



Center for Juvenile Justice Reform

• working across systems of care • georgetown university •

**SUPPORTING THE WELL-BEING OF
SYSTEM-INVOLVED LGBTQ YOUTH
CERTIFICATE PROGRAM**

2017 Application Packet

Impact Justice



NATIONAL CENTER FOR LESBIAN RIGHTS

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

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I. Introduction

Over the past ten years, there has been an influx of new research that focuses on improving outcomes for system-involved lesbian, gay, bisexual, transgender, and questioning (LGBTQ) and gender nonconforming (GNC) youth. This research has highlighted many of the system-based disparities that exist for this population, and disproves the misconception that there are very few LGBTQ/GNC youth in the juvenile justice and child welfare systems (Irvine, 2008). In a recent survey of justice-involved youth, approximately 27% of female respondents indicated that they were either LGBTQ, GNC, or both, while approximately 11% of male respondents identified as such (Irvine, 2010). Other studies estimate that the total proportion of these youth in the justice system is approximately 13-15%, even though LGBTQ/GNC youth comprise only about 7% of the general population (Majd, Marksamer, and Reyes, 2009). LGBTQ/GNC youth are also represented within the child welfare system at disproportionately high rates. Recent survey data indicates that LGBTQ youth are about three times more likely to be removed from their homes and seven times more likely to be placed in a group home setting than straight youth (Irvine & Canfield, 2016). These findings, in concert with additional research that illustrates the highly disproportionate representation of LGBTQ/GNC youth of color, indicate that child welfare and juvenile justice systems must reevaluate the manner in which they address the needs of these youth (Irvine & Canfield, 2016).

This disproportionate representation of LGBTQ/GNC youth is due to many factors, including, but not limited to, family conflict, school harassment and bullying, and homelessness (Burwick et al., 2014; Kosciw et al., 2010; National Research Council & Institute of Medicine, 2013).. LGBTQ youth are also at a heightened risk for sexual and physical victimization (Friedman et al., 2011). The vast body of research that highlights these central factors of system involvement underscores the importance of providing safe environments where LGBTQ/GNC youth are able to express their own personal identities. Fortunately, stakeholders across some systems of care have made firm commitments to creating these safe environments. At the recommendation of advocacy organizations, certain juvenile justice agencies have drafted official policies that outlaw the discrimination of youth based on their perceived sexual orientations or gender identities (Child Welfare League of America & Lambda Legal, 2012). Other organizations have sponsored training initiatives focused on building systems of support for staff working specifically with LGBTQ/GNC youth (Marksamer, 2011).

While there have been increasing efforts to improve outcomes for LGBTQ/GNC youth involved in the juvenile justice system, particularly in custodial settings, more attention must be paid to prevention and early intervention strategies that reduce the number of LGBTQ/GNC youth entering and becoming more deeply involved in the juvenile justice system. Additionally, many youth-serving staff do not fully understand sexual orientation, gender identity and expression (SOGIE) related terminology and issues, and even the most well-intentioned staff may not feel fully equipped or comfortable in making decisions about serving LGBTQ/GNC youth in an effective and thoughtful manner.

The Supporting the Well-Being of System-Involved LGBTQ Youth Certificate Program (“Supporting LGBTQ Youth Certificate Program”)¹ is designed to help juvenile justice, child welfare, and other system partners improve outcomes for at-risk LGBTQ youth. The program will focus on the challenges faced by LGBTQ youth in child-serving systems (including juvenile justice, child welfare, education and behavioral health), as well as strengths and protective factors common to this population. The training will also highlight effective policy and practice reforms that promote positive youth development and take

¹ For the purpose of brevity, the Certificate Program title and remainder of the application references LGBTQ youth. However, the program scope includes both LGBTQ and GNC youth.

a holistic approach to addressing the needs of system-involved LGBTQ youth and preventing their unnecessary involvement in the juvenile justice system.

Participants will receive instruction from national experts on the terms and concepts related to SOGIE and how to shape organizational cultures and approaches to support the safety and well-being of LGBTQ youth. This includes guidance on how to develop effective policies, training, and data evaluation efforts; better identify and effectively engage LGBTQ youth and their families; build community capacity to serve this population; and develop comprehensive and multi-faceted strategies and supports that promote positive youth development. Specific attention will be paid to the prevalence of multi-system involvement and compounding issues of implicit bias and stigma, racial and ethnic disparities, homelessness and commercial sexual exploitation of LGBTQ youth.

