

YOUTH IN CUSTODY PRACTICE MODEL:

AN INITIATIVE OF THE COUNCIL OF JUVENILE CORRECTIONAL
ADMINISTRATORS AND THE CENTER FOR JUVENILE JUSTICE
REFORM AT GEORGETOWN UNIVERSITY

Information Guide and Request for Applications

For more information, please visit;
CJCA's Website: <http://cjca.net> or
CJJR's Website: <http://cjjr.georgetown.edu/our-work/yicpm>

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I. Background and Overview

In recent years, the administration of juvenile corrections has been complicated by numerous challenges. Staff turnover, media scrutiny, budget cuts, and intense political pressure threaten even the best efforts to align practices with rehabilitative principles and objectives. Around the country, system partners are routinely being asked to do more with less. This is especially true for staff operating long-term residential facilities for high-risk youth. As systems realign and downsize, many facility workers now report seeing higher percentages of youth residents with significant needs, including mental health, substance use and gang involvement issues.

Given these concerns, juvenile justice professionals and their partners seek assistance. They wish to work in ways that are smarter, better and more cost-effective. They want tools to guide system improvement efforts and strategies tailored to serving a youth population with increasingly complex needs. The Youth in Custody Practice Model (YICPM) initiative responds to this call for help.

Informed by research on “what works” in serving youth in custody, as well as professional standards and the field’s preeminent thinking on best practices, the YICPM initiative is designed to assist state and county juvenile justice agencies and facility providers to implement a comprehensive and effective service delivery approach. Utilizing the YICPM monograph as a roadmap, the Council of Juvenile Correctional Administrators (CJCA), the Center for Juvenile Justice Reform at Georgetown University’s McCourt School of Public Policy (CJJR), and a team of consultants will provide participating sites with 18 months of training and technical assistance (TTA) to align core, research-based principles with everyday practice, and achieve more positive outcomes for youth, families, staff and communities.

The Youth in Custody Practice Model offers agencies and facilities guidance on essential practices in four key areas:

1. Case planning;
2. Facility-based services (e.g., education, behavioral health, behavior management, rehabilitative programming);
3. Transition/reentry; and
4. Community-based services.

The enumerated practices stem from the view that services and approaches for system-involved youth and their families should be: research-based; developmentally appropriate; family-centered; individually focused and predicated on validated assessments; strength-based; trauma-informed; data-informed and outcome-driven; culturally responsive; and coordinated.

Ultimately, the goals of the YICPM initiative are to (1) promote safe, fair and healthy environments for youth, staff and families; (2) prepare, equip, empower and support staff to provide effective services; (3) increase positive youth and family experiences and outcomes; and (4) enhance community safety. Anticipated outcomes from the effort are listed in the section below, titled “Goals, Expected Outcomes and Evaluation.”

With support and guidance from CJCA and CJJR, a team of national juvenile justice experts authored the YICPM, including:

Please direct all questions to Darlene Conroy at darlene.conroy@cjca.net

- Kelly Dedel, Ph.D., Director of One in 37 Research, Inc., and court monitor and subject matter expert in several legal cases involving the conditions of confinement in juvenile facilities across the U.S.;
- Monique Joseph (formerly Marrow), Ph.D., child clinical psychologist and juvenile justice consultant for the Center for Trauma Recovery and Juvenile Justice at the University of Connecticut Health Center and the Center on Trauma and Children at the University of Kentucky;
- Fariborz Pakseresht, Former Director of the Oregon Youth Authority, and Former President of CJCA; and
- Michael Umpierre, Esq., CJJR Deputy Director for Juvenile Justice System Improvement and Communications and former co-coordinator of the National Center for Youth in Custody.

