



**MODELS FOR CHANGE
JUVENILE INDIGENT DEFENSE ACTION
NETWORK**

Application Information

and

Application Form

Submitted: April 2008

MACARTHUR

The John D. and Catherine T. MacArthur Foundation

NEW MACARTHUR ACTION NETWORK TO ADDRESS LEGAL REPRESENTATION FOR INDIGENT JUVENILES

Chicago, April 4, 2008 – The John D. and Catherine T. MacArthur Foundation, which is investing \$100 million in Models for Change, an initiative to support and accelerate promising models of juvenile justice reform, today announced the creation of a new national action network to help ensure young people receive the legal protections to which they are constitutionally entitled by improving the juvenile indigent defense system. The Foundation is inviting states, local jurisdictions, or organizations interested in joining to apply to become members of the new Juvenile Indigent Defense Action Network.

The Network will respond to the critical need to build the capacity of the juvenile defense bar and to improve access to counsel and quality of representation for youth involved in the justice system. Assessments done in states across the country reveal serious systemic problems and deficiencies that include crippling caseloads; untimely appointment of counsel; inadequate access to experts and investigative resources; and inappropriate waiver of counsel and use of plea bargaining. This issue was selected because it is among the biggest challenges in developing a more fair and effective juvenile justice system.

“Every day, thousands of children find themselves involved in the juvenile court system unprotected,” said MacArthur President Jonathan Fanton. “It has been documented in some jurisdictions that as many as 80 to 90 percent of youth waive their right to counsel. As a result, young people may proceed through hearings where serious determinations are made, without adequate access to qualified counsel, often resulting in decisions that can have unfortunate lifelong consequences. That is why MacArthur has chosen to invest heavily in this area of juvenile justice reform.”

Participating sites in the new Juvenile Indigent Defense Action Network, which will be selected in June through an open application process, will work with leading national experts in the field to address the critical problems common to juvenile indigent defense systems across the country by –

- Identifying and implementing new strategies and solutions to common problems;
- Collaborating with local, state, and national partners on defining best practices;
- Building capacity for high-quality indigent defender systems that understand and support the defender's responsibilities and ethical obligation; and
- Providing national leadership on improving juvenile indigent defense policy and practice.

The Juvenile Indigent Defense Action Network will be coordinated through the National Juvenile Defender Center, a non-partisan organization created to respond to the critical need to build the capacity of the juvenile defense bar and to improve access to counsel and quality of representation for children in the justice system. States, local jurisdictions or organizations interested in applying to become members of the Juvenile Indigent Defense Action Network

should contact Rey Banks at the Center at rbanks.@njdc.info or 202.452.0010, ext. 107. Applications must be submitted no later than June 6, 2008.

The new Network joins two existing action networks that focus on (1) reducing racial and ethnic disparities in the juvenile justice system, and (2) addressing the mental health needs of juvenile justice involved youth. MacArthur will invest up to \$15 million in juvenile justice action networks, with each network receiving over \$1 million a year for the next three years.

MacArthur supports the development of successful and sustainable models of juvenile justice reform through targeted investments in key states and has already committed \$10 million each to reform efforts in Illinois, Louisiana, Pennsylvania and Washington through its Models for Change initiative. The Foundation has invested in eight additional states by creating networks linking new states with the four core Models for Change states to promote juvenile justice reform across the country. Colorado, Connecticut, Ohio, and Texas participate in the Mental Health/Juvenile Justice Action Network. Kansas, Maryland, North Carolina, and Wisconsin participate in the Disproportionate Minority Contact Action Network.

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About Models for Change

MacArthur's Models for Change initiative supports a juvenile justice system that is rational, effective, and developmentally sound by creating reform models to hold young offenders accountable for their actions, provide for their rehabilitation, protect them from harm, increase their life chances, and manage the risk they pose to themselves and to public safety. The initiative seeks to develop and support replicable, system-wide change that can serve as models for reform elsewhere. More information is available at www.modelsforchange.net.

About the MacArthur Foundation

The MacArthur Foundation supports creative people and effective institutions committed to building a more just, verdant, and peaceful world. In addition to the MacArthur Fellows, we work to defend human rights, advance global conservation and security, make cities better places, and understand how technology is affecting children and society. With assets of \$6.8 billion, the Foundation makes approximately \$260 million in grants annually. More information is available at www.macfound.org. Press Contact: Jennifer Humke, 312.726.8000, jhumke@macfound.org.

