

The National Resource Bank

The Models for Change initiative makes grants to national organizations that together constitute a national resource bank—a treasury of knowledge and tools, training and technical assistance, advocacy and public education strategies—that those working on juvenile justice system reform at the state and local levels can draw upon. Current initiative grantees, who include some of the leading experts and practitioners in the field, are listed below, grouped by their areas of substantive expertise.

Corrections and Probation

Council of Juvenile Correctional Administrators
Child Welfare League of America
Center for Children’s Law and Policy

Systems Integration

Child Welfare League of America
Council of Juvenile Correctional Administrators
Juvenile Law Center

Mental Health

National Mental Health Association
National Center for Mental Health and Juvenile Justice
The University of Massachusetts Law and Psychiatry
Program (The National Youth Screening
Assistance Project)

Child and Adolescent Development

Research Network on Adolescent Development
and Juvenile Justice

Training and Professional Development

National Juvenile Defender Center

Community Organizing and Advocacy

Center for Children’s Law and Policy
Juvenile Law Center
National Mental Health Association
National Council of La Raza

Policy Analysis

Center for Children’s Law and Policy
Juvenile Law Center

Communications

Justice Policy Institute

Research, Statistics, and Technical Assistance

National Center for Juvenile Justice

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Center for Children's Law and Policy

The Center for Children's Law and Policy is a public interest law and policy organization that works to reform juvenile justice, child welfare, education, and other systems that affect troubled and at-risk children. Its mission is to protect these children and ensure that they receive the necessary support and services to become healthy, productive adults. CCLP is the successor to the Washington, D.C. office of the Youth Law Center.

Areas of focus

CCLP, like the Youth Law Center before it, is interested in a variety of juvenile justice issues, including:

- Disproportionate minority contact
- Racial and ethnic disparities that affect youth of color in the juvenile justice system
- Issues of confinement
- Promoting rational and effective justice policies

Partners | Clients

CCLP partners with other system reform and advocacy organizations such as the Justice Policy Institute and the National Juvenile Defender Center, and with major law firms that provide pro bono assistance to juveniles and their families. It works with state and local child-serving organizations, agencies, and leaders at all levels of the system in the Models for Change states.

Strategies | Services

CCLP provides a broad range of services, including research, writing, public education, constituency building, media advocacy, training, technical assistance, litigation, and administrative and legislative advocacy at the local, state, and national levels. As part of the Models for Change initiative, CCLP puts all these skills to work to understand and change policies and practices that contribute to overrepresentation of minorities and disparities in their treatment throughout the juvenile justice system.

In the selected states it will work, as needed, to:

- Raise awareness of the problem of minority overrepresentation in order to motivate change
- Improve data collection and reporting practices
- Identify decision points in the process, from arrest to confinement and beyond, where differential treatment occurs
- Use the data to examine why and how disparate treatment occurs and what actions can reduce bias in decision making
- Help implement the plans and monitor progress toward improved outcomes

CCLP is preparing a report on promising approaches to juvenile justice reform in each of the Models for Change states. Informing the field of successful reforms, and disseminating the tools and lessons learned along the way, will help create momentum toward reform in other states.

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Child Welfare League of America

The Child Welfare League of America is the nation's oldest and largest nonprofit organization dedicated to protecting children and strengthening families.

CWLA established a Juvenile Justice Division in 2000, with support from the MacArthur Foundation. Its goal is to produce better outcomes for children and families through policies and practices that better integrate the juvenile justice and child welfare systems.

Areas of focus

The Juvenile Justice Division targets two major areas: the connections between child maltreatment and juvenile delinquency; and the integration and coordination of programs and services across the child welfare and juvenile justice systems, including community-based alternatives to secure confinement.

Partners | Clients

CWLA works with child-serving agencies nationwide and with state and local leaders, practitioners, caseworkers, administrators, and executives in the fields of child welfare and juvenile justice.

Strategies | Services

CWLA provides consultation, training, and technical assistance in its areas of focus. It conducts inventories and assessments of youth-serving systems and agencies in order to make recommendations for strategic planning and change. It convenes working groups to develop recommendations on policies, procedures, and protocols to support systems integration. It assists with the collection, management, analysis, and sharing of data. And it conducts regional training for professionals in youth-serving organizations.

