



**ModelsforChange**  
Systems Reform in Juvenile Justice

Fourth Annual  
Champions for Change Awards  
December 6, 2011

Models for Change is a 16-state juvenile justice system reform initiative. Now in its 7th 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

John D. and Catherine T.  
MacArthur Foundation

# **Congratulations 2011 Champions**

Champions are leaders who can draw attention to an issue while inspiring others to care about it too. Champions succeed when their efforts garner enough support to transform individual dreams into causes much larger than any single person.

The MacArthur Foundation is proud to honor a group of champions who all enjoy great loyalty from the teams of people with whom they work. Each is quick to mention the importance of teamwork. Some are uncomfortable standing in the spotlight. For these champions, the success of the work is far more important than any recognition they receive.

We honor their efforts with the Champions for Change Award. Our awardees this year come from both *Models for Change* Action Networks and the four *Models for Change* core states, representing efforts underway in sixteen states all told.

As we continue pressing for even wider adoption of practices and policies that can improve the lives of youth and families involved with the juvenile justice system, we will need more champions. The seven Champions for Change recognized today offer an inspiring lesson in the courage, persistence and humility required to succeed.

A handwritten signature in black ink, appearing to read "R. Gallucci". The signature is fluid and cursive, with a large initial "R" and a long, sweeping underline.

## Champions for Change

Champions for Change are individuals working with Models for Change in their states who have positively affected the lives of justice-involved youth, their families, and communities in ways that provide pathways away from delinquency and re-offending, and that increase their potential to lead successful lives and build positive relationships.

Each of the 2011 Champions for Change has distinguished themselves not only by a longtime commitment to creating change on behalf of youth, but because of their innovative and creative use of resources provided by Models for Change. These resources were adapted to local conditions and used to extend available capabilities to achieve deeper insights, more evidence-based practices and policies better suited to the needs of justice-involved youth.

Champions are nominated by their peers from each of the Models for Change Core States and from each of the three Models for Change Action Networks.

## Core States and Action Networks

Central to the Models for Change strategy is its long-term partnership with four 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 replicable system reform.

In addition to supporting system reform in the four core states, Models for Change convenes three “Action Networks” to focus on accelerating reform in particular issue areas. The Action Networks are devoted to reducing racial and ethnic disparities within the juvenile justice system; finding better ways to identify, divert, and treat court-involved youth with mental health needs; and improving juvenile indigent defense policy and practice.

Juvenile Indigent Defense Action Network Champion for Change

## Joshua Dohan: A Constant and Driving Force for Indigent Youth



**Joshua Dohan,  
Director**

**Youth Advocacy  
Department— Committee  
for Public Counsel  
Services**

**Roxbury,  
Massachusetts**

**Colleagues describe Joshua Dohan as one of the most inspirational figures in Massachusetts juvenile justice. He leads by example. He loves his work and his clients. He conveys his vision with such enthusiasm and conviction that even his most ardent opponents are forced to consider his perspective.**

“Throughout his career, Josh Dohan has been an insistent and visionary leader in the emerging field of juvenile delinquency defense,” said William J. Leahy, Director, State of New York Office of Indigent Legal Services and former JIDAN team member. “He has transformed the practice in Massachusetts, and he has established a model for change for other states to emulate through his work with the Juvenile Indigent Defense Action Network (JIDAN).”

To understand the transformation required, you must go back twenty years when there were no staff public defenders doing juvenile work in the State of Massachusetts. Suffice it to say, that the majority of children were not getting high-quality representation.

In 1992, Josh applied his four years of public defender experience with the Committee for Public Counsel Services (CPCS) to become the first staff attorney for the newly created Youth Advocacy Project (YAP). While YAP was amassing a caseload of serious juvenile offenses, it was also advocating for changes in the systems serving indigent youth. By 1999, when Dohan became Director, YAP had embraced and championed the Youth Development Model, leading to creation of the Youth Development Approach to Zealous Advocacy.