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A. Letter of Invitation

April 4, 2008

Dear Colleague:

We are writing to invite you to apply for membership in an exciting new endeavor sponsored by the John D. and Catherine T. MacArthur Foundation (the Foundation), the Juvenile Indigent Defense Action Network (the Network). The Network, coordinated by the National Juvenile Defender Center (NJDC), is a component of the Foundation's Models for Change initiative. Models for Change is an effort to create successful and replicable models of juvenile justice system reform through targeted investments in key states. Through substantial long-term funding and support from the Foundation, Models for Change seeks to accelerate progress toward a more rational, fair, effective and developmentally appropriate juvenile justice system. Models for Change partners with selected states – Illinois, Louisiana, Pennsylvania, Washington – to advance reforms that effectively hold young people accountable for their actions, provide for their rehabilitation, protect them from harm, increase their life chances, and manage the risk they pose.

The primary goal of the Juvenile Indigent Defense Action Network is to promote change that strengthens and enhances juvenile indigent defense systems. The Network will actively engage juvenile defenders, policymakers, judges and other decision makers in designing strategies that will improve juvenile indigent defense policy and practice. Four new partner states will join the existing Models for Change states to form a structured Network that will implement reforms, create opportunities for leadership, and engage in concrete, measurable strategies to improve juvenile indigent defense systems. Further, the Network stands alongside two other Action Networks that have already been launched by the Foundation and focus on critical issues such as disproportional minority contact (DMC) and mental health issues related to juveniles.

A key criterion for selection of the additional partner states is whether that jurisdiction has already undertaken some demonstrable steps or made measurable progress towards addressing juvenile indigent defense issues. Such progress may be shown in a variety of ways including, but certainly not limited to: evidence of changed policies or practices; implementation of key recommendations embodied in a Juvenile Indigent Defense Assessment (see www.njdc.info for information about completed assessments); involvement in a targeted commission or task force; specific legislative activity; creation of specialized juvenile defense units and related policies and training materials; development of comprehensive practice standards or guidelines; or, other activities that demonstrate a willingness of the stakeholders to make improvements in the juvenile indigent defense delivery system.

Participation in the Juvenile Indigent Defense Action Network will yield many significant benefits to the new partner states including:

- The opportunity to apply for up to \$100,000 for one year, with additional funding likely to support concrete juvenile indigent defense reform efforts
- Structured collaboration with seven other states working on similar issues
- Access to the latest developments, information, or new training materials
- Recognition as a participant in the larger Models for Change initiative

- The opportunity to demonstrate leadership addressing targeted issues and,
- Implementation of Strategic Innovations and concrete changes that improve juvenile indigent defense systems

The four key minimum requirements and expectations that apply to all Network Team members during Year One are as follows:

1. Attendance at the Annual Meeting of the Juvenile Indigent Defense Action Network

Each year, the Network will convene an annual meeting which will bring together the Teams from the Models for Change States and the new partnering states along with national experts and researchers. The purpose of this annual meeting will be to provide a foundation for the identification and development of “Strategic Innovations” that each state will work on as described in greater detail below. The Annual Meeting will provide a forum for sharing information and networking; discussing and selecting Strategic Innovations for targeted work; and implementing concrete strategies to advance the pace of reform.

2. Attendance (virtual or in-person) at one or two additional Strategic Innovation Group meetings and participation in ongoing implementation efforts

At the Annual Meeting, participants will identify and develop Strategic Innovations. *A Strategic Innovation is a specific and intentional effort that will lead to measurable outcomes to improve juvenile indigent defense system policies or practices.* Strategic Innovations will be identified through a collaborative process designed to generate new and innovative solutions. They are intended to bring about rapid responses to critical issues through the development and implementation of practical recommendations and resources. Participants will work together to develop solutions to common problems. Examples of Strategic Innovations are not limited to, but might include:

- Innovations in data collection and case reporting methods that provide accurate and timely information about issues such as the number of children that waive their right to counsel or the timing and appointment of such counsel
- Innovations that increase the support and capacity of juvenile defenders
- Innovations that address oversight and monitoring of juvenile indigent defense systems
- Innovations that promote cutting-edge training and professional development
- Innovations that promote communication among juvenile defenders and other key system stakeholders such as judges, prosecutors, probation officers or law enforcement
- Innovations that support the development of specialized defense units that target unique issues or populations of underserved youth and
- Innovations that develop model court rules, guidelines or professional standards

3. Participation in on-site technical support

As requested by Network members, additional on-site technical support will be available to

enhance and further progress in the states and increase greater peer involvement. It is expected that Network members will work with the NJDC to identify issues and experts that may be needed to assist with laying the groundwork for reform.

4. Participation in the dissemination of new information to peers

Network members will be expected to submit ideas and materials and take seriously the opportunity to share strategies, resources and innovations. One of the main purposes of the Network is to share lessons learned more broadly and intentionally. NJDC will work with Network participants to identify opportunities to draft briefing papers; share successes, innovations and new materials with one another; submit materials for posting on the Network website or articles for an e-newsletter; or other publishing or public speaking events that become available.

