



ModelsforChange
Systems Reform in Juvenile Justice

Third Annual
Champions for Change Awards
December 7, 2010

Models for Change is a 16-state juvenile justice system reform initiative. Now in its 5th year, Models for Change is accelerating movement toward a more effective, fair and developmentally sound juvenile justice system by creating successful and replicable models that improve outcomes for youth, use resources wisely, and protect community safety.



Robert Gallucci

President
MacArthur Foundation

Congratulations 2010 Champions

Some champions receive public acclaim and recognition. Many more work quietly behind the scenes, taking on persistent challenges and persevering until they succeed.

MacArthur is proud to honor a group of quiet champions, people who have taken up the cause of youth in the juvenile justice system. They are inspired by a deep concern for young people – their well being, and their futures. With courage and optimism, they have made the case for a better system, recruited allies, and campaigned for change. They are creative, tireless, patient, and determined.

Those who benefit most from their actions will probably never know their names. We do. Today MacArthur honors their efforts with the Champions for Change award.

This year, our awardees come from both the Action Networks and the Models for Change states. The Action Networks have made significant progress in reducing disproportionate minority contact, improving mental health services, and the defense of indigent youth. The results of work in our core states tell us that reform is possible and inspires us all to aim still higher.

The goal of widespread reform is daunting, but it is achievable. It will require our shared effort and resolve. Our 2010 Champions for Change inspire our commitment and renew our hope for a better future.

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Disproportionate Minority Contact Action Network **Champion for Change**

Jason Witt



Deputy Director
Rock County, Wisconsin Human Services Department

“If you can’t measure it, you can’t manage it.” So says Jason Witt, a true believer in data-driven decision making as a way of improving outcomes for young people involved with the juvenile justice system.

By all measures, Jason Witt’s commitment has led to real results in DMC reduction in Rock County, a mixed urban and rural county of 160,000 residents in south central Wisconsin. Witt pushed for a strength-based assessment instrument that resulted in completed assessments for 80% of youth on supervision. Previously none had been done.

“Jason has been an advocate for DMC reduction for almost a decade. He is a skilled communicator who makes the case in accessible and clear terms for audiences who might not otherwise respond,” says Mark Soler, Executive Director, Center for Children’s Law and Policy. “The impressive numbers in Rock County are a testament to Jason’s hard work and smart advocacy.”

Work in Rock County to expand the number and quality of detention alternatives led to a 27% drop in the number of youth of color admitted to secure detention for probation violations. The increased use of detention alternatives, along with other DMC-focused initiatives, has helped lower the number of youth who are locked up from an average of 20 youth a day in 2002 to an average of 14 per day in 2009.

As Deputy Director of the Rock County Human Services Department, Witt was site leader for the DMC Action Network. He was responsible for big-picture strategizing regarding DMC reduction efforts in Rock County and initiated an accountability process called RockStat that focuses on using timely information and relentless follow-up to drive performance toward achievable goals.

Witt also took this information directly to system stakeholders and policy makers. His advocacy for strength-based assessment and case plan implementation, as well as a system of graduated sanctions and a new secure detention intake policy is entrenching the practices that will sustain gains in DMC reduction and result in lasting change. He also tirelessly advocated for reallocating resources from the secure detention center to community-based programming to serve youth in their own neighborhoods.

Wisconsin DMC Coordinator Lindsey Draper said, “Jason’s leadership and commitment played a major role in developing the credibility and “buy-in” that led local stakeholders to support the reform efforts and helped spread the idea that such projects could be replicated.”

Witt recently moved to a new position as Director of the La Crosse County Human Services Department in La Crosse, Wisconsin where he will certainly remain a powerful advocate for well-being of young people.

Honorable Linda Tucci Teodosio

Judge
Summit County, Ohio Juvenile Court

Judge Linda Tucci Teodosio is a compassionate leader, who understands the need for accountability but recognizes that the court is more than just a mechanism for punishment. Her innovation, open-mindedness and commitment to youth involved (or at risk of involvement) with the juvenile justice system make her an exceptional legal advocate for all children.

Long before Models for Change and the Mental Health Juvenile Justice Action Network, Judge Teodosio was a tireless and innovative advocate for youth, especially youth with mental health and substance abuse problems. Shortly after her election to the Summit County Juvenile Court in 2002, Judge Teodosio established the Court's Crossroads program, one of the first diversion programs of its kind in the country to target youth with co-occurring mental health and substance use disorders.