As part of the Certificate Program, individual participants and participant teams will attend an intensive, four-day training and over the course of one year develop and implement a Capstone Project to strengthen local reform efforts to improve outcomes for system-involved LGBTQ youth. Upon completion of the Certificate Program and submission of an approved Capstone Project, participants will receive an Executive Certificate from Georgetown University, membership into CJJR's Fellows Network, and ongoing support from the CJJR staff and relevant instructors as they measure the impact of their Capstone work.

II. Certificate Program

The Supporting LGBTQ Youth Certificate Program will be held Tuesday, October 17 through Friday, October 20, 2017. The program will take place at the Georgetown University Hotel and Conference Center in Washington, DC. All participants are required to attend the entire Certificate Program, which will begin first thing in the morning on October 17 and end in the early afternoon on October 20.

The curriculum includes the following modules:

Module 1: LGBTQ/SOGIE 101 and Positive Youth Development

This session will provide an overview and facilitate a discussion of relevant terminology and social science research around the development of gender identity and sexual orientation, address myths and misconceptions, and review prevalence data around disparate treatment of LGBTQ youth in the juvenile justice system and other systems of care. This session will also explore the positive youth development approach to educating and engaging system-involved LGBTQ youth in productive activities and building competence, character, caring and connections to family, community and society.

This introductory session will serve as the foundation for the rest of the Certificate Program and will provide professional and legal standards of care governing services to LGBTQ youth in the JJ system, including a focus on the Prison Rape Elimination Act (PREA).

Module 2: Youth Voice

Perhaps the most important voice to be heard in a program of this nature is from the youth themselves. This session will consist of a panel of LGBTQ youth, who will share their lived experience and provide insight into how the caseworkers and systems they encountered best supported or failed to support them

In keeping with the adage, 'When you know better you do better', participation in the CJJR Certificate Program provided the 'know', educating us on nationwide reforms, and empowered us to 'do', to not only make the necessary changes within our departments to more positively impact the lives of youth, but also charge our department and community partners to follow suit.

Christina Ronald,
Assistant Division
Director, Orange County
Probation Department

in their journey. Their input at this early stage of the program will provide context for the entire curriculum.

Module 3: Gender Identity and Expression

This module will discuss gender identity and expression as something that is different from sexual orientation. Instructors will take a deeper dive into data on gender nonconforming and transgender boys and girls in the juvenile justice system, and highlight policies and practices to protect and affirm transgender youth.

Module 4: Family Engagement

This module will provide an in-depth look at how to engage the families of LGBTQ youth as partners, particularly where there is stigma or lack of support due to a youth's sexual identity or orientation. The session will include interventions to increase family acceptance of LGBTQ youth and family finding, and will focus on how to embed family-focused and strength-based approaches into agency policy and practice and ensure family is defined broadly and provided meaningful opportunity to be involved in planning and care for the youth.

Module 5: Multi-System Approach to Serving LGBTQ Youth

This module will provide instruction around the issues LGBTQ youth confront in the juvenile justice, child welfare, education and behavioral health systems, and related policy and practice implications. The module will have an overarching focus on promoting health and well-being, understanding risk and protective factors and utilizing a framework of positive youth development.

A panel of multi-disciplinary experts will discuss how to take a holistic approach to serving system-involved LGBTQ youth, including a focus on runaway and homeless youth, immigration, health care and law enforcement.

Module 6: Community Engagement

Establishing a community-based continuum of care can prevent LGBTQ youth from unnecessary penetration into the juvenile justice system, and collaborating with community-based organizations as partners is crucial to holding youth accountable while also providing needed services. This module will teach participants about developing and/or identifying a continuum of community-based services for LGBTQ youth. These approaches may support efforts to divert youth from system involvement, strengthen connections to pro-social supports, and promote successful community re-entry.

Module 7: Culture Change and Leadership

Culture change is a key component of reform. To successfully align organizational cultures with core, research-based values and principles that promote youth development, strong leadership is required. Navigating this process involves establishing a clear vision and mission that are reinforced by strong policies and procedures, supporting staff buy-in, and engaging partners and stakeholders to embrace and advance the work.

This module will pair a juvenile justice leader with the subject matter expert who helped develop their LGBTQ policy and practice. Instructors will discuss foundational elements of culture change in connection to their own experience with systems change.

