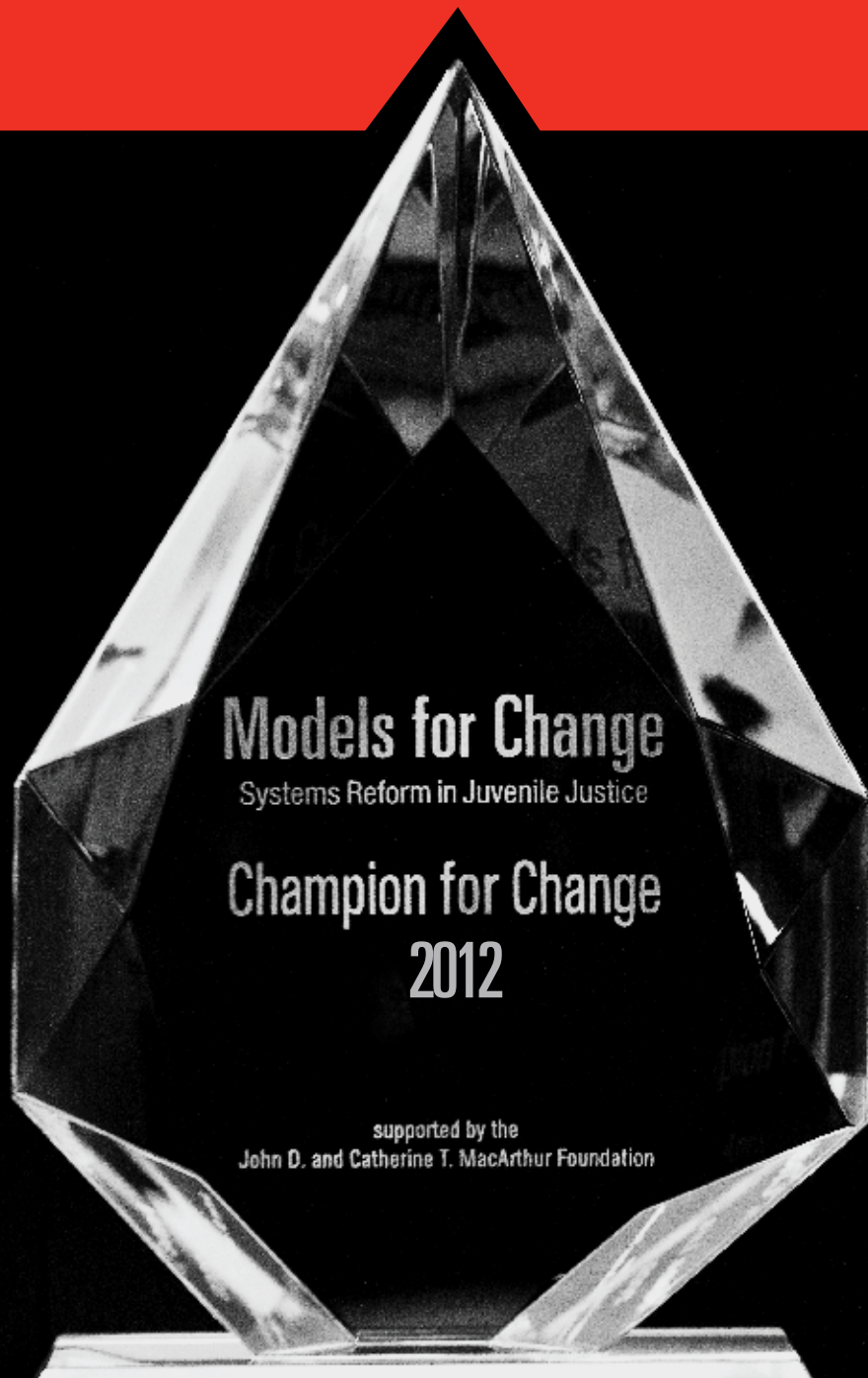


# ModelsforChange

Systems Reform in Juvenile Justice

Fifth Annual  
Champions for Change Awards  
December 3, 2012



# ModelsforChange

## Systems Reform in Juvenile Justice

*Models for Change* is a 16-state juvenile justice system reform initiative. Now in its 8th 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 2012 Champions

Over the past eight years, *Models for Change* has significantly improved our juvenile justice systems. You have shown that, with the right tools and support, motivated people can work together and overcome the most stubborn obstacles.

