

# Models for Change 2009 Update:

## Core State Progress

## Models for Change

Models for Change is an effort to create successful and replicable models of juvenile justice reform through targeted investments in key states, with core support from the John D. and Catherine T. MacArthur Foundation. Models for Change seeks to accelerate progress toward a more effective, fair, and developmentally sound juvenile justice system that holds young people accountable for their actions, provides for their rehabilitation, protects them from harm, increases their life chances, and manages the risk they pose to themselves and to the public. The initiative is underway in Illinois, Pennsylvania, Louisiana, and Washington, and through action networks focusing on key issues in California, Colorado, Connecticut, Florida, Kansas, Maryland, Massachusetts, New Jersey, North Carolina, Ohio, Texas, and Wisconsin.

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**ModelsforChange**  
Systems Reform in Juvenile Justice

# Models for Change 2009 Update: Core State Progress

Models for Change is a national juvenile justice reform initiative supported by the John D. and Catherine T. MacArthur Foundation. Formally launched in Pennsylvania in 2004, and now working in 16 states and all regions of the country, Models for Change is an effort to guide and accelerate the nation’s momentum toward more rational, fair, effective, and developmentally appropriate approaches to juvenile justice, through targeted investments in innovative policy and practice models that can be studied and shared.

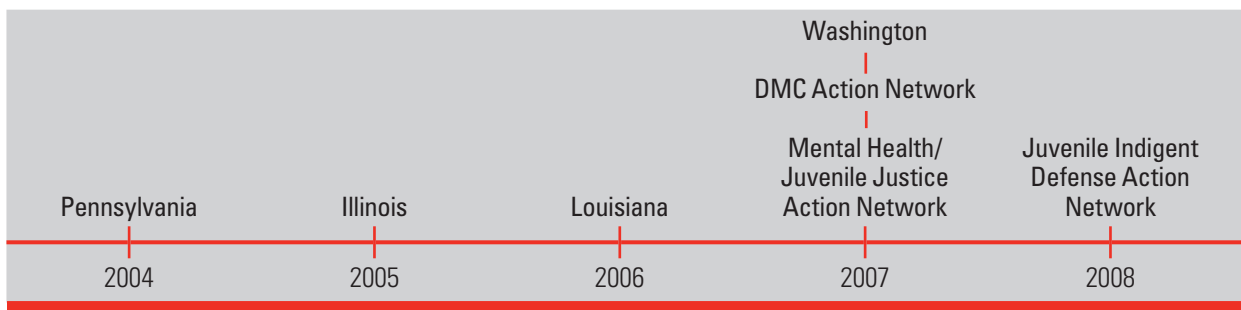
Central to the Models for Change strategy is its long-term partnership with four key states: Pennsylvania, Illinois, Louisiana, and Washington. By supporting comprehensive reforms in these core states, chosen for their prominence, diversity and readiness for change, Models for Change seeks to create a variety of models of system reform that other jurisdictions can learn from and emulate. In each of these states, a lead grantee organization has been given primary responsibility for identifying key policy and practice improvement areas that will serve as leverage points for broader system reform, creating a long-term work plan to target those leverage points, and coordinating and monitoring its implementation. A range of in-state grantees, including state and local government agencies and county or parish demonstration sites, are funded to carry out the work of bringing about change in the targeted areas. A “National Resource Bank” of prominent juvenile justice organizations provides the expert consulting and technical assistance services that state and local partners need to succeed.

Following the formal launch of Models for Change in Pennsylvania in 2004, the initiative expanded to Illinois in 2005, to Louisiana in 2006, and to Washington in 2007. Because of this “rolling start,” Models for Change is in completely different stages of development at different locations. This *2009 Update* describes the current status of Models for Change-supported work in all four core states, with more detail and progress highlights provided for those states where the initiative has been at work the longest. The information presented here is taken from a series of issue-focused summaries prepared for the MacArthur Foundation by the National Center for Juvenile Justice, which, as “Technical Resource Center” for the initiative, assists the Foundation with coordination, documentation, and tracking of progress towards outcomes.

In addition to the work in the four core states described here, Models for Change supports three multi-state “Action Networks” that provide collaborative platforms for sharing change strategies and best-practices on three issues common to juvenile justice reform nationwide: reducing racial and ethnic disparities; meeting the mental health needs of youth in contact with the juvenile justice system; and improving the quality of juvenile indigent defense. Models for Change also sponsors an ambitious program of research that is expanding the evidence base for juvenile justice reform. More information and current updates regarding these aspects of Models for Change are available at [www.modelsforchange.net](http://www.modelsforchange.net).

## Models for Change Timeline

Models for change had a rolling start, with core states joining the initiative in each year from 2004 through 2007, and Action Networks created in 2007 and 2008.



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# Pennsylvania

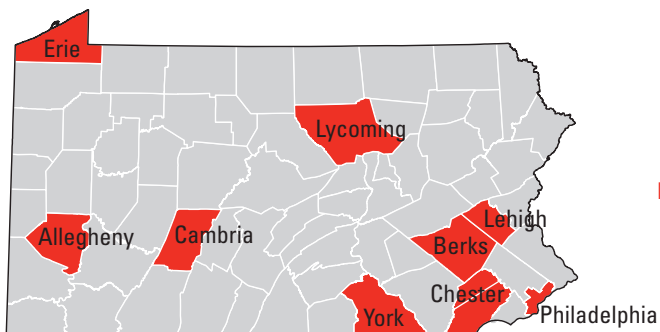
Pennsylvania is the state in which Models for Change began in 2004, having been selected for participation both because of its acknowledged strengths—stable juvenile justice leadership, a rational funding structure, a flourishing system of private youth service providers, and a historic commitment to scientifically supported practice—and because its agenda for addressing its weaknesses substantially matched the reform priorities of Models for Change. Working with state leaders, the Juvenile Law Center, a Philadelphia-based public interest law firm chosen to coordinate the Models for Change work in Pennsylvania, developed a long-term plan for reform action on three broad fronts: (1) understanding and reducing racial and ethnic disparities in the juvenile justice system; (2) identifying, serving and appropriately diverting juvenile justice youth with mental health needs; and (3) enhancing planning, services and supports for youth returning to their communities after periods of juvenile justice placement. Work on all of these issues has taken place at the state and local levels, in multiple sites and with multiple partners, and has generated considerable reform energy and momentum.

## Disproportionate Minority Contact

Thanks to productive partnerships with state and local leaders, Models for Change has helped to generate, support and sustain two kinds of change in Pennsylvania: statewide improvements in the data needed to assess and understand racial and ethnic disparities in juvenile justice processing, and local practice innovations that can serve as models for targeting and appropriately responding to DMC.

At the state level, progress has been made in resolving the “hidden minority” problem, resulting from traditional data collection procedures that divide all juveniles into “white” and “black” racial categories regardless of their ethnic origin.

## Pennsylvania Demonstration Sites



Thanks in part to standardized racial and ethnic coding guidelines that were developed and disseminated with Models for Change support and widely adopted by county juvenile probation agencies, Pennsylvania juvenile court data have now begun to more accurately reflect the racial and ethnic make-up of youth served.

