



STATE OF WASHINGTON
DEPARTMENT OF CHILDREN, YOUTH, AND FAMILIES

1500 Jefferson Street, SE • P.O. Box 40975 • Olympia WA 98504-0975

Aug. 22, 2024

Welcome to the Green Hill Site Visit Report,

The conditions of confinement in our juvenile justice facilities are crucial to the rehabilitation and future success of the youth we serve. When I began hearing reports of compromised conditions due to overcrowding and staffing issues, I immediately reached out to national experts to conduct an independent review.

I would like to share the results of a comprehensive third-party review of conditions at Green Hill School, which was initiated in April 2024 and conducted by the Council of Juvenile Justice Administrators in July 2024.

The review, conducted by a team of renowned juvenile justice experts, has resulted in a series of recommendations that align with ongoing efforts to improve the juvenile justice system.

Key findings and recommendations include:

- Population at Green Hill School should not exceed 180 young people.
- Idleness reduction is imperative.

These recommendations echo initiatives we have been advocating for. This external validation reinforces the importance of our work and the direction we're taking.

We are prioritizing the following actions in this year's budget requests:

- Smaller, more therapeutic facilities.
- Safe, therapeutic staffing levels.
- Transparent, internal processes for both infractions and positive behavior management.
- Mental health, substance use, and wellbeing initiatives to prioritize treatment and rehabilitation.
- Personalized education and vocational programming to ensure successful transitions back to community.

Improving conditions of confinement is not just about meeting basic needs. It's about creating an environment that fosters rehabilitation, education, and personal growth. JR remains committed to transparency and continuous improvement in juvenile justice practices.

Thank you,

Felice Upton
Assistant Secretary of Juvenile Rehabilitation

Report Submission Date:
August 9, 2024

WASHINGTON STATE DEPARTMENT OF CHILDREN, YOUTH AND FAMILIES DIVISION OF JUVENILE REHABILITATION

Green Hill School
Site Visit Report

Consulting Team:

Mike Dempsey, CJJA Executive Director
Wendi Davis, CJJA Assistant Executive Director
Natalie Walker, CJJA Director of Administration



Council of Juvenile
Justice Administrators

Table of Contents

Executive Summary	_____	3
Methodology	_____	6
General Observations	_____	7
Observations and Recommendations	_____	9
Prioritized Recommendations	_____	15
CJJA and Consulting Team	_____	16

Executive Summary

This document shall serve as the final report for the contract between the Council of Juvenile Justice Administrators (CJJA) and Washington State Department of Children, Youth and Families' (DCYF) Juvenile Rehabilitation. Washington State DCYF Juvenile Rehabilitation submitted a request for CJJA to review the policies, procedures, and operating practices specific to living conditions, incidents of violence, facility operational capacity, and the overall culture and atmosphere of Green Hill School facility.

CJJA has assessed the overall culture and atmosphere of the Green Hill School facility to include but not limited to uses of force, incidents (fights, assaults, major disturbances, use of room confinement and isolation practices), and overall youth and staff safety and wellness. CJJA further assessed the Departments current ability to provide services and operations in a therapeutic, homelike environment that promotes positive youth development for long-term outcomes which also promote public safety outcomes. Information and findings contained in this report are generated from site visit observations, interviews with staff and youth, and limited review of operational policies and procedures.

To begin with, the Green Hill School facility is overcrowded, which leads to prolonged periods of youth in their rooms (operational isolation) due to lack of sufficient staff to supervise activities outside of their rooms in a safe and meaningful manner. Research indicates that overcrowding and extended room confinement increases incidents of violence (fights and assaults), impacts youth and staff's perception regarding safety (higher rates of reporting safety concerns and fear for safety), and contributes to the overall facility culture and environment (deplorable living conditions, decreased programming, negatively impacting staff wellness).

Higher population levels within a facility have a direct correlation to increased rates of violence and heightened fear for safety for both youth and staff, which reduces positive outcomes and increased recidivism rates for youth entrusted to the care of the DCYF. In short, no positive interactions, programming, or outcomes are being achieved as a result of the high population census and the concerning demographics of the population being served at the facility, with the primary concerns centering around youth ages (12-25) and both juvenile and adult convicted youthful offenders being held at the facility. While CJJA

certainly agrees with the concept of serving all these youthful offenders in the juvenile justice system, it becomes very concerning and challenging to do so in a facility serving such a wide range of ages, sentences, risks and needs, within the same facility.