Additional information about the site selection process and criteria for selection are described in greater detail in the attached Application. For further information or clarification, please feel free to contact us at the National Juvenile Defender Center.

We look forward to working with you on this exciting new endeavor that holds great promise for juvenile indigent defense reform.

Thank you for your interest.

Sincerely,

Patricia Puritz
Executive Director
National Juvenile Defender Center
ppuritz@njdc.info
202.452.0010 x 101

Rey Banks
Senior Policy & Communications Associate
National Juvenile Defender Center
rbanks@njdc.info
202.452.0010 x 107

B.

**Models for Change Juvenile Indigent Defense Action Network
Frequently Asked Questions (FAQ's)**

1. What is the Models for Change Initiative?

Models for Change is an effort to create successful and replicable models of juvenile justice system reform through targeted investments in key states. With substantial long-term funding and support from the Foundation, Models for Change seeks to accelerate progress toward a more rational, fair, effective and developmentally appropriate juvenile justice system. Models for Change partners with selected states – Illinois, Louisiana, Pennsylvania, Washington – to advance reforms that effectively hold young people accountable for their actions, provide for their rehabilitation, protect them from harm, increase their life chances, and manage the risk they pose. These states have very different histories, cultures and political landscapes. By examining change in states that are at different starting points for juvenile justice reform, Models for Change aims to broaden understanding of success in different regions, making it easier to generalize the lessons learned and replicate progress nationwide.

2. What is the vision for juvenile indigent defense reform?

The vision for reform is to create a model juvenile indigent defense system in which fundamental fairness dictates that courts ensure and uphold the due process rights of youth throughout the duration of the juvenile court process. In this system youth have early and timely access to competent, well-trained and well-resourced counsel and juvenile defenders have the ability and capacity to provide the comprehensive and thorough legal representation to the children they serve.

3. What is the goal of the Juvenile Indigent Defense Action Network?

The primary goal of the Juvenile Indigent Defense Action Network (JIDAN) is to promote change that strengthens and enhances juvenile indigent defense systems. The Network will actively engage juvenile defenders, policymakers, judges and other decision makers in designing strategies that will improve juvenile indigent defense policy and practice. The new Network will join the existing Models for Change states and will together implement reforms, create opportunities for leadership, and engage in concrete, measurable strategies to improve juvenile indigent defense systems. Further, the Network will stand alongside two other Action Networks that have already been launched and focus on DMC and Mental Health issues.*

4. Who may apply for Network membership?

The Network will focus on intentional, systemic reform efforts and is designed for system stakeholders. State entities and organizations, collaborations with a designated fiscal agent, nonprofit law centers and other organizations with demonstrated statewide support and ability to build momentum for reform are eligible to apply.* Each applicant must identify a Team that will be expected to participate in all Network activities and meetings.

5. What is a Strategic Innovation?

A Strategic Innovation is a specific and intentional effort that will lead to measurable outcomes to improve juvenile indigent defense system policies or practices. Examples of Strategic Innovations might include:

- Innovations in data collection and case reporting methods that provide accurate and timely information about issues such as the number of children that waive their right to counsel or the timing and appointment of such counsel
- Innovations that increase financial support and other resources for juvenile defenders
- Innovations that address oversight and monitoring of juvenile indigent defense systems
- Innovations that promote cutting-edge training and professional development
- Innovations that promote communication among juvenile defenders and other key stakeholders such as judges, prosecutors, probation officers or law enforcement
- Innovations that support specialized units that target unique issues or populations and,
- Innovations that develop model court rules, guidelines or professional standards

6. What are the benefits of being a member of the Network?

Participation in the Juvenile Indigent Defense Action Network will yield many significant benefits to the new partner states including:

- The opportunity to apply for up to \$100,000 for one year, with additional funding likely, to support concrete juvenile indigent defense reform efforts
- Structured collaboration with seven other states working on similar issues
- Access to the latest developments, information, or new training materials
- Recognition as a participant in the larger Models for Change initiative
- Demonstrated leadership addressing key issues plaguing the nation's juvenile indigent defense delivery systems and,
- Implementation of Strategic Innovations and concrete changes that improve juvenile indigent defense systems

7. How will sites be selected as Network members?

A national advisory committee will be convened to review and rank all Applications and will make recommendations to the Foundation. All final decisions will be made by the Foundation. Applications will be considered on the selection criteria described in the Application Packet.

8. How can I get more information?

Please contact the NJDC if you have any questions.

Patricia Puritz, Executive Director (ppuritz@njdc.info)
Rey Banks, Senior Policy & Communications Associate
(rbanks@njdc.info)
202.452.0010

* Organizations and entities from thirty-eight states and the District of Columbia are eligible to apply. Excluded states include the four existing Models for Change states (Louisiana, Illinois, Pennsylvania and Washington) because their involvement is presumed, and the eight states in which the DMC and Mental Health Action Networks are currently underway including Colorado, Connecticut, Kansas, Maryland, North Carolina, Ohio, Texas and Wisconsin.