In Berks County—one of three DMC demonstration sites receiving Models for Change funding, coordination and expert assistance in Pennsylvania—a large and diverse local governing committee has brought about a number of concrete changes:

- **Spanish-language accommodation.** Due to the work of the Models for Change-supported Language Capability and Cultural Diversity Task Force, all court notices and forms in current use in Berks have been translated into Spanish, and in-court interpreters are now routinely available in every juvenile courtroom.
- **Detention screening.** To reduce high detention rates that disproportionately affected the county’s African-American and Hispanic youth, Berks began implementing a structured detention assessment instrument in July 2006. Since screening began, Berks County’s detention utilization has declined almost 62 percent, from an average of 47 youth in detention on any given day in the first quarter of 2006 to an average of just 18 per day in the second quarter of 2009. The average number of Hispanic youth in detention per day dropped 64 percent during the same period, from 25 to 9, while the average number of African-American youth dropped 57 percent, from 7 to 3.
- **Detention alternatives.** With Models for Change start-up funding, a new evening reporting center opened its doors in a predominantly Hispanic neighborhood in Berks’ largest city, Reading, in December 2008. It now provides pre-trial structure and supervision in a non-secure setting to youth who would otherwise have been detained for nonviolent offenses, probation violations and similar infractions. Permanent funding for the program, which can serve 12 to 15 youth at a time, was transferred to the county’s needs-based budget beginning July 2009. To date, of the 45 youth who have been served, 41 (91%) successfully completed the program, and all youth for whom hearings were scheduled attended them.
- **New flexibility.** The reductions in detention usage described above have enabled the county to remove room locks and provide additional entrances at its secure detention facility, transforming it from one large (78-bed) center to a smaller 48-bed secure unit with a separate

unit capable of housing non-secure and shelter programming. As a result, youth in out-of-county placements can now be transitioned back to shelter beds in the county sooner, so that re-entry planning can occur closer to home. Moreover, the Priorities and Responsibilities Enhancement Program (PREP), which helps older teenagers fulfill court requirements and work toward GED or high school completion and employment, now has facilities to serve 25 youth instead of 18—and can accommodate girls for the first time.

- **Positive youth development.** Berks leaders identified the need for more sheltered work opportunities to help court-involved youth earn income and develop job skills in a supportive setting, improve their chances of complying with court requirements, and avoid recidivism. With heightened collaboration through the Racial and Ethnic Disparities Reduction Project, and consultant services and dedicated staff planning time supported by Models for Change, Berks County successfully secured funding from the U.S. Department of Labor for a local YouthBuild program. The program, which will be funded at nearly \$700,000 over the next three years, will provide opportunities for at-risk youth to learn building trades in a supportive environment designed to promote skill development, job readiness and long-term success.

Other important Models for Change demonstration site work is occurring in Philadelphia and Allegheny Counties. Allegheny County is cooperating in research that could shed useful light on the DMC problem—including an analysis of the characteristics of predominantly minority youth who fail to adjust in placement and other programs, as well as a study testing the validity of a risk assessment instrument used to guide intake decision-making at the county's detention center.

In Philadelphia, a work group with representation from local law enforcement agencies as well as the Juvenile Divisions of the Philadelphia District Attorney and Defender Association offices has worked with outside consultants to develop a police training curriculum designed to change the way new police recruits and minority youth perceive and interact with one another. The Philadelphia Minority Youth-Law Enforcement Police Academy Curriculum features panel presentations from police and minority youth, guided discussion sessions, and role-playing involving common confrontation scenarios. The curriculum was successfully piloted in March and June 2009 on a total of 264 recruits, and from now on will be used as part of the training program at the Philadelphia Police Academy for all recruits from the Philadelphia, Housing, Transit, and School Police. In

all, 400 to 600 new recruits are expected to be exposed to the curriculum in Philadelphia each year, and a trainer's manual and other materials have already been prepared to enable other jurisdictions to adopt the curriculum.

In another Models for Change-supported effort to address DMC locally, Philadelphia has launched an experimental court program to process juvenile probation violators promptly and with minimal incarceration. Historically, a large proportion of the city's detention admissions, and even a significant proportion of its placements, have been imposed as sanctions for probation violations. Because these sanctions overwhelmingly impact youth of color, making progress in addressing DMC required an alternative approach. The Graduated Sanctions Court (GSC) program has been running since July 2008, with a designated judge in one courtroom hearing GSC cases one day a week. The GSC program handles probationers without serious placement histories who are accused of technical probation violations or misdemeanors, and who are at risk of being placed in residential programs as a result. The approach features frequent compliance hearings preceded by interdisciplinary pre-hearing conferences, and responds to violators with swift, individualized, mostly non-incarcerative sanctions, as well as counseling, mentoring, substance abuse treatment and other services and supports. An alternative sanctioning matrix, tying various sanctioning options to the seriousness of the current violation and that of the underlying delinquency offense, is being developed by the program. When completed, the matrix will be made available to other local judges, prosecutors and defenders, and is expected to result in broader changes in sanctioning practice that will extend throughout the Philadelphia Family Court.

## Mental Health/Juvenile Justice

Models for Change is helping in a variety of ways to support Pennsylvania's efforts to build a model system for addressing the mental health needs of justice-involved youth. It convened the original Mental Health/Juvenile Justice Workgroup, a high-level interdisciplinary task force that committed the state to ambitious goals for identifying, diverting, and treating youth with mental health needs in the justice system. It is helping to sustain a range of efforts to realize those goals across the state, including training, research, policy work, and a vast expansion of routine mental health screening and assessment. It has also made possible local mental health/juvenile justice coordination initiatives in four county demonstration sites, featuring multi-system collaborations and policy and practice changes designed to facilitate early identification of youth with

mental health issues, appropriate diversion when possible, and evidence-based treatment in the community.

Among the most notable and ambitious efforts underway statewide is the Juvenile Probation MAYSI-2 Pilot Project, which has dramatically expanded the practice of mental health screening by Pennsylvania juvenile probation departments. Jointly supported by Models for Change and the Pennsylvania Commission on Crime and Delinquency, the project was launched in response to a survey of county juvenile probation departments revealing that few had structured screening processes designed to flag mental health issues in their client populations. Beginning in Spring 2007, 15 counties agreed to begin using the Massachusetts Youth Screening Instrument, Version 2 (MAYSI-2)—already widely employed in Pennsylvania detention centers—as part of their juvenile probation processing, to develop and institute protocols for responding to youth whose scores reach critical thresholds indicating possible behavioral health problems, and to collect and report their results. Six more counties joined the effort later that year, and three more in 2008—bringing the total to 24 of the state’s 67 counties.

Models for Change funding has also made possible the development and dissemination of a family involvement monograph

documenting innovative best practices for integrating families in supervision and treatment planning for children in Pennsylvania’s behavioral health and juvenile justice systems; an expansion of Crisis Intervention Team training for law enforcement; and a successful effort to build safeguards into Pennsylvania law to ensure that youth are protected against self-incrimination when providing information during screening, assessment, and evaluation.

**The Juvenile Probation MAYSI-2 Pilot Project has dramatically expanded the practice of mental health screening by Pennsylvania juvenile probation departments in 24 of the state’s 67 counties.**

Models for Change-supported local coordination initiatives in Allegheny, Chester and Erie Counties are aimed at developing model collaborative responses to the behavioral health needs of youth in contact with the juvenile justice system. In each site, a local collaborative team has reached consensus regarding needed changes, and a Models for Change mental health coordinator is working to manage and implement these changes:

- Erie County developed a unique Juvenile Justice/Mental Health Triage Team approach, in which juvenile probation supervisors and resource managers meet on a weekly

basis with mental health representatives to review cases of youth presenting possible mental health issues. From July 2008 through May 2009, a total 511 youths’ cases were reviewed by the Triage Team. Of these, 205 were referred for further mental health assessment. Following assessment, 119 were referred for some form of treatment. The Triage Team model has been considered so successful locally that the county child protective agency is considering adopting a similar approach.