Green Hill School facility is budgeted for 173-177 youth, which in and of itself is too large to create a true therapeutic environment focused on positive youth outcomes. While on-site, it was reported that the population was 188 youth. The population has been as high as 245 youth. There were approximately 40 adult-sentenced youth transferred from Green Hill School to adult Department of Correction (DOC) facilities, which was necessary in order to reduce the population to a more management level. CJJA also notes that the DCYF closed another youth facility several years ago which resulted in a significantly reduced overall population capacity, which is now having severe repercussions on the Green Hill School facility, to include overcrowding, increased incidents of violence, and significantly poorer living conditions. The data we reviewed during this assessment clearly indicates a steady increase in bed-capacity needs for the agency. The facility population should be no more than the budgeted operational capacity and should eliminate double bunking to reduce overcrowding and improve living conditions. A strategic plan should be developed to replace Green Hill School facility with smaller, more home-like and therapeutic facilities (4 facilities with 60 beds each). Washington Juvenile Rehabilitation houses youth up to the age of 25 years old. There are currently 85-95 youth in Green Hill School that are in the 21-25-year-old age range with adult criminal sentences. A better facility model would allow Washington Juvenile Rehabilitation the authority to classify youth ages 18-25 years old to a separate secure facility while allowing for Assistant Secretary waiver authority to maintain well-behaved and lower functioning youth to remain in the juvenile facility when deemed most appropriate to meet the needs of the youth and/or agency. This would allow juveniles and youthful offenders to receive programs and services appropriate for their age and assist with transition to adulthood, particularly for those that will eventually transfer into the adult DOC. By housing the older youth population together, those with the adult criminal sentences, the agency would be better equipped to manage the populations of both the juvenile and adult sentenced youth.

It is important to note that a full schedule of programming is the cornerstone of a well-functioning juvenile facility. Adolescence is a time of physical, intellectual, and emotional growth, and adolescents are physically active by nature. It is important to provide structured activities to enable youth to channel their energy in productive ways. Failure to provide youth with a full schedule of programming results in idleness, boredom,

misbehavior, and confrontations with other youth and staff. Youth behavior issues are especially problematic and exacerbated by excessive idleness and boredom, particularly with youth with disabilities. Once again, it is important to be able to manage the populations to their specific needs based on age, risks, needs, and sentence types. It is just as important to ensure staff receive appropriate training specific to the type of population they are working with, there is a difference on training curriculums and skills that staff need when working with younger youth with juvenile sentences compared to those working with an older, adult sentenced population.

Although youth at the facility need some “down time” each day, the team recommends minimizing the amount of unstructured time in assigned seating and maximizing the number of structured activities for youth at the facility. There are many ways to develop structured activities. Facility administrators should reach out to local and nearby resources to bring people in voluntarily on a regular basis. For example, faculty at local colleges could provide volunteer classes on natural resources, conservation, and recreation. Staff at local financial institutions or other businesses may be able to provide advice on job-seeking, marketable skills, and employer expectations. Unit staff could lead discussions on health, hygiene, and mental health issues, including how youth can keep themselves healthy and avoid dangers from smoking, drinking, illegal substances, and unprotected sex. Many staff in the facility may have skills in cooking, music, art, poetry, or drama that they can share with youth. Additional athletic activities, in which all youth can be involved, would also be beneficial. It is important for leadership to embrace the concept of staff-youth relationship building to foster trust and allow staff and youth to build healthy and positive relationships in which staff can serve as mentors and provide positive youth development.

Overall, there is a need to focus on basic safety and evidence-based practices which are proven effective with youth, which include providing services and programs in smaller, more homelike therapeutic environments. Basic practices include living conditions, programmatic schedule (education, treatment, visitation/family engagement, recreation, volunteer, religious services), youth and staff accountability and communication.

(Remainder of page intentionally left blank.)

Methodology

There are inherent limitations in this type of assessment. The team did not interview every staff member at the facility, nor did it visit the facility over an extended period of time. The limited time on-site also prevented the team from observing all operational posts involved in a 24/7 secure facility. Nevertheless, the review of policies, available data, and records; the extensive interviews conducted with administrators, staff, and youth; the experience of the members of the team; the observations made throughout the facility; the team members' experience with the PbS; and the receipt of consistent information from multiple sources provided a strong foundation of information for developing this report.

