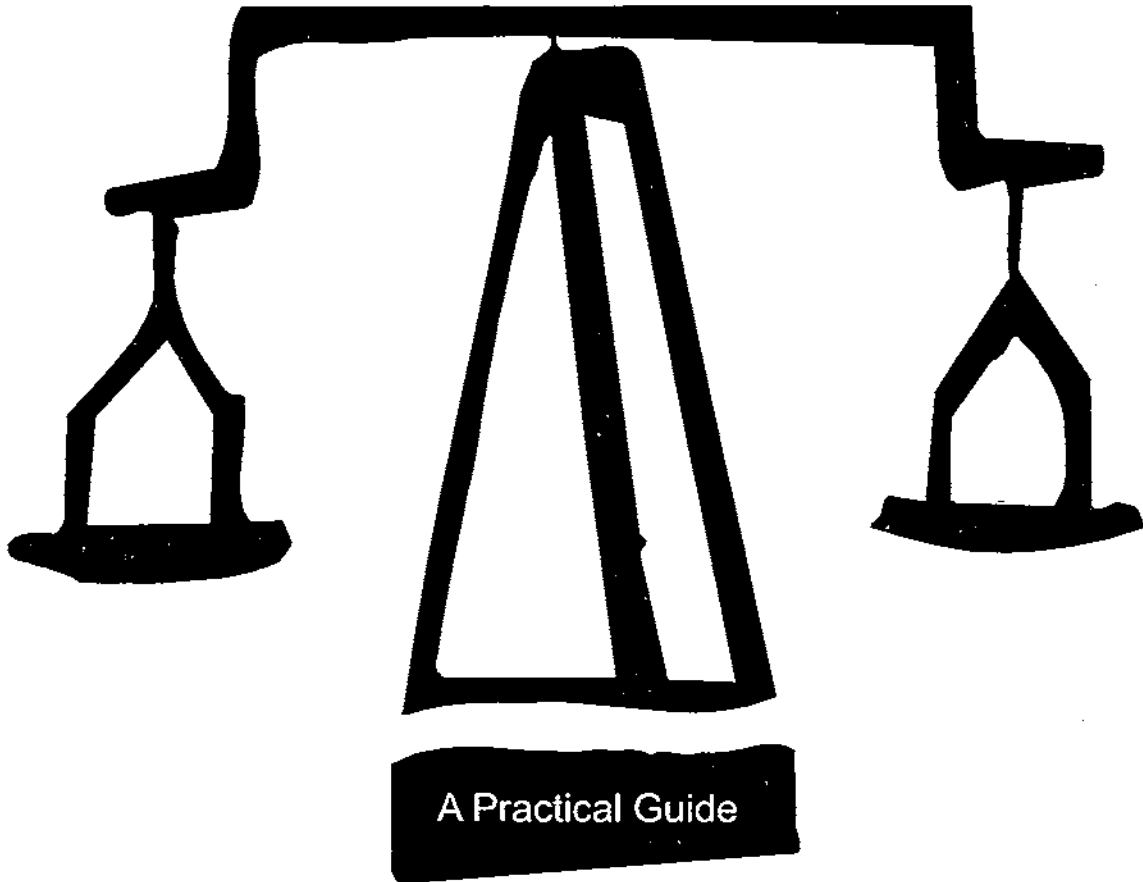


Forming & Sustaining

Statewide Juvenile Justice Collaborations:



National Assembly of Health and Human Service Organizations/
National Collaboration for Youth
1319 F Street NW, Suite 601
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Fall 2003

This publication and the Statewide Juvenile Justice Advocacy Project were supported by a grant from the John D. and Catherine T. MacArthur Foundation.

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A Practical Guide**

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The action research conducted by Burt Cohen on the collaborations provided the context from which promising practices could be identified. The involvement and backing of Kelly Woodland and the William Penn Foundation made this valuable research possible.

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The participation of national experts, including representatives of Youth Law Center and the Coalition for Juvenile Justice, among others, and leaders of collaborations from eleven states and the District of Columbia provided the knowledge and value that this document represents. The advice herein comes from them and from Burt Cohen's research, and reflects the consensus reached at the National Forum in spring of 2003.

The National Collaboration for Youth of the National Assembly of Health & Human Service Organizations was pleased to have played a role in this significant project on organizing for needed change in juvenile justice at the state level. The organization was also assisted in convening leaders of the field and producing this guide to developing and sustaining juvenile justice collaborations at the state level.

Renee Woodworth, Project Leader
Irv Katz, President
National Assembly/National Collaboration for Youth

Special thanks to Rebecca Edwards for editing this publication.

Forming and Sustaining Statewide Juvenile Justice Collaborations:

A Practical Guide

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Preface

The promising practices of collaboration contained in this report are based on the experiences of 11 statewide and the District of Columbia's juvenile justice collaborations. Five of the states were directly involved in the Statewide Juvenile Justice Advocacy Project conducted by the Center for the Study of Youth Policy and supported by a grant from The John D. and Catherine T. MacArthur Foundation.

In its fourth year, the Statewide Juvenile Justice Advocacy Project worked to establish collaborations among a wide range of organizations to develop and protect state policies, legislation, and programs that provide opportunities for youth to grow into healthy adults. The Project's specific focus was to shift state juvenile justice policy from an emphasis on incarceration to one of prevention and treatment. As part of the Project, five states (Arizona, Delaware, Florida, Michigan, and Pennsylvania) were engaged in the formation of statewide collaborations.

Approach to Organizing—Each of the five states followed a three-stage process:

1. Build a statewide collaboration through regular meetings of representatives from various organizations including legal advocacy groups, youth service providers, and citizen groups. The Arizona and Delaware collaborations also included public officials.
2. Plan and conduct a statewide consensus-building event involving more than one hundred lay and professional organization representatives to establish principles and goals to guide the development of a statewide action agenda.
3. Develop and carry out an ongoing advocacy campaign under the auspices of an agreed upon organization.

Focus—The work in each state focused on one or more of the following objectives:

- Primary Prevention: support for broad-based youth development approaches
- Patrolling the Borders: a) keeping youth out of the juvenile justice system where feasible, and b) supporting efforts that oppose transfer of youth to adult courts

- Treatment and Rehabilitation: helping youth receive the proper treatment in the juvenile justice and adult systems in order to prevent recidivism

Under a separate grant from the William Penn Foundation, this approach to forming statewide collaborations was studied in the five states previously mentioned, as well as in two other states that were following a similar process—Maryland and Illinois. These states participated in a national forum on statewide juvenile justice collaborations convened under the auspices of the present project in Washington, D.C. on April 24 and 25, 2003.

The purpose of the ***National Forum on Statewide Juvenile Justice Collaborations*** was to bring together representatives from participating states, additional states that developed statewide collaborations on juvenile justice, and experts in the juvenile justice field to examine lessons learned for a handbook on promising practices in forming statewide collaborations on juvenile justice. The resulting handbook or guide is meant as a “how to” resource for those interested in forming and sustaining statewide juvenile justice collaborations.

The National Assembly/National Collaboration for Youth co-convened the National Forum with the Center for the Study of Youth Policy and Tom McKenna of the Statewide Juvenile Justice Advocacy Project. Leaders of collaborations from eleven states and the District of Columbia participated in the event. Those states represented at the Forum were Arizona, Delaware, Florida, Indiana, Illinois, Maryland, Massachusetts, Michigan, Nebraska, Pennsylvania, and Wisconsin.

The National Assembly of Health and Human Service Organizations is an eighty-year old association of seventy leading national charitable organizations, including many of the “household names” of health and human services. The National Collaboration for Youth, a subset of Assembly members, focuses on “positive youth development,” including individual and group programs that move youth in positive directions (e.g., mentoring, troop programs, youth centers, after school programs). The primary impetus for the founding of the National Collaboration for Youth in the 1970s was juvenile justice, which remains a major concern of the Collaboration today.

To learn more about the National Assembly or the National Collaboration for Youth, go to two websites www.nassembly.org and www.nydic.org. On the National Assembly website you will find a list of members as well as information about Assembly activities, while on the National Youth Development Information Center (NYDIC) site you will find an A to Z resource center on youth development. A direct link listed below has also been provided to the NCY public policy position on Juvenile Justice:
<http://www.nydic.org/nydic/policypositions/juvenilejustice.htm>.

Key Learnings

The combination of research from the study of the Statewide Juvenile Justice Advocacy Project (SJJA), and discussions from the National Forum on Statewide Juvenile Justice Collaborations have yielded many key learnings for developing and maintaining statewide juvenile justice collaborations. Although these promising practices offer states a guide for implementing a collaboration, it is essential for each area to examine its individual needs, stakeholders, political climate, and vision when initiating its own program. In general, however, the combination of research and experiences of eleven states in which collaborations exist offers a wealth of insight and information, and is highlighted below.

Clear Vision:

Before a statewide collaboration is implemented, it is critical to establish a clear vision that outlines the specific juvenile justice issues upon which the collaboration will focus. The stakeholders need to be clear and unified in their purpose, and should work to maintain what is ultimately in the best interest of children, not the collaboration.

Membership:

Research and experience has also indicated that members of the collaboration should represent a cross-section of the community, government, and businesses in the state. There are also a number of factors to consider when involving public officials, such as the current political climate and circumstances. Each state must decide the membership blend that works best to advance the agenda, and must be dedicated to creating a blend of people who are committed to the goals and willing to stay the course.

Leadership:

Not surprisingly, effective leadership is key when establishing a statewide collaboration. Research and practical experience have pinpointed specific skills necessary of a powerful leader who has the ability to create and sustain a juvenile justice collaboration. Successful leadership utilizes facilitation rather than control, and is skillful at getting a diverse group of people to focus on a common goal. The leadership must be as concerned with the process as much as the content, and assist the members in developing and adhering to a strategic plan.

Staffing and Funding:

There are a variety of methods collaborations can use to secure funding, including foundation support, government funding, and membership dues. Early on, collaborations should examine ways to connect their work to the efforts of other foundations and programs. Information and grants specific to each state will also help collaborations seek additional funding sources. Along with funding, staffing should be discussed in initial meetings of the collaboration. Staff should

be selected according to the needs of the collaboration, and should operate in the capacity of advocacy, research, or outreach.

Advocacy Campaign and the Media:

Perhaps one of the greatest catalysts for change is the media. Because of this, collaborations should delegate members to deal specifically with aspects of the media. They should access any media sources that have the capacity to reach the target audience and the general public. An advocacy campaign, which will focus the work of the collaboration, should be carefully planned and executed, as well. Collaborations should identify a target audience, identify specific issues to be addressed, and develop a strategic plan for a multi-faceted public education effort.