The CJJR Certificate Programs are an invaluable experience. The instructors are the nation's experts and pioneer leaders. The time spent in the classroom is a unique and unparalleled chance to compare ideas with other leaders and brainstorm successes and shortcomings. The curriculum is well thought out and broad, yet also manages to be fine-tuned and focused. The concepts taught are transferable to my agency and partner agencies and provide a platform for positive change. I have attended three CJJR Certificate Programs and remain impressed by the caliber of instructors, the depth of knowledge shared and the overall superior organization, from application to ongoing technical support). I would highly recommend this program to anyone seeking sound expert guidance to serve children better.

Leah van Lingen, CWS Policy Analyst, County of San Diego Health and Human Services Agency

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:

- Currey Cook, JD, Counsel and Director, Youth In Out-of-Home-Care Project, Lambda Legal
- Angela Irvine, Ph.D., Vice President and Director, Community Programs, Impact Justice
- Angie Junck, JD, Supervising Attorney, Immigrant Legal Resource Center
- Jonathan Lykes, MA, Policy Analyst and getR.E.A.L National Youth Organizer, Center for the Study of Social Policy
- Johanna Olson-Kennedy, MD, Pediatrician, Division of Adolescent Medicine and Medical Director, Center for Transyouth Health and Development, Children's Hospital Los Angeles
- Jerry Peterson, Executive Director, Ruth Ellis Center
- Jason Szanyi, JD, Deputy Director, Center for Children's Law and Policy
- Harper Jean Tobin, JD, MSSA, Director of Policy, National Center for Transgender Equality
- Michael Umpierre, JD, Senior Research Fellow, Center for Juvenile Justice Reform, Georgetown University McCourt School of Public Policy
- Shannan Wilber, JD, Youth Policy Director, National Center for Lesbian Rights
- Rob Woronoff, MS, Probation Training Program Director, Workforce Development Stipend Programs, University of Southern California Suzanne Dworak-Peck School of Social Work

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 system-involved LGBTQ youth.

A one- to two-page summary will be due approximately three weeks after the Certificate Program. The final Capstone Project Proposal (10-12 pages) will be due approximately two months after the Certificate Program. 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.

IV. Tuition and Subsidy

The tuition for this program is \$2,500 per person. Travel, hotel, and incidental expenses are also the responsibility of the participant. Breakfast and lunch are provided throughout the program, and dinner is provided the first night of the program. The Center for Juvenile Justice Reform has reserved a block of rooms at a reduced rate at the

The Certificate Program provided our team with a unique opportunity to improve our child-serving systems by expanding our knowledge of current research, best practices, and strategies to lead system-level change. The opportunity to come to the program as a team, to learn together and strategize about how to apply this information to our local systems, was invaluable. The structure of the learning experience, ongoing technical assistance, and Capstone Project helped us to develop and implement a cross-system plan to fundamentally change the way juvenile justice and child welfare services work together. We highly recommend the Certificate Program to public sector staff who want to enhance their ability individually and collectively to lead change efforts in their community.

Onondaga County, New York Team

Georgetown University Hotel and Conference Center where the program 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.

Tuition subsidies are available through CJJR's Janet Reno Scholarships 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 that 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.

Please also note:

- 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 programs. Therefore, CJJR urges education professionals to contact their 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 working in the child welfare field.
- Funds available to states and localities through the Juvenile Justice and Delinquency Prevention Act Formula Program can also be used to support participation in CJJR's certificate programs. These funds would be accessed through the state's Juvenile Justice Specialist and State Advisory Group

Applicants are encouraged to seek this type of support through their state's administering agency.

V. Selection Criteria

The Supporting LGBTQ Youth Certificate 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 youth involved in, or at risk of becoming involved in the juvenile justice system. Those who attend the program will be current and future leaders – 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.

While individuals will be permitted, interested applicants are strongly encouraged to apply as a team to increase their ability to implement reform upon completion of the Certificate Program. Applicants are encouraged to form teams of no more than eight people. Ideally, teams will include the most senior juvenile justice professional in the jurisdiction and representatives from core partners including behavioral health and child welfare agencies, schools and community-based organizations.

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.
- Leaders from partner agencies including child welfare, behavioral health, education, and community organizations focused on this population of children and youth

Recommended team members include:

- A judge or others from the court system
- Treatment providers
- Law enforcement
- Probation/Parole Officer

The exact composition of the team will depend on the specific 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 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.