- Allegheny County’s efforts to improve communication between the juvenile justice and mental health systems include cross-system training; the ongoing development of a “desktop resource guide” that contains information regarding accessing, locating and securing juvenile justice and mental health services; and the establishment of interdisciplinary Protocol and Core Teams that meet on a quarterly basis to iron out collaborative protocols and policies.
- Chester County has begun using the Child and Adolescent Needs and Strengths (CANS) instrument to determine the mental health needs of youth referred from probation intake. In addition, Chester County recently began expanding diversion of youth into behavioral health services as part of informal adjustment and consent decree arrangements. Thanks in part to cross-system collaborations supported by the Models for Change work, moreover, including juvenile probation’s participation in the needs-based budgeting process, Chester County now also provides for several new positions, including a Behavioral Health Services Coordinator to assist the probation department in navigating the mental health system and a Family Advocate to help the juvenile probation department deal more effectively with the families of the youth it serves.
- Recently Lehigh County began receiving Models for Change support to develop a school-based restorative justice diversion program in four Allentown middle schools, featuring screening and assessment for behavioral health needs and referral to appropriate community-based treatment.

## Aftercare

Models for Change has been instrumental in stimulating and supporting a wide-ranging movement to improve the system of aftercare services and supports for Pennsylvania juveniles returning to their communities following out-of-home placements.

The initiative convened and coordinated a state leadership group that committed Pennsylvania to achieving 17 ambitious goals relating to the effective reintegration of these youth—covering early assessment and planning, multi-agency collaboration, documentation and records transfer, visitation and monitoring, judicial oversight hearings, educational reintegration, and a variety of other issues. It helped to fund state-level aftercare specialists to assess the aftercare practices of the state’s 67 counties in line with these goals, and to oversee the process of recruiting counties willing to commit themselves to achieving them. It made possible large-scale aftercare practice trainings for probation officers, child welfare workers, defenders, correctional staff and others, and it supported special policy-level positions to advance aftercare reform goals in the state’s educational and public welfare bureaucracies. It has helped to build an unprecedented alliance of big placement service providers and probation departments to find ways of providing better academic and career preparation to delinquent youth in residential facilities. It has also funded local aftercare experimentation directly and provided technical assistance and other ancillary support to state-funded pilot experiments.

Highlights of progress in the statewide reform work include:

- **Commitment to reform.** Models for Change-supported aftercare specialists have made site visits to every county in the state to provide information on the reform initiative, assess local practice in light of the state’s aftercare reform goals, secure county commitments to participate, and assist with strategic planning to determine where and how to begin implementing policy and practice changes. To date, 66 of the state’s 67 counties have formally committed themselves to implementing the goals of the reform initiative (the final county has indicated its intent to commit in 2010), and 35 counties have completed the strategic planning process.
- **Academic and career preparation.** The Pennsylvania Academic and Career/Technical Training (PACTT) Alliance is a project of the Pennsylvania Council of Chief Juvenile Probation Officers and the Allegheny County (Pittsburgh) and Philadelphia juvenile probation departments, working in close cooperation with the nine private residential placement providers that collectively house more than 70% of their committed delinquent youth. In addition to Models for Change support, PACTT has funding from the state as well as the Stoneleigh Center. Its goal is to improve the academic and career/technical training these youth receive while in placement, and to ensure its continuation in their home communities when they return.

Though the initial focus is on programs used by Allegheny and Philadelphia, the weight of these two counties and the size and prominence of the providers involved are such that changes PACTT is bringing about are certain to impact practice in the state as a whole. PACTT is working with providers to ensure that academic programs in residential facilities align with state standards and local graduation requirements; that facilities provide adequate career/technical education (CTE) that is integrated with the academic program and leads to industry-recognized certifications; and that schools in home communities accept credits earned in placement facilities, build on achievements made in placement, and otherwise facilitate the successful educational reintegration of returning youth. All PACTT providers have conducted reviews of their academic curricula, and all are in the process of improving their alignment with state standards. Eight have implemented CTE programs that make use of industry-recognized competency lists and are offering resident youth the opportunity to earn at least one industry-recognized certification. Four have secured funding to provide paid internships to youth placed in their facilities.

- **Educational reintegration.** To date, over 800 juvenile justice professionals have received Education Law Center training on the educational rights of children returning to their home communities following residential placements, based on the *Educational Aftercare & Reintegration Toolkit for Juvenile Justice Professionals* developed with Models for Change funding. In addition, on the basis of detailed recommendations drawn up by a State Aftercare Education Committee convened by Models for Change, and with shepherding and policy coordination from an initiative-supported staff person in the Pennsylvania Department of Education, a Basic Education Circular on “Enrollment of Students” was issued in January 2009, providing public school districts across the state with clear guidance on “Re-enrollment of Students Returning from Delinquency Placements.” Among other points, the document firmly instructs school districts that they cannot engage in the common practice of automatically placing returning youth in alternative education programs for disruptive youth, simply because they have been adjudicated delinquent. A separate “Alternative Education”

66 of the state’s 67 counties have formally committed themselves to implementing the goals of the reform initiative, and 35 counties have completed the strategic planning process.

Circular was issued in July 2009 to further clarify educational rights that are important to returning youth.

- **Department of Public Welfare facility staff certification.** Training curricula for staff in state-operated facilities for committed youth have been developed with Models for Change support. An introductory six-hour course (“Juvenile Justice: An Introduction to Working with Juvenile Offenders”) and a more intensive 30-hour course (“Juvenile Justice: Counseling Academy”) are designed as part of a professional development certificate program that will give workers skills and knowledge they need to more effectively prepare committed youth for successful reintegration. The curricula were piloted in March 2009. To date, 190 staff have received the introductory training and 58 have received the intensive training. Pre- and post-testing indicate that the trainings were successful in increasing participants’ knowledge of key concepts. Similar staff certification curricula on mental health issues, developmental disabilities, and substance abuse are now in production, and are expected to be completed in Summer 2010.

At the local level, Models for Change has directly supported the Philadelphia Reintegration Initiative, an ambitious multi-agency collaboration, led by the Philadelphia Department of Human Services (DHS) and the Philadelphia Family Court, that has implemented new pre-disposition assessment and case-planning practices, information-sharing mechanisms, supervision and troubleshooting arrangements, and neighborhood-based educational and employment help for Philadelphia youth returning to the city from placement facilities. Models for Change has contributed to the effort by helping to fund project coordination, data collection, and Family Court-DHS collaboration. During the Reintegration Initiative’s first four years (2005 through 2008), nearly 5000 discharged youths were served by “reintegration workers” who supplemented the efforts of probation officers in keeping contact with youths and their families and connecting them with services.