She launched the Family Resource Center to provide case management and referral services for youth, paying particular attention to youth returning to the community following a placement in a juvenile correctional facility. She implemented the Special Community Service Project, where youth charged with misdemeanors are ordered, as part of their community service, to earn money to purchase toys, food and school supplies that are given to the needy, and the Court in the Community, where curfew violators and truants have their hearings conducted in neighborhood community centers or their schools.

"Judge Tucci Teodosio believes in the value of family, the importance of community and understands the connections within the complex system of juvenile justice," said Dr. Pamela Gulley of the Ohio Department of Youth Services. "Through her leadership and determination to keep youth with their families and in the community rather than in a detention setting, she has received local and national recognition for innovative programming."

Judge Tucci Teodosio has been an active member of the Ohio Core Team for the Models for Change Mental Health Juvenile Justice Action Network and is responsible for the development, implementation and expansion of a unique school-based diversion program in Summit County, Ohio for youth at risk of involvement with the juvenile court who have a suspected mental health need. Recognizing that many youth with mental health needs were being unnecessarily referred to her court by the local school system, Judge Teodosio worked to create the Responder Program — a collaborative involving the Akron city schools, a community mental health provider, and the Summit County Juvenile Court. The program has served approximately 100 youth and families since it began in the 2009-10 school year and Summit County officials estimate that 85% of the cases have been closed successfully.

"Since 2009 the number of youth committed to a state run facility has dropped by 64% in Summit County. This is the highest percent reduction in commitments of any of the eighty-eight counties in the State of Ohio," said Joe Coccozza, Director, National Center for Mental Health and Juvenile Justice. "She has even committed to preside over every case where there is a possibility of disposition to a state run correctional facility in order to reduce inconsistencies in placement decisions for minority youth. She is a very committed and effective leader."



Robert W. Mason



Director of Juvenile Court for the Fourth Judicial Circuit Public Defender Office, Florida

Children in Florida once went before the court in shackles. Thanks to the efforts of Rob Mason, they do no more. Every child now also has the right to a meaningful opportunity to confer with counsel before entering a plea. Mason had a hand in that too. Of the two most significant juvenile justice issues to come before the Florida Supreme Court in the past decade, Mason was central to defining the issue and making the case.

Rob Mason has been an Assistant Public Defender since 1990. During his tenure with the Public Defender Office in the Fourth Circuit, he has primarily practiced in juvenile court and represented juveniles charged as adults. He is currently the Director of Juvenile Court for the Fourth Judicial Circuit Public Defender Office.

Mason is an active member of the Florida Bar Committee for the Legal Needs of Children. According to Gerard Glynn, Vice Chair of the Florida Bar Juvenile Rules Committee, "Before there was a Juvenile Justice Center, the leader in juvenile defense advocacy in the State of Florida was a quiet yet forceful advocate. Rob has been behind the scenes in some of the major juvenile justice reforms for many years."

During his time as Chair of the Juvenile Court Rules Committee, Mason helped implement a court rule mandating that juveniles have a right to confer with counsel before making a decision whether to waive counsel. The Florida Supreme Court then adopted a mandate requiring every child have a meaningful opportunity to confer with counsel. Now, in most jurisdictions throughout the state, counsel is representing every child.

"Rob has devoted himself to representing juveniles with excellence and high standards. Florida's public defender system is lucky to have him as the Chair of our Juvenile Justice Committee," said Nancy Daniels, President of the Florida Public Defender Association and Elected Public Defender, Second Judicial Circuit.

Mason also helped pass a rule opposing indiscriminate shackling of juveniles for court appearances. He drafted the court filings and successfully argued it in front of the Florida Supreme Court. The Court agreed and ended indiscriminate shackling and held that the shackling of children is "repugnant, degrading, humiliating, and contrary to the stated primary purposes of the juvenile justice system and to the principles of therapeutic justice..."

"Rob is a champion. The efforts of my office and the Florida Public Defenders Association to eliminate indiscriminate shackling in Florida would not have succeeded without Rob's able leadership of the Florida Bar's Juvenile Rules Committee," said Carlos Martinez, Elected Public Defender, Miami-Dade County.