In 2009, YAP officially became part of the Youth Advocacy Department (YAD), the newly formed juvenile division of the CPCS. YAD took on responsibility for leading, training, and supporting the entire Massachusetts juvenile defense bar. Now, more than 35 juvenile defenders in nine staff offices and more than five hundred trained and qualified assigned private lawyers all follow the YAD principles which Josh has worked so creatively and so tirelessly to establish.

“The very fact that YAD exists today as a state-wide agency, one that works on behalf of all indigent court-involved youth across Massachusetts, is a testament to Josh’s vision and commitment to justice,” said Jeremy Cohn, defense attorney and board member of the Youth Advocacy Foundation. “Long-neglected populations of court-involved youths have access not only to attorneys to defend them, but services in the areas of education, mental health, and social work to provide help where needed, with the goal of getting youths permanently out of the court system and on the road to success.”

In 2008, the National Juvenile Defender Center issued an RFP for states to join the Models for Change Action Networks. The Juvenile Indigent Defense Action Network (JIDAN) was created to identify issues and strategies that will strengthen and enhance juvenile indigent defense systems.

“The application from Massachusetts, led by the CPCS, stood out because of its impressive track record, said Patricia Puritz, NJDC executive director. “The team, rich with key stakeholders in juvenile indigent defense and statewide policy had already demonstrated success in creating a model for a statewide juvenile defender department and putting in place a strong infrastructure for juvenile defense,” she continued. “There was no question the Massachusetts team lead by Josh Dohan, was well-positioned to take the reins on a number of compelling juvenile indigent defense issues.”

In short, twenty years ago the state of juvenile defense in Massachusetts was a fragmented mess, resulting in hundreds and thousands of children passing through the juvenile court into the adult system to become chronic offenders. Today, YAD has 8 offices with multi-disciplinary teams using the Youth Development Approach to Zealous Advocacy represent juveniles and increase the likelihood that high-risk youth are treated fairly and gain access to critical Positive Youth Development opportunities.

## Mental Health and Juvenile Justice Action Network Champion for Change

### Catherine Foley Geib: No Drama, Big Results



**Catherine Foley Geib,  
Manager of Clinical &  
Educational Services**

**Court Support Services  
Division, Connecticut  
Judicial Branch**

**Wethersfield,  
Connecticut**

**Catherine Foley Geib isn't a publicity hound. She shuns the spotlight, takes very little personal credit for the work of her team and is recognized by colleagues for her welcomed "no drama" approach. What is dramatic is how much she and her teammates have accomplished. From advocacy to implementation, services to screening, raise the age to reentry, Cathy has been a vital contributor to improving the lives of children and families throughout the State of Connecticut**

Cathy started her career working in youth shelters and later became a juvenile probation officer. Her experience "in the trenches" helped shape a vision for what the child caring systems in Connecticut could be doing for youth and families. After receiving her Masters Degree in Public Administration from NYU, Cathy shifted from direct practice to public policy development and joined the Connecticut Judicial Branch, where she served as the Manager of Detention Services and managed the successful exit from the Emily J lawsuit and helped introduce a community-based system of evidence-based treatment services for detained youth.

Cathy currently serves as the Manager of Clinical and Educational Services for the Court Support Services Division. She and her team have successfully advocated for more effective mental health treatment services for court-involved youth, resulting in new and better organized juvenile court clinics throughout the state. She has also worked to ensure that youth are screened for learning problems and secured legislative changes that allow for better coordination between youth and their school systems to facilitate re-entry upon release from placement. Her office has also created clinical care coordinator positions to act as consultants to detention staff to help identify mental health treatment needs among youth.

As the Team Leader for the Connecticut Mental Health/Juvenile Justice Action Network, Cathy's accomplishments are equally impressive. She and her team took advantage of every opportunity that involvement in the Network afforded. Her team developed a comprehensive school-responder program model, the School-Based Diversion Initiative (SBDI) that aims to reduce the number of students with behavioral health needs referred to law enforcement. They created broad-based support for this initiative. As a result, they doubled the number of participating school districts and spurred the launch of a new statewide initiative to examine and respond to the frequency of arrests of children in schools.