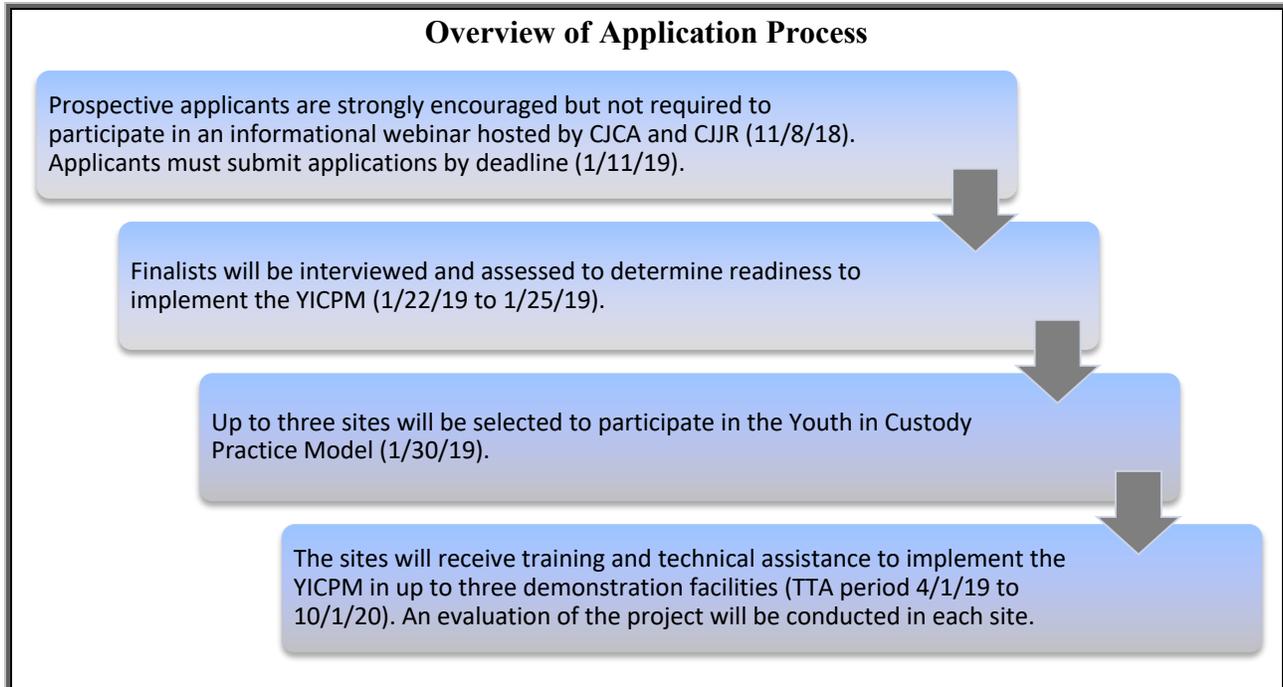
At the end of the 18-month training and technical assistance process, participating sites will have: developed a strategic action plan to implement the YICPM in up to three demonstration facilities; built a coalition of support for system improvements; taken measurable steps toward ensuring long-term sustainability of reform efforts (e.g., practice and policy development, training, staff performance evaluation, quality assurance, and outcome measurement); and established a mechanism to measure the effectiveness of the TTA in changing practices and achieving positive outcomes. It is also expected that implementation of the action plan and formulation of plans to expand the effort throughout the jurisdiction and/or organization will begin prior to the completion of the 18-month TTA period.

In the first two rounds of the initiative, CJJR and CJCA have worked with the following seven jurisdictions: Massachusetts, Florida, Texas, Wayne County, Michigan (Detroit), Connecticut, Los Angeles County, California and San Diego County, California. Participants include four state juvenile justice agencies, two county probation departments, and one privately operated care management organization at the county level. These sites have implemented the model in long-term post-dispositional facilities as well as in pre-adjudication detention facilities.

“The Youth in Custody Practice Model (YICPM) technical assistance through the Center for Juvenile Justice Reform and the Council of Juvenile Correctional Administrators has been a very positive and productive process for our team here at the Massachusetts Department of Youth Services. Our goal entering the process was to achieve the next level of quality in the delivery of secure residential services. The YICPM process has provided us with the structure, support and guidance to do just that. It’s very interactive and the ‘compass’ is set by the customer. The YICPM team has experience and discipline related to setting goals and outcome measures that have helped us tighten up a number of our core residential practices. It’s been a great opportunity.”

- Peter Forbes, Commissioner, Massachusetts Department of Youth Services

For the third round of the initiative, CJCA and CJJR will select up to four sites to implement the YICPM. The following schematic portrays the application process. A more detailed description is provided later in the section titled “Application Process and Criteria.”



II. Who Should Apply

The principal value of the Youth in Custody Practice Model initiative is that it offers juvenile justice system officials and partners a comprehensive, cohesive, research-based framework for juvenile justice service delivery. It is geared towards state and county juvenile justice agencies and facility providers seeking to:

- Improve outcomes for youth, families, staff and communities;
- Drive systemic change in a unified, thoughtful manner;
- Provide additional support to staff;
- Build stronger partnerships with families, stakeholders and communities;
- Increase consistency in practices;
- Create greater systems of accountability and quality assurance; and
- Operate more cost-effectively.

