



Center for Juvenile Justice Reform  
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2017

## YOUTH IN CUSTODY CERTIFICATE PROGRAM

2017 Application Packet



For more information, please visit <http://cjjr.georgetown.edu> or contact the Center for Juvenile Justice Reform at [jjreform@georgetown.edu](mailto:jjreform@georgetown.edu).

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## I. Introduction

We have learned a tremendous amount in the last decade about how to best serve youth in the juvenile justice system. Through advances in research, we now understand more about how and where to treat juvenile offenders. For example, research shows that low- and moderate-risk youth are best served in the community in non-residential placements that offer better youth outcomes and lower costs. For higher-risk youth who require residential placements,

facilities should be safe and operate according to best practices—practices that reach beyond residential settings and apply to the juvenile offender population as a whole. These practices include engaging families in a strength-based manner, using a trauma-informed, treatment-oriented, and developmentally appropriate approach, engaging and coordinating with other child-serving agencies, and more. Further, to ensure youth are served in a manner that promotes positive outcomes, jurisdictions must develop a strong assessment system, a robust continuum of effective services, and reentry processes. This is particularly necessary for the highest-risk population of juvenile offenders.

However, most efforts to date have focused on ensuring that low- and moderate-risk youth are not committed to juvenile justice facilities. Less attention has been paid to best practices for serving the high-risk youth who are in the custody of the juvenile justice system. Also, while research has shown the juvenile justice field “what works” for this population, it is often difficult for juvenile justice agency and facility staff to reform their practices to align with best practices.

### Youth in Custody Certificate Program

July 10-14, 2017

“The team from American Samoa is forever grateful for this program. The resources are limited in our island, and yet the training opened the door of vast and intriguing positive, well-structured resources to serve our youths. This program allowed this team to truly understand the importance of transparency and collaboration to implement services and programs for youth in custody, and the instructors were awesome and beyond anything that we had expected.

As a result of this training our Capstone Project was immediately put before our supervisors and we have their full support. For the first time ever, the center has a room under renovation for medical triage, assessment and screening of youths for extensive and intensive psychological treatment with reports submitted to the court for its review. In addition, an MOU between the Department of Public Health and Department of Public Safety for these services to be implemented is in progress awaiting the Attorney General’s review and finalization. How did this happen? It is what this team learned from the course and the non-stop support of its professional staff and presenters. “

*Mara Brown (Correctional Officer Supervisor, Department of Public Safety)*

American Samoa Team, Class of 2016

The Youth in Custody Certificate Program serves as a venue for leaders to develop capacity, effectuate change, and sustain and build on system improvements over time. Specifically, this program shines a light on the serious, high-risk juvenile offender population, and helps leaders begin or accelerate systemic change to improve outcomes for youth in custody. While the need for a continuum of services and placements throughout the juvenile justice system provides the context for this work, the program focuses on youth in post-adjudication custody.

The Youth in Custody Certificate Program will begin with an optional tour of the New Beginnings Youth Development Center, the highly acclaimed residential facility operated by the District of Columbia’s Department of Youth

Rehabilitation Services, followed by a mandatory opening dinner on Monday, July 10 and will conclude midday on Friday, July 14, 2017. The program will be held at the Georgetown University Hotel and Conference Center in Washington, DC. The Center for Juvenile Justice Reform (CJJR) at the Georgetown University McCourt School of Public Policy and the Council of Juvenile Correctional Administrators (CJCA) are partnering to offer this professional development opportunity, which was developed with support from the Missouri Department of Social Services' Division of Youth Services.

After completing the Certificate Program, participants will be responsible for the development of a Capstone Project – a set of actions designed and implemented by each participant or participant team to initiate or continue collaborative efforts related to improving outcomes for youth in post-adjudication custody within their community. Participants are offered technical assistance to aid in the design and implementation of their Capstone Project. After the Capstone Proposal is submitted and approved, alumni of the Certificate Program receive an Executive Certificate from Georgetown University become CJJR Fellows and members of the Fellows Network.