The onsite Green Hill School facility visit was conducted on July 16, 2024. The onsite consulting team consisted of the Executive Director of Council of Juvenile Justice Administrators (CJJA), Michael Dempsey, Assistant Executive Director of CJJA, Wendi Davis, and Director of Administration of CJJA, Natalie Walker. The facility visit included a meeting with agency and facility leaders, a facility tour, and conversations with youth and staff. The purpose of the tour was to visually inspect living conditions; observe youth and staff interactions; examine safety and security operations; and determine program alignment with best practices in the field of juvenile justice. Prior and after the site visit, we reviewed policies and documents related to facility operations and procedures.

(Remainder of page intentionally left blank.)

General Observations

This report assesses the current conditions of confinement at Green Hill School facility, highlighting areas of concern and providing recommendations for improvement. Each section covers key aspects including security, operations, unit management, programming, education, cleanliness, visitation, and family engagement. Additionally, the top five immediate recommendations are highlighted for priority action.

During the Green Hill School facility visit, the physical plant is in poor condition. The facility is upkept, dirty, and cluttered. We observed graffiti throughout the facility, youth had excessive personal property in their rooms, the housing unit floors were cluttered with trash and clothing items, and food items leftover from the breakfast meal. We were touring the units while lunch was being served. Food was being served on paper dinnerware (paper plates, bowls and cups). The facility overcrowding contributes to the deplorable living conditions.

Additionally, we recognized several serious underlying security concerns that may be contributing to safety, security, and increased incidents of violence directly related to the introduction of contraband and drugs into the facility. The body scanners at the facility entry are a good way to detect contraband/drugs on the person and items carried into the facility. One issue discovered was the inconsistency regarding searching staff entering the facility. The current process has staff pressing a button to identify if the individual will or will not be searched utilizing the body scanner. While the random search process allows for faster processing of persons into the facility, the randomness also permits the introduction of contraband/drugs into the facility. The randomness is set at 75%, which permits 25% of staff to enter the facility without being searched. Facility leadership advised that all visitors are searched via body scanner. **Recommend utilizing the scanner for all staff entering the facility.**

Subsequently, youth are in isolation and room confinement due to behavior issues or staffing. When the facility experiences low staffing, they place youth in their rooms on split schedules (operational room confinement). Facility leadership discussed incidents in which youth refused to comply with staff directions to be secured in their rooms. Due to prolonged periods of isolation and room confinement, youth act out and refuse causing further issues including delayed access to bathroom for youth secured in their rooms.

The youth bedrooms at Green Hill Facility are “dry cells” meaning there is no access to a toilet and sink in their room. Staff reported that youth urinated in their bedrooms due to the lack of access to a bathroom. The facility should develop a modified daily schedule to ensure youth have scheduled time out of their rooms on a consistent basis. Staff “rovers” move from unit to unit to ensure youth have structured allotted out of room time. The schedule should be communicated to youth and followed to ensure equitable time for all units. Research shows the negative impact room confinement has on youth who have a history of trauma and in addition, excessive room confinement could lead to a CRIPA investigation and potential litigation.

Lastly, we observed idleness at the facilities. The facility schedule mainly consists of educational programming. They were in summer school session. Daily schedule lacked treatment programming and activities for youth engagement. Youth expressed the desire for additional vocational and programming opportunities. Increasing meaningful youth programs and activities schedule outside of the education schedule will help in reducing youth idleness during evenings, thereby reducing the opportunity for behavioral incidents. Each facility should gather interests from staff, volunteers, youth and their families regarding meaningful and structured programs and activities to implement.

Green Hill School leadership should focus on basic safety and evidence-based practices which are proven effective with youth to improve facility culture. Basic practices include living conditions, programmatic schedule to include, but not limited to, education and vocational opportunities, treatment groups, visitation/family engagement, recreation, volunteer, religious services, youth and staff accountability and communication.

We would like to highlight the recent facility improvements to include a remodeled housing unit and newly constructed gym and multi-purpose building. The Baker North unit was recently remodeled and included a kitchenette area. There were no youth assigned to the unit at the time of our tour. Facility leadership advised that youth would be moving into the unit that afternoon. The Baker North unit will be utilized as a transitional, honor unit. Youth will apply to participate in the unit program. The multi-purpose/gym building will allow for multiple activities to occur simultaneously. The new equipment includes a golf simulator. There is a theatre stage which can be used for facility assemblies, guest speakers and volunteer activities (example: drama club). The facility has a good dining area that is not being utilized. By having youth eat in the dining area, it would ensure the food is served in a sanitary manner and correct temperature.

