



Center for  
Juvenile  
Justice  
Reform



**ADDRESSING THE NEEDS OF MULTI-SYSTEM YOUTH:**  
*STRENGTHENING THE CONNECTION BETWEEN  
CHILD WELFARE AND JUVENILE JUSTICE*

*A Symposium*

*March 1, 2012*

*Georgetown University Hotel and Conference Center  
Georgetown University  
Washington, DC*



*Youth known to both the child welfare and juvenile justice systems—commonly referred to as crossover or dually-involved youth—tend to go undetected, following a stealth-like pathway between these two systems. As a group of children and youth who suffer from the effects of childhood trauma, they are often underserved as they move from one system to another, experiencing the negative consequences of infrequent cross system coordination related to case planning and the delivery of needed services. Little was known about this population, especially the factors that impacted their system experience. Fortunately, researchers have been working to better understand the trajectory many crossover youth follow between systems and into adulthood. As a result, we now know much more about their characteristics as a population and the factors associated with their crossing over.*

*The purpose of this symposium and paper, *Addressing the Needs of Multi-System Youth: Strengthening the Connection between Child Welfare and Juvenile Justice*, is to provide a framework for jurisdictions to utilize in their efforts to better serve crossover youth. In this regard, we hope that the content presented will help develop a better understanding of how to prevent youth from crossing over between systems and ensure that all youth who are served by both the child welfare and juvenile justice systems experience them in a manner that provides for their safety, well being and permanence, while also ensuring public safety.*

*We look forward to engaging in a dialogue with you about this population of young people and improving the policies and practices that impact their lives.*

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**MARCH 1, 2012**

**SYMPOSIUM AGENDA**

**8:00am – 8:30am**                      **CONTINENTAL BREAKFAST / REGISTRATION**

**8:30am – 8:40am**                      **WELCOME AND OPENING REMARKS**

*Shay Bilchik*, Director and Research Professor, Center for Juvenile Justice Reform, Georgetown University

*Edward Kelley*, President and CEO of Robert F. Kennedy Children’s Action Corps

**8:40am – 9:00am**                      **KEYNOTE PRESENTATION**

*In his Keynote Address, Mr. Hancock will share his personal experience with the child welfare and juvenile justice systems. His remarks will present the unique experiences of multi-system youth and establish the importance of strengthening the connection between child welfare and juvenile justice in the work we do each day.*

*Brian Hancock*, Director of Operations, Robins Nest Inc.

**9:00am – 10:00am**                      **PRESENTATION OF THE PAPER**

*Authors of Addressing the Needs of Multi-System Youth: Strengthening the Connection between Child Welfare and Juvenile Justice will provide a summary of the paper being released at the symposium. The presentation will provide an overview of the crossover youth population, citing current research and related outcome data; describe the Systems Integration Initiative (SII) and Crossover Youth Practice Model (CYPM) and their focus on better meeting the needs of youth known to both the child welfare and juvenile justice systems; and introduce Results Based Accountability (RBA) as a methodology to better manage, measure, and achieve positive outcomes in multi-system efforts.*

**Authors:**                      *Denise Herz*, Professor, California State University Los Angeles (Panelist)

*Phil Lee*, President, Results Leadership Group, LLC

*Lorrie Lutz*, President, L3P Associates, LLC (Panel Moderator)

*Macon Stewart*, Program Manager, Center for Juvenile Justice Reform, Georgetown University (Panelist)

*John Tuell*, Co-Director, MacArthur Foundation Models for Change: *Systems Reform in Juvenile Justice Initiative*, Robert F. Kennedy Children’s Action Corps

*Janet Wiig*, Co-Director, MacArthur Foundation Models for Change: *Systems Reform in Juvenile Justice Initiative*, Robert F. Kennedy Children’s Action Corps (Panelist)

**10:00am – 10:15am**                      **BREAK**

10:15 – 12:10pm

**PREVENTION**

*Jurisdictions across the country are successfully preventing youth from crossing between the child welfare and juvenile justice systems. The presenters of this panel will identify policies, practices, and protocols within their jurisdictions that successfully prevent youth from crossing between systems through the use of data and assessment, front-end services and crisis intervention & response, and education reform.*

**Moderator:** *Shay Bilchik*, Director, Center for Juvenile Justice Reform, Georgetown University

**Panelists:** *Maryam Fatemi*, Deputy Director, Department of Children and Family Services for Los Angeles County  
*Carla Guenther*, Chief Magistrate, Hamilton County Juvenile Court  
*John Mick Moore*, Assistant to the Superintendent for Interagency Relations, Puget Sound Educational Service District

12:10pm – 1:20pm

**LUNCH & LUNCHEON PRESENTATION**

**Presentation:** *Children of Promise: The Legacy of Robert F. Kennedy*

1:20pm – 3:15pm

**MAXIMIZING DUAL STATUS SERVICES**

*Youth who do cross between the child welfare and juvenile justice systems should be given every opportunity to maximize dual status services. This panel will explore the tools and services that maximize a youth's experience in multiple systems, thereby contributing to reductions in recidivism; higher levels of reunification, permanency, successful reentry; and other improved outcomes.*

**Moderator:** *John Tuell*, Co-Director, MacArthur Foundation Models for Change: Systems Reform in Juvenile Justice Initiative, Robert F. Kennedy Children's Action Corps

**Panelists:** *Frances Allegra*, Chief Executive Officer, Our Kids Miami-Dade/Monroe, Inc.  
*Sara Boylan*, Director, Denver Collaborative Partnership  
*Darlene Byrne*, Judge, 98th Judicial District Court of Travis County