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

VI. Fellows Network and Other Program Benefits

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 32 Certificate Programs and welcomed more than 800 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.

I had the wonderful privilege of attending the Certificate Program. The information provided was extensive, useful and relevant to my ongoing work as an Administrative Judge in a Juvenile Court. In addition to receiving the most recent information from experts on each of the topics, I was challenged daily to consider how I was going to use the information to effectuate and quantify changes that I would put in place in my own community and thereby improve outcomes for youth involved in both the child welfare and juvenile justice systems. I am sure that my continued work in the juvenile court system will be enhanced not only by my attendance at the program but also by my ongoing participation in the CJJR Fellows Network.

**Judge Linda Tucci Teodosio,
Summit County, Ohio Juvenile Court**

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 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 on the Capstone Project from national experts;
- 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.

VII. Application Guidelines

Submit applications by 11:59 p.m. (in the applicant's local time zone) by Friday, July 7, 2017. Applications must be completed online at: <http://cjjr.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 must also complete Part II of the application.

Applying for 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 first 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.

Key Dates

Friday, July 7, 2017
at 11:59 p.m.
Application deadline

Early August
Notification of
acceptance

October 17-20
Certificate Program

- **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.

VIII. Application

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

PART I: Contact Information, Professional Biography and Personal Statement

Required of ALL applicants.

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 no more than 5 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.
 - a. When describing your goal, please be as specific as possible and 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 outcomes for LGBTQ youth that you or your organization have/has undertaken.
3. Please discuss any previous reform efforts you or your team have/has initiated or participated in that required partnerships with other systems (including law enforcement), community groups, families, or constituents.

4. 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 effort within your jurisdiction. 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.
 - a. 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.

IX. About the Partners

Center for Juvenile Justice Reform

For nearly a decade, the Center for Juvenile Justice Reform (CJJR) at Georgetown University’s McCourt School of Public Policy has served as a national leader in identifying and highlighting the research on policies and practices that work best to reduce delinquency and achieve better outcomes for children. A central component of CJJR’s work is the provision of dynamic training and TA programs designed to support system officials, partners and stakeholders at the state, county and local levels to advance balanced, multi-system approaches to service delivery and system improvement.

Since 2008, CJJR has conducted 32 Certificate Programs aimed at building a field of strong leaders dedicated to juvenile justice reform. Hosted at Georgetown University, the intensive trainings focus on key areas such as Reducing Racial and Ethnic Disparities, Youth in Custody, Diversion, Multi-System Integration, and School-Justice Partnerships. CJJR staff and other field experts deliver the trainings, and participants then apply the knowledge gained to develop and implement Capstone Projects—multi-system reform efforts geared towards positively impacting the lives of youth. To date, over 800 program alumni across 48 states, D.C., Puerto Rico and several countries, comprise the CJJR Fellows Network.

CJJR has advanced the field through the development of publications that, coupled with comprehensive on-site training and TA, guide reforms at the case practice level. The Crossover Youth Practice Model (CYPM) is a research-based model that describes specific policies and practices designed to reduce the number of youth who cross over between the child welfare and juvenile justice systems, and improve outcomes for crossover youth. Since 2010, CJJR has worked with over 95 counties in 22 states to implement the CYPM. Using the successful CYPM as a guide, CJJR, in partnership with the Council of Juvenile Correctional Administrators, recently launched the Youth in Custody Practice Model (YICPM) Initiative, a project designed to provide state and county juvenile correctional agencies with guidance on essential practices in case planning, facility-based services, transition/reentry and community-based services. CJJR is working with four jurisdictions around the U.S. to implement the YICPM and in September 2017 will embark on the second round of the initiative with additional sites.

CJJR has partnered with OJJDP and other organizations on various training and TA initiatives. CJJR is a partner on OJJDP’s Center for Coordinated Assistance to States, which delivers training and TA to states, communities, territories and tribal units looking to maximize the effectiveness of their juvenile justice system and better serve youth. As part of this work, CJJR leads the Multi-System Collaboration Training and Technical Assistance Program, a distance-learning program that has assisted nearly 20 jurisdictions to enhance cross-system communication and collaboration.