Observations and Recommendations

Security

Observations

- Security measures at Green Hill Juvenile Facility are inadequate. Additionally, there is a lack of consistent security training and protocol adherence among staff.

Recommendations

- The facility policy should mandate that all staff entering the facility are processed through the body scanner.
- Implement regular training. Conduct mandatory security training sessions for all staff.
- Enhance surveillance. Install additional cameras and improve monitoring systems.
- Strengthen contraband control. Develop and enforce stricter contraband control measures.

Operations

Observations

- The facility is overcrowded and operating above its intended capacity. The physical plan is in poor condition, cluttered and dirty, and there is no enforced staff dress code. Common spaces (programming/group rooms) were utilized for storage of broken equipment and furniture). Youth rooms had excessive personal property. These issues contribute to operational inefficiencies, safety hazards, and a chaotic environment that impacts youth and staff wellness. There are concerns about the lack of randomness in youth safety/wellness and suicide check logs.

Recommendations

- A strategic plan should be developed to replace Green Hill School facility with smaller, more home-like and therapeutic facilities (4 facilities with 60 beds each).
- Enforce capacity limits. Ensure the facility population is no more than 180 youth and eliminate double bunking. A better facility model would be to classify youth ages 21-25 years old to a separate secure facility. They would receive programs and services appropriate for their age and assist with transition to adulthood. By housing the older youth together, the agency would be better equipped to manage the population.

- Improve the physical plant. Prioritize repairs and maintenance to improve the facility's condition. Organize and remove clutter throughout the facility.
- Youth rooms were cluttered and had excessive property. Enforce youth property limits. Incentivize unit cleaning.
- Implement staff dress code. Enforce a professional dress code (business casual) for staff to maintain a standard of professionalism. Staff dress code and professional appearance convey staff caring about their job and role in the facility.
- Streamline operations. Develop a strategic plan to optimize operations and reduce overcrowding.
- Increase the utilization of Guard 1 system at Green Hill School to provide a process for monitoring safety welfare checks of youth for all types of room confinement. Guard 1 allows for staff to youth behavior while in their room (examples: sleeping, quiet activity [reading, writing], yelling, banging on wall/door, etc.). The facility is not currently utilizing all the options available via Guard 1 to better track youth confinement. The Guard 1 system electronically records when and where safety welfare checks were conducted by staff, including their observations of youth behavior at that time. The Guard 1 system has the ability to create a report of completed and missed checks.

Unit Management

Observations

- Units such as Willow and Cypress are dirty, cluttered, and poorly managed. Youth idleness is high across all units. There is a lack of clear communication about unit placement and grievance procedures.

Recommendations

- Enhance cleanliness. Implement regular cleaning schedules and inspections. Organize areas and remove clutter throughout the facility, including youth rooms. Enforce youth property limits. Incentivize unit cleaning.
- Reduce idleness. Introduce structured activities and programs to keep youth engaged.
- Improve communication. Clearly communicate unit expectations and procedures to youth.

- Address overfamiliarity. Rotate staff assignments to prevent overfamiliarity and maintain professional boundaries.

Programming

Observations

- Programming opportunities are limited, contributing to youth idleness and lack of engagement. The new gym and multi-purpose building is underutilized.

Recommendations

- Expand programs. Evidence-based literature in juvenile justice has shown programs that have the greatest impact on youth (reducing the likelihood to recidivate) are those that have structured treatment activities between 35 and 50 hours per week (including school hours). Introduce a variety of evidence-based rehabilitative and recreational programs. Suggested treatment groups include the below and /or other evidence-based groups that are appropriate to the population and support the individual treatment plan (providing to serve as examples and are not an all-inclusive list):
 - Dialectical Behavior Therapy (DBT) – 1 ½ hours, 1x week
 - Thinking for a Change (1 ½ hour, 1 x week)
 - Seeking Safety (1 ½ hours, 1x week)
 - Relapse Prevention (1 ½ hours, 1 x week)
 - Why Try (1 hour, 1 x week)
- Utilize campus facilities. Make better use of the gym and other recreational areas.
- Personalize plans. Develop individualized program plans for each youth.
- Engage staff, volunteers, youth, and families in building a creative process for all to provide input and ideas on reducing youth idleness and implementing more meaningful and structured activities. This should include ideas that increase and help develop more meaningful interactions and relationships between youth and staff.
- Have posted daily schedule of activities that is reviewed and approved by leadership. Facility leaders should do quality assurance checks to ensure staff are following the schedule with respect to activity and times listed on the schedule. Any deviations should have supervisor approval.