Connecticut, under Cathy's guidance, helped shape the content and direction of the Mental Health Training Curriculum for Juvenile Justice. Connecticut was one of the first states to pilot the MHTC-JJ and has committed to incorporating it into training offered at Connecticut's Juvenile Training Academy.

"From the beginning, Cathy made sustaining the Action Network innovations a top priority", said Joseph Coccozza, director of the Mental Health/Juvenile Justice Action Network. "Even in this difficult economic climate, she has managed to find ways to keep all of these important initiatives going. That, in and of itself, is pretty remarkable."

Without much fanfare, but with deep dedication, Catherine Foley Geib is a Champion for youth each and every day.

# Disproportionate Minority Contact (DMC) Action Network Champion for Change

## Mark Masterson: Team Justice is On the Job



**Mark Masterson,  
Director**

**Sedgwick County  
Department of  
Corrections**

**Wichita,  
Kansas**

**Mark Masterson knows that disproportionate minority contact (DMC) isn't a just a buzzword or topic for another study. As Director of the Sedgwick County Department of Corrections he has made racial and ethnic fairness a goal of all aspects of his county's juvenile justice system and taken decisive action to improve outcomes for children of color. Sedgwick County stands out because Mark has created a culture, both within his agency and the community, that leads individuals to question the reasons behind racial and ethnic disparities and develop concrete strategies to address it.**

Shay Bilchik, Director of the Center for Juvenile Justice Reform and former OJJDP administrator, has described Sedgwick County as doing "remarkable work with a very impressive team." That team, known as "Team Justice", is a diverse collaborative of sixteen juvenile justice professionals and community representatives chaired by Masterson. They meet monthly to plan, coordinate, oversee, and advocate for local juvenile justice services and needs.

Under Mark's leadership, this collaborative has tackled a number of difficult issues. Although Sedgwick County made progress in many areas before it joined the Models for Change DMC Action Network, it continued to struggle with one particular area: disproportionality at the point of arrest, particularly arrests in public schools. Through its partnership with the local African American Coalition, Team Justice conducted significant community work with police, court, schools and communities to examine arrests at school and identify alternatives. Sedgwick County eventually hired a juvenile justice education liaison to assist with individual school-based cases. As a result of these efforts, school-based arrests for disorderly conduct fell by 37 percent from 2009 to 2010, and arrests at Wichita public schools dropped by more than 50 percent over the same period.

Team Justice also focused on reducing shoplifting arrests, which represented the most common reason for arrests of African American youth, particularly girls, by a significant margin. Wichita State University conducted an in-depth data-based analysis of the problem, which led to the development of multiple strategies including shoplifting prevention programming in the county's middle schools and enlisting the help of youth to pass out materials at the shopping malls, where most arrests occurred. Thanks to these efforts, the arrest rate for property offenses dropped almost 20 percent for African American youth and 26 percent for Latino youth from 2009 to 2010.

After data analysis indicated a need for a weekend alternative to detention for low-risk youth, Team Justice found a model in Tacoma, Washington, identified freed-up state prevention funds, county funding, and federal block grant funding to pay for it, and within six months had it up and running in Sedgwick. The program served 123 youth in its first six months, 33 percent of whom were African American and 25 percent of whom were Latino.

"Mark has also been a catalyst for replication of DMC Action Network strategies in other counties in Kansas. Those counties have seen the successes in Sedgwick, and have sent representatives to DMC Action Network conferences and meetings," said Mark Soler, Executive Director, Center for Children's Law and Policy. "Sedgwick has been a team effort, but Mark's leadership has guided the creation of a more equitable juvenile justice system for children of color. His dedication to racial and ethnic fairness has made Sedgwick County a model for smart and sustainable DMC reduction."