Now *Models for Change* is entering a new phase, and we need you more than ever. Going forward, we must offer more than research results, tool kits, or model practices; we must also offer hope and encouragement. As champions, you epitomize the perseverance, dedication, and optimism that inspire others and spur real change.

We honor your leadership 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.

To our 2012 Champions for Change, warm congratulations. Your work has profoundly touched many. Like you, we all need to be champions of a juvenile justice system that treats youth fairly and helps them lead healthy and productive lives. We owe it to our children and our country to persevere in our mission of reform.

**MacArthur**  
**Foundation**

## 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 2012 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.



## DMC ACTION NETWORK | CHAMPION FOR CHANGE

# Lisa M. Garry

**JDAI/DMC Director  
Maryland Department of Juvenile Services**

**L**isa Garry isn't politely waiting around for juvenile justice systems to ensure racial fairness for all youth. She is using her technical knowledge and practical experience to emphatically challenge juvenile justice leaders to do better, and to do it sooner rather than later.

Garry joined the Center for Children's Law and Policy (CCLP) in 2007 with a rich background in juvenile justice, ranging from direct care in secure facilities to state-level policy work.

"Lisa's passion for racial equity made her a great fit as CCLP's Disproportionate Minority Contact (DMC) Policy Director," said Mark Soler, Executive Director of CCLP. "Her visionary leadership was crucial to the development of the *Models for Change* DMC Action Network and its growth into a national platform for sharing effective models to reduce disparities."

DMC Action Network sites in 17 jurisdictions in eight *Models for Change* states implemented data-driven systems reforms, which produced measurable reductions in racial and ethnic disparities and improved outcomes for youth of color.

"Lisa embodies passion and commitment for this work," said Tiana Davis, current DMC Policy Director with CCLP. "She has a dynamic personality and a no-nonsense approach to her advocacy for youth in the system. Lisa is their voice."

In 2011, Garry assumed her current role in Maryland, a DMC Action Network Partner State, as the Juvenile Detention Alternatives Initiative/DMC Director with the Maryland Department of Juvenile Services. She manages the agency's implementation and expansion of DMC reduction activities and other systems reform initiatives and serves as the State of Maryland DMC Coordinator, providing strategic guidance to the Governor-appointed State Advisory Group on juvenile justice and direct technical support to local racial and ethnic disparities reduction efforts across the state.

Garry's record of success has continued in Maryland. The Baltimore City Juvenile Justice Center has recently shown a downward trend in its average daily population. While the Center has historically operated at or above capacity, it has recently dropped its average daily population from 120 youth in the Spring of 2012 to 65 youth today, operating at only 50 percent of capacity. Maryland also adopted new legislation that allows the Department to move a youth into a new placement in the event of a failure to adjust or program ejection, instead of housing the youth in secure detention pending a court hearing.

"The efforts of many people and the convergence of key factors contributed to these successes," said DJS Deputy Secretary Lynette Holmes. "Lisa has been a crucial catalyst for turning opportunities into action on behalf of the youth served by DJS. She's not waiting, she's making things happen now."



## JIDAN ACTION NETWORK | CHAMPION FOR CHANGE

# Laura Cohen

**Clinical Professor of Law and  
Co-Director of the Eric R. Neisser Public Interest Program  
Rutgers School of Law-Newark**

**L**aura Cohen is a defender. First and foremost. Whether she is exercising her tenacious advocacy on the part of youth in a courtroom or a classroom, she passionately represents the interests of youth.

Cohen's advocacy started early. Even while earning her J.D. from Columbia University she was the managing editor of the *Columbia Human Rights Law Review*. While still in New York, she directed attorney training for the Legal Aid Society and led public policy initiatives. Cohen was also an adjunct professor at New York University Law School and staff attorney for the Legal Aid Society.