- Develop a full schedule of structured activities for afternoons, evenings, and weekends, by reaching out to local and nearby resources. Survey youth to gauge their interests. The activities might include, but not be limited to, topics such as natural resources and recreation, vocational education and advice, health and mental health issues for adolescents; entertainment and enrichment activities such as cooking, music, art, poetry, and drama; and tournaments or other activities involving sports in addition to basketball.
- Evaluate effectiveness. Regularly assess program outcomes and adjust as needed. All units should be required to conduct regular fidelity checks of treatment groups. These fidelity assessments include group observation, completing a fidelity form, and providing the group facilitator with feedback. The fidelity check would include areas such as how well the facilitator was prepared; did the facilitator follow the manual; did they demonstrate appropriate listening skills; pacing of the group; whether facilitator used verbal praise, tangible reinforcers, and appropriate sanctions to discourage inappropriate behaviors; did the facilitator teach the new skill by first explaining the skill, modeling the skill, and then having youth practice/role play the skill (providing youth feedback). Ensuring treatment is a recipe for success in terms of producing positive youth/program outcomes.

Education

Observations

- Educational services are inconsistent, with many youth confined to their rooms without adequate access to education.

Recommendations

- Improve access. Ensure all youth have access to quality educational programs.
- Train educators. Provide specialized training for teachers working in the facility and with the juvenile population.
- Regular assessments. Conduct regular educational assessments and tailor programs to meet individual needs.

Cleanliness

Observations

- The cleanliness of the facility is a major concern, with many units being described as dirty, cluttered, and unkept. There are issues with food service cleanliness and overall hygiene standards. Chemicals utilized for cleaning were not secured on the unit.

Recommendations

- Standardize cleaning and chemical protocols. Develop and enforce strict cleaning schedules and protocols. Ensure chemicals utilized for cleaning are tracked and recorded.
- Regular inspections. Conduct frequent cleanliness inspections and address issues promptly. Organize and remove clutter throughout the facility, including the youth rooms. Enforce youth property limits. Incentivize unit cleaning.
- Improve food service. Ensure food is served in a sanitary manner and improve the cleanliness of food carts. Youth should return to eating meals in the dining room.
- Engage youth. Involve youth in maintaining cleanliness to instill a sense of responsibility.
- Develop a youth advisory council. Youth should be provided the opportunity to communicate, advocate and provide feedback to facility leadership. Creating a diverse youth advisory council will aid in improving services to youth. Create incentives around participation (points, snacks, extra phone calls, etc.). Incorporate skill building such as note taking, surveys, idea sharing, presentation, research, proposal development, teambuilding, etc. Youth and facility leadership jointly create expectations for the youth advisory council. Conduct youth advisory council meetings monthly. A suggestion is to begin with youth on the highest level but ensuring that once the council is established, opening it up for youth at any level to participate.

Visitation

Observations

- Visitation policies and facilities are not family-friendly or conducive to positive family interactions. Visitation is offered only at the weekends.

Recommendations

- Enhance visitation areas. Create welcoming and comfortable visitation areas.
- Flexible schedule. Offer flexible visitation hours to accommodate families and their schedules.
- Supportive environment. Foster a supportive atmosphere for family visits.

Family Engagement

Observations

- Family engagement is inconsistent, with limited structured programs to facilitate regular family involvement.

Recommendations

- Develop family engagement programs. Create programs to regularly engage families in the rehabilitation process.
- Encourage communication. Promote regular and meaningful communication between youth and their families.
- Create a Family Advisory Council. Family engagement is critical to all youth in custody. Understanding that increasing family engagement and gaining support and involvement from family members can be challenging based on location of the school and their home communities, creating flyers/signage to hand out during visitation/post in visitation (youth can create) and planning the meetings on the days of visitation would be a good start. Develop parent orientation, parent to parent support groups, family therapy. Engage mental health staff in the Advisory Council. Providing tours of the facility for parents/guardians can be an effective means to gain better understanding of the facility culture, operations and, most importantly, provides parents with a point of reference for where their child is living.
- Provide resources. Offer resources and support for families to stay connected with their child(ren).