3:15pm – 3:30pm

**BREAK**

3:30pm – 5:00pm

**THE NEXT FRONTIER**

*Successful multi-system reform is achieved in various stages and spans the service continuum. During this concluding panel, participants will be presented with a cohesive framework designed to guide jurisdictions in their efforts to successfully implement and improve multi-system reform and collaboration. This next frontier of multi-system work, exemplified through jurisdictional experiences and current data, aligns the use of Results Based Accountability as a management and measurement tool with the Systems Integration Initiative and Crossover Youth Practice Model platforms, thereby improving how jurisdictions address the needs of youth served by multiple systems.*

**Moderator:** *Denise Herz*, Professor, California State University Los Angeles

**Panelists:** *Bruce Knutson*, Director, Juvenile Court Services, King County Superior Court  
*Phil Lee*, President, Results Leadership Group, LLC  
*John Tuell*, Co-Director, MacArthur Foundation Models for Change: Systems Reform in Juvenile Justice Initiative, Robert F. Kennedy Children's Action Corps

5:00pm

**CLOSING REMARKS & ADJOURN**

## ***ABOUT THE SYMPOSIUM CO-HOSTS***



The Center for Juvenile Justice Reform advances a balanced, multi-systems approach to reducing juvenile delinquency that holds youth accountable and promotes positive child and youth development.

Housed at the Georgetown Public Policy Institute, the Center is in a unique position to provide strong and sustained national leadership in identifying and highlighting the research on policies and practices that work best to reduce delinquency and achieve better outcomes for this nation's children. Shay Bilchik, one of the country's most influential voices in the juvenile justice arena, works closely with Georgetown's other policy centers and departments in leading the Center's efforts.

The Center sponsors symposia and papers developed from a cross systems perspective on cutting edge issues in the field of juvenile justice, and conducts Certificate Programs and other trainings to help build a field of strong leaders devoted to reform. CJJR also serves as a National Resource Bank member that represents prosecutors in the MacArthur Foundation's Models for Change Initiative. Further, in partnership with Casey Family Programs, the Center is implementing a practice model for working with crossover youth in jurisdictions around the country.



Robert F. Kennedy Children's Action Corps, a private, nonprofit organization, works to keep vulnerable families unified and children safe and in their communities. When it is not possible or advisable, RFK Children's Action Corps works to stabilize the family, and, simultaneously provide the children with a temporary therapeutic living arrangement. Programs include; family focused clinical therapy, special education, adoption, therapeutic residential and respite treatment, community based services and juvenile justice secure treatment. We advocate for youth at detention hearings, foster positive community interaction through our outreach programs, and provide children and families with educational and skill-building services. We also participate in community task forces and forums, collaborate with state and other child welfare agencies, and provide extensive professional development opportunities to our staff.

All that we do at RFK Children's Action Corps is based on the belief that every child deserves the chance to lead a happy, healthy and productive life.

## **BIOGRAPHIES**

### **Frances Allegra**

#### *Presenter*

Frances P. Allegra is the Chief Executive Officer of Our Kids of Miami-Dade/Monroe, Inc. a non-profit organization created in response to the need for local control and leadership of the newly-privatized child welfare system. Fran has been a part of Our Kids since 2004. She is renowned in Florida as a champion of children's rights and a pioneer in the successful transformation of the State of Florida's child welfare system to its unique Community Leadership Model. She led the organization's efforts in creating groundbreaking statewide changes in the Florida child welfare system. As a result of this legislation, then-Florida House Speaker Marco Rubio included Our Kids in the "100 Innovative Ideas for Florida's Future" book as Idea #68.

In 2010, she was tapped by Governor-Elect Rick Scott's Health and Human Services Transition Team, Children and Families Subcommittee. Over the past 8 years, she has received numerous honors and awards including the Angel in Adoption Award from the Congressional Coalition on Adoptions in Washington, DC (for creating enhanced capacity in special needs adoptions and completing 2,000 adoptions in 6 years). Under her leadership, Our Kids was also awarded Intel's Premier IT Professionals Award in the client fleet management category and the Mobilizer Award in field service from Mobile Enterprise Magazine in 2009. She co-authored, "Measuring ROI in Lives and Not Dollars" published in 2011 by the Center for Advanced Studies in Child Welfare, University of Minnesota, School of Social Work and was invited to present at their annual conference. In addition, she has presented at the Child Welfare League of America's annual conference and the annual conference of the Alliance for Children and Families.

Allegra is admitted to practice law in Florida, the United States Supreme Court, the US Court of Appeals for the 11th Circuit and the US District Court for the Southern District of Florida. She received her Juris Doctor degree from Seton Hall University School of Law in Newark, New Jersey in 1990 and her Bachelor of Arts degree in Spanish Literature from Dickinson College in Carlisle, Pennsylvania in 1987.

### **Shay Bilchik**

#### *Presenter*

Shay Bilchik is the founder and Director of the Center for Juvenile Justice Reform at Georgetown University's Public Policy Institute. The Center's purpose is to advance a balanced, multi-systems approach to reducing juvenile delinquency that promotes positive child and youth development, while also holding youth accountable. This work is carried out through the dissemination of papers on key topics; the sponsorship of symposia; Certificate Programs at Georgetown providing leaders with intensive learning opportunities and ongoing support in their systems improvement efforts; and multi-site demonstration projects.

Prior to joining the Institute on March 1, 2007, Mr. Bilchik was the President and CEO of the Child Welfare League of America, a position he held from February of 2000. Shay led CWLA in its advocacy on behalf of children through his public speaking, testimony and published articles, as well as collaborative work with other organizations. He worked closely with the CWLA Board of Directors, staff, and its public and private agency members on issues impacting the well being of children and families. In 2001, 2004, 2005 and 2006, he was named among The NonProfit Times Power and Influence Top 50 for making his mark in the public policy arena and championing child welfare issues.