CJCA and CJJR will accept applications in the following three forms:

1. Applications from state or county juvenile justice agencies;
2. Joint applications from state or county juvenile justice agencies and private facility provider organizations with which the agencies contract; and
3. Applications from private facility provider organizations.

Please direct all questions to Darlene Conroy at darlene.conroy@cjca.net

Each participating site will implement the YICPM in up to three facilities serving youth within a particular state, county, or regional area. This may include pre-adjudication detention facilities and/or post-dispositional facilities.

The strongest applications will reflect the commitment of the site's key juvenile justice agency leaders to fully support implementation of the YICPM. This includes leadership working closely with CJCA, CJJR and the consulting team to establish the infrastructure needed for implementation, convene staff and partners for regular in-person and telephonic meetings, promote buy-in from staff and stakeholders, and adopt the model in its totality and with fidelity to its underlying principles. Note that state or county juvenile justice agencies may select privately operated facilities with which they contract to demonstrate the YICPM even if not applying jointly with the provider organizations. The second option listed above is offered to support private-public partnerships designed to defray costs and increase investments in efforts aimed at achieving positive outcomes for youth, families, staff and communities. The third option is geared for private organizations operating facilities within a regional area that seek to provide services in line with best practice and professional standards.

"The Florida Department of Juvenile Justice is proud to participate in the Youth in Custody Practice Model (YICPM) as it aligns with our efforts in recent years to strategically reform our state's juvenile justice system. The partner providers piloting the YICPM have developed strategic plans to improve facility practice and better support staff, and have implemented new strategies to enhance the residential environment and the services provided to youth. In short, participation in the YICPM has allowed us to strengthen our service delivery, implement best practices, and moves us forward in our mission to have the most comprehensive juvenile justice system possible and provide optimal services for the youth in our care."

- Christina K. Daly, Former Secretary, Florida Department of Juvenile Justice

III. Training and Technical Assistance Package

Intensive training and technical assistance will be provided to the sites to support their efforts to implement the YICPM. It is understood that each site selected to participate in the YICPM will have different strengths and weaknesses and may be more advanced in some areas of practice than others. For this reason, each site's 18-months of training and technical assistance will be a customized package of services within the general framework of the overall initiative. The training and technical assistance will support sites in:

- Assessing current practices compared to the comprehensive, research-based blueprint presented by the YICPM;
- Developing a customized action plan to implement desired policy and practice improvements and achieve measurable objectives;
- Training staff on the research undergirding the YICPM and the strategies listed therein;

Please direct all questions to Darlene Conroy at darlene.conroy@cjca.net

- Building and broadening a coalition of support for the system improvements through an implementation team and a key stakeholders group;
- Creating strategies designed to achieve long-term sustainability of the efforts, such as policy development, training, quality assurance and performance measurement; and
- Measuring the effectiveness of the training and technical assistance in changing practices and achieving positive outcomes.

The training and technical assistance will be delivered by national experts with experience in the youth in custody arena. The lead consultants providing training and technical assistance will include at least the following individuals:

- Shay Bilchik (Director, Center for Juvenile Justice Reform);
- Kelly Dedel (Director, One in 37 Research, Inc.);
- Mike Dempsey (Executive Director, Council of Juvenile Correctional Administrators);
- Michael Umpierre (Deputy Director for Juvenile Justice System Improvement and Communications, Center for Juvenile Justice Reform); and
- Stephanie Vetter (Juvenile Justice Consultant and National Trainer).

This team of lead consultants will provide each participating site with a minimum of 115 days of consultation, including at least six site visits. A minimum of two lead consultants will attend each visit and the entire team will be present for up to three of the six visits. The consultation will also include regular conference calls and email correspondence.

Additionally, the consulting team will include a number of specialized subject matter experts available to assist sites in targeted areas requiring further attention. For example, a site may wish to delve deeply into improving facility-based family engagement practices, addressing racial and ethnic disparities, or enhancing trauma-informed approaches. To this end, specialized experts would provide consultation—on site and/or by phone/email/webinar—to help participants develop specific strategies to improve practices. The lead consultants will work with each site to identify areas of interest for this specialized consultation. Each selected site will be provided with a total of 15 days of TTA from the specialized subject matter experts.