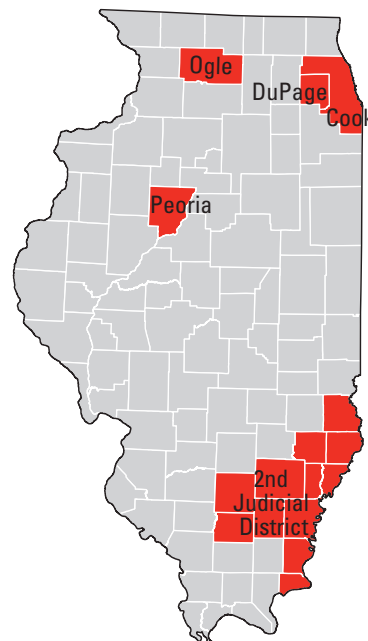
In addition, four other county-level pilot projects, launched with separate funding from the state, have been making experimental changes to their local aftercare approaches. Models for Change has not only supported these state-funded pilots with technical assistance and training, but has funded the convening of regular meetings of teams from the pilot sites, which have focused on the development of a set of *Probation Case Management Essentials for Youth in Placement*—in effect, a model and tools for putting the probation-related goals of aftercare reform into practice. The Case Management Essentials (CME)

represent a set of logically-connected practices for assessing, planning, and managing all types of cases under juvenile court jurisdiction and reporting outcomes that are aligned with Pennsylvania’s juvenile justice goals. Four juvenile probation departments (Allegheny, Cambria, Lehigh, and McKean Counties) have now undertaken the implementation of this model. Each department has committed to adoption of all CME practices, designated a probation administrator to coordinate and oversee planning and implementation of these practices, and assembled a CME Implementation Team. With state funding, staff in each county have been given training on the CME model and assistance in adapting CME tools to local needs, modifying procedures and policies to reflect the CME approach, and developing a CME Implementation Action Plan.

## Illinois

Since Models for Change was launched in Illinois in 2005, the state has embarked on a series of fundamental changes in the way its juvenile justice system is structured, funded, and organized. The birthplace of the original juvenile court a little more than a century ago is now in the process of transforming itself into a model for the second century of juvenile justice. Models for Change has helped to stimulate, guide and sustain this transformation in a variety of ways, through support for research, professional training, public education, leadership development, and collaboration and experimentation at the state and local levels. Models for Change’s reform efforts in Illinois, coordinated by the Civitas ChildLaw Center at the Loyola

### Illinois Demonstration Sites





University of Chicago School of Law, have been aimed at three broad goals: (1) restoring developmentally appropriate boundaries to the juvenile justice system; (2) addressing disparities in the treatment of racial and ethnic minorities who come into contact with the system; and (3) expanding community-based alternatives to formal handling and incarceration.

## “Right-Sizing” the Juvenile Justice System

The efforts of Models for Change grantees and partners have been central to the achievement and implementation of a remarkable series of reforms that, taken together, are fundamentally changing the size, shape, and structure of juvenile justice in Illinois—reallocating the system’s responsibilities and resources so that they more closely match developmental realities.

- **Changing age boundaries.** Illinois recently expanded the original jurisdiction of its juvenile courts to cover cases involving 17-year-olds accused of misdemeanor offenses, and established a task force to explore the possibility of restoring juvenile court jurisdiction over 17-year-olds accused of felonies. Research and public education efforts by Models for Change grantees helped to prompt the move, which not only brings the state a step closer to joining the vast majority of U.S. states that routinely handle all minors in juvenile courts, but adds to the considerable national momentum in the direction of age-appropriate jurisdictional boundaries. As many as 16,000 Illinois youth stand to benefit annually from the change—becoming eligible for access to individualized decision-making and rehabilitative services in the juvenile system, while avoiding the destructive consequences that would otherwise have followed from criminal court processing of their misdemeanor offenses.
- **Fixing incentive structures.** Redeploy Illinois, the innovative funding law that gives local communities the resources they need to treat and rehabilitate juvenile offenders close to home—and removes perverse fiscal incentives that tend to encourage commitment of such youth at state expense—has been formally elevated from a pilot to a permanent program, and expanded so that more counties can take advantage of it. Here again, research and policy work by Models for Change partners helped to ensure that lawmakers and the general public understood the issues and appreciated the reductions in expensive and unnecessary commitments that have resulted from Redeploy Illinois. The state spends more than \$70,000 per year to incarcerate one youth, while the

cost of providing alternative services locally under Redeploy Illinois ranges from \$2,500 to \$9,500 per youth. That means the estimated 400 young people diverted from unnecessary state commitments in four Redeploy Illinois pilot sites during the first three years of the program potentially represent more than \$18 million in cost avoidance to Illinois.

- **Building defense capacity.** Following on a Models for Change-funded statewide assessment of the quality of legal representation for accused children in Illinois delinquency proceedings, and the issuance of a report with recommendations to address widespread deficiencies in training and resources, Illinois responded with legislation mandating appointment of counsel (and “adequate opportunity to consult with counsel”) prior to juvenile detention hearings. The legislature also authorized the creation of a state-level resource center for the juvenile defense bar. With Models for Change funding, an Illinois Juvenile Defender Resource Institute was recently established to provide targeted training and litigation support to Illinois juvenile defenders, and an Illinois Juvenile Defender Practice Notebook has been developed and widely distributed to practitioners.
- **Consolidating gains.** Models for Change partners have continued to work to ensure the successful implementation of the 2006 law creating a Department of Juvenile Justice that is separate from adult corrections and better able to serve and rehabilitate young people, and to study and publicize the practical results of the 2005 roll-back of the state’s automatic transfer law for children accused of drug offenses.
- **Connecting the pathways.** Models for Change is helping to “connect the pathways” to change through a series of conferences that bring together the people, ideas and energy that are working to sustain juvenile justice reform momentum in Illinois. Connecting the Pathways conferences foster collaboration, joint planning, and the sharing of knowledge and strategies among groups like the Illinois Juvenile Detention Alternatives Initiative, the Redeploy Illinois pilots and advisory body, the DMC reduction projects of the Illinois Juvenile Justice Commission, the Illinois Balanced and Restorative Justice Initiative, and the diverse partners that make up Models for Change in Illinois. The first conference hosted more than 500 participants from around the state, and led to the creation of a permanent “Pathways Partnership” that continues to meet regularly.

## Reducing Disproportionate Minority Contact

Because youth of color are disproportionately represented in the juvenile and criminal justice systems, they stand to benefit most from the state-level “right-sizing” reforms for which Models for Change has successfully advocated—especially the elimination of the automatic transfer law for low-level drug offenders and the historic expansion of juvenile court jurisdiction to cover older misdemeanants. Research has already established that transfer law reform has resulted in the retention of hundreds of youth of color in the juvenile system. When the jurisdictional change becomes effective in 2010, it could mean as many as 8,000 fewer African-American youth funneled annually into the criminal justice system.

Models for Change also works directly to confront racial and ethnic disparities in the juvenile justice system in Illinois, through public education and policy work, efforts to improve

data needed to assess and monitor DMC over time, and funding of local innovation aimed at reducing disparities.

The absence of demographically detailed data on juveniles in the justice system—the kind of information needed to understand processing disparities and target interventions that will reduce them—continues to be a problem in Illinois. Through the Models for Change DMC Data Committee and the Connecting the Pathways collaborations, representatives of a range of state agencies, including the Illinois Juvenile

Justice Commission, the Illinois Criminal Justice Information Authority, the Illinois Department of Human Services and the Administrative Office of Illinois Courts, are working to find ways both to enhance data collection and reporting and to make better use of existing data.

