report

CJJA Fiscal Year 2021 (July 1, 2020 – June 30, 2021)

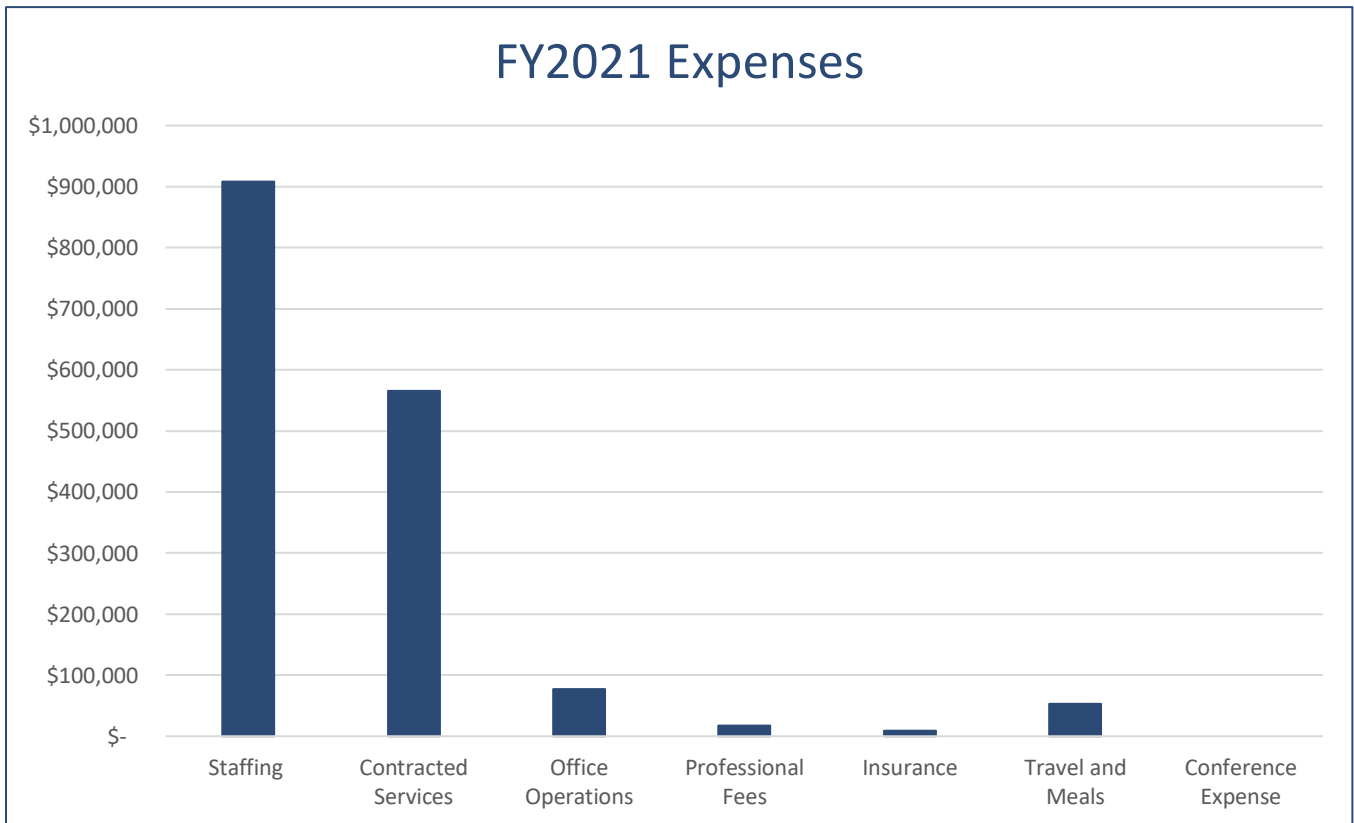
Federal Funding	\$540,740	34%
Sponsorships	\$30,500	2%
Memberships	\$146,237	9%
Foundations	\$254,538	16%
State and Local Funding	\$434,657	27%
YICPM	\$105,077	7%
Misc	\$1,179	0%
PPP Loan	\$90,000	6%
Total Revenue	\$1,602,928	