With the creation of the Juvenile Justice Division, CWLA has also developed a line of products, services, and resources for the fields of juvenile justice and child welfare. Among them are a National Symposium on Juvenile Justice, workshops and presentations, a series of issue briefs and bulletins, an electronic newsletter, practice guidelines, tool kits for strategic planning, and a clearinghouse for resources and information about best practices and programs, research reviews, and policy analyses. Publications focus on such issues as system integration, the connections between child maltreatment and juvenile delinquency, and the most promising system responses, programs, and practices.

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Council of Juvenile Correctional Administrators

The Council of Juvenile Correctional Administrators is a national non-profit organization dedicated to improving youth correctional systems and services. Since 1994, CJCA has brought together youth correctional leaders from across the country to lead and to promote advances in juvenile justice. It identifies and educates the field about best practices, promotes the sharing of research and resources, and educates policymakers and the public about treatment, rehabilitation, and other current issues in juvenile corrections. Through the education and development of correction agency leaders, CJCA aims to improve the practices and policies in local systems and increase the chances of success for delinquent youths.

Areas of focus

CJCA has targeted four major areas of focus:

- Facilitating collaboration among state and local juvenile justice and mental health entities
- Establishing an aftercare component in juvenile corrections agencies to provide reintegration services and monitor youths' reentry to the community
- Establishing a continuum of care model in juvenile correctional agencies
- Developing a "probation subsidy" model that funds local programs to divert lower-risk offenders from state-operated institutions.

Partners | Clients

CJCA works with chief executive officers of the nation's juvenile justice agencies and participates in national efforts to educate and collaborate with other child-serving organizations and policy-makers. CJCA leads several national initiatives that are developing and implementing new tools for leaders, staff, and youth.

Strategies | Services

CJCA serves as a center of leadership training and a national forum on youth correction topics. It is a clearinghouse where agencies across the country can find information on issues, trends, and best practices. And it provides education through meetings, conferences, and publications.

In the area of standards, CJCA developed and has widely implemented the Performance-based Standards (PbS) for Youth Corrections and Detention Facilities, a blueprint for safe and effective corrections programs. Through this work CJCA has developed expertise in monitoring systems, data collection, and analyses that provide accountability measures for facilities and systems. CJCA currently is field testing PbS for community residential programs.

Finally, CJCA works with the National Center for Mental Health and Juvenile Justice to develop a comprehensive approach to identify and serve youth in the juvenile justice system who have mental health problems. Through this work CJCA has developed the knowledge and expertise to build integrated systems of mental health services for juvenile justice youth.

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Justice Policy Institute

The Justice Policy Institute is a Washington, DC-based organization working to promote sensible policy reforms in adult and juvenile justice systems through public education and communications efforts targeted at policymakers, the media, and the public. Its central mission is to reduce society's reliance on incarceration as a solution to social problems.

Areas of focus

JPI's work addresses issues such as reducing disproportionate minority representation, expanding community-based services and alternatives to detention and incarceration for young people, and promoting the concept of "second chances" for youth.

Partners | Clients

JPI provides technical assistance in communications and media to county and state juvenile administrators and system staff, youth services providers, county and city governments, youth advocates, community organizations, and at-risk youth and their families. It works both with those new to communications and those more seasoned in strategic media work.

Strategies | Services

JPI's services include:

- Strategic communications counseling and planning to achieve core project goals.
- Training and building organizational capacity to communicate effectively with the media on juvenile justice.
- Helping organizations think through and develop effective messages on issues.
- Counseling and coaching on the best approaches for working with the media.
- Helping with the development of press lists, press releases, fact sheets, and other materials needed for effective media work.
- "Rapid response" coaching for dealing with unplanned developments that can jeopardize reform efforts or provide unexpected opportunities.

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Juvenile Law Center

Juvenile Law Center is one of the oldest and largest public interest law firms in the United States focusing on reform of the juvenile justice and child welfare systems. JLC uses a wide array of legal strategies to divert youth from those systems, to ensure they are not harmed by the systems, and to help them gain access to physical and behavioral health care, basic and special education, housing, employment, and other services necessary to their well-being.

Areas of focus

JLC's staff has expertise in state and federal statutory and case law, in the operations of the judicial system, and in the service delivery system, including system financing and service coordination. Its work encompasses:

- Juvenile justice
- Child welfare
- Physical and mental health issues
- Education

Partners | Clients

JLC works on behalf of children who have come within the purview of public agencies, chiefly in Pennsylvania but also nationally. JLC staff works with the courts and agencies that serve children, with legislators and policymakers, and with the general public. They have been both outside advocates and insiders who serve on national, state, and local task forces and committees. Juvenile Law Center is the lead entity for Models for Change (MfC) in Pennsylvania, and JLC also has lead agency responsibility for MfC's aftercare work in the state.