Prior to his tenure at CWLA, Shay headed up the Office of Juvenile Justice and Delinquency Prevention (OJJDP) in the U.S. Department of Justice, where he advocated for and supported a balanced and multi-systems approach to attacking juvenile crime and addressing child victimization. Before coming to the nation's capital, Mr. Bilchik was

an Assistant State Attorney in Miami, Florida from 1977-1993, where he served as a trial lawyer, juvenile division chief, and Chief Assistant State Attorney.

Mr. Bilchik earned his B.S. and J.D. degrees from the University of Florida. He and his wife Susan are the proud parents of two young adults, Melissa and Zach.

### **Sara Boylan**

#### *Presenter*

Sara Boylan has been the Director of the Denver Collaborative Partnership (DCP) in Denver, Colorado since 2007. The DCP is part of a state legislated (House Bill 04-1451) Collaborative Management Program whose goal is to integrate services for youth and families in who are involved or at risk of being involved in multiple systems through the use of multi-disciplinary teams for case planning. As the director of the DCP, Sara is involved with numerous local and state boards and committees which address best practice, system change and service provision to youth and families with complex needs, including being a lead on the Crossover Youth Practice Model project in Denver. Prior to this position, Sara was the Senate Bill 94 Coordinator in the 17<sup>th</sup> Judicial District of Colorado. Her responsibilities included oversight of programs and contracts which provide alternatives to detention and supportive services. This program also has a state mandated collaborative board called the Juvenile Services Planning Committee, on which Sara is the Co-Chair in Denver.

### **Cathy Burgos**

#### *Planning Committee*

Cathy Burgos, LCSW, has served as the Clinical Director for the Miami-Dade County Juvenile Services Department (JSD) for the past 5 years. Ms. Burgos is a dynamic professional who is an integral part of JSD's senior management team.

Ms. Burgos has over fifteen years of combined experience in social services, management, strategic planning, program development and implementation. Ms. Burgos has been a key participant in the development, implementation, and management of JSD's innovative programming to prevent children from entering the Juvenile Justice System. Strategic program development in which Ms. Burgos has played a key role includes the Miami Dade Prevention Program, Miami-Dade Civil Citation Program, Diversion Services, and the Global Positioning Satellite (GPS) Electronic Program.

She is an expert and frequent presenter on the JSD Model, both nationally and internationally. The JSD model was highlighted in May 2008 at a summit hosted by the White House Office of National Drug Control Policy (ONDCP) and the U.S. Department of Justice: Office of Juvenile Justice and Delinquency Prevention (OJJDP). The model continues to receive local, national, and international recognition for its efforts in juvenile justice reform and is recognized for its "front end" approach to juvenile justice.

Ms. Burgos is a committed and dedicated professional whose goal is to ensure the rights of children in Miami-Dade County, including their right to adequate and appropriate mental health services. Ms. Burgos is a native of Miami-Dade County.

### **Darlene Byrne**

#### *Presenter*

Darlene Byrne has served as Judge of the 126<sup>th</sup> Judicial District Court in Travis County, Texas since January 2001. Prior to her election in 2000, she practiced law for thirteen years in the areas of employment, commercial and governmental entity litigation.

Judge Byrne is a graduate of the University of Houston Law Center where she graduated Magna Cum Laude, was a member of the Order of the Coif, and served on the editorial staff of the *Houston Law Review*.

Judge Byrne has a passion for improving the lives of children and families. For over 5 years, she has managed the Travis County Child Protective Services dockets, hearing and overseeing cases involving over 1100 children in the dependency system with the assistance of two associate judges. In addition, she presides over numerous juvenile justice cases in Travis County.

In addition to her service on the bench, Judge Byrne believes strongly in the importance of judicial leadership. She currently serves as Vice-Chair of the Supreme Court of Texas' Permanent Judicial Commission for Children, Youth and Families. She is a member of the Board of Trustees of the National Council of Juvenile and Family Court Judges (NCJFCJ) and Chair of the Audit Committee for the NCJFCJ. She is Chair of the Travis County Juvenile Justice Board. She founded and is the lead judge for the Travis County Model Court for Children and Families. She is the supervising judge, former presiding judge, and a founding team member of the Travis County Family Drug Treatment Court. She collaborated in bringing grant funding to Travis County to support the creation of the Office of Parent Representation and Office of Child Representation and chairs the Oversight Committee for these offices. She serves as a co-chair for the Austin Do the Write Thing Challenge. She has previously served as co-chair of the 2008 and 2009 Law Day celebrations of the Austin Bar Association ("ABA"), co-chair of the ABA Vanishing Jury Trial Committee, Secretary of the Texas Administrative and Public Law Council for the State Bar of Texas, the 2005 Judicial Chair of the Austin Bar Foundation Gala, and the program committee chair for the Travis County Labor and Employment Law Section. She has been a board member of GenAustin (Girls Empowerment Network), chair of Ballet Austin Barre, Board Member and Treasurer for the Austin Rape Crisis Center (Safe Place), and is a graduate of Leadership Austin.

Judge Byrne has been recognized by several distinguished awards. She received the 2008 Texas CASA Lone Star Proud Judge of the Year Award, 2011 Judge of the Year by CASA of Travis County, 2009 Travis County Women's Lawyer Association's Outstanding Achievement Award and their 2005 Government Service Award, as well as the 2009 YWCA of Greater Austin's Woman of the Year Award in the area of racial justice.

Judge Byrne is the mother of three wonderful kids (Erin – 21, Conor – 18, and Devin – 16) and is the proud spouse of Dan Byrne of Fritz, Byrne, Head and Harrison, L.L.P. Judge Byrne loves to support her children in theatre, dance, football, golf and college selection and preparation. She enjoys exercising, traveling, horseback riding, hiking, kayaking, golfing, and reading. She also enjoys visiting with students of all ages and speaking with them about the judicial process.