Operating Revenue (in millions)



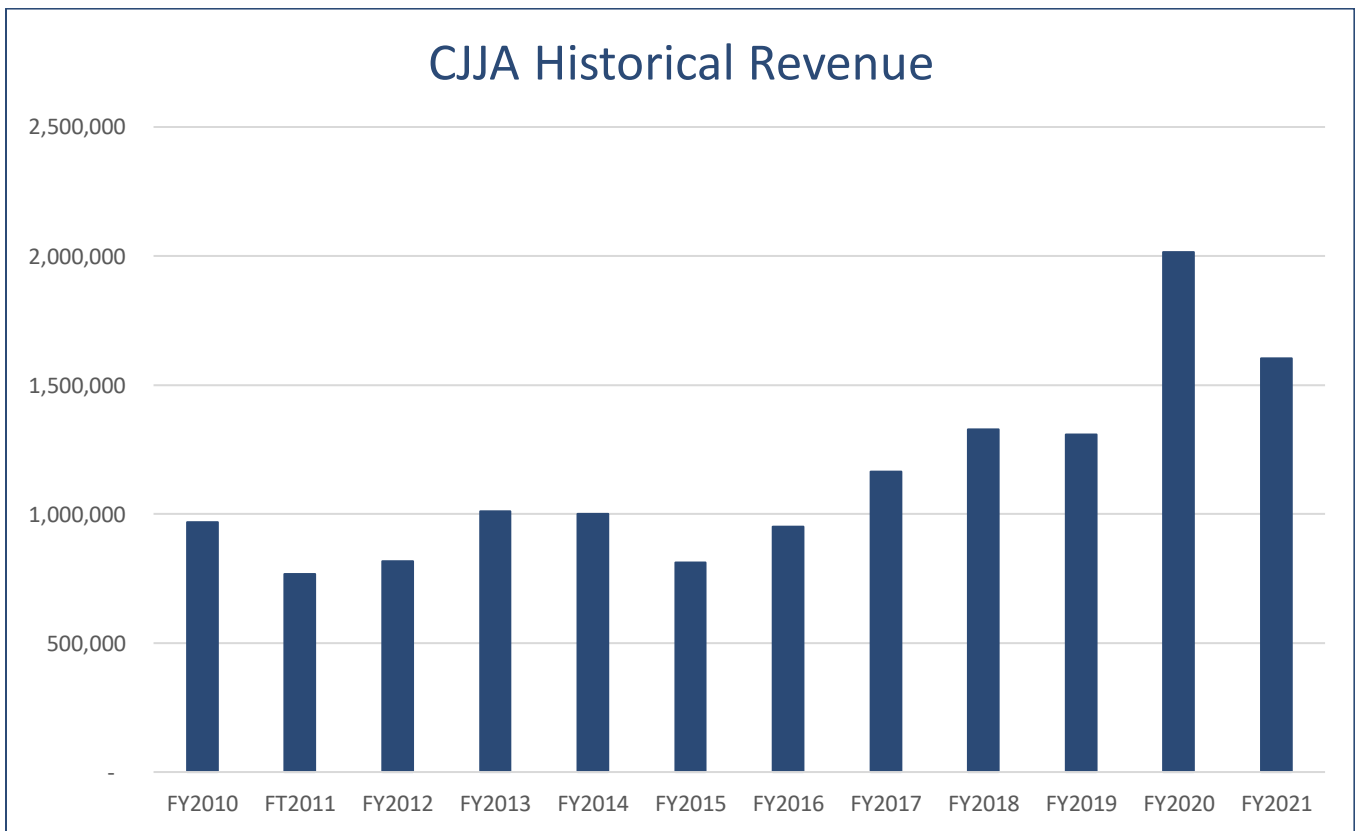
Staffing	\$908,325	56%
Contracted Services	\$565,539	35%
Office Operations	\$77,624	5%
Professional Fees	\$17,800	1%
Insurance	\$8,837	1%
Travel and Meals	\$52,622	3%
Conference Expense	\$0	0%
Total Operating Expense	\$1,630,747	