DMC Action Network
Center for Children's Law and Policy
1701 K Street, NW, Suite 600
Washington, DC 20006
202. 637.0377
202.379.1600 (fax)
info@cclp.org (email)
www.ccp.org

Mental Health Action Network
National Center for Mental Health and Juvenile Justice (NCMHJJ) at Policy Research Associates
345 Delaware Avenue
Delmar, New York 12054
1.866.9NCMHJJ (toll free)
518.439.7612 (fax)
ncmhjj@prainc.com (email)
<http://www.ncmhjj.com/>

C. APPLICATION INFORMATION AND APPLICATION FORM

I. APPLICATION INFORMATION

Overview

The John D. and Catherine T. MacArthur Foundation is sponsoring the creation of the Juvenile Indigent Defense Action Network (the Network) as part of its Models for Change (MfC) initiative. The Network will be coordinated through the National Juvenile Defender Center. Please visit www.modelsforchange.net for more information about the MfC philosophy, scope of work and ongoing activities.

The Network is a new component of the Foundation's Models for Change initiative. Models for Change is an effort to create successful and replicable models of juvenile justice system reform through targeted investments in key states. With substantial long-term funding and support from the Foundation, Models for Change seeks to accelerate progress toward a more rational, fair, effective and developmentally appropriate juvenile justice system. Models for Change partners with selected states to advance reforms that hold young people accountable for their actions, provide for their rehabilitation, protect them from harm, increase their life chances, and manage the risk they pose. The states have very different histories, cultures and political landscapes. By examining change in states that are at different starting points for juvenile justice reform, Models for Change aims to broaden understanding of success in different regions, making it easier to generalize the lessons learned and replicate progress nationwide.

The MfC initiative is fully operational in its four target states – Illinois, Louisiana, Pennsylvania and Washington – and now seeks to add four new “partner states” with a dedicated focus on juvenile indigent defense issues to the Network. With the creation of this new Juvenile Indigent Defense Action Network, the opportunities to magnify the good work in the target states and assist four additional states in identifying issues and strategies that will strengthen and enhance juvenile indigent defense systems are substantial. The Network will support ongoing activities and assist in implementing innovations and reforms through a collaborative venture.

Further, the Network joins two other Action Networks that have already been launched by the Foundation that focus on critical issues relating to DMC and Mental Health.

Purpose of the Action Network- Goals, Objectives and Activities

The primary goal of the Juvenile Indigent Defense Action Network is to promote change that strengthens juvenile indigent defense systems. The objectives of the Network are to enhance overall progress and reform in a given state by taking leadership on critical issues; engaging in a collaborative change process; and targeting resources to implement strategic innovations. To meet these objectives, the Network will actively engage juvenile defenders, policymakers, judges and other decision makers in designing and implementing strategies that will improve juvenile indigent defense policy and practice. The new partner states will join the four existing Models for Change states (LA, IL, PA, and WA) to form a Network to implement reforms, create opportunities for leadership, and engage in concrete, measurable strategies to improve juvenile indigent defense systems. The Network will provide a forum to collaborate on the implementation of new strategic innovations; be intentional about change; share lessons learned; and, build on cross-site momentum and reform.

In pursuit of these goals and objectives, four key minimum requirements and expectations apply to all Network Team members during Year One including:

1. Attendance at the Annual Meeting of the Juvenile Indigent Defense Action Network

Each year, the Network will convene an annual meeting, which will bring together the Teams from the Models for Change States and the new partner states along with national experts and researchers. The purpose of this annual meeting will be to provide a foundation for the identification and development of “Strategic Innovations” that each state will work on as described in greater detail below. The annual meeting will provide a forum for sharing information and networking; discussion and identification of the Strategic Innovations; and, concrete suggestions for ways to further advance the pace of reform.

2. Attendance (virtual or in-person) at one or two additional Strategic Innovation Group Meetings and Participation in Ongoing Implementation Efforts

At the Annual Meeting, participants will be guided to identify and develop Strategic Innovations. *A Strategic Innovation is a specific and intentional effort that will lead to measurable outcomes to improve juvenile indigent defense system policies or practices.* Strategic Innovations will be identified through a collaborative process designed to generate new and innovative solutions. They are intended to bring about rapid responses to critical issues through the development and implementation of practical recommendations and resources. Participants will work together to develop solutions to common problems. Examples of Strategic Innovations are not limited to but might include:

- Innovations in data collection and case reporting methods that provide accurate and timely information about issues such as the number of children that waive their right to counsel or the timing and appointment of such counsel
- Innovations that increase the support and capacity of juvenile defenders
- Innovations that address oversight and monitoring of juvenile indigent defense systems
- Innovations that promote cutting-edge training and professional development
- Innovations that promote communication among juvenile defenders and other key system stakeholders such as judges, prosecutors, probation officers or law enforcement
- Innovations that support the development of specialized defense units that target unique issues or populations of underserved youth and,
- Innovations that develop model court rules, guidelines or professional standards

3. Participation in On-Site Technical Support

As requested by Network members, additional on-site technical support will be available to advance progress in the states and encourage greater peer involvement. It is expected that Network members will work with the NJDC to identify issues and experts that assist with laying the groundwork for reform.

4. Participation in the Dissemination of New Information to Peers

One of the main purposes of the Network is to share lessons learned more broadly and intentionally. To that end, Network members will be expected to submit ideas and materials and take full advantage of the opportunity to share strategies, resources and innovations. NJDC will work with Network participants to identify opportunities to draft briefing papers; share successes, innovations and new materials with one another; submit materials for posting on the Network website or articles for an e-newsletter; or other publishing or public speaking events that become available.

Background on Juvenile Indigent Defense

Every day, thousands of vulnerable children appear unprotected in our nation's juvenile courts, and proceed through court hearings where serious determinations are made, without the benefit of legal counsel. Far too many children waive their right to counsel, enter into plea agreements, and face incarceration and juvenile convictions without a full understanding of the short-and long-term implications of those actions.

Working with young people requires a special understanding of the principles of child and adolescent development. Ensuring that youth and their families fully understand and participate in the justice system process requires a patient and dignified system. Dealing with the extraordinarily high number of children in the justice system with mental health problems and/or learning disabilities mandates specialized training and skill development. Understanding a child's level of maturity and competency may require access to specialized experts. The system's tendency to rely on institutional placements when community-based alternatives are limited requires aggressive monitoring. For all these reasons and more, it is imperative that juvenile indigent defense systems ensure that resources are being spent wisely and that children are receiving the legal protections to which they are constitutionally entitled.

Although children have the constitutional right to due process, the institutional barriers and obstacles inherent in the system effectively limit those protections. Inadequate access to qualified counsel can result in decisions that have tragic and lifelong consequences. Conversely, timely access to competent counsel upholds children's due process protections, and ensures that children are treated fairly and engaged in the court process.

For almost seven decades after the first juvenile court was established in 1899, children were denied any rights in delinquency proceedings because the state was purportedly acting in their best interests and providing rehabilitative treatment rather than punishment. The Supreme Court made clear in 1967 in *In Re Gault*, however, that "the condition of being a boy does not justify a kangaroo court." In a series of cases guaranteeing due process rights to juveniles, the Supreme Court repeatedly affirmed the law's respect for the individual dignity of children and the importance of fundamentally fair procedures in delinquency cases. These due process holdings acknowledged the reality that juvenile adjudications do, in fact, subject children to stigma, potential loss of liberty, and other serious consequences, such that neither the alleged rehabilitative purpose of the delinquency courts nor the civil label given to such proceedings can justify a denial of constitutional rights. Both due process precedents and ethical considerations require that children receive access to quality counsel who will provide them with a meaningful opportunity to be heard.

Ample data substantiates that juvenile indigent defense systems in this country are broken and that the fair administration of justice for children is jeopardized (see generally www.njdc.info). Because of the inadequacies and failings within the juvenile indigent defense system, many young people and their families are literally left defenseless when the state proceeds against them. A Juvenile Court adjudication is very serious in today's world and carries with it a broad range of long-term, life long consequences -- most of which children and parents remain unaware. There is growing concern about the access to counsel and the quality of representation youth receive in delinquency proceedings and that proper attention be brought to bear on a range of complex issues that accompany the defense of a child charged with a crime.

In response to the Supreme Court’s decisions extending due process protections to youth facing delinquency proceedings, most states, simply adopted the adult model of representation instead of taking into account the unique and highly specialized skills of juvenile defenders. Worse yet, these loosely structured juvenile systems are often viewed as lesser systems, and perpetuate the notion that children require less due process than adults. To many, juvenile court remains nothing more than “kiddie court.”

While all juvenile justice professionals want to ensure that the special features of the juvenile court remain intact, the Supreme Court clearly noted in the *Gault* opinion that the “absence of substantive standards has not necessarily meant that children receive careful, compassionate, individualized treatment,” and that “Juvenile Court history has again demonstrated that unbridled discretion, however benevolently motivated, is frequently a poor substitute for principle and procedure.” Over time, these juvenile indigent defense systems have faltered, leaving far too many children standing alone in courts of law across this country. Most importantly, these systemic shortcomings have negatively impacted racial and ethnic minority youth, drawing large numbers of low-income children deeper into the system.