Strategies | Services

JLC has litigated over institutional conditions, due process safeguards, and system financing, and has represented children in hearings involving every public system. It has trained judges, lawyers, and other professionals in over 30 states. It has published materials on system reform, the role of courts and lawyers in improving systems, and financing system change, as well as legal materials for lay people on child abuse and neglect, confidentiality and consent, and the role of counsel for children.

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National Center for Juvenile Justice

The National Center for Juvenile Justice, founded in 1973, is the Research Division of the National Council of Juvenile and Family Court Judges. It is the only independent research organization that focuses exclusively on juvenile justice issues, with the mission of strengthening the effectiveness of juvenile and family justice systems and improving the quality of justice for children and families. NCJJ analyzes data on young people as victims and offenders, evaluates juvenile justice procedures and interventions, and conducts cross-cutting assessments of state laws that affect children and adolescents.

Areas of focus

NCJJ concentrates its efforts in three general areas:

- Guiding and improving policy development and practice through the analysis and dissemination of statistical information on juveniles and juvenile justice
- Keeping juvenile justice professionals informed regarding patterns and developments in juvenile and family law
- Helping individual courts and probation departments solve problems, and developing publications and other resources that address juvenile justice issues of importance to policymakers and practitioners in the field.

Partners | Clients

NCJJ works primarily with state juvenile justice agencies and local juvenile courts and probation departments.

Strategies | Services

NCJJ provides expertise in data analysis, research, strategic planning, and assessment. It serves as project coordinator for the Models for Change initiative and provides guidance to the initiative's site-based work. As the project's technical assistance resource center, NCJJ supports state-level strategic planning, establishes baseline measures, documents the implementation of state work plans, and monitors the progress of each state toward its individual goals and the overall goals of the initiative.

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National Center for Mental Health and Juvenile Justice

The National Center for Mental Health and Juvenile Justice was established in 2001 in response to growing concerns about the care and treatment of youth with mental health problems who are involved with the juvenile justice system. The Center is operated by Policy Research, Inc., in partnership with the Council of Juvenile Correctional Administrators. Its mission is to increase awareness of the mental health needs of youth in the system, to help the field develop policies and programs based on the best research and practices, to improve conditions of confinement for youth with mental health needs and to improve the coordination and continuity of services.

Areas of focus

The Center's work has focused on key components of the larger issue of mental health and juvenile justice, including:

- Evidence-based practices
- Interagency collaboration
- Systems change
- Diversion and re-entry programs
- Screening and assessment
- Prevalence of disorders
- Co-occurring disorders

Partners | Clients

The Center provides information and practical assistance to state and local policymakers, practitioners, and agencies interested in mental health and juvenile justice issues.

The Center also serves as a home to several interrelated projects that are supported by public and private organizations, including the federal Office of Juvenile Justice and Delinquency Prevention and the Substance Abuse and Mental Health Services Administration.

Strategies | Services

The Center serves as a national focal point for the collection, development, and dissemination of information and resources on youth with mental health disorders who are involved with the juvenile justice system. It has created a Resource Center with a toll-free number for information and assistance requests, a comprehensive database of the best available research and information, and a user-friendly website, and has developed and disseminated a variety of products and resources of value to the field. It promotes awareness of mental health issues at multiple levels of government and practice, and has worked intensively with several jurisdictions on strategic planning to create long-lasting and replicable systems change.

The National Resource Bank

National Council of La Raza

The National Council of La Raza—the nation’s largest Hispanic civil rights, advocacy, and community development organization—was established in 1968 to reduce poverty and discrimination and improve life opportunities for Hispanic Americans. In 2000 NCLR adopted criminal and juvenile justice issues as a priority, and in 2006 it established the Latino Juvenile Justice Network. The Network has four goals: to build juvenile justice advocacy capacity among Latino community-based organizations; to heighten awareness and contribute a Latino perspective to reform efforts in Models for Change sites; to promote opportunities for local and state-based groups to learn from each other; and to complement and inform NCLR’s existing federal-level justice advocacy work.

Areas of focus

The Latino Juvenile Justice Network focuses on several areas that have particular salience in the Latino community:

- Over-representation and disparate treatment of Latino youth
- Lack of data collection on ethnicity at all stages of contact
- Inadequate bilingual services
- Transfer and waiver to adult criminal court
- Community-based alternatives to incarceration
- The impact of anti-gang laws on Latino youth
- Lack of consideration of immigration status in processing youth

Partners | Clients

The Network brings together state and local community-based organizations to form advocacy coalitions for juvenile justice reform.