“As representatives from the State of Nebraska, we had the immense privilege of being selected to attend CJJR’s Youth in Custody Certificate Program. The quality of the Certificate Programs is well known within Nebraska and the expertise that is brought in to present is highly coveted by all professionals working in juvenile justice. The group of presenters that were assembled was among the nation’s leaders and experts in the field of juvenile justice providing all participants an incredibly informative and engaging week. With the information gained at the CJJR Certificate Program, along with the technical assistance provided by CJJR, we were able to bring back that knowledge to the state of Nebraska and greatly improve our juvenile justice reform efforts in the state. The accommodations made by the CJJR staff and the conference site was of the highest standards and made the experience one that we will remember. We can’t state enough how valuable and enriching the experience was for both of us.”

*Amoreena Brady (Nebraska State Probation / Juvenile Division – Case Management Specialist)*  
*James Bennett (Nebraska State Probation / Juvenile Division – Director of Placement)*

Nebraska Probation Team, Class of 2014

## II. Curriculum and Instructors

The Youth in Custody Certificate Program seeks to promote a juvenile justice system that:

- Is comprehensive and collaborative,
- Is therapeutic,
- Is trauma-informed,
- Uses the least-restrictive option that is necessary for the safety of the youth and the community,
- Is community-based,
- Is individualized and developmentally appropriate,
- Engages families and communities,
- Is research-based, and
- Is outcome-driven.

Each of these principles will be woven throughout the curriculum of the program. The curriculum will focus heavily on the change process that is needed to move forward reforms for youth in the custody of the juvenile justice system after case disposition. Case studies and other interactive learning techniques help participants apply the learning to situations they are likely to encounter. The curriculum includes the following modules:

### **Culture Change and Leadership**

Culture change is a key component of reform. To successfully change the culture of juvenile justice agencies and associated partner organizations, strong leadership is required, especially when leading fiscally and politically contentious reforms such as closing facilities, shortening lengths of stay, or adopting more developmentally appropriate practices. One full day is devoted to the topics of culture change and leadership. This module addresses the following topics as they apply to better serving youth in the custody of the juvenile justice system:

- The importance of a clear vision, mission, and guiding principles that articulate the philosophy of the agency and the framework in which all staff should operate.
- Strategies to engage all levels of staff in the change process, including soliciting their buy-in and support, as well as effectively training them on new practices and skills needed to implement the reforms well. This includes discussing staff recruitment and retention strategies, as well as promoting workforce efficacy.
- Collaborative leadership skills for working across systems and with communities.
- Internal and external communication strategies and constituency-building skills to support and sustain system changes.
- The role of leadership in developing trauma-informed systems.
- Strategies for promoting accountability.

### **Family Engagement**

The value of family engagement and empowerment in the rehabilitation process cannot be underestimated. This module encourages participants to explore their own assumptions about the families of the youth with whom they work and analyze the challenges associated with effective family engagement. Strategies are presented for improving how engagement occurs in residential settings within the juvenile justice system. This module approaches this topic from a positive youth development and trauma-informed perspective.

### **Assessment**

Reliable and valid assessment instruments are vital for the juvenile justice system to serve youth appropriately, and as a result, reduce the risk of recidivism and promote positive youth outcomes. This module highlights the importance of risk and need assessments, individualized treatment planning and coordination of care, and the matching of youth to placement and services that address their risk and needs. Beyond ensuring these tools are available, this module also addresses the challenges associated with the proper use of assessment tools to connect youth to appropriate services and treatment modalities while in placement and examines how decision-making tools can positively impact the disproportionate representation of minority youth in the juvenile justice system.

### **Treatment, Services, and Reentry**

To successfully rehabilitate the most high-risk youth offenders and reduce recidivism, an array of services and placement options must be available to meet their varied needs both while in post dispositional residential placement and upon return to the community. This module addresses:

- How to build capacity to deliver the array of services and treatment programs required by youth in juvenile justice custody. There is a focus on effective group treatment practices and strategies for addressing substance use and mental health treatment needs. The module also includes a discussion of the need to address the treatment needs of the youth's family and how family engagement is critical to effective treatment, services, and reentry.
- The elements of trauma-informed care and best practices that create safe and healthy conditions in residential placements.
- Best practices for working with youth in residential settings. For example, this module addresses the need to implement effective behavior management practices, adopt the use of cognitive behavioral therapy, and utilize positive youth development approaches.
- How to develop comprehensive reentry planning for youth returning from placement.