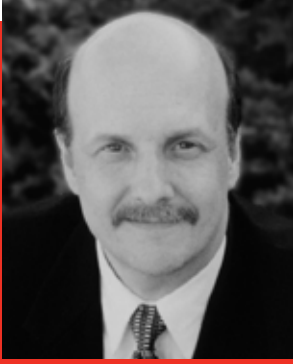
Her work as an advocate for youth involved in the justice system has grown even more impressive during her time at Rutgers University. She has continued pursuing her interests of juvenile justice, child welfare, and the legal representation of children and adolescents, and became co-director of the Northeast Regional Juvenile Defender Center, an affiliate of the National Juvenile Defender Center. She is also a team leader for the *Models for Change* Juvenile Indigent Defense Action Network (JIDAN).

"Laura's extraordinary leadership and advocacy skills, both at the appellate and individual level, make her a great champion for juvenile justice," said Sandra Simkins, Director, Rutgers-Camden School of Law Children's Justice Clinic and her Regional Center co-director. "Her innovative vision and perseverance have led to major legal victories on behalf of New Jersey's most vulnerable youth."

Cohen's legal arguments have been pivotal in cases like *In the Interest of P.M.P.* (2009) that helped to expand a juvenile's right to counsel to when the prosecutor's office initiates a complaint and *In the Interest of V.A.* (2012) which significantly raised the bar for transferring a youth to adult criminal court.

Her realization of the severity of systemic service gaps in the New Jersey justice system that created barriers to treating, rehabilitating and caring for children and promoting community safety most effectively led Cohen to take a leadership role in creating a model protocol for representation at initial detention hearings, expanding access to special education attorneys, and creating a post-disposition representation pilot, all of which are improving access to counsel and outcomes for children.

"Laura's unique and visionary approach to post-dispositional representation has already transformed the lives of numerous youth in New Jersey," said Patricia Puritz, Executive Director of the National Juvenile Defender Center, which oversees the work of JIDAN." Under her supervision and guidance, the Rutgers-Newark Law School Urban Legal Clinic has provided representation to nearly 70 clients over the past two years, ensuring that they receive the necessary mental health services and medical treatment. The Clinic has also advocated on their behalf with schools refusing to readmit them after release. Laura has been a zealous advocate for New Jersey's youth and an example to the nation."



## MENTAL HEALTH AND JUVENILE JUSTICE ACTION NETWORK | CHAMPION FOR CHANGE

# Gene Griffin

**Assistant Professor in Psychiatry and Behavioral Sciences  
Northwestern University Feinberg School of Medicine**

**W**hat do you get when you cross a clinical psychologist and a lawyer? If you are extremely lucky, you get Gene Griffin.

“Gene’s experience with, knowledge of and dedication to serving youth with mental health needs in the juvenile justice system is unparalleled,” said Julie Biehl, Children and Family Justice Center, Northwestern University Law School. “He has worked in nearly every child serving system in Illinois and with his unusual J.D./Ph.D. training, he’s uniquely qualified to impact the future of juvenile justice systems across the nation.”

After receiving his law degree and a Ph.D. in clinical psychology from Northwestern University, Griffin worked as public defender in the Cook County Juvenile Court, oversaw in-patient clinical care for adolescents at Chicago Metropolitan Child and Adolescent Services, created the Mental Health/Juvenile Justice Initiative for the Illinois Department of Human Services Office of Mental Health, and developed a child trauma program and a transitional living program for older adolescents with mental health conditions for the Illinois Department of Children and Family Services. He is a member of the Governor-appointed Illinois Juvenile Justice Commission and the clinical director of the Illinois Childhood Trauma Coalition. He currently serves as an Assistant Professor in the Department of Psychiatry and Behavior Sciences at Northwestern University Feinberg School of Medicine.

Griffin was also one of the founding members of the *Models for Change* Mental Health/Juvenile Justice Action Network team in Illinois. He was lead developer for the Mental Health Training Curriculum for Juvenile Justice (MHTC-JJ) geared toward non-clinical staff working in juvenile justice settings, like detention centers and correctional facilities. His firsthand experience working in similar settings was as valuable as his clinical knowledge of the field’s increased understanding of childhood trauma.

“Gene’s work has resulted in the development of a new training tool that every state in our Action Network is using,” said Kathy Skowrya, Associate Director of National Center for Mental Health and Juvenile Justice. “Without question, there has been no one within the Network who has had the kind of impact that he has had on the juvenile justice system and its response to youth with mental health needs.”