In Peoria, a DMC demonstration site that has received both state funding and Models for Change support and technical assistance, a data-driven approach to DMC reduction has been developed that can serve as a model for the rest of the state. Analysis of local juvenile arrest and detention referral data pinpointed “aggravated battery” referrals from a few area schools as a significant source of disproportionality in the county’s detention center. Since investigation suggested that these referrals often originated in incidents in which legally protected school personnel were hurt attempting to break up fights among students, alternative conflict resolution techniques were

introduced at five local schools. A Restorative Justice Coordinator was hired to begin working with the schools, oversee recruitment, and provide training and documentation in connection with the expanded use of Peacemaking Circles and Peer Juries, two restorative responses to conflict in school settings that can serve as alternatives to formal justice system referral. A total of 149 teachers and school staff members have been trained in restorative techniques to date. Following the introduction of Peacemaking Circles in Peoria schools, instances of “aggravated battery” referrals involving students as perpetrators and school personnel as victims fell by more than a third in one school year. A majority of students (62%) also report better peer relationships as a result of this program. Plans are now being made to expand the use of restorative resolution techniques, to forestall neighborhood rivalry and gang conflict anticipated from the closing of a Peoria high school—and the transitioning of about a thousand students to three other Peoria high schools—scheduled for next year.

Through Models for Change, practical experience and insights arising from these and other efforts in Peoria are being shared with other local sites seeking successful DMC reduction strategies.

## Expanding Community-Based Alternatives

In addition to state-level education and advocacy aimed at promoting and sustaining changes in the state’s fiscal incentive structure, Models for Change is funding local demonstration projects that are developing and modeling new approaches to expanding the array of community-based responses to delinquency. While these approaches vary, in general they have involved strengthening and formalizing governance structures needed to serve youth locally, improving local data and planning capacity, finding more effective ways to serve and treat youth with mental health and other special needs without unnecessary system penetration, and expanding the use of restorative alternatives to formal justice processing.

In the largely rural 2nd Judicial Circuit, for example, efforts have focused on strengthening the local Juvenile Justice Council and giving it the automated management information tools required to support data-driven planning and decision-making. The centerpiece of the work has been the development and deployment of “JWatch,” the Illinois Judicial Supervision Watch Database, a new automated probation case management system that is making it possible for courts and probation departments throughout the Circuit keep track of individual youth and system outcomes and manage local responses to delinquency. Designed to generate information for planning as well as

**JWatch, the Illinois Judicial Supervision Watch Database, a new automated probation case management system is making it possible for courts and probation departments to track individual youth and system outcomes and manage local responses to delinquency.**

case management, JWatch is tracking data needed to better identify the probation population, their risk and needs, services provided, positive case achievements, and case outcomes. And while it started in the 2nd Circuit, Models for Change has made JWatch available free to local jurisdictions all over Illinois.

Ogle County is also dramatically expanding the basic information available to its juvenile justice leadership for planning and system reform. With Models for Change help, the county has developed a single form for police contacts with juveniles, introduced it to all local law enforcement agencies, and secured their agreement to use the form to document all contacts and record police-handling outcomes. As a result, the juvenile court is able for the first time to understand and track what is happening outside the system's front door, at the pre-referral stage—how cases involving various kinds of offenses are being handled by various police agencies, and with what results. Other concrete changes in Ogle County have included increased use of restorative alternatives to formal processing, enhanced mechanisms for expungement of juvenile records, and an expansive new mental health screening protocol—arrived at in collaboration with the State's Attorney's office, defenders, law enforcement and providers—aimed at identifying and diverting youth with behavioral health needs prior to disposition.

Cook County's Models for Change demonstration project has likewise focused on youth with behavioral health treatment needs, and is seeking to improve successful diversion rates in a privately run detention alternative program through improved screening, assessment and appropriate referral of youth with behavioral health treatment needs.

Both Peoria and DuPage Counties have worked to reduce unnecessary detention of juveniles who are dually involved with the dependency and delinquency systems. Peoria successfully developed an information-exchange protocol for identifying dependent wards in the county's detention center, so that they can be more effectively served. DuPage has managed to leverage improvements in the ways the county's largest foster care provider works with the police, enabling it to respond to disruptions in its residential facility without resorting to unnecessary detention, and is seeking to replicate this success with additional placement providers and police agencies. Another DuPage work group has developed detailed 2008 baseline information on all cases involving juveniles detained following domestic violence incidents, and is using it to inform planning discussions with the police jurisdictions that contributed most of the referrals. To limit unnecessary detention stays for juvenile sex offenders, another group is developing a request for proposals for a new community-based alternative program

to be located in DuPage. A family engagement group is using the results of a survey of the families of court, probation and detention clients to make changes in the sometimes confusing, stressful and alienating aspects of the juvenile justice process.

## Louisiana

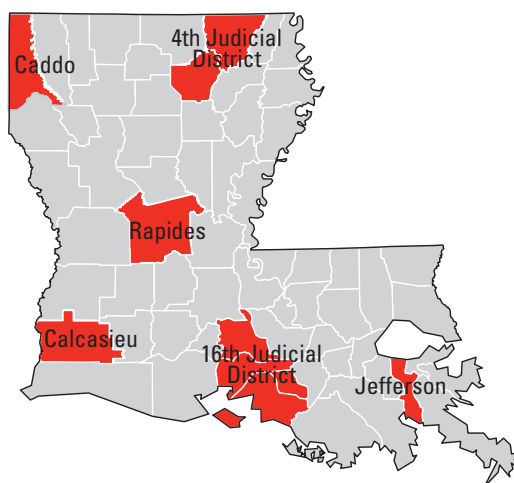
Since 2006, Models for Change partners in Louisiana have been working to sustain and accelerate the dramatic progress the state has made since the 1990s in creating a more fair, effective, therapeutic and community-based system of responses to juvenile offending. Under the coordination of the Louisiana Board of Regents for Higher Education, efforts at the state level and in five local sites (encompassing seven parishes) have aimed at planning for and building an infrastructure of local alternatives to formal processing and secure confinement; ensuring that this infrastructure incorporates access to evidence-based services; and addressing the problem of disproportionate minority contact with the juvenile justice system.

### Expanding Evidence-Based Alternatives Close to Home

Much of the Models for Change work in Louisiana is directed at expanding both the availability of scientifically supported local alternative interventions for justice-involved youth and the use of scientifically valid screening and assessment practices that effectively channel youth into those interventions. An important early step was to survey providers in participating jurisdictions to document the range of locally available evidence-based services and the nature of local screening and assessment practices. A web-based Juvenile Justice Service Provider Survey was developed and administered in each of the local Models for Change sites. Collectively, the mapping

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### Louisiana Demonstration Sites



survey reached more than 150 providers representing over 160 programs/services. A total of 1,515 youth—13% of youth receiving services in the five demonstration sites—were reported to have received services that program staff identified as evidence-based. Providers also reported that 37% of their staff were engaged in delivering evidence-based services. The results of these surveys have been analyzed site-by-site and used to assist local Children and Youth Planning Boards in strategic planning. The results are now helping to inform the development of parish-specific service referral matrices that match youths' risk levels and need areas with appropriate services available within each jurisdiction.