### **Education**

A huge part of successful rehabilitation and reduction of recidivism is a comprehensive, fully accredited, best practices-oriented educational program within a juvenile justice setting. This module addresses:

- Comprehensive programming in juvenile corrections that meets state, national, and professional standards.
- How to build capacity to develop the array of services and placements required by youth in juvenile justice custody, and education programming in the context of comprehensive services and trauma-informed practices.
- Educational and vocational supports that are critical to effective reentry.
- Long-term consequences associated with inadequate education and support.

“Without a doubt, this is the best training program that I have ever attended since moving into a career in Juvenile Justice. Through the various presentations and expert delivery, I can say that I am better prepared now than ever before to effect the necessary changes in the Juvenile Justice System in Saint Lucia. Professionalism and the willingness to share pertinent information were ever present in the room.”

*Leonard Terrance (Director, Saint Lucia Ministry of Social Transformation Local Government and Community Empowerment)*

Class of 2015

### **Expert Panel**

A panel of leaders will discuss how they have successfully improved the way the juvenile justice system serves youth in post-adjudication custody, focusing on practical considerations and how to overcome challenges and barriers to the work. Panelists will provide participants real-life examples and an opportunity to ask questions of those who have done what they are seeking to do.

Each module focuses on practices for youth in the post-adjudication custody of the juvenile justice system (i.e., in residential placement), but also identifies practices that must be in place at the front end of the juvenile justice system, as well as at the reentry stage. A common theme throughout the program is that for any one piece of the juvenile justice system to be as effective as possible, all components of

the system must be working well. We set out a vision for participants that details what an ideal system looks like so they have a model to strive towards and can place their efforts within a larger context.

To best meet the needs of participants, there will be ample time between applicants' notification of acceptance and the program itself so that instructors can tailor instruction to suit the participants' specific needs and interests. Core instructors for the program include:

**Shay Bilchik**, Director, Center for Juvenile Justice Reform

**Hernan Carvente**, Program Analyst, Center on Youth Justice, Vera Institute of Justice

**Tim Decker**, Director, Missouri Department of Social Services' Children's Division

**Kelly Dedel**, Juvenile Justice Consultant, One in 37 Research, Inc.

**Michael Dempsey**, Executive Director, Council of Juvenile Correctional Administrators

**Monique Marrow**, Juvenile Justice Consultant/Trainer, University of Connecticut, University of Kentucky Center on Trauma and Children

**Ryan Shanahan**, Research Director, Center on Youth Justice, Vera Institute of Justice

**Rennie Taylor**, Principal, Maya Angelou Academy at the New Beginnings Youth Development Center

**Michael Umpierre**, Senior Research Fellow, Center for Juvenile Justice Reform

"The YIC program allowed team Philadelphia Industrial Correctional Center to rethink how we devise treatment, assess and meet the needs of our youthful offenders. We are now armed with the tools to promote substantial change from a holistic perspective from service provision to policy revision."

*Dr. Lynn Gleaton-Johnson (Psychologist, Philadelphia Industrial Correctional Center)*

Philadelphia Team, Class of 2016

### III. Capstone Project

Participants are required to develop and implement a Capstone Project during the twelve-month period following the completion of their Certificate Program session. The Capstone Project is a set of actions each individual participant or team will design and undertake within their organization and/or community by applying their learning from the Certificate Program to initiate or continue collaborative efforts related to improving outcomes for youth in the post-adjudication custody of the juvenile justice system.

Sample Capstone Project Projects include but are not limited to:

- Developing a more robust array of services for youth in secure settings;
- Enhancing family engagement policies and practices;
- Strengthening facility programming and planning for continuity of care to better prepare youth for re-entry;
- Implementing a risk and needs assessment to provide more individualized services for youth entering residential facilities;
- Improving facility staff's interaction and relationship with youth through various trainings;
- Incorporating evidence-based practices into residential facilities; and
- Improving mental health and substance use services for youth in care.