Communication and Decision-Making:

None of the aforementioned key learnings can assist a collaboration that lacks a viable system of communication and clear decision-making process. Communication among members, stakeholders, other agencies working in a similar capacity, and the greater community must be established. Likewise, the collaboration itself should establish a decision-making process that facilitates the completion of predetermined goals. Without these, the work of the collaboration cannot thrive.

Promising Practices: Research Findings

Introduction

The William Penn Foundation commissioned a study of the Statewide Juvenile Justice Advocacy Project (SJJA), which was spearheaded by Burt Cohen at the University of Pennsylvania from 2001 to 2003. Cohen's research concentrated on four states--Michigan, Delaware, Arizona and Pennsylvania--but included information from eleven states, all of which were National Forum participants. To set the stage for the research, a quick look at the original project premises and project goals is needed.

Original Premises of SJJA (1998-1999)

Over the years, juvenile justice advocacy efforts had become too focused at the federal level, which allowed "get tough" proponents to gain control of state agendas. There was a need to fill this void at the state level. Legal advocacy or class action suits had become the primary forms of action to reform "get tough" provisions and policies at the state level. Class action suits, however, could not handle the job alone. State structures were needed to bring a unified voice of reform to the fore. Creating statewide youth collaborations was a new strategy for advocacy and public education regarding juvenile justice. These collaborations would go beyond the advocacy organizations to include state and local affiliates of the national youth organizations and other professional groups. However, convincing various organizations to form a state collaboration would take time and would require organizational, technical, and limited financial support. To these ends, the SJJA project was developed.

Goals of the Statewide Juvenile Justice Advocacy Project

- To stimulate the development of juvenile justice advocacy collaborations in selected states
- To assist these collaborations in building sustainable advocacy campaigns
- To promote the exchange of information and learning about how to form statewide collaborations for youth

Goals of the Research Component

- 1) To study the process of developing statewide collaborations to advocate for juvenile justice reform in the SJJAP states.
 - To develop a general model of the collaboration development process
 - To provide feedback to the statewide collaborations
 - To help facilitate learning among the participating states
- 2) To identify the differences and similarities between the collaborations.
 - What's been done? What's been learned?

Research Methods

- Review written documents and reports

- Interview key participants in statewide collaborations
- Survey collaboration participants
- Active involvement in creating Pennsylvania Collaboration for Youth

Getting to Collaboration Through Strategic Alliances

A strategic alliance can be as simple as a commitment to share information and communicate on any predetermined topic or issue. Higher forms of alliance include cooperation, coordination and collaboration. Each of these latter alliances is based on greater commitment, with collaboration attaining the highest form. Whereas cooperation is an ad hoc venture that seeks to meet mutual goals from time to time, coordination is a more formal structure with standardized rules and communication channels that seek to address individual and common goals. Collaboration, on the other hand, requires working together and sharing resources to create a shared vision. It challenges organizations to approach complex issues through a variety of expert lenses, and enables these organizations to accomplish a mission that is too intricate for any single institution to achieve alone. The participants used the National Assembly's definition of collaboration, with the italicized addition below, as a guiding definition for the discussion of promising practices in collaboration.

“Collaboration is the process by which several organizations make a formal, long-term commitment to work together to accomplish a common mission related to critical and complex social issues of wide concern and which could not be accomplished by individual members.”

From the research, we can say the following about promising practices in Statewide Juvenile Justice Collaborations:

Requirements for Collaboration

The Collaboration should meet at least once a month and have the following operating framework –

- A commitment to shared mission and goals
- A jointly developed structure and shared responsibility
- Mutual authority and accountability
- Shared decision-making
- Shared resources and rewards

Non-profit Advocacy Activities

The Collaborations had no service delivery component, but rather they were advocacy efforts to improve state juvenile justice systems. The advocacy efforts could include any one or any combination of the following:

- Promoting a position
- Promoting a course of action
- Public education
- Provision of activities for civic participation or community empowerment
- Lobbying

Phases of Collaboration Development

In the states studied, a common process was apparent. Although each collaboration made its own way through these phases, most states were in phase four at the time of the research.

- Phase 1: Getting Started/Testing the Idea
- Phase 2: Building the Collaboration/Working Together
- Phase 3: Statewide Consensus Building Event
- Phase 4: Moving to Action/Mounting an Advocacy Campaign
- Phase 5: Confronting the Future/Sustainability

Factors that Influenced the Success of the Collaboration

While each collaboration was unique unto itself, some crosscutting factors appeared to lead to more successful efforts.

- Appropriate Convening Organization
- Strong, Committed Membership
- Flexible Structure (this was identified as critical)
- Clarity of Purpose
- Appropriate Leadership
- Communication Mechanisms
- Access to Resources

Leadership Issues for the Collaborations

As mentioned above, developing an appropriate leadership model is necessary to create, maintain and sustain a collaboration. A distinctive leadership style was found in the successful collaborations that includes the following qualities:

- Facilitating, not controlling
- Skilled at getting people to the table
- Applying strategic thinking
- Concerned with the process as much as the content
- Trusting in the work of the group, rather than fighting for own agendas
- Encouraging participation of others
- Knowing how to lead as a peer

Major Accomplishments (Broad)

While the Collaborations studied were at various degrees of development, each of the Collaborations was able to:

- Bring together a diverse group of stakeholders with common goals
- Share information and resources
- Reach agreement on issues and next steps
- Disseminate the message and issues through statewide conferences, issue papers, and an agenda delivered to the Executive Branch

Major Accomplishments (Substantive)

Among the Collaborations were the following notable accomplishments:

- Creating a Juvenile Detention Project to reduce the use of secure detention
- Taking a position on Transfer to Adult Court
- Delaying tax cuts and funding cuts
- Introducing legislative initiatives (e.g., opposing the death penalty)
- Promoting a Children's Cabinet

Disappointments

Many of the Collaborations hit bumps in the road to success. Among them:

- Difficulty following through and implementing agendas
- Membership weakness (number, diversity, location)
- Lack of staff and resources
- Unconnected – lack of access to key stakeholders (JJ system, Governor, Legislature, other advocacy groups)

Suggestions for Improving Statewide Collaborations

Those involved in the research agreed that implementing the following strategies would address the shortcomings of the Collaborations and strengthen their ability to implement reform efforts.

- Access more resources (staff and program funds)
- Increase involvement (expand membership, create links with other stakeholders)
- Produce clearer goals with more focus
- Increase commitment and follow-through from members
- Create more visibility, recognition, public awareness and use of the media

Learnings from the SJJAP States

Overall the research indicated that:

- Forming statewide juvenile justice advocacy collaboration is a viable idea
- Laying the groundwork carefully is essential
- Paying attention to process is necessary
- Involving content experts is important
- Membership composition should be homegrown, not nationally driven
- Selecting issues based on an ability to galvanize support, attract resources, or to be “winnable” leads to successful collaborations
- Creating a new form of leadership is required
- Establishing a structure that is flexible and adaptive is critical
- Resource needs vary depending on the host organization and pooled resources, but some dedicated funds are crucial in getting started
- Long-term sustainability is still an issue

Promising Practices from the Field

"The following text is not a cookie-cutter approach to statewide collaborations, but rather promising practices for you to consider."

The National Forum on Statewide Juvenile Justice Collaborations provided a unique opportunity to hear from the front lines how to create, maintain and sustain Statewide Juvenile Justice Collaborations. Teams from eleven states and the District of Columbia attended the two-day event and shared their

insights about what does and does not work. To complement their voices, national experts joined the discussions and proposed to the states an additional role of influencing national juvenile justice public policy.

The following text is not a cookie-cutter approach to statewide collaborations, but rather promising practices for you to consider. Since the practices varied from state to state, it is important to identify elements from each that can be used to address conditions in any given state or locality. The Collaborations involved range in age from less than a year old to over 25 years in operation, and each offers sophisticated points of view and a wealth of information to the newly-forming, reforming, and transformed collaborations. State profiles are included in the appendix.

What We Know About Organizational Structure and Governance

The following issue areas were taken from the William Penn Research and the experience of the collaborators. At the National Forum, individuals from each team became part of a small working group to look more closely at the topic areas and determine what promising practices seem to stand out based on their experiences.

Deciding the organizational auspices (host or convening organization) for the Collaboration

The convening or host organization for the collaboration must be willing to host, respond, support and/or provide staffing support for the functions of the collaboration. In essence, the host organization must be the responsible party for the collaboration. The auspices for the collaboration are evolutionary, carry the historical dynamic of many organizations, and are often driven by the size of state.

Many of the collaborations were hosted by an independent, multi-issue organization with no perceived conflicts of interest. They were likely to be non-profit organizations with an IRS classification of 501 (c) (3). In four of the states (AZ, MD, NE, and WI) collaborations were members of the National Association of Child Advocates (NOW, Voices for America's Children). Other affiliations

include criminal justice organizations, the Child Welfare League of America, the National Network for Youth, as well as a university. The state profiles in the appendix of this publication offer further details about each collaboration.

Due to the advocacy nature of the statewide juvenile justice collaborations (rather than service delivery), organizations wishing to follow this model should have background in advocacy and organization building. Additionally, many of the member organizations belonging to the collaboration are likely to need some education on issues. Some of this education can be provided by national organizations but will need to be packaged as "soft" support rather than a heavy-handed mandate.

Leadership (the role of convener and/or the planning committee)

The convener (or convening agency) of the collaboration needs to have a number of qualities that are basic to bringing together often times divergent stakeholders. To be effective, the convener/convening agency should:

- act as a facilitator
- possess access to stakeholders
- think strategically
- be process as well as content-oriented
- trust group process
- encourage participation of others
- lead as a peer

Just as with starting any new business or venture, the convener must also possess entrepreneurial skills. It must be willing to take calculated risks and be willing to take action. Another critical element for the juvenile justice collaborations was the need for the convener (and other members) to have a passion for the issue and to care about young people enough to stay the course. This leadership role also calls for cultural connectivity and includes playing an educative role. Finally, it is essential that this position embraces the value that collective wisdom and available national information has on the collaborative process.

To truly have credibility, the leadership and collaboration itself must involve young people and their families who are, or once were, involved in the juvenile justice system. They can provide an invaluable insight into the strengths and weaknesses of the juvenile justice system.

The research findings and the Collaborations advise taking cues from the community and following the leadership that rises from the grassroots. In order to make the greatest impact, the leadership must start where the community is, not where

"To truly have credibility, the leadership and collaboration itself must involve young people and their families who are, or once were, involved in the juvenile justice system."

organizers want it to be.

Membership Composition

"The collaboration should not fall victim to any one agenda. Rather, it must remain focused on what is best for young people."

Collaboration membership varied from state to state. Each collaboration should determine what makes sense for change in its state. Also, depending on the advocacy issues chosen, members are likely to self-

select into and out of the collaboration, as well as determine the specific level of their involvement.

Choosing to include public officials in the collaboration must be a conscious decision as it can affect the nature and extent of advocacy efforts, and should primarily depend on the state's political and social climate. Collaborations with public officials included prosecutors, public defenders, court personnel, judges, legislators, state administrative appointees, and staff. Although the mix of public officials and advocates may cause some tension, it may still be desirable. The collaboration will need to work through the tension to find common ground. Through this process, the officials can come to understand advocates' views on various issues and can provide insider insights necessary to crafting collaboration positions and actions.

Suggested membership includes parents, young people, children/youth/family service agencies, advocates for children and youth, juvenile justice service providers, key community/lay persons (lawyers, philanthropists, teachers), faith-based entities, education agencies, law enforcement, and public relations agencies.

A note of caution, however: creating a collaboration primarily of provider organizations has its pluses and minuses. While providers can provide unique insights into the juvenile justice system, advocacy may be viewed as simply a means for the providers to obtain more funds from the state. The collaboration should not fall victim to any one agenda. Rather, it must remain focused on what is best for young people.

Theoretically, the broader the membership base the more difficult it may be to tackle complicated and tough issues, such as those raised in high profile crimes committed by juveniles. Achieving consensus overall is challenging if the collaboration is too large. Clearly, balance is a consideration in terms of inclusiveness and effectiveness of a collaboration.

Deciding the Meaning of Organizational Membership

Membership means ownership—taking assignments and making decisions, establishing roles for members and determining what everyone is going to do. It includes bringing people along an education continuum regarding issues,

advocacy, and a call to action. Members have a commitment to building a statewide consensus that is based on what communities need and want rather than top-down thinking. Organizational members must be committed not only to the issues but also to their constituencies across the state.

Addressing Potential Conflicts Between Service and Advocacy Agendas

A collaboration cannot be dominated by any one group or member. At the onset of the collaboration, the collaboration's goal—to benefit young people involved in the juvenile justice system—must be clear. The goal must not serve the well-being of individual agencies or programs.

Recognize and manage potential or real tensions and conflicts between service providers, the advocates, and community. Interests need to be clearly defined for the good of constituency, not for any individual providers. It is important to create core values and a mission statement that incorporates this commitment. Share this policy statement with the community, public officials, and other stakeholders that might not be part of the collaboration. It is crucial for everyone to know what is really happening and not to theorize what the collaboration's motives are.

Members need to compartmentalize and manage their service provider and advocacy roles. The collective voice of the collaboration should not have overtones of "self-serving" interest of members.

In Michigan, a separate network of youth service providers was created. This network produced its own advocacy forum yet participated in the broader collaboration.

Establishing a Collaboration Decision-Making Process

Like the mission and values, it is important to spell out the rules, guidelines, and principles of the collaboration. They should be articulated in a joint agreement, along with an organizational structure for decision-making. It is not likely that the entire collaboration can participate in all decisions. That is why it is so important to establish and trust an executive committee or other smaller group to handle issues as they arise.

"It is important to spell out the rules, guidelines, and principles of the collaboration."

Consensus building is key for the whole group to own and support the work of the collaboration and promote the positions it champions. Where voting is used, the result still needs to be owned by everyone and that should be clear in collaboration's guidelines, e.g., if a majority rules, each member must respect and support the group's decision. Critical to any advocacy effort is the demonstration of a united front.

Establish and use protocols for decision-making and the delivery of action messages to assure that a consistent pattern is followed. One suggested protocol is to develop rules that outline who and how the collaboration speaks to the media.

"Critical to any advocacy effort is the demonstration of a united front."

Use technology to get decisions made by members, committees and boards out to the entire collaboration. Disseminate information and decisions immediately. Make sure everyone has the most current and accurate information.

Technology can also be used to communicate these decisions to the media, the target audience, and the public at-large.

The key to the decision making process is the need to be responsive to the political and social climate of each state's specific circumstances and constituencies.

What We Know About Operational Issues

Staffing Patterns

"The three primary staff roles are advocacy, research, and outreach."

Staffing should be discussed in the initial meetings. Ask what staffing and other resources participating organizations can bring to the table. These discussions should consider what staff support is needed, specific staff functions, and fiscal and supervisory accountability. Clearly, these are challenging yet necessary issues to discuss when many organizations and leaders co-own a staff and structure.

It is essential that someone be responsible, passionate about the issues, and committed to seeing the changes through. Choose staff according to the needs of the collaboration. Some models include youth, public defenders, and grassroots members. The staffing patterns can take different forms, such as staff from the host agency, volunteers from member organizations, paid staff (may not be full time) and foundation-supported staff. Consensus from the group, however, was that dedicated paid staff was necessary for the long-term survival of the collaboration.

The three primary staff roles are advocacy, research, and outreach. A paid lobbyist may fulfill the advocacy role. In fact, Indiana collects dues to pay for its lobbyist. Public and media relations are included in the outreach role.

Staffing is driven by the structure of the collaboration whether it has a convener host organization, is a non-profit 501 (c) (3), or is run with volunteer staff. Often the staffing design is related to 1) how it was started 2) money and resources,

and 3) needs and functioning. This pattern can change over time as the collaboration develops or its needs change.

Developing and Maintaining Communication Systems

The collaboration's communication system cannot be left to happenstance. It is critical that formal communication patterns be established. This includes both internal and external communication even though there will be some overlap between the two systems.

The strength of advocacy effort is directly tied to the success of the collaboration's internal communication system with the membership and the external communications to the media outlets, the target audience, and the public at-large. Create a communication plan incorporating various communication tools and messages. In this age of technology, electronic communications will play a large part in the dissemination of information and calls to action, decision-making, and internal communications.

Consider the uses of a collaboration website, member agency websites, email distribution lists, listservs, conference calls, e-alerts, on-line updates, newsletters, and video communications. As many community stakeholders (including parents and youth) do not have the capacity to receive electronic communications, outreach reach efforts should consider the use of hard copy fact sheets, flyers, and action alerts. Additionally, intensive public education may be necessary via mailings and meetings.

Form a task force to develop working papers on specific issues and topics that can be part of the website, on-line updates, action alerts and newsletter articles. Members can also submit reports and information to the collaboration for dissemination to other members. Using a network strategy, collaboration members would also forward these communications on to their local networks. Finally, collaborations can increase available resources and information by linking to or partnering with national organizations.

Frequency of Meetings and Meeting Agendas

Depending on the purpose of the meeting, collaboration meetings can take a number of forms including the general membership meeting, board meetings (or executive meetings), working group meetings or issue-related meetings. Certainly to get started, a statewide meeting of the general membership is needed but this usually happens after a number of smaller planning meetings have occurred.

After organizing, make this statewide meeting of the general membership a significant event with well-known speakers and media attention; this may be your rallying meeting to start a new campaign, re-energize an existing campaign or celebrate a victory. It can also be an anniversary event. Another option is to hold

mini sessions or dialogue on a regional basis, and hold an annual Youth Summit as a final statewide event.

The cost of frequent (in person) general membership meetings, however, is often prohibitive for both the collaboration and its members. But to maintain a strong collaboration, a meeting of the whole should be held on at least an annual basis. Infrastructure support and staffing is a must to bring existing and new members to the table and meetings. These meetings work to fully develop the collaboration.

Survey collaboration members to find out what they need and wish to be engaged in. This information should tell the collaboration leadership how to structure meetings and communication. The meeting form will facilitate who attends, who shows passion and commitment to the advocacy effort, the development of a strategic plan, and other organizational issues.

Many collaborations narrowed in on specific issues and held smaller issue area meetings on a more frequent basis and often with regional locations. Frequency of these issue meetings depends on the intensity of the issue and its time sensitivity. One such consideration is working within the state legislative session and budget cycle. Impacting the legislature may mean meeting every week during the session. It will also call for the rapid transfer of information and close tracking of legislation and/or regulations.

Location of the meetings is a big issue. Because many of the meetings and the collaborations are located in large cities, it is often more difficult for organizations from the rural areas to participate. The collaboration should look at holding issue meetings at different sites to gain regional and rural support for the advocacy effort. Providing a telephone connection into the meetings is another possibility for engaging rural and other smaller organizations in the collaboration. On the other hand, the state capitol may be an ideal meeting site during the legislative session or when needing to meet with public officials.

Communicating with the grassroots community level is a concern. To assist with this issue, a plan should be developed to craft and operate an outreach program if at all possible. This is an important audience and a concerted effort should be made to reach and engage both large and small organizations, the communities, parents, and young people in the advocacy effort.

Creating Information Management Databases (including issued related research and statistics)

Research and accurate data provide the collaboration with credibility as well as the tools necessary to persuade others about the need for juvenile justice reform. Data also serves to increase the understanding of the realities of the juvenile justice system in their state.

Compiling and organizing data into a useful format may be more useful than independent research because some people might question an agency bias as self-serving. On the other hand, data just provides the facts and it is often difficult to obtain, as state departments are often reluctant to release this information. Because of this, it is worthwhile to have public officials in the collaboration who are able to supply relevant and needed data. Look to universities or colleges as allies in the collection of data and research or possible litigation. Law and research students can be a valuable resource for the collaboration, as factual data is necessary to pursue a court case and seek litigation as possible solution to a problem.

It is also valuable for collaborations to link with other state collaborations, share information and build on previous learnings. Their data and research may be able to help you make the case for reform in your state. Additionally, share information about what programs work for young people and how they can be used to strengthen the juvenile justice system.

Finally, become the “best” source on juvenile justice information and data for the media and policymakers. When an issue arises, the collaboration is the first place the media should contact.

Achieving Financial Sustainability: A Work in Progress

There are three major sources of funding for the Collaboration. Two of the sources, government and foundation support, are also major sources of funding for direct service. Only direct support from the collaboration membership provides a unique avenue of resources.

Foundation Support

Approaching foundations for support of the collaboration may be more complicated than seeking support for direct service, but it can be done. Most importantly remember that although foundations can support advocacy and public education, many are reluctant to support direct lobbying efforts. Take a systems approach that connects policy to practice and programs.

Find out what areas specific foundations are funding and look for the possible connections to juvenile justice and organizational development. Philanthropic foundations may not be investing directly in juvenile justice, so come at the issue from youth development, community development, or civic involvement.

Look at how the collaboration can connect to issues around zero tolerance, reentry, older adults and juvenile justice (safety issues), community empowerment (commitment to take care of their youth), community safety, keeping young people out of trouble, minority disproportions, policy, advocacy, and youth empowerment.

Another approach is to look toward national and regional family research foundations that are funding projects related to juvenile justice or connected to juvenile justice issues. Develop a research project that will assist the collaboration by helping to make the case for juvenile justice reform. Regional foundations are more likely to respond to the juvenile justice issues than national foundations. Regional entities may be willing to help states create a model state juvenile justice system working in partnership over a 3-5 year timeframe. Some of the most promising national foundations are MacArthur, Hewlett, Annie E. Casey, and JEHT. Other sources of information include Grantmakers in Children, Youth and Families, or Grantmakers in Health.

“Although foundations can support advocacy and public education, many are reluctant to support direct lobbying efforts.”

Government Funding

The federal government focused on providing possible funding support for the collaboration from the federal Juvenile Justice and Delinquency Prevention Act (JJDA). The act, which was just reauthorized in November 2002, has a number of different sections or programs.

The Formula Grant to States provides the states with funding to address four core areas. Most states do quite well in three of the areas, but every state except Vermont is having problems being in compliance on the Disproportion of

Minorities Confined (DMC). Because of this, every other state is vested in addressing the problem of minority over-representation; unfortunately, there are currently not very many programs or activities that address this problem.

Title V addresses the need for prevention services (delinquency prevention).

Juvenile Accountability Block Grant is funded at \$250 million (this is a reduced amount). The largest share of these resources is devoted to intervention and after care. As these funds cannot be used for prevention, most states use these funds for building more locked facilities. President Bush has asked Congress to zero out this account.

The Delinquency Prevention Block grant provides resources for both prevention and intervention following a set of rules and regulations. There are 12 to 13 program areas where funds may be allocated, including mental health, drug abuse, meeting compliance with the four core requirements, child welfare and gender-specific programming.

The annual JJDPA report is an excellent resource to find out how and where these funds were spent, as well as how the state is doing in meeting the core requirements. It also a very good source to examine how closely the funds are being spent in accordance with the federal law mandates.

State Advisory Groups (SAG) are mandated by law and each state has one. You can check <http://thomas.loc.gov> to find out about SAG funding. Guidelines for SAG membership can be found in the federal law. They range from 15-32 members and ½ +1 must be from the private sector. The SAG Chair must also be from the private sector. The following is the link to SAG chairs and JJ specialists for each state: <http://ojjdp.ncjrs.org/grants/disckit/appenc97.htm>

Preparing the collaboration to obtain JJDPA funding

- 1) Your goal and objectives must meet the plans, goals and objectives of the state. (Find out about these goals and objects on the federal or state website or on the coalition of juvenile justice website). In some states the SAGS are also referred to as the Supervisory Board, and in either case their decisions are final.
- 2) Shape the spending of the federal juvenile justice dollars. What are the priorities? Identify the best mechanism to use these funds.
- 3) Every state has a juvenile justice specialist and you need to network with that person. Your state specialist should be found on your state website.
- 4) Capture and document the use of the SAG and your juvenile justice specialist. Know how best to approach them and how they are likely to react to advocacy or collaborations.
- 5) Share successful proposals with other state collaborations.

- 6) Ask for a copy of the juvenile justice specialist report and look at whom they funded, programs selected, and how this fits with their state plan and priorities.

Examples of both the successes and failures when securing funding from the SAG:

IN – Has a long-standing relationship with their SAG. The SAG is Indiana's third largest funder. The Collaboration is in the fourth year of a town grant funded by SAG to look at child welfare related issues. Also 24 autonomous detentions centers across the state receive funds from the SAG and give the Collaboration funding support to work on their behalf.

NE – Concerned about possible conflicts of interest and feels it is too difficult to ask their SAG for advocacy funding when the state is out of compliance on the core requirements.

AZ – The SAG issued a notice that they were interested in legislation tracking, but the Collaboration did not ask for the grant, mainly because of political concerns related to the Governor.

MD – In prior years the Collaboration did receive funding from the SAG, but currently the SAG is not funding any advocacy efforts.

WI – The Wisconsin Collaboration currently has a grant from the SAG to work on DMC issues and problems.

Collaboration Membership Support (Creating a Dues Structure)

Massachusetts has developed a dues structure to support the work of the collaboration. It is not linked to any other organization and is a non-profit 501 c3 with two part-time staff and a \$100,000 annual budget. Of that budget, 50% comes from foundation support, 25% from organizational membership dues, 5% from individual membership dues, and 20% is based on contributions and donations from members and the community.

They have a large board that brings substantial resources to the table. There is an annual fundraising drive from the statewide community, which brings in the largest revenue for the collaboration. The staff provides board members a packet of information and a personal note asking for support. Board members sign a contract stating that they will participate in the fund raising for the collaboration. This, however, has some drawbacks as some potential board members are reluctant to sign the contract and thus may not join. Oftentimes board members are very passionate about their work for the community and may over extend themselves making it difficult for them to participate fully in the collaboration.

The MA Collaboration has had very little luck and most often a poor reception from national organizations when trying to get funds and resources for the statewide efforts. Another dilemma in fund-raising is the difficulty in showing outcomes because so much of the work is in public education and advocacy. The collaboration does not provide direct services, so it is often more difficult to obtain foundation support.

Core membership pays dues of \$50.00, and there is a sliding scale for students. It is important that the collaboration can say they have a membership of a certain number of individuals and organizations representing a broad base of constituencies. About 25% of the membership is organizations. The Collaboration is very conscious of having a diverse membership that represents a variety of individuals and organizations, and the need to maintain this diversity is great. It is important not to portray an image as a group of service providers with a vested interest in increasing program dollars.

Membership in this collaboration is for one year, with their annual membership drive occurring in June/July. An application, contact information, and a reminder to re-apply are disseminated to members. Additionally, a sliding scale membership fee was developed for students. As a member, the constituent is entitled to online updates, breakfast meetings, and the satisfaction of supporting a worthwhile cause.

Carrying Out an Advocacy Campaign

When developing an Advocacy Campaign, many organizational or process steps are involved. The experiences of the 11 states have yielded the following topic areas that are critical to address.

Determination of Target

A major decision that the collaboration must make is where can they best target their juvenile justice reform efforts. Do they want to make changes in the state laws, regulations, or department practice? In other words, do they target the legislature or the executive branch? Do they attempt to transform the juvenile justice systems via changes in laws, agency policy, or regulations?

This decision varied from state to state, with some targeting the state legislature. For Maryland that meant mounting a campaign to close a detention center by cutting the center's state funds. Others worked on preventing funding cuts and promoting the creation of a Children's Cabinet.

The Delaware Collaboration, which included public officials in its organization, chose to work on getting legislation passed that would outlaw the death penalty for juveniles. This was very important because legislation was required to prohibit the death penalty for anyone under the age of 18 at the time of the crime. Senator Mary Rose Henry was part of the collaboration and introduced the legislation prohibiting the death penalty sentence. The maximum penalty would be life imprisonment. The bill, SB 70 was introduced in the 142nd Delaware General Assembly and is still pending. Using this broad collaboration was critical to the introduction of the DE legislation and its possible enactment.

Once the targeting decision is made, connect with other state collaborations or national organizations working on the same issue. Combine forces and share information and resources. Also understand any potential opposition to your goals and establish a mission that will spark people into action.

Selecting the Issues

The following questions and items should be considered when selecting the collaboration's advocacy issue. Your responses will focus the advocacy effort and most likely increase its chances of success.

Campaign – Is the campaign a public or internal systems endeavor?

Resources – Weigh internal agency/collaboration resources available to tackle issue(s); provide reasonable framework so issues(s) do not overwhelm the available resources.

Vision and Courage – Do you have an idea of where you want to go? Do you have the courage to get there? Know your competition. What you are up against? How do you overcome those obstacles?

Timeliness – Is the time right politically and economically to tackle the issue? Are you intuitively correct?

Political Climate – Is there an opportunity, even if no guarantee, for impact? Pick the right time and political atmosphere. Where does your state legislature stand on the issue? What about the governor?

Economical Climate – Will the issue demand new resources? Are there available funds or is there a significant budget deficit?

Risk – What is the risk to the agency/collaboration to tackle the issue? Do you need a “win”? Can your agency/collaboration sustain a “loss”? Past accomplishments and reputation for the future are considerations.

Issue History – Understand the history behind the issue, such as impacts of law changes, funding, staff resources, etc. Develop an issue history and current situation. The issue itself can define the “breadth” of needed support. The issue can also roll into other areas in need of reform.

Other Advocates – Is there any other agency/collaboration tackling the issue? Are they being successful? Weigh capacity to build partnerships and collaborations versus dividing advocacy groups. Are there any other opportunities for support around the issue? If joining others or forming partnerships, who has the lead? Educate other agencies and collaborations about your advocacy effort. Conduct a national scan of the issue. Are other localities tackling the same or similar issues and how are they doing? Learn from their efforts. Also consider if your issue is of national importance? Determine if the federal government is working on the issue from a national perspective.

Issue Players – Is one entity responsible for the policy issue or are multiple entities? Does anyone “own the issue”? Tackling an issue with multiple players may promote public dialogue and an exchange of ideas around the issue and its solutions. If no one entity is responsible for the issue, then “blame” can be shared for the problem.

Media – Oftentimes local or national media attention to an issue or subject area might spur interest. They can drive the solutions and/or heighten the awareness about the issue.

Fact vs. Myth – Is there a disconnect between what the public thinks and what the realities are of policies and services? Will this make a difference in the policy debate? Resolving this disconnect can galvanize support for the issue.

Steps in the Campaign

Develop a strategic plan for a multi-faceted public education effort. Consider the following when developing the Advocacy Campaign.

Public Education – who

- ✓ Educate the legislators
- ✓ Involved parents and professionals
- ✓ Involve the community and juvenile justice experts

Public Education – how

- ✓ Use the media to educate the public
- ✓ First begin by gathering data and a population sheet. Build a case with facts and data.
- ✓ Publish a blue print of recommendations and how change can occur
- ✓ Establish a website; post calls to action
- ✓ Host meetings and press conferences
- ✓ Involve national organizations
- ✓ Educate the legislator's constituents
- ✓ Hang in there; it is likely that change will occur over time and involve more than one legislative session or bill introduction (MD three times)
- ✓ Form an alliance with the State Advisory Board
- ✓ Demonstrate outcomes based on juvenile justice reform
- ✓ Seek foundation support to develop and implement your campaign

Result: Become the primary voice for juvenile justice in the state.

Think outside the box. The Maryland collaboration was able to close a detention center by working to eliminate the center's funding in the state's budget.

Highlight the small wins. Winning little battles makes a difference. Funders notice these wins. After all, they are supporting programs and collaborations to not only do "good" but also to see and get results. This also keeps the members of the collaboration engaged and enthusiastic.

Use of the Media

The Florida Collaboration started a media campaign to educate the public on juvenile crime. This effort was funded by a foundation grant and also included a membership drive. One of the first endeavors undertaken by the campaign was to conduct a poll of how voters felt about the juvenile justice system. The poll revealed that 80% of voters supported treatment and prevention programs for

juveniles. Polling should gauge the success of the positive message, and university polling can be used to measure changes in attitudes.

Media Campaign activities must be non-partisan and involve both public and private major and minor stakeholders. It should also include town hall meetings, magazine ads, direct mailing, PSAs on television and radio (to raise awareness about your issue and persuade critics), and a rally at the capitol. It is critical to engage the community in each of these media opportunities.

Direct your media campaign at your targeted audience, public at large, governor, legislature, or administrative departments (or some combination of these). Realize different audiences are reached through different media avenues.

Other suggestions include a teen forum such as "Teens Take on Politics" where they question candidates on juvenile justice and youth issues. Media staff for the campaign can either be an internal staff member or a consultant, but it is critical to have someone specific in charge of the media campaign.

Working Together: The Potential for Impacting National Legislation

Creating A National Communication Network

Five years ago a National Communication Network did not exist. Now, however, we are beginning to see the framework of such a groundbreaking system. Support from the MacArthur foundation has been critical to the development of new statewide collaborations as well as the communication between national organizations.

Developing the strength of the national and state voices speaking in unison is where we need to go now. A good development model may be the National Rifle Association (NRA). The organization has a strong coordination between the state, local and national levels to communicate a message. The NRA has a huge presence everywhere and a recognized media spokesperson.

By examining their structure and their successes, we can learn a great deal about how best to impact legislation. What we are talking about is "movement building". We also must take inventory of what the statewide juvenile justice collaborations have in place.

What is already in place?

- Listserv
- Communication network (Juvenile Justice grantees from MacArthur)
- Juvenile Justice Network Conference Calls
- Statewide Collaboration Contact information
- Technical resource on fund raising
- Mutual sharing on best practices and policy
- Policy and advocacy
- Congressional briefings on appropriations and juvenile justice (members of congress list to the constituents (statewide collaborations))

What can national organizations do to help statewide juvenile justice collaborations?

- Alert local advocates when they are in town (share reports etc.)
- Share Advocacy Campaign Ideas
- Media handbook
- Notice of national and regional meetings
- Create talking points and summaries for use by local advocates regarding data on youth, national reports. Post on the websites
- Help disseminate state materials and exchange contact information
- Share state alerts across states and expose nationally
- Share information on pending state legislation

- Create summaries of federal legislation, including appropriations. When bills are amended, include old vs. new language so that statewide collaborations can get the word out to their networks
- Put a call to action system in place: "Instant Expertise"
- Need quick access to information and cheat sheets to help digest the information into lay terms
- Two page summaries on Juvenile Accountability Block Grant, Title V, and on the National Collaboration for Youth
- Conduct a national survey and find out what is being done and what others need
- Update the list of network participants, and keep it current with new contacts

What's Next for the Project and the State Collaborations?

The Statewide Juvenile Justice Advocacy Project

Developing a networking proposal to bring the existing statewide collaborations together and further the creations of new statewide collaborations.

Work done thus far:

- Created mission statement
- Established a relationship with statewide and national stakeholders
- Shared and discussed successes and failures
- Shared experiences
- Gathered staff and resources
- Conducted research, and compiled data
- Trained in coalition building and lobbying
- Written the concept proposal to continue this work

Agreed to the following mutual goals:

- Improve conditions for youth; back to community-based approaches
- Change juvenile justice policies toward positive youth development
- Expand mental health services
- Reduce DMC
- Expand resources for the Juvenile defenders system
- Improve gender-specific issues and instigate gender specific programming

Identified Networking Needs for Statewide Collaborations

Share information with other state juvenile justice advocates around the country and facilitate learning.

- Develop an organized network for statewide collaborations
- Create resources (including funding) to support staffing and collaboration activities
- Expand activities to include travel to other state capitals to actively participate across states on behalf of juvenile justice reform
- Hold an annual meeting of statewide juvenile justice collaborations
- Produce resource materials on juvenile justice issues, collaboration strategies, and generic advocacy materials
- Acquire media advocacy expertise that provides an in-house capacity in states that both educates the public on juvenile justice issues, and provides for a rapid media response in crisis situations
- Develop a business strategic plan

The Statewide Juvenile Justice Collaborations

At the end of the two-day National Forum, each statewide collaboration was asked to reflect on what they had experienced at the Forum and to share how they intended to proceed with their Collaboration. Here is what they said.

Arizona

- ◆ Concentrate on transfer issue, acknowledging that this translates to other juvenile justice, child welfare and mental health connections.
- ◆ Complete action planning and prioritize what steps we need to take regarding the transfer issue (legislation and administratively).
- ◆ Educate public officials and community. Begin using our media messaging and fact sheets. Start meeting with those who have not been at the table such as rural county attorneys, juvenile and adult probation chiefs, Governor's staff, and the media.
- ◆ Connect with funding sources and more resources for advocacy efforts.

Delaware

- ◆ Develop technology through a website and action alerts.
- ◆ Seek financial support through JJAG and local and national foundations.
- ◆ Link up with Charity Lobbying in the Public Interest

District of Columbia

- ◆ Model youth and adult partnerships.
- ◆ Internal -- Infrastructure Building -- including a steering committee with youth and parents, defining the role of membership responsibilities, decision-making and seek more funding for training component for youth.
- ◆ External -- Public Education Campaign -- including "coffee talk series" in neighborhoods around the city in every ward, promoting youth voice and leadership, and develop support.

Florida

- ◆ Implement a membership drive to generate additional funding to expand efforts of the campaign.
- ◆ Expand the existing collaboration to include subcommittee supporters of DMC and transfer laws, as the campaign becomes more "visible and vocal" on these issues.
- ◆ Begin planning for a statewide Juvenile Justice Summit.

Illinois

- ◆ Explore how to expand our collaboration efforts. When using the definition from Thursday, we are somewhere between cooperation and coordination.
- ◆ Identify our goals and objectives for the next 3-5 years. For the last two years we have focused on organization and development work and our immediate policy agenda. This agenda was often reactive or taking advantage of targets of opportunity. We are now moving toward identifying our own positive agenda.

- ♦ Return next June with these two items on the agenda.

Indiana

- ♦ Further our strategic goal of becoming a statewide information hub regarding juvenile justice.
- ♦ Seek funding directly for our advocacy efforts.

Maryland

- ♦ Take community outreach and organizing to the next level by engaging the community base in specific action steps and advocacy campaigns.
- ♦ Ratchet up advocacy around over-representation, taking advantage of the new office in DJS and engaging the growing Latino community in Maryland.

Massachusetts

- ♦ Plan a 10th Anniversary Event with fundraising and publicity.
- ♦ Focus on the public.
- ♦ Survey board and membership.

Michigan

- ♦ Continue to reach out to and coordinate public policy advocacy with other coalitions. (Select issues strategically and use staff resources efficiently.)
- ♦ Initiate a community outreach effort to build local advocacy capacity on juvenile justice issues.

Nebraska

- ♦ Reposition Juvenile Justice in Nebraska.
- ♦ Schedule a meeting upon our return with Senator Thompson, Dour Kobernick, Kathy Moore, Voices for Children, the Office of Juvenile Services and the Director of Probation to explore the status of several initiatives and identify any items appropriate for Interim Studies by the Legislature.
- ♦ Contemplate introducing a resolution to move the Secure Youth Confinement Facility to OJS at HHS.
- ♦ Schedule a Community Dialogue for the end of June or early July to: 1) recognize Senator Thompson for her juvenile justice work and an award she will be receiving from NACA, 2) identify and build consensus around next steps for improving all levels of care within the juvenile justice system.

Pennsylvania

- ♦ Identify and engage related "windows of opportunity" such as initiatives, groups, and essential players in Governor Rendell's fast track system of reform in year one of his new administration.
- ♦ Take a sense of renewed energy and commitment from this meeting and hearing from other collaborations back to our state work.
- ♦ Cultivate new collaborations such as correctional reform agencies and faith-based organizations.
- ♦ Increase parental involvement and participation.

Wisconsin

- ♦ Produce a "Juvenile Justice Pipeline" book and media materials about Wisconsin Juvenile Justice System for public advocacy.
- ♦ Address the fragmentation between the child welfare and juvenile justice systems by doing system planning and coordination with the Child Welfare League of America.

Forum.

Appendix

State Collaboration Profiles

ARIZONA

Formation/History

Children's Action Alliance (CAA) is a non-profit, non-partisan research, education and advocacy organization dedicated to promoting the well-being of all of Arizona's children and families. We had a juvenile justice project in the mid-1990s, but when foundation funding expired, CAA reduced its juvenile justice advocacy efforts. In the fall of 2001, we obtained a collaborations grant through the University of Pennsylvania, and renewed our focus on juvenile justice wherein we began building a community network of juvenile justice advocates. As the grant was minimal and time-limited, we concentrated our initial research and policy focus on one primary issue -- the transfer of juvenile offenders for adult prosecution.

Membership

CAA formed a Juvenile Justice Advisory Committee and invited 28 persons representing a cross-section of public and private administrators, juvenile and criminal court judges, and community advocates. We work collaboratively with Arizona's Juvenile Justice Commission to expand our community outreach, education and advocacy efforts.

Operating Structure

The collaboration work is under the auspices of CAA. CAA's Juvenile Justice Advisory Committee was a time-limited group set to meet four to five times from October 2001 through June 2002 to study the issue of transfer of juvenile offenders for adult criminal prosecution. A report developed with the assistance of the Advisory Committee is in the process of being printed.

Mission

No formal mission was adopted for the juvenile justice collaborations work. The collaboration work is under the auspices of CAA's mission of "promoting the well-being of all of Arizona's children and families."

Achievements

CAA wrote a report, *Prosecuting Juvenile Offenders in the Adult Criminal Justice System in Arizona*, which includes statutory and administrative recommendations. Additionally, we joined with the Arizona Juvenile Justice Commission, other state and private agencies to plan and sponsor a Juvenile Justice Symposium in August 2002. CAA utilized our research to help steer the symposium focus to include the transfer issue. The two-day symposium, "Building Pathways Out of Crime and Delinquency for Serious and Juvenile Offenders" involved a cross-section of 120 community leaders. Handouts included the draft CAA report. Working in groups, consensus was reached and included that the state should reexamine which juveniles are transferred to the

adult system. Currently, CAA is leading an implementation group of community advocates and public agency representatives to address the CAA report recommendations and future actions. CAA is also currently working with a contract provider and community advocates to develop media messages to persuade policy makers and the public toward the recommendations in the CAA Report.

Sustainability Plan

Over the past year, we received three small one-time grants to support staff activities, CAA report development, symposium sponsorship and media messaging. Our work in this area has been less than full-time, although interest is high. We seek additional funding to sustain efforts on a more long-term basis.

INDIANA

Formation/History

The Indiana Juvenile Justice Task Force, Inc. was formed in 1973 by a group of attorneys, judges, advocates, and juvenile justice practitioners from across Indiana. This Task Force originally came together as a result of several simultaneous events that affected youth, i.e., the lack of a stand-alone juvenile code in the Indiana Criminal Code, the efforts of then Senator Birch Bayh to enact the original Juvenile Justice and Delinquency Prevention Act, the proposed authorization of the Runaway and Homeless Youth Act, and the implementation on the federal level of appropriations for youth service bureaus. The Task Force originally saw its charge to be time-limited and specific, hence the name "Indiana Juvenile Justice Task Force."

After its success in having the Juvenile Code written and enacted by the Indiana General Assembly, and due to the prestige and influence of its members, the "Task Force" was soon being asked to provide any number of additional programs, trainings, and technical assistance. Thus, in late 1973, the Task Force became incorporated. Much of the funding for the first several years of the Task Force was provided through grants from The Lilly Endowment.

After its first several years, the Task Force members saw an opportunity to engage citizens throughout the state in its efforts to reform Indiana's treatment of juvenile offenders, provide programming for delinquency prevention, and develop county chapters. The peak of this statewide effort to recruit county chapters occurred in 1977-1978, when several hundred Indiana residents were "members" of the organization. When the opportunity arose in several communities to solicit funding for inception of Youth Service Bureaus (YSB) in Indiana, the Task Force chapters were the natural precursors for the YSB Boards of Directors. Most of the Youth Service Bureaus that were established through the Task Force county chapters are still serving youth and families in their communities, and are now part of the statewide Indiana Youth Services Association. The Task Force philosophy that continues to this day is that the agency goal is not to remain indefinitely as the direct service provider in a community or throughout the state, but rather as an incubator and implementation source for best practices that may later be taken over by the local community's resources.

The Task Force continued to seek out the best practices extant at the time, and created several programs that have continued to this day. In the early 1980's, the Task Force created the Indiana Teen Institute, an alcohol/tobacco/and other drug use prevention program for high school students, centered on a summer group experience, with each school group accompanied by an adult group leader. In the 1990's, the Indiana Teen Institute was expanded to include middle school students when the Indiana Middle Level Leadership Institute was initiated. In

1999, these programs were spun off from the Task Force and their operations continued through Vincennes University.

Again in the early 1980's, the Task Force sought out models from which to develop runaway and homeless youth programs in rural areas where it was not cost efficient or logistically feasible to construct shelters. The Host Homes of Indiana Program began as a demonstration project funded throughout the US Department of Health, Education, and Welfare, and to this time continues to be funded through the Department of Health and Human Services under the auspices of the Runaway and Homeless Youth Act Basic Center grant program. The program is run under subcontracts with youth service providers in the local communities in 7 rural Indiana counties.

In the latter part of the 1980's, Indiana was informed by the federal government that its youth grant funds were in jeopardy due to the extremely high numbers of youth who were being housed in adult jails without the benefit of the protections afforded by the Juvenile Justice and Delinquency Prevention Act.

In conjunction with the Indiana Supreme Court and the Public Defenders Office, the Task Force embarked on the Jail Removal Project. By 1988, the Task Force was conducting the Jail Removal Project throughout the state, which resulted in the release of 8000 Indiana youth from confinement in adult facilities. Since that time, the Task Force has continued to provide the monitoring and compliance functions for the state under grants from the Indiana Criminal Justice Institute.

In the early 1990's many juvenile courts in Indiana were seeking effective alternatives to the increasing numbers of youth sent to residential treatment and out-of-home placement facilities. After a thorough search of available programs, the Task Force developed a multi-systemic, home-based treatment program known as Family Support Services. The Family Support Services Program has been implemented in 10 counties throughout the state, and the Task Force still operates the program in 3 counties.

From time to time different needs may be identified throughout the state with which the Task Force may be called upon to assist. For instance, for the past three years the Task Force has been involved in two special projects focusing on the educational and treatment needs of youth in detention facilities. The first project was implemented to ensure that youth in detention continue to receive the special education services to which they are entitled under the federal regulations, while the second project has produced an assessment package to measure the mental health status and drug/alcohol use history of youth in detention facilities.

So as not to make it appear that the Task Force is primarily an organization devoted to service provision, the key aspect of the Task Force that distinguishes it from other agencies is the commitment to advocacy on behalf of youth and

families involved in the juvenile justice system. This advocacy takes many forms, including public education, monitoring of facilities and services, contact with the Department of Correction, support for, and training of, directors and staff in the county-run detention facilities, and an active presence at the Indiana statehouse.

Membership

As previously stated in the "Formation/History" Section, early in the Task Force history the agency functioned as a membership organization. However, that structure has not been utilized in quite some time. Current membership follows the same model as most community-based not-for-profit organizations; that is, the membership consists of the current Board members and members of the Advisory Group. Programs may also have Advisory Groups from time to time, with membership in those groups being drawn from persons with special interests in the topic areas. Currently, rather than re-create itself as a statewide membership organization, the Task Force serves as an active organizational member of other coalitions, such as the Children's Coalition of Indiana and the Indiana Coalition of Family-Based Services.

Operating Structure:

The Task Force operates as a not-for-profit, 501 (c)(3) with a Board of Directors and an Advisory Board. The main office is in Indianapolis, the state capital, and there are satellite locations throughout the state. Currently there are 17 full-time and numerous part-time staff statewide.

Mission

The mission of the Indiana Juvenile Justice Task Force, Inc. is to impact systems and policies so as to ensure the well-being of youth and families involved in the juvenile justice system across Indiana.

Achievements:

So as not to be redundant, several of the agency's achievements are included in the Formation/History section above. For those efforts previously cited, and many other throughout his 25 years, the former Executive Director garnered several state and national awards, including the Liberty Bell Award for his efforts in jail removal, and the Sagamore of the Wabash Award, the highest civilian award in Indiana.

In addition to those achievements already noted, the Task Force has played an active role in many important legislative changes in Indiana, including the establishment of the Commission on Abused and Neglected Children, the Youth Development Study Commission, and the soon to be implemented Juvenile Law Study Commission. Most recently, the Task Force and its partners have been responsible for key pieces of legislation, including mandated safety information accompanying every application for a handgun permit, and the abolition of the death penalty for juveniles. In addition, with our two partnering agencies, the

Task Force has recently garnered a multi-year grant from the Lilly Endowment to establish the Children's Law Center of Indiana.

Sustainability Plan

The sustainability of the Task Force over its 30-year history has come from its flexibility, its strategy to broaden the base of financial support, its success at grant solicitation, and its partnership with the state in several key areas. The Task Force began as a loose coalition, and as it gained momentum it gained key allies. In its early history, much financial support came from the Lilly Endowment, the largest philanthropic organization in Indiana, and one of the largest in the nation. Logistical and governance support came from enlisting judges, law enforcement officials, and from time to time, even state legislators as Board members. As programs were implemented, new sources of funding were sought, including federal, state, and local grants and contracts, and fee-for-service when applicable. Current funding sources include direct federal awards for the Host Homes program, federal funds designated for delinquency services and passed through via grants from the State Advisory Group, fees-for-service from the counties child and family funds for the Family Support Services Programs, Juvenile Accountability Incentive Block Grant (JAIBG) funds for special projects, Indiana Department of Education funds for special education services, and The Lilly Endowment for support of the Children's Law Center of Indiana. The Task Force has not engaged in large-scale public solicitation of donations for several years, and receives only a fraction of operating expenses from that source.

MARYLAND

Formation/History & Operating Structure

In 1995, professionals, practitioners, and organizations developed a non-governmental coalition to mobilize statewide support for reforming and deinstitutionalizing Maryland's juvenile justice system. By 2001, MJJC became statewide collaborative of over 100 organizations and 400 individuals.

The Coalition's vision is to create a juvenile justice system that does not rely on secure care, eliminates categorical funding as a barrier to success, and ensures that youth are served individually and appropriately in their communities and homes. A Coalition objective is to build individuals' and organizations' life-long capacity to work for social justice and civil rights for at-risk youth. MJJC has five goals:

1. Ensure that youth development is incorporated in all systems of care.
2. Reduce the overrepresentation of minorities in the juvenile justice system.
3. Increase community-based services to respond to delinquency and prevent its reoccurrence.
4. Stop the misuse and overuse of juvenile detention and institutionalization.
5. Prevent juveniles from being transferred to the adult criminal system.

MJJC provides public education, communications, community organizing and mobilizing, including:

- identification and dissemination of best practices in juvenile justice;
- building capacity of organizations and individuals to work on behalf of youth;
- targeted press relations;
- regular meetings with the public to discuss strategy and provide opportunities for involvement;
- outreach to families and youth directly impacted by the juvenile justice system, and strategic contacts with the executive branch, legislature and judiciary.

MJJC is comprised of a steering committee that is elected annually and determines communication strategy, develops and implements campaigns, and directs our public education and awareness programs.

In Maryland and across the country, there is a growing perception that our young people are more dangerous than ever before. This perception is a driving force behind a host of national and statewide "get tough" policies and practices. Unfortunately, these policies cause more harm than good and waste precious resources. Better results could be achieved if research and best practices rather than rhetoric guided policy decisions.

The fear of random criminal behavior is creating perceptions of youth that are generalized, racist, and inaccurate. More often than not, the very young inner city male child is suspected of being a future murderer rather than a future doctor. While random shootings get nightly press coverage, other important stories get no coverage at all. Because fear dominates the debate, discussion of effective youth development is often lost in the shuffle.

More and more Maryland officials are now recognizing the inadequacies of large institutions. The recidivism rates at these institutions are 80 percent. The research documents that putting large groups of young offenders together counteracts any attempts at rehabilitation. The staff is underpaid and, as a result, is often undereducated on the needs of at-risk or mentally ill youth.

Everyone agrees that there are some young people who, for their safety and ours, need to be confined in a secure environment. However, putting hundreds of troubled young people in one institution inevitably creates a jail-like environment, where we witness the kinds of abuse and neglect that we are seeing in Maryland. Instead of recreating the failed institutional model, the State needs to run a continuum of intensive supervised home-based programs for youth who do not need to be confined, and small, decent secure facilities for those who require locked custody.

As more and more officials agree that large institutions are outdated and inappropriate for primarily non-violent youth, MJJC is committed to providing a guide for policymakers to move away from large facilities and fund small programs that have already been proven to work in other states or here in Maryland.

Rather than continue to be reactive, Maryland needs to implement a proactive effort that presents an honest and sympathetic picture of at-risk behavior; shifts public opinion in such a way that ensures support for youth development and delinquency prevention; and ultimately reduces juvenile crime through a continuum of prevention, early intervention and treatment services.

MJJC is recognized as the voice for children in Maryland's juvenile justice system. Reforming a bureaucracy is a long-term project. MJJC works to accomplish this by expanding the number of members; through publications, events, media exposure, dissemination of data, and exposure of systemic abuse; and by supporting legislative initiatives and seeking budgetary reform. Without a doubt, the members are the Coalition's most powerful tools.

MJJC meets with the Lt. Governor, the Secretary of the Department of Juvenile Justice (DJJ), key legislators, and members of the judiciary at least twice a year. MJJC is nationally recognized as operating on the leading edge of state-based juvenile justice advocacy.

The responsibility and authority for governance of the Coalition and for the day-to-day conduct of activities to achieve the mission and goals of the Coalition derive from Coalitions members. The governance structure is designed to prevent it from being cumbersome or time consuming. All members of the Coalition, acting together as a governing board, review the mission and goals annually. The members of the Steering Committee are responsible for developing protocols for decision-making and communication through a participatory process. The Coalition relies on strong committees functioning with a significant measure of autonomy within the boundaries of the protocols.

The work of the Coalition is supported administratively by a host agency—Advocates for Children and Youth—that can provide adequate program and fiscal management and serves as the fiduciary agent of the Coalition in matters related to grants and other resources. The host agency holds a seat on the Steering Committee. Advocates for Children and Youth houses Coalition staff. Staff of the Coalition serve as spokespersons in representing the interest of the Coalition and assist the Steering Committee and Coalition Chair in disseminating information about policies advocated by the Coalition, as well as the activities and accomplishments of the Coalition.

The host agency (ACY) provides staff to the Coalition and is responsible for fundraising to support staff salaries. Coalition staff are employed by ACY and report to the Executive Director of ACY, functioning as directed by the ACY Board of Directors in partnership with the Coalition's Steering Committee. Coalition staff facilitates written correspondence, quarterly and annual meetings, and communication between and among members and also maintains an accurate and current membership directory. Coalition staff ensures that foundation reports and work products are submitted according to deadlines. Staff provides support for the activities of Coalition committees and work groups, participating in meetings as appropriate.

Membership

The Coalition has 150 organizational members, 400 individual members and an executive board of 12 volunteer members. It has a staff of four: director; communications; community organizer and administrative support.

Mission

The Mission of the Maryland Juvenile Justice Coalition is to reduce juvenile crime and violence and ensure that all youth are treated fairly and have a reasonable chance to become self-sufficient adults.

Achievements

1. MJJC published *Principles of a Model Juvenile Justice System*, the Coalition's guide to best practices that includes outcome measures, principles, essential strategies, and budget recommendations. The report was distributed to 2,000 key policymakers, elected officials, practitioners and Coalition members. We

used this document as our guide in responding to all of the Administration steps toward reform.

2. The Coalition, with assistance from Building Blocks in Washington, D.C., was able to educate, and demonstrate a strong showing of public support, to Delegate Nancy Kopp and Senator Ulysses Currie, Chairs of the House and Senate Budget Committees that evaluates the DJJ budget; and, Simon Powell, the legislative analyst that works for the budget committees and provides analysis and recommendations on the DJJ budget regarding the improper use and misuse and overcrowding of the Cheltenham Detention facility in Prince George's County. As a result, the 2001 legislative budget language called for the demolition of the facility and requires DJJ to use the savings, approximately \$1.5 million this year for community based alternatives to detention. The 2002 budget language calls for the closure of four cottages within 30 - 90 days of the opening of the new Baltimore City Juvenile Justice Center.
3. The Coalition, with Building Blocks assistance, was able to pull together a broad based coalition representing citizens from across the state and to launch a web site www.closecheltenham.org that allowed us to mobilize citizens to communicate with legislators quickly. We also educated state leaders by hosting a bus trip to tour Cheltenham.
4. The Coalition was able to strengthen its partnership with the Baltimore Ministerial Alliance. They adopted juvenile justice reform as one of their high priorities. They met with Secretary Robinson and held a news conference. Secretary Robinson was visibly moved by the meeting with the ministers, many of them his friends and peers, and stopped debating the closure of Cheltenham but instead testified in support of institutional closures before the legislative budget committees.
5. The Steering Committee of the Coalition (approx. 15 people) went through an intense, focused diversity and sensitivity experience(s) that culminated in a one-day retreat in September of 2001. The Steering Committee now represents ex-felons, Hispanics, a majority of minorities, a parent, and policymakers and practitioners. We are not done diversifying our group and intend to include youth, clergy and more parents, but we have taken these issues of diversity extremely seriously. The Steering Committee recruited a new chair, a woman and an African American public interest lawyer who is pursuing her Ph.D. in Public Administration in her free time. She has provided stability, security and leadership.
6. The Coalition has grown from 250 to 400 members.
7. The Coalition meets with Secretary Bishop Robinson monthly.
8. The Coalition has been urging the Maryland State Department of Education to take over the schools in all of the Department of Juvenile Justice state-operated facilities and Hickey and Victor Cullen. MSDE and DJJ support the idea but there is a funding gap that is problematic. This issue was adopted as a campaign pledge by Governor-Elect Bob Erlich.
9. MJJC has been deeply and meaningfully involving the community in efforts to develop strategies, plan actions and work toward solutions. The Coalition is

committed to include people who are most affected and we will embrace diverse communities whose children are entangled in the system. We hired a full time Community Organizer. The focus of organizing will be primarily Baltimore City with significant attention paid to the Eastern Shore and Prince George's County in years two and three.

10. Following three years of educating key legislators, policymakers and the Governor and Lt. Governor a series of juvenile justice bills were passed by the MD General Assembly and signed by the Governor. One law requires the Department of Juvenile Justice (DJJ) to promulgate detention standards. Until now, no operating standards, oversight or licensing procedures existed for state-operated detention facilities. A second law establishes an oversight body, independent of DJJ. Its primary responsibility is to monitor and ensure that the detention standards are implemented and maintained. These two pieces of legislation should dramatically improve the conditions of confinement in Maryland detention. A third law requires DJJ to conduct study to evaluate the nexus between child welfare and juvenile justice. According to national research if a child is arrested by age 12 and has a prior involvement in child welfare s/he is at high risk of becoming a serious and chronic offender and likely to be detained again and again. This study has the potential to identify those high-risk children and provide services that divert them from juvenile justice. In 2002 the MD budget committee included language requiring the demolition of Cheltenham. In 2003, absent the necessary appropriation for demolition, the budget committee included budget language that has the force of law, that requires DJJ to close and cease operation of four cottages at the Cheltenham Detention Facility within 30-90 days of opening the Baltimore City Juvenile Justice Center (a courthouse and 144 bed detention facility in downtown Baltimore). These four cottages are the worst on the campus and house over 200 youth at any given time.
11. In April of 2002, MJJC wrote a letter to the U.S. Dept. Of Justice CRIPA requesting an investigation of civil rights abuses against youth in detention in Maryland following a suicide. The letter outlined a number of reported abuses in Maryland detention facilities. In September of 2002, CRIPA announced its intent to investigate Maryland facilities.
12. In March of 2002, DJJ closed the Victor Cullen Academy following a failed audit of the program and intense advocacy on the part of MJJC to reallocate funds from institutions to community-based services.
13. In October of 2002, at the request of MJJC, DJJ has put on hold an RFP to replace services at Victor Cullen. The RFP called for an institutional setting fining the vendors \$11,000 for each escape, ignoring best practices, and establishing a shelter care (alternative to detention) 75 miles from the homes of the children most likely to be placed there.
14. In June 2002, the Baltimore City Local Management Board (Family League) decided to fund a replication of the Wraparound Milwaukee model beginning with 50 youth. MJJC has publications and a long history of advocating for this best practice of serving youth in their homes, with case management and wraparound services.