Models for Change demonstration sites have led the way in the adoption of scientifically sound and structured risk/needs

**Functional Family Therapy is a proven therapeutic intervention that can serve as an inexpensive and effective alternative to formal juvenile justice system processing and incarceration.**

screening and assessment practices as well. Historically, there had been little use of standardized tools in Louisiana to inform supervision, service provision and dispositional decision-making. Local jurisdictions participating in Models for Change, along with the state's Office of Juvenile Justice (OJJ), came together with national experts beginning in 2007 to review and assess screening and assessment tools and to settle on a common tool that would meet the needs

of all sites. Eventually, the Structured Assessment of Violence Risk in Youth (SAVRY) instrument was chosen as a tool that would be capable of assisting probation officers in structuring assessments so as to take into account research-supported risk and protective factors, make informed recommendations on supervision levels, placement and service interventions, and be useful in monitoring and appropriately modifying service plans. Training in administration and use of the SAVRY was provided to probation departments in local sites and to OJJ staff in 2008, and pilot implementation of the SAVRY in Caddo Parish began in January 2009. An automated application ("JcatsPre-Dispo") was developed to support SAVRY implementation and case tracking in Caddo, and to serve as a prototype system for OJJ and the other participating local jurisdictions to which SAVRY implementation will be expanded. It stores and organizes such information as ratings on individual SAVRY items; substance abuse, mental health and education histories; pre-disposition recommendations and subsequent court decisions; service referrals, participation and outcomes; and placement histories and outcomes. It is helping enable Models for Change partners to study the preliminary effectiveness of the SAVRY, the way it affects the processing of juvenile offenders, and

how it may impact future recidivism. In order to explore these questions, approximately 250 post-SAVRY implementation cases will be tracked in the sites using this system, and compared with a sample of pre-SAVRY cases adjudicated in 2008.

The most consequential result of Models for Change-supported reform in Louisiana has undoubtedly been the dramatic increase in access to evidence-based alternative services for young people and families. From the beginning, Models for Change worked to expand knowledge regarding the benefits of using evidence-based alternatives with justice-involved youth, and to provide direct training on evidence-based techniques to Louisiana practitioners. More importantly, Models for Change partners working with local sites and the state OJJ managed to leverage state funding to establish the state's first Functional Family Therapy (FFT) teams. FFT is a proven therapeutic intervention that can serve as an inexpensive and effective alternative to formal juvenile justice system processing and incarceration. FFT clinicians work with the families of offending youth in their homes, focusing on improving family communication and problem-solving skills. Since Models for Change began in Louisiana, a total of 31 clinicians have been trained in FFT and six therapist-led FFT teams have been operating for the last year in five sites. As of March 2009, a total of 271 justice-involved youths and their families had been or were being treated. A Models for Change-supported evaluation of the program's effectiveness is under way, with preliminary data indicating a 70% FFT completion rate, with 6% being rearrested while in treatment and 16% dropping out of treatment. By comparison, the recidivism rate for youth on probation in 2006 was more than 48%. Moreover, at an average cost of \$2,550 per youth, FFT is considerably cheaper than Louisiana's other nonresidential options, which cost an average of about \$8,600 per youth—not to mention its residential programs, which cost about \$40,000 per youth.

Results like these have already caught the attention of state agencies, including OJJ, the Office of Community Services, and the Department of Health and Hospitals Office of Management and Finance, which administers Medicaid. All three have entered into discussions with Models for Change partners to explore joint funding to expand the number of FFT teams and other evidence-based practices across the state, and to look for ways to leverage funding of the services through minor alterations in state Medicaid rules. Discussions have also been opened with FFT, Inc., regarding the possibility of Louisiana creating its own FFT oversight and support organization, modeled on similar ones already operating in Washington and Pennsylvania, to provide ongoing FFT training, evaluation and supervision.

## Disproportionate Minority Contact

African-American youth make up approximately 40% of the overall 10- to 16-year-old youth population in Louisiana, but typically represent anywhere from 65% to 80% of youth in state custody or under state probation and parole supervision. Moreover, disproportionality levels tend to be highest for the most severe dispositions. The short term goals of DMC work in Louisiana include ensuring accurate data collection on a jurisdictional level while using strategic assessment and decision-making processes to address areas of disproportionate representation in minority youth. The long term goal is to move toward becoming a model state for collection and use of DMC data to reduce racial disparities at the state and local levels.

Jefferson Parish, one of the Models for Change DMC demonstration sites, has made significant progress in embracing data and using it to drive local DMC reduction activities. The Jefferson Department of Juvenile Services has implemented the model data collection template developed by the Burns Institute for understanding and monitoring local disparities, and is using data derived from this process to identify key decision points that contribute to DMC. For example, the Jefferson data suggest that the largest disparities occur at the point of arrest, with African-American youth being arrested at between four and five times the rates of white non-Hispanic youth during the years 2006 through 2008. An analysis of a 2007 sample of arrests found that a third were referred from Jefferson Parish schools; a further study focusing solely on referrals from school arrests found that 57% were referred for disturbing the peace and 64% of those cases involved African-American youth. Because in practice these cases did not involve violent offenses or serious threats to public safety, it was decided that this offense could be handled henceforth with school disciplinary measures, and a formal agreement was concluded with the Jefferson Parish School System, providing for \$20,000 worth of behavioral system training for teachers.

Rapides Parish, another DMC demonstration site, has also focused on improving data collection and making better use of data for decision-making. Data on secure detention in Rapides revealed that, while overall admissions had declined in recent years, detained youth were still disproportionately African-American. In response, the parish began using a structured detention screening protocol at the beginning of 2008. Rapides has also worked to create a juvenile contact form for stakeholders to collect data on youth who interact with the juvenile justice system repeatedly. This form, implemented in 2008, tracks a variety of important demographics and case

characteristics, and—in a parish that lacks a shared database among key stakeholders—plays an important role in standardizing and aggregating information on youth at risk of further system penetration.

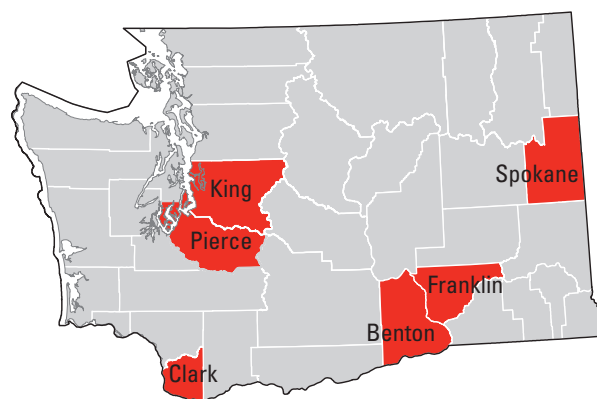
## Washington

In Washington, the final core state chosen to participate in the Models for Change in 2007, reform efforts at the state level and in five local sites (covering six counties) are coordinated by the nonprofit Center for Children and Youth Justice. They are aimed at a range of ambitious goals, including expanding alternatives to formal processing and detention in truancy matters; reducing racial and ethnic disparities in the juvenile justice system; better identifying and responding to the mental health needs of justice-involved youth; facilitating better collaboration and communication among the juvenile justice, child welfare, mental health, substance abuse treatment, and education systems; and enhancing the quality of legal representation in delinquency cases.

### Expanding Alternatives for Truants

Washington's unique "Becca" law—enacted in 1995 following the tragic death of 13-year-old runaway Rebecca Hedman—provides for strict enforcement of runaway and truancy laws, and authorizes juvenile courts to detain young people who are held in contempt for violating Becca orders. There are a considerable number of status offense petition filings under the Becca law each year (18,616 in 2007), and the vast majority of them (approximately 85%) involve truancy violations. Unfortunately, service options in Becca matters are often limited and the court system routinely relies on short-term stays in detention (with purge options) to enforce cooperation from truants. In 2007,

### Washington Demonstration Sites



there were approximately 3,700 detention admissions (13% of total detentions) due to contempt orders on status offenses.