The Capstone Project can be designed as very targeted proposal or a large, systemic change initiative. A one- to two-page summary will be due approximately three weeks after the end of the Certificate Program. The final Capstone Project Proposal (10-12 pages) is due approximately two months after the end of the Certificate Program. CJJR will provide time for initial Capstone development during the session in Washington, DC. Participants are also provided with technical assistance from instructors and staff to aid in the design and/or implementation of their project. Each individual is allocated five hours of technical assistance from instructors to work through issues specific to their jurisdiction and community, during either development or implementation of their project. This technical assistance is done at arm's length through emails, webinars, and conference calls.

CJJR requests formal progress updates every six months after submission of the Capstone Project to track progress and offer assistance. Based on these updates, CJJR recognizes the individual or team that has made the most significant progress in improving outcomes for youth in their community with the Capstone of the Year Award. First distributed in March 2012, this award marks an annual CJJR practice to honor and recognize the success, innovation, and tremendous work of our CJJR Fellows through their Capstone Projects.

"Sacramento County attended the Georgetown University Center for Juvenile Justice Reform's Youth in Custody Certificate Program in the summer of 2014. This was the second group of team members that Sacramento has had attend this program at Georgetown. The training was captivating and was more than we could have expected. The amount of knowledge on juvenile justice reform in the training sessions was a welcome and worthy compilation of instructors as well as attendees. The energy that this Georgetown program has put together and is so willing to share is contagious and motivating.

The information that our group received and the assistance from the well qualified instructors has allowed us to place much needed attention to the youth we serve in the Sacramento Region. The work that we participated in and developed has allowed us to provide beneficial programming in the custody setting. The connections made during the training sessions were supportive of the commitment to make all custody settings for youth positive and rewarding..."

*Patti McGowan (Assistant Probation Division Chief)  
Brad Marietti (Supervising Probation Officer)  
Chris Eldridge (Mental Health Program Coordinator)*

**Sacramento County, CA Team, Class of 2014**

The recipient of this award can be any CJJR Fellow from any year. The award recipient will receive national recognition for their accomplishment through release of a Georgetown University publication highlighting their work, and is awarded free tuition and travel for one individual to attend a future CJJR Certificate Program of their choosing.

#### **IV. Fellows Network and Other Benefits of the Program**

After participants complete the Certificate Program and successfully develop a Capstone Project, they are inducted into the Fellows Network.

The Fellows Network is composed of the alumni of CJJR's Certificate Programs whose Capstone Projects have been approved by CJJR. Since 2008, CJJR has held over 25 Certificate Programs, and welcomed more than 750 individuals into

the CJJR Fellows Network. The Fellows Network is designed to support the development of current and future leaders working to improve outcomes for youth known to multiple systems of care such as juvenile justice, child welfare, education, mental health, and others. This is done through assistance provided by national experts, members of the Fellows Network, and CJJR staff.

Fellows Network participants stay connected through online tools so they can share knowledge and expertise, discuss reform agendas, and identify resources. The Fellows also have access to a Fellows Network Website that provides information on past and present Capstone Projects as well as other resources to help jurisdictions move the reform efforts forward.

Benefits of participating in the Certificate Program and being in the CJJR Fellows Network include:

- Instruction from national experts on cutting-edge ideas, policies, and practices from across the country;
- Involvement in an interactive and dynamic learning environment with individuals from across the country who share a common interest in enhancing their reforms in this area;
- Guidance on how to use the learning to develop an action plan (Capstone Project) to lead efforts around reform in your organization, community, and profession;
- One-on-one technical assistance from national experts on the Capstone Project;
- Executive Certificate from Georgetown University;
- Priority to attend future programs, symposia, and forums sponsored by the Center for Juvenile Justice Reform; and
- Ongoing support from staff of the Center and other CJJR Fellows.



**Youth in Custody Class of 2015**

## **V. Date and Location of the Program**

The Youth in Custody Certificate Program will take place from Monday, July 10 to Friday, July 14, 2017. The program will be held at the Georgetown University Hotel and Conference Center in Washington, DC.

All participants are required to travel to Washington, DC, arriving no later than 4:00 p.m. on July 10. The program will begin with a mandatory opening reception and dinner at 6:00 p.m. Before the dinner there will also be an optional tour of New Beginnings Youth Development Center, DC's secure residential treatment facility, which will leave from Georgetown at 12PM and return by 4PM. All participants are required to attend the entire Certificate Program, which will end in the early afternoon on July 14.