Strategies | Services

NCLR/Network activities include:

- Building community partnerships. Tapping into its extensive affiliate membership, NCLR surveys potential Network partners in Models for Change states, establishes an advocacy coalition in each state, and identifies a coordinating agency. NCLR assists the coalitions in organizing public education and advocacy events and activities, including town hall meetings, visits to juvenile facilities, and media contacts.
- Providing technical assistance and training to the statewide coalitions. Participants take part in workshops and have access to materials, resources, and telephone consultations in three areas: advocacy strategies and tactics, media outreach, and resource development. NCLR brings coalitions from different sites together to facilitate the exchange of information and lessons learned, and links the coalitions to the Models for Change initiative and its National Resource Bank.
- Providing policy analysis and research through statistical reports, policy briefs, fact sheets, and other resource material, often drawing on the National Resource Bank. In return, it offers the National Resource Bank first-hand knowledge and information about the experiences of Latino youths involved in the juvenile justice system and the delivery of services in Latino communities.

The National Resource Bank

National Juvenile Defender Center

The National Juvenile Defender Center began as a project at the Juvenile Justice Center of the American Bar Association; it became a freestanding nonprofit organization in 2005. The Center's mission is to ensure excellence in juvenile defense and promote justice for all children.

Area of focus

NJDC addresses a wide range of issues, from juveniles' access to effective counsel to their competency to stand trial. It has particular expertise in adolescent development and its implications for juvenile justice policies and practices. The Center has been instrumental in the development, testing, and dissemination of Juvenile Court Curriculum, and in Curriculum-based training.

Partners | Clients

NJDC offers support to public defenders, appointed counsel, law school clinical programs, and non-profit support centers. While it focuses on the juvenile defense bar, the Center also provides professional development, along with training in adolescent development, to judges, prosecutors, probation officers, and other court personnel.

Strategies | Services

The Center's activities in the Models for Change initiative include:

- Providing professional development and training of juvenile court personnel, using the MacArthur Juvenile Court Training Curriculum and other curricula and resource material designed to enhance juvenile defense work.
- Building the capacity of the defense bar through comprehensive assessments of juvenile indigent defense in the Models for Change states. Based on the findings and recommendations of these assessments, the Center will organize state and local leadership teams to develop strategies and produce work plans to implement the recommendations. Capacity-building activities include adopting standards of practice, ensuring adequate funding, and providing training.
- Responding to national requests for training and technical support. The Center continues to provide assistance to organizations and agencies interested in professional education and training on adolescent development.

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National Mental Health Association

The National Mental Health Association, established in 1909, is the country's oldest and largest nonprofit organization addressing mental health and mental illness. A membership organization with more than 340 affiliates nationwide, NMHA works to improve the mental health of all Americans through advocacy, education, research, and service.

In 1998 NMHA launched a new initiative, Justice for Juveniles, to address concerns about the growing number of youths in the juvenile justice system who have mental health and substance abuse problems. NMHA is committed to helping states and communities develop policies and services to help these vulnerable young people.

Area of focus

In the area of juvenile justice, NMHA is concerned with a variety of policy, practice, and systemic issues, including:

- The use of mental health screening tools in juvenile facilities
- Improving mental health programs and services for youth in detention facilities
- Community-based mental health services and diversion programs for youth who come into the juvenile justice system

Partners | Clients

NMHA's grassroots network of state and local affiliates includes mental health services consumers and their families, advocates, and service providers. In the Models for Change initiative, NMHA provides services to mental health and juvenile justice stakeholders including representatives of state and local Mental Health Associations, juvenile justice professionals, parents, advocates, clinicians, providers, and policymakers.

Strategies | Services

- NMHA has developed a series of publications and resource materials, including a guide to help families negotiate the juvenile justice system and a manual for monitoring the conditions of confinement in juvenile correctional facilities. The organization provides a broad spectrum of services to sites in the Models for Change initiative, including:
- One-on-one consultation to mental health and juvenile justice stakeholders
 - Building and leading broad-based coalitions of service providers, parents, and advocacy groups working for juvenile justice reform
 - Facilitating state and local strategy forums on improving policies and services
 - Organizing advocacy activities, including community needs assessment, facilities monitoring, and media strategies
 - Securing federal funding for mental health services in juvenile justice facilities

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National Youth Screening Assistance Project

The National Youth Screening Assistance Project (NYSAP) is a technical assistance and research group based at the University of Massachusetts Medical School. Its purpose is to promote sound mental health and forensic screening and assessment practices nationwide through the use of new tools such as the Massachusetts Youth Screening Instrument – Second Version (MAYSI-2). NYSAP's goal is to improve services to youth with mental health needs who come into the juvenile justice system. MAYSI-2 is currently used in 48 states—35 use it systemwide—and six foreign countries.