The training and technical assistance will be delivered in a phased approach. Initially, the consulting team will work with each site to develop the following four types of groups that will drive and support the work:

1. Core Leadership Team: Composed of key agency and organizational leaders with decision-making authority, the Core Leadership Team will work closely with the consulting team to set the direction of the YICPM work and ensure completion of necessary tasks. The team may include agency directors, deputy directors, chiefs of staff, general counsel, facility superintendents, education directors, behavioral health directors, etc.
2. Implementation Team: This group consists of individuals responsible for overseeing day-to-day implementation of the YICPM and meeting with the consulting team during site visits. In addition to Core Leadership Team members, this body may include managers and staff intricately involved in the YICPM practice areas (i.e., case planning, facility-based services, transition/reentry, community-based services).

3. **Workgroups:** These short-term and topic-specific bodies develop targeted strategies in designated YICPM practice areas that require a heightened focus.
4. **Guiding Coalition:** Composed of broad sets of community and government partners who, at a high level, have the power to impact policy and practice, Guiding Coalitions build critical and sustainable support for the YICPM reform efforts.

Site leaders will work jointly with the consulting team to identify the types of individuals best suited for each group. Additionally, each site will conduct organizational, facility-based, and aftercare assessments to compare current practices against those set forth in the YICPM. Once the assessments are completed and the YICPM infrastructure has been established, the consulting team will work with the site to first develop and then begin to implement the strategic action plans.

In addition to site-specific support, there will also be opportunities for the four selected sites to learn from each other and from the first two cohorts of YICPM participants. The purpose of this peer-to-peer interaction is to build a network of leaders that supports one another during the YICPM implementation process by sharing strategies for overcoming roadblocks and ensuring sustainability.

“The Youth in Custody Practice Model (YICPM) has provided the Texas Juvenile Justice Department with a unique and structured method to not only take a very candid and critical look at how well we perform the most consequential aspects of our work, but also to determine what we will do differently and how we will implement the enhancements. The YICPM came along at a critical juncture in the reform effort in Texas and provided us the vehicle we needed to re-focus ourselves on those practices shown to produce the best outcomes and to do so in a way that will institutionalize best practice. As an agency, we could not have invested our time more wisely than to align our operations with this model.”

- David Reilly, Former Executive Director, Texas Juvenile Justice Department

Finally, the training and technical assistance package includes a strong data collection and evaluation component. Dr. Jennifer Woolard, Associate Professor of Psychology at Georgetown University and Co-Director the University’s Graduate Program in Developmental Science, and her staff will provide training and technical assistance to sites to support data collection, analysis, and report writing related to the YICPM implementation. This effort, involving 13 days of consultation from Dr. Woolard and her team, is designed to measure the impact the YICPM has on changing practices and achieving positive outcomes.

In total, the training and technical assistance package includes a minimum of approximately 143 days of consultation from the lead consultants, specialized subject matter experts, and data consultants.

IV. Goals, Expected Outcomes and Evaluation

Please direct all questions to Darlene Conroy at darlene.conroy@cjca.net

The Youth in Custody Practice Model initiative is grounded in the belief that with the right services and supports, all youth can live healthy, productive and crime-free lives. CJCA and CJJR recognize that every effort must be made to support juvenile justice staff and partners because their jobs are extremely challenging. We also acknowledge that families and communities play critical roles in the process, and that protecting public safety is an essential element of the work. Given this foundation, the Youth in Custody Practice Model initiative is designed to help systems achieve four primary goals (as indicated in the “Background and Overview” section above):

1. Promote safe, fair and healthy environments for youth, staff and families;
2. Prepare, equip, empower and support staff to provide effective services;
3. Increase positive youth and family experiences and outcomes; and
4. Enhance community safety.

The table below lists some of the anticipated outcomes associated with each of the YICPM’s four goals. The extent to which they will apply to a specific site depends on the areas of need identified by the assessment process and targeted by the action plan.