## **VI. Tuition and Subsidy**

The tuition for this program is \$2,500 per person. Tuition does not include travel, hotel, or incidental expenses, which are the responsibility of the participant.

CJJR tuition subsidies through our Janet Reno Scholarships are available for participants with demonstrated financial need. There will also be subsidies available from the Office of Juvenile Justice and Delinquency Prevention's Center for Coordinated Assistance to States for teams who show a heightened readiness to utilize the curriculum to undertake changes in their local community. To apply for a subsidy, please submit the Statement of Financial Need (see below) with your application to the program and indicate the amount of aid you are requesting.

As many agencies and organizations are facing budget restraints, we strongly urge participants to also seek other forms of financial assistance. For example, local, state, and regional level foundations are often supportive of this type of training activity and may be able to provide grants to cover the portion of the tuition for which the participant is responsible, as well as travel costs.

For education professionals, staff development activities are an allowable expense of Title I dollars, including Title I, Part D funds. CJJR has reviewed Title I, Part D and it is our belief that the Certificate Program qualifies as an eligible program since it addresses the staff development needs of educators and coordinators working with neglected, delinquent, or at-risk youth. Therefore, CJJR urges education professionals to contact their Neglected and Delinquent State Coordinators or Title I Directors to request approval for the use of Title I funds to support their participation in this program.

Title IV-E of the Child Abuse and Prevention Treatment Act may also support this type of training activity for eligible candidates, as will funds available to states and localities through the Juvenile Justice and Delinquency Prevention Act Formula Program. Again, applicants are encouraged to seek this type of support through their state's administering agency.

Dinner is provided the first night of the program. Breakfast and lunch are provided the second through last day of the program. To make the booking of hotel rooms as easy as possible, the Center for Juvenile Justice Reform has reserved a block of rooms at a reduced rate at the Georgetown University Hotel and Conference Center where the training will be held. Participants will, however, be responsible for hotel expenses and making their individual reservations. More information will be provided upon acceptance to the program.

## VII. Selection Criteria

The Youth in Custody Program is designed for public and private sector leaders working in the juvenile justice, child welfare, mental health, substance use, education, and other related systems of care that serve juvenile justice-involved youth. Those who attend the program will be the current and future leaders of these agencies and communities – individuals who are responsible for, and capable of, effectuating change. Participants can be from the local or state level, and may include individuals working on best practices for this population at the national level. Participants may also include individuals responsible for operating privately run residential placements that serve juvenile justice-involved youth.

While individuals will be permitted, interested applicants are strongly encouraged to apply as a team to increase their ability to implement reforms upon completion of the Certificate Program. Applicants are encouraged to form teams of no more than eight people. Ideally, they will include the most senior juvenile justice professional in the jurisdiction, key senior level juvenile justice administrators/managers working in juvenile corrections, and representatives from core partners such as the behavioral health and child welfare agencies, prosecutors, defense attorneys, and the judiciary. Applicants should carefully consider whether the team has the ability to affect the care of youth in post-adjudication custody, including their reentry into the community.

Strongly recommended team members include:

- Juvenile justice agency director / most senior juvenile justice leader in the jurisdiction, and/or key juvenile justice management staff, such as Program Directors, Deputy Directors, facility management, etc.

Recommended team members may include:

- Leaders from partner agencies, such as child welfare, mental health, substance abuse, education, and community members
- A judge or others from the court system
- Law enforcement
- Probation/Parole Officer
- State legislator, county commissioner, county councilman/councilwoman
- Other criminal justice system professionals who play a role in services provided to post-disposition youth in custody

The exact composition of the team depends on the goals of the team. Selection decisions will focus heavily on participants' readiness for implementing reforms, assessed by asking applicants to summarize their role in past reform efforts, especially efforts that engaged leaders in other systems, and their agency's relationship with other child serving agencies. Applicants should identify the barriers they have experienced in undertaking this work, and what efforts they have taken to overcome those barriers. We are looking for participants who are seeking to build on their successes or overcome challenges, thereby being in a position to most benefit from the instruction and technical assistance they will receive during the Certificate Program and as fellows. The strength of team composition will also be considered within the context of the goals of the team.