## Washington Champion for Change

# Carl McCurley: A Passion for Analyzing and Improving Outcomes



**Carl McCurley,  
Director**

**Administrative Office of  
the Courts/Washington  
State Center for Court  
Research**

**Olympia,  
Washington**

**Outcome measures, data sources and data gaps aren't thought of as the currency of champions and advocates. For Carl McCurley and his team at the Washington State Center for Court Research (WSCCR), data and the stories it tells are powerful tools for improving outcomes for children and families involved in the juvenile justice system.**

McCurley joined the Administrative Office of the Courts in 2007, coming from the National Center for Juvenile Justice where he had participated in the Models for Change initiative. As the newly hired WSCCR director, he sought to broaden the Center's work, expanding beyond the customary focus of court operations, to analyzing the courts' impact on the lives of those they served. Models for Change offered the chance to bring together an outstanding team of researchers who shared a passion for analyzing and improving outcomes for court-involved children, youth and families.

"Dr. McCurley is a skilled researcher with a deep commitment to using data to make real changes in people's lives," said Honorable Barbara A Madsen, Chief Justice, Washington State Supreme Court

Of the four core Models for Change states, Washington has been identified as the state with the most extensive data. However, the usefulness of that data had not been fully realized. McCurley and WSCCR worked closely with NCJJ and Washington's four local demonstration sites as well as three of the state partners in identifying outcome measures, data sources and data gaps.

Under McCurley's leadership, WSCCR has enhanced juvenile justice-related data collection and reporting to better inform state and local level decision making/policy reform efforts. Four researchable databases have been created allowing for closer examination of the impact of EBPs and other interventions on risk reduction and juvenile offender recidivism. Because these databases allow users to crosswalk data, local officials can now determine 1) who is system involved, 2) their characteristics (needs, history), 3) what occurs with them (in terms of intervention and probation action) and 4) their outcomes.

Dr. Carl McCurley and his team have enabled local leaders in Washington to better understand their own data and to assemble all the small pieces in a way that finally allows them to see the big picture.

WSCCR's DMC-related activities, improving race/ethnicity data collection, providing direction on using data for informing DMC discussions and creating county-based DMC reports, provide direction to the local courts for identifying and targeting court policy and practice which may be contributing to DMC. Better awareness of institutional practices contributing to DMC is key to maintaining a system that is fundamentally fair.

WSCCR's expanded, researchable and linked databases provide a comprehensive picture of system-involved youth and helps target interventions/resources that specifically address individual differences.

"For many, the complexity and time-consuming nature of working with data is like looking for a needle in a haystack," said Justice Bobbe J. Bridge (ret.) Founding President/CEO, Center for Children & Youth Justice. "Carl and his team understand that what they are looking at is people's lives and the potential for their future success. Data becomes a critical tool to helping us provide every child in our care with the best we have to offer them."



## Louisiana Champion for Change

# Dane R. Bolin: Committed to Reform and Innovation



**Dane R. Bolin,  
Director**

**Calcasieu Parish Office  
of Juvenile Justice  
Services**

**Lake Charles,  
Louisiana**

**Passionate, committed, humble, progressive, visionary: That's how his colleagues describe Dane Bolin.**

Dane Bolin's passion for juvenile justice reform in his home state of Louisiana is too strong to be contained by state lines. His training skills are in great demand up and down the gulf coast. Ironically, it is his zeal for providing services to adolescents in their own home community that has won him notice far outside his own home of Calcasieu Parish, Louisiana.

Bolin, who started his juvenile justice career eighteen years ago as a home detention officer has risen through the ranks to become Director of the Office of Juvenile Justice Services in Calcasieu Parish, a post he has held since 2007. His entire career has been marked by his deep commitment to fairness for all at-risk adolescents, a trait critical to his role as project director of the Models for Change initiative in Calcasieu Parish.

"Dane Bolin is a local leader who has gained prominence in Louisiana and nation-wide," said Debra K. DePrato, MD, Project Director, Louisiana Models for Change. "Dane has a vision and the ability to carry it out to make the lives of children better in his parish. He coordinates with area leaders to ensure a true partnership of agencies and people. Dane believes in accountability, and sees himself as the one who is most accountable."

Under his leadership, Calcasieu Parish has received support from Models for Change Louisiana. Grant funds were used to strengthen Calcasieu Parish's Children and Youth Planning Board (CYPB) and encourage the use of evidence-based practices. Bolin uses his role as Chairman of the CYPB to educate community stakeholders and child-serving agencies throughout Calcasieu Parish on the importance of using evidence-based practices, reducing racial disparity, and community engagement. Bolin does more than talk, he works tirelessly to put his vision into practice.