### **Tracey Campfield**

#### *Planning Committee*

Tracey L. Campfield, PhD is a Director in the Technical Assistance Unit at Casey Family Programs in Washington, DC. Dr. Campfield is a Licensed Clinical Psychologist with a wealth of experience in direct service, program development and system reform. Prior to joining Casey, Dr. Campfield served as the Clinical Director for the D.C. Child and Family Services Agency (CFSA). During her tenure at CFSA much of her work focused on working with other child serving systems, within the District, to strengthen partnerships and service delivery. Prior to her service with CFSA, Dr. Campfield was the Assistant Director for Interagency and Residential Programs with the D.C. Public Schools Office of Special Education where she also focused on cross system collaboration. Additionally, she has served as a consultant to a number of community-based programs as well as the U.S. Army Center for Substance Abuse Prevention. In addition to her full-time employment and consultation services, Dr. Campfield has also done direct service in her private practice.



## **Maryam Fatemi**

### *Presenter*

Ms. Fatemi has been serving as a Deputy Director in the Los Angeles County Department of Children and Family Services since 2008. In this position, Ms. Fatemi oversees all aspects of administration, protective services, and foster care for children who are victims or at risk of abuse, neglect, exploitation, or abandonment, as well as services to their families. Her oversight includes one of four service bureaus that employs about 1100 employees working with 9500 children. Ms. Fatemi has worked closely with local, state and national experts on issues related to disproportionality, crossover youth, and family engagement. She began her career with the Department of Children and Family Services in 1984 as a Children's Social Worker and since 1995 has held various administrative and management positions.

Maryam Fatemi has a Masters Degree from Loyola Marymount University and is a licensed marriage and family therapist.

## **David Ferrer**

### *Planning Committee*

David Ferrer holds a position as a Miami-Dade County Public Schools District Court Liaison at the Juvenile Justice Support Office (JJSO) in District/School Operations. He provides educational advocacy as a representative of the school system at the Juvenile Justice Center to court-involved students who are under the supervision of the Department of Children and Families and the Department of Juvenile Justice. He is also an adjunct professor at Carlos Albizu University in the Department of Education.

David Ferrer has been in the field of education for almost 20 years. His educational expertise is in Special Education, primarily in the area of emotional disabilities. His instructional experience ranges from elementary to senior high school which included working in a specialized center for severely emotionally disabled students. In addition to his classroom experience, Mr. Ferrer has administrative experience both with Miami-Dade County Public Schools and Nova Southeastern University.

David Ferrer holds a Bachelor's Degree in History from Florida International University and a Master's Degree in Exceptional Student Education with a concentration in Emotionally Handicapped from Nova Southeastern University. He also earned a Specialist Degree in Administration from Nova Southeastern University. Currently, he is pursuing his Doctor of Philosophy in Educational Technology at Northcentral University.

## **Carla Guenthner**

### *Planning Committee, Presenter*

Carla A. Guenthner has served as a magistrate in the Hamilton County Court of Common Pleas, Juvenile Division (Cincinnati, Ohio) since January 1995, Deputy Chief Magistrate from 2000-2011 and Chief Magistrate since October of 2011. Prior to her appointment as a magistrate, Ms. Guenthner served as an assistant prosecuting attorney representing Hamilton County Department of Job & Family Services. In addition to presiding over preliminary, adjudicatory, dispositional and post-dispositional hearings in abuse, neglect, dependency and delinquency cases, Ms. Guenthner provides supervision and support to twenty-one magistrates along with the coordinators for the family treatment drug court, the juvenile mental health dockets, the crossover youth dockets and the mediation program. Ms. Guenthner is the court's liaison to local and state agencies as well as professional and community organizations involved in the juvenile justice and child protection systems.

The Hamilton County Juvenile Court received the designation of the first model dependency court by the National Council of Juvenile & Family Court Judges, and Ms. Guenthner is the co-lead judge for that project.

Ms. Guenthner earned her JD from T.C. Williams School of Law at the University of Richmond. She also earned a MSW from Virginia Commonwealth University and a BS from Xavier University.

### **Brian Hancock**

#### *Presenter*

Brian Hancock is the deputy director of operations at Robins' Nest, a private, nonprofit 501(C) (3), children's services organization dedicated to ensuring the safety of children and enhancing their well-being in a family setting through a wide array of quality community-based residential and in-home services. Prior to this position, Mr. Hancock, as Deputy Division Director for the New Jersey Division of Child Behavioral Health, was responsible for policy, research, training and planning for New Jersey's child mental health system, which serves 40,000 children annually. Previously, he was a senior assistant child advocate in the New Jersey Office of the Child Advocate, where he oversaw the Office's juvenile justice advocacy and was a principal investigator and author of the Office's report on conditions for children with mental health needs in the state's juvenile detention centers. Mr. Hancock has done humanitarian and advocacy work with at-risk and incarcerated youth across the United States, and in Mexico, Ireland and Ukraine. He has received several awards for his work; including the Embracing the Legacy award from the Robert F. Kennedy Children's Action Corps., and the Spirit of Crazy Horse award from Reclaiming Youth International. Mr. Hancock received a B.A., *cum laude*, from Wheaton College, and a Juris Doctor, *cum laude*, from Seton Hall University School of Law.

### **Denise Herz**

#### *Author, Presenter*

Denise Herz, Ph.D., is a Professor at the California State University—Los Angeles in the School of Criminal Justice and Criminalistics. Previous to this appointment she was faculty at the University of Nebraska at Omaha in the Department of Criminal Justice. Her primary area of research is in juvenile justice, with particular emphasis on integrating systems to improve outcomes for youths at-risk for delinquency and for youths who have entered the juvenile justice and/or child welfare systems.