Despite these failures, the critical role that defense counsel is intended to play in delinquency cases cannot be overstated. Ensuring that a system of checks and balances is in place is imperative. The juvenile defender must protect the child client from unfairness; present the legal case and the social case; promote accuracy in decision making; provide alternatives for decision makers; and, monitor institutional treatment, aftercare and re-entry. Youth need effective representation to ensure that they are not held unnecessarily in secure detention, improperly transferred to adult criminal court, or inappropriately committed to institutional confinement.

Children need attorneys to help them navigate the complexities of the justice system. Without such assistance, the legal interests of thousands of children annually are significantly compromised and resources are wasted. Juvenile defense attorneys are a critical buffer against injustice and are at the heart of ensuring that the indigent defense system established for children operates fairly, accurately and humanely.

In order to ensure that children have access to the competent counsel to which they are entitled, the juvenile indigent defense systems that dispense those legal services must be reformed.

Through the Juvenile Indigent Defense Action Network, a wonderful opportunity exists to create a model juvenile indigent defense system in which courts protect the due process rights of youth throughout the duration of the juvenile court process; youth have timely access to competent, well-trained and well-resourced counsel; and, juvenile defenders have the ability and capacity to provide comprehensive legal representation to the children they serve.

Network Organization and Role of Team Members

1. Role of the NJDC

The Juvenile Indigent Defense Action Network will be organized and coordinated by the National Juvenile Defender Center. The NJDC will be responsible for overseeing, managing and assisting with the implementation the strategic innovations and activities of the Network. Specifically, the NJDC will be responsible for providing administrative, and technical support to the Network and, in partnership with Team members, will coordinate and facilitate all annual meetings, strategic innovation meetings, on-site technical assistance and the dissemination of information. The NJDC will work closely with Team members to devise strategies to concretely enhance the pace of reform in each target state or jurisdiction.

The NJDC is a non-partisan, mission-driven organization that provides a unique and highly focused function in the juvenile justice system. The organization was created to respond to the critical need to build the capacity of the juvenile defense bar and to improve access to counsel and quality of representation for children in the justice system. In fulfilling its mission to ensure excellence in juvenile defense and promote justice for all children, NJDC provides support to public defenders, appointed counsel, law school clinical programs and non-profit law centers in urban, suburban, rural and tribal areas across the country. NJDC offers a wide range of integrated services to juvenile defenders, including training, technical assistance, advocacy, networking, collaboration, capacity building and coordination. NJDC offers juvenile defense attorneys a more permanent capacity to address practice issues, improve advocacy skills, build partnerships, exchange information, and participate in the national debate over juvenile crime and justice.

In addition to our close partnership with juvenile defenders across the country, the NJDC also collaborates with a myriad of other organizations. NJDC works in partnership with nine Regional Juvenile Defender Centers, and regularly partners with government entities, state supreme courts, executive agencies, advocacy and community groups and others to implement policy reform and enhance practice at the national, state and local levels. The organization also provides specialized training and information to judges, probation officers, other stakeholders and key decision makers in the justice system.

2. Role of the Partnering States and Team Members

Applicants selected as partnering states will be fully expected to participate in all Network activities. Partnering states must identify 4-8 Team Members who will represent their state at Network meetings and participate in the implementation of strategic innovations with other Network members.

Role of Team Members:

- Team Members *must* be identified as part of the Application process. Team Members must have demonstrated commitment to improving juvenile indigent defense policy and practice;

- Team Members may include but are not limited to system stakeholders such as: juvenile defense attorneys (front-line, supervisors or managers), judges (juvenile, appellate or state supreme court), prosecutors or attorneys general, policy makers (agency leaders, legislators), juvenile law clinical professors or other academics; bar association leaders (especially juvenile committee chairs); or juvenile detention or corrections officials.
- All Team Members are expected to participate in a structured, collaborative process to determine strategic innovations and to support the efforts of colleagues to implement them;
- All Team Members are expected to attend the two day Annual Meeting;
- All Team Members are expected to participate in at least one Strategic Innovation Group and attend (virtually or in-person) one or two additional Strategic Innovation Group meetings. Participation in ongoing strategic implementation efforts is required.
- All Team Members must demonstrate readiness to work with other Network members to implement change within their state, and to provide leadership to other states in the country;
- All Team Members are expected to participate in relevant conference calls, listservs, and other in-state or cross-site Network activities;
- All Team Members are expected to work with NJDC staff, consultants and experts to implement strategic innovations.