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



Training and Technical Assistance (TTA)

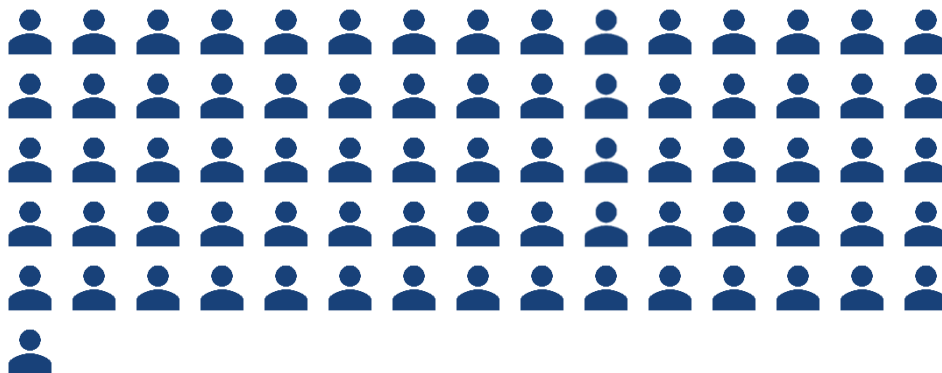
New Director

Since 1994, the Council of Juvenile Justice Administrators (CJJA) has conducted the annual New Directors Seminar for newly appointed youth corrections chief executive officers. 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. New Director continued in a virtual platform for the 2021 training. The training consisted of a combination of pre-recorded presentations (6 hours) and interactive virtual networking sessions (6 hours) which included two additional, optional sessions focused on staffing and reducing isolation strategies.

2021 New Director Participants: 12



Total Number of New Director Participants (as of December 2021): 76



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). The 2021 Deputy Director training conducted on a virtual platform. Participants engaged in distance learning opportunities through pre-recorded presentations (6 hours) and interactive opportunities with peers and content experts (5 hours).

2021 Deputy Director Participants: 18



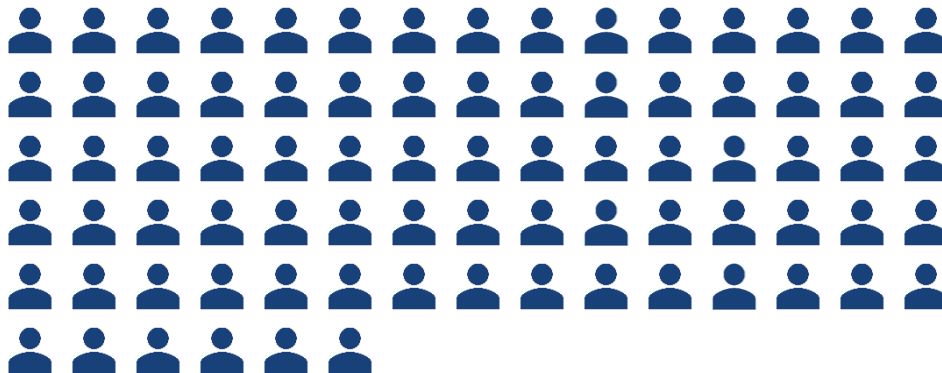
Total number of Deputy Director participants (as of December 2021): 50



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 FST program remained on a virtual platform for both cohorts in 2021. The training consisted of a combination of pre-recorded material, live webinar sessions and monthly coaching calls facilitated by subject matter expert coaches.

2021 Facility Director/Superintendent Training Participants: 81



Total Number of FST Participants (as of December 2021): 212



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). In 2020, LOS Policy Academy jurisdictions participated in ten (10) virtual training modules (28 total hours). In 2021, jurisdictions received three virtual training modules (4 hours). Jurisdictions have participated in monthly technical assistance calls (22 hours to date) with their identified collaborators. The LOS Policy Academy concluded in December 2021.