Griffin served as the lead trainer on behalf of the Action Network, conducting each of the train the trainer sessions on the new curriculum, and led five full training sessions using the MHTC-JJ in Illinois for new and existing staff within the Department of Juvenile Justice, in support of their reform work. He is also serving as the lead trainer for the new joint Office of Juvenile Justice and Delinquency Prevention/MacArthur Foundation mental health training initiative and will be training trainers in ten new states selected to receive MHTC-JJ training.

His colleagues describe him as one of a kind—warm, patient, funny and respectful of everyone. “Gene’s unassuming and gentle nature belies his professional competence and credentials,” said Jennifer Jaworski, Chief of Mental Health Services, Illinois Department of Juvenile Justice. “He makes every project and interaction better simply by being part of it.”



## ILLINOIS MODELS FOR CHANGE | CHAMPION FOR CHANGE

# Arthur D. Bishop

**Director**  
**Illinois Department of Juvenile Justice**

**T**he Illinois Department of Juvenile Justice was created in 2006 with a vision paralleling *Models for Change* principles. It wasn't until five years later when Arthur Bishop was appointed director that the full potential of the Department began to be realized.

"We knew it would take a disciplined and structured change of focus toward rehabilitation and positive youth outcomes," said Paula Wolff of Metropolis Strategies. "Once Director Bishop took over, things really began to happen. He has used his 35 years of direct service and administrative experience to become a potent leader for changing the culture of the Department."

Beyond creating a culture supportive of a developmentally appropriate and therapeutic environment, he has also produced concrete results. The Department was one of the only state agencies receiving a FY13 budget increase. This funding, which expands community-based reentry services and creates up to 54 new "aftercare specialist" positions, means that youth leaving facilities will be supervised by the Department's staff with enhanced training and skills to work effectively with young people, instead of by traditional corrections-based parole officers managing large adult caseloads. "With Arthur at the helm, the Department has taken a far more comprehensive role in rehabilitating youth and, in doing so, in improving public safety and the use of taxpayer dollars. His leadership is producing changes that matter for young people, families and communities," notes Toni Irving, Deputy Chief of Staff for Governor Pat Quinn and Illinois' 2011 Champion for Change.

The outcomes of his work, even in this short time, are remarkable. The Department's Aftercare Pilot program has significantly reduced reincarceration of youth. The Department's population has dipped below 1,000 youth for the first time in well over a decade and two facilities are slated to close this year. Staff now receive critical training in adolescent development and trauma, using the *Models for Change* Mental Health Training Curriculum for Juvenile Justice curriculum. Youth entering the Department are now screened for behavioral health needs with a scientifically valid and reliable instrument. The new superintendent of education has begun implementation of on-line education programs for youth; and a step-down center has been created at one of the facilities to improve reintegration into the community.

"With Director Bishop's leadership and *Models for Change* assistance, Illinois has begun claiming federal Medicaid resources to increase the funds available for community-based behavioral health care," said Diane Geraghty, Director of the Loyola University Chicago ChildLaw Center. "In a time of fiscal crisis, these resources support critical services and—just as importantly—the Director's determination to obtain the funding reflects strong management to support systems change."

Director Bishop has been a steady and powerful voice for *Models for Change* initiatives while gaining the respect and confidence of those in the department, policy makers in the Legislative and Executive branches as well as advocates—and most importantly, the youth in the system and their families. He has been an effective and steadfast champion for change and a model for those who seek to bring real culture change to the field.





## LOUISIANA MODELS FOR CHANGE | CHAMPION FOR CHANGE

# Sharon Guy Hornsby

**Dean**

**Northshore Technical Community College, Florida Parishes Campus**

**S**haron Hornsby is the dean of a technical community college in a rural and impoverished area in Louisiana. Under her leadership, enrollment has skyrocketed making Northshore Technical Community College (NTCC) one of the fastest growing two-year campuses in the US. Louisiana officials were recently on hand to celebrate completion of a new state-of-the-art facility. If that's not enough for you, she has also made working on behalf of adjudicated youth a personal project.