Since 2004, Dr. Herz has worked with Los Angeles Superior Court, the Los Angeles County Department of Children and Family Services, and the Los Angeles County Probation Department to document the characteristics and needs of crossover youth and to evaluate the court's Multidisciplinary Team pilot program for handling crossover youth. In spring 2008, she co-authored "Building Multisystem Approaches in Child Welfare and Juvenile Justice" at the request of Georgetown University's Center for Juvenile Justice Reform, Casey Family Programs, and APHSA, and she has currently serves as faculty for the Georgetown University's Center for Juvenile Justice Reform's Juvenile Justice and Child Welfare: Multi-Systems Integration Certificate Programs. She also serves as faculty for the Georgetown University/CJJR's Crossover Youth Practice Model, which is currently being implemented in 15 sites across the nation.

Dr. Herz has produced numerous technical reports and her work is also published in a variety of academic journals and books, including: *Children & Youth Services Review*, *Youth Violence and Juvenile Justice: An Interdisciplinary Journal*, *Crime & Delinquency*, *Deviant Behavior*, *Feminist Criminology*, *Journal of Contemporary Criminal Justice*, *Journal of Drug Issues*, *Journal of Emotional and Behavioral Disorders*, *Journal of Research and Policy*, *Juvenile & Family Court Journal*, and *Social Work Research*. Denise Herz received her M.A. and Ph.D. in Criminology from the University of Maryland at College Park.

**Edward Kelley***Presenter*

Edward P. Kelley began his human services career as an outreach worker for troubled youth in 1968. Today, he is the President & CEO of the Robert F. Kennedy Children's Action Corps, Inc., a non-profit child-welfare agency established in 1969, headquartered in Boston, MA. The agency provides treatment, education, and rehabilitative services for troubled and at-risk youth.

Currently, Mr. Kelley is serving on the board of the National Youth Project Using Minibikes (NYPUM), a network of community-based programs focused on mentoring and youth development. In the human services community, he also served in leadership positions on the Nonprofit Sector Workforce Coalition and the Child Welfare League of America's National Advisory Committee on Juvenile Justice. Mr. Kelley is a founding member of the Board of Directors and past Board President of Citizens for Juvenile Justice (CfJJ), a non-profit organization, advocating progressive juvenile justice policy. He served as the President of the Massachusetts Association of Voluntary Child Care Workers and the Massachusetts Association of Approved Private Schools (maaps), and is a former Chair of the Committee to Reform the Purchase of Service System for the Commonwealth. He is a former member of the Board of the Massachusetts Council of Human Service Providers, and served as Chair of the Providers Advisory Committee to the Commissioner of the Massachusetts Department of Youth Services. Mr. Kelley was called upon by the Commonwealth of Massachusetts for his expertise in the child welfare and juvenile justice fields. He was appointed by Governor Weld to serve as a member of the Juvenile Judicial Nominating Committee.

Mr. Kelley holds an M.A. in Education from Boston University, a B.A. from Roger Williams College, and has participated in training in Juvenile Justice Management, National Youth Outreach Training, and Human Systems Development. In 2001, Mr. Kelley became a Fellow of the Stanford Graduate School of Business Executive Program for Nonprofit Leaders.

**Bruce Knutson***Presenter*

Bruce Knutson has been the Director of Juvenile Court Services at the King County Juvenile since 1988, and has been with the court for 35 years. In his role as Director, Mr. Knutson provides effective leadership for the King County Juvenile Justice Operational Master Plan initiated in 1998 with significant results in decreased incarceration rates, decreased recidivism rates, and increased use of therapeutic courts and research based treatment programs. He also provides leadership for King County Juvenile Court's participation in national initiatives including Juvenile Detention Alternatives Initiative, Reclaiming Futures, Models for Change and the Crossover Youth Practice Model.

Mr. Knutson also currently serves as Co-chair of the Executive Steering Committee of the King County Uniting for Youth, a partnership of youth-serving systems in King County. He is also a member of the King County Coordinating Council on Gangs, as well as the King County Mental Illness and Drug Dependency Oversight Committee.

Prior to his current position, Mr. Knutson was the President of the Washington State Association of Juvenile Court Administrators. He was also a member of the Washington State Joint Task Force on Administration of Services to Children and Families. He received a Masters Degree in Social Work in 1976.

**Philip Lee***Author, Presenter*

Philip Lee, president of the Results Leadership Group and formerly a Senior Fellow at the University of Maryland School of Public Policy, consults and teaches in the public and non-profit sectors in Results-Based Accountability™, organizational development, leadership, negotiation, and collaboration. Results Leadership Group, the world's leading Results-Based Accountability™ resource and creator of the Results Scorecard™ software, works with governments and nonprofits internationally to achieve measurable improvements for communities and customers.

Mr. Lee's work has included designing and serving as the lead faculty for the National Institutes of Health Senior Leadership Program since its inception in 2001 and teaching and consulting in Results-Based Accountability™, leadership and negotiation for other federal agencies, including the Health Resources and Services Administration, the Department of Commerce, the Food and Drug Administration, and the Centers for Disease Control and Prevention. Mr. Lee has assisted numerous state and local governments in performance management and leadership development, in both the executive and legislative branches. He has also worked with many international, national, and community nonprofits, such as United Way, Save the Children, Annie E. Casey Foundation, the California Endowment, and the Nonprofit Roundtable of Greater Washington.

Mr. Lee's work has involved a wide variety of areas of public policy, including juvenile justice, child welfare, early care and education, domestic violence and sexual assault, environmental protection, commerce and economic development, workforce development, education, biomedical research, health care, community health centers, health disparities, housing and community development, and immigration.

Mr. Lee formerly practiced law at an international law firm in Washington, D.C. He has chaired the boards of directors of two statewide nonprofits in Maryland: Advocates for Children and Youth and The Public Justice Center. Mr. Lee is married and has four children.