Because the Youth in Custody Certificate Program is meant to benefit current and future leaders, the Center will choose those applicants from appropriate professional roles, possessing the requisite experience and expertise. While there are no minimum education or experience requirements, a

preference will be given to those with the ability and in a position to move reform efforts forward upon completion of the Certificate Program.

Note that individuals who have participated in CJJR's other Certificate Programs would benefit from attending this program for a deeper exploration of post-adjudication custody and development of reform efforts specific to this area.

This program is NOT accepting applications from students who do not also hold a professional role in a child serving organization.

"The Youth in Custody Certificate Program was a wonderful experience for everyone that attended from the Department of Youth and Rehabilitation Services (DYRS). Spending an extended amount of time with experts from around the country that have dedicated their careers to the juvenile justice profession was both enlightening and motivating. Each of the speakers and topics selected addressed critical, cutting edge issues that are central to our current reform efforts, developing initiatives, and to the future direction of our agency. Our team left the program reinvigorated and eager to get to work implementing the new strategies that were presented at the program. The knowledge we gained has already inspired us to create a Special Projects Committee that we believe will enhance our ability to serve all youth committed to the Agency. I would strongly encourage my colleagues within the Agency and in the field to participate in future sessions."

*Steve Baynes (Senior Program Manager for Residential Programs and Services, DYRS; Washington, DC)*

*Joy Buford (Supervisory Youth Development Representative, DYRS; Washington, DC)*

*Nicole Burke (Unit Manager, DYRS; Washington, DC)*

*Marcus Ellis (Superintendent, District Government; Washington, DC)*

*Nancy Fisher (Deputy Superintendent of Treatment, DYRS; Washington, DC)*

*Dionne Hayes (General Counsel, DYRS; Washington, DC)*

*Charlayne Hayling-Williams (Treatment Program Director, DYRS; Washington, DC)*

*Kim Jackson (Assistant Youth Treatment Manager, DYRS; Washington, DC)*

*Asante Laing (Program Manager, DYRS; Washington, DC)*

*Dana McDaniel (Treatment Manager, DYRS; Washington, DC)*

*Tania Mortenson (Special Assistant, DYRS; Washington, DC)*

Washington, DC DYRS Team, Class of 2013

## **VIII. About the Partners**

### **Center for Juvenile Justice Reform**

CJJR supports leadership development and advances a balanced, multi-system approach to reducing juvenile delinquency that promotes positive child and youth development, while also holding youth accountable. Housed in one of the most prestigious universities in the country at the Georgetown University McCourt School of Public Policy, the Center is in a unique position to provide strong and sustained national leadership in identifying and highlighting the research on policies and practices that work best to reduce delinquency and achieve better outcomes for this nation's children. A particular focus of the Center's work is youth known to both the child welfare and juvenile justice systems, or "crossover youth." Shay Bilchik, one of the country's most influential voices in the juvenile justice arena, works closely with Georgetown's other policy centers and departments in leading the Center's efforts.

In 2008 and 2009 the Center engaged in a yearlong Breakthrough Series Collaborative to test small-scale multi-system integration reforms in seven jurisdictions. The guiding principles and best practices identified and developed through its staff, expert instructors, and the surveying of the juvenile justice and child welfare fields, have served as “drivers” in creating the curriculum for the various Certificate Programs the Center operates. CJJR also used this knowledge to develop the Crossover Youth Practice Model (CYPM) which describes the specific practices that need to be in place within a jurisdiction in order to reduce the number of youth who cross over between the child welfare and juvenile justice systems, the number of youth entering and reentering care, and the length of stay in out of home care. CJJR is working with nearly 100 jurisdictions around the country to implement the CYPM.

Most recently CJJR, in partnership with the Council of Juvenile Correctional Administrators, also developed the Youth in Custody Practice Model (YICPM), a comprehensive, research-based guide to best practices in serving youth in post-dispositional custody. CJJR and CJCA are currently working with four jurisdictions to implement the YICPM over the course of an 18-month period of engagement. This effort complements and builds off of the work of the Youth in Custody Certificate Program.