Benefits of Participation

Participation in the Juvenile Indigent Defense Action Network will yield many significant benefits to the new partner states including:

- The opportunity to apply for up to \$100,000 for one year, with additional funding available for up to two additional years, to support concrete juvenile indigent defense reform efforts
- Structured collaboration with seven other states working on similar issues
- Access to the latest developments, information, and new training materials
- Recognition as a participant in the larger Models for Change initiative
- The opportunity to demonstrate leadership addressing key issues plaguing the nation's juvenile indigent defense delivery systems and,
- Implementation of Strategic Innovations and concrete changes that improve juvenile indigent defense systems

Who may apply for Network membership?

The Network will focus on intentional, systemic reform efforts and is designed for system stakeholders. State entities and organizations, collaborations with a designated fiscal agent, nonprofit law centers and other organizations with demonstrated statewide support and ability to build momentum for juvenile indigent defense reform from thirty-eight states and the District of Columbia are eligible to apply. *Excluded states include the four existing Models for Change states (Louisiana, Illinois, Pennsylvania and Washington) because their involvement is presumed in this initiative, and the eight states in which the two other Action Networks (DMC and Mental Health) are currently underway including Colorado, Connecticut, Kansas, Maryland, North Carolina, Ohio, Texas and Wisconsin.*

Requirements of Participation

States selected to participate in the Network will have demonstrated interest in working together to accelerate progress and to move issues forward. New partner states will:

- Identify and Select 4-8 Team Members who, as stakeholders with senior-level experience, will represent them at Network meetings and will have an interest and experience in matters relating to juvenile indigent defense
- Send Team Members to the Annual Meeting of the Network
- Designate Team Members or others who will work on the Strategic Innovations in their home state
- Identify staff to participate in video or teleconferences
- Assist in the development of baseline measures and key benchmarks to evaluate progress and success
- Implement Strategic Innovations
- Track changes, problems and issues
- Share experiences and lessons learned by assisting with the development of new publications, presenting at national and state symposia, and potentially serving as hosts to other sites and jurisdictions interested in learning more about their reform efforts
- Work collaboratively at the state and local levels to develop strategies to address targeted issues

Application Process and Timeline

1. All applications must be received by **hard copy and in duplicate** to the National Juvenile Defender Center, 1350 Connecticut Avenue, NW, Suite 304, Washington, DC 20036, **no later than Friday, June 6 at 5:00 pm EST. No on-line or faxed applications will be accepted.**

2. A national advisory board will be convened to review and rank all Applications and make recommendations to the Foundation. The selection committee will represent a cross-section of justice system experts. In addition, NJDC staff will provide an initial review of each application to ensure that it is complete and thorough. Conference calls may be convened with applicants. All final decisions will be made by the Foundation. Applications will be considered based on the selection criteria described in the Application Form.

3. If necessary, NJDC staff, the national selection committee, or the Foundation may request additional supplemental information from applicants.

4. Applications must include the names, title and all contact information of designated Team Members including address, phone, fax and email.
5. Those entities selected will be notified. NJDC will post the selected grant recipients on our website.

Selection Criteria

A national advisory board will be convened to review and rank all Applications and will make recommendations to the Foundation. Applications will be considered based on the selection criteria described below:

- A. Demonstrated understanding of the problem
 - applicant presents a clear understanding of the problems and issues
 - applicant demonstrates experience in juvenile defense reform efforts
 - applicant identifies realistic strategies and entry points for reform
 - applicant demonstrates a readiness to become engaged in change strategies
 - applicant can articulate gaps in data, resources and capacity
- B. Juvenile Indigent Defense Reform Efforts
 - applicant provides realistic goals and objectives
 - applicant demonstrates specific experience related to juvenile indigent defense
 - applicant's work plan is closely tied to problems described
 - applicant's efforts are sustainable in terms of long-term reform
 - applicant describes the barriers and challenges to reform
 - applicant would benefit from participation in the Network
 - applicant describes a history of collaboration or a willingness to engage in a structured collaboration
 - applicant would bring useful insight and experience to other sites
- C. Leadership and Capacity Building
 - applicant demonstrates potential to serve in a leadership capacity
 - applicant demonstrates how in-state Team Members will collaborate with one another and other stakeholders
 - applicant has identified key stakeholders, decision makers, juvenile defenders and others who will champion the Network reform efforts
 - applicant describes a clear coordination and oversight structure that will be in place
 - applicant is willing to work with NJDC staff and other national consultants and experts to develop and implement innovative change strategies
- D. Budget and Budget narrative
 - applicant presents a clear picture of how funds will be utilized
 - applicant's budget includes travel for 4-8 Team Members to attend the two-day Annual Meeting in Washington, DC
 - applicant's budget includes travel for 4-8 Team Members to attend the two-day Strategic Innovation Group meeting – site to be determined
 - applicant's budget shows dedicated staff time devoted to the Network