Hornsby is the Project Director of the Louisiana *Models for Change* pilot program at the college, working with the Louisiana Office of Juvenile Justice and the Louisiana State University Health Services Center Institute for Public Health and Justice to provide college and job training enrollment opportunities for adjudicated youth. Participants can access a wide selection of career programs that lead to industry-based certificates and diplomas. Since many of the students lacked even a GED, Hornsby has made sure GED classes were accessible on campus by immediately implementing a new Louisiana program making it possible.

"Setting up this program wasn't easy," said Karolyn Harrell, Project Coordinator for the program. "It took Dean Hornsby's leadership to synchronize the efforts of administrators, faculty, staff, students, and parents to provide delinquent youth the opportunity of getting a degree that can help them enter the work force."

As a licensed professional counselor, Hornsby has always understood that many negative behaviors come from a lack of knowledge and understanding in how to deal with challenges and overcome obstacles. The Louisiana *Models for Change* project at NTCC provides delinquent youth with strategies to become successful students as well as reduce stress, violence, anxiety, and depression—skills that they can use throughout their life.

"Dean Hornsby embodies the values of *Models for Change*: fundamental fairness, recognition of developmental differences between youth and adults, and the belief that all youth have the potential to not only change, but to become contributors to building their own communities," said Debra DePrato, the Director of the Institute for Public Health and Justice and the Louisiana *Models for Change* Project Director. "As a result of her leadership, this group of students, many of whom have never seen or experienced much success, have become more accomplished and made progress in school and in life."

And succeed they do. An astonishing 80 percent of the students in the program so far have successfully completed the combined education and job-training program. Seventy percent have already earned a job-based credential. Students, who experienced problems and failure prior to enrolling in post-secondary education, are now showing an improvement in their behavior in and out of the classroom, including grades and attendance.

The NTCC Louisiana *Models for Change* project has been so effective that other institutions have taken notice. Hornsby and colleagues are preparing a report on how to utilize student financial resources, career counseling and advising to provide a pathway for delinquent youth to become productive members of the workforce.

"The main ingredient you can't package is the spirit Dean Hornsby brings to this project," said Mary Livers, Deputy Secretary, Louisiana Office of Juvenile Justice. "You've got to believe that delinquent youth have the potential to change and that it's your responsibility to help them. She sure does and the results speak for themselves."



## PENNSYLVANIA MODELS FOR CHANGE | CHAMPION FOR CHANGE

# George D. Mosee, Jr.

**Deputy District Attorney  
Philadelphia District Attorney's Office, Juvenile Division**

**E**ffective and sustainable juvenile justice reform requires collaboration among stakeholders. As the gatekeeper to the system, prosecutors play a critical role, yet only recently have reformers begun to actively engage them. George Mosee hasn't been waiting around. He has been using the *Models for Change* approach to improve outcomes for young people while enhancing public safety and in the process setting new expectations for prosecutors.

Mosee joined the Philadelphia District Attorney's Office in 1988 and has been in charge of the Juvenile Division since 2002. "George is without a doubt one of the most highly respected individuals in the juvenile justice system in Philadelphia and throughout Pennsylvania," said Robert Listenbee, Chief of the Juvenile Unit at the Defender Association of Philadelphia. "Like the old E.F. Hutton commercial, when George Mosee speaks, people listen."

A great example of people listening to Mosee are the Minority Youth—Law Enforcement Forum meetings instituted to reduce conflict and promote community safety. Central to the forums is a curriculum that he helped develop that is now used in a one-day training for police academy cadets. The training includes instruction on youth culture, adolescent behavior and brain development and adolescent responses to authority. It has been used at the Philadelphia Police Academy, Lancaster Police and the Pittsburgh Police Department and was recently awarded the first "County Juvenile Detention Center Best Practices for the 21st Century Award" by the Philadelphia Department of Human Services.

"George Mosee's impact on *Models for Change* has been extraordinary. He has played a major role in developing many of the projects that are still underway in Philadelphia and throughout the state," said Robert Schwartz, Executive Director of the Juvenile Law Center. "George leads by example. All Pennsylvania citizens—and the state's children in particular—benefit when a person of George's stature engages in reform. Because of his reputation and experience, *Models for Change* has a secure place in the history of Pennsylvania juvenile justice reform."

Mosee is the Co-Chair of the Diversion Subcommittee of the Governor's Advisory Committee on Juvenile Justice. This subcommittee recently allotted almost \$2 million to expand diversion practices throughout the state. He has recently been selected as a core member of the Prosecutor's Leadership Network being developed at Georgetown University.