**Lyman Legters***Planning Committee*

Lyman Legters joined Casey Family Programs as Senior Director of the Seattle Field Office in June 2002. Casey Family Programs is the largest national operating foundation with a mission focused solely on providing and improving—and ultimately preventing the need for—foster care. Casey's Seattle Office provides a variety of services for children and youth in out of home care, and is involved in a number of community initiatives that support families and young people, positively impact racial disproportionality and inequities, and improve child and family serving systems.

Mr. Legters has been working with children, youth and families in King County and Washington State for over twenty-five years. Prior to coming to Casey Family Programs Mr. Legters served as Juvenile Justice Programs Manager for King County Superior Court, where he was responsible for managing all community based services for juvenile offenders in King County. Since joining Casey Family Programs in 2002 Mr. Legters has managed the foundation's direct service operations in Western Washington, supported Casey's partnership with the Washington State Children's Administration, and supported strategic consulting work in the State of Ohio. He serves on numerous advisory committees in King County and Washington.

On a national level Mr. Legters currently serves as a member of the Child Welfare League of America's National Juvenile Justice Advisory Committee, and co-Chair of the National Advisory Committee on Racial Equity. In 2007 Mr. Legters was invited to participate as a faculty member of the Georgetown University Center for Juvenile Justice Reform Certificate Program and Breakthrough Series Collaborative on Juvenile Justice/Child Welfare Systems Integration. In that role he helped develop the Crossover Youth Practice model, and currently supports

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implementation of the model in several jurisdictions across the country. With particular focus on systems integration and improvement, and developing leadership around organizational change, Mr. Legters has provided technical assistance and consulting support to jurisdictions in Washington, Ohio, Texas, Maryland, Florida, Oregon, California, Arizona and Illinois.

Achieving racial equity and eliminating disparities for children/families of color served by human services organizations has been a particular focus during Mr. Legters' tenure at Casey Family Programs. He has been an active member of the King County Coalition on Racial Disproportionality since 2003, and has served as a member of the Executive Committee since 2004. The Coalition has been nationally recognized for its work on disproportionality in the child welfare system and has been a catalyst on the issue locally, supporting ground breaking legislation in Washington and sponsoring the first State-wide Symposium on Disproportionality. Mr. Legters received the 2008 Award for Service and Advocacy to Communities of Color presented by the Minority Executive Directors Coalition. Mr. Legters has demonstrated leadership and a strong focus on integrating child and family serving systems. He serves on the Executive Committee of the King County Systems Integration Initiative, a multi-systems initiative focused on creating an integrated and coordinated service system for vulnerable children and families. The King County Systems Integration Initiative is seen as a model effort nationally, has a number of promising accomplishments, and was largely responsible for attracting the MacArthur Foundation to the state, ultimately naming Washington as the 4<sup>th</sup> Models for Change State. Mr. Legters recently accepted an assignment through Casey Family Programs as a Senior Fellow with the US Department of Justice, Office of Justice Programs.

### **Lorrie Lutz**

*Author, Presenter*

Lorrie L. Lutz is President of L<sup>3</sup> P Associates, a consulting firm specializing in enhancing the quality of social services. She has extensive experience in all facets of family centered practice in child welfare and juvenile justice services, performance-based contracting, leadership development, information technology selection and development of child welfare and juvenile justice practice models and quality improvement strategies.

Lorrie's professional experience includes serving as the Commissioner of Child Protection and Juvenile Justice Services for the State of New Hampshire, Bureau Chief for Adult Services for the State of Idaho, Director of Community Services for Fort Leonard Wood Missouri, Director of Community Programs for Catholic Charities in St. Cloud Minnesota and also served as a line social worker and supervisor in child protective services and a probation officer in juvenile justice services.

In her work as a leader in the field of child welfare and juvenile justice Lorrie has focused her efforts on the following practice issues:

- Conducting comprehensive safety assessments and safety planning, functional assessments and developing behaviorally based case plans;
- Development of practice models within child welfare and juvenile justice;
- Developing effective practice in serving crossover youth;
- Implementing Intentional Visitation practices between children/youth in care and their parents;
- Building strong relationships between resource families and birth families;
- Recruitment and retention of foster parents;
- Effective teaming in the case planning and case plan review process;
- Addressing over representation of children and families of color in the child welfare system; and
- Expanding use of kinship care as a permanency option for children.

In her work with community based social service agencies around the country Lorrie has focused her efforts on (partial list):

- Building Effective Strategies for Youth in Transition With the Goal of Self Sufficiency

- Outcome-Based Practice —Why is it so Challenging?
- Putting the “Strategic” Back into Strategic Planning
- HIPAA and its Implications for Social Services
- Information Technology Selection and Implementation—Mistakes You Don’t Want to Make!
- Performance Based/Risk Based Contracting “Dos and Don’ts”

Lorrie’s has served as a faculty member for numerous Casey Family Programs national Breakthrough Series Collaboratives (BSCs) including: Supporting Kinship Caregivers, Ensuring Educational Stability for Children in Foster Care, Differential Response, Recruitment and Retention of Resource Families and the Georgetown Center for Juvenile Justice Reform BSC on Child Welfare-Juvenile Justice Service Integration.

Lorrie’s most recent publications include: “Relationship Between Resource Families, Birth Families and the System of Care: Preventing the Triangulation of the Triangle of Support”; “Recruitment of Resource Families: The Promise and the Paradox”; “Achieving Permanence For Children: A Daunting Challenge” and Promising Practices in Adoption Competent Mental Health Services”.

### **Mark Masterson**

#### *Planning Committee*

Mr. Masterson is a native New Yorker who moved to Wichita to attend Wichita State University (WSU) in 1969. He graduated with honors in 1973, earning a bachelor’s degree with major course work in sociology with emphasis in criminology. He went on to earn a master’s degree in education (counseling) from WSU in 1978. He has been a National Certified Counselor since 1984.

