

Citizens for Juvenile Justice
Framingham State University
Nonprofit Giving Course

How the funding will be used

Citizens for Juvenile Justice (CfJJ) is the only independent, non-profit, statewide organization that works exclusively to improve Massachusetts' juvenile justice system. We advocate, build coalitions, conduct research, and educate the public on important juvenile justice issues. Our projects and campaigns are developed through our organizational strategic planning process so that youth are treated fairly and no group of youth will bear a greater burden because of their race, gender, sexual orientation, disability status, neighborhood, or involvement in other state systems of care. Our annual budget is approximately \$600,000. Approximately 85% of our annual expenses are staff salaries and the remaining 15% are general operating costs. Funds provided by Framingham State University Nonprofit Giving Course will provide general support for our projects as outlined below.

Recognizing that in Massachusetts, 72% of youth who ended up involved in the Department of Youth Services had a history of involvement with our Department of Children and Families. The MSYP seeks to address the over-representation of child welfare-involved youth who "crossover" into the juvenile justice system. Through research and advocacy, the MSYP works to advance efforts that will expand and support mental health and educational supports to prevent these youth's entry into the juvenile justice system. Building on our quantitative research, which showed that three-quarters of incarcerated children have a child welfare history.

The "Leadership Forum" convenes key government officials including courts, state agencies and legislators and non-government child welfare and juvenile justice systems leaders who believe that promoting the positive development of youth and families is the best path to child well-being, healthy communities and public safety. The "Leadership Forum" prioritized reducing racial/ethnic disparities in the juvenile justice system.

Unlike many states, Massachusetts currently lacks any statutory or other statewide system for diverting young people away from formal justice system involvement. The Diversion Network uses community data, local input, and research, to envision a community informed, equitable pre-arraignment system that will keep youth out of court and hold them accountable in their own communities. The Network will engage community members in advocating for expanded, equitable access to alternatives to arresting children.

Emerging adults (youth aged 18-24) make up only 10% of the overall U.S. population, but represent 30% of the overall arrest rate, and have the highest recidivism rate, with 55% reconvicted within three years. The Emerging Adult Justice Project envisions reforms to shift the justice system to a more developmentally appropriate intervention for this population, including shifting the age of juvenile jurisdiction to include 18, 19, and 20-year olds through advocacy with key stakeholders, particularly legislators, the administration and local police chiefs.

CfJJ's legislative advocacy campaign acknowledges that we cannot do this work alone; we rely on convening allies to advance our advocacy through a statewide coalition. The Juvenile Justice Reform Coalition continues to grow and we are now at 59 endorsing organizations with a handful of others who sign on to certain issues, but not all.

In the fall, both Massachusetts House and Senate reported out omnibus criminal justice packages incorporating a wide range of reforms including, many of our policy priorities are currently pending for consideration. We are also pleased that we were able to push back against harmful proposals that would have either weakened these reforms or expanded the types of offenses for which young people would be eligible for adult sentencing. The debates were also instrumental in helping us identify legislators who are supporters or potential supporters (20 Senators and 89 Representatives), speaking to the impact of CfJJ's advocacy as well as the reach of our coalition members. Currently, several of our policy priorities are pending in conference committee.

Organization's short-term and long-term goals

CfJJ's Board of Directors developed a four year strategic plan to be executed from 2015-2018. This plan includes the following organizational goals:

1. Ensure that no young person is consigned to the adult system.
2. Ensure that youth do not enter the formal juvenile justice system unnecessarily.
3. Ensure that healthy development of youth is the primary goal of the system and policies and laws are consistent with research and best practices.
4. Reduce racial and ethnic disparities throughout the juvenile justice system.
5. Strengthen our organization so that it continues to be effective, sustainably funded, well-regarded and positioned for more growth and broader impact in the future.

Additionally, CfJJ has developed the following programmatic goals for 2018.

MSYP: Researching causes of young people crossing over from child welfare into the juvenile justice system.

1. To produce a white paper expanding on our *Missed Opportunities* report which will examine race/ethnicity data (by zip code), the neuroscience of trauma and the impact of untreated trauma on children's behavioral health. It will also discuss models for addressing the behavioral health needs of these children as a method of preventing future juvenile justice system involvement. This white paper will be shared with the state legislative subcommittee on Dual Status youth, and other key stakeholders and practitioners.
2. To convene a forum for 100 systems leaders, legislators, and practitioners, and explore subsequent training opportunities to disseminate the findings of our research, highlight models/solutions from within Massachusetts as well as from other jurisdictions, and advance the goal of preventing the entry of DCF involved kids, or their deeper involvement into the juvenile justice system.

Leadership Forum: A shared vision for children, youth and families who come into contact with the juvenile justice or child welfare systems

1. To develop a draft system-wide (rather than by agency only) five-year Strategic Plan for the Massachusetts Juvenile Justice system that meaningfully engages state, local, and community partners.
2. To mainstream racial equity through improved data collection and analysis; through implementation of strategies to reduce racial and ethnic disparities, and designing an interagency racial equity training curriculum building off of the current curriculum developed by the Leadership Forum.