Because of Mosee, there are programs and policies in place in Philadelphia and across Pennsylvania that have changed the juvenile justice system in concrete and positive ways. He has accomplished so much because he cares so much. Mosee is a true example of the *Models for Change* core principles in action.



## WASHINGTON MODELS FOR CHANGE | CHAMPION FOR CHANGE

# Starcia Marie Ague

**University of Washington/School of Medicine, Department of Psychiatry & Behavioral Sciences,  
Division of Public Behavioral Health and Justice Policy**

**M**any champions for reforming juvenile justice take up the mantle after learning about the plight of incarcerated youth. Starcia Ague had a more firsthand enlightenment. For six years, she gained in-depth knowledge of what isn't working in secure confinement as a ward of the Washington State Juvenile Rehabilitation Administration.

While confined, she fought to get her high school diploma and upon release entered Washington State University, where she received her Bachelor's degree in criminal justice in 2010. There was no looking back. In fact, her involvement as a reformer with *Models for Change* began as an undergraduate working for her professor Dr. Nicholas Lovrich. Ague helped develop a coding scheme for school and court records for one project and worked with a team of graduate students to develop an interview protocol for use with students and parents/guardians.

"Starcia persevered and has dedicated herself to making the system better for youth. She has had the courage to share her personal journey through the system and bring to life its negative impacts on her, and most recently she has helped other system-involved youth to articulate their experiences, hopes and dreams to influential people inside and outside of the juvenile justice system through her youth voice initiatives," said Lovrich. "Her unique and authentic voice has been a catalyst and model for creating awareness of the issues and empathy for the youth in the system. She has been a tireless leader in her efforts to reform the attitudes, practices and policies that produce negative outcomes for youth."

After graduation, Ague was hired by Dr. Eric Trupin at the University of Washington where she consulted with the *Models for Change* Mental Health/Juvenile Justice Action Network and has been an active member of the Juvenile Indigent Defense Action Network core team. Ague has also played an instrumental role in statutory reforms addressing both the sealing of, and the public access to, juvenile offender records.

In 2011, Starcia was granted a full and unconditional pardon for her offenses by Washington's Governor Christine Gregoire. This was the first pardon granted for a juvenile offense in the history of the State.

"Starcia represents the future of juvenile justice reform," said Annie Lee, Executive Director of TeamChild. "Her experience grounds her. She calls for practical and meaningful change that will improve the lives of youth, not just make the systems more efficient or cost effective. She truly believes that change can happen and that she's been called to help it along. She knows that youth can be catalysts for change."

# Champions for Change

## 2011 Award Recipients

### Juvenile Indigent Defense Action Network Champion for Change

Joshua Dohan  
Director  
Youth Advocacy Department—Committee  
for Public Counsel Services

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

Catherine Foley Geib  
Manager of Clinical & Educational Services  
Court Support Services Division,  
Connecticut Judicial Branch

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

Mark Masterson  
Director  
Sedgwick County Department  
of Corrections

### Washington

Carl McCurley  
Director  
Administrative Office of the Courts/  
Washington State Center for Court  
Research

### Louisiana

Dane R. Bolin  
Director  
Calcasieu Parish Office of Juvenile Justice  
Services

### Illinois

Toni Irving  
Deputy Chief of Staff  
State of Illinois, Office of the Governor

### Pennsylvania

Robert L. Listenbee  
Chief of the Juvenile Unit  
Defender Association of Philadelphia

## 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

Hon. Patricia E. Koch  
Judge  
Ninth Judicial District Court

### Pennsylvania

Keith Snyder  
Deputy Director  
Juvenile Court Judges' Commission

### Washington

Anne Lee  
Executive Director  
TeamChild

## 2008 Award Recipients

### Pennsylvania

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

### Illinois

Elizabeth Clarke  
Founder and President,  
Juvenile Justice Initiative

### Washington

Jacqueline van Wormer  
Benton and Franklin Counties  
Superior Court

### Louisiana

Paul Joseph Frick  
Research Professor of Psychology  
University of New Orleans

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[www.modelsforchange.net](http://www.modelsforchange.net)