Prioritized Recommendations

- 1) **Strategize Capacity Limits:** Ensure the facility houses no more than 180 youth and eliminate double bunking to reduce overcrowding and improve living conditions. There are currently 85-95 youth in Green Hill School that are in the 21–25-year-old age range. A better facility model would allow Washington Juvenile Rehabilitation the authority to classify youth 21-25 years old (18+ with waiver approval) to a separate secure facility that can focus on the individual needs of older youth, specifically those with adult criminal sentences. While these youth need additional programs and services that can best be provided through the juvenile justice system, there is a balance which needs to be considered in order to consider the impact on and needs of the younger populations within the system. By establishing a unique “youthful offender” population facility, the benefits would be twofold, first by providing programs, services, and staff training more specific to the needs of this older population, and secondly by reducing the population level of the Green Hill facility making operations of that facility more manageable and improving overall conditions of confinement, reducing incidents of violence, and improving long-term outcomes for youth entrusted to the care of Washington State Department of Children, Youth, and Families, Division of Juvenile Rehabilitation. Under this model, youth would receive programs and services appropriate for their age and assist with transition to adulthood. By housing the older youth together, the agency would be better equipped to manage the population.
- 2) **Security Process:** The facility entrance policy and procedure should mandate that all staff entering the facility proceed through the body scanner to circumvent the introduction of contraband. Enhance video surveillance (cameras, retention of video recordings) to improve monitoring ability. Conduct mandatory security training for all staff to improve knowledge and awareness. Training should also include staff boundaries to address youth-staff familiarity.
- 3) **Enhance Cleanliness Standards:** Develop and enforce strict cleaning schedules and conduct regular inspections to improve the overall hygiene and cleanliness of the facility.
- 4) **Expand Rehabilitative Programs:** Introduce a variety of evidence-based rehabilitative and recreational programs to engage youth and reduce idleness. Revise current behavior motivation program. Develop and implement a robust behavior motivation and incentive system to include measures and rewards for pro-social behaviors.
- 5) **Improve Physical Plant Conditions:** Prioritize repairs and maintenance to address the poor condition of the facility and create a safer and more welcoming environment.

CJJA and Consulting Team

The Council of Juvenile Justice Administrators (CJJA) is committed to improving outcomes for youth and their families engaged in the juvenile justice system. We work with all juvenile justice leaders to provide them with education, resources, training, leadership development, research, and best practice opportunities to help them improve their systems, cultures, programs and services they provide to the youth entrusted to their care. We believe in working to ensure that only those youth posing a true and significant public safety risk should be placed in secure facilities and that, when necessary, those facilities should be focused on providing the right type of educational, vocational, and treatment programs in a therapeutic and trauma-informed care environment.

The Council of Juvenile Justice Administrators (CJJA) is a national non-profit organization, formed in 1994 to improve local juvenile justice services, programs and practices so youth within the systems succeed when they return to the community. The CJJA mission is “To provide opportunities to connect, develop and support juvenile justice leaders to strengthen their abilities to implement and sustain transformational practices that will improve outcomes for youth, families, and communities.” Our underlying belief is that every youth should leave a juvenile justice program in a better place than when he or she came into the program and/or system.

CJJA provides national leadership and leadership development for the individuals responsible for the juvenile justice systems. CJJA represents the juvenile justice CEOs in 50 states and major metropolitan counties. We fulfil the organization’s mission through educational activities and programs as well as research and technical assistance projects. These education activities include up to three annual meetings free for all directors offering sessions on best practices and evidence-based approaches.

Additional areas of involvement include working with the Annie E. Casey Foundation on various projects, including the annual Leadership Institute meeting wherein leaders from all CJJA participating jurisdictions are invited to attend a two-day leadership training and networking opportunity focusing on relevant topics for system improvement and reform, such as developing Trauma Informed Care environments. CJJA’s work also involves partnering with the Council of State Governments (CSG) Justice Center to develop and implement its comprehensive Juvenile Justice Project as well as assisting Pew Charitable

Trusts (Pew) in the educational work of their state centered Public Safety Performance Project (PSPP). CJJA's national level involvement includes developing national standards for reentry and providing technical assistance to a variety of jurisdictions throughout the country on various topics in juvenile justice. CJJA focuses on improving conditions of confinement, reducing incidents of violence, and improving long-term outcomes for youth and families. In addition, CJJA aims to improve the quality and wellness of staff supervising and providing treatment to youth.