Bolin's "dream" had been to establish a Community Assessment and Resource Center for youth and their families. His dream has now been realized. Calcasieu Parish has now opened a center for at-risk youth and families in Calcasieu Parish. The Center links youth and families with appropriate and meaningful services that will lead to better outcomes. It provides a "diversionary" option for law enforcement to use instead of placing youth under arrest.

Bolin has also focused his leadership on the development of detention standards for the entire state of LA. He was a key player in the passing of House Bill 1477 that outlines the development of "best practice standards" for juvenile detention facilities and licensing. He has worked with members of the Louisiana Juvenile Detention Association (LJDA) to understand their concerns and gain their support. The standards have been submitted to the Louisiana Department of Children and Families and are awaiting approval.

Bolin represents a new wave of juvenile justice leaders who have emerged from and begun shaping system reform efforts. According to Anthony W. Celestine, President of the LJDA and a colleague of Bolin, "Dane is a true leader, who leads by example. I have watched him put in countless hours at work to develop new reforms for the agency, as well as act as a consultant with other jurisdictions, both within our state and nationally. He is always striving to be better, to be an actual Champion of Change."

## Illinois Champion for Change

# Toni Irving: A Fierce Impatience for Change



**Toni Irving,  
Deputy Chief of Staff**

**State of Illinois,  
Office of the Governor**

**Chicago,  
Illinois**

**Toni Irving combines a strong intellectual grasp of juvenile justice issues with a fierce impatience to change things for the better for youth. With keen insight and acute tactical sense, she has made juvenile justice reform not only her personal priority, but as Deputy Chief of Staff to Illinois Governor Pat Quinn, a hallmark of his administration.**

Initially serving as a member of the Illinois Models for Change DMC Committee as a private citizen, Irving immediately launched a series of comprehensive juvenile justice reform efforts when she was named Deputy Chief of Staff in 2009. Since that time, she has reached out to Models for Change partners and grantees for their expertise and perspectives and tapped Models for Change leaders and partners to inform state-level policy and practice development.

“Juvenile justice matters too often received little attention from Illinois’ state-level leaders,” said Paula Wolff, Senior Executive, Metropolis Strategies. “Because of Toni’s dogged determination and leadership, juvenile justice matters now have a prominent place in the state’s policy, resource and programming discussions, and changes long envisioned are now occurring. Her leadership has significantly advanced juvenile justice reform efforts in Illinois.”

Irving’s leadership is applied with equal passion to big policy issues as well as lower-profile but important operational issues. She has increased resources for community-based services, created cross-agency collaboration and forged long-term policy and practice change. At the same time, she has pushed for the installation of safety beds that will reduce the risk of harm to every youth who must be in a Department of Juvenile Justice (DJJ) facility. With her leadership and support, the state has made it a high priority to close one or more juvenile prisons, expand aftercare support to youth leaving DJJ care and improve outcomes for youth, families and communities.

Irving has also recast the policy infrastructure, through the recreation of a potent Illinois Juvenile Justice Commission, which serves as the Illinois State Advisory Group (SAG). She personally oversaw appointments of new Commissioners—many of whom are Models for Change leaders, grantees and partners. As a result, the Commission has been reformed, revitalized and refocused and is expected to play an important role in juvenile justice improvements for years to come.

In addition to her state-level work, Irving has been an effective liaison to local stakeholders, including “marching across the street to the courthouse” to encourage and assist Cook County to become an adult and juvenile “Redeploy Illinois” site. Cook County’s participation is expected to further reduce the flow of youth into the state’s expensive and largely ineffective juvenile institutions.

“Toni is a passionate and effective voice for the Models for Change values and principles,” said Diane Geraghty, of Loyola University Chicago School of Law. “At every opportunity, she exhorts policy makers and practitioners to remember our shared goals: positive outcomes for youth and for communities. Her work will sustain Models for Change principles beyond the life of the initiative itself.”