As the Director of the Juvenile Court, Mason also plays a significant role in assisting with the development of the Annie E. Casey Foundation Juvenile Detention Alternatives Initiative in Duval County, in an effort to reduce the unnecessary detention of children in Jacksonville.

Mason is also a member of the team representing Florida in the Juvenile Indigent Defense Action Network (JIDAN), which is establishing a model of best practices for implementation of Florida's new "meaningful opportunity to confer" rule. "Rob has been an integral part of the Florida JIDAN team," says Patricia Puritz, executive director of the National Juvenile Defender Center. "He is a great example of the intersection of policymaking and practice that we strive to highlight and replicate across not only the JIDAN states, but across the country."

Susan N. Dreyfus

Secretary, State of Washington Department of Social and Health Services



When she was appointed Secretary of Washington State's Department of Social and Health Services, Susan Dreyfus had a plan for improving how systems and communities could work together efficiently and effectively to deliver services to our most vulnerable youth. Groundwork laid by Washington Models for Change leaders quickly became a central part of that plan.

Within months of taking her post in May of 2009, Secretary Dreyfus worked with the Center for Children & Youth Justice to create a Special Assistant on Juvenile Justice, a position that reports directly to her. With the support of this new assistant, Secretary Dreyfus has embraced Washington's Models for Change work plan and integrated it into Department policy and practice reforms targeting status offenders, disproportionate minority contact, mental health and integrated case management. That is hitting the ground running.

"Susan is an energetic leader who brings keen insight and creativity to the job. Her experience in the public and private sectors on the variety of issues confronting the secretary provides a welcome perspective in these challenging times," said Justice Bobbe J. Bridge (ret.).

Experienced she is. Before coming to Washington State, Secretary Dreyfus worked at the local, state and national levels in behavioral health care, national non-profit management and human services advocacy, as well as holding executive positions in state and county government. She serves on several national advisory boards and is a member of the Chapin Hall Center for Children Board of Directors at the University of Chicago and the American Public Human Services Association (APHSA) Board of Directors. Throughout her career, she has been committed to improving the lives of vulnerable children and adults, and their families.

With an ambitious, multi-faceted Models for Change work plan for DSHS in place, Secretary Dreyfus gave top priority to the reconfiguration of the state advisory group. She recognized the need for strong collaborative partnership from both state and community leaders and knew it needed to be institutionalized for reform efforts to continue beyond the life of the Models for Change initiative. The new State Partnership Council on Juvenile Justice was officially created by executive order of Governor Christine Gregoire on September 13, 2010.

"This is what a collaborative partnership for juvenile justice reform looks like," said Bridge. "Susan has included Models for Change leaders and National Resource Bank consultants in executive leadership meetings to help hammer out plans for system improvements. She is offering open access to her office and isn't holding back."

Secretary Dreyfus is also moving, through the Juvenile Rehabilitation Administration (JRA), to act on the Models for Change work plan for disproportionate minority contact reduction. Through the leadership of JRA Assistant Secretary John Clayton, the plan calls for increasing utilization of suspended disposition options, resulting in fewer youth committed to JRA institutions; developing a media campaign increasing public knowledge of Disproportionate Minority Contact; and reviewing/revising parole revocation policy and procedure, reducing the number of parole violators returning to JRA institutions.

While her budget is tightening and her tenure in the post still short, the early reviews are overwhelmingly positive. Community leaders have praised her efforts to restart the state advisory group and for increased outreach. She strives to include youth voices and spends time visiting youth conferences and facilities. Her staff is inspired by her positive and tireless work ethic and willingness to push hard for change.

Roy L. Juncker, Jr.



Director, Jefferson Parish. Louisiana Department of Juvenile Services

Roy Juncker, once the Chief of Police in the small Jefferson Parish city of Westwego, is now one of Louisiana's most sought-after juvenile justice professionals. He has taken what he learned on the streets and applied it to improving the systems that affect young people and their families.

"While it was a tremendous step in his professional development, the Models for Change initiative complemented Roy's leadership and vision for juvenile justice," said Judge Ann Murry Keller of the Jefferson Parish Juvenile Court.

"His tenacity, diplomacy, and vision to make Jefferson Parish a statewide and national model for juvenile justice and collaboration make him a Champion for Change."