Goal	Expected Outcomes
Safe, Fair and Healthy Environments	<ul style="list-style-type: none"> • Fewer incidents (e.g., youth violence, self-injurious behavior; restraint; seclusion); • Fewer on-the-job injuries to staff; • Increased youth, family and staff perceptions of physical, psychological and emotional safety; • More appropriate staff responses to youth behavior, including increased recognition of positive behavior and proportionate responses to negative behavior; • Fewer disparities in the treatment of youth of color; and • Increased youth access to strength-based, developmentally appropriate and trauma-informed approaches.
Staff Support	<ul style="list-style-type: none"> • Increased staff perceptions of being equipped for their jobs and being heard by management; • Increased program fidelity and policy compliance; • Increased staff recognition efforts; • Increased job satisfaction and staff morale; and • Decreased turnover and absenteeism.
Positive Youth and Family Experiences and Outcomes	<ul style="list-style-type: none"> • Improved positive youth outcomes (e.g., educational and employment readiness and other youth competencies) • Increased family participation and engagement in decision making and treatment; • Improved youth and family perceptions of being heard by staff; and • Improved youth, family and staff perceptions of one another.
Community Safety	<ul style="list-style-type: none"> • Improved youth connections to pro-social community partners and supports; • Improved staff responses to desired and undesired youth behavior;

	<ul style="list-style-type: none">• Fewer community revocations/technical violations; and• Decreased recidivism.
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As mentioned previously, a program evaluation will be completed to measure the effectiveness of the training and technical assistance and the sites' action plans in changing practices and achieving positive outcomes. The evaluation will describe the TTA activities of the YICPM and measure the implementation activities (outputs) that result from these interventions in the sites. This will require communication with the consultation team, including Dr. Woolard and her staff. Participating sites will be expected to use and potentially build upon their existing data to measure the extent to which the YICPM has been implemented with fidelity and improved outcomes are realized.

“As one of five private care management organizations contracted to deliver juvenile justice services in Wayne County, Michigan, StarrVista is always looking for ways in which we can provide services to our children and families that meet their risk and needs. Over the past year we have worked with the Youth in Custody Practice Model (YICPM) consultants who have guided us in assessing and enhancing our policies and practice. The YICPM initiative enables juvenile justice agencies to develop and refine policies and practice within a research-based structure. It is a blueprint that will result in improved outcomes for children and families while supporting and engaging staff. The YICPM is a ‘win-win’ on every level.”

- Michelle Rowser, CEO, StarrVista, Wayne County, Michigan

V. Participant Investment and Expectations

Implementing the YICPM will require a significant commitment from each of the participating sites. Our experience with the initial two YICPM cohorts and other initiatives makes us keenly aware of the investment of time and effort that is required for success. At a minimum, participating organizations should be prepared to engage in monthly conference calls, participate in at least six site visits (including covering the costs associated with convening the team members for each visit, as well as meeting preparation and follow-up), communicate regularly with the consulting team, drive the data collection process, and coordinate the various implementation groups (e.g., implementation team, workgroups, guiding coalition). We ask that each site thoroughly examine its level of commitment and the ability to support staff members in undertaking this work. In this regard, there is an expectation that each site will be ready to move rapidly in implementing the YICPM upon selection.

Sites will be expected to contribute \$205,000 to support the training and technical assistance. This fee covers the following:

- 18 months of technical assistance (a minimum of approximately 143 consulting days) from national experts, including the team of lead consultants, specialized subject matter

experts, and data consultants. The fee includes all consultant fees, consultant travel, and costs associated with conference calls and webinars;

- Evaluation of the effectiveness of the training and technical assistance and action plans in changing practices and achieving outcomes in the participating sites; and
- CJCA staff support for coordinating and managing all aspects of the project.

This fee must be paid in full prior to commencement of the training and technical assistance (if not received by April 1, 2019, implementation support will cease). Please note that the fee does not include the cost of local staff time devoted to this project. It is recommended that 50% of a staff person's time be dedicated to managing and coordinating this project. CJCA, CJJR and the consultants will work with this staff person to coordinate all aspects of the project.

VI. Application Process and Selection Criteria

Four sites (i.e., state or county juvenile justice agencies and/or facility provider organizations) will be selected to participate in the program through a competitive application process. The strongest applicants will have:

- A history of juvenile justice reforms;
- High-level commitment to quality system and practice improvements at the agency and facility levels, including through the use of policy development, training, quality assurance and performance measurement;
- The capacity to collect data over a sustained period of time through an existing information system in order to collaborate with the YICPM data collection and evaluation process; and
- A willingness to focus YICPM implementation in up to three facilities, with the goal of expanding implementation to other facilities in the jurisdiction (i.e., state, county or regional area).

These criteria ensure that the selected sites are ready and able to implement the reforms proposed by the YICPM.