2020-2021 LOS Policy Academy Participants: 50



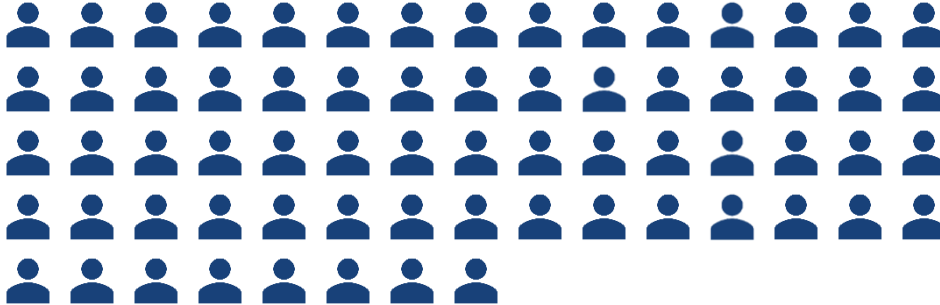
Total Number of LOS Policy Academy Participants (as of December 2021): 50



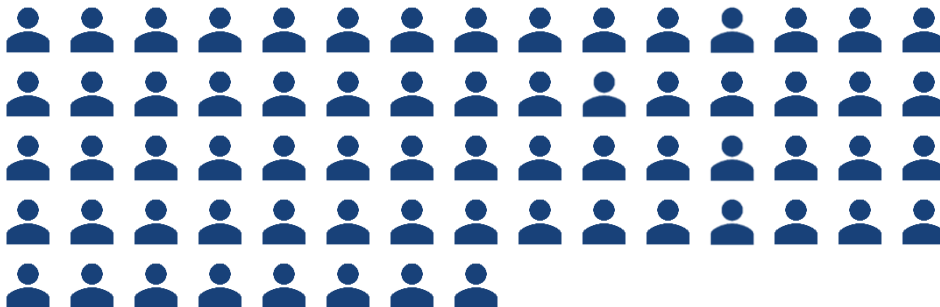
Emergency Planning

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 Alaska, Kansas, Nevada, and Virginia. In 2021, 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 concluded in September 2021.