Through a grant from the Public Welfare Foundation, the Center is also working to convene progressive juvenile justice leaders actively engaged in reform efforts in a Juvenile Justice Leadership Network to strengthen peer support and solidify lessons learned in the field. Additionally, with support from Casey Family Programs, the Center hosts a Public Information Officer Learning Collaborative for communication directors in the juvenile justice and child welfare fields to enhance messaging around reform efforts underway in their jurisdictions. Another key aspect of the Center’s work has been the Juvenile Justice System Improvement Project and Juvenile Justice Reform and Reinvestment Initiative-- efforts designed to help states improve outcomes for juvenile offenders by better translating knowledge on "what works" into everyday practice and policy. Those efforts now form the basis for the new Evidence-Based Decision-Making Certificate Program being offered for the first time in 2017. For more on the Center’s work, visit <http://cjjr.georgetown.edu/>.

### **Council of Juvenile Correctional Administrators**

The Council of Juvenile Correctional Administrators (CJCA) is a national non-profit organization, formed in 1994 to improve local juvenile correctional services, programs and practices so the youths within the systems succeed when they return to the community and to provide national leadership and leadership development for the individuals responsible for the systems. CJCA represents the youth correctional CEOs in 50 states, Puerto Rico and major metropolitan counties.

CJCA fulfills its mission through educational activities and programs as well as research and technical assistance projects. Education activities include up to three annual meetings free for all directors 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 policy-makers about the issues in youth corrections, describing the youths and their needs and the system’s successes and shortcomings.

## Missouri Department of Social Services' Division of Youth Services

The Missouri Department of Social Services, Division of Youth Services (DYS) is the state agency charged with the care and treatment of delinquent youth committed to its custody by Missouri's 45 juvenile and family courts circuits. The ultimate goal of DHS is to strengthen and increase the safety of Missouri communities by supporting young people in becoming productive citizens who lead fulfilling lives.

The Missouri approach to juvenile justice emphasizes moving beyond symptoms to the root causes of juvenile delinquency so that changes made by young people are long-lasting, preparing them to return and contribute positively to their school, home, and community. The approach has been widely recognized through winning the 2008 Harvard Innovations in American Government Award for Children and Family System Reform, site visits from over 30 states and jurisdictions, and numerous publications, case studies, and documentaries available at [www.missouriapproach.org](http://www.missouriapproach.org).

The Missouri approach is more than a program model. While structural changes such as small humane programs close to home, family-like groups, individualized care, and least restrictive environments have been vehicles for change, the organizational culture has clearly fueled the change. Rather than a traditional correctional model, DHS utilizes a therapeutic youth development approach focused on prevention and early intervention for young people at the front-end of the system, balanced by a comprehensive and fully integrated treatment approach for youth who have progressed in the system and are at greatest risk of reoffending.

The broad-based approach works with the entire family and engages the community through active community liaison councils and partnerships. DHS coordinates an extensive Juvenile Court Diversion program that strengthens the local continuum of care with juvenile and family courts and communities around the state to prevent youth from reoffending or progressing deeper into the juvenile justice system, and reducing the risk of a youth's commitment to DHS custody. In many cases youth are served by DHS Day Treatment and Community Resource Centers without any formal commitment to custody.

For youth in custody, DHS operates a regionalized continuum of least restrictive services based on an assessment of strengths, risks, and needs including community placement, day treatment, group homes, and moderate and secure residential. DHS operates an accredited school district, universal case management; and robust aftercare services, family therapy, and multi-family groups; and extensive transition supports such as mentoring, education, employment, and community service.

## IX. Application Guidelines

Submit applications by 11:59 p.m. (in the applicant's local time zone) by Friday, April 7, 2017. Applications must be completed online at: <http://cjr.georgetown.edu/certificate-programs/application-form/>.

Every applicant must complete Part I (Contact Information, Biography and Personal Statement) and Part III (Demographic Information). Those submitting essay responses on behalf of their team or applying as an individual should also complete Part II of the application.

### Key Dates

**Friday, April 7, 2017  
at 11:59 p.m.**  
(in applicant's time  
zone)

Application deadline

**April-May 2017**  
Notification of  
acceptance

**July 10, 2017**  
Certificate Program  
Opening Dinner

**Financial Assistance:**

The tuition for the Certificate Program is \$2,500 per person. This does not include any additional costs for airfare, hotel accommodations, and incidental expenses. Dinner will be provided the first night of the program, and breakfast and lunch will be provided the second through last day of the program.