The overall goal of Models for Change work in this area is to develop better ways to re-engage truant youth without resorting to formal court processing and confinement. A state-level Becca Task Force has been convened to propose state law amendments that would introduce needed flexibility and to develop statewide truancy enforcement practice guidelines. In addition, four local sites are working on aspects of the truancy problem.

In Clark County, a promising locally grown truancy intervention—the Clark County Truancy Project—is being evaluated and enhanced for possible replication elsewhere in the state. The project, which grew out of a partnership between the court and local school districts, has developed a less coercive and more informal process for re-engaging truants that has successfully limited the number of chronically truant youth in court. As a result, Clark has seen fewer truancy contempt orders and fewer detention days served for truancy contempt than other populous Washington counties. Models for Change has helped the county map its truancy process as well as to develop a common coding and data posting process for court-related truancy data. It has enabled the project to add a mental health/substance abuse screening component for truants. It has also funded a detailed study of the project's intake population and its preliminary outcomes, as well as a separate analysis of chronically truant youth on probation that should shed light on the impact of adverse childhood experiences on school attendance and learning behaviors.

In Benton-Franklin Counties, where truancy-related contempt orders have historically been considerably above the state average, a Models for Change workgroup has used the results of an intensive mapping of the local truancy process, an analysis of truancy petition filing data, a review of current school district policies and practices, and a survey of principals and vice-principals to develop a new model response to truancy. The proposed approach will be based on prevention, early school-based intervention and retention/re-engagement of truant youth; will move interventions upstream in order to keep truants from entering the court system where possible; and will feature coordinated case planning whenever formal court petitions must be filed. Models for Change is also funding a pilot expansion of "New Horizons High School," a promising school retrieval program that is helping to re-engage chronically truant and drop-out youth in a Pasco school with a largely Hispanic student body.

Models for Change is also supporting King County's "PathNet" effort to reduce truancy and school dropout rates, while increasing dropout retrieval and school retention rates. PathNet will attempt to link youth who have been truant and/or dropped out of school with specialized programs and services that will either get them back in school or connect them with job training or gainful employment. Youth will be referred to the program from the juvenile court, schools, parents, mental health providers, social service agencies, child welfare, and community-based organizations. The King County Juvenile Court has formed an Executive Steering Committee and hired a PathNet Program Coordinator and a PathNet Educational Specialist to work toward finalizing a PathNet pilot program to be implemented in targeted school districts. In addition, the King County Prosecutor's Office and the Washington State Becca Task Force, through a Models for Change grant awarded in 2008, have developed plans for a model truancy diversion program. The Youth REACH program—"Re-engaging in Education through Action and Coordinated Help"—is being piloted in two local school districts (Bellevue and Highline) during the 2009–2010 school year.

In Spokane County, a Models for Change-supported comprehensive strategic planning effort has been undertaken with the juvenile court, 14 local school districts, and other community groups, aimed at developing alternative truancy intervention options that rely less on formal court processes and contempt actions. The effort has included a survey documenting school district truancy response policies and procedures, the development of memoranda of agreement facilitating data-sharing between the juvenile court and school districts, the expansion of a status offender risk/needs assessment project, and the beginning of an evaluation of the impact of local Community Truancy Boards.

## **Disproportionate Minority Contact**

Two Washington Models for Change sites, Pierce and Benton-Franklin Counties, are working to reduce racial and ethnic disparities in their local juvenile justice systems. Both have made substantial progress in collecting demographically detailed processing data, so that each now collects more than 80% of the items called for in the Burns Institute Level One data collection template. Moreover, both are using these data to make changes calculated to reduce disparities.

In searching through its detention admissions data, Pierce County has identified three "special detention" admission categories—probation violations, bench warrants, and domestic violence incidents—that contribute the most to the

disproportionate representation of African-American youth in its detention facility. Youth in these categories are admitted as a result of local protocols rather than high risk scores on the county's detention screening instrument. Pierce County has taken a close look at these three special detention populations and has begun to identify alternative ways to respond to these cases without unnecessary detention.

For example, it was determined that most domestic violence admissions score low to moderate on risk screens, but present serious family dysfunction or difficult family situations as the primary problem. In response, domestic violence cases have been removed from the special admissions category, and the county is now looking for ways to provide these families with services to improve familial relations in lieu of a detention "cooling-off" period. Similarly, the vast majority of bench warrant admissions to detention in Pierce were found to involve very low-risk youth who have failed to appear for scheduled hearings. Accordingly, the county has set up a call reminder system and implemented a "two-tiered" warrant process that permits the initial issuance of non-custodial bench warrants in cases where youth are not considered high-risk. Finally, in response to the finding that many African-American youth were being found to have violated their probation for "failure to reside at an approved residence," the Pierce County Probation Department has increased access to mentoring and culturally competent in-home FFT services for these youth.

In Benton-Franklin Counties, the Models for Change project has also used data analysis to root out sources of disproportionality in detention. Because the data suggest that detention for failures to appear at hearings is a substantial problem here as well, the site has likewise instituted a call reminder system and is considering a two-tiered warrant protocol. Going forward, Benton-Franklin is hoping to expand early access to alternative detention opportunities for minority youth, and to develop a standardized graduated sanctions/incentives grid that will ensure a fair and consistent pattern of responses to probation violations for all youth.

## **Mental Health/Juvenile Justice**

At the state level and in two local sites, Models for Change in Washington is supporting work aimed at better addressing the mental health needs of youth who come into contact with the juvenile justice system.

Models for Change grantees and partners at the state level are engaged in policy work and research designed to improve system performance and youth outcomes in this area. Research

analyzing statewide data is under way to explore both system and individual-level outcome information on youth participating in various types of mental health services, to assess treatment program effectiveness, and to look for differences in program effectiveness across demographic groups and counties. Models for Change grantees are also examining data on the use of the "Mental Health Disposition Alternative"—which allows juvenile courts to order intensive mental health treatment for eligible youth in lieu of commitment to the state youth corrections agency—in an attempt to discern the reasons the option is so rarely used (only 14 youth since it became available in 2003).

In Benton-Franklin Counties, a community needs assessment was conducted by the University of Washington to determine the strengths and weaknesses of local service provision for youth with mental health needs. In response to the general findings of the assessment, cross-system training is being developed to spread information on the range of locally available programs for youth, eligibility criteria and target populations for each youth-serving system, and ways to advocate and troubleshoot for youth in various child-serving systems. In addition, in response to the specific finding of low rates of mental health service completion among Latino youth, a family engagement training curriculum for mental health providers, focusing particularly on engagement strategies that are effective with Latino families, is being developed and will be provided in early 2010.

An assessment of the mental health training needs of King County juvenile justice system personnel is under way as well. So is planning for an ambitious expansion of mental health and chemical dependency screening for justice-involved youth, using the Global Appraisal of Individual Needs - Short Screener (GAIN-SS) tool. Implementation and data collection protocols are being developed, and pilot testing of screening procedures should begin late in 2009.

## **Strategic Support for Other Reforms**

In addition to work in the three main areas described above, Models for Change in Washington is providing support for reform efforts in two other strategic areas: enhancing training and resources for juvenile defenders and facilitating multi-system collaboration and service coordination.