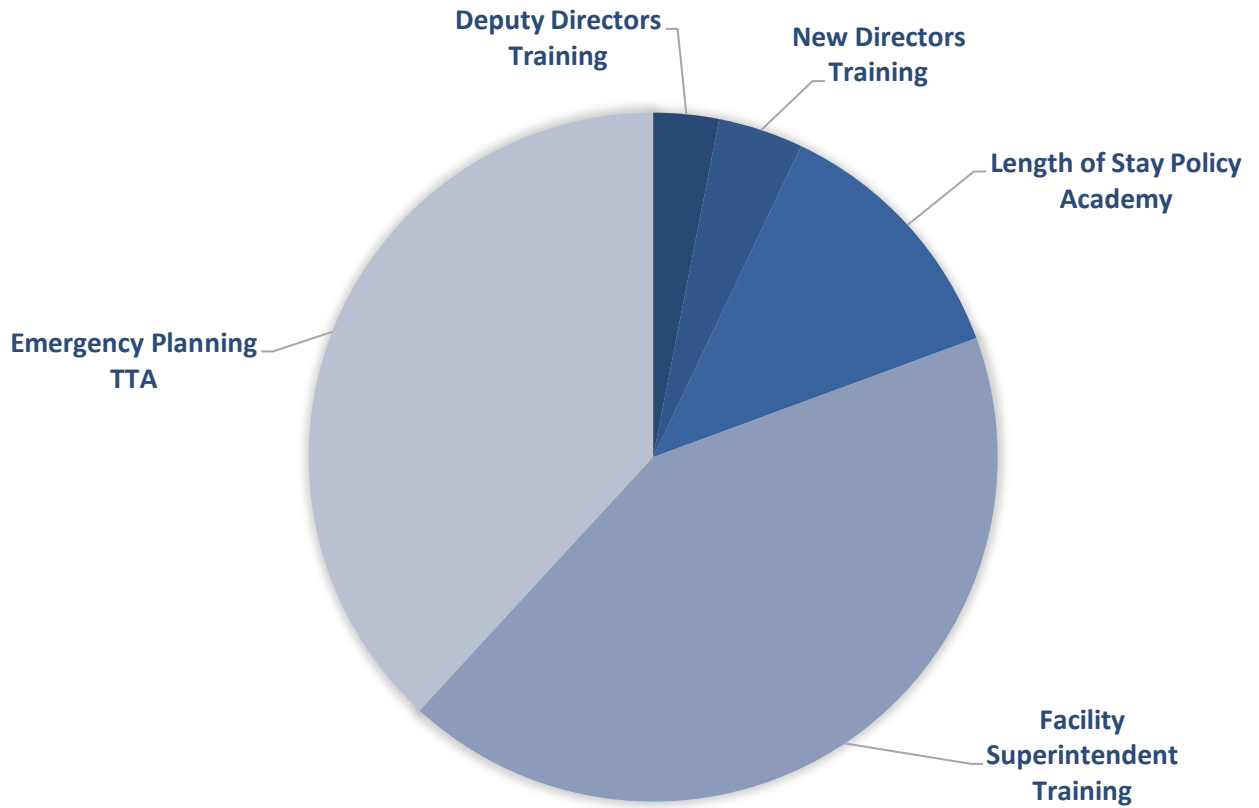
2020-2021 Number of Emergency Planning Participants: 68



Total Number of Emergency Planning Participants (as of December 2021): 68



TOTAL NUMBER OF PARTICIPANT HOURS PER TTA PROJECT

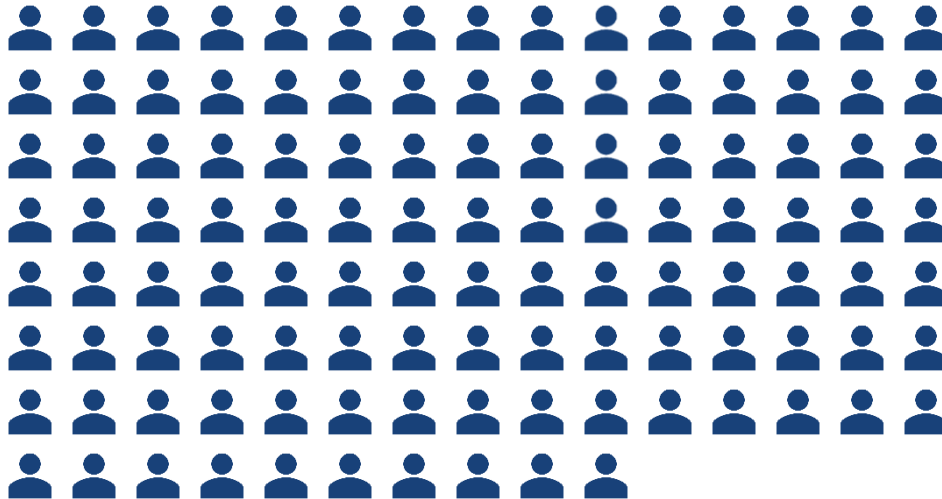


Annual Meetings

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 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. The 2021 Winter Business Meeting was conducted virtually.

2021 Winter Business Meeting Participants: 115



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 2021 Summer Business Meeting was held in Nashville, TN.