CJJR has also partnered with OJJDP and Vanderbilt University to administer the Juvenile Justice Reform and Reinvestment Initiative (JJRRI), a program that aids states to improve their system operations using the Standardized Program Evaluation Protocol. This program is inspired by CJJR's Juvenile Justice System Improvement Project (JJSIP), which utilizes Dr. Mark Lipsey's research on effective juvenile justice programs and OJJDP's Comprehensive Strategy for Serious, Violent and Chronic Juvenile Offenders as developed by Dr. James C. Howell and John Wilson to offer a framework for improving practice. CJJR is serving seven states through JJRRI and JJSIP. These efforts to help states improve outcomes for system-involved youth by better translating knowledge on "what works" into everyday practice and policy.

For more on the Center's work, visit <http://cjjr.georgetown.edu/>

Impact Justice

Impact Justice is an innovation and research center, tapping into bold, original ideas to reduce incarceration and shining a spotlight on existing efforts that need to be embraced. Impact Justice is committed to fostering a more humane, responsive, and restorative system of justice in our nation. The organization's bedrock belief is that to build a better justice system, we must first imagine a better system.

Impact Justice's official journey began in early 2015, when a group of the country's most respected criminal justice researchers and thought leaders came together with the mission of rethinking crime and punishment in the 21st century. But the path to this moment goes back decades to when the organization's leaders first began crossing paths on their individual missions to affect change. So it is with this rich diversity in expertise and strong community bonds that Impact Justice has set a multifold goal:

- 1) Reduce the sheer number of people involved in our juvenile and adult criminal justice systems
- 2) Improve conditions and outcomes for those who remain incarcerated
- 3) Provide meaningful opportunities for the formerly incarcerated rejoining our communities

To accomplish all of this, Impact Justice is committed to every step of the process. The Restorative Justice team brings those who have harmed and their victims together to repair and rebuild relationships outside of the courts. Meanwhile, the Community Programs umbrella conceptualizes, evaluates and oversees community-based alternatives for over-represented populations already in the system, including youth and adults of color, as well as LGBTQ/GNCT. The Center on Youth Registration Reform works to end the practice of labeling children as sex offenders and remove children from registries. And at the highest level, Impact Justice is at the forefront of a legislative movement to ban putting children on sex offender registries and was recently selected to manage the federal government's Prison Rape Elimination Act Resource Center.

For more information, visit <http://impactjustice.org/>

National Center for Lesbian Rights

The National Center for Lesbian Rights (NCLR) is a national legal organization dedicated to achieving full civil and human rights for lesbian, gay, bisexual, and transgender (LGBT) people and their families through impact litigation, public policy work, direct legal services, and community and public education.

NCLR also provides support and technical assistance to attorneys who represent LGBT clients, and educates the legal profession, the LGBT community, and allied constituencies on issues affecting LGBT people. With offices in San Francisco, CA and Washington, DC, NCLR:

- Litigates precedent-setting cases at the trial and appellate court levels
- Provides free direct legal assistance to LGBT clients and their legal advocates
- Advocates for equitable public policies affecting the LGBT community
- Provides training and education to broaden public support for LGBT civil rights
- Collaborates with other social justice organizations and activists

NCLR was founded in 1977, and broke ground early in the area of family law, helping lesbian mothers retain custody of their children and pioneering the concept of second-parent adoption. From this initial focus, NCLR's program work has steadily expanded, with a strategic approach to protecting the rights of those most vulnerable in LGBT communities. NCLR was the first LGBT legal organization to introduce a Youth Project (1993), and has subsequently innovated by developing programs in the areas of elder law and sports. NCLR has a long history of addressing asylum and immigration, and working to build mutual understanding and collaboration with immigrant communities, and has also been at the cutting edge in addressing transgender legal issues.

Key programs include work on parenting protections and other aspects of family law; marriage equality implementation and relationship recognition; youth issues with a focus on the needs of youth in state care and on promoting family acceptance, as well as safe schools work; immigration and asylum; legal needs of elders; and inclusion/non-discrimination in sports. The distinct legal needs of transgender people are represented across the work, and NCLR regularly addresses discrimination or abuse in other areas, including the prison system, employment, and health care institutions. NCLR prioritizes work to ensure that those who have not always benefited from legal advances—including LGBT people of color, low-income LGBT people, and rural LGBT people—have real access to the information and resources that help them to defend and enjoy their rights. NCLR emphasizes opportunities to build intersectional alliances and strategies.

NCLR serves more than 5,000 lesbian, gay, bisexual, and transgender people and their families in all fifty states each year, including LGBT seniors, immigrants, athletes, and youth. Its impact litigation serves *all* LGBT people in the United States.

For more information, visit: <http://www.nclrights.org/>

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