Diversion Network Promoting a network of community-based services for young people and their families to prevent the need for juvenile justice system involvement

1. Develop a diversion action plan for the city of Worcester based on information collected from community focus groups conducted in 2018.
2. Launch a Network in a third city, working with community groups to conduct qualitative research about drivers of young people's justice involvement and opportunities for diversion.

Juvenile Justice Coalition: Legislative Advocacy Campaign

1. Secure 15 legislative champions who adopt our priorities in the 2019-2020 legislative session.
2. Add 10 new organizations to the coalition with geographic diversity.
3. Conduct 20 educational presentations on the key policy issues leading to increased grassroots activism.

Indicators of success

Each of our projects will measure the effectiveness of their work and use the information obtained to inform our work in subsequent years. The evaluation that each program area will use is outlined below.

The MSYP will be evaluated by forum attendance (goal of 100), and documenting where findings from our white paper are externally incorporated. Our goal is to work with member(s) of the legislative subcommittee on dually involved youth to develop legislative priorities to address the barriers young people in the child welfare system face to pre-emergency/mental health/behavioral health services.

The Leadership Forum will measure its first goal by evaluating the extent of community engagement in the development of the five-year strategic plan that includes universal and targeted strategies, tasks, and responsible parties and the attendance and action steps of the Leadership Forum members to implement the strategic plan.

The Leadership Forum's second goal will be evaluated by assessing the number of agencies that have reviewed and made adjustments to at least four policies through racial, ethnic

and gender equity lens to determine if race and/or gender neutral policies have a disparate impact on youth of color or other marginalized young people and to mitigate that impact as needed. It will also be evaluated by the number of *Seeing RED* (juvenile justice racial equity documentary) film screenings, and the number of facilitated discussions on racial/ethnic disparities across the state, the percentage of training participants reporting increased understanding of racial and ethnic disparities, and a willingness to take action.

The Diversion Network will measure its first goal by the publication of the Worcester action plan based on community input and assessing how many Network participants utilize the plan in their community, and the number of attendees at monthly action planning meetings.

The Diversion Network will measure its second goal by counting the number of focus groups convened (goal of 10), the number of participants in focus groups (goal of 100), and the number of people who attend the Network Conference (goal of 60). Additionally, the Network will measure its success by the creation of an action plan for a third city in the upcoming fiscal year.

Our Legislative Advocacy will include several measures including, passage of juvenile justice reform legislation and budget priorities, expanding the number of coalition members engaged in advocacy including their geographic representation, expanding the number of legislative supporters, and the amount of media coverage on our policies to help influence public opinion.

Evidence of sustainability

In 2015, CfJJ contracted with a nonprofit fundraising consultant to perform an assessment of the organization's fundraising program with the ultimate goal of growing revenue to ensure the long-term financial stability. In November 2017, based on recommendations from the assessment, CfJJ hired its first Development Director to work with the Board Development Committee to establish a written development plan that will diversify the organization's revenue sources. The focus of the plan will be to maintain current levels of foundation and corporate support and to expand our individual giving program.

Our individual giving program will be bolstered by our recent acceptance into the Falmouth Road Race "Numbers for Nonprofits" program. The program allows us to provide 20 runners with entries in the race in exchange for raising a minimum of \$750 for CfJJ. Successful organizations are able to request a larger number of bibs the following year. We project that we will not only be able to raise \$35,000 but also will gain 200 individual donors annually through this program. By increasing our individual donor pool we will also significantly increase our visibility and name recognition throughout the region.

Additionally, CfJJ was recognized in 2017 as a "Social Innovator" by the Boston Social Innovation Forum. As part of this recognition, we received capacity building assistance including: executive coaching, consulting services and exclusive opportunities to network with private foundation leaders. We anticipate that the relationship will yield not only short term benefits, but also long-term allies who will continue to support us in the future.

Demographics of recipients, staff, and board.

By advocating for systemic improvements in the juvenile justice system, CfJJ strives to improve the lives of young people who come into contact or are at-risk of contacting the juvenile justice system throughout Massachusetts. This population consists of predominantly poor young people of color, youth in the child welfare system, and young people with educational and mental health needs. Creating a fair and effective juvenile justice system in Massachusetts will benefit the youth, their families, their communities, and society as a whole.

CfJJ views racial diversity, economic diversity, and diversity in ability as particularly important in our work; children who enter our juvenile justice system are overwhelmingly Black or Latino, living in poverty, living with disabilities, involved in the child welfare system, or a combinations of these. In 2016, the Massachusetts Juvenile Detention Alternatives Initiative data indicated 68% of youth admitted into detention and 66% of youth committed in Massachusetts were black or Latino. In our *Missed Opportunities* report, CfJJ found that 39% of detained youth and 37% of committed youth in Massachusetts are child welfare-involved. CfJJ fully recognizes the need for these most impacted constituencies to be at the forefront of systemic reform.

Currently, CfJJ's staff and Board demographics do not mirror the constituencies we target. Recognizing this, CfJJ has made diversity an important hiring criteria and is seeking ways to expand our demographic representation. Several Board and staff do have personal experiences with the juvenile justice system both as young people family members of impacted youth or practitioners in the field.