Mark began working in corrections in 1982 as a juvenile court services officer in the 18<sup>th</sup> Judicial District. He has been with Sedgwick County since 1983, when he went to work at Judge James V. Riddel Boys Ranch (JRBR). He rose through the ranks working as juvenile counselor and chief counselor at JRBR, project director at Sedgwick County Youth Aftercare Project, program coordinator and assistant director at the Department of Youth Services. In 1995 when the Youth Services and Community Corrections departments merged, he was named Youth Services Division administrator with responsibility for the four juvenile offender facilities operated by Sedgwick County. In January, 1998 he was named Director of the Sedgwick County Department of Corrections.

His responsibilities include facilitating and monitoring juvenile justice prevention funding and programs, operating juvenile intake and assessment, juvenile intensive probation and case management (out of home placements and reentry), juvenile detention facility and alternatives, boys ranch, aftercare facility, adult community corrections intensive probation and residential center, pretrial services, and administering drug court and a contracted day reporting center.

Mark also serves as the administrative contact with the Juvenile Justice Authority for the 18<sup>th</sup> Judicial District. He has been instrumental in juvenile detention and juvenile justice reforms and addressing disproportionate minority contact (DMC). Sedgwick County was selected in 2007 to participate as a partner site by the MacArthur Foundation in the Models for Change DMC Action Network and recognized in 2008 by OJJDP as a Model Program. Mark is the DMC Project Director and leads the DMC initiatives. In 2011 he was named the Champion for Change for the Models for Change DMC Action Network. He is a member of the American Correctional Association, American Counseling Association, and has been an officer and legislative liaison since 1998 with the Kansas Community Corrections Association. In 2010 he was selected and continues to serve as a member of the newly formed Juvenile Justice Leadership Network, sponsored by Georgetown University Public Policy Institute’s Center for Juvenile Justice Reform.

**John Mick Moore***Presenter*

Dr. John Mick Moore received his Master's Degree and Ph.D. from the University of Washington. He has served as a classroom teacher, university faculty member, researcher and educational administrator. He has been employed at the Puget Sound Educational Service District (PSESD) in Seattle, Washington for over 30 years. He directed the Washington State Program for Students with Deaf-Blindness where he coordinated multi-agency services. He served as the Regional Special Education Director and hosted the King County Blended Funding Program to serve the most difficult families and youth in the community by combining funds from child welfare, mental health and education to create a single service delivery system. In his current position as the Assistant to the Superintendent for Interagency Relations, he is involved in a variety of interagency, systems-integrated community initiatives associated with drop-out prevention and retrieval, juvenile justice involvement, child welfare issues and workforce development needs as they apply and interface with the public educational system. Dr. Moore completed the Superintendent's Certificate Program at Seattle Pacific University and is a current fellow at Georgetown University's Public Policy Institute at the Center for Juvenile Justice Reform. He has published over a dozen journal articles and chapters on difficult-to-assess populations, contributed to state and federal legislation, and have been an invited speaker in the United States, Canada and Europe. During this coming June, after 42 years in public education, he will be taking the position of "Senior Education Consultant" for Education and Workforce Solutions (EWS) based in Seattle Washington.

**Michael Nash***Planning Committee*

Judge Nash received his undergraduate degree from UCLA and his law degree from Loyola Law School in Los Angeles. Prior to being appointed as a Municipal Court Judge in 1985, Judge Nash served as Deputy Attorney General in the criminal division of the California Attorney General's Office where he handled criminal appeals and trials for over ten years. Judge Nash was elevated to the Superior court in 1989 and has served in the Juvenile Court since 1990. Since 1995 he has served as either Presiding Judge of the Juvenile Court or Supervising Judge of the Juvenile Dependency Court in Los Angeles. He is a past member of the California Judicial Council, a member of and past Chair of the Juvenile Court Judges of California (JCJC), President -Elect of the National Council of Juvenile and Family Court Judges (NCJFCJ), a member of the California Judicial Council's Family and Juvenile Advisory Committee and a member of California's Blue Ribbon Commission on Children in Foster Care. He is also a member of the California Child Welfare Council and the State Advisory Committee on Juvenile Justice and Delinquency Prevention. Judge Nash has received numerous awards including being named Juvenile Court Judge of the Year by the Juvenile Court Judges of California in 1997 and 2006 Judge of the Year by the National CASA Association.

**Robert Schwartz***Planning Committee*

Robert Schwartz co-founded Juvenile Law Center in 1975 and has been its executive director since 1982. He has represented dependent and delinquent children in Pennsylvania juvenile and appellate courts; brought class-action litigation over institutional conditions and probation functions; testified in Congress before House and Senate committees; and spoken in over 30 states on matters related to children and the law. Since 1991, he has been a gubernatorial appointee to the Commission's Juvenile Justice and Delinquency Prevention Committee which is the State Advisory Group that distributes federal funds in Pennsylvania and advises the governor regarding juvenile justice policy. From 1996-2006, Schwartz was a member of the MacArthur Foundation Research Network on Adolescent Development and Juvenile Justice. Mr. Schwartz is a graduate of Haverford College and Temple University School of Law.

## **Macon Stewart**

*Author, Presenter*

Macon Stewart is a social worker that fondly believes in the power and resiliency of all people. Macon's career began in the area of children/adult mental health and physical disabilities and later transitioned to the field of children welfare. Prior to joining the Center for Juvenile Justice Reform in March 2008, Macon worked for the District of Columbia Government's Child & Family Services Agency holding a variety of positions with increasing responsibility. The experience within that agency began on the front lines as a Social Worker and progressed to Special Assistant to the Deputy Director of Clinical Services.

During tenure at the Child & Family Services Agency, Macon used the experiences as a front-line social worker to influence the work in other positions. This included facilitating the agencies efforts to improve educational outcomes for youth in foster care and partner with D.C. Public Schools and the development of effective quality assurance processes. Additionally, Macon managed various agency initiatives that focused on improving the well being for youth and families under that system of care.