Juncker is Director for the Jefferson Parish Department of Juvenile Services (DJS) and Chairman of the Children & Youth Planning Board. He is also the Jefferson Parish Project Director for Models for Change. As Director of DJS, he is responsible for the daily leadership of 120 employees within a \$12 million dollar a year department.

Jefferson Parish is only one of two grant sites in Louisiana that decided to target all three of Louisiana's targeted areas of improvement: Alternatives to Formal Processing and Secure Placement, Evidence-Based Community Services and Disproportionate Minority Contact. Because of Juncker's leadership, his willingness to learn, and desire to increase public safety through effective programming, he has succeeded in all three.

"Roy has been involved in every facet of juvenile justice," said Keller. "He uses his understanding of the multiple perspectives of crime to initiate diplomatic solutions to contested issues while demonstrating a persistent focus on quality improvement, data-driven decisions, and implementation of best practices."

DJS has been the foundation for Models for Change efforts in Jefferson Parish. Juncker has tripled funding for evidence-based practices (EBP) resulting in an increase in access to EBPs from 7% to 95% in just three years. Objective screening and assessment instruments are now used 100% of the time, up from 12%. DJS has worked to implement universal race and ethnicity data collection and provided leadership for the development of alternatives to formal processing by addressing school-generated referrals to the juvenile justice system

"Roy's understands the issues, is passionate about providing the best practices to youth on probation, and has built collaborative relationships. His results-oriented work ethic has garnered respect across Louisiana for the accomplishments of DJS," said Deb DePrato, Models for Change Louisiana Project Director. "Roy inspires others through his leadership, vision, energy and support of the core values of the Models for Change Initiative."

Jefferson Parish has much to be proud of. Use of community-based programs is expanding, best practices are being widely accepted, and detention alternative programs established in coordination with Juvenile Court judges have decreased the need for bed space. Juncker has implemented these changes without new resources, only more cost-effective use of his agency's existing funds.

"Juvenile justice leaders seek our Roy because of his vision, energy and leadership, and more importantly, for his complete grasp of all the issues involved in these kinds of reform, as well as his ability to implement those changes," said DePrato. "He gladly spends time with others interested in duplicating Jefferson Parish results. He wants others to be Champions too."

Rick Velasquez

Director
Youth Outreach Services



Rick Velasquez has lived in the Chicago area his entire life. Velasquez became involved with Youth Outreach Services (YOS) in the early 1970s as a volunteer. In 1975, he was hired by YOS, fittingly enough, as a street outreach worker, and made serving youth and families his career. He learned the ropes, worked his way up and since 1999 has served as the executive director. In the process, Velasquez is credited with establishing the agency as one of Chicago's premier youth-focused organizations.

YOS runs programs that serve approximately 3,000 youth in and around Chicago annually. One project, The YOS Evening Reporting Center, an alternative to detention that serves about 170 youth, has produced an unprecedented successful completion rate above 97% every month for more than a year. Velasquez consistently advocates for true engagement with families in the lives of their children and for meaningful collaboration with communities, stressing to his staff that they be "of" the communities they serve, and not just in them.

"Most major initiatives on behalf of youth in Chicago (or Illinois for that matter) have Rick Velasquez's imprint on them," said Diane Geraghty, Director, Civitas Child Law Center, Loyola University School of Law. "His ideas and support are invaluable because youth service is not just his job, it is his life mission."

Velasquez pursues that mission at policy and practice levels statewide. He is a 2008 gubernatorial appointee to the Illinois Department of Juvenile Justice Advisory Board. In 2010, he was appointed by Governor Pat Quinn to the Illinois Juvenile Justice Commission, where he serves as Chair of the Juvenile Detention Alternatives Initiative/Community-Based Alternatives Committee. He is a member of the Redeploy Illinois Oversight Board and has served on the Cook County Juvenile Detention Alternatives Executive Committee. In 2006 the Annie E. Casey Foundation presented him with the Natalie S. Bimel Award for Outstanding Contributions to Juvenile Detention Reform by a Community Leader. In addition, he serves on the Board of Directors for the Illinois Collaboration on Youth and the Maryville Academy in DePlaines, Illinois.

"It is his commitment to backing up his vision with action that earns him the respect of nearly all of his collaborators, and has greatly impacted juvenile justice system reform efforts in Cook County and statewide," said Geraghty. "Rick has been a committed leader of the Cook County Models for Change demonstration site work as well as a key partner in the joint-collaboration among the sites and in the Action Network projects."