On November 8, 2018 from 1:30 – 3 pm ET, CJCA and CJJR will host an informational webinar about the YICPM for prospective applicants (see “Key Dates” section below for webinar information). While participation on the webinar is highly recommended, it is not required. A summary of the questions asked and answered on the webinar will be posted on the CJCA and CJJR websites. All webinar attendees will be provided with a copy of the YICPM Abbreviated Guide, which provides an overview of the YICPM's goals, guiding principles, practice areas, and TTA approach. Teams unable to participate on the webinar who intend to apply to participate in the initiative may also request the YICPM Abbreviated Guide by emailing Darlene Conroy at darlene.conroy@cjca.net.

Applications must be submitted by 11:59 pm in the applicant's local time zone on January 11, 2019. The application guidelines are listed below. Please be sure to follow the instructions

provided as applications will be assessed on the basis of the four criteria listed above, as well as the clarity and completeness of responses to the application questions.

Finalists will be selected and notified by January 16, 2019. Between January 22, 2019 and January 25, 2019, CJCA and CJJR will host interviews with each finalist to further determine readiness to implement the YICPM. CJCA and CJJR will work with each applicant to identify a time for the one-hour interview. The interview must include the leader(s) of the applying organization(s) (e.g., director of the state or county juvenile justice agency and/or chief executive officer of the private facility provider organization), but also may include other key leaders, such as chiefs of staff and facility superintendents.

Selected participants will be notified on January 30, 2019. At that time, participants will receive further information in order to commence the training and technical assistance services on April 1, 2019. The first site visit with the consulting team will occur in late April or early May 2019.

VII. Application Guidelines

Applicants must submit responses to the application questions listed below. You may supplement responses with relevant attachments, though this is not required.

Application Questions:

1. Briefly describe the organization(s) applying for the YICPM initiative (e.g., state or county juvenile justice agency, private facility provider organization) and why you are interested in participating in the effort. Explain why you consider this work to be important and what you hope to achieve.
2. Identify any relevant system improvement efforts currently being implemented by your organization(s) and how the YICPM initiative would align with those efforts. Describe strengths and challenges faced by your organization(s) in leading reform initiatives (e.g., workforce readiness to engage in the work; policy development mechanisms; training capacity; quality assurance structures; communications infrastructure and supports).
3. Describe the facilities in which you plan to demonstrate the YICPM (up to three), including each facility's relationship to the agency/organization (e.g., operated by the agency or private organization), location, bed capacity, current number of residents, number of staff, general aggregate-level background information on residents (e.g., race, gender, offense types, risk levels, special needs), and any other information about the facility you deem important to note.
4. Each of the groups listed below is essential to implementing the YICPM. Indicate which of these groups (and/or any others) you intend to engage in the initiative.
 - Organizational Leader (e.g., Agency Director, Chief Executive Officer)
 - Chief of Staff
 - Clinical Staff (e.g., Qualified Mental Health Professionals, Counselors)

- Custody Staff (e.g., Supervisors, Unit Managers)
 - Data / Research Staff
 - Deputy Director (e.g., Residential Programs/Services)
 - Education Staff
 - Facility Superintendent(s)
 - Quality Assurance Staff
 - Reentry / Aftercare Staff
5. Indicate who has been identified to manage or coordinate the YICPM's implementation, his/her title, and how much of his/her time will be devoted to the initiative.
 6. Describe the ability and willingness of your organization(s) to collect and analyze data on practices and outcomes related to youth in custody. Identify any existing information systems, related data collection efforts (e.g., Performance-based Standards), and support staff you expect to engage in the YICPM work.
 7. Identify any existing local- or state-level leadership groups, committees, task forces, etc. (external to the agency) that you expect to support the YICPM's implementation. Briefly describe their composition, authority, organizational structure, history and leadership.
 8. Please acknowledge your understanding of the participant investment and expectations (see above), and if already identified, please describe how you plan to fund your participation in the program.
 9. Provide any additional information about your organization(s) or facilities that supports your application and that you wish to share with the selection committee. Please specifically address how you expect the selected demonstration facilities to lay the foundation for expanding the YICPM initiative throughout the jurisdiction.

All applications should use the following format:

- Microsoft Word or PDF format
- 12-point font
- Single spaced
- Include page numbers
- Maximum of 12 pages (not including the cover page and attachments)

Applications are due by 11:59 pm in the applicant's local time zone on January 11, 2019 and should be emailed to Darlene Conroy at darlene.conroy@cjca.net. All applications must include the cover letter below (which must be signed by the agency's or organization's leadership). If unable to scan the application cover sheet and send electronically, you may fax the cover sheet to 781-843-1688.