How and where to send

All applications must be received by **hard copy and in duplicate** to the National Juvenile Defender Center, 1350 Connecticut Avenue, NW, Suite 304, Washington, DC 20036, **no later than Friday, June 6 at 5:00 pm EST. No on-line or faxed applications will be accepted.**

National Juvenile Defender Center
1350 Connecticut Avenue, NW | Suite 304
Washington, DC 20036
202.452.0010 phone
202.452.1205 fax

II. APPLICATION FORM

Thank you for your interest in applying for membership in the Juvenile Indigent Defense Action Network, a new endeavor sponsored by the John D. and Catherine T. MacArthur Foundation. The Foundation is seeking through this application process four additional partner states to join the four Models for Change states to bring leadership and innovation to juvenile indigent defense reform efforts.

Please provide complete, specific and detailed answers to the following questions in the outline below and feel free to attach additional relevant material to your application when submitted. The NJDC and the Foundation reserve the right to ask applicants to submit supplemental materials in support of their applications or to participate in a conference call as part of the application process.

A. Applicant Information

1. Name of organization or entity

Complete mailing address
Telephone and fax numbers
Email address
Website – if one is available
Primary contact person and where they can be reached.

2. Will the applicant also serve as the fiscal agent for this initiative or will another organization provide that service?

If another organization, please provide the name of the organization, all contact information and an official letter stating that they are willing to serve in that capacity.

3. Please provide 3 letters of support from senior-level, statewide stakeholders that support your application.

Letters of support from state supreme courts, chief public defenders, statewide defender organizations, bar associations, agency administrators, legislators, law schools or other policy makers would be particularly welcomed.

B. Statement of the Problem (20 points)

Demonstrate your overall understanding of the problems and issues related to juvenile indigent defense in your state. Please include:

- a clear understanding of the problems and issues
- realistic strategies and entry points for reform
- an indication that there is demonstrated readiness for change, and
- gaps in data, resources and capacity that impede reform efforts

C. Juvenile Indigent Defense Reform Goals, Activities and Outcomes (30 points)

Although specific Strategic Innovations will be selected for implementation at the inaugural Annual Meeting, please describe collaborative and concrete innovations that you think would advance juvenile indigent defense reform efforts in your state. Please include:

- realistic goals and objectives consistent with the mission of the Network
- a description of how these ideas are sustainable and fit in to a larger, long-term strategy
- measurements for success
- a description of any barriers or challenges to this reform work
- applicant's history of collaboration and willingness to engage in a structured, collaborative reform process
- how applicant would benefit from participation in the Network
- how the Network would benefit from the applicant's participation
- applicant's willingness to bring insight and experience to other sites, and
- a work plan that incorporates your ideas with the expectations of membership in the Network

D. Leadership and Capacity Building (25 points)

The Network is focused on intentional, systemic reform. Thus, building the capacity of the system to improve the delivery of legal services to indigent children is the ultimate goal, not building the capacity of any one organization or individual. Discuss how applicant will build on existing efforts and relationships, and generate momentum, leadership and change. Please:

- provide names and organizational affiliation of Team Members
- describe the applicant's ability to serve in a leadership capacity
- describe the applicant's expertise and capacities in juvenile justice reform
- describe applicant's ability to collaborate and engage other in-state Team Members
- describe applicant's ability to collaborate and engage system stakeholders, decision-makers, public defenders, and others who will champion the reform efforts
- discuss the applicant's ability to coordinate and oversee the work, and
- describe applicant's willingness to coordinate work with NJDC staff, national consultants and experts to implement innovative change strategies

E. Budget and Budget Narrative (25 points)

Grant funds up to \$100,000 will be available for each new partner state for year one. While it is anticipated that grant funds will be available for two additional years, please only provide a 12-month budget. Please provide a detailed and realistic budget that presents a clear picture of how funds will be used to staff, support and enhance reform efforts. Please be certain your budget includes, at a minimum:

- Estimated air or travel costs for 4-8 Team Members to attend the two-day Annual Meeting in Washington, DC
NOTE: The NJDC will pay directly for hotel, meals, ground transportation and other local costs
- Estimated air or travel costs for 4-8 Team Members to attend the two-day Strategic Innovation Group meeting at a site yet to be determined
NOTE: The NJDC will pay directly for hotel, meals, ground transportation and other local costs

- Dedicated staff or consultant time devoted to supporting the implementation of Network activities, and
- A budget narrative that provides supporting information for each line item and describes the role of staff or consultants

F. Supplemental Material

If you are submitting supplemental materials or attachments, please provide a list of such materials, in addition to providing hard copies of the materials themselves.

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Please contact the NJDC if you have any questions:

Patricia Puritz, Executive Director (ppuritz@njdc.info)
Rey Banks, Senior Policy & Communications Associate
(rbanks@njdc.info)

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