The YOS Models for Change Mental Health Pilot Program has served more than 300 youth since its inception in August 2008, providing comprehensive screening and clinical assessment, linkage to effective community-based services, and family support to youth and families involved in the juvenile justice system. Ninety-five percent of the youth successfully completed the program and avoided re-arrest at follow-up, despite having screened as "high risk" due to issues like substance abuse, mental health concerns, or trauma. Because of this success, the Juvenile Probation Department in Cook County is considering incorporating the YOS Models for Change Mental Health Program Model into multiple detention alternative programs in Cook County.

As one member of a delegation of juvenile justice policy advisors from Africa said after visiting the YOS Evening Reporting Center and meeting Rick: "His passion comes through in all of his words. I think that the key to successful reform—even more than resources—is finding someone like him, who keeps fighting for kids, no matter what, and inspires others to follow him."

Patricia Torbet



Senior Research Associate
National Center for Juvenile Justice

When a small group of juvenile justice leaders met to dream up Models for Change, Pat Torbet was at the table. When Pennsylvania was chosen as the first Models for Change core state and local leaders had to figure out how to make it work, Pat Torbet was on the job. In fact, for more than 30 years she has been on the front lines of helping juvenile justice systems do a better job of meeting the needs of all young people.

“Pat’s advocacy is spoken through the language of research,” said Patricia Campie, Director, National Center for Juvenile Justice (NCJJ) where Pat has worked since 1977. “But, many of the innovative practices she has advocated are now so ingrained in the system that they have become commonplace among the front-line staff serving youth across the Commonwealth of Pennsylvania.”

Pat stumbled into a career in juvenile justice while a graduate school student. A project led her to the then fledgling NCJJ offices where she surveyed all 51 juvenile justice systems in the US, gaining a valuable national perspective which ignited a passion for solving problems keeping kids from being served more effectively.

Pat stayed at NCJJ, became a Senior Research Associate, and in 2005 co-authored the original Models for Change Framework that was used to launch the initiative in Pennsylvania. Once launched, Pat continued driving the initiative forward with her expertise, timely reports and valuable technical assistance.

A notable example of Pat’s work is Probation Case Management Essentials for Youth in Placement (2008), a seminal report that aims to change the way youth are assessed, monitored, and supported throughout the aftercare process, from adjudication to re-entry. This work continues to influence aftercare practice in Pennsylvania and has recently been adapted for use in Lucas County, Ohio. In 2002, Pat led a national team of juvenile justice professionals to revise and update the Desktop Guide to Good Probation Practice, a nationally disseminated collection of best practices for effective juvenile probation.

“Pat’s influence comes not only from what she knows, but from who she is, what she does, and how she does it,” said Robert Schwartz, Executive Director, Juvenile Law Center. “She is brilliant and modest, highly collaborative, and attentive to concerns of everyone in the Pennsylvania system, from county staff to statewide policy makers. Pat is one of the most knowledgeable researchers in the country, and she is acutely in tune with how research affects policy and practice.”

A nationally recognized expert on probation practices, Pat’s contributions have resulted in Pennsylvania becoming a national leader in aftercare practices for youth in placement. Her passion, dedication, and relentless efforts to advance juvenile justice reform through the provision of research and technical assistance stretch well beyond her home state and Models for Change.

“For her entire career, Pat has shown passionate and visionary leadership dedicated to making things better for kids involved with the juvenile justice system, in Pennsylvania and across the nation,” said Campie.

Champions for Change

2008 Award Recipients

Illinois

Elizabeth Clarke
Founder and President
Juvenile Justice Initiative

Louisiana

Paul Joseph Frick, PhD
Chair of Department of Psychology
University of New Orleans

Pennsylvania

James E. Anderson
Executive Director
Pennsylvania Juvenile Court Judges' Commission

Washington

Jacqueline van Wormer
Benton and Franklin Counties Superior Court
Adjunct Faculty Member, Washington State University

2009 Award Recipients

Illinois

John B. Roe IV
Ogle County
State's Attorney

Louisiana

Hon. Patricia E. Koch
Judge
Ninth Judicial District Court

Pennsylvania

Keith Snyder
Deputy Director
Juvenile Court Judges' Commission

Washington

Anne Lee
Executive Director
TeamChild

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