VIII. About CJCA and CJJR

Council of Juvenile Correctional Administrators

Please direct all questions to Darlene Conroy at darlene.conroy@cjca.net

The Council of Juvenile Correctional Administrators is a national non-profit organization formed in 1994 to improve local juvenile correctional services, programs and practices and to provide national leadership and leadership development for the individuals responsible for the systems. CJCA represents the youth correctional chief executive officers 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: the New Directors' Seminar for recently appointed chief executive officers; annual meetings for all directors offering sessions on best practices and evidence-based approaches; presentations at conferences hosted by other national organizations; and written materials to the public and policymakers about the issues in youth corrections. CJCA also provides information through quarterly newsletters, its website and blog.

CJCA is a founding member of the John D. and Catherine T. MacArthur Foundation's Models for Change Initiative and currently operates the CJCA Resource Center where it provides technical assistance and resources to the field. CJCA co-directed the National Center for Youth in Custody, an OJJDP-funded training and technical assistance center, and also developed Performance-based Standards (PbS), a program designed to provide facility leaders and staff with national standards to guide operations to best service youth, staff, families and communities and to continuously monitor daily practices and culture within facilities with performance outcome measures.

Center for Juvenile Justice Reform

The Center for Juvenile Justice Reform at Georgetown University advances a balanced, multi-systems approach to reducing juvenile delinquency that promotes positive child and youth development, while also holding youth accountable. Housed at the McCourt School of Public Policy, CJJR 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.

CJJR works to focus the nation's juvenile justice and related systems of care on the key principles embodied in an evidence-based juvenile justice reform agenda, utilizing a multi-systems approach. These include: an effective balance of prevention and intervention services; an individualized system of justice for youth; implementation of proven and effective practices; strong linkages to the community; and significant public engagement and building of public and political will.

Beyond providing information on these key principles CJJR also provides guidance and instruction on how to implement this reform agenda through the adoption of sound policy and practice. In this regard, the center supports the development of stronger leaders in the juvenile justice and related systems of care and helps them to achieve better outcomes for the young people in their care.

IX. Key Dates

<p>November 8, 2018</p>	<p>Webinar for interested parties and prospective applicants at 1:30 pm – 3 pm ET. To register visit: https://attendee.gotowebinar.com/register/296347365118586893. Those only able to attend by phone may call 562-247-8321 (code: 777-946-999#). A summary of the questions asked and answered on the webinar will be posted on the CJCA and CJJR websites. All webinar attendees will be provided with a copy of the YICPM Abbreviated Guide.</p>
<p>January 11, 2019</p>	<p>Applications due by 11:59 pm in applicant’s local time zone. May be emailed to CJCA Executive Assistant, Darlene Conroy, at darlene.conroy@cjca.net or faxed to 781-843-1688.</p>
<p>January 16, 2019</p>	<p>Finalists selected and notified.</p>
<p>January 22-25, 2019</p>	<p>Interviews with finalists to further assess readiness to implement the YICPM.</p>
<p>January 30, 2019</p>	<p>Selected participants notified and contracting process commences.</p>
<p>February 11-15, 2019</p>	<p>Orientation calls with participating sites.</p>
<p>April 1, 2019</p>	<p>Participating sites submit payment in full (implementation support will cease if the contract is not finalized and the payment has not been received).</p>
<p>April 1, 2019</p>	<p>Training and technical assistance commences.</p>

Youth in Custody Practice Model Initiative Application Cover Sheet

County/State/Regional Area Targeted for YICPM: _____

Applying Agency/Organization(s): _____

Point of Contact for Application Process

Name: _____

Title: _____ Organization: _____

Address: _____

Phone: _____ Email: _____

Agency/Organization Leader

Name: _____

Title: _____ Organization: _____

Address: _____

Phone: _____ Email: _____

Agency/Organization Leader (for joint applications; leave blank otherwise)

Name: _____

Title: _____ Organization: _____

Address: _____

Phone: _____ Email: _____

By signing below, I acknowledge the submission of this application and declare my support for implementation of the Youth in Custody Practice Model in up to three demonstration facilities identified herein.

Signature *Date*

Signature (for joint applications; leave blank otherwise) *Date*