The CJJA consulting team included the CJJA Executive Director, CJJA Assistant Executive Director, and CJJA Director of Administration. A brief explanation of professional background is provided below for reference.

Michael Dempsey, CJJA Executive Director

Contact Information: (E) michael.dempsey@CJJA.net (c) 765-617-6562

Mike previously served as Executive Director of the Indiana Department of Corrections, Division of Youth Services from 2009 to 2015. He began his work with the Indiana Department of Corrections as Superintendent of the Pendleton Juvenile Correctional Facility in June 2006. Prior to moving to Indiana, he served as the Superintendent of the Kansas Juvenile Correctional Complex for approximately two and a half years. He began his career in corrections with the Missouri Department of Corrections, starting as a Corrections Officer at the Missouri State Penitentiary in 1985. Since that time, Mike has held positions as a Correctional Sergeant, Lieutenant, Captain and Major. He has also held positions as Correctional Training Officer, Internal Affairs Investigator, Assistant Superintendent and Associate Superintendent.

He has extensive experience with CJJA and Performance-based Standards (PbS). He served as president of the CJJA Board of Directors for two years (2012-2014), and on the PbS Board of Directors for four years, two of those years as president. Mike was an active member of CJJA while he was director of Indiana DYS. Mike has over 30 years of experience working in both adult and juvenile correctional and detention facility settings and continues to be committed to assisting juvenile justice systems on improving

conditions of confinement, reforming systems, and improving long-term outcomes for youth.

Mike holds a Bachelor of Science degree in Public Administration and Criminal Justice and has been actively involved with the American Correctional Association (ACA) as a member and certified auditor. He mostly served as the President/COO of Youth Opportunity Investments and brings a unique experience and perspective in both the public and private sectors in the juvenile justice field.

Wendi Davis, CJJA Assistant Executive Director

Contact Information: (E) wendi.davis@cjja.net (c) 614-556-7887

Prior to joining CJJA, Wendi Davis was the Deputy Director of the Division of Facility Support for the Ohio Department of Youth Services. She was responsible for security, operations, and treatment within DYS facilities. The Division also included Medical and Mental Health Services and the Buckeye United School District. Serving as a trusting advisor, Wendi served as a mentor to those who worked under her leadership.

With over 26 years of experience in criminal and juvenile justice, Wendi has served on numerous national and statewide policy committees and councils. During her career, she has presented to various audiences on a wide range of criminal justice topics. Her breadth and scope of the criminal justice field, specifically correctional administration, makes her not only a leader, but also a subject matter expert.

Wendi is a strong advocate of system reform, which includes encouraging systems to develop innovative and effective educational opportunities for youth. To fulfill this passion, she has served on the boards of two charter schools: Columbus Preparatory Academy and Columbus Arts and Technology Academy. Wendi was also a member of the Executive Committee for Buckeye Charter School Boards, which is charged with strengthening charter school boards throughout the state of Ohio.

Wendi earned a Bachelor of Arts degree and a master's degree in Business Administration from Franklin University (Ohio) with a concentration in Leadership.

Natalie Walker, CJJA Director of Administration

Contact Information: (E) natalie.walker@cjja.net (c) 765-425-6568 www.cjja.net

Prior to joining CJJA, Ms. Walker spent over 20 years with the Indiana Department of Correction. Natalie started her career with IDOC as a correctional officer. The last 4 years of her tenure was spent serving as Assistant Director for IDOC Division of Youth Services. In that role, she aided in overseeing operations, treatment and re-entry at Indiana DYS facilities. Ms. Walker oversaw the implementation of evidence-based programming, monitored compliance with Division's policies, and provided support to facility and agency heads. During her career, Ms. Walker participated as a panelist for presentations regarding juvenile justice practices.

Natalie has experience with Performance-based Standards (PbS) as a Site Coordinator and State Coordinator. Indiana PbS sites consists of DYS facilities, 3 detention centers and 1 community-based program. Ms. Walker supported the sites with the PbS cycle of data collection, reviewing reports and development of facility improvement plans.

Natalie holds a Bachelor of Arts degree in Psychology from DePauw University, Indiana.

(Remainder of page intentionally left blank.)



Council of Juvenile
Justice Administrators

Contact Information

350 Lincoln Street, Suite 2400

Hingham, MA 02043

Phone: (781) 843-2663

E-Mail: info@cjja.net

Web: www.cjja.net