## Pennsylvania Champion for Change

# Robert L. Listenbee: Juvenile Defenders Must Become the Change



**Robert L. Listenbee,  
Chief of the Juvenile  
Unit**

**Defender Association  
of Philadelphia**

**Philadelphia,  
Pennsylvania**

**One of Robert Listenbee's favorite quotations is from Mahatma Gandhi, "You must become the change you wish to see in the world." He uses this phrase when training attorneys to represent young people in court. It is also an apt summation of his own career as a public defender and advocate for changing the lives of kids in the juvenile justice system.**

Listenbee is Chief of the Juvenile Unit at the Defender Association of Philadelphia and has been a major contributor to Models for Change initiatives in Pennsylvania, participating in both the Juvenile Indigent Defense and DMC Action Networks. In addition to his work with Defenders in his unit, Listenbee is dedicated to improving the system and works closely with non-traditional partners to accomplish these goals including the Deputy District Attorney for Family Court in Philadelphia and top police officials in five branches of Philadelphia law enforcement.

"As Chief of the Juvenile Unit, Bob has never wavered from his commitment to improving the quality of defender representation in Philadelphia," said Rhonda McKitten, Defender Association of Philadelphia. "He has incorporated team leaders and mentoring into attorney assignments, created a specialized unit to deal with juvenile sexual assault cases and been instrumental in developing three specialty court programs that divert youth out of the juvenile justice system and reduce their risk of residential placement."

Even with those accomplishments, Listenbee works with his staff to continue to improve ways to represent juveniles in court. He believes that juvenile defenders have a responsibility to be agents of change in the juvenile justice system and that defenders in large, well-resourced offices should assist defenders in smaller offices that do not have access to the same resources.

"Throughout all of his work as part of the MfC team, Bob has brought tremendous energy, enthusiasm, humor and a willingness to collaborate," said Robert Schwartz, Executive Director, Juvenile Law Center. "These aspects of his leadership style are a major reason that he has been able to secure cooperation from so many different stakeholders. His commitment to youth, personal integrity and seemingly limitless energy have been invaluable in inspiring others to contribute to our reform initiatives."

Listenbee worked with juvenile defenders across Pennsylvania to create the Juvenile Defender Association of Pennsylvania (JDAP), the first organization in the Commonwealth to create a community of juvenile defenders to focus on the interests of juvenile practitioners. He was also the only juvenile defense attorney selected to be part of the Interbranch Commission on Juvenile Justice, to respond to the Luzerne County scandal by recommending changes to ensure that a similar injustice did not occur again. Listenbee advocates for the rights of juveniles and improvements to juvenile indigent defense as a member of the Pennsylvania Juvenile Justice and Delinquency Prevention Committee and as a new member of the Federal Advisory Committee on Juvenile Justice.

Robert Listenbee consistently encourages young defenders in his office and throughout the state to pursue juvenile justice as a specialty—both through direct service and policy reform efforts. More important than encouragement, he serves as an incredible role model of what it means to be an advocate for youth, both in and out of the courtroom.

# Champions for Change

## 2010 Award Recipients

### **Disproportionate Minority Contact Action Network**

Jason Witt  
Deputy Director,  
Rock County, Wisconsin Human Services Department

### **Mental Health and Juvenile Justice Action Network**

Honorable Linda Tucci Teodosio  
Judge  
Summit County, Ohio Juvenile Court

### **Juvenile Indigent Defense Action Network**

Robert W. Mason  
Director of Juvenile Court  
Fourth Judicial Circuit Public Defender Office, Florida

### **Washington**

Susan N. Dreyfus  
Secretary  
State of Washington Department of Social  
and Health Services

### **Louisiana**

Roy L. Juncker, Jr.  
Director  
Jefferson Parish, Louisiana Department  
of Juvenile Services

### **Illinois**

Rick Velasquez  
Director  
Youth Outreach Services

### **Pennsylvania**

Patricia Torbet  
Senior Research Associate  
National Center for Juvenile Justice

## 2009 Award Recipients

### **Illinois**

John B. Roe IV  
Ogle County  
State's Attorney

### **Louisiana**

Honorable 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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