2021 Summer Business Meeting Participants: 57

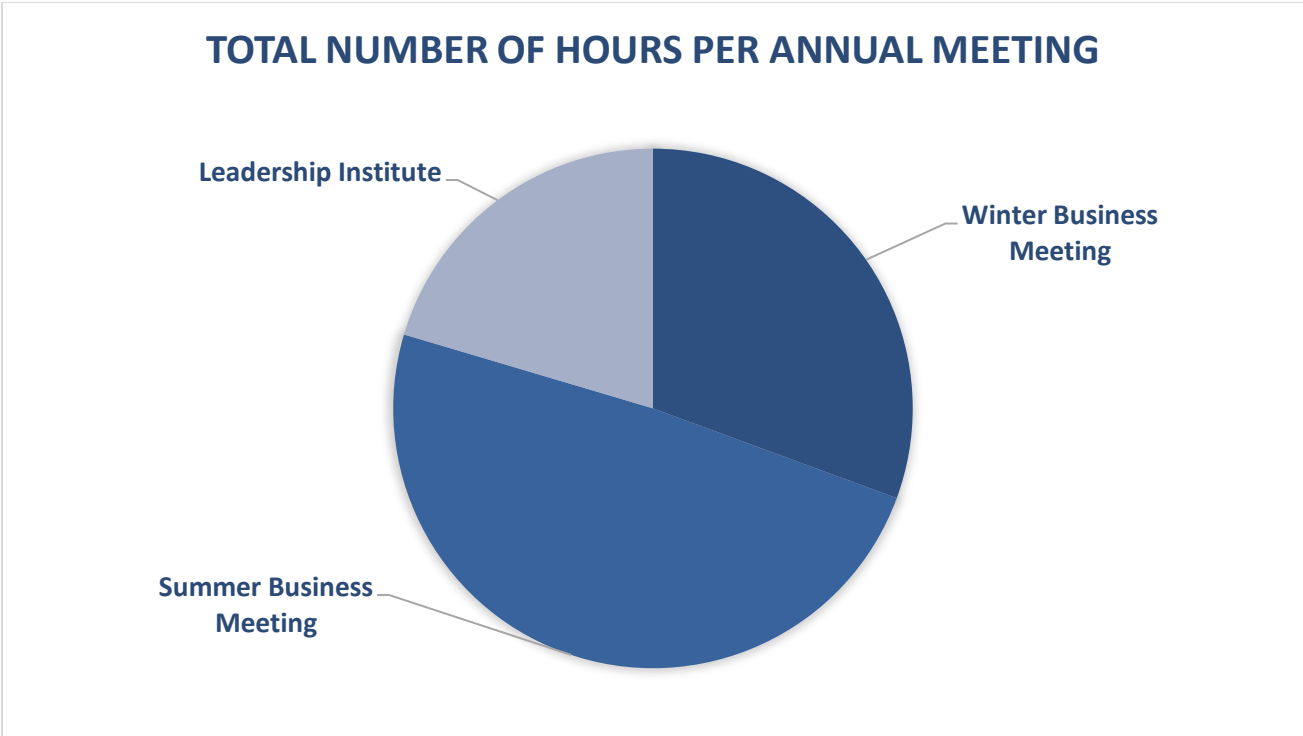




Leadership Institute

The 2021 Leadership Institute focused on Youth Voice and Perspective. The 2021 Leadership Institute virtual agenda comprised of a combination of pre-recorded presentations (2.5 hours) and live presentations (3 hours). The live presentations consisted of New Jersey Inside Circle Panel Discussion: Youth Perspective and Credible Messenger. The Leadership Institute conference is supported by funding from Annie E. Casey Foundation.

2021 Leadership Institute Participants: 57



Webinars

CJJA partners with additional agencies to present learning seminars to the juvenile justice field. The agencies include Bureau of Justice Statistics (BJS), Center for Coordinated Assistance to the States (CCAS), 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 2021 CJJA webinars:

- 18 webinars
- 22.5 hours
- 2,198 attendees



Member Engagement

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 2021 CJJA Committee meetings:

- 63 meetings
- 63 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
- Associates

The following is the total data regarding 2021 CJJA Region Meetings:

- 16 meetings
- 17 hours
- 87 members