A Models for Change-supported Special Counsel position with the Washington-based defender group TeamChild is working with the juvenile defense community to improve juvenile defender's access to training, mentoring and technical assistance, develop defender leadership and increase defender

participation in system reform efforts. The Special Counsel has surveyed juvenile defenders regarding their training needs, produced a framework for a comprehensive training curriculum for defenders, provided case-related technical assistance, and coordinated and participated in a series of continuing legal education programs and defender leadership development roundtables across the state.

Models for Change is also supporting efforts in four Washington sites to enhance collaboration and better coordinate the handling of cases involving youth in multiple systems, particularly the juvenile justice and child welfare systems.

In King County, Models for Change has made possible an expansion of the ongoing work of the King County Systems Integration Initiative, originally launched in 2003 with assistance from the Child Welfare League of America and support from the Casey Family Foundation. A Multi-System Youth Prevalence

**Models for Change is supporting efforts in four Washington sites to enhance collaboration and better coordinate the handling of cases involving youth in multiple systems.**

Study has been undertaken to get a clearer idea of the baseline number of multi-system youth in King County's juvenile justice system, to match cases found in both the local juvenile court's and child welfare agency's automated data systems, and to tease out vital information on the history of the handling of these cases across systems. The study, which will serve as a model for similar research to be conducted in

other Models for Change sites, is expected to reveal critical case characteristics of dual-system youth and support the development of coordinated intervention strategies based on those case characteristics.

In addition, a Dual System Youth Pilot Program launched in the Kent District of King County late in 2008 represents an initial ground-level effort to improve assessment, case planning, and case management for dually involved youth. The pilot has instituted a number of new policies and protocols for handling dual system cases. For example, juvenile probation and child welfare agency workers now engage in joint case planning and hold monthly face-to-face meetings to improve working relationships and cross-system coordination. Child welfare workers are now able to visit detained youth on their caseloads promptly, to assess needs and develop appropriate alternative placement options, without having to go through a cumbersome probation pre-approval process. Dual system cases handled according to pilot protocols are being carefully tracked on a wide range of data and outcome measures to ascertain initial pilot impact. During the first year of the pilot effort, 20 dual-system youth

received services under the program, and preliminary data indicate that only 2 have been referred for new delinquency or status offenses.

Pierce County is also taking steps to better coordinate responses to multi-system youth. To improve cross-agency communication and collaboration, the county has implemented a policy that requires probation officers, agency social workers, and Guardians Ad Litem to attend the same court hearings in dual system cases. One local work group is completing a Memorandum of Understanding that will lay out the policy and practice guidelines for information-sharing between the court and child welfare agency. Another is developing a family-driven case staffing model involving both community and cross-system professional participants along with the youth and family. A data committee is developing components for a shared, real-time data system that will allow the county to follow youth across multiple systems and provide partners with meaningful information to coordinate care.

Models for Change partners in Clark and Spokane Counties have likewise embarked on efforts to share information across systems. Clark is working to develop an information-sharing resource guide and training for local agencies working with truant and multi-system youth, and has taken early steps toward development of an automated data system that will allow appropriate and secure shared access across approved partner agencies to aid in the handling of these cases. In Spokane, work has begun on making connections that will allow the gathering of multi-system prevalence and other appropriate data from different data management systems.

## Other Models for Change Work

As was noted at the outset, the above account of the progress of Models for Change-supported reform work in Pennsylvania, Illinois, Louisiana and Washington does not tell the whole story of Models for Change. In addition to the work in these four core states, Models for Change continues to fund research designed to support and inform juvenile justice reform. The Models for Change Research Initiative is a consortium of prominent scientists working in collaboration with other Models for Change partners and grantees on research projects in four broad areas: system change processes; system benefit-cost analysis; mental health and psychological development in justice-involved youth; and disproportionate minority contact.

The Models for Change DMC Action Network brings together teams from local jurisdictions working on DMC across the country, and provides them with a forum for sharing strategies



and ideas, accessing expert help, and accelerating progress in DMC reduction. In addition to local jurisdictions in the four core Models for Change states, the DMC Action Network includes representatives of sites in Kansas, Maryland, North Carolina, and Wisconsin.

The Models for Change Mental Health/Juvenile Justice Action Network is working collaboratively to develop better ways of identifying, diverting and treating court-involved youth with mental health needs, in the four core Models for Change states as well as Colorado, Connecticut, Ohio, and Texas.

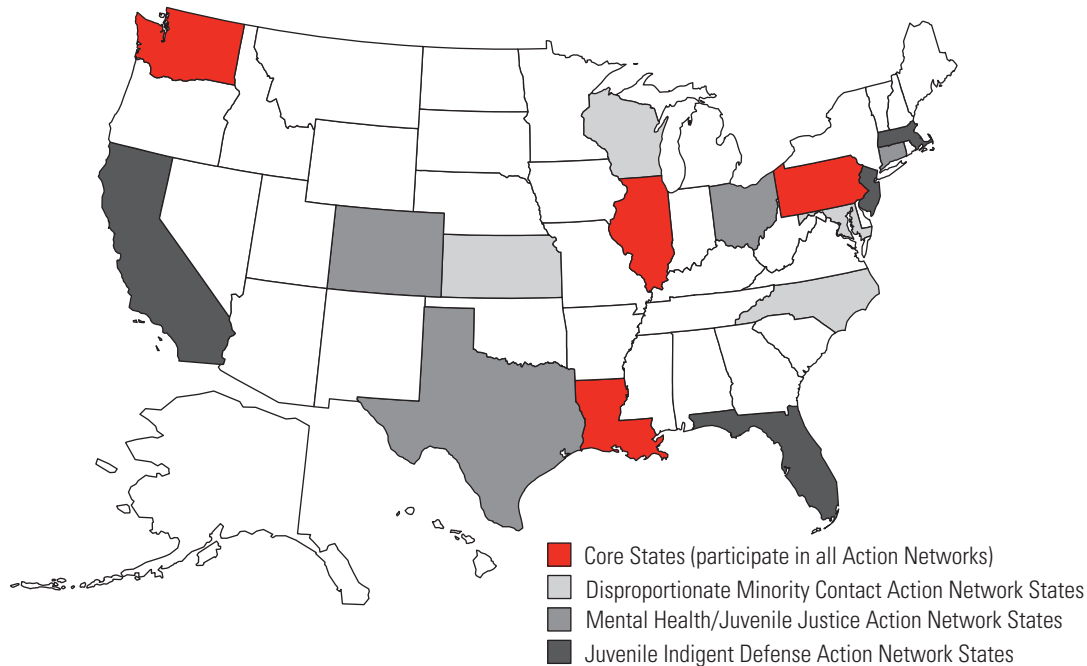
The Models for Change Juvenile Indigent Defense Action Network aims at improving access to and quality of counsel representing youth in delinquency proceedings nationwide, and brings together defenders and other legal professionals to ad-

dress common problems, get training and technical assistance, and become involved in strategic innovation groups targeting specific areas of defense reform. The Juvenile Indigent Defense Action Network includes teams from the four core Models for Change states as well as California, Florida, Massachusetts, and New Jersey.

To learn more about these and other juvenile justice reform efforts and innovations supported by Models for Change, and to get details about Models for Change partners and sites, listings of events, current news about reform progress, reports, research summaries, issue briefs, working documents, and other materials related to juvenile justice system change, go to [www.modelsforchange.net](http://www.modelsforchange.net).

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## Models for Change States



# ModelsforChange

Systems Reform in Juvenile Justice

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