There are a limited number of subsidies through CJJR's Janet Reno scholarships of up to \$1,000 to support the participation of individuals and teams with demonstrated need. There will also be additional subsidies available through CJJR provided by the Office of Juvenile Justice and Delinquency Prevention's Center for Coordinated Assistance to States for teams that show a heightened readiness to utilize the curriculum to undertake changes in their local community. Heightened readiness will be assessed based on the following factors:

- **Understanding of the issues:** A thoughtful understanding of issues, such as specific policies and practices that remain to be addressed in the juvenile justice system in your jurisdiction.
- **Leadership:** A description of contributions team members have made or are able to make to reform efforts, and to advocating for this issue to become a priority.
- **Capacity to use data in order to support and measure the impact of reform efforts:** Specific references to data describing the issues identified in your jurisdiction.
- **Family engagement:** The history of, and/or strategy to pursue, efforts to effectively engage families in order to better serve the youth in your jurisdiction.
- **Efficacy:** A detailed description of challenges or barriers encountered in previous reform efforts, and an understanding of successful and unsuccessful strategies to eliminate barriers.
- **Capacity and willingness to collaborate (within your team and with others):** An analysis of each team member's role, influence and resources, and a description of any history of successful collaboration and reform efforts.
- **Available resources:** An analysis of the available resources within your jurisdiction, as well as capacity and strategy to obtain resources to implement the reform effort.

To apply for a subsidy, please submit a statement of financial need with your individual online application. The statement of financial need should indicate the specific amount you are requesting as well as any attempts you have made to identify funding sources that could support your participation. CJJR will not conduct a separate review of your financial need, so we encourage you to exercise restraint in applying for these limited dollars, helping to ensure that they are allocated to those with the greatest need.

Please direct any questions to [jjreform@georgetown.edu](mailto:jjreform@georgetown.edu).

## X. Application

### **PART I: Contact Information, Professional Biography and Personal Statement**

*Required of ALL applicants. Responses must be submitted online at:*

<http://cjr.georgetown.edu/certificate-programs/application-form/>

### **PART II: Essay Questions**

*Required of those who are applying as an individual AND those who are applying as part of a team and have been designated to complete the Essay portion of the application on behalf of the group.*

*Responses to the essay questions (Part II) must be submitted via the upload option on the online application (following Part I). While the length of your responses to each question may vary, your essay questions as a whole should be equivalent to roughly 3-4 single-spaced pages. Teams should prepare one joint submission of the essay questions, and designate one team member to upload/submit the completed document.*

1. What do you hope to achieve by participating in this Certificate Program? If you are applying as a team, this response should reflect the goals of the entire team rather than individual members. Please be as specific as possible. When describing your goal, please provide any relevant data regarding the issues within your jurisdiction that your goal seeks to address, as well as how you might collect and analyze data moving forward to assess whether you are achieving that goal.
2. Please describe any past reform efforts aimed at improving services for youth in post-adjudication custody that you or your organization has undertaken. Note that there should be at least one example from the past two years.
3. Please discuss any previous reform efforts you or your team have initiated or participated in that required partnerships with other systems (including law enforcement), community groups, families, or constituents.
4. What barriers or challenges have you or your team encountered when undertaking reforms to improve services for youth in post-adjudication custody? In the past two years, what specific actions have you or your team taken to address the barriers/challenges? Which specific actions were most effective in overcoming the challenges? What has been least successful and why?
5. If you are applying as a team, please comment on the role and importance of each team member in terms of your team's ability to lead or influence the development and implementation of a reform initiative in the juvenile justice system within your jurisdiction involving youth in post-adjudication custody. If you are applying as an individual, please comment on your role and your ability to lead or influence the development and implementation of that reform effort within the juvenile justice system in your jurisdiction. For both those applying as individuals and those applying as part of a team, please also take this opportunity to comment on any additional resources, if any, available to you in developing and implementing reforms.

### **PART III: Demographic Information**

*Required of ALL applicants.*