Area of focus

NYSAP offers assistance in two areas:

- Improving mental health screening, assessment, and services in the juvenile justice system.
- Developing effective policies and practices for assessing juveniles' adjudicative competence to stand trial.

Partners | Clients

NYSAP works with personnel at intake probation offices, pretrial detention centers, juvenile court clinical services, intake centers for juvenile correctional facilities, forensic mental health treatment units, diversion programs, after-care services, and youth substance abuse screening programs.

The group also works with policymakers on the issue of competence to stand trial.

Strategies | Services

NYSAP helps juvenile justice programs develop comprehensive plans for screening and assessment of mental disorders among youth in their custody. In addition to providing continuing MAYSI-2 assistance to juvenile justice programs nationwide, NYSAP has several related roles within the Models for Change initiative. The group will:

- Provide technical assistance and consultation in developing mental health screenings and assessments at all points of contact in the states' juvenile justice facilities.
- Translate the results of screening and assessment into improved access to mental health services for youths.
- Provide technical assistance and consultation to help legislatures, juvenile courts, lawyers, and juvenile court clinicians improve policy and practice in the assessment of juveniles' competence to stand trial.

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Research Network on Adolescent Development and Juvenile Justice

The juvenile justice system was founded more than a century ago on the principle that children are fundamentally different from adults, and that the justice system that deals with them should reflect these differences. During the 1990s that founding principle was all but forgotten as the system moved away from rehabilitation and became increasingly punitive. Where child advocates saw children in need of help, law enforcement, policymakers, and much of the public saw a system that was failing to protect the public or to hold youngsters accountable for their actions. What was missing from the debate was a scientifically grounded developmental perspective.

The MacArthur Foundation established the Research Network on Adolescent Development and Juvenile Justice to provide that perspective. Bringing together a broad spectrum of scholars, policy experts, and practitioners in social science, psychology, criminology, and law, the Network's mission has been to give the field knowledge based on sound science and legal scholarship—information and ideas to which policymakers and practitioners can respond.

Areas of focus

The Network's research focuses on three broad themes: competence, culpability, and adolescents' potential for change. The first two deal with the limitations of adolescence and how they influence the behavior and treatment of young offenders. The third looks at the factors that lead most adolescents to stop committing delinquent or criminal acts and become contributing members of society. Network researchers are also looking at the impact of racial stereotypes and prejudice on juvenile justice practices.

Accomplishments

- *Competence.* With an increasingly punitive juvenile justice system, it's important to know whether young offenders are able to understand the adversarial process, assist in

their own defense, and make important decisions about matters like plea agreements. The Network's large-scale Juvenile Adjudicative Competence Study was designed to answer these questions. The study found that a significant proportion of adolescents age 15 and younger are as poorly prepared to participate in their trials as adults with serious mental illness; older adolescents tend to be much closer to adults in their thinking. The Network has developed a manual for assessing juveniles' competence to stand trial, and state legislatures are already beginning to revise their guidelines in response.

- *Culpability.* How blameworthy are adolescents engaging in illegal activity? Do the psychological and intellectual requirements for criminal culpability emerge along a predictable developmental path? And how should this be taken into account in the justice system's response to juvenile crime? The Network has found that there are significant, age-related changes in individuals' ability to consider the future consequences of their actions and in their susceptibility to peer pressure—potentially mitigating factors in considering sanctions against an individual. The research led to the Supreme Court's recent landmark decision outlawing the death penalty for offenders who were younger than 18 when they committed their crime.
- *Change.* Why do some adolescents return again and again to the justice system while others stop engaging in illegal activities? The Network's largest project is a longitudinal study of 1,300 serious juvenile offenders as they move into and out of the system. The study addresses two of the most enduring issues in juvenile justice: the risk juvenile offenders pose to the community, and the results of the treatment they receive. Researchers hope to better understand the factors that determine which interventions work for which young offenders, and to delineate the components of good interventions.