Since joining Georgetown University, Macon has managed CJJR's various programs that provide state-level technical assistance on the issues related to dually involved youth. This includes the Breakthrough Series Collaborative on the topic of Juvenile Justice & Child Welfare Integration and the Crossover Youth Practice Model. Macon also served as part of the authoring team for the Crossover Youth Practice Model and is providing technical assistance to the participating sites on implementation of the model.

Macon maintains a level of passion to assist vulnerable populations. Other areas of interest include disproportionality, institutional racism, engaging fathers in the child welfare system, and the role of spirituality in improving the quality of life. Macon is a former volunteer for the DC Rape Crisis Center and holds a Master's degree in Social Work from the University of Pittsburgh and a Bachelor's degree in Criminal Justice from the University of North Carolina at Charlotte.

## **John Tuell**

*Author, Presenter*

John A. Tuell currently serves as the Co-Director for the MacArthur Foundation Models for Change (MfC) Initiative at the Robert F. Kennedy Children's Action Corps and serves on the MfC Executive Committee. Since 2007 Mr. Tuell has also served on the faculty of Georgetown University's Public Policy Institute in the Center for Juvenile Justice Reform. In 2009, Mr. Tuell is the President and founder of Tuell & Associates Consultation, LLC which provides expert consultation and technical assistance in juvenile justice, child welfare and multi-system reform and quality improvement.

Mr. Tuell has been an author and/or contributing author to numerous publications and issue briefs that support the work of the Child Welfare – Juvenile Justice Systems Integration Initiative and address other relevant issues impacting the juvenile justice system. These have included: *Guidebook for Juvenile Justice and Child Welfare System Coordination and Integration: Framework for Improved Outcomes; Models for Change Information Sharing Tool Kit; Promoting a Coordinated and Integrated Child Welfare and Juvenile Justice System; Probation Review Guidebook; and Child Welfare – Juvenile Justice Systems Integration Initiative: A Promising Progress Report*, among others.

Prior to the initiation of the MacArthur Foundation work in 2001, Mr. Tuell served in the U.S. Department of Justice from 1997-2001, during which time he was the Deputy Director of the State Relations and Assistance Division in the Office of Juvenile Justice and Delinquency Prevention (OJJDP). He provided managerial oversight to grant management staff overseeing six grant programs; the Comprehensive Strategy for Serious, Chronic, and Violent Offenders Initiative; and for the Juvenile Accountability Incentive Block Grant (JAIBG) Program.



Mr. Tuell worked from 1979-1997 in the Fairfax County, Virginia Juvenile and Domestic Relations District Court in a variety of practitioner and management capacities. Those duties included probation officer, field office probation supervisor, intake officer (handling status offender, delinquency, domestic relations, and abuse and neglect complaints), and an administrator at a twenty-two bed, residential treatment facility for serious and chronic juvenile offenders.

Mr. Tuell's current consultation focuses on such areas of reform as juvenile justice and child welfare system coordination and integration, information sharing across multiple youth systems, conduct of probation and court system reviews, performance-based contracting and performance measurement, and strategic planning.

Mr. Tuell earned his Bachelor of Social Work degree from James Madison University and his Master of Arts degree in Criminal Justice from George Washington University. He is the proud father of two sons, Austin (age 22) and Zachary (age 16).

### **Janet Wiig**

*Author, Presenter*

Janet Wiig, JD, MSW, is Co-Director of the MacArthur Foundation's Models for Change initiative at the Robert F. Kennedy Children's Action Corps (RFK). In this role, she provides technical assistance as part of the National Resource Bank for Models for Change: Systems Reform in Juvenile Justice. She has more than 30 years' experience working with government and nonprofit organizations in the fields of child welfare and juvenile justice. Prior to coming to RFK, she served as Director of the Juvenile Justice Division and Senior Consultant with the Child Welfare League of America; Executive Director of the Institute on Criminal Justice at the University of Minnesota Law School; Assistant County Attorney in Hennepin County, Minnesota; Assistant Commissioner and Director of Children's Services at the Minnesota Department of Human Services; and Director of the CASA program and a Court Administrator in the Los Angeles Juvenile Court.

Ms. Wiig's policy and program development expertise has been demonstrated through her work as a researcher, trainer, and author. She is nationally recognized for her pioneering work in the area of very young offenders, having developed a crime prevention initiative to address children younger than 10 years of age who have committed delinquent acts. She is recognized as a leader on the relationship between child maltreatment and juvenile delinquency, having been the principal author of the CWLA publication, *Guidebook for Juvenile Justice and Child Welfare System Coordination and Integration: A Framework for Improved Outcomes*, to help state and local jurisdictions address that relationship. Among her other publications, both as lead or contributing author, are *Understanding Child Maltreatment and Juvenile Delinquency: From Research to Effective Program, Practice and Systemic Solutions*; "Legal Issues" in *Child Delinquents: Development, Intervention, and Service Needs*; *Models for Change Information Sharing Toolkit*; *Sustaining Change: A Models for Change Guidebook*; and *Probation Review Guidebook*. Ms. Wiig is knowledgeable about a variety of juvenile justice and child welfare topics and her areas of consultation include program design; policy analysis; case flow management; best practices and probation system reviews; information sharing; and multi-system collaboration.

Ms. Wiig serves as faculty to the Center for Juvenile Justice Reform at Georgetown University's Public Policy Institute. Her past teaching experience includes the development of an advanced course in public child welfare practice, related laws, and court processes to master level students at the University of Minnesota, School of Social Work.

Ms. Wiig holds Bachelor of Arts and Master of Social Work degrees from the University of Minnesota and a Juris Doctor degree from Loyola Law School in Los Angeles.