15. MJJC committed significant resources to community outreach in Baltimore City including hiring a community outreach director to raise awareness, provide education and implement a multi-faceted campaign involving families, communities and youth.
 - MJJC has had over 400 people attend six monthly evening community meetings to discuss the inequities of the juvenile justice system, seek input and solutions from the community, provide speakers on mental health, the new detention center -BCJJC, from the national NAACP, Michael Austin - an innocent man releases from prison after 27 years, and a movie night that highlighted events around the country like Book Not Bars, the South Dakota Training School and the New Orleans Jazz Funeral. MJJC will continue to bring the community together one evening a month. The community meetings are advertised through local radio stations, direct mail, email, visits to local churches and community groups and word of mouth. ·
 - MJJC has created a community membership that includes over 200 individuals and 100 youth. ·
 - MJJC is providing information on resources to parents on a daily basis. ·
 - MJJC is attending community forums and association meetings in Baltimore to introduce the Coalition and its mission to the Baltimore region and its communities. ·
 - The overall focus of this outreach effort is to make people aware of the 144-bed detention facility being built in their community and intended to house their youth. We intended to hold a 'hands around the facility' at its scheduled opening in September, which was postponed. The event was designed to include positive messages suggested that we are all in this together and also to send a message that parents and families do not want the detention facility and its adjoining and juvenile court and justice facility overused or misused. MJJC will bring the community together when the facility opens in 2003.
 - A secondary focus of the community outreach project is to identify juvenile justice graduates and parents who volunteer to go through training and participate in a leadership council and a speaker's bureau. These individuals will serve as an advisory board to MJJC's outreach efforts, testify in Annapolis regarding their experiences and opinions, be available to talk with the media, and assist in galvanizing support for community events focused on the use of the BCJJC.
16. MJJC hosted a thirteen week public affairs radio show on a local Baltimore City station (WOLB) that discussed many aspects of juvenile justice reform including alternatives to detention, lack of services in institutions, the over-representation of minorities, and the voices of youth including system graduates.
17. MJJC developed one-page issue briefs on the inequities facing African-American youth in Baltimore City and County and disseminated them to the community, elected officials, and policymakers.
18. MJJC is conducting 8 -10 focus groups of 60 - 80 parents of juvenile offenders and will provide analysis and a written report for dissemination prior to the end of 2002.

19. MJJC is hosting several City business leaders and legislators on a trip to Missouri to demonstrate first hand how a state similar to MD does not rely on institutionalization.

Sustainability Plan

Funding provided in multiple year increments from the Open Society Institute and the Annie E. Casey Foundation. Other small grants also support the Coalition.

MICHIGAN

Formation/History

The Michigan Collaborative for Juvenile Justice Reform was started in 1978. Over the years, CJJR went through active and inactive periods. At the time we were approached by the Statewide Juvenile Justice Advocacy Project we were in a less active period. Resources provided by the Project assisted us in reenergizing CJJR.

Membership

CJJR is composed of 17 statewide organizations and associations, all of which have been active in the juvenile justice advocacy area. Efforts to secure the active involvement of organizations such as Big Brothers/Big Sisters were not successful. More urging by the "parent" organizations might have helped to broaden our membership.

Operating Structure

CJJR is coordinated by the Michigan Council on Crime and Delinquency (MCCD). We try not to impose too much structure. We don't have officers as such, but the MCCD Director is Chairperson of the Collaborative. We meet every other month. We periodically assess dues in order to cover postage and copying. Any action we take or position we adopt requires 100% agreement of the membership.

Mission

To develop and implement an action agenda that will meet the needs of children in Michigan.

Achievements

- Delayed tax cuts
- Restored funding for after-school programs
- Secured inclusion of CJJR positions in new governors platform

Sustainability

CJJR will be here in some form as long as MCCD is around.

NEBRASKA

Formation/History

Voices for Children in Nebraska began its juvenile justice advocacy work in 1990 with an OJJDP Formula grant for advocacy to bring Nebraska into compliance with all four core requirements of the act. Initial collaborative relationships were developed through a series of community meetings convened across the state.

Membership

We do not, and never have had a formal membership to our juvenile justice collaboration. When we first started our advocacy initiative, Voices for Children convened meetings with different groups of people in different communities around the state. In Omaha we concentrated our energy on improvements within a certain detention facility and collaborated extensively with the League of Women Voters and a Social Justice Committee of the Catholic Archdiocese. In recent years, a key state legislator has been our strongest ally as we have identified additional improvements needed.

Operating Structure

It has been important for Voices for Children to work independently on some initiatives and in collaboration on others. A statewide collaborative may not have emphasized the Omaha detention center improvements needed. Some of the improvement in that facility, however, was a result of establishment and implementation of statewide detention standards. Many of the natural juvenile justice collaborators work in the juvenile justice system and are constrained from advocacy activities.

Mission

The juvenile justice mission of Voices for Children is that all children in Nebraska have a right to due process and equal protection under the law as well as access to judicial systems that provide fair and lawful determination and rehabilitative social services where needed. Again, there is not a formal collaborative mission statement in Nebraska.

Achievements

In the early nineties, we were instrumental in bringing attention to the existence of the Juvenile Justice and Delinquency act and Nebraska's noncompliance. We generated support for the JJDP Act and ultimately brought Nebraska into compliance with all provisions of the Act. Other components of our success include creation of the Office of Juvenile Services, creation of staff secure holdovers in twelve locations to remove juveniles from jails, elimination of residential evaluations for status offenders at a state training school, establishment of several levels of community based services, building and program improvements at the two state facilities including the addition of mental health services, and elimination of peer restraints.

Sustainability Plan

We have sought grant funding since the initial four years of formula grant money, and have not been successful in acquiring significant sums. Our most likely collaborators in this area are service providers and their collaborative efforts have actually been to oppose some of our state facility improvement plans with preference for privatized services and increased reimbursement rates for their agencies.

PENNSYLVANIA

Formation/History

Since 2001, the Pennsylvania Collaboration for Youth has been meeting and holding state conferences in order to build a non-partisan community voice to impact our commonwealth's juvenile justice system on the state, regional and local level.

Membership

We are a statewide collaboration of organizations committed to providing Pennsylvania's youth with the opportunities necessary for growth into productive citizens. Our members are state as well as regional and local community organizations. Our varied membership includes Juvenile Justice specific groups such as the Juvenile Law Center, disability advocacy groups, such as Pennsylvania Protection and Advocacy, as well as multi-focused groups such as Big Sisters of Pennsylvania. We have made a commitment to include members that represent the cultural, religious, ethnic, and regional diversity of Pennsylvania, as well as the diversity of families, providers, and community leaders who are direct stakeholders in our work. After careful deliberation, we also elected to make the focus of membership non-governmental, in order to balance the strong state government interagency efforts that have driven the design and monitoring of the juvenile justice system in Pennsylvania for the last several years. We are now in the process of developing a partnership with the state government to further our work.

Operating Structure

At present we have a volunteer steering committee that makes executive decisions for the group, however we are looking forward to establishing a formal administrative structure including a director.

Mission

To create a broad based community-centered statewide collaboration to:

- Build prevention efforts through positive youth development initiatives.
- Create community diversion options to the juvenile justice system.
- Provide necessary services for youth in the juvenile justice system and their families.

Achievements

1. Convened and enlisted the support of a heretofore unprecedented broad base of community groups in order to work toward the shared goal of providing Pennsylvania's youth with the opportunities to grow into productive citizens.
2. Developed a shared vision for direction of our collaborative efforts to promote:
 - The inherent value of each young person.

- The importance of empowering youth, families and communities.
 - The need to address the over-representation of minorities in the juvenile justice system.
 - The balanced attention to protection of community, accountability, & development of youth competencies.
 - Appropriate evidence-based treatment based on coordinated use of public/private resources.
3. Established a public listserv to share timely information about our issues with members and other interested parties. For more information please visit us at: <http://www.topica.com/lists/PACollab-Youth/prefs/info.html>
 4. Held two statewide conferences in 2002 with over 80 participants each, to develop an action plan to implement our vision. This action plan will serve as a steering document for our collaboration, as well as an outreach document to Pennsylvania's newly elected governor and his administration.

Sustainability Plan

At present we are an open membership collaboration and have depended on the capacity of members to contribute staff time and resources in order to accomplish our work, in conjunction with start up monies from the MacArthur Foundation. While we have the members' commitment to continue the collaboration's work, our long-term impact and viability is contingent on our capacity to generate additional funding.

WISCONSIN

Formation/History

The Task Force collaborative followed upon a highly successful, statewide, two-day conference on mental health and substance abuse issues in juvenile corrections in January 2002, produced by the Wisconsin Council on Children & Families (WCCF). Prior to that point, WCCF had served as facilitator and staff support for agencies involved in juvenile justice (JJ) issues. Wisconsin has a relatively decentralized, county-based JJ system, with statewide policy and oversight fragmented among several state agencies with no clear statutory responsibility or accountability.

WCCF collaborated on the conference with the Wisconsin Counties Human Services Association (WCHSA), the organization of county human services directors and its Committee On Juvenile Justice, relevant state agencies, providers and advocacy agencies. Key agency leaders from those groups continue to meet to create a strategy for policy reform. These agencies will form the core of the state collaboration. The new Governor has brought in progressive leadership for the first time in 16 years, including a strong ally as head of state juvenile corrections. We are hopeful of positive policy reform in many areas, even given a flat budget outlook at best.

Membership

The collaboration consists of representatives from WCHSA, the state departments of education, corrections and human services (bureaus of mental health and substance abuse services), state public defenders office, state Office of Justice Assistance (responsible of federal criminal justice funds and the state SAG), Wisconsin Juvenile Court Intake Association, Wisconsin Coalition for Advocacy (the federally-recognized disability advocacy group), University of Wisconsin-Milwaukee, and several prominent service providers, such as Milwaukee Wraparound and Lutheran Social Services.

Operating Structure

The group meets bi-monthly to discuss juvenile policy issues. The meeting is facilitated by WCCF, but no formal structure has been created. Information is disseminated within the respective associations and agencies by their representatives.

Mission

The Promising Practices in Juvenile Justice Task Force seeks to facilitate consensus among key community stakeholders around a system of policies and practices in respect to children and youth that are involved in the juvenile justice system and their families. These policies and practices will include a Wisconsin System of Care for this population that respects their needs, as well as the

interests of their communities. These policies and practices will be consistent with the goals of:

- assisting the children and youth to become productive citizens
- assisting their families to become self-sufficient in all areas of life
- assisting communities to achieve a system of balanced and restorative justice and to ensure public safety

A Wisconsin System of Care for this population will comprise comprehensive mental health, substance abuse and other necessary services, organized into a coordinated network to meet their multiple and changing needs.

The main concern is to extend integrated (“wraparound”) services to the 30 counties not yet covered by such programs, to protect and expand community-based alternatives to incarceration, and address issues such as disproportionate minority confinement, fragmentation at state and local level between child protective and JJ services, anomalies in juvenile sexual offense enforcement, and the adultification of juvenile justice generally.

Achievements

The group has been meeting for about a year and spent much of that time reviewing state policies as they apply at each step of a juvenile’s exposure to the justice system. We have brought in experts on numerous issues and are facilitating administrative changes at the state and county level and developing a consensus legislative agenda. We have conducted trainings for attorneys, judges and other professionals on juvenile competence and mental health issues in criminal justice.

Sustainability Plans

WCCF has received support from one foundation and applied to another to support the basic work of the collaboration. As we go forward with a specific policy and training agenda, additional support will be sought, initially from private sources given our tight state budget.