

THE LINK

CONNECTING JUVENILE JUSTICE AND CHILD WELFARE

Mental Health and Juvenile Justice: *The Initial Models for Change Experience*

By Joseph J. Coccozza and Jennie L. Shufelt

Overview

The Models for Change Initiative of the John D. and Catherine T. MacArthur Foundation represents a major effort at improving the nation’s juvenile justice systems through targeted investments aimed at pressing areas in need of reform. As in most states and local jurisdictions, across the country, mental health has emerged as a major issue for all four of the Models for Change states—Illinois, Louisiana, Pennsylvania, and Washington.

Prioritizing the mental health needs of justice-involved youth has occurred in response to growing awareness of the large numbers of youth with mental health needs who come in contact with the juvenile justice system, and the failure of the juvenile justice and mental health systems to adequately address the needs of this population.

Background

Nationwide, researchers, practitioners, and policymakers are increasingly focusing on a growing tragedy—large numbers of youth with mental health problems becoming involved in the juvenile justice system. A recent study by the National Center for Mental Health and Juvenile Justice found approximately 70% of the youth in residential juvenile justice settings meet criteria for at least one mental health disorder. For at least a quarter of these youth, their mental health issues are severe enough to require significant and immediate treatment (Shufelt & Coccozza, 2006).

Many of these youth are placed in the juvenile justice system for relatively minor offenses with the hope of obtaining treatment that is unavailable in the community. In a survey of parents conducted by the National Alliance for the Mentally Ill, 36% reported intentionally involving their child in the juvenile justice system to access mental health services otherwise inaccessible to them in the community (NAMI, 2001). A recent U.S. General Accounting Office study found more than 12,700 children were placed in either the child welfare or juvenile justice systems to access mental health services (U.S. GAO, 2003).

Unfortunately, the reality is that for many of these youth, their mental health needs continue to go unaddressed by the juvenile justice system. The inadequacy of mental

health services within the juvenile justice system is well documented. A recent series of U.S. Department of Justice investigations into the conditions of confinement in juvenile detention and correctional facilities repeatedly found inadequate access to treatment, inappropriate use of medications, and neglect of suicide attempts in juvenile justice facilities nationwide (U.S. Department of Justice, 2005).

Increasingly, the involvement of these youth in the juvenile justice system has become a priority issue for jurisdictions across the country. In fact, the Executive Director of the Coalition for Juvenile Justice (CJJ) has called mental health “the number one emergent issue as far as juvenile justice is concerned” (Coalition for Juvenile Justice, 2000). In response, states and counties are seeking strategies for better responding to these youth.

Models for Change

One such juvenile justice initiative in which the mental health needs of youth has become a priority is the Models for Change Initiative of the John D. and Catherine T. MacArthur Foundation. Models for Change seeks to create successful, replicable models of juvenile justice reform through targeted investments in four states—Illinois, Louisiana, Pennsylvania, and Washington. These states vary tremendously in their culture, population demographics, economic and political landscapes, and challenges, as well as their level of advancement in terms of juvenile justice reform (John D. and Catherine T. MacArthur Foundation [MacArthur], 2005). What they have in common are their commitment to and support for reform, and their potential to serve as leaders for other states (MacArthur, 2006a).

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DIRECTOR'S MESSAGE

I am pleased to introduce CWLA's new CEO, Christine James-Brown. During her first 40 days, Chris traveled across the country for a series of listening forums with members about their relationships with CWLA. She has delivered her initial assessment and plans to the CWLA Board. I will cover these plans as they evolve.

I have confidence Chris will succeed in her mission. We extend her a warm welcome and look forward to her insights and involvement in considering the links between child welfare and juvenile justice.

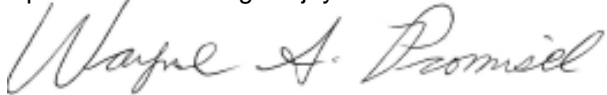
Along these lines, the JJ Division's National Advisory Committee, at our initial meeting held at the CWLA National Conference in February, decided to draft a position paper that would consider what an integrated system should look like under a theme of *Justice for ALL Children*. Subcommittees are researching and developing outlines on selected topics for an editing session in the fall. We hope to provide education and guidance to CWLA on the development of system integration policies and best practices.

CWLA can be proud of its reputation and expertise with the success of the King County (Washington) and Los Angeles County projects as well as the assistance provided for passage of key legislation in South Dakota allowing for the sharing of records between key stakeholders of court involved youth. CWLA staff has also continued to be involved in plans in the four states comprising the MacArthur Foundation's Models for Change initiative.

Planning of the 2008 Juvenile Justice Symposium is under way. Dates have been selected (June 4–6) and preliminary discussions for a location are taking place. The absence of a gathering this year has raised the anticipation for *Something Great in 2008*. More details and a location will be available in the fall issue of *The Link*.

It takes precise coordination to make a newsletter such as *The Link* an informative and meaningful conduit to individuals making decisions about collaborative or integrative decisions between the child welfare and juvenile justice systems. During the past year, Juvenile Justice Division Program Coordinator Kerrin Sweet dedicated her time to ensuring readers had the most current information in articles, policy updates, and news and resource websites. Kerrin is now a Program Manager within the foster care program at CWLA. I thank Kerrin for her diligence and precision in making *The Link* a connection between child advocates and the children and families they assist, and, I wish her success in her new position.

The Juvenile Justice Division strives to bring information and provide services that would promote efforts to help make positive changes in lives of children, families, and systems that serve them. I encourage feedback on how we can be more helpful to you. Contact either John Tuell, Director of Child Welfare–Juvenile Justice Systems Integration initiative at jtuell@cwla.org, or me at wpromisel@cwla.org. Enjoy this edition of *The Link*.



Wayne S. Promisel, Director
Juvenile Justice Division

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Wayne S. Promisel
DIRECTOR
JUVENILE JUSTICE DIVISION

John Tuell
DIRECTOR, CHILD WELFARE–JUVENILE
JUSTICE SYSTEMS INTEGRATION



HEADQUARTERS

2345 Crystal Drive, Suite 250
Arlington, VA 22202
703/412-2400
FAX 703/412-2401
www.cwla.org

The Child Welfare League of America is the nation's oldest and largest membership-based child welfare organization. We are committed to engaging people everywhere in promoting the well-being of children, youth, and their families, and protecting every child from harm.

A list of staff in CWLA service areas is available online at www.cwla.org/whowhat/serviceareas.asp.

Christine James-Brown
PRESIDENT/CEO

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VICE PRESIDENT OF CORPORATE
COMMUNICATIONS & DEVELOPMENT

Steven S. Boehm
ACTING DIRECTOR OF
PUBLICATIONS

Jennifer M. Price
EDITOR

Models for Change, from page 1

The goal of Models for Change is to “identify and accelerate promising statewide models for juvenile justice reform.” To attain this goal, the Models for Change states work with a variety of organizations, from the local to national level, to carry out a plan for developing models of reform around the selected targeted areas of improvement (TAI).

In pursuing these reform efforts, the states have access to a wealth of knowledge, training and technical assistance, advocacy, and other resources through a National Resource Bank of national organizations with a variety of expertise, including the National Center for Mental Health and Juvenile Justice (NCMHJJ; MacArthur, 2006b).

NCMHJJ, located at Policy Research Associates Inc., was established in 2001 to assist the field in developing improved policies and programs for youth with mental health disorders in contact with the juvenile justice system, based on the best available research and practice. Through this intensive investment, the MacArthur Foundation aims to generate lessons learned and models for reform that can be replicated nationwide (MacArthur, 2006c).

Mental Health in the Models for Change States Consistent with trends nationwide, mental health has emerged as a priority within the Models for Change states and has become an integral part of their reform efforts. Although the specific issues and approaches in each state may differ, all four are paving the way toward an improved response to the mental health needs of justice-involved youth.

Activities in each of the four Models for Change states are taking place both at the state and local level. Pennsylvania, the first Models for Change state, has been participating since 2004 and has made significant progress. Efforts in Illinois and Louisiana have just begun. Washington State is still in planning stages.

Pennsylvania, as the first state chosen to participate in Models for Change, selected the coordination of the mental health and juvenile justice systems as one of its primary TAI. Pennsylvania was concerned the mental health needs of youth in contact with the justice system continued to go unmet, and sought to address some of the key barriers to a more effective response. Among the priority areas of concern were the level of coordination and collaboration between child- and youth-serving agencies. Collaboration among child-serving systems is of paramount importance to an effective response to this issue (Skowrya & Coccozza, 2007). These youth are involved in and the responsibility of multiple child-serving systems, including not only the mental health and juvenile justice systems, but also the child welfare system and other systems (New Freedom Commission on Mental Health, 2003; Wiig & Tuell, 2004).

In recognition of the crucial role collaboration plays in an effective response, Pennsylvania sought to address this

and other issues, such as the need for more diversion, better screening and assessment, and increased availability of appropriate services, establishing a cross-agency team and developing a strategic plan to address key issues. Since Pennsylvania began participating in Models for Change in 2004, the state team has made significant progress on a number of key issues:

- *Mental Health/Juvenile Justice Joint Policy Statement.* The state team developed and recently released its Mental Health/Juvenile Justice Joint Policy Statement. Endorsed by leaders of key state agencies and statewide organizations, the policy statement lays out key principles to guide and support Pennsylvania counties in developing a comprehensive system that addresses the needs of youth with mental health problems in contact with the juvenile justice system. Pennsylvania will use this policy statement to help counties conduct a self-assessment and develop strategies to address needs.
- *Expansion of Screening and Assessment.* Before its participation in Models for Change, Pennsylvania had a screening process in detention centers statewide. Screening, however, was not routine and uniform across the state at earlier points of contact. Through Models for Change, the state is expanding its screening process to probation. Pennsylvania is currently piloting the Massachusetts Youth Screening Instrument-II (MAYSI-II) in probation departments statewide.
- *Development of an Evidence-Based Practice Center.* To expand the availability of evidence-based practices, a handful of states have established centers focused on the diffusion of evidence-based practices. Pennsylvania is planning for such a center. The Evidence-Based Practices Center will provide technical assistance and support to Pennsylvania counties working to grow evidence-based practices.

In addition to the work at the state level, Allegheny, Chester, and Erie Counties are also participating in Models for Change in Pennsylvania. Like the state team, these counties each developed a strategic plan through a

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For more information, contact Wayne Promisel at wpromisel@cwla.org.

collaborative process. Although the specific activities of each of the three counties differ somewhat, some common themes have emerged:

- *Screening and Assessment.* Each county has implemented a screening and assessment process based on scientifically sound instruments.
- *Diversion.* Increasing the availability of diversion opportunities for youth with mental health and cooccurring disorders is a consistent theme within the counties. For example, Erie County has expanded its drug court to include a mental health component.
- *Treatment.* The counties are also working to ensure adequate and appropriate treatment services are available to youth in contact with the juvenile justice system who have mental health needs. As part of this effort, the counties are exploring ways to increase the availability of evidence-based and promising practices. In fact, the counties already have begun implementing multi-systemic therapy as a result of these efforts.

Unlike Pennsylvania, Illinois did not select mental health as a TAI. Instead, Illinois selected the following three TAIs: disproportionate minority contact, community-based alternatives to incarceration, and juvenile court jurisdiction. As the work has progressed, however, it has become clear that mental health is a pervasive issue closely linked with the work under these TAIs. As a result, a number of activities focused on the mental health needs of justice involved youth have been undertaken at the state level:

- *Screening and Assessment.* With the assistance of Models for Change, the state is working to raise awareness around the importance of screening and assessment, and to promote a screening and assessment process based on scientifically sound screening and assessment tools and procedures. Recently Models for Change helped the state in sponsoring a colloquium on screening and assessment involving representatives from a variety of agencies and systems involved with these youth, including probation, juvenile court, detention, mental health, and education.
- *Department of Juvenile Justice.* Since the start of Models for Change in Illinois, a new Department of Juvenile Justice was established. Before this, juvenile justice and criminal justice were governed under one agency. This change represents an opportunity to ensure that appropriate responses to youth with mental health needs are incorporated into the department from the beginning. Models for Change is providing assistance and support to the new Department of Juvenile Justice to ensure this occurs.

Activities related to mental health are also taking place at the county level in Illinois as part of the community-based alternatives to incarceration TAI. This TAI was selected in response to the overreliance on secure detention and commitment to the Department of Corrections. In prioritizing this issue, the state is working to ensure that objective criteria to assess public safety risks and the needs of youth are implemented in a way that prevents unnecessary reliance on placement. Given the large numbers of youth with mental health and substance abuse needs, such an assessment also includes consideration of youths' mental health needs.

Through its work under the community-based alternatives TAI, Illinois is seeking to create effective local governance structures for the delivery of a continuum of community-based services through investments in local demonstration sites. The goal is to establish model governance structures in pilot local demonstration sites that can be replicated by other localities in Illinois. Of the five selected demonstration sites, Cooke and Ogle Counties identified youth with mental health problems as a population of particular concern.

In Cook County, Youth Outreach Services and the Cook County Juvenile Detention Alternative Initiative are working together to establish a better community-based response to youth with mental health disorders who are at risk of confinement in detention. Of particular concern are youth with domestic violence or family-related battery petitions, because the child's behavior is often the result of unidentified or untreated mental disorder. They are held in detention more often and for longer periods of time, and often they are not considered for detention alternatives.

The Ogle County Probation Department is working to strengthen the county's Juvenile Justice Council to increase its effectiveness. Through the demonstration grant, the Juvenile Justice Council is conducting an assessment of the mental health and other needs of youth in the system.

Louisiana has a long history of relying heavily on residential and institutional care for youth involved with the juvenile justice system. In recent years, however, the state has made major changes in the way it handles youth coming in contact with the justice system, significantly reducing the number of youth placed in residential facilities. In fact, in the past six years, the number of youth in the state's juvenile correctional facilities has decreased from more than 2,000 youth to fewer than 500. Although this reduction has been a welcome shift in Louisiana, the diversion of these youth into the community has highlighted the shortage of community-based services. This lack of community-based services is particularly troubling for the many youth in Louisiana's juvenile justice system who have significant mental health needs.

In response, Louisiana selected evidence-based community services as one of its TAIs. Louisiana recognized this

new demand for community-based services as an opportunity to invest in more effective services in the community that reflect the current knowledge about what works for juvenile justice youth, particularly those with mental health problems.

In pursuit of this goal, Louisiana has adopted a two-pronged approach. First, through Models for Change, Louisiana is striving to expand the use of evidence-based and promising practices through targeted local investments as well as activities at the state level. Second, Louisiana is working to ensure the mental health and other needs of youth in the juvenile justice system are accurately identified so that appropriate referrals to these evidence-based practices can be made. To do this, Louisiana is also focusing on increasing the reliance on scientifically sound screening and assessment procedures.

As in Pennsylvania and Illinois, Models for Change efforts in Louisiana are occurring at both the state and local level. At the state level, Models for Change is working with the Louisiana Office of Youth Development, the Children's Cabinet, and the Louisiana Supreme Court to expand the reliance on evidence-based practices. Even though this work is just beginning, a number of important activities are already under way.

- *Education and Awareness.* As a first important step, Louisiana Models for Change recently held an Evidence-Based Practices Summit for Louisiana Leadership in Baton Rouge. The event was a tremendous success, bringing together key stakeholders, both at the local and state levels, to start to raise awareness and provide education around evidence-based practices. The summit featured a number of presentations by leading experts in the field on key topics such as supporting and sustaining evidence-based practices, screening and assessment, overcoming barriers to implementation, and models for diffusing evidence-based practices. The event also featured a panel of representatives from Louisiana and other Models for Change states where evidence-based practices are beginning to take hold.
- *Juvenile Drug Courts.* Working with the State Supreme Court, Models for Change has begun to explore ways to increase the reliance on evidence-based practices within the state's juvenile drug courts. Models for Change will help the Supreme Court assess the treatments and practices used by these drug courts and provide education and assistance around evidence-based practices.

Much of the initial activities in Louisiana are focused at the local level. Through the evidence-based practices TAI, Models for Change is working with five counties. These activities include:

- *Local Models for Reform.* Models for Change is working intensively in Jefferson and Rapides Parishes to develop local models for expanding evidence-based practices. The goal is to create a model of reform for both urban and rural parishes that can be emulated across the state. These two parishes will engage in intensive assessment and planning and will be provided with support for implementing their plan and growing evidence-based practices.
- *Postadjudication Assessment.* Models for Change is also working with Caddo Parish to develop a postadjudication, predisposition assessment model.
- *Early Intervention Program.* Models for Change will assist the 16th Judicial District in expanding its Early Intervention Program to middle school youth and assess the potential for statewide expansion of the program.
- *Strategic Planning.* Models for Change is also assisting Calcasieu Parish in developing a strategic plan for increasing the reliance on evidence-based practices.

Washington State was the final state to be selected to participate in Models for Change. Washington is still in the planning phase and has not yet begun implementation. The focus, however, on mental health within the state is already clear. In fact, Washington has selected mental health as one of its TAIs.

Within Washington State, a number of promising initiatives are already under way that hold much promise for improving the response to the mental health needs of juvenile justice youth. Despite the significant progress the state has made, however, stakeholders identified a number of continuing issues that could be successfully addressed through Models for Change, including the lack of community-based services and interagency collaboration, as well as the need for more evidence-based services, particularly for Washington's diverse population.

The selection of mental health as a TAI was largely in response to continued challenges in the state in addressing the needs of this population, despite many promising efforts, such as the lack of community-based services for youth at initial stages of juvenile justice involvement, inadequate collaboration between the mental health and juvenile justice systems, lack of evidence-based services, and the unavailability of culturally and linguistically appropriate services.

Mental Health/Juvenile Justice Action Network

The attention by the Models for Change states to mental health issues echoes concerns across the country over the inappropriate and inadequate treatment of these youth in

Effective Collaboration Development and System Reform: *The Safe Kids/Safe Streets Experience*

By Frances Gragg, Roberta Cronin, and Karla Eisen

Many studies suggest that child abuse and neglect are risk factors for the development of juvenile delinquency and other problem behaviors (Weeks & Widom, 1998; Widom, 1995; Widom, 1996; Wiebush, Freitag, & Baird, 2001). As evidence of these links began to emerge, the Office of Justice Programs (OJP) in the U.S. Department of Justice launched the Safe Kids/Safe Streets (SK/SS) initiative to help communities reduce child abuse and neglect and their effects through multifaceted strategies that involved a wide array of community partners.

SK/SS represented one of the most comprehensive applications of collaborative approaches undertaken in the area of child maltreatment. The program was funded and monitored jointly by three offices within OJP—the Office of Juvenile Justice and Delinquency Prevention (OJJDP), the Executive Office for Weed and Seed, and the Office on Violence Against Women.*

Five grantees implemented SK/SS, which began in 1997. Three were in mid-sized cities (Huntsville, Alabama; Kansas City, Missouri; and Toledo, Ohio); one in a rural area (Burlington, Vermont); and one in a tribal area (Sault Ste. Marie, Michigan). The lead agencies taking on these efforts shared a long history of work on child abuse and neglect and experience with multidisciplinary and collaborative approaches. There were also noteworthy differences among them.

Lead agencies in Huntsville, Kansas City, and Sault Ste. Marie had multimillion-dollar budgets before SK/SS, compared with \$29,000 in Burlington and \$700,000 in Toledo. Unlike their counterparts, Burlington and Kansas City grantees were not direct service providers, although they had convened stakeholders concerned with child maltreatment for many years.

Sault Ste. Marie was the only project led by a government agency, which provided social, mental health, and substance abuse services for the Sault Ste. Marie Tribe of Chippewa Indians. It was also the only project to target a tribal population and a multicounty area.

The other four grantees were nonprofit organizations and targeted single counties (or in the case of Kansas City, ZIP Codes within a county). Grantees received initial awards ranging from \$125,000 (Toledo) to more than \$900,000 (Kansas City).

Federal expectations for this effort were ambitious. Sites were expected to

- become more comprehensive and proactive in helping children, adolescents, and families involved in or at-risk of child abuse and neglect;
- better coordinate the management of abuse and neglect cases by improving policy and practice in the criminal justice, juvenile justice, child welfare, family service, and related systems; and
- develop comprehensive, communitywide, cross-agency strategies to reduce child and adolescent abuse and neglect and resulting fatalities.

Further, project plans had to incorporate four key elements (OJJDP, 1996):

- *system reform and accountability*—reforming policies, practices, and procedures and improving cross-agency training and communication;
- *an enhanced continuum of services (prevention to treatment)*—improving existing services, filling gaps, and using current resources more effectively, including those of public, private, and informal support systems;
- *data collection and evaluation*—improving local data collection and information sharing across systems and agencies to support decision-making in individual cases and evaluate progress toward program objectives; and
- *prevention education*—educating the community about child abuse and neglect and how to report it, available community services, good parenting practices, and Safe Kids efforts.

The SK/SS design called for all efforts to flow from broad-based local collaboratives “firmly centered within larger community-based initiatives” (OJJDP, 1996). In other words, communities were to build on existing collaboratives and strengths. Moreover, they were to bring together representatives from criminal justice, child welfare, family service, education, health, and mental health agencies, along with nontraditional partners, such as faith-based organizations, community groups, the media, and victims and their families.

Westat, national evaluator for the program, studied SK/SS for more than seven years, documenting its findings in *National Evaluation of the Safe Kids/Safe Streets Program: Final Report* (Gragg, Cronin, Schultz, & Eisen, 2004). The evaluators reported impressive progress both

* The Office of Violence Against Women is no longer a part of OJP, though it continues to work closely with different components of that office.

in establishing effective collaboratives and in implementing plans to improve local systems and services. These successes occurred across agencies regardless of size, community environment, and funding amount.

Collaboration Structures

The sites used a range of structures and processes to build communitywide collaboration. The primary mechanisms were governing councils; teams, committees, and work groups; and broad-based community meetings.

Each collaborative established a governing council to oversee planning and implementation of SK/SS. The governing councils were multiagency bodies with, at least initially, responsibilities for overall approval of actions plans and budgets. Over the life of SK/SS, the governing councils became more involved in specific project activities and resource allocation. Each council drew members from existing collaboratives around child protection, reaching out to additional participants as necessary to meet OJP requirements for breadth and diversity.

By 2003, the governing councils had representation from an average of 27 different groups, with multiple representatives in categories such as school systems, the medical community, and nonprofit service providers. Members represented formal child protection agencies (child protective services, prosecution, dependency court); other public agencies; private agencies (mainly service providers); and private nontraditional groups and individuals (faith-based organizations, grass-roots and community-based organizations, CPS clients, parents, youth, businesses, and survivors of abuse). For the most part, directors and other high-level staff represented agencies.

Teams, committees, and other work groups played an important role at all sites in carrying out the agenda of the governing council and the project. The reliance on committees began early, with all sites forming committees to help plan the SK/SS agenda and design a governance structure. The configuration of committees changed over time as priorities evolved and tasks were completed. Participants included a mix of council members, midlevel and line staff, project subgrantees, and others drawn to the issues involved. These committees provided an important avenue for broadening community and stakeholder involvement in project activities beyond the governing council. Teams often provided a recruitment and training ground for participants in the governing council.

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wpromisel@cwla.org.

Several sites used broad-based community meetings to encourage and expand participation, set the collaborative's agenda, and recruit people to more active roles. Burlington, Huntsville, and Sault Ste. Marie each held kickoff meetings in 1997 to introduce the project to the community. Burlington and Huntsville continued to use community meetings throughout the life of the project to tap community concerns and conduct more targeted discussions of key issues.

Kansas City and Sault Ste. Marie made much more limited use of community meetings, while Toledo did not host any. Sometimes the community meetings also turned occasional participants into active partners, involving them in committees and, on a few occasions, the governing councils.

Strategies for Developing/Maintaining Successful Collaborations

The success of the SK/SS collaboration development can be attributed in part to using strategies that have emerged over the past two decades to support federal, state, and foundation initiatives (CSR, Incorporated, 1996; Farrow, 1997; Melaville & Blank, 1991; Mizrahi, 1999; Mizrahi & Rosenthal, 2001). The SK/SS sites successfully used seven of these strategies:

Involving key players early in the process. All sites began with commitments from a broad spectrum of agencies, most of which joined the planning process early. Where key agencies were missing, OJP program officers provided technical assistance to bring them on board and continued to encourage more nontraditional representation.

It is noteworthy that many of the early participants remained involved throughout the life of the project. Eighty percent of stakeholders responding to a 2003 stakeholders survey had been involved in the project for at least the previous two years; 44% had been involved since the planning phase.

Establishing a shared vision of program goals and defining outcomes. A shared vision requires gaining a full understanding of the perspectives and priorities of all partners and figuring out where they intersect. A shared vision grew slowly, as a by-product of the regular interactions between collaborative members, as well as formal meetings and retreats. It was not easy. Besides the sheer number of stakeholders involved and the diverse groups they represented, there were some distinctive challenges.

In Burlington, OJP felt the vision of the collaboration had diverged too much from that of OJP and held meetings and provided technical assistance to bring the two into alignment.

In Huntsville and Sault Ste. Marie, the collaboratives had to restructure and add new members during planning, followed by additional "revisiting" with the expanded group. By 2003, however, key informants reported high

levels of agreement about the program's mission and objectives at most sites. The sites also got better at defining their desired outcomes.

Setting readily attainable objectives. Programs need to create a sense of accomplishment and maintain momentum toward longer-term objectives to keep people engaged. In most cases, the initial plans set by the SK/SS sites contained very broad objectives—to train all child protection staff, for example—that were overly optimistic if taken at face value. Through input from program officers, technical assistance providers, and evaluators and through experience, sites became more skilled at breaking efforts into smaller steps and identifying shorter-term objectives and successes. Also important was that sites first initiated activities about which there was strong stakeholder consensus. Early successes and agreement eased frustration as planning continued and laid the groundwork for tackling more difficult issues.

Devising creative and realistic strategies. Sites proved to be adept at building on community and agency strengths as well as using information strategically. In Huntsville and Toledo, needs assessments during the planning process provided a rich source of ideas for project strategies. At times, community meetings served much the same purpose in Burlington. Project staff at all sites were also good at recognizing the opportunities for joining forces with other initiatives in the community and maximizing the SK/SS resources.

Emphasizing what partners agree on and respecting differences. Again, collaborations were good at this, recognizing the mandates of different partners and respecting those positions. Stakeholder survey respondents across all sites reported SK/SS was quite open to different points of view. Average ratings of openness were high and did not differ significantly across sites. In addition, 65% of respondents rated their influence on overall goals and objectives at 4 or 5 on a scale ranging from 1 (no influence at all) to 5 (a great deal of influence). Fifty-seven percent felt they had fairly high influence over program operations, and 48% felt their influence extended to funding decisions.

Avoiding red herrings. The sites seem to have been remarkably successful at avoiding the kind of technical difficulties that can derail a budding collaborative (Melaville & Blank, 1991). For the most part, they did not get hung up on debates over how decisions should be made, who should get a vote and sit at the governance table, or who should lead. In Huntsville, when it became clear the restructured governing council could not go forward if agency members had to include their own budgets in the discussion, this issue was set aside for future consideration.

Publicizing success and acknowledging contributions from partners. Local project staff were skilled at identifying, celebrating, and publicizing successes, were meticulous in crediting their partners.

Progress reports from sites included numerous newspaper and newsletter articles about events and supporting efforts of partners. For example, Huntsville got press coverage for such new efforts as recruiting mentors for Big Brothers and Big Sisters. In 2003, Burlington held a luncheon to honor local professionals and other community members who contributed to children's welfare.

Toledo's SK/SS newsletter featured different partners in each edition. In fact, local project staff were careful not to overstate (and occasionally downplayed) their contributions to joint efforts in the community, allowing the community to take ownership.

Other successful strategies demonstrated by the SK/SS experience included:

- **Fine tuning the governance structure.** All the collaboratives had to adjust their committee structures and add new members to the governing council. Huntsville and Sault Ste. Marie undertook major reconstruction—to bring in new partners, accommodate new political realities, broaden the mission, and use resources more effectively.
- **Redistributing program funds through grants.** Funding local initiatives brought key stakeholders to the table and enhanced program legitimacy, especially when stakeholders decided how to allocate funds. Added benefits resulted from a competitive funding process where stakeholders reviewed proposals. Burlington and Kansas City found this helped stakeholders write their own proposals and think critically about how specific projects could contribute to system reform. Kansas City's grant program, specifically targeted to nontraditional and grass-roots organizations, also brought new stakeholder perspectives to the collaborative.
- **Operating as a learning community.** Sites were able to develop clear and open communications, revisit initial plans and resource allocations with a clear eye, and rethink less than successful approaches. A return to strategic planning often elicited new ideas and initiatives that reenergized stakeholders. Burlington's development of statewide training for mandatory reporters was one such idea. Toledo's decision to shift funding from direct services to training coordination for Healthy Families, its home visitation program, was another. Huntsville's initiative to colocate services in the community underwent major revisions, from an independent center-based approach to one based in schools.

Sites were somewhat less successful with two other strategies and were still working on each to enhance their collaborations when data collection ended. First, they

see *Safe Kids/Safe Streets*, page 14

PUBLIC POLICY UPDATE

More Than 150 Organizations Agree on Principles for Reauthorization of Juvenile Justice Legislation

As of May 3, more than 150 organizations from across the country had endorsed the Statement of Principles for reauthorizing the federal juvenile justice legislation, the Juvenile Justice and Delinquency Prevention Act (JJJPA), P.L. 107-273. CWLA participates in a coalition dedicated to making improvements in the legislation and urges organizations to join in this effort and to sign on in support of a Statement of Principles to guide the reauthorization. The Statement of Principles was developed through surveys and consultations with juvenile justice organizations.

JJDP is based on a broad consensus that children, youth, and families involved with the juvenile and criminal courts should be guarded by federal standards for care and custody, while also upholding the interests of community safety and the prevention of victimization.

Established in 1974, and most recently reauthorized, with bipartisan support, in 2002, JJDP provides for

- a juvenile justice planning and advisory system spanning all states, territories, and the District of Columbia;
- federal funding for delinquency prevention, and improvements in state and local juvenile justice programs; and
- operation of a federal agency (OJJDP) dedicated to training, technical assistance, model programs, and research and evaluation, to support state and local efforts.

Under JJDP, all states, territories, and the District of Columbia must comply with certain core requirements:

- deinstitutionalization of status offenders,
- removal of youth from adult jails and lock-ups,
- sight and sound separation of juveniles and adults in lock-ups, and
- reduction of disproportionate minority confinement.

The principles were presented to staff members of Senate Judiciary Committee Chair Pat Leahy, and Senate Committee on Health, Education, Labor and Pensions Chair Ted Kennedy, at a meeting on Capitol Hill. Both Senators are interested in taking advantage of the reauthorization to develop legislation to improve the federal law. They both have particular interest in increasing prevention, enhancing alternatives to detention, and strengthening protections for youth in trouble with the law.

It is unclear when legislation will be introduced or when there might be hearings or votes. Progress is expected in the coming weeks, however.

Other organizations are encouraged to endorse the Statement of Principles. To view the statement, visit www.cwla.org/advocacy/jjdpastateofprinciples.pdf. To endorse the principles, simply send an e-mail to info@juvjust.org.

Appropriations Debate Gets Under Way

Congress has begun to debate federal funding levels for juvenile justice programs. The new leadership in the House and Senate Appropriations Committees is expected to stop the drastic funding cuts of recent years. CWLA, together with many other organizations, has urged Congress to do this and requested the restoration of cut funds. The Appropriations Committees are expected to work on this legislation through the summer.

For more information, contact Tim Briceland-Betts, CWLA Government Affairs, at 703/412-2407, or bricebet@cwla.org.

JUVENILE JUSTICE NEWS AND RESOURCES

Call for Presentations

The Virginia Juvenile Justice Association (VJJA) is seeking presentation proposals for the 31st Fall Juvenile Justice Institute, November 7–9, 2007. Roanoke, Virginia, will provide the backdrop for the institute (working title: *When All the Stars Align: Improving Outcomes for Court-Involved Children*), which has become Virginia's premier event for spotlighting successful initiatives and best practices for system-involved youth.

More than 400 professionals from nearly every discipline that touches court-involved children are expected to attend. The target audience includes juvenile justice policymakers and administrators, probation directors, supervisors and officers, judges, prosecutors, defense attorneys, detention workers, correctional officers, correctional counselors, CSA coordinators, community-based and residential treatment providers, mental health clinicians, mentors, foster care workers, social workers, educators, school resource officers, prevention specialists, child advocates, group home workers, and more.

Further information is available on VJJA's website, www.vjja.org, or through Beth Stinnett, VJJA President, at president@vjja.org.

Shared Beliefs, Shared Values: Achieving Excellence in Adoption and Foster Care

New Orleans, Louisiana, will host *Shared Beliefs, Shared Values: Achieving Excellence in Adoption and Foster Care*, the CWLA National Adoption and Foster Care Training Conference, December 10–12, 2007.

We will present a collaborative national training conference celebrating the continued increase in adoptions of waiting children, primarily by their foster parents. The conference will feature workshops and information on all facets of adoption: special needs, placement of older children, kinship adoptions, domestic (private infant agency) adoption, and intercountry adoption.

We will also focus on foster care, including placement stability, education, mental health, medical issues, youth permanency, overrepresentation of children of color in foster care, and innovative foster care programs that address some of these issues.

For more information on the conference is available online at www.cwla.org/conferences/2007adoptionrfp.htm.

DOJ Helps Protect Teens From Online Predators

The Department of Justice, the National Center for Missing & Exploited Children, and the Ad Council have

announced a new phase of their public service advertising campaign designed to educate teenage girls about the potential dangers of posting and sharing personal information online.

To learn more, visit www.usdoj.gov/opa/pr/2007/March/07_ag_176.html.

Expansion of Reclaiming Futures Initiative

The Robert Wood Johnson Foundation recently announced an expansion of its Reclaiming Futures initiative, which assists youth involved with the juvenile justice system who are struggling with drugs and alcohol.

The foundation will provide \$6.5 million to support Reclaiming Futures' 10 pilot sites for two more years and help new sites implement the model over the next four. The expanded effort will create a national resource center to provide case studies and other data to communities seeking to enhance drug- and alcohol-related services for system-involved youth.

Reclaiming Futures will invite applications from communities interested in participating as a pilot site. Successful applicants will be selected in the summer of 2007 and will receive technical assistance, on-site coaching, educational materials, and invitations to national conferences and workshops.

Application forms will be posted on the Reclaiming Futures website at www.reclaimingfutures.org.

Nominations Invited for Gloria Barron Prize for Young Heroes

Ten Americans ages of 8–18 who have shown leadership and courage in public service to people and the environment will each be awarded \$2,000 to support their service work or higher education.

More information is available from the Colin Higgins Foundation at www.colinhiggins.org/courageawards/index.cfm.

Improvements for LGBT Youth in New York

As a result of advocacy by New York Juvenile Justice Coalition, a National Juvenile Justice Network member, the New York City Council Juvenile Justice Committee held a public hearing on the experiences of lesbian, gay, bisexual, and transgender (LGBT) youth in the juvenile justice system that motivated the NYC Department of Juvenile Justice to release an antidiscrimination policy for LGBT youth. Members of the coalition have also worked closely with family court officials to conduct a series of trainings for family court personnel on working with LGBT youth involved in delinquency cases.

More than 250 people—including law guardians, prosecutors, probation officers, judges and other court personnel—attended the first of three trainings.

The Office of Children and Family Services (OCFS) has also issued guidelines for working with LGBT youth in OCFS custody. The coalition regards these as an important first step, although they are asking for some changes in content. The coalition is also advocating for passage of the SAFETY Act, legislation that would require OCFS to adopt an antidiscrimination policy and implement training for staff on working with LGBT youth and addressing homophobia in OCFS facilities.

For more information, visit www.njjn.org.

Juvenile Law Center Comments on No Child Left Behind

Juvenile Law Center's work is enhanced by numerous collaborations, including those with its suite-mates, Education Law Center-PA and Disabilities Rights Network of Pennsylvania.

On March 30, JLC joined Education Law Center in comments proposing that Congress address the unique educational needs of children in foster care. Because foster youth are transient, they face frequent school changes with consequent barriers to academic achievement, delays in school enrollment, and a lack of access to the full range of academic and extracurricular programming other children enjoy.

To read the JLC-ELC comments, visit <http://jlc.org/File/nclbcomments.pdf>.

Strategies for Communicating Youth Issues

The Forum for Youth Investment, along with Voices for America's Children and Kids Count, recently presented a conference call for youth advocates on communications and messaging. Speakers discussed framing, examples of successful and unsuccessful youth communications campaigns, and a recent study of the attitudes of Minnesota citizens and parents toward youth and youth programs and how to increase their support for positive youth development programs.

To read a summary or listen to a recording of the call, visit www.forumfyi.org/_docdisp_page.cfm?LID=521E610-4AB6-49E7-B6EBD50EF2D9C1F7.

Tool Provides Easy Access to Juvenile Offender Data

Users of Easy Access to the Census of Juveniles in Residential Placement can create tables displaying national data from the census that can be imported into spreadsheets for further analysis.

This latest addition to the Easy Access family of tools is an integral part of the Office of Juvenile Justice and Delinquency Prevention's *Statistical Briefing Book*, which provides online information about juvenile crime and victimization and youth involved in the juvenile justice system. Other recent updates have also been made to the Briefing Book.

To use this new Easy Access tool, visit <http://ojjdp.ncjrs.gov/ojstatbb/ezacjrp/>.

New Issue of the Justice Policy Journal

Just released, the Spring 2007 issue has five articles covering a variety of topics:

- Freedom in an Era of Terror: A Critical Analysis of the USA Patriot Act—Mathew Robinson
- An Ex-Con Teaching Criminal Justice: The Ethics-Emics Debate and the Role of Subjectivity in Academia—Daniel S. Murphy
- Civil Asset Forfeiture: Why Law Enforcement Has Changed its Motto from "To Serve and Protect" to "Show Me the Money"—Jared Shoemaker
- Effects of Supervision Philosophy on Intensive Probationers—Kelly L. Brown
- Comparative Study of Stoning Punishment in the Religions of Islam and Judaism—Sanaz Alasti

Check out the new issue of the *Justice Policy Journal*, the Center on Juvenile and Criminal Justice's premiere online academic journal, at www.cjcj.org/jpj/index.php.

Measuring and Improving Youth Program Quality

The Forum for Youth Investment has released two new reports for assessing and improving program quality:

Measuring Youth Program Quality: A Guide to Assessment Tools discusses and compares nine tools for assessing the quality of youth programs.

Building Quality Improvement Systems: Lessons from Three Emerging Efforts in the Youth-Serving Sector provides a preliminary framework for thinking about key questions when planning any kind of program quality improvement work in the youth-serving sector.

For more information, visit www.forumfyi.org/index.cfm.

Impact of Trying Youth as Adults

A new report, *The Consequences Aren't Minor: The Impact of Trying Youth as Adults and Strategies for Reform*, from the Campaign for Youth Justice presents research, statutory analysis, and case studies to highlight

the problems with practices that treat young people as adults in the justice system.

For more information visit www.campaign4youthjustice.org/news.html.

National Collaboration for Youth Recommends Improvements to NCLB

At a time when statistics show the decreasing chances of an at-risk young person graduating from high school, or graduating with the skills to continue onto higher education or into meaningful employment, the National Collaboration for Youth (an Affinity Group of the National Human Services Assembly) recommends a focus on relevance and readiness to address No Child Left Behind—making education and the future relevant for youth and preparing them for success in their world. Based in research and best practices, the proposed enhancements to programs, or creation of new programs would

- increase student attendance,
- improve academic success by building stronger connections to school and community,
- develop applied skills necessary for the work force, and
- enhance social and civic responsibility.

Read the full set of recommendations at www.nassembly.org/nassembly/ESEA-NCLB-Reauthorization.htm.

“Excellence in the Classroom” is the Focus of *Future of Children* Journal

Princeton-Brookings’s latest publication of *The Future of Children* (Vol. 17, No. 1) focuses on Excellence in the Classroom. Topics include improving the quality of teachers as a critical move towards closing the achievement gap. Accompanying the journal is an Executive Summary and a Policy Brief.

The issue is available online at www.futureofchildren.org/pubs-info2825/pubs-info_show.htm?doc_id=468970.

SAMHSA Report Finds Decline in Youth Substance Abuse

The U.S. Department of Health and Human Service’s Substance Abuse and Mental Health Services Administration (SAMHSA) has released *State Estimates of Substance Use from the 2004–2005 National Surveys on Drug Use and Health*. The report provides state estimates for 23 measures of substance use and mental health problems.

According to the report, the use of illicit drugs among youth age 12–17 declined from 10.9% in 2003–2004 to

10.3% in 2004–2005, while past month alcohol use decreased from 17.7% to 17.1% in the same period.

To access the report, visit <http://oas.samhsa.gov/2k5state/toc.cfm>.

SAMHSA Releases New Guidebook

Screening and Assessment for Family Engagement, Retention, and Recovery (SAFERR), a new guidebook designed to help staff of public and private agencies respond to families in the child welfare system who are affected by substance use disorders, is now available through the Substance Abuse and Mental Health Services Administration (SAMHSA). SAFERR is based on the premise that when parents misuse substances and mistreat their children, the best way to make sound decisions is to draw from the resources of three key systems: child welfare, alcohol and drugs, and the courts.

The SAFERR model will help staff

- create and guide collaborative teams who can improve services to families by sharing information and coordinating services;
- support the work of those teams by developing clear expectations regarding mission, authority, and accountability;
- identify and address state-level policies that may block efficient practice;
- select screening and assessment tools and strategies that can be incorporated into daily practice;
- support and oversee the implementation of improved practices at the local level; and
- monitor and evaluate successes and problems.

SAFERR is available online at <http://ncadistore.samhsa.gov/catalog/productDetails.aspx?ProductID=17633>.

UN Issues Report on Violence Against Children

The United Nations Secretary General’s Study on Violence Against Children has published the *World Report on Violence Against Children*. The report describes the scope and nature of violence against children and its impact, approaching its subject from the perspectives of human rights, child protection, and public health.

To access the report, visit www.violencestudy.org/r25.

To learn more about hot topics in juvenile justice visit www.cwla.org/programs/juvenilejustice/jjdnewsletter.htm and read the CWLA Juvenile Justice Division quarterly online newsletter *The Link*.

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the juvenile justice system, and the call for improving the response to the needs of justice-involved youth.

Given the common concern about this issue among these sites, the National Center for Mental Health and Juvenile Justice, through funding from the MacArthur Foundation, is establishing a Mental Health/Juvenile Justice Action Network to bring the four Models for Change states together, along with four new partnering states, to work together to develop and implement new solutions and strategies, to foster peer learning and information sharing, and to establish a leadership community that spurs improvements nationwide.

The attention to mental health within the four states participating in the Models for Change initiative, and the establishment of the Mental Health/Juvenile Justice Action Network by the MacArthur Foundation, represents a real opportunity to move the field forward and make new, innovative solutions available to the field. These efforts will provide models to jurisdictions nationwide, enabling them to more effectively address the mental health needs of youth who come in contact with the juvenile justice system.

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FOR INFORMATION ON THESE CONFERENCES OR ANY OTHER EVENT ON THE CWLA CALENDAR, VISIT WWW.CWLA.ORG/CONFERENCES



**CHILD WELFARE LEAGUE
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2007 Mid-Atlantic Region
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had difficulty involving the full gamut of potential participants in the SK/SS collaboratives. A particular challenge was recruiting and retaining community members and consumers, especially those who did not represent a formal group, such as a neighborhood organization. It was easier to involve them in one-time activities such as communitywide meetings and trainings or committees with a limited mission.

Some stakeholders, especially in Burlington and Toledo, also reported insufficient cultural and ethnic diversity among the SK/SS participants. As for agency representation, high-level staff dominated the governing councils, although every site can point to some success in getting individuals at varying levels of agency responsibility to take ownership of some SK/SS efforts, often through committee work.

In general, however, SK/SS was not widely known among midlevel and supervisory staff, judging from a 2002 survey of agency personnel. Lessons learned in working with nontraditional partners were to identify nontraditional partners during the early planning stages and develop strategies for securing their involvement, and to budget for training, transportation, baby-sitting, and other supports.

Second, sites did not focus much on how partners work together, except around a few issues, such as multidisciplinary teams, which seem particularly vulnerable to differing agency perspectives and values. At the level of the overall collaborative, participants from various agencies appear to have learned to work together simply as a result of increased interaction during meetings and trainings. These activities, however, did not do as much to empower community residents and clients for participation in the governing councils and other efforts. Several sites began to recognize a more direct approach was necessary and were working on new strategies—such as more systematic training approaches in Huntsville and Toledo and development of a Community Advisory Board in Burlington.

Accomplishments of the Safe Kids/Safe Streets Sites

Development of broad-based collaboratives during the SK/SS project was a major system reform in itself. By the end of the project, evaluators routinely heard from key informants, stakeholders, and frontline staff that collaboration had become the expected way of operating in the community—i.e., the community culture had changed—and they credited SK/SS with playing a key role in that change. Closer collaboration between the domestic violence and child protection communities was particularly noteworthy in several sites. The five sites had established sustainability plans, and most were set to operate for at least two years after June 2003. Other accomplishments also flowed from collaborative decision-making initiated within the five SK/SS communities.

System Reform

Most impressively, these communities made numerous changes in agency structures and policies, most of them not dependent on SK/SS funds for their continuation including

- new prosecution units in Burlington and Huntsville;
- new drug courts in Huntsville, Kansas City, Sault Ste. Marie, and Toledo;
- expanded law enforcement units to handle child maltreatment and domestic violence in Huntsville, Kansas City, and Toledo;
- new child advocacy centers in Burlington and Sault Ste. Marie, and improved training, procedures, and multidisciplinary team arrangements for the existing child advocacy centers in the other three sites;
- expanded multidisciplinary teams for at-risk families and improved facilities for forensic examination of sexual assault victims in Burlington; and
- a variety of new protocols, procedures, and guidelines in Kansas City and Toledo, such as formal protocols for filing court cases on drug-exposed infants and permanency planning for Juvenile Court, structured decision-making tools for child protective services (CPS), and pediatric sexual assault guidelines.

SK/SS stakeholders benefited personally from participating in the project. In the 2003 stakeholders survey, 72% reported making new contacts in the child abuse and neglect field, and more than half made new contacts in the juvenile justice field, received new training as a result of SK/SS, or said SK/SS had increased their ability to do their jobs effectively. All sites had an active training agenda and attempted to improve mandated reporting and cross-agency understanding of roles and responsibilities in the child protection system. Training products included a self-administered tutorial for mandated reporters, a mandated CPS training curriculum on Medical Aspects of Child Abuse and Neglect, a mandated reported video and toolkit for use statewide, and a monthly orientation program on community resources, required for new agency staff at CPS and Healthy Families.

LATEST DEVELOPMENTS

To keep up with the latest juvenile justice news, information, and policy developments, as well as the events, publications, and of the CWLA Juvenile Justice Division, e-mail wpromisel@cwla.org and sign up for jpolnet, the CWLA Juvenile Justice Division listserv.

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All sites took some steps to promote cultural competency through training or grant programs. Sault Ste. Marie had the most comprehensive approach, undertaking an ambitious multiyear training program called the Community Healing Process, which was designed to infuse cultural values and practices throughout tribal programs. The Tribe's Cultural Division was expected to become a permanent home for continuing these efforts. Huntsville inaugurated the popular Diversity Schoolhouse, monthly brown bag lunches on different races, religions, and cultures targeted to agency professionals, which was emulated by four other communities.

Enhanced Continuum of Services (Prevention to Treatment)

In the short term, the projects succeeded in filling some gaps in the continuum of prevention, intervention, and treatment services, primarily through subgrants to service providers and community agencies. Several of the services were designed to reach out to families in their homes and neighborhoods. At the end of data collection, there were promising signs for sustainability.

In Burlington, most subgrants funded under SK/SS were continuing, but at slightly reduced levels. These services ran the gamut from intensive home visitation and grandparent support to group therapy for child witnesses of violence and treatment for juvenile sex offenders.

Toledo revamped its home visitation model, the project's major service priority, to make it more affordable and secured additional support for it through state and federal funding. Alternate funding supported several programs developed in Huntsville, including First Responders (to domestic violence scenes), Parents as Teachers, supervised visitation, and a parenting program for noncustodial fathers. Burlington, Huntsville, and Kansas City also had sponsored training to increase the ability of service providers and grass-roots organizations to raise funds on their own.

Increased Capacity for Collecting and Using Data

This was a challenging area for SK/SS, but there was evidence of some capacity-building. First, evaluators detected greater recognition of the need for data-based decision-making and an increased appetite for information about how well individual agencies and the community were addressing child maltreatment. Several sites modestly improved their capabilities for electronic case tracking and information sharing by upgrading technology for e-mail and interagency access to data. Several sites contributed to the development of new databases for certain types of cases or clients (serious sexual and physical abuse cases in Burlington, substance abuse clients in Sault Ste. Marie, emergency room cases and home visitation clients in Toledo).

Increased Prevention Education and Public Awareness

At most sites, modest prevention education efforts at the outset matured into more comprehensive strategies. Sites developed an array of resource materials, ranging from

service directories, brochures, newsletters, and the like at all sites to sophisticated online information systems in Sault Ste. Marie and Huntsville. All sites also participated in neighborhood and community events as well as multimedia campaigns about child abuse and family violence. Sault Ste. Marie's campaign earned national recognition. When Kansas City cut back its Neighborhood Services Grants for prevention education (a result of reduced SK/SS funding), it successfully leveraged other local resources to take up the slack.

Key to these successes was learning to balance the different components of the program in pursuit of a broader system reform agenda. This process—marked particularly by a tension between investments in direct services versus system reform—took years. The pull of direct services is strong and typical among programs with such a broad agenda (Annie E. Casey Foundation, 1999). To achieve a balance, the SK/SS communities had an external sponsor that brought them back to the original system reform agenda when they wavered.

Other agencies or communities looking to achieve this balance should develop an explicit rationale for any service initiatives, indicating how such services contribute to the system reform agenda and what it will take to sustain them for the long haul. The SK/SS sites had some success in sustaining new service initiatives, but system reforms promise to be the program's greatest legacy.

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Frances Gragg MA, and Karla Eisen MA work at Westat. Gragg served as Project Director for SK/SS, Eisen served as a senior research consultant. Roberta Cronin MA was an independent evaluation consultant for the project. Questions about this study can be directed to FrancesGragg@Westat.com. For more information on the lessons learned from Safe Kids/Safe Streets see Cronin, R., Gragg, F., Schultz, D., & Eisen, K. (2006). *Lessons learned from Safe Kids/Safe Streets*. *OJJDP Juvenile Justice Bulletin*. Available online at www.ojp.usdoj.gov/ojjdp.

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Joseph J. Coccozza PhD is the Director of the National Center for Mental Health and Juvenile Justice, and Vice President for Research at Policy Research Associates, Inc. He can be reached at Policy Research Associates, Inc. 345 Delaware Avenue, Delmar, NY 12054; 518-439-7415; jcoccozza@prainc.com. Jennie L. Shufelt MS is the Associate Director of the National Center for Mental Health and Juvenile Justice, located at Policy Research Associates. Contact her at Policy Research Associates, Inc., 518-439-7415, jshufelt@prainc.com.



CHILD WELFARE LEAGUE OF AMERICA

Children 2008

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The poster features a blue background with a white silhouette of the Washington Monument and the Lincoln Memorial. The text is in white and yellow.

We will feature presentations that discuss the relationship between outcomes, integration, and public policy and that demonstrate how to build public will and achieve positive change for children.

Focus areas include:

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- Systems of care
- Successful public-private partnership approaches
- Building public will
- Achieving positive change for children
- The relationship between outcomes, integration, and public policy

This year we plan to narrow our focus and feature fewer workshops. We hope this will allow us to fill each session with an interested audience and present some of the field's most effective and innovative work. Proposals must be submitted electronically by noon (ET) on **Tuesday, July 31, 2007**, by visiting and following the guidelines